

ANCOR Links

August 11, 2014

Columns

CEO Perspective: Are We on the Cusp of a New Renaissance?

Renee Pietrangelo, PhD

The current economic and social unease of recent years is an incubator of a new global renaissance of social dialogue, collaboration and research.



As professionals, we all know the importance of strategy. But assessing strategy while confronting a future we can only guess at is scary. Worse, in choosing specific strategies we explicitly cut off other possibilities and options. And, planning isn't typically explicit about what an organization chooses not to do and why. It does not question assumptions. And its predominant logic is affordability.

In considering the above, it seems best to focus our energy on the key choices that influence revenue decision-makers, i.e., our customers. Capabilities themselves do not compel a customer to do business with your organization. Only a superior value proposition for a particular set of customers can do that. From that it would seem that for our choices to make sense, we must be answering questions about what we think about our customers; about how our field is evolving and how it will continue to evolve; about competition as it may manifest itself; and about your organization's capabilities in light of those answers.

I believe we are on the cusp of a new renaissance globally driven by the fact that people are transforming the social dialogue from a top-down one to a horizontal one. Many hierarchies are becoming flatter as a result. Consider how much change has been stimulated because millions of people have contributed their ideas and innovations through the Internet. And, we've just seen the very tip of the iceberg of change this level of crowd sourcing and horizontal dialogue can and will engender.

The social situation that existed in the historical Renaissance era that emerged 600 years ago is not unlike that of today. At that time, the church had lost its iron grip on the populations of Europe at the same time of extreme uncertainty brought on by famine and recurring epidemics of plague. The resulting loss of trust in the established authorities/hierarchies unleashed an avalanche of energy and creativity.

The economic and social unease of current and recent years is serving as an incubator for an all-new renaissance era. We're already seeing this in collaborative, outsourced research and "nomad" professionals who work from their own homes, just to name a couple of examples. People are doing away with top-down management, hierarchy, and control. What's evolving is a more individualized society—less manageable but also richer and more diverse.

Organizations that want to remain vibrant and sustainable should be developing and fine-tuning supports and services that appeal to customers' values, aspirations and personal identities, and that customers can help design and further customize themselves. We already see this transpiring in the self-advocacy community. The renaissance era will also require optimizing our workforce, empowering employees across multiple platforms to be engaged and an integral part of fashioning the organization for the future.

Author LINK: Renee Pietrangelo is CEO of ANCOR. She can be reached at rpietrangelo@ancor.org.



Public Policy: Top Ten Reasons

The Administration follows through on the President's promise to implement his policy priorities, bypassing Congress, if necessary



What can you squeeze into 28 hours in Helena, Montana? Or two days in Chicago? I've been doing a lot of travel visiting with our members over these last two years, and I thought that, for this August issue of *LINKS*, I would take a page out of David Letterman's book and tell you the top 10 reasons why I'm a very frequent flyer.

#10 It gives us a chance to communicate what's going on at the federal level and brainstorm with you about how to respond.

#9 The apple dumpling at the Machine Shed in Des Moines, Iowa is hands down the best in the country. (Dining in Iowa did leave me wondering whether they serve both corn and potatoes with every meal.)

#8 There are important things going on at the state level and we need to cross pollinate the good things and develop common strategies to contain the bad.

#7 Chance airport encounters with folks like former U.S. Senator Bob Dole and Congresswoman Cathy McMorris-Rodgers (balancing out the missed connections and grounded flights!).

#6 Participating in regional conferences like the Big Four Forum in Chicago and Six State Summit in Bismarck.

#5 The "Big Sky Sized" Slab of Beef at The Windbag Restaurant (a politician's hangout?), site of a former brothel in Last Chance Gulch in Helena, Montana.

#4 Touring member agencies, seeing Direct Support Professionals in action, and spreading the mission of ANCOR's National Advocacy Campaign.

#3 Remembering that it still snows in Maine in April, learning that there are 300 days of sunshine in Colorado, and being reassured that there are still places like Helena, Montana, where you can walk into the state capital building without going through security.

#2 Eating Brazilian barbeque in Bismarck, North Dakota, within spitting distance of the house where General Custer spent his last night in a warm bed. Utah, don't even try to top that!

#1 Seeing, over and over, that good things happen when ANCOR members share their experiences—reinforcing ANCOR's mission to create more opportunities for these conversations!

In this age of conference calls, e-mails, Facebook, Twitter and, yes, even ANCOR's Connected Community, it's still vital that those of us who work in Washington for you get out and experience the communities you have built.

For all the above reasons, I'll be trusting that my husband remembers to put out the trash on Monday nights, so our conversations can continue.

For more dining tips, political insights, and ANCOR news, follow me on Twitter @MerrillBarbara.

Barbara Merrill is ANCOR's Vice President for Public Policy. She can be reached at bmerrill@ancor.org.



State Association View: Managed Long Term Services and Supports (MLTSS) Call for Vigilance

Valerie Sellers

The benefits of quiet leadership

It is hard to imagine a state in our country not struggling with funding issues for services for people with intellectual and developmental disabilities (I/DD). Unfortunately, providers of these services are facing unprecedented challenges in continuing and expanding necessary supports for ongoing inclusion within our communities.

As was the case with Medicaid managed care for healthcare services, states are now considering shifting the funding for supports to people with I/DD to a managed care framework now referred to as “Managed Long Term Services & Supports (MLTSS).” Many individuals with I/DD have had their medical services covered through a Medicaid MCO. However, inclusion of MLTSS is a new, and not yet fully evolved, care coordination and reimbursement system. This shift begs the question as to whether MCOs are qualified and have the competency to truly manage the lifespan needs for individuals with I/DD and their families. The answer is yet to come.

As states continue to shift the financial risk of caring for the I/DD population to Medicaid MCOs, providers of services—such as housing, residential and day supports, respite care, and more—must be afforded protection against inappropriate Medicaid MCO administrative practices that have long challenged providers within the medical community. There is an inherent cost to providers in a managed care system, despite states espousing that such a change will lead to better quality outcomes, greater efficiencies, and overall cost savings for states. Such a savings to states is based solely on the predictability of cost and the shifting of risk to MCOs. Yet, providers will also bear the risk of trying to provide services at negotiated rates that may simply not cover the costs associated with those services, although the rationale is that volume will offset any loss of revenue from reduced reimbursement.

The medical community has several decades of experience with managed care and many lessons have been learned. Understanding these lessons can be beneficial to providers of other services. Unfortunately, not all states have ensured that there are protections for providers when operating in the new world of Medicaid managed care. As such, we must ensure that regulations are promulgated nationally that will protect providers who enter into relationships with managed care entities. These regulations should be crafted to ease the administrative burden community agencies could experience and the costs associated with managed care processes. They could also level a playing field that potentially could become the edge of a precipice from which providers may find themselves dangling, never quite knowing what is coming next.

Perhaps the first issue providers might think about is whether or not they will ever be in a network, and if they are, how they might survive as an agency. It is a perfectly reasonable question and the reality is that not every agency will survive. It is to a MCO's advantage to reduce and consolidate its provider network. Unfortunately, providers are lulled into a sense of security when the term “any willing provider” is mentioned. Clearly there is a lack of understanding as to what this term actually means. It provides no assurance every provider will be in a managed care network. It simply ensures MCOs must negotiate with every agency wanting to participate. Predictably, the negotiation process can be such that it is impossible for a provider to accept the rates offered, even at the exclusion of network participation.

Negotiated rates are not the only challenge providers will experience. The administrative procedures and processes associated with Medicaid managed care or any capitated funding system can be daunting for even the most financially secure organizations, such as hospitals and physician offices. It is not uncommon for providers to bring on additional staff to handle pre-authorization, claims submissions and appeals, among many other tasks associated with this type of reimbursement system. The challenge of compliance with unrealistic requirements, the time commitment and the ongoing delays in reimbursement by MCOs can be overwhelming. For this reason alone, there must be regulatory protections in place requiring performance measures by the MCOs to ease the burden of community agencies operating in this “new world.”

A good example of why this is critical:

A community agency submits a claim but, without regulations governing payment protocol MCOs can delay payment for as long as they like. They may request additional information, lose documentation, etc.

Regulations are necessary that require MCOs to acknowledge, in writing, every claim received and define a specified timeframe within which the MCO must communicate approval or denial of a claim (and pending a claim is not an option). These regulations should govern the MCOs' request for additional information, e.g. whether the request can be made only once and whether MCOs can request additional information more than once, and more. Regulations are only as good as their enforcement; however, it is incumbent upon ANCOR and its members to develop and advocate for regulations that capture the activities of the managed care entities and follow through with ensuring their compliance. This is no easy task, but it is a critical one. It is called “vigilance” and in its absence, agencies will find they are losing money hand over fist.

Valerie Sellers is the Chief Executive Officer of the New Jersey Association of Community Providers and formerly the CEO of the NJ Hospital Association. She may be reached at [Valerie Sellers](#).



Wage & Hour: Employees Who Live on The Premises

Joni Fritz, Labor Standards Specialist

Wage & Hour clarification of rules related to living on an employer's premises.



The Fair Labor Standards Act was passed in 1938 and because Congress had not anticipated all of the unintended consequences it generated, its passage resulted in many lawsuits. A number of these revolved around sleep time. Some of these involved people who actually lived where they worked. The courts soon ruled that under some circumstances it would be appropriate for employees to agree in advance of employment that they would not have to be paid for sleeping.

The U.S. Department of Labor Wage and Hour Division (WHD) published Interpretive Bulletins (IBs) that condensed the rulings of the courts, but were not offered for public comment since they were legal rulings. Thus 29 Code of Federal Regulations contains IB §785.23: Employees residing on employer's premises. This IB states:

An employee who resides on his employer's premises on a permanent basis or for extended periods of time is not considered as working all the time he is on the premises. Ordinarily, he may engage in normal private pursuits and thus have enough time for eating, sleeping, entertaining, and other periods of complete freedom from all duties when he may leave the premises for purposes of his own. It is, of course, difficult to determine the exact hours worked under these circumstances and any reasonable agreement of the parties which takes into consideration all of the pertinent facts will be accepted.

Unfortunately, this is not as straightforward as it seems and it has required further tweaking over the years. (The phrase "extended periods of time" has been defined in detail in an enforcement policy devoted to nothing else and will be discussed in a future blog posting.) Sleep time is limited, as it is for people who work for periods of 24 hours or more in that no more than 8 hours may be deducted for sleep and a period of duty may not begin with unpaid sleep. Interruptions of sleep must be compensated and if at least five hours of sleep are not obtained, the entire period must be compensated.

Employees who live and work in the home where they support the people they work with

"Permanent basis" is established when the employee actually lives in the home with the persons receiving support, or at another residence owned or leased by the employer. This is the employee's legal residence. He or she receives mail at this address and considers it "home." Drivers' licenses will bear this address.

When both the employee and the person receiving the supports live in a home owned or leased by the employer, who also pays the employee, minimum wage and overtime rules apply when the employee is working with the person who receives the supports as agreed to in the "reasonable agreement."

Companionship

Since the time live-in rules were defined by the courts and the Labor Department, legislation was passed that exempts "companionship" provided to people who are elderly or disabled from both

minimum wage and overtime rules, as long as it is provided in the home of the person who requires supports. This has included live-in arrangements. Effective January 1, 2015, that provision no longer will be extended to payments provided by third-party payers, even when provided in the home of the person who requires the supports. When both the employee and person receiving supports live in a home owned or leased by the person receiving the supports or that individual's family, and the support provider is paid by personal income of the individual or of that person's family, the minimum wage and overtime rules may not apply under the companionship exemption. The new regulation establishes a threshold of 20% percent for the performance of non-companionship care activities (assistance with activities of daily living and instrumental activities of daily living) within a given week, as well as disallowing any medical-related services from the companionship exemption.

ANCOR is currently working with other organizations in Washington to clarify the new regulations published in October 2013, and developing a publication to describe the types of arrangements that will remain legal under the companionship exemption. This issue remains complex and somewhat fluid.

Foster care/host homes/developmental homes

New rules for companionship services may affect living arrangements often referred to as "host homes" or "developmental homes," but known to the Department of Labor as "adult foster care." The Department of Labor recently issued guidance concerning these types of shared living arrangements and determined generally that if a person receives supports in a home controlled by the direct care worker, the arrangement will likely be exempt from minimum wage and overtime requirements, though a fact-specific analysis must be applied to each situation. When children receive support, this is recognized by the Labor Department as "foster care" and wage and hour rules do not apply.

Author LINK: Joni Fritz is a Labor Standards Specialist whose guidance is free to ANCOR members and to those who attend a Wage and Hour Workshop or participate in a teleconference she that has conducted. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni must first contact Barbara Merrill, ANCOR Vice President for Public Policy, for a referral at (703)535-785, ext. 103 or bmerrill@ancor.org.



Articles

Don't Under-Think the Technology Imperative

Don't miss ANCOR's 2014 Technology Summit & Showcase!

As you plan for 2015 and beyond, there is tangible action you can take right now to realize valuable impact—that action is assuring your organization is represented at ANCOR's **2014 Technology Summit and Showcase**, October 9-10, in Broomfield, Colorado.

We are poised at one of the most critical inflection points in history. It's crystal clear that the Internet and the connectivity and applications available through cloud computing, smart phones and other devices hold the key to managing demand and increasing productivity to the level we will need in a future environment of decreased funding and increasing demand.

Give your key staff the tools and networks they need to implement new models of supports and services that increase effectiveness, positive personal outcomes and efficiency without compromising our shared values of meaningful lives and full engagement in community for the people we serve.

The 2014 ANCOR Technology Summit and Showcase provides seminal information, case studies, resources and a dynamic discussion and networking forum for learning about and generating new ideas and solutions around technology applications.

And, on the public policy front, remember that no state or federal legislator will give credence to an industry that isn't on the same innovative cusp as others, always seeking to be more effective and efficient.

[Examine the program and register today!!](#)

Here's some of what people have said about past ANCOR Technology Summits:

*"Great conference, great opportunity for knowledge sharing."
"I brought back useful information for operations and future directions."*

"It is a great setting to get info on different products and services, and to talk to people about the good and bad points of those services and products."

"The conference was informative and energized me to research and learn more about how technology can benefit the ID population."

"This is a great opportunity to learn a lot in one day - many conferences are much longer and you do not get as much information."

Don't be left out. [Register today!!](#)



DSP Recognition Week: A Tradition of Honoring the Heroes in Our Field

DSP Recognition Week recognizes and rewards many unsung heroes.

The week of September 7-13, 2014 is the next milestone in an historic tradition of recognizing the unique value that Direct Support Professionals (DSPs) bring to realizing the aspirations of people with intellectual and developmental disabilities. This year will be the seventh year ANCOR, state governors and the U.S. Senate unite in this important acknowledgment.

As important, if not more important, is what your organization and local community do to recognize, reward and sing the praises of these unsung heroes. ANCOR has posted numerous resources and ideas to guide and support you in your individual efforts during DSP Recognition Week. Here are just a few suggestions:

U.S. Senate Recognition. Share this significant news with all your DSPs! They need to know that the U.S. Senate honors them, so share it throughout all your service sites. We suggest placing the news on your website and social media pages.

Gubernatorial Proclamations. If your governor has already issued a proclamation, share it throughout your DSP network. As noted above, they need to be aware of the recognition they've garnered on both the state and federal levels. The list is updated daily on the ANCOR website [in the DSP Week section](#) of the National Advocacy Campaign website.

NADSP Partnership. Again this year, we're honored to be partnering with the National Alliance of Direct Support Professionals in promoting DSP Recognition Week. NADSP Executive Director Joe MacBeth will present a webinar for DSPs on August 25 entitled, "Direct Support Professionals Make a Difference: A Good Afternoon or a Great Life."

Celebrate! We hope you've already started planning how you will celebrate DSP Recognition week in your organization. Be creative! Providers across the country are planning a wide variety of events to recognize their DSPs. Examples include everything from handwritten notes of thanks, gifts, community dinners/parties, and services for DSPs (i.e., car washes and spa days). Include community leaders, regulators, legislators and the local media in your celebrations. More ideas for planning your event and media tips are [available on the NAC website](#).

Keep us posted. Don't forget to share photos, videos and comments about your celebration on the ANCOR Connected Community for our collective virtual scrapbook memorializing DSP Recognition Week 2014.



Succession Planning: Ohio Alliance of Direct Support Professionals

Amy Gerowitz

We're looking for artwork by artists served by ANCOR members

This is a story of a succession plan and cultivating new leadership. Many years ago—in the 1980s and 1990s—I was an active ANCOR Board member and provider. Life changed and I was no longer a provider, but remained involved in issues related to consulting, with a particular emphasis on the development of the Direct Support Professional workforce.

In 2001, I was fortunate enough to be asked to form an organization and program in Ohio to develop a credentialing program for Direct Support Professionals, which led to the creation of the Ohio Alliance of Direct Support Professionals (OADSP) and the DSPATHS credentialing program. I also became the first president of the newly re-energized ANCOR Foundation board. OADSP blossomed and grew as did the ANCOR Foundation. When my term as President ended, my active involvement with the Foundation also ended, but I remained the leader of OADSP.

In early 2013, I realized that my life was changing again and it was probably time for me to think about placing OADSP in newer, younger and more energetic hands. The OADSP Board created a succession plan that will provide ongoing leadership for OADSP. As a leader, I have always felt that, when it's time to step away, it's very important to leave in place an organization that can become even better in the future. As much as we would like to think so, none of us is indispensable, so those of us whose combination of skills, talents and luck have allowed us to become leaders must be sure to leave good leaders in place when it's time for us to move on.

OADSP identified a future leader in the late summer of 2013. Bethany Toledo, our Director of Credentialing and Outreach, had the skills, drive and courage to commit to taking on the leadership of OADSP late in 2015, after a rigorous transition and training program. In 2014, she will be learning about the inner workings of OADSP, while continuing her duties as Director of Credentialing and Outreach and must apply to attend the University of Delaware Leadership Institute. The ANCOR Foundation provided Bethany with a scholarship to fund the tuition and the DD Council provided a grant to fund expenses associated with the program. That program will provide Bethany with a foundation of organizational management and leadership knowledge that I learned through a long professional and academic career.

In 2015, Bethany and I will work together on policy development related to DSPs—both in Ohio and nationally—and on board development, budget, finance and organizational management.

OADSP began with a dream and a small grant, and with a combination of very experienced and committed people who were among the first to realize that a well-trained DSP workforce is essential to success in our field. In the next year, our first board president and first Executive Director will step out of the way to allow new leadership to emerge.

Amy Gerowitz is Executive Director of the Ohio Alliance of Direct Support Professionals.



Verland's Equestrian Program: A Love Story

Many forms of "Fun" in the life of a person with disabilities.

Fun can come in many forms in the life of a person with disabilities at Verland. Bath time in the whirlpool tubs makes Geniffer giggle and laugh. She runs with excitement to the bathroom for her warm and relaxing bath. John enjoys the VeeTree in physical therapy and moves his arms quickly and in rhythm with the drums on the screen, much to the satisfaction of the therapist who wants him to increase his range of motion in both arms. Each individual has different enjoyments at Verland, but

the most popular activity for nearly everyone on the 94-person campus is visiting and feeding the horses and donkeys in the Equestrian Therapy Program.

Jeremy came to the stable many years ago, when his therapists wanted him to ride in order to improve his balance. He was first introduced to Bubba, our biggest horse, so he could get to know the horse before riding him. On a misty day, Jeremy was clothed in a poncho and given apples and carrots to feed Bubba. He started with two apple halves, which greatly appealed to Bubba who covered his hand with "kisses." Jeremy loved it. This towering friendly creature was kissing his hand and making the friendly sounds of chewing something he liked. Two more apple halves were given to Jeremy for Bubba, who in turn gave Jeremy more kisses on the hand and arm. This became a very moist occasion, so it was well that Jeremy was wearing his poncho.

The carrots came next, one at a time. With each of the three carrots came more kisses and even a few gentle nudges of Jeremy by Bubba when the next carrot was a little slow in coming. By the third carrot, Jeremy was hooked. He became a permanent adherent of the equestrian program.

His DSPs heard the name Bubba over 200 times that day before they stopped counting. And even though he was not scheduled to visit the barn the next day, everyone agreed he should go anyway. During Jeremy's next visit, everyone agreed that he could not have been happier.

Ever since, Jeremy has fed, watered, groomed and ridden Bubba as the greatest fan of the horses – he's fed the others too, and the donkeys. But, Bubba will be his first and last love.



Comings and Goings

ANCOR members retiring, moving on and starting new positions

Sharon Moone-Jochums, who has served 23 years as Easter Seals Arkansas CEO, has retired . During her tenure, Easter Seals built several new facilities, including a children's in-patient nursing and rehabilitation facility; an outpatient therapy and child development center; three apartment complexes; and a new Training and Wellness Center. Sharon looks forward to relocating to Sarasota, FL and possibly continuing to do some consulting.

Elaine Eubank was selected as the CEO of Easter Seals Arkansas effect July 1. Elaine has over 30 years' experience in aging and human services, and most recently was CEO of CARELINK, which serves the elderly with a variety of in-home services in several Arkansas counties.

If you have management changes in your agency that you would like to feature in LINKS, please contact Jerri McCandless (jmccandless@ancor.org), ANCOR's Director of Member Relations.



Seeking Candidates for ANCOR's Board and Leadership Development Committee

ANCOR Leadership Development Committee seeks candidates for the ANCOR Board of Directors and Leadership Development Committee.

The revised [ANCOR Bylaws](#) call for elections to the Board of Directors and Leadership Development Committee, in part, by the voting representatives of each ANCOR member organization. This message provides information and resources for potential candidates and voters. For more information on the new bylaws and election procedures, join our audioconference on August 14 (see below). A list of key dates follows at the end.

[ANCOR Board of Directors](#)

The opportunity to help lead ANCOR is a notable personal and professional achievement. By serving on the ANCOR Board of Directors, you can expect to work hard, get results and have an enriching experience. Board members devote their time, energy, creativity and ideas to leading ANCOR into the future.

The Leadership Development Committee is soliciting candidates for the Board of Directors and is interested in hearing from individuals from ANCOR member agencies interested in any of the elected positions below. ANCOR Directors must cover their own expenses associated with attending four face-to-face meetings per year. **The deadline for submissions is August 20.**

Directors are elected for three-year terms. They can serve a total of two terms. The new term will begin October 1, 2014. The composition of the Board of Directors reflects the needs of leadership over a cross-section of geographic, demographic, talent and expertise attributes. Directors are not limited by their geographic location. **Candidates for ANCOR director**, please [click here for additional important information](#).

There are five positions open for election to the ANCOR Board of Directors this year. Two incumbents, Robert Baker (Keystone Human Services) and Robert Budd (Family Residences & Essential Enterprises, Inc.) are both eligible to run for second terms. Three current Directors (Arthur Ginsberg, Angela King and Than Johnson) are scrolling off the board due to term limits.

If you are interested in applying for the ANCOR board of directors, **please send a letter** which includes the following:

1. A brief bio (not a separate resume or CV) and background information on the agency you represent, including a description of the supports your agency provides
2. Your history with ANCOR, including service on any ANCOR committee(s), task force(s), board(s) and any other service to ANCOR
3. Why you are interested in serving on the Board
4. What you can contribute toward upholding and advancing ANCOR's vision and mission

Please also include, as a separate item, a jpeg photo of yourself. The photo and your letter will be shared with the ANCOR membership during the election process.

[Leadership Development Committee](#)

The Leadership Development Committee was expanded. It is responsible for recruiting and developing leadership for ANCOR and conducting elections. The committee consists of nine individuals: the Immediate Past President of the ANCOR Board of Directors, three members elected from the Board of Directors, three members elected from the Board of Representatives and **two committee members elected by the voting representative of full members of ANCOR**. Meetings are primarily done via conference call throughout the year, with a face to face meeting a possibility in conjunction with an ANCOR meeting.

We have one opening for an ANCOR member to be elected to the Leadership Development Committee in 2014. (Terms are staggered, so only one of the two positions will be filled in 2014.)

If you are interested in applying for election to this position, **please send a letter** detailing the following:

1. A brief history of your membership with ANCOR, noting service on any ANCOR committee(s), task forces(s), boards, and any other service to ANCOR.
2. Why you are interested in serving on the leadership development committee.

Please also include, as a separate item, a jpeg photo of yourself. The photo and your letter will be shared with the ANCOR membership during the election process.

[How To Apply](#)

To be considered for either the Board of Directors or Leadership Development Committee positions, **submit your application and photo as outlined above**, on your agency letterhead. The letter should be emailed to jmccandless@ancor.org, however, your letter should be addressed to:

Wendy Swager, Chair, Leadership Development Committee
c/o ANCOR, 1101 King Street, Suite 380
Alexandria VA 23314

[Resources and Dates](#)

August 14, 2014

Member Audioconference: Revised Bylaws and Election Procedures
1:00 – 2:00 p.m. Eastern

Join ANCOR's Immediate Past President, Wendy Swager, and ANCOR Board Director Bob Bond for a briefing on ANCOR's revised bylaws and election procedures. This call is free but you must [register here](#).

August 20

The deadline for receipt of ALL nominations is August 20.

Electronic elections will be held **September 2-12, 2014**. The voting representative of each ANCOR member organization is eligible to participate.

September 3 (tentative)

"Meet the Candidates" [Audioconference](#)
1 p.m. Eastern

Each candidate will give a 2 to 3 minute presentation to the members who participate.

Questions? Please contact Jerri McCandless, ANCOR Director of Member Relations and Board Development, at (703) 535-7850, ext. 107 or jmccandless@ancor.org.

**Did You Know****Did You Know: Arkadin**

Through ANCOR Services Corp.'s SRPN, Arkadin offers ANCOR members discounted pricing on OneRate, their cloud-based remote collaboration solution that enables audio conferencing, web conferencing, or a combination of both at one low billing rate.

Did you know that using audio and Web conferencing to conduct meetings remotely can help your business save time, reduce costs and eliminate the hassle of travel? Click [here](#) for more information.

