

# MINUTES

## Committee on Administration and Finance

January 12, 2012

John Murphy Conference Room

Minnesota Medical Association Offices

1300 Godward Street NE, Suite 2500

Minneapolis, MN 55413

### Members Present

David Westgard, MD  
Michael Ainslie, MD  
James Dehen, MD  
Peter Dehnel, MD  
Daniel Maddox, MD  
Carolyn McKay, MD, MPH  
Erick Reeber, MD  
Paul Sanford, MD  
Michael Schulenberg, MD

### Members Absent

Joel Greenwald, MD, FACP  
Charles Terzian, MD  
David Sproat, MD

### Guests Present

Jerry Prostrollo-Midwest Capital Mgmt.  
Dan Owens-Olsen Thielen

### Staff Present

Robert Meiches, MD  
George Lohmer  
Jon Stensland

## I. Call to Order/Approval of Minutes

The following motion was made, seconded and passed:

**Motion:** that the minutes of the December 8, 2011 meeting be adopted.

## II. Financial Statement Review

Jon Stensland reviewed with the committee the November 2011 MMA financials. Year-to-date revenue was +\$71,669 better than budget, YTD expenses were (\$35,918) worse than budget, board approved adjustments were +\$54,223, leaving the MMA at \$89,974 better than budget.

The following motion was made, seconded and passed:

**Motion:** that the November 2011 financials be accepted as presented.

## III. MMA IA Manager Review

Jerry Prostrollo, from Midwest Capital Management, presented his review of the 4<sup>th</sup> quarter performance of the MMA IA. The portfolio outperformed the benchmark for the quarter, 6.92% versus 6.52%, and 5 of the 9 active managers topped the benchmark managers' performance.

#### IV. Pre-Audit Meeting

Dan Owens, Audit Manager from Olsen Thielen, discussed the scope of services for the upcoming MMJSO audit and MMA review, which will include verifying assets and liabilities through testing and inspection, issuing statements based on those findings, and preparing federal and state income tax returns. Staff members were temporarily excused from the meeting to allow committee members to address areas of concern or suggest topics that need to be addressed during the next evaluation.

#### V. Proposed Employee Incentive Plan for 2012

George Lohmer reviewed with the Committee the history of the Employee Incentive Program (EIP), the planned re-assessment of the program for 2013, and the proposed 2012 EIP, which is the same as the EIP in 2011. The proposed EIP for 2012 is attached as Exhibit A.

The following motion was made, seconded and passed:

**Motion:** that the Committee on Administration and Finance approve the proposed metrics for the 2012 EIP and forward such approval to the MMA Board Chairperson.

#### VI. MMA 2012 Budget

George Lohmer reviewed with the committee the proposed MMA budget for 2012. The MMA budgeting process has been revised for 2012 to more closely align with MMA strategic planning efforts. With the strategic initiatives being funded from the MMA IA, the operating budget is balanced. The proposed Operating Budget for 2012 is attached as Exhibit B.

The following motion was made, seconded and passed:

**Motion:** that the proposed 2012 MMA Operating Budget be approved including a transfer of up to \$200,000 for the cost of strategic initiatives undertaken during 2012.

#### VII. Next Meeting and Adjournment

The next meeting of the committee is March 17, 2012.

The following motion was made, seconded and passed:

**Motion:** that the meeting be adjourned.

**Minnesota Medical Association  
Employee Incentive Program Guidelines and Metrics  
Calendar Year 2012**

The MMA established their Employee Incentive Plan (EIP) for Calendar Year 2004. The plan focused on providing a cash payment to employees based on the organization accomplishing organizational level goals. The EIP payment was distributed based on a percent of salary. EIP payments were made in 2004 (4.14%), 2005 (0%), 2006 (5.00%), 2007 (0.70%), 2008 (2.81%), 2009 (6.93%), and 2010 (0.0307%) all paid in the subsequent year. For FY 2011 final calculations have not been made to determine whether the EIP will make a payout.

**Guidelines**

The following guidelines were adopted and used in the design of the MMA EIP:

- **The primary goal of the MMA Employee Incentive Program (MMA-EIP) is to focus on the achievement of measurable organizational and individual goals that are consistent with the MMA's mission and vision.** The MMA-EIP recognizes that financial rewards will be tied to individual and organizational performance. The MMA-EIP is but one element of a compensation and human resource system built to achieve the highest levels of organizational performance, member service and employee job satisfaction.
- **The MMA-EIP is dependent upon meeting budgetary and membership goals.** Each year financial and other goals will be developed that must be met before incentive payments can be made.
- **The MMA-EIP will be built over time.** The MMA-EIP will be developed in a number of steps proceeding from broad basic measures of organizational goals (e.g., actual-vs.-budget financial performance, more members than last year), to individualized employee-specific.
- **Performance goals will be measurable and achievable.** Goals may be quantitative (e.g., improved financial results) or qualitative (e.g., improved member satisfaction) and achievable (i.e., reasonable probability that incentive pay will be possible each year). Organizational performance goals must be met before consideration can be given to providing incentive pay for the achievement of individual goals.
- **All employees will be eligible to participate in the MMA-EIP.** The program will be equitable in that incentive pay will be provided as a percent of salary. The Organizational EIP Program will "cap" the maximum percentage of pay that can be awarded to all employees. The total available to all employees under the Individual EIP Program will be budgeted. All employees who are actively employed (e.g., not on long term disability with no expectation of return to work) and who work 1,000 hours during the calendar year (i.e. July 1 for new full-time hires) will be eligible for the EIP.
- **Frequent communication is essential if this program is to be successful.** These communications need to:
  - describe the program, its goals and operations
  - present information on where the organization is at relative to the incentive pay goals
  - present any unexpected results as soon as possible (e.g., a sizable budgeted program not implemented or a major new program implemented that was not budgeted)

Based on previous approved motions of the MMA Board of Trustees, on a yearly basis, the MMA Committee on Administration and Finance and the MMA Board Chair can modify the metrics used in the MMA EIP Program.

## Metrics

### Measurable Performance

Goal 1- MMA Actual Net Revenue will be higher at year-end 2002012 than budgeted for 2012 after adjusting for the Strategic and Adjustments sections. For 2012, MMA net Income is projected to be \$29.

Goal 2-MMA will have between 4,938 and 5,086 Regular Active members as of December 31, 2012<sup>1</sup>

Goal 3-MMA will have 5,087 or more Regular Active members as of December 31, 2012 (a 3% increase over the goal 2 level).

### Incentive Payment Calculations

If either Goal 1 or Goal 2 is not met, then there will not be any EIP payment.

If Goal 1 and Goal 2 are met, fifty percent of the difference between financial goal and budget, will be allocated to an Incentive Payment Pool to be distributed as a percent of salary to a maximum of 5% of salary (including the costs of Employer contributed FICA/Medicare).

If Goal 1 and Goal 3 are met, seventy-five percent of the difference between financial goal and budget, will be allocated to an Incentive Payment Pool to be distributed as a percent of salary to a maximum of 7.5% of salary (including the costs of Employer contributed FICA/Medicare).

Example:

- Goal 1 and Goal 2 are met.
  - MMA Salaries: \$2,000,000 (exclusive of benefits and some other misc. payments)
  - RA Membership Increase: Yes
  - RA Membership Increase over 3%: No
  - Actual Net Revenue 2011 minus \$0.00: \$150,000
1. Are Performance goals met?-Yes
  2. Total Dollars Available for Program-\$150,000
  3. 50% Split-Employee Portion;  $\$150,000/2=\$75,000$
  4. Employee Prorated Share;  $\$75,000/\$2,000,000=3.75\%$  (3.75% is less than 5%; therefore, the whole amount becomes available for distribution.)
  5. Adjust 3.75% for Employer Contribution and FICA/Medicare;  $.0375\%/1.0765\%=3.48\%$  bonus contribution<sup>2</sup>

Payment is required by law to be made no later than March 15, 2012.

<sup>1</sup> Year end 2010 RA membership was 6,193

<sup>2</sup> To calculate net incentive payment percent there needs to be offsets for FICA and Medicare Tax. The respective amounts are as follows: 6.2%-FICA and 1.45% Medicare Tax. The total is 7.65%.

**Minnesota Medical Association  
2011 MMA Operating Budget  
Calendar Year 2012**

## Summary

For 2012 the MMA budgeting process has been revised to more closely align with MMA strategic planning efforts. From a budgeting perspective these changes to reflect MMA's strategic planning efforts will evolve over a period of 2-3 years. The goal of these budgeting changes is to make visible MMA strategic planning efforts from a financial perspective so as to provide additional information to allow for the evaluation of MMA's strategic planning efforts and whether what the MMA is doing is meeting the needs of its members.

## Budget Structure

The MMA builds two primary budgets each year: Operations and Capital. The Operations budget will have four parts and can be found in Exhibit A:

### *Operating Budget*

1. **Operations**-All revenue and expenses, except those associated with the Investment Account, will be displayed in this section, including all transactions associated with the Strategic Initiatives; board authorized adjustments and expenditures from CEO Discretionary Account<sup>3</sup>.
2. **Investments**-This section displays the investment results of the MMA Investment Account (MMA IA). The MMA IA is not budgeted nor are its investment results utilized in Operations without explicit approval of the Committee on Administration and Finance and the board.

In addition to the Operations budget and the Investment Account, the MMA has developed a set of statistical accounts to track areas of special interest. These statistical accounts currently include: (1) Strategic Initiatives (first used during FY 2012) and (2) Adjustments.

3. **Strategic Initiatives**-The purpose of this section of the MMA financial report is to track those expenditures associated with MMA Strategic Initiatives. Strategic Initiatives will be a mixture of additional [e.g., from the MMA IA to fund new staff (where appropriate), consultants] and existing re-purposed resources. For 2012 it is estimated that the MMA will need to transfer about \$200,000 from the MMA IA to support these Strategic Initiatives and that there will also be a need to re-direct some current staff time into these Strategic Initiatives. While it is estimated that \$200,000 in new resources is needed to support these strategic initiatives, there is less certainty about the cost associated with the re-directing of existing resources. This new statistical section of the budget will display the revenues and costs associated with identified Strategic Initiatives and allow MMA management, the Committee on Administration and Finance and the board the opportunity to assess the cost and impact of these efforts. It is anticipated that these Strategic Initiatives are a multiple year effort to transition the MMA into a new path consistent with its strategic plan. There is no long-term plan to utilize the MMA IA to support these strategic initiatives. The initiatives will either become self-supporting by becoming

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<sup>3</sup> The CEO Discretionary Account is equivalent to 1% of the average 5 year value of the MMA Investment Account and is used by the MMA CEO to fund various activities based on pre-determined criteria and with appropriate oversight.

fully supported by and integrated into the Operating Account or the initiatives will need to be discontinued because they did not accomplish the objectives.

The revenues and costs of the Strategic Initiatives will flow through the Operations section of the MMA Income Statement (similar to Adjustment section expenses), but will be “reversed-out” in the Strategic Initiatives section.

4. **Adjustments**-The MMA board has determined that certain expenditures can be exempted from the operating account. The general rationale for this exemption is that these are exceptional expenses appropriately funded out of the MMA’s “savings” account (i.e., MMA IA) and not funded out of operations which would cause additional cuts to be made elsewhere in the MMA operating budget. In addition, the board has also recognized that the current value of certain equity investments can also be recognized as an adjustment to operating results. This statistical section will “reverse-out” those revenue and expense items that the board has “exempted” from Operations and will also include the current equity position of those MMA investments made in related organizations. Based on board direction the Committee on Administration and Finance has developed a draft policy to provide guidance to the board on what types of transactions should be identified for inclusion in the Adjustment section. (i.e., *A separate document on this topic will be presented at the January 2012 board meeting.*)

For 2012 the following expenses will be recognized in the “Adjustments” section of the Financial Management Report:

• Community Measurement Contribution	\$49,000
• MMBR Net Income	\$5,360
• MN. Association for Patient Safety Contribution	<u>\$20,000</u>
Total	\$74,360

### Capital Budget

The second category of budget is the Capital budget which displays qualifying expenditures in excess of \$2,000. For the first time since the 1970’s, MMA management is not recommending any capital expenditures. The reason for this is as follows:

- The threshold to qualify as a capital expenditure has been raised from \$500 to \$2,000 over the period of 3 years eliminating many of the items (e.g., computers) as a capital expense (depreciating the cost over 3 years) and turning them into operating expenses (fully recognizing the expense in the current year).
- A number of IT related expenses (e.g., server replacements) have been obviated as the MMA moves toward a hosting solution. While cycle costs will be roughly the same the cost involved move from equipment replacement to monthly support.

### Differences Between MMA Financial Management Reports and GAAP-Consistent Reporting

On a monthly basis the MMA produces two primary financial management reports: Balance Sheet and Income Statement. The Balance Sheet displays the assets, liabilities and equity of the MMA. The Income Statement reflects the revenues and expenses for the current fiscal year. The Income Statement is a financial management report and varies from generally accepted accounting procedures (GAAP-Generally Accepted Account Principles) in a number of ways so as to improve their use as a financial management tool. Some of the major variances include:

- Not incorporating the MMAF into MMA’s financials
- Display of the revenue and costs of Strategic Initiatives and Adjustments in separate sections reversing-out

these expenses as they flow through the Operations Account

- Display the results of the MMA Investment Account in a separate section and not incorporated in the Operations

As will be described below a new section has been developed to track Strategic Initiatives displaying the revenues and costs of such efforts so as to provide a tool for the Committee on Administration and Finance and the board to monitor progress.

At year end the MMA utilizes an independent auditor to reformat its financials according to GAAP standards.

### MMA 2012 Operations Budget Overview

Total budgeted revenue for 2012 is expected to be \$4,067,751 compared to a baseline (October 2010-September 2011) of \$3,927,196 or a 2011 budget of \$4,056,762. Compared to 2011 baseline the 2012 budget will increase by \$140,555 or 3.6%. Expenses, before board approved adjustments and strategic initiatives for budget 2012 are projected to be \$4,342,082 compared to a baseline of \$4,213,340 or a 2011 budget of \$4,153,154. The budget is summarized below:

	Budget 2012	Baseline 2011	Budget 2011
Revenue	\$4,063,751	\$3,927,196	\$4,056,762
Expense	\$4,337,930	\$4,213,340	\$4,153,154
Strategic Initiatives	(\$200,000)	0	0
Adjustment	(\$74,360)	(\$76,180)	(\$96,392)
Net	\$29	(\$209,964) <sup>4</sup>	(\$30,392)

It has been the goal of MMA management to submit to the Committee on Administration and Finance and the board a balanced budget. The definition of a balanced budget was Net Revenue after board-approved Adjustments was greater than \$0. Recent history is displayed below:

Year	Revenue	Adjusted Net Expense	Adjusted Net Revenue
2005	\$3,748,348	\$3,889,780	(\$141,432)
2006	\$4,467,180	\$4,390,799	\$76,381
2007	\$4,635,168	\$4,641,312	(\$6,144)
2008	\$4,366,474	\$4,329,611	\$36,863
2009	\$4,296,198	\$4,175,397	\$120,801
2010	\$4,264,320	\$4,262,400	\$1,920
2011 (Budget)	\$4,056,762	\$4,087,154	(\$30,392)
2012 (Budget)	\$4,067,751	\$4,067,722	\$29

For 2012 a balanced budget (i.e., \$29) based upon a similar definition of a balanced budget after Adjustments and Strategic Initiatives.

Budget highlights are described below:

<sup>4</sup> The 2011 Baseline does not include the complete royalty payment from MMIC which will add approximately \$225,000 in additional revenue.

1. **Dues Revenue**<sup>5</sup>-The chart below displays the challenge on the revenue side of the organization with a projected decrease in total dues revenue of \$220,899 from Budget 2011.

Dues Cash	2012 Budget	2011 Baseline	2011 Budget	2012 Budget- 2011 Budget	2012 Budget- 2011 Baseline
MMP	\$ 797,615.00	\$ 885,345.00	\$ 865,463.50	\$ (67,848.50)	\$ (87,730.00)
Mayo	\$ 690,166.00	\$ 691,968.00	\$ 692,869.00	\$ (2,703.00)	\$ (1,802.00)
UMP	\$ 133,000.00	\$ 133,000.00	\$ 133,000.00	\$ -	\$ -
Other RA	\$ 664,064.00	\$ 742,601.00	\$ 818,672.00	\$ (154,608.00)	\$ (78,537.00)
Total Dues Cash	\$ 2,284,845.00	\$ 2,452,914.00	\$ 2,510,004.50	\$ (225,159.50)	\$ (168,069.00)
Transfer to MM	\$ 43,183.00	NA	\$ 47,443.00	\$ (4,260.00)	NA
Dues Revenue	\$ 2,241,662.00	\$ 2,434,811.00	\$ 2,462,561.00	\$ (220,899.00)	\$ (193,149.00)

The average dues revenue yield from per physician from the MMP program is \$455 compared to the full dues rate of \$540. This category of membership is projected to decrease, in terms of number of members by 10% for 2012. For physicians not participating in the MMP program the dues revenue yield is \$512. It is also projected that there will be a 10% decrease in the number of members in this dues category.

2. **Other Revenue**-Other MMA revenue includes the following:

- a. Administrative Services
- b. Advertising Revenue
- c. Lobbying Services
- d. MMIC Royalties
- e. Event Revenue
- f. Grant/Sponsorships
- g. Interest Income
- h. Misc. Revenue

The total projected income for these sources of non-dues revenue for 2011 is \$1,597,142<sup>7</sup> (including of the increase in the MMIC Royalty payment); in 2012 this is projected to be \$1,719,406 or an increase of \$122,264 (7.6%). The primary drivers for this increase over baseline 2011 are:

- MMIC Royalty-\$33,000 (an increase in 2011 over 2010 was \$225,000)
  - Advertising Revenue-\$34,800
  - Event Revenue-\$50,400
- **Strategic Initiatives**-The MMA strategic planning process is moving down from mission, vision and goal development to strategic initiatives (e.g., projects). As a way to focus and monitor the MMA strategic efforts, the 2012 MMA Operations budget will have a special section that highlights the revenue and costs associated with those strategic initiatives. The budget reflects an allocation of \$200,000 from the MMA IA to fund Strategic Initiatives in 2012.

<sup>5</sup> Dues Revenue is all revenue from dues payments minus that portion of dues revenue transferred as subscription income to *Minnesota Medicine*.

<sup>6</sup> The 2011 Baseline Dues Cash values and the 2011 Baseline Dues Revenue values are for different time periods and therefore no calculation was made of the value of the *Minnesota Medicine* subscription transfer was determined.

<sup>7</sup> \$225,000 was added to Baseline 2011 to account for the 2011 increase in Royalty payments not included in the baseline estimate.

At the November 2011 Committee on Administration and Finance meeting it was recommended that an additional purpose (i.e., “To provide interim funding for Strategic Initiatives”) be added as a reason for expenditures of funds from the MMA IA. The revised MMA IA Investment Policy is attached as Exhibit B.

The development of the Strategic Initiatives for 2012 is in development and only a portion of the estimate of \$200,000 needed has been specified. The following expenditures have been specified:

Specified Expenditure	Amount	Reason
Survey Consulting	\$20,250	Strategic Initiative on improving member perception of value
Communications Retreat	\$5,000	Strategic Initiative on improving corporate culture-communications retreat
New Skills Building	\$10,000	Strategic Initiative on improving corporate culture and organization-wide skill building
<b>Total</b>	<b>\$35,250</b>	

The remaining amount, \$164,750, is still to be detailed. MMA management will provide reports on the use of these funds and their effectiveness throughout 2012.

3. **“Natural Cost Increases”**-The current MMA budget is about \$4,000,000 per year. There is a “natural” cost increase, if not managed, of about \$70,000-\$100,000 (approx. 2-2.5%). These “natural” cost increases include salary and benefit adjustments, office supply increases (quantity and price) and other operating expenses including the expense portion of the lease. These increases were pared down as much as possible with the exception of a 2% staff salary increase with an expected cost of \$22,000.
4. **MMIC Royalty**-The MMIC/MMA “royalty agreement” expired upon the reorganization of MMIC into a mutual holding company. The replacement agreement is for 20 years plus a 7 year tail if not renewed for an increased royalty payment. This increase payment was effective starting in 2011 and has been increased by 3% for 2012. The total payment for 2012 is \$1,133,000.
5. **Transfers from the MMA Investment Account**-The MMA Investment Account has a number of purposes as listed below:
  - To provide resources during short-term (e.g., 1-2 years) adverse financial periods
  - To provide interim funding for Strategic Initiatives<sup>8</sup>
  - To take advantage of unique investment opportunities
  - To provide contributions to un-related organizations
  - To provide resources for major infrastructure investments
  - To provide professional development resources for MMA staff

<sup>8</sup> This is an additional purpose for the use of the funds in the MMA IA.

**Budget 2012 vs. Actual 2011 Summary vs. Budget 2011 - MMA**

		<b>Budget \$2,012</b>	<b>Baseline \$2,011</b>	<b>Budget \$2,011</b>
4000	Dues Revenue	\$2,241,662	\$2,434,811	\$2,462,561
4001	Dues, Stds & Res	\$0	\$774	\$0
4002	MMP Revenue	\$0	\$8,151	\$0
4100	Contributions	\$60,000	\$60,855	\$60,000
4200	Administrative Svc	\$155,000	\$160,337	\$152,202
4205	Subscriptions	\$46,683	\$50,463	\$50,439
4210	Advertising Rev	\$274,800	\$239,994	\$267,000
4215	Sales	\$0	\$0	\$0
4230	Lobbying	\$65,056	\$106,345	\$107,970
4235	Royalties	\$1,133,000	\$825,563	\$825,000
4240	Event Revenue	\$82,600	\$32,168	\$87,500
4245	Exhibitor Fees	\$0	\$0	\$0
4250	Grant/Sponsorships	\$7,600	\$53	\$21,890
4301	Int & Div	\$1,350	\$1,282	\$3,200
4990	Misc. Revenue	\$0	\$6,400	\$19,000
<b>TOT_OPER_REV</b>	<b>Total Operating Rev</b>	<b>\$4,067,751</b>	<b>\$3,927,196</b>	<b>\$4,056,762</b>
5000	Salary	\$2,685,531	\$2,674,891	\$2,723,059
5010	FICA	\$0	\$0	\$0
5017	Retirement/Def. Comp	\$17,507	\$16,749	\$16,493
5150	Bad Debt Expense	\$0	(\$2,220)	\$0
5210	Temp Employment	\$0	\$202	\$0
5215	Consulting & Contr	\$406,407	\$573,213	\$331,664
5255	Courier	\$160	\$624	\$0
5265	UPS, FedEx, etc.	\$230	\$335	\$310
5300	Printing/Binding	\$134,436	\$124,806	\$167,920
5410	Supplies	\$12,100	\$15,386	\$16,500
5415	Photocopy	\$27,050	\$29,763	\$32,530
5420	Phone Exp.	\$25,380	\$23,637	\$25,480
5425	Conference Phone	\$8,175	\$5,051	\$12,370
5430	Postage	\$40,009	\$43,791	\$47,560
5435	Publication & Media	\$6,575	\$6,804	\$6,070
5501	Professional Development	\$46,000	\$17,471	\$16,050
5502	Out of St Staff Bus Exp	\$21,750	\$22,901	\$20,600
5503	In State Staff Bus Exp	\$27,750	\$25,731	\$25,495
5585	Staff Dues & Membership	\$86,432	\$61,339	\$59,848
5610	Member Exp	\$153,880	\$129,240	\$143,010
5620	Member Stipend	\$45,600	\$45,758	\$46,200
5710	Workshop/Seminar Exp	\$37,350	\$12,776	\$37,415
5800	Office Rent	\$236,360	\$233,981	\$240,180
5850	F & E Purchase	\$5,950	\$22,007	\$7,500
5860	F & E Rental	\$0	\$0	\$0
5870	F & E Maint	\$800	\$1,062	\$1,800

5880	F & E Depreciation	\$70,000	\$83,920	\$86,300
5910	Corporate Insurance	\$0	\$0	\$0
5915	Corporate Tax	\$21,000	\$17,641	\$18,000
5920	Official Hospitality	\$900	\$20,441	\$10,800
5925	Contributions	\$0	\$5,650	\$0
5990	Misc. Expense	\$60,000	\$155	\$60,000
5991	Misc. Expense - SI	\$164,750	\$0	\$0
<b>TOT_OPER_EXP</b>	<b>Total Operating Expense</b>	<b>\$4,342,082</b>	<b>\$4,213,340</b>	\$4,153,154
<b>NET_OPER_INC</b>	<b>Net Operating Income</b>	<b>(\$274,331)</b>	<b>(\$286,144)</b>	<b>(\$96,392)</b>
<b>STRATEGIC</b>	<b>Strategic Initiatives</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>
7050	Survey Consulting	\$20,250	\$0	\$0
7051	Communications Retreat	\$5,000	\$0	\$0
7052	New Skills Building	\$10,000	\$0	\$0
7053	Miscellaneous Expense - SI	\$164,750	\$0	\$0
<b>ADJUST</b>	<b>Adjustments</b>	<b>\$74,360</b>	<b>\$76,180</b>	\$66,000
7007	Community Measurement	\$49,000	\$47,300	<b>\$46,000</b>
7009	JSO Credit Amort	\$0	<b>(\$8,861)</b>	\$0
7012	MMBR Net Income	\$5,360	\$13,006	\$20,000
7013	Sabbatical	\$0	\$1,525	\$0
7014	LTI	\$0	\$23,210	\$0
7015	MAPS	\$20,000	\$0	\$0
<b>ANALYSIS</b>	<b>Budget Analysis</b>	<b>\$29</b>	<b>(\$209,964)</b>	<b>(\$30,392)</b>