



## **2010 Annual Report to Membership**

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## Letter from the Chair



Alan Bowman

Greetings,

Thank you for making time to review this annual report. It is truly a privilege to serve as your new chair of the Board of Directors. In this brief annual report that I offer on behalf of the Board of Directors, I would like to express my gratitude for all of those members who volunteer their time, talent, treasure and services to make NACC a member organization that is truly able to live its mission statement:

*The National Association of Catholic*

*Chaplains advocates for the profession of spiritual care and educates, certifies, and supports chaplains, clinical pastoral educators, and all members who continue the healing ministry of Jesus in the name of the Church.*

The National Association of Catholic Chaplains exists as a part of the larger mission of the church. Through the networking of our members and their many services that you will read about in the annual reports that follow, NACC is serving its members, the church, and people who seek healing and God's loving presence. NACC is reaching out in collaboration with others in the church and with other professional organizations to extend the healing ministry of Jesus. If you are an NACC member, please read the reports that follow noticing who is serving in leadership in each of the commissions, committees, task forces as well as those who serve with them. Then I invite you to take a moment to thank them for their service and to engage them in conversation regarding how leadership may better serve our members and how you might join with us in contributing to one or more of the areas highlighted in the reports that follow.

If you are not a member but are reading this as someone who may be interested in learning more about NACC and perhaps becoming a member, I would like to encourage you to review all of the attached reports and invite you to participate in an Annual Conference and/or a local educational event sponsored by NACC. I would like to also invite you to contact one of our members in a location near you and learn more about NACC and the ministries that our members provide to so many patients and residents, their loved ones and the staff or associates who care for them. Once you do, I hope and pray that you will prayerfully consider if God is calling you to join in this powerful ministry through which we are privileged to witness God's compassionate and healing presence.

I would like to conclude with expressing gratitude once again to all of our members who serve NACC in so many generous and gracious ways, with a special thanks to Barbara Brumleve who completed her term as the chair of the Board as well as Karen Pugliese, Paul Marceau and Norma Gutierrez who each completed their terms on the Board. Finally, I also want to thank David Lichter, our executive director, and all of the staff who serve so capably in our national office. Please greet them when you see them next and thank them for their generous service.

*Alan Bowman  
Current Chair, NACC Board of Directors*

## 2010 Board of Directors

### CHAIR

Barbara Brumleve  
Springfield, MO  
bbrumleve58@gmail.com

### CHAIR ELECT/SECRETARY

Alan E. Bowman  
Catholic Health Initiatives  
Englewood, CO  
alanbowman@catholichealth.net

### TREASURER

Bonnie J. Burnett  
CHRISTUS Schumpert Health System  
Shreveport, LA  
bonnie.burnett@christushealth.org

### EPISCOPAL LIAISON

Most Rev. Randolph R. Calvo  
Bishop of Reno  
Reno, NV  
BishopC@catholicreno.org

Rev. John T. (Jack) Crabb, SJ  
Portland, ME  
jebbiejack@juno.com

Norma Gutierrez, MCDP  
Chula Vista, CA  
srnor@msn.com

Geraldine M. Hoyer, CSC  
Notre Dame, IN  
ghoyer@cscsisters.org

Rev. Baaju Izuchi, CSSp  
Houston, TX  
baajuizuchi@yahoo.com

Paul D. Marceau  
South Bend, IN  
marcwater21@hotmail.com

John M. Pollack  
National Institutes of Health  
Bethesda, MD  
pollackj@cc.nih.gov

Karen Pugliese  
Central DuPage Hospital  
Winfield, IL  
karen\_pugliese@cdh.org

### EX-OFFICIO

David A. Lichter  
Executive Director  
National Association of Catholic Chaplains  
Milwaukee, WI  
dlichter@nacc.org

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## Letter from the Executive Director



David A. Lichter

*an inspirational, persuasive influence that positively impacts your organization (including NACC) to fulfill its mission.*

I am grateful to our many members for their leadership in their professional settings as spiritual care leaders, and in NACC in the numerous ways that leadership is exercised. In my column reference above ([http://www.nacc.org/vision/Jan\\_Feb\\_2010/ed.asp](http://www.nacc.org/vision/Jan_Feb_2010/ed.asp)), I cited several ways we could be inspirational, persuasive influences to one another. Thank you for embracing your call!

Overall, the NACC had a good year in 2010. We continued to implement the goals of the 2007-2012 Strategic Plan. We have worked hard "to support association members with creative educational, spiritual, and communication opportunities" (Goal I). Audio conferences, local events, NACC Now, special ministry (CPE Supervisors, palliative/hospice care, long-term care, 40ish and under, deacons, etc.) conference calls, state liaisons, resources on the website, are many of the ways we have sought to help you connect with and support one another.

We have continued to "promote the profession of chaplaincy" (Goal II) by partnering with Catholic Health Association, participants in the Spiritual Care Collaborative, many graduate programs in ministry, and several individual healthcare systems. We have been able to broaden the awareness of chaplaincy as a profession and to seek ways to advance chaplaincy as a profession. We continue to seek ways to partner with systems to help them strengthen their pastoral care departments.

In fall 2009, the Board re-prioritized goals, stressing three: III. Strengthening the NACC's relationship within the Catholic Church, IV. Membership growth, and VI. Financial Health, and two process goals of collaboration and more leadership dispersed to volunteer members.

The priority on our church relations has focused on our bishops, other Catholic ministerial associations, Catholic graduate ministry programs, and being engaged in the planning of the next Symposium on Lay Ministry at Collegeville, MN. 2010 saw the completion of Bishop Randolph Calvo's appointment as NACC episcopal liaison, and the beginning of Archbishop Paul Coakley's appointment as the NACC liaison. We are grateful to both of them for their leadership and support.

NACC Board member John Pollack and I participated Dec. 1-2, 2010, in the Leadership Forum with National Catholic Ministry Associations, that provided education on board development. The

NACC's board assessment was highlighted for its strengths. This gathering provides the NACC with important relationship building with the leaders of other Catholic ministry associations.

The NACC continues to communicate with graduate ministry program leaders to provide resources on chaplaincy for their students. Finally, the NACC has been involved in the planning for the second National Symposium on Lay Ecclesial Ministry, scheduled to take place August 5-8, 2011, in Collegeville MN.

The priority on membership growth is critical, as we had lost nearly 7% of our members in 2009 mainly due to retirements. In 2010 our membership decline was only 3%, as we had more new members join us and fewer current members leave. As you know, two-thirds of our members are 60 and older; we have 900 fewer (50 percent less) religious women since 2000, and our lay members doubled in membership in the 1990s (from 557 to 1,061) and grew incrementally in the 2000s (133 more). We realize many external factors affected these trends, such as a decline of women religious vocations, some lack of clarity about lay ecclesial ministry, the financial challenges of getting a master's degree (plus CPE), and uncertainty about spiritual care positions in health systems due to the poor economy. However, we continue to encourage members to share the chaplaincy ministry, and to encourage others to pursue this ministry. We will need more board certified Catholic chaplains in the very near future! We are encouraged by the number of men and women who contact us through e-mail and the website about chaplaincy.

As to financial health, we have been blessed in 2009 and 2010 with two good financial years, as over the past three years we reduced expenses (2007/\$969,000 – 2010/\$848,000), and increased revenue (2007/\$858,000 – 2010/\$933,000), by reducing staff 2.5 FTE, doing more electronically, going online with *Vision*, increasing the annual giving campaign and other giving (now about 10% of income), increasing revenue from education offerings. We will also be moving to a new office in late January 2011 (three-year lease until Jan. 31, 2014) that will reduce space (33%) and office related expenses (39%). However, our financial forecast shows we need to continue to prepare for a new way to structure/provide services in the future.

I am grateful to the many partnerships with the associations within the Spiritual Care Collaborative, with Catholic Health Association and so many Catholic systems, and the many ministry formation programs. We work together to fulfill one another's missions.

I am also grateful to and encouraged by our members' networking and involvement in education offerings, our growing leadership on committees, commissions, panels, task forces, and board, as well as by our commitment to planning for the future.

Gratefully,

David A. Lichter  
NACC Executive Director

## Governance Committee

According to the bylaws of the National Association of Catholic Chaplains, the charge of the Governance Committee is:

*... to review and monitor the Board's composition, functions, communications, and performance effectiveness. Performance effectiveness will include, but will not be limited to, education and evaluation of the Board. The Governance Committee will also be responsible for human resource issues, nominations for Board membership, and the review and updating of the bylaws when necessary.*

During 2010 the Governance Committee continued its efforts toward creating uniform policies and practices throughout the NACC governance structure in order to facilitate efficiency, transparency and timely succession planning for elected and appointed members of the NACC Board, committees, commissions and panels. Specific actions include:

- ▼ Provided template for roles and responsibilities of commission and panel chairs
- ▼ Changed language to be consistent with the bylaws regarding chair renewals
- ▼ Provided a template for annual reporting to Board
- ▼ Clarified lines of communications and responsibilities between Nominations Panel, Governance Committee and Board
- ▼ Revised template for the Agenda Item Submission Form
- ▼ Conducted an online voting process to elect members to the Board of Directors and developed a timeline to facilitate the nominations and election process in future years
- ▼ Developed online edition of the NACC Board Manual that is accessible to all Board members

In order to fulfill its charge for performance effectiveness, the Governance Committee recommended and the Board accepted a meeting format that includes timely feedback on Board process and task accomplishment. Additionally the committee oversaw the second annual Board assessment survey in which Board members expressed their degree of satisfaction with the work of the Board, its decision-making process, internal communications, and the Board's committee structure. The assessment tool, which included 18 items on a Likert scale, allowed respondents to make free text comments. The results of this assessment will be used to develop Board educational materials and improve processes in 2011. Also in this category the committee updated the NACC Board Manual and worked to establish an orientation and mentor program for new Board members.

The Governance Committee each year oversees the work of both the Nominations Panel and the Awards Task Force. The Governance Committee is extremely grateful to the Nominations Panel members for their professionalism and faithfulness in recruiting candidates for NACC positions. The work is time-consuming but essential to the organization's succession planning and members' engagement in the organization. Please refer to the Nominations Panel report for a full description of its work.

With respect to the Awards Task Force, the members reviewed nominations submitted by the membership for the Outstanding Colleague and the Distinguished Service Awards. The recipients of those awards, which will be given at the 2011 NACC National

Conference in Milwaukee, are respectively, Ms. Christina Puchalski, MD, and Sr. Colette Hanlon, SC.

Governance Committee plans for 2011 include

- ▼ ongoing review of NACC policies, procedures and governance structure
- ▼ overseeing the elections process for the vacancies that will occur
- ▼ reviewing the processes for overall Board assessment and evaluation of individual Board members' contributions, and recommending a process by which Board members eligible for reappointment are evaluated
- ▼ reviewing the 2010 Board Assessment and developing action items for consideration of the Board
- ▼ planning for and development of a new organizational strategic plan to begin in 2012
- ▼ working with the Nominations Panel on succession planning

*Paul Marceau*

*John Pollack*

*Co-Chairs, Governance Committee*

**Members:** : Mr. Paul Marceau (Co-chair), Mr. John Pollack (Co-chair), Rev. John T. (Jack) Crabb, SJ, Sr. Norma Gutierrez, MCDP, Ms. Ann E. Hurst, Rev. Baaju Izuchi, CSSp, Ms. Karen Pugliese, Sr. Barbara Brumleve, SSND, (ex-officio), with staff members Mr. David Lichter, Ms. Cindy Bridges

### National Office Staff

#### **Executive Director**

David A. Lichter, DMin

#### **Certification and Education Coordinator**

Susanne Chawszczewski, PhD

#### **Association Support Coordinator**

Cindy Bridges

#### **Administrative Specialist/Certification**

Rose Mary Blanco-Alvarado

#### **Administrative Specialist/Education Programs**

Jeanine Annunziato

#### **Administrative Specialist/Information Technology and Special Projects**

Philip Paradowski

#### **Administrative Specialist/Membership**

Mary Pawicz

#### **Administrative Specialist/Finances**

Sue Walker

#### **Office Assistant-Renewal of Certification**

Becky Evans

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## Finance Committee

The NACC Finance Committee, which includes three board members, four external finance professionals and two staff, met quarterly via conference calls to review the financial status of NACC. We were fortunate to gain the expertise this year of two more external professionals: Ms. Kelly Bigler, who is an NACC board certified chaplain with a finance background, and Ms. Ann Gillis, director of finance at Holy Cross Hospital, Silver Spring, MD. We are blessed with such exceptional leadership.

The committee's goals for 2010 were to give special attention to the NACC investment portfolio and make decisions, as needed, regarding distribution of funds; to monitor the 2010 budget; to develop and study a three-year financial forecast that can be used for future planning and test it with the NACC Board of Directors; to lead the oversight of a decision-making process regarding future office space, and to approve a solid 2011 budget.

Regarding the NACC investment portfolio, the committee received quarterly reports from Christian Brothers Investment Services (CBIS) that oversees the equity portion (or two-thirds) of NACC investments to CBIS. The fixed income portion of the fund remains in a short-term account with Merrill Lynch; this provides good liquidity. The NACC portfolio with CBIS returned 16.6% for the 2010 calendar year, compared to 17.5% increase in 2009, helping it to continue to rebound from 2008 losses.

The NACC ended 2010 in good financial shape, having come well "under budget" in most expense areas, and close to budget on its revenue. For the second year in a row, the NACC has been able to stay well within its budget and be "in the black" when the year ended. Many thanks goes to the committees, commissions, staff, and board for being cost conscious and good stewards of members' support.

The committee developed a helpful financial forecast model for 2010-2014, and the model assisted NACC to make sound decisions for 2011 and give some assurances for 2012-2013 based on revenue and expense assumptions. The model did

inform us, however, that NACC will need to make strategic decisions in the next three years to ensure the association's long-term health.

The committee successfully helped the executive director make the decision to move to a new office location that will save the NACC over \$20,000 per year in office expense. The new location is only 200 meters north of the current location.

Finally, the committee recommended to the NACC Board of Directors a reasonable budget for 2011. The committee now reviews quarterly the budget, and recommends adjustments as needed.

Overall, NACC is right now in a fairly healthy financial situation. However, NACC membership has continued to decline by approximately 3% annually due to retirements, which has a significant impact on revenue. Therefore, maintaining membership, finding alternate revenue sources, and managing/reducing expenses are critical steps.

The committee's goals for 2011 will continue to be managing investments and monitoring the 2011 budget, but also reviewing/refining the financial forecast model based on future scenarios developed by the NACC Board of Directors along with the executive director.

The Finance Committee remains committed to keeping the organization fiscally responsible and sound while being able to support our growth and initiatives through the strategic plan.

*Bonnie Burnett*  
*Treasurer/Chair, Finance Committee*

**Members:** Ms. Bonnie J. Burnett (Chair), Ms. Kelly Bigler, Ms. Anne D. Gillis, Mr. Mike A Lemke, Mr. William E. Lucey, Sr. Geraldine M. Hoyler, CSC, Sr. Barbara Brumleve, SSND (ex-officio), with staff Ms. Susan Walker, Mr. David A. Lichter.

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## Standards Commission

During 2010 the Standards Commission focused primarily on the following issues:

- ▼ congruence among the various documents addressing professional chaplaincy: NACC Standards, Standards of Practice for Professional Chaplains in Acute Care Settings (SCC), Essential Functions of Certified Chaplains, the Spiritual Care and Palliative Care Document published in the *Journal of Palliative Care Medicine* and *Co-Workers in the Vineyard of the Lord*
- ▼ the Ethics Accountability Statement and how it pertains to non-certified members
- ▼ the need to address proficiency in written and oral communication, especially in regard to foreign-born applicants
- ▼ a review of the Common Standards.

The Commission met two times during the year: a face-to-face

meeting in St. Paul, MN, in March and by conference call in July.

It is our hope that in 2011 the review of the Common Standards will be completed and will give direction to any necessary revisions in the NACC Standards.

The work of the commission is accomplished through the generosity and commitment of our very dedicated members.

*Sr. Jane M. Connolly, IHM*  
*Chair, Ethics Commission*

**Members:** Sr. Jane Connolly, IHM (Chair), Ms. Mary Lou O'Gorman, Mr. John Gillman, Ms. Jane W. Smith, Mr. Alan Bowman, (Board Liaison), Deacon T. Patrick Bradley (Ethics Commission Liaison), Sr. Sheila Hammond, RSCJ, (Certification Commission Liaison), with staff Ms. Susanne Chawszczewski



Winter, Kloman, Moter & Repp, S.C.  
CPAs SUPPORTING YOUR SUCCESS

## INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors  
National Association of Catholic Chaplains  
Milwaukee, Wisconsin

We have reviewed the accompanying statements of financial position of the National Association of Catholic Chaplains (a nonprofit organization) as of December 31, 2010 and 2009, and the related statements of activities and cash flows for the years then ended.

A review includes primarily applying analytical procedures to management's financial data and making inquiries of Association management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

*Winter, Kloman, Moter & Repp, S.C.*

January 24, 2011

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**STATEMENTS OF FINANCIAL POSITION**  
**December 31, 2010 and 2009**

	2010	2009
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 137,331	\$ 65,450
Investments	515,884	465,198
Interest receivable	176	253
Accounts receivable	3,047	5,866
Prepaid expenses	<u>11,410</u>	<u>33,283</u>
Total current assets	<u>667,848</u>	<u>570,050</u>
<b>PROPERTY AND EQUIPMENT, at cost</b>		
Office furniture and equipment	64,405	76,999
Leasehold improvements	<u>0</u>	<u>2,354</u>
	64,405	79,353
Less accumulated depreciation	<u>55,284</u>	<u>67,858</u>
	<u>9,121</u>	<u>11,495</u>
<b>OTHER ASSETS</b>		
Security deposit	<u>4,600</u>	<u>4,600</u>
Total assets	<u>\$ 681,569</u>	<u>\$ 586,145</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	\$ 1,726	\$ 1,807
Accrued payroll and benefits	23,118	24,208
Deferred revenues	<u>217,329</u>	<u>246,399</u>
Total current liabilities	<u>242,173</u>	<u>272,414</u>
<b>NET ASSETS</b>		
Unrestricted		
Undesignated	235,067	147,123
Board designated	<u>187,506</u>	<u>149,710</u>
	422,573	296,833
Temporarily restricted	<u>16,823</u>	<u>16,898</u>
Total net assets	<u>439,396</u>	<u>313,731</u>
Total liabilities and net assets	<u>\$ 681,569</u>	<u>\$ 586,145</u>

See Accountant's review report.

The Notes to Financial Statements are an integral part of these statements.

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENTS OF ACTIVITIES

For the Years Ended December 31, 2010 and 2009

	-----2010-----		-----2009-----			
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>REVENUES</b>						
Membership dues	\$ 537,328	\$ 0	\$ 537,328	\$ 545,000	\$ 0	\$ 545,000
Certification fees	75,014	0	75,014	90,486	0	90,486
Annual appeal	44,267	0	44,267	39,827	0	39,827
Contributions	21,350	0	21,350	12,625	0	12,625
National conference	167,063	0	167,063	179,586	0	179,589
Educational events	18,945	0	18,945	27,865	0	27,865
Audio conferences	12,740	0	12,740	0	0	0
Investment income (loss), net	50,538	150	50,688	71,173	0	71,173
Miscellaneous income	49,647	0	49,647	43,920	0	43,920
Loss on disposal of property and equipment	(1,412)	0	(1,412)	0	0	0
<b>Net assets released from restrictions:</b>						
Restricted funds utilized	225	(225)	0	0	0	0
Total revenues	<u>975,705</u>	<u>(75)</u>	<u>975,630</u>	<u>1,010,482</u>	<u>0</u>	<u>1,010,482</u>
<b>EXPENSES</b>						
<b>Administration:</b>						
Salaries and benefits	428,136	0	428,136	415,531	0	415,531
Travel and transportation	3,788	0	3,788	3,017	0	3,017
Professional contracted services	15,570	0	15,570	17,500	0	17,500
Miscellaneous	2,811	0	2,811	3,302	0	3,302
Communications and postage	15,407	0	15,407	16,103	0	16,103
Occupancy expense	65,606	0	65,606	65,312	0	65,312
Maintenance and insurance	11,508	0	11,508	12,433	0	12,433
Professional fees	7,960	0	7,960	8,184	0	8,184
Printing and reproduction	19,464	0	19,464	21,425	0	21,425
Subscriptions, dues, awards, and fees	12,508	0	12,508	12,283	0	12,283
Office supplies	4,148	0	4,148	5,219	0	5,219
Exhibit and logo merchandise	0	0	0	2,600	0	2,600
Depreciation	2,364	0	2,364	2,352	0	2,352
	<u>589,270</u>	<u>0</u>	<u>589,270</u>	<u>585,261</u>	<u>0</u>	<u>585,261</u>
<b>Governance:</b>						
Board of Directors	19,651	0	19,651	22,087	0	22,087
Editorial advisory panel	136	0	136	173	0	173
Task force/special projects	2,753	0	2,753	2,389	0	2,389
Governance committee	2,537	0	2,537	2,844	0	2,844
Standards committee	3,301	0	3,301	8,564	0	8,564
Marketing, recruitment and development	533	0	533	5,442	0	5,442
Finance committee	73	0	73	73	0	73
Ethics commission	65	0	65	264	0	264
Episcopal advisory council	561	0	561	416	0	416
Special representatives	275	0	275	337	0	337
Education advisory panel	0	0	0	18	0	18
	<u>29,885</u>	<u>0</u>	<u>29,885</u>	<u>42,607</u>	<u>0</u>	<u>42,607</u>

See Accountant's review report.  
The Notes to Financial Statements are an integral part of these statements.



NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENTS OF ACTIVITIES (CONTINUED)  
For the Years Ended December 31, 2010 and 2009

	----- 2010 -----		----- 2009 -----			
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>EXPENSES (continued)</b>						
<b>Certification:</b>						
Certification commission	\$ 17,923	\$ 0	\$ 17,923	\$ 20,780	\$ 0	\$ 20,780
Certification ITEs & site coordinators	12,654	0	12,654	15,058	0	15,058
Certification interviews	23,475	0	23,475	30,105	0	30,105
Certification appeals panel	152	0	152	39	0	39
	<u>54,204</u>	<u>0</u>	<u>54,204</u>	<u>65,982</u>	<u>0</u>	<u>65,982</u>
<b>Annual appeal</b>	<u>3,822</u>	<u>0</u>	<u>3,822</u>	<u>4,358</u>	<u>0</u>	<u>4,358</u>
<b>National conference</b>	<u>152,891</u>	<u>0</u>	<u>152,891</u>	<u>146,111</u>	<u>0</u>	<u>146,111</u>
<b>Educational events</b>	<u>14,912</u>	<u>0</u>	<u>14,912</u>	<u>19,520</u>	<u>0</u>	<u>19,520</u>
<b>Audio conferences</b>	<u>4,981</u>	<u>0</u>	<u>4,981</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total operating expenses	<u>849,965</u>	<u>0</u>	<u>849,965</u>	<u>863,839</u>	<u>0</u>	<u>863,839</u>
Change in net assets	125,740	(75)	125,665	146,643	0	146,643
<b>NET ASSETS</b>						
Beginning of year	<u>296,833</u>	<u>16,898</u>	<u>313,731</u>	<u>150,190</u>	<u>16,898</u>	<u>167,088</u>
End of year	<u>422,573</u>	<u>16,823</u>	<u>439,396</u>	<u>296,833</u>	<u>16,898</u>	<u>313,731</u>

See Accountant's review report.  
The Notes to Financial Statements are an integral part of these statements.

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## Certification Commission

During the past year, the Certification Commission welcomed two new members and said farewell to two members who were selected for new forms of service within the NACC. Ms. Judith A. Shemkovitz joined us this year and Ms. Linda M. Arnold accepted appointment in the fall to round out our complement of 10 members. We are excited about their presence with us and look forward to sharing in their gifts and insights.

We said farewell to Rev. John T. Crabb, SJ, who completed two terms of service with one as our chair, and was elected to the NACC National Board last spring. We also said farewell to Mrs. Jane Mather, who was also elected to serve on the NACC National Board this past fall. We are proud to have served with both of them as commissioners and are grateful for their leadership, guidance, and wisdom.

Our liaison to the NACC National Board, Mr. John M. Pollack, is a regular part of our meetings. We offer him a word of thanks for his many and varied contributions.

The commission's primary task is to certify and renew certification for our chaplain and supervisor members on behalf of the USCCB. We are pleased to report that in 2010 a significant number of NACC members were either certified or renewed in their certification. The commission certified 64 new chaplains and approved renewal of certification for 193 chaplain members. We also certified two new full supervisors, one supervisory candidate, and approved renewal for nine NACC supervisor members.

Carrying out this primary task of certification with the commission is a host of staff and NACC member volunteers whose professional service and collaboration is vital to the organization. Sr. Julie Houser, CSJ, commissioner and ITE liaison, and Ms. Jane Smith, lead ITE, coordinated the efforts of the local interview teams, hosts, and welcome committees for both rounds of certification interviews. We are also grateful to the various institutions around the country who offer us in-kind donations allowing us to use their sites for our certification interviews. We also offered a workshop at the 2010 national conference to address concerns about certification as chaplain and supervisor. These were facilitated by Mr. Joseph Bozzelli, commissioner, and Sr. Janet Biemann, RSM, commissioner.

Renewal of certification and the thoughtful review of submitted materials is another focal point of energy and attention for the commission. Sr. Geraldine Krautkramer, OSF, vice-chair, along with several other commissioners, lead in carrying out this commission task. This responsibility continues to include educational initiatives to assist members as they prepare their materials and engage in peer interviews.

We engaged in on-going development of resources for this process. We continue to use the updated forms reflecting the recent shift in categories for continuing education as mandated by our revised standards. We are in the second year of integrating the signing of an ethics form as part of the renewal process. We also continue to emphasize mentoring and the quality of the peer interview with NACC members as an important part of the process. We offered two educational opportunities, namely, a workshop at the national conference and an audio conference, to assist members who were renewing their certification in the

calendar year. These were facilitated in 2010 by Sr. Geraldine Krautkramer, OSF; Sr. Sheila Hammond, RSCJ; and Fr. Agustin R. Orosa, MI, commissioners.

This past year presented the commission with opportunities to build on the developing certification structure already in place. The following items illustrate this development. We strengthened communications between the commission and the ITEs by adopting recommended feedback procedures (reports passing from the ITE liaison commissioner to the ITE leader) so that after each commission meeting, timely information would be available to the interview teams for ongoing education. We implemented a proposal to name an experienced ITE as liaison to the appeals panel and completed that initiative in the fall with Mr. James E. Willsey accepting appointment. The NACC National Board in the fall of 2009 approved our recommendation to grant recognition to the National Conference of Veterans Affairs' Catholic Chaplains (NCVACC) and this calendar year saw the completion of that process. At the time of this report, we are still in discussions with the Canadian Association of Pastoral and Professional Education (CAPPE) around a similar recognition agreement.

The need for even greater fiscal accountability and creativity was taken up by the commission in drafting a budget and meeting agenda for our 2011 calendar. This led to a change from three "in person" meetings to two, with one meeting as a phone conference *ad experimentum*. In this way we hope to continue providing quality service with respect to certification while reducing costs (e.g. transportation, lodging) presently supported by membership dues.

The Certification Commission owes a debt of gratitude to Ms. Rose Mary Blanco-Alvarado, administrative specialist/certification, for all she does for the commission and for her professionalism in answering the many communications from members; to Ms. Sue Walker, who keeps us current with budgetary information; and to Ms. Susanne Chawszczewski for assisting members and applicants with educational questions and the detailed nuances of certification.

This year brought the commission one more good-bye/hello moment. Mrs. Becky Evans retired last fall. Her help with certification renewals has been invaluable. We will sorely miss her and wish her all the best. We say hello to Ms. Jeanine Annunziato, who will take up the mantle of certification renewal. We are delighted that she has joined us.

*Rev. James R. Yeakel, OSFS  
Chair, Certification Commission*

**Members:** Rev. James R. Yeakel, OSFS (Chair), Sr. Geraldine Krautkramer, OSF (Vice-chair), Sr. Janet Biemann, RSM, Mr. Joseph G. Bozzelli, Sr. Sheila Hammond, RSCJ, Sr. Julie Houser, CSJ, Mrs. Jane Mather, Rev. Agustin R. Orosa, MI, Ms. Judith Shemkovitz, and Mr. John Pollack (Board Liaison), with staff Ms. Jeanine Annunziato, Ms. Rose Mary Blanco-Alvarado, and Ms. Susanne Chawszczewski

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## Certification Appeals Panel

The Certification Appeals Panel had two main goals for 2010. First of all, we continued working with the Certification Commission through the ITE liaison to provide counsel to the training of Certification Interview Teams so that appeals related to violations of the procedures in conducting certification interviews will decrease by 75% by 2011. We recognized that the certification interviewer teams' pastoral presence and understanding of procedures and needed documentation were key issues involved in requesting appeals. A first step toward the first goal was to have the Interview Training Educator (ITE) liaison observe the telephone discussion of two appeals to learn about the process. The ITE liaison made notes from the observed discussions to take back to the Certification Commission in 2011. We also recommended that the certification interview teams become more proficient in assessing the competencies of persons in expanding pastoral care ministries, e.g. mission integration, healthcare ethics, management, and holistic healing positions.

Secondly, we continued to explore how the decreasing number of CPE supervisors in the NACC will affect future appeals work, and whether/how to propose opening this panel to certified chaplains. We recommended that a board certified chaplain be appointed as a member of the Certification Appeals Panel.

We reviewed only one appeal in 2010 (another person withdrew the request for an appeal). The appeals panel upheld the certification interview team's recommendation to deny certification.

Our plans for 2011 include: appointing a new chair and another member (a board certified chaplain) to the Certification Appeals Panel, continuing the dialogue with the Certification Commission, through the ITE liaison, to increase proficiency of certification interview teams in regard to presenting a pastoral presence throughout the interview process, and attending to and accurately documenting the process of the interviews, and being able to provide a more comprehensive assessment of applicants' pastoral competency.

*Mary D. Davis*  
*Chair, Certification Appeals Panel*

**Members:** Ms. Mary D. Davis (Chair), Mr. Gordon Hillsman, Sr. Maureen Mitchell, RSM, Mr. Daniel Petronella, Sr. Janet Ryan, IHM, Sr. Virginia Yeager, SSJ, and Mr. James Willsey (ITE liaison), with staff Ms. Rose Mary Blanco-Alvarado

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## Interview Team Educators (ITEs)

The main 2010 goals of the ITEs were to improve the quality of our work in the certification process, to assimilate new ITEs into our group and work, to "step up to the plate" by taking on more leadership in the actual interview weekend process, to discuss openly with the Certification Commission items of ongoing issues, and to work with the Certification Commission toward quality improvement where possible. I think we did a good job on all counts. That is to say, the ITEs all felt pretty good after long hours of intense meeting in July.

In retrospect, we moved into a much more collaborative spirit with the Certification Commission at the summer 2010 meeting than we had previously enjoyed. This was a key issue that was happy to be addressed. Another key issue is the ongoing growth of the ITE group, as a group, as it is still a fairly young group that is finding its way, its purpose, and its fit in the certification process, including its strengths, limitations, responsibilities, ownership, voice, etc.

As ITEs, we were satisfied that our efforts to address trouble spots on the certification weekend worked well. That's an

achievement.

As we look to 2011, our goals include: remaining good ITEs "on the ground," keeping processes current and relevant, developing incoming ITEs, developing technological assists where possible, and continuing to clarify roles and responsibilities regarding certification.

*Jane Smith*  
*Lead ITE*

**Members:** Br. James F. Adams, FMS, Mr. Robert J. Barnes, Sr. Anne Breitag, OP, Ms. Nancy Cook, Mr. Michael J. Doyle, Rev. Thomas B. Garlick, Sr. Colette Hanlon, SC, Mrs. Carolanne B. Hauck, Mr. Michael McCleary, Ms. Bonnie J. McCulley, Mrs. Marie Polhamus, Ms. Jane W. Smith, Mr. James E. Willsey, Sr. Julie Houser, CSJ (Certification Commission Liaison), with staff Ms. Rose Mary Blanco-Alvarado

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## Ethics Commission

2010 was a fairly quiet year for the Ethics Commission, as there were no cases or issues to address. This was a good situation. The Ethics Commission is generally a low-profile commission until ethical issues arise.

The Ethics Commission met via conference call in January 2010 and the Ethics Commission chair met regularly with the Standards Commission as the liaison from the Ethics Commission.

At the suggestion of the Standards Commission, the Ethics Commission did provide discussion points and suggestions on the relationship of the Member Ethics Statement to the Ethics Accountability Statement for Initial Certification/Renewal of Certification. The goal for 2011 is to draft recommended changes

to the Ethics Accountability process for both certified members and non-certified members.

*Deacon T. Patrick Bradley*  
*Chair, Ethics Commission*

**Members:** Deacon T. Patrick Bradley (Chair), Ms. Nancy D. Flaig, Ms. Mary M. Heintzkill, Rev. Eugene S. Pocerlich, Ms. Marilyn Williams, and Ms. Bonnie J. Burnett, (board liaison), with staff Ms. Susanne Chawszczewski

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## Editorial Advisory Panel

*Vision* became an online publication in 2010, resulting in new reader interactivity and greater access to professional resources. There was a smooth transition, thanks in large part to advance preparation and planning by NACC's Editorial Advisory Panel and NACC office staff, especially Mr. Phil Paradowski, administrative specialist/information technology and special projects.

The NACC Board of Directors, at its March 2010 meeting, determined that it was time for this online transformation due in part to printing and mailing costs, but also because of changes in people's reading, research and networking habits and the call to be good stewards of the earth's resources. NACC members who had not provided e-mail addresses to the association were strongly encouraged to find a way to do so, even by providing the e-mail address of a friend, colleague or religious community.

With *Vision's* new user-friendly format, readers were able to post comments online related to articles they read. They were also able to print individual articles as well as to forward articles of interest to friends and colleagues. At the same time, only NACC members and *Vision* subscribers had direct access to much of the *Vision* content.

In 2010, three new members – Ms. Sandra Lucas, Mr. James Castello, and Ms. Marika Hanushevsky Hull – were approved to join NACC's Editorial Advisory Panel, which meets by phone five times a year.

Themes selected for *Vision* during 2010 were based in large part on the results of a 2009 NACC readership survey. The themes chosen were:

- ▼ January-February *Vision*: "Small workplace, big challenges," a group of articles written by NACC members who are employed in workplaces with fewer than 100 beds and, as a result, face specific challenges.
- ▼ March-April *Vision*: "Leadership," a section focusing on "chaplain leaders," in the broadest sense of that term, and on ways to collaborate for clinical excellence.
- ▼ May-June *Vision*: Coverage of the NACC National Conference in St. Paul, MN, which took place March 19-23, 2010. Theme of the conference was "Winds of Change, Spirit of Promise."

- ▼ July-August *Vision*: "Building awareness of chaplaincy" revolving around the provocative question posed by NACC Executive Director David Lichter, "Should we continue to encourage Catholics to be chaplains?" In the same issue NACC members were invited to join fellow members in reading and reflecting on "The Faith Club," a book by Ms. Ranya Idliby, Ms. Susanne Oliver and Ms. Priscilla Warner.
- ▼ September-October *Vision*: "Chaplaincy as church ministry," a group of articles that tackled the ambitious task of explaining what it means to be a chaplain "in the name of the church." One article offered four models of chaplaincy for difficult times ahead.
- ▼ November-December *Vision*: "When a chaplain needs a chaplain," brought an outpouring of articles from NACC members for whom the topic resonated. A special feature was an article written by best-selling author Gail Sheehy that told the story of how a chaplain helped her husband during his final days.

During 2010, Editorial Advisory Panel member Mr. Austine Duru continued his crucial role as facilitator of research for *Vision*. Two members of the *Vision* research panel signed on to join him in this endeavor: Mr. Robert Mundle and Ms. Marilyn Williams.

In 2011, the Editorial Advisory Panel, working with the *Vision* editor, will strive to produce an increasingly compelling online publication. Our hope is that as NACC members become more familiar with the online format, the interactivity dimensions will play an ever greater role in NACC's efforts to help members to network, to build professional community, and to make advances in research and education within the field of chaplaincy.

*Laurie Hansen Cardona*  
*Vision Editor*

**Members:** Mr. James Castello, Mr. Austine Duru, Sr. Norma Gutierrez, MCDP, Ms. Marika Hanushevsky Hull, Ms. Michelle Lemiesz, Ms. Sandra Lucas, Ms. Linda Piotrowski, Ms. Michele Le Doux Sakurai, Rev. Freddy Washington, CSSp, with staff Mr. David Lichter and Ms. Laurie Hansen Cardona

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## USCCB/CCA Liaison

As a special representative to the United States Conference of Catholic Bishops Commission on Certification and Accreditation (USCCB/CCA), my primary focus is to make sure Sr. Kay Sheskaitis, IHM, executive director of the USCCB/CCA, is kept informed of areas within NACC that have or could have influence on our NACC's Standards and Procedures. (I served on the Standards Commission as well.)

During 2010 most of the communication with Sister Kay has been through our executive director, David Lichter, and through Sister Kay's presence at our NACC National Conference in St. Paul, MN, in March 2010. Most importantly, Sister Kay was able to participate there in the CPE supervisor interest group that discussed the models for the future of NACC CPE supervisors. One important area of discussion during 2010 was how those potential models for certifying and supporting NACC CPE supervisors would impact or

not our relationship with the USCCB/CCA.

We also kept her informed of the decision of the Spiritual Care Collaborative (SCC) to review the Common Standards for the Certification of Chaplains. In turn, Sister Kay communicated with us about the ongoing process of the USCCB to assess and make recommendations regarding the future of the USCCB/CCA.

As mentioned in recent annual reports, we are fortunate that two members of the NACC, Ms. Mary Theresa O'Neill and Rev. Andrew Sioletti, serve as NACC representatives to the USCCB/CCA Board of Directors. Those relationships continue to strengthen our relationship with the USCCB/CCA. Annually the NACC also submits an annual report to the USCCB/CCA.

*Mary Lou O'Gorman*  
*Special Representative, USCCB/CCA*

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## Nominations Panel

A major goal for the Nominations Panel in 2010 was to engage the NACC membership in the selection of future leadership for the organization. To this end, we posted an invitation in *Vision* and NACC Now for members to consider leadership in the organization. Letters were sent to NACC members who do not access e-mail. As part of this process, we engaged with NACC state liaisons for help in identifying leadership candidates. We also contacted 18 NACC members personally by e-mail and phone to assess their interest and availability to serve the organization.

A second goal was to create a "pool" of names for leadership succession planning. Some 37 names have been collected of strong leaders among our members.

A third goal was to identify and forward candidates to the Governance Committee for the Board of Directors election (two vacancies effective January 2011). A system of measurement was instituted to determine the strongest candidates. The names of Ms. Mary Lou O'Gorman and Ms. Jane Mather were forwarded to the Governance Committee.

A fourth goal was to continue to evaluate the election process and define the Nominations Panel role within that procedure. As part of this evaluation, panel members revised the election timeline in consultation with the Governance Committee. The role of the Nominations Panel continues to be clarified in consultation with the Governance Committee.

Key issues that the panel needs to address include:

- ▼ Different NACC committees (panels, Board, etc.) have different qualifications making the application process more challenging (i.e. a standard application form cannot be used for all vacancies).
- ▼ Some applications were incomplete, requiring some re-work and clarification.

- ▼ Other NACC committees were learning of the Nominations Panel's role and their own responsibilities regarding filling vacancies in light of the panel's role.
- ▼ Some candidates were not known to the panel, making the selection process a bit more challenging. In those cases, the panel relied more on the content of the application and engaged references when necessary.
- ▼ Some NACC members may feel the new process is disempowering, particularly if they were not involved in the identification of candidates. (The Nominations Panel plans to conduct a survey to assess the depth of this concern.)

Plans for 2011 include conducting a survey among NACC members to assess their feelings of the new Board of Directors election process; identifying candidate(s) and making a recommendation to the Governance Committee to fill one expected board vacancy; and working with various committees/commissions/panels to identify candidate(s) and potentially fill other vacancies: Governance (1), Standards (1), Certification Appeals (2), Ethics (1), Ethics Appeals (several), Editorial Advisory (several), Education Advisory (2) and Nominations (1).

*Jim Letourneau*  
*Chair, Nominations Panel*

**Members:** Mr. James Letourneau (Chair), Mr. Joseph Bozzelli, Ms. Joan Bumpus, Ms. MaryBeth Harmon, Sr. Anita Lapeyre, RSCJ, Ms. Karen Pugliese, with staff Mr. David Lichter and Ms. Cindy Bridges

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## Joint Commission

The Joint Commission (JC) 18th Annual Liaison Network Forum met at the JC Headquarters in Oakbrook Terrace, IL, July 12-13, 2010. The redesign and revitalization of the Liaison Network announced last year continues to be a primary focus for the organization. Mark Chassin, MD, president of the Joint Commission since January 2008, "aims to inspire" – not just accredit – hospitals and other healthcare providers. Clearly, the focus for the future is creating partnerships that will transform healthcare into health systems that produce "high reliability" in quality and safety.

Last year, the Joint Commission's revised mission and vision statements indicated a commitment not only to evaluate improved safety and effectiveness by healthcare providers, but to inspire healthcare organizations to excel in these critical areas. JC Standards have been revised with the intended outcome of more realistic, less burdensome and more effective requirements for meeting national safety and quality goals. Since communication is a key component of effective transformation, E-Alerts will now deliver Joint Commission news and alerts to liaison members. These alerts will then be passed on to NACC via NACC Now.

Developing and implementing evidence-based best practices is crucial to the transformation process. New, cutting-edge tools and methodologies are available for healthcare organizations to assist them in implementing change. For example, on Sept. 13, the Joint Commission Center for Transforming Healthcare's Targeted Solutions Tool (TST) was launched. There are now more than 2,000 hand hygiene projects in progress throughout the

country. Ongoing information and support are available from the Joint Commission for organizations committed to creating a culture of quality.

The breadth, depth and scope of JC initiatives offer opportunities and challenges for chaplains to become involved in quality and improvement projects in our own organizations in areas of personal interest and professional expertise. For example, chaplains need to be familiar with current health information technology and involved in creating a meaningful spiritual care component of their organization's electronic health record (EHR). Both *Vision* and *Plainviews* recently addressed this issue in depth. The Joint Commission's internal Health Equity Advisory Group is working to reduce health disparities and meet the needs of specific and diverse populations. Chaplains have knowledge, skills and experience that can assist their organizations in understanding the role of effective communication, cultural competence and patient and family centeredness in quality care. And, the JC offers organizations a self-assessment tool to initiate discussion about the needs, resources and goals for providing the highest quality care to every patient served.

It is essential for our profession to demonstrate evidence-based best practices (not just successful practices), and measurement-related processes, as well as to articulate the contributions chaplaincy services make to our organizations' ability to meet and exceed JC Standards.

*Karen Pugliese*  
NACC Liaison Representative

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## PlainViews

The main goals of *PlainViews* for 2010 were to connect with and become a forum for sharing ideas, challenges and solutions to the common situations encountered by chaplains and other spiritual caregivers. *PlainViews* has successfully accomplished this objective for the last seven years at no cost to the subscriber. In 2010, it was decided that the originators of *PlainViews* could no longer sustain the cost of publishing and so shifted to requesting a nominal fee for subscriptions.

Creating a cost-effective, self-sustaining newsletter without losing core subscribers/contributors is going to be the ongoing challenge. *PlainViews* is working diligently to meet this challenge.

A new team of editors and editorial advisors is being rebuilt. The founding editor, Rev. Martha Jacobs, has resigned her position. Several of the original editorial advisory board members have also requested to be replaced in order that the new editor, Rev. Susan Wintz, could select her own advisory staff. But the newsletter continues to provide interesting and insightful materials for the world of professional chaplains and will no doubt find its new niche as a paid subscription newsletter.

*Jane Mather*  
NACC Representative, Member of the Editorial Board, *PlainViews*

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## Spiritual Care Response Team

The Spiritual Care Response Team (SRT) is a component of the national Critical Response Team that has collaborated with the American Red Cross (ARC) since 1999. NACC has been an active member of this team together with our cognate partners since 1998. Cognate partners from APC, NAJC, ACPE, CAPPE, AAPC, ICPC, CPSP and FFC comprise the SRT Task Force. The American Red Cross has a team of 325 trained and board certified chaplains and other spiritual care managers for critical transportation and other mass fatality events.

NACC is represented on the Spiritual Care Response Team Task Force by Mr. Tim Serban and newly appointed member Ms. Beth Lenegan, of Buffalo, NY, where she is a director of pastoral care. Ms. Lenegan's experience in disaster response includes 9/11 and Continental Express, Buffalo, NY.

The primary goals of 2010 were building capacity, education and training and team building with cognate partners and national partners. In 2010, significant steps were achieved with the American Red Cross creation of the full-time position of senior associate spiritual care partner services filled by Rev. Earl Johnson (APC). This official position established a significant commitment of the American Red Cross to disaster spiritual care and the SRT.

Education and training by SRT leaders in collaboration with the FBI Office of Victims Assistance, National Transportation Safety Board, was held at the NACC convention in St. Paul, MN, in April 2010. More than 50 participants were in attendance. Training and education events were held at the APC Convention in Schaumburg, IL; CPSP in Columbus, OH; CAPPE in Banff, Canada; and Northern Command in Colorado Springs, CO.

A significant educational opportunity was provided at the National VOAD conference in Orlando, FL, in May 2010 on the topic of "The Importance of CPE in the Management of Disaster Spiritual Care for the American Red Cross," by a panel of SRT task force members. This conference was attended by more than 50 faith group disaster response organizations, FEMA, DHS, and NORTHCOM participants.

### Notable events and achievements in 2010:

Haiti earthquake:

On Jan. 12, 2010, a catastrophic 7.0 magnitude earthquake occurred 16 miles west of Port-au-Prince, Haiti. The response of members of the SRT was at Dover Air Force Base. Working with the Department of State and Disaster Mortuary Team Dover (U.S.

Dept. of Defense), an American Red Cross Integrated Care Team (ICT) supported the repatriation of remains through the year for U.S. citizens killed in January's Haitian earthquake.

"Finishing the Flight" Anniversary of Continental #3407 Buffalo, NY:

On Feb. 22, 2010, families of those killed on Continental flight #3407 and responders assembled in Clarence, NY, where the flight came down, and walked the final 10 miles to the Buffalo airport to "finish the flight" for their loved ones who perished. Each critical incident is unique, and rituals may be developed to support families, loved ones, and responders. Grief may be compounded by anniversaries of tragic events and two family members of lost passengers came up with the idea of physically finishing the flights in honor of their loved ones who were lost. Three SRTs were deployed, led by Ms. Beth Lenegan (NACC) of Buffalo, Mr. Doug Longstaffe (CAPPE) of Ottawa, and Mr. Martin Montonye (ACPE) of New York City. Working with the Red Cross chapter in Buffalo, NY, and other critical activities, the airline, and federal partners, family disaster assistance was provided to the families of 50 persons lost in the crash.

Landmark Event for Disaster Spiritual Care – American Red Cross Spiritual Care Task Force and Leadership Institute, September 2010:

The American Red Cross Spiritual Care Task Force met in Washington, DC, at the national headquarters, Sept. 13-14, 2010. This was the first gathering of the group since the historic Memorandum of Understanding professional chaplaincy partner signings in December 2006. Liaisons from the professional chaplaincy partners met with senior ARC leadership including Gail McGovern, president and CEO. A major component of this year's task force gathering was to formulate and articulate guidance to all American Red Cross chapters on spiritual care and continued efforts to collaborate with local faith community partners to prepare and respond to disasters.

Action plans developed by the Spiritual Care Response Team Task Force during the September 2010 Leadership Institute in Washington DC will be the focus of our efforts and planning through 2011.

*Tim Serban*

*Volunteer liaison to the senior director of disaster partner services of the American Red Cross, Washington, DC*

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