

2015–2016 Annual Report



Table of Contents

President's Message Who We Are	1
Mission, Vision, Values	2
Membership Infographic	3
What We Do	
Highlights	4
Financial Data	6
Thank You	
Board Members	7
Chapter Presidents	8
Committee Volunteers	9
Donors	11
Partners & Sponsors	13



"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

Margaret Mead

From Your President & CEO

My first year as your President & CEO flew by — I was overwhelmed with the positive reception I received. Thank you!

As a passionate association executive, I am honored and proud to serve you, the passionate and committed members of the long term care and post-acute care community.

You always inspire me with your energy, compassion, and intelligence.

Since I joined the organization in January 2016, we have made many changes, and we work to continue changing in response to the needs of the Administrator and other professionals serving the aging population in the United States.

It is vital that we continue to stand together, from academic programs to early careerists to the seasoned Administrator. Supporting your profession through



membership in your professional association is the best way to have a voice in the creation of the future.

In the 2015-2016 year, we reached out to Academic programs, to our peer associations, and to those conducting research that supports quality outcomes. We will continue to grow our base, to grow our offerings, and to grow our relationships with other organizations in order to have the greatest possible impact.

We want you to join because a strong and diverse community is the only way to have a voice in an increasingly noisy world. Membership in your professional association is the only way to advance the cause of residents and patients. It is the only way to make sure that the best of the best choose long term care and aging services as their career path. Together, we will set the example and lead the way.

How can you help? Support your professional association and your peers with a membership. Become a Mentor or an AIT Preceptor. Lead a session at an ACHCA Conference. Join an ACHCA Committee. Choose to participate locally in your Chapter or start a networking group. Only together can we make a difference.

Throughout history, the only thing that has made a difference is people coming together with a common cause. Join your peers in advancing the needs of long term care and aging services.

We are all proud to say #IamACHCA. Together, we can. And we will. There is no ACHCA without you.

Plena B

Cecilia B. Sepp, CAE

2015-2016 Annual Report | 1

Who We Are

Mission, Vision & Values

Our Mission Statement: ACHCA is the catalyst for excellence in post-acute and aging services leadership.

Our Vision: To be the premier membership organization providing professional leadership and professional development opportunities for post-acute and aging services health care leaders. Dynamic leadership forges post-acute and aging health care services that are desired, meaningful, successful and efficient.

Professional Values

ACHCA:

- Identifies post-acute and aging services leaders
- Recognizes post-acute and aging services leaders
- Supports post-acute and aging services leaders
- Advocates for the role of post-acute and aging services leaders
- Promotes professional excellence among post-acute and aging services leaders

To accomplish the Mission, ACHCA will pursue strategies to achieve the following Goals:

Goal: REPRESENTATION OF THE PROFESSION: ACHCA will recruit and retain a diverse membership across the post-acute and aging services continuum.

Goal: PROFESSIONAL DEVELOPMENT: ACHCA will provide those within the profession the programs, products, and services required for career advancement and development in support of professional excellence.

Goal: LEADERSHIP: ACHCA will align with industry professionals, business partners, and partner organizations to advance the unique health care specialty of post-acute and long term care.

Goal: PRESENCE: ACHCA will enhance and promote a positive public perception of the profession and the association to both internal and external audiences.

GOAL: ORGANIZATIONAL STABILITY: ACHCA will establish sound business policies, organizational practices, and decision-making processes that support and maintain long-term results based on best practices in association management.





Membership

2,622 Individual Members

31 Business Affiliate Members

Education

33% Bachelors Degree
43% Masters Degree
4% Doctoral Degree
53% Female
47% Male



Top 5 Professional Titles

Administrator, Executive Director Executive Director CEO, President, Owner Vice President Assistant Administrator Professional Development

> 370 Fellows 225 CNHA 32 CALA

Service/Programs Supported **Adult Day Care** AIDS Alzheimer's/Dementia **Assisted Living** CCRC Complex medical/subacute Consulting Geriatric center/Senior center **Home Health** Hospice ICF/MR/DD Independent Living/Senior Housing Long Term Acute Care Hospital **Skilled Nursing Facility Wound Care**

Highlights

October 2015 - September 2016



The Academy

- The Academy provided registration funding for up to 16 poster session students at the 2015 Convocation.
- ACHCA co-sponsored the Seventh National Emerging Leadership Summit (NELS) which was held July 2016 in Washington, D.C.
- ACHCA partnered with the National Association of Long Term Care Administrator Boards (NAB) to provide financial support for up to 5 NELS partici pants.
- The Academy Committee and Board Members participated in the Fellow Promise Program resulting in funds appropriated for emerging leadership initiatives.

Awards Program

ACHCA's national recognition and awards program seeks to promote leadership excellence in post-acute and aging services administration, education, journalism, and public service. The 2016 Awards Ceremony provided awards to 9 Chapters, 1 District Award, and 10 Individual and Partner awards. Two student scholarships were awarded. In addition, 58 facility leaders received the Eli Pick Facility Leadership Award at the Convocation for their leadership in achieving top facility performance in their states on ACHCA's identified performance indicators. An additional 226 facility leaders received remote recognition for their achievement and were e-mailed their certificates.

Education & Conferences

- In fiscal year 2016, ACHCA held two national conferences: the 22nd Annual Winter Marketplace, December 4-6, 2015 at Bally's Las Vegas Hotel and Casino and the 50th Annual Convocation and Exposition, April 16-20, 2016 at the Philadelphia Marriot Downtown.
- ACHCA launched the first of six sponsored webinars in September 2016. These webinars are sponsored by Aegis Therapies.
- The Student Poster Exposition was composed of 16 students presenting 12 research posters.

Membership & Chapter Relations

- One of the most exciting things has been the migration to a new Association Management System (AMS) called MemberClicks, a system designed specifically for smaller associations. The new AMS deepens the connection between members, automates many services, and provides easy access to information using one entry point: the New Member Portal. While ACHCA said good bye to the ACHCA Connect Community, within the new member portal, members can connect to other members, start and join Circles, participate in discussions in the Peer 2 Peer Forum, and use the built in social media functions that are similar to Facebook and Google+ Circles. Additionally, member information is searchable immediately and updated in real time.
- ACHCA launched the Group Membership Rate A Member Benefit that Supports Quality Outcomes! This new membership category offers a company or facility the opportunity to receive a reduced membership dues rate if they pay for 3 or more individual memberships at one time. The group rate applies only to Professional, Emerging Professional, and Associate memberships.
- For our members in locations without an ACHCA Chapter, ACHCA introduced Local Links and Special Interest Groups (SIGs). Designed to provide local networking without the requirements of a formal Chapter, Local Links (also known as Networking Hubs) bring together ACHCA members to discuss career growth, issues of the day, and provide camaraderie.
- For our members that are looking for more targeted networking with professionals in a specific area of long term care. In that case, we now offer Special Interest Groups (SIGs) that revolve around expertise or practice specific topics.

Highlights

Mentoring

• In 2015-2016 the mentoring program had 6 matched mentor/protégé pairs. The mentoring program expanded to engage mentor/protégé pairs at the chapter and district level.

Partnerships

• The AIT/Preceptor Task Force, a joint effort of ACHCA and NAB, wrapped up the development of the content and finalized the online webinar for the program. The launch date was set as November 2016. ACHCA and NAB developed a plan for a joint launch at their fall meetings.

Professional Advancement

• ACHCA signed the contract to return to HumRRo on 3/07/16 and went live with the exams on 5/28/16.





Financials

Consolidated financial position as of September 30, 2016 compared to prior year

	Sep 30, 16	Sep 30, 15
ASSETS		
Current Assets		
Checking/Savings	335,107	320,550
Accounts Receivable	575	1,340
Other Current Assets	278,806	240,850
Total Current Assets	614,488	562,740
TOTAL ASSETS	614,488	562,740
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable	-	165
Credit Cards	6,690	5,209
Other Current Liabilities	90,978	62,281
Total Current Liabilities	97,668	67,655
Total Liabilities	97,668	67,655
Equity		
Unrestricted Net Assets	231,003	245,603
Board Designated Funds	43,380	48,922
Temp. Restricted Net Assets	110,856	109,916
Perm. Restricted Net Assets	105,245	105,245
Net Income	26,335	(14,600)
Total Equity	516,820	495,085
TOTAL LIABILITIES & EQUITY	614,488	562,740



A copy of ACHCA's full financials may be obtained by emailing a request to financialservices@achca.org.

Leadership

2015 - 2016 Board of Directors



Michael Hotz, CNHA, FACHCA **CHAIR** New York



Stefan (Steve) Fromm, CNHA, FACHCA **CHAIR ELECT** Georgia

Molly Savard, CNHA, FACHCA SECRETARY/TREASURER Connecticut



Roxanne Galloway, CNHA, CALA, CAS, FACHCA IMMEDIATE PAST CHAIR Georgia ACADEMIC DIRECTOR Douglas Olson, PhD, FACHCA Wisconsin

DIRECTORS AT-LARGE

Sharon Colling, CNHA, CALA, FACHCA Nebraska

Terri Golec, FACHCA Connecticut

Philip Jean, CNHA, FACHCA Massachusetts

Rudolph (Rudy) L. Michalek, FACHCA Florida

Ken Reynolds, CNHA, FACHCA Tennessee

Mitch Teller, FACHCA New York

EX-OFFICIO NON-VOTING DIRECTOR Cecilia Sepp, CAE

Washington, DC

DISTRICT DIRECTORS

District 1 Director Theresa Sanderson, CNHA, FACHCA Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

District 2 Director

Kathryn Richardson, FACHCA New Jersey, New York

District 3 Director

Cydney Bare, CNHA, FACHCA Indiana, Kentucky, Michigan, Ohio, West Virginia

District 4 Director

Eric Hadley, CNHA, CALA, FACHCA Alabama, Florida, Georgia, Maryland, DC, Delaware, North Carolina, Pennsylvania, South Carolina, Virginia

District 5 Director

Robert Lane, CNHA, FACHCA Alaska, Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, Wyoming

District 6 Director

Doyle Love, CNHA, FACHCA Arkansas, Illinois, Iowa, Louisiana, Minnesota, Mississippi, Missouri, Tennessee, Texas, Wisconsin

Chapter Presidents

Established Chapters

Arizona Chapter President (D-5) Ed Smith

Connecticut Chapter President (D-1) Blair Quasnitschka, FACHCA

Florida Chapter President (D-4) Luann Foos

Georgia Chapter President (D-4) Michael Barry, CNHA, FACHCA

Indiana Chapter President (D-3) Mark Prifogle, FACHCA

Kentucky Chapter President (D-3) Israel Ray, CNHA, FACHCA

Maine Chapter President (D-1) Matthew Lessard, CNHA, FACHCA

Massachusetts Chapter President (D-1) Joanne Shaw

Michigan Chapter President (D-3) Renee Beniak

Mississippi Chapter President (D-6) Stacy Seay, FACHCA

Missouri Chapter President (D-6) Kendall Brune, PhD

New Hampshire Chapter President (D-1) Roxie Severance, CNHA, FACHCA

8 | 2015-2016 Annual Report

New Jersey Chapter President (D-2) Robert Reyes, CNHA, FACHCA

New York Chapter President (D-2) Colin Hart, FACHCA

North Dakota Chapter President (D-5) Jason Weekley

Ohio Chapter President (D-3) Jennifer Tollefson

Oklahoma Chapter President (D-5) Ed Hendrix

Oregon Chapter President (D-5) April Olum

Pennsylvania Chapter President (D-4) Mary K. Kender

Rhode Island Chapter President (D-1) Melissa Prevey, FACHCA

South Carolina Chapter President (D-4) Mitzi Myers

Tennessee Chapter President (D-6) Guy Crosson, CNHA

Texas Chapter President (D-6) Linda Mayhugh

West Virginia Chapter President (D-3) Michael Gore, CNHA, FACHCA

Wisconsin Chapter President (D-6) Matt Mauthe, CNHA, CALA, FACHCA

Chapters In Development

California (D5)

Illinois (D6)



Committee Volunteers

The Academy of Long Term Care Leadership and Development Chair: Timothy Dressman, CNHA, CALA, FACHCA

Michael Barry, CNHA, FACHCA Melanie Eaton, CNHA, FACHCA Daniel Farley, PhD, Fellow Emeritus, Retired Emeritus Certified Brian Forschner, PhD, FACHCA John Gage, CNHA, CAS, FACHCA Michael Gore, CNHA, FACHCA Helaine Ledany, CNHA, FACHCA Douglas Olson, PhD, FACHCA Molly Savard, CNHA, FACHCA Stacy Seay, FACHCA Bruce Zarett

Awards Subcommittee

Chair: Cecily Andrews

Barbara Acello Terri Golec, FACHCA Helaine Ledany, CNHA, FACHCA Linda Mayhugh Kathryn McCurley Kathryn Richardson, FACHCA Charles Shelton, CNHA, FACHCA John Sheridan Steven Smyth, CNHA, FACHCA Daniel Suer, FACHCA

Business Advisory Council Chair: Jeffrey Mukamal, FACHCA

Michael Alisanski (Pegasus Express Pharmacy) Marc Altholz (Partners Pharmacy)

Cecily Andrews (Quantum Age Collaborative) Christiaan Baker (Direct Supply) Nick Bush (Direct Supply) Vince Da Grava (NuScriptRx) Jon Di Gesu (Harmony Healthcare Intl.) Jodi Drever (Omnicare) Michael Hendel (HD Supply) Michael Hotz, (Long Ridge Post-Acute Care) Jerel Johnson (Cornell Communications) Robert Lane (BKD, LLP) Jeffrey Mukamal (ProviNET Solutions/eHDS) Gary Riffe (Retired) Cecilia Sepp (ACHCA) Allan Swartz (HCP) Mitchell Teller (Hillside Manor Rehab and Extended Care Center) Lisa Thomson (Pathway Health Services)

Bylaws Committee

Chair: Susan Farris, FACHCA

Terri Golec, FACHCA Michael Gore, CNHA, FACHCA Rudy Michalek, FACHCA Roberto Muniz, FACHCA Anthony Restaino, CNHA, FACHCA Kenneth Reynolds, CNHA, FACHCA Mark Waldrop, CNHA, CAS, FACHCA

Education Committee

Chair: Matthew Lessard, CNHA, FACHCA

Michael Barry, CNHA, FACHCA Philip DuBois, CNHA, FACHCA Kirstin Dunsworth Kathy Grimes Sally Hemlepp Raju Kunnath Laura More Theresa Parker, FACHCA Molly Savard, CNHA, FACHCA Carolyn Timmer, CNHA

Exhibitor-Sponsor Subcommittee Chair: Jeffrey Mukamal, FACHCA

Michael Alisanski Edward Callahan Susan Hoffman, FACHCA, Retired Emeritus Certified Maureen Kelly Robert Lane, CNHA, FACHCA Michael Ricks Justin Schwartz Allan Swartz Mitchell Teller, FACHCA

Finance Committee

Chair: Molly Savard, CNHA, FACHCA

Stefan Fromm, CNHA, FACHCA Michael Hotz, CNHA, FACHCA Robert Lane, CNHA, FACHCA Rudy Michalek, FACHCA

Committee Volunteers

MCDD Committee

Chair: Eric Hadley, CNHA, CALA, FACHCA

Cydney Bare, CNHA, FACHCA Sharon Colling, CNHA, CALA, FACHCA Terri Golec, FACHCA Michael Hotz, CNHA, FACHCA Philip Jean, CNHA, FACHCA Robert Lane, CNHA, FACHCA Doyle Love, CNHA, FACHCA Rudy Michalek, FACHCA Kathryn Richardson, FACHCA Theresa Sanderson, CNHA, FACHCA Mitchell Teller, FACHCA

Mentoring Subcommittee

Chair: James Farley, CNHA, FACHCA Michael Barry, CNHA, FACHCA

Timothy Dressman, CNHA, CALA, FACHCA Ronald England Michael Hotz, CNHA, FACHCA William Watson, II, FACHCA Jan Wilson David Wolf, PhD, CNHA, CALA, CAS, FACHCA

National Conference Planning Committee Chair: Gary Riffe, FACHCA, Retired Emeritus Certified

Cecily Andrews Cydney Bare, CNHA, FACHCA Timothy Dressman, CNHA, CALA, FACHCA Stefan Fromm, CNHA, FACHCA Eric Hadley, CNHA, CALA, FACHCA Michael Hotz, CNHA, FACHCA David Johnson Mary Kender Robert Lane, CNHA, FACHCA Matthew Lessard, CNHA Doyle Love, CNHA, FACHCA Jeffrey Mukamal, FACHCA Kathryn Richardson, FACHCA Theresa Sanderson Molly Savard, CNHA, FACHCA

Nominating Committee

Chair: Roxanne Galloway, CNHA, CALA, CAS, FACHCA

Norda Bellantoni, CNHA, CALA, CAS, FACHCA Richard Gamache, CNHA, FACHCA W. Bruce Glass, CNHA, CALA, FACHCA Israel Ray, CNHA, FACHCA

Daniel Shields, CNHA, FACHCA Margaret Mary Wagner, CNHA, CAS,

FACHCA

Professional Advancement Commitee

Chair: Robert Reyes, CNHA, FACHCA Sharon Colling, CNHA, CALA, FACHCA Scott Edens, CNHA, FACHCA Steven Gold, CNHA, FACHCA Philip Jean, CNHA, FACHCA Kenneth Reynolds, CNHA, FACHCA Jay Sackman Steven Smyth, CNHA, FACHCA David Wolf, PhD, CNHA, CALA, CAS, FACHCA

Student Poster Exposition Workgroup Chair: Theresa Parker, FACHCA

Donna Alexander Robert Burke, PhD Melanie Eaton, CNHA, FACHCA Kevin Hansen, PhD Heather Kjelstad



Donors

We thank our generous supporters for their contributions. All gifts, memorials, and tributes received by ACHCA are gratefully acknowledged. October 1, 2015 - September 30, 2016.

Fellow Promise Keepers

Mardell Brandt, FACHCA Michael Cicchese, FACHCA Sharon Colling, CNHA, CALA, FACHCA Kenneth Daniel, CNHA, FACHCA Toni Lynn Davis, CNHA, FACHCA Timothy Dressman, CNHA, CALA, FACHCA Stephen Esdale, CNHA, FACHCA Daniel Farley, PhD, Fellow Emeritus, **Retired Emeritus Certified** James Farley, CNHA, FACHCA Susan Farris, FACHCA Mark Finkelstein, CNHA, FACHCA Brign Forschner, FACHCA Stefan Fromm, CNHA, FACHCA Roxanne Galloway, CNHA, CALA, CAS, FACHCA Marianna Grachek, FACHCA, Retired Emeritus Certified Mary Grondin, FACHCA Susan Hoffman, CNHA, FACHCA Jamie Houseman, FACHCA Colomba Hribik-Portello, CNHA, FACHCA Patricia Iannetta, FACHCA Leah Klusch, FACHCA Robert Lane, CNHA, FACHCA Ronald LaNeve Helaine Ledany, CNHA, FACHCA Brenda Lewis, FACHCA Matthew Mauthe, CNHA, CALA, FACHCA Rudy Michalek, FACHCA Doualas Olson, FACHCA Kathleen Pajor, FACHCA

Lisa Poskanzer, CNHA, FACHCA Ron Present, CNHA, CALA, FACHCA Mark Prifogle, FACHCA Kenneth Reynolds, Fellow Emeritus, **Retired Emeritus Certified** Gary Riffe, FACHCA, Retired Emeritus Certified Molly Savard, CNHA, FACHCA Elizabeth Schmeizl, FACHCA Charles Shelton, CNHA, FACHCA Daniel Shields, CNHA, FACHCA Robert Siebel, CNHA, FACHCA Larry Slatky, CNHA, FACHCA Daniel Suer, FACHCA Allan Swartz, FACHCA Matityahu Tenenbaum, FACHCA Bonnie Wood, CNHA, FACHCA

Academy Donation

Paul Arnell Michael Barry, CNHA, FACHCA Sharon Bixler, CNHA, FACHCA Judith Clark Elizabeth DaRosa Toni Lynn Davis, CNHA, FACHCA Christin Delahav Paul Duranczyk, FACHCA W. Bruce Glass, CNHA, CALA, FACHCA Sharon Grambow Amanda Green Mary Grondin, FACHCA Kevin Hansen Amy Hardy Peter Hayden Bonnie Hitt Stewart Karger Gregory Karr, FACHCA Brian McBee Cheryl Nichols Ken Phillips Gail Rader

David Rhodes

Kathryn Richardson, FACHCA Russell Schwartz, FACHCA Angela Wells- Willams Stephen Zimmerman HD Supply Facilities Maintenance

General Fund

Alfredo Alvarado, FACHCA **Richard Bates** Norda Bellantoni, CNHA, CALA, CAS, FACHCA Richard Brown, CNHA, FACHCA Toni Lynn Davis, CNHA, FACHCA Christin Delahay Natacha Delince Paul Dismukes John Gage, CNHA, CAS, FACHCA Steven Gold, CNHA, FACHCA Susan Hoffman Michael Hotz, CNHA, FACHCA Philip Jean, CNHA, FACHCA Gary Kajiwara, FACHCA Gregory Karr, FACHCA Jo Ann Lind, FACHCA Mary Meindl, FACHCA Kevin O'Connell **Becky Reisinger** Julian Rich, CNHA, FACHCA Cecilia Sepp **Edline Severe** John Sheridan Barry Slotnick Timothy Sullivan, FACHCA Shelly Szarek-Skodny Nicholas Thisse, FACHCA Susan Vinal Mark Waldrop, CNHA, CAS, FACHCA Angela Wells- Willams Steven Wolf, FACHCA

2015-2016 Annual Report | 11

Donors

Nicholas Thisse, FACHCA Susan Vinal Mark Waldrop, CNHA, CAS, FACHCA Angela Wells- Willams Steven Wolf, FACHCA

Michael J. Cuseo and Sr. Joan Cassidy Diversity Endowment Fund Kevin Hansen

Phil McConnell Fund Donor

Kevin Hansen, PhD Douglas Olson, FACHCA Susan Strutner Thomas Swallen

Richard L. Thorpe Fellowship Scholarship Fund

J. S. Jones HD Supply Facilities Maintenance

Donations in Honor Of Suzanne Michalek

Mentoring & Student Development Donations Angus Green Keith Knapp, CNHA, FACHCA



Vendor Partners

Partners

Aegis Therapies Medcom, Inc. Mercer Consumer, a service of Mercer Health & Benefits Administration LLC Saint Joseph's College of Maine

Business Affiliate Members (October 2015 - September 2016) Gold Level

Cornell Communications Inc. Harmony Healthcare International Senior Rehab Solutions

Bronze Level

Aegis Therapies CARE Oklahoma Celtic Consulting, LLC Concordia University - Portland Direct Supply Inc. **Functional Pathways Grandview Pharmacy** Green County Healthcare Association Hamilton Insurance Agency **HD** Supply **iNDIGO** Health Partners J. Baumgarten Architect Management and Network Services LLC Marketing Essentials, LLC MobilexUSA Molnlycke Healthcare Monarch Risk Management Murtha Cullina I I P Omnicare of Connecticut Paragon Rehabilitation Pharmcare, Inc. Phoenix Rehab Procare LTC Pharmacy

Pullman & Comley, LLC Redilearning Remedi SeniorCare SigmaCare Ultimate Rehab, Ltd

2015 Winter Marketplace Sponsors

Carriage Healthcare Companies Cornell Communications, Inc Direct Supply eHealth Data Solutions Senior Rehab Solutions McKnight's Long-Term Care News

2016 Convocation & Exposition Sponsors

Carriage Healthcare Companies Christian Care Communities Connecticut Chapter of ACHCA Cornell Communications, Inc **Direct Supply** eHealth Data Solutions **Encore Rehabilitation Services** Georgia Chapter of ACHCA Jani-King Massachusetts Chapter of ACHCA McKesson Medical-Surgical New England Alliance New Jersey Chapter of ACHCA New York Chapter of ACHCA Ohio Chapter of ACHCA **Omnicare Pharmacy Services** Partners Pharmacy PharMerica Rhode Island Chapter of ACHCA Senior Rehab Solutions Talvst UW-Fau Claire Center for Health Administration and Aging Services Excellence/CHAASE





Here today. Here to Stay. ACHCA.

ACHCA Fall Forum | November 17-19, 2017 | Omni Atlanta Hotel at CNN Center

2018 ACHCA Convocation & Exposition | April 22-24, 2018| Orlando, Florida

1101 Connecticut Avenue, NW, Suite 450 Washington, DC 20036 Ph: (202) 526-5120 • Fax: (866) 874-1585