

2020 ANNUAL REPORT

STRONGER **TOGETHER**

We are the National Council for Behavioral Health — a thought leader, solutions provider and leading voice on Capitol Hill with a 51-year track record of advancing mental health and substance use care.

Every day and across the country, we are fighting for **affordable and accessible treatment**, advocating for **life-saving legislation**, addressing health disparities and increasing **mental health literacy**.

And we are investing in our **3,336 member organizations nationwide**, so they can further invest in the health and wellness of their communities. It's who we are. It's what we do.



Message from the **President & CEO**

"Despite the unexpected obstacles 2020 presented, we persevered. We united as a community, turning setbacks into several big leaps forward. I'm so proud of what we accomplished together."

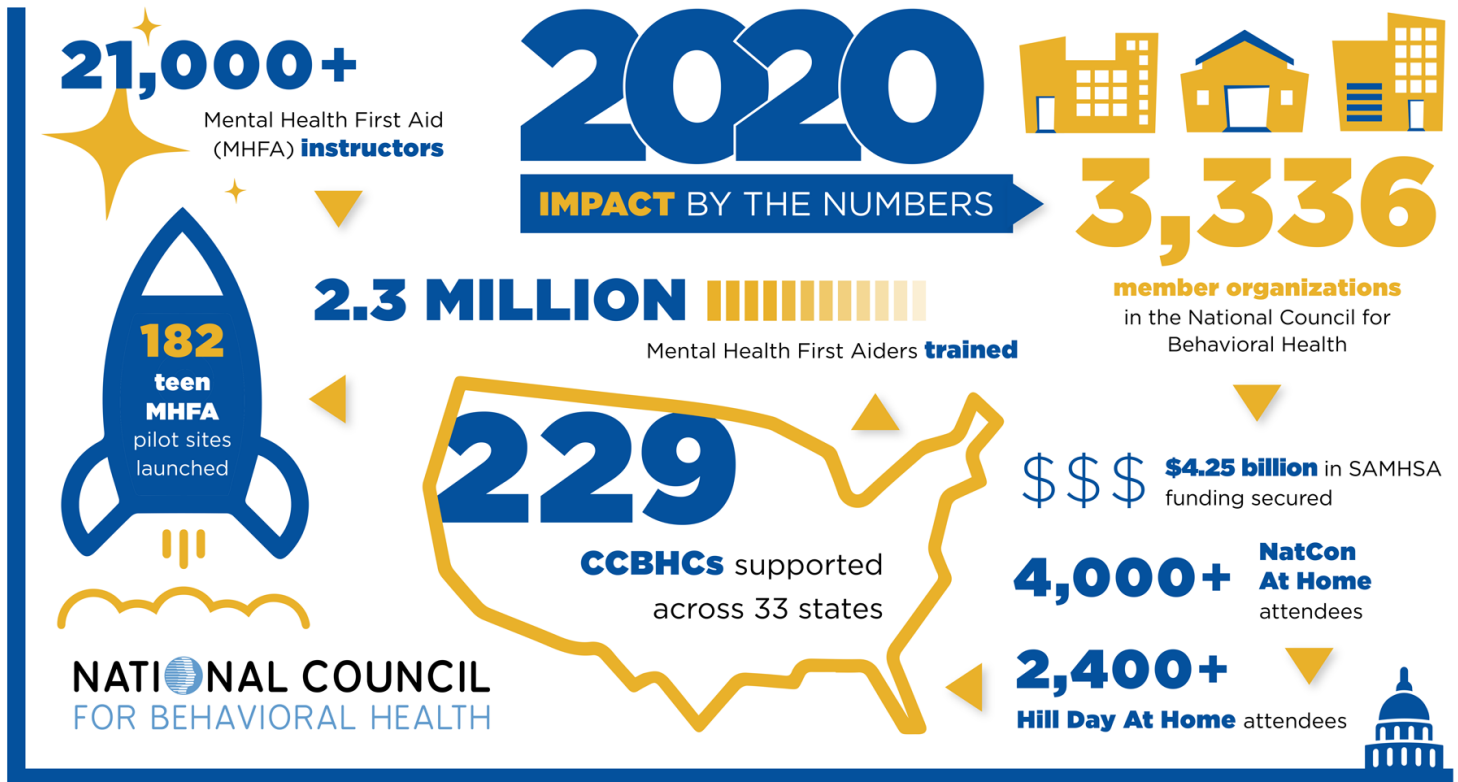
— Chuck Ingoglia

Chuck Ingoglia



A YEAR IN REVIEW

This year was unlike any other. The arrival of COVID-19 created obstacles that tested our resolve as a community and resilience as an organization. Despite the challenges we faced, we forged ahead, never wavering from our commitment to increase access to high-quality, comprehensive care at all costs. We fought for financial relief. We helped expand telehealth. We leaned into digital learning, delivered innovative resources and brought critical legislation to the finish line. We were **stronger together**.



While providers worked hard to keep their communities healthy, we worked overtime to help them keep their doors open. We made it easier for them to navigate service delivery in a COVID-19 world, respond to individuals in crisis, deliver life-changing care virtually, and achieve practice improvement and workforce development goals, among other accomplishments. **Let's take a look at the progress we made.**



STRONGER **TOGETHER** IN 2020

▶ **HELPING PROVIDERS RESPOND TO COVID-19**

At every turn, COVID-19 threatened providers' ability to deliver care. To set them up for success — and help keep their doors open — we fought for \$4.25 billion in funding; created pathways for telehealth expansion through advocacy; secured more than \$600,000 in donations through a relief fund; created a COVID-19 resource directory; and reimagined our learning events, programs and services.

COVID-19

Relief Funds Are Available!

MEMBERS
APPLY TODAY

NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

IMPLEMENTATION SUCCESS STARTS HERE

CCBHC SUCCESS CENTER

INCREASING ACCESS TO CARE NATIONWIDE

Access to care has never been more important. We continued to invest in the Certified Community Behavioral Health Clinic (CCBHC) model, supporting 229 CCBHCs across 33 states (up 113 CCBHCs and 12 states since 2019); launched our CCBHC Success Center, enabling more providers to become and excel as CCBHCs; and brought priority legislation to the finish line, including the National Suicide Designation Act and Crisis Stabilization and Community Reentry Act.

CREATING NEW PATHWAYS FOR RECOVERY

For those in recovery, this year proved especially difficult. To help, we connected 900+ attendees with resources through our virtual Recovery Month Luncheon; launched an overdose prevention and harm reduction funding opportunity with the CDC; held trauma-informed, recovery-oriented systems of care trainings for organizations; and addressed adolescent vaping through the National Behavioral Health Network for Tobacco and Cancer Control.

COVID-19 PANDEMIC IMPACT ON HARM REDUCTION SERVICES: An Environmental Scan

FROM EVALUATION TO ACTION:

STRENGTHENING CAPACITY TO
COVID-19 RESPONSE



BUILDING CAPACITY ACROSS THE COUNTRY

Throughout the year and across the country, we helped mental health and substance use treatment organizations maximize their services and increase their impact through virtual trainings, technical assistance, consultations and leadership programs. From webinars for medical directors and workshops on building resiliency in the workplace to hiring help through our online career portal, we set service providers up for success.

BRIDGING THE KNOWLEDGE AND RESOURCE GAP

To keep providers informed during the uncertainty, we adapted our learning programs — from hosting NatCon20 and Hill Day 2020 online for the first time ever, to introducing new and innovative programs like virtual town halls, CEO sessions and digital workshops. We also increased mental health literacy by growing our Mental Health First Aid (MHFA) community and publishing industry-advancing reports through our National Council Medical Director Institute.

LEARN TODAY.
TOMORROW
TAKE ACTION.

HILL DAY





PAVING THE WAY FOR PROGRESS

To meet providers where they are this year, we brought our practice improvement and leadership trainings online — from delivering workforce development and telehealth sessions virtually, to helping organizations overcome COVID-19's obstacles through consulting. By embracing online learning, we were able to expand our reach and increase our impact in communities across the country.



FINANCIALS

View, download or print our [2020/2021 Consolidated Statement of Financial Position](#) and [Consolidated Statement of Activities](#).



THANK YOU TO OUR BOARD

We would like to thank our board of directors for their incredible contributions throughout the year. Their unwavering support and leadership enabled us to power through the pandemic.



THANK YOU TO OUR STRATEGIC PARTNERS





MAKING A MARK **TOGETHER**

We are more than just a nonprofit. We are a partner for creating positive change. Our work with organizations and foundations has led to sustainable improvements in mental health and substance use treatment. Learn how you can sponsor our important work, support our MHFA program or engage our subject matter experts for thought leadership.

“There will always be challenges in our field. But no matter their scope, we will **come together as a community** to ensure everyone in need gets the care they expect and deserve.”

— **Chuck Ingoglia**



NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

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A SPECIAL MESSAGE FROM **PRESIDENT & CEO CHUCK INGOGLIA**

Giving to Help Others Get Ahead

What will you remember about 2020?

For most of us, 2020 will always be viewed through the lens of our COVID-19 pandemic experiences. And that makes sense. It infected everything — our lives, our work and how we interact. Travel? No. Grocery stores? No, thank you. Weddings? Graduations? Birthday parties? No. No. And no.

But I will also remember 2020 for the creative spirit it ignited in so many National Council member organizations. That's because you found ways to support your clients, staff and communities despite the profound hurdles the pandemic dropped in your path. Innovation? Ingenuity? Perseverance? Yes. Yes. And yes.

Make no mistake, 2020 left an indelible mark. It damaged our health and pierced our hearts. It claimed so many loved ones. It undermined our wellbeing. And it threatened your livelihoods. But so many of you found motivation in devastation. Even though the pandemic disrupted your progress, you simply developed a new plan and continued to move forward. Progress interrupted is still progress.

Instead of allowing the pandemic to derail you, you made major changes in your delivery of care. You moved services outside so you could continue to provide treatment to those who rely on you. You quickly embraced telehealth services to accommodate clients in safe, convenient online formats.

You also had to meet the needs of your employees, many of whom struggled with exhaustion and burnout. Because of furloughs and layoffs, recruitment and retention became even more challenging — as if you needed a new challenge.

Those of you in the health care continuum are the real heroes in this pandemic. You've gone above and beyond to meet the needs of your staff, clients and communities. You understood that to flourish, you needed to adapt.

And we did everything in our power at the National Council to ensure we aided you every step of the way throughout your difficult journey. We rapidly increased our



A SPECIAL MESSAGE FROM **PRESIDENT & CEO CHUCK INGOGLIA**

resources to arm you with information, tools and strategies to cope with the challenges you faced. Like you, we shifted to virtual delivery of services, although for us that meant moving NatCon and Hill Day online.

We advocated for changes to telehealth rules and regulations, and we continue to urge lawmakers and agencies to make those changes permanent and to provide fair reimbursement rates for services like audio-only telehealth.

We lobbied relentlessly for federal funding. The CARES Act and the Paycheck Protection Program and Health Care Enhancement Act provided much-needed financial lifelines early in 2020. Then, as 2020 came to a close, Congress approved the Crisis Stabilization and Community Reentry Act, a \$2.4 trillion spending package that included \$1.4 trillion in appropriations for fiscal year 2021 and \$900 billion for COVID-19 relief.

Lawmakers demonstrated support for the Substance Abuse and Mental Health Services Administration (SAMHSA) by providing \$6 billion in annual appropriations, including a one-time \$4.25 billion in funding for SAMSHA as part of the relief package and \$600 million for Certified Community Behavioral Health Clinics (CCBHCs) expansion grants. The bill also extended the CCBHC demonstration program through September 30, 2023.

Those were big accomplishments, and we're proud of what we achieved. But we are much prouder of what you achieved. In a year filled with daunting challenges, you prevailed. While others may remember 2020 because of what it took, I will remember it for what you gave — to your clients and communities.

Chuck Ingoglia

President and CEO

National Council for Behavioral Health



NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

HELPING **PROVIDERS** RESPOND TO COVID-19

▶ FIGHTING FOR FUNDING

We led the charge to ensure behavioral health providers were prioritized in the \$2.3 trillion spending bill Congress passed on December 21. Of the \$900 billion allocated to COVID-19 relief provisions, there was an appropriation of \$4.25 billion for mental health and substance use programs, a result of our ongoing advocacy. To help those providers experiencing financial distress during the pandemic, we also created a COVID-19 Relief Fund, securing more than \$600,000 in donations to date.



OPENING DOORS FOR PROVIDERS ◀

Our advocacy was instrumental in a series of policy successes during the legislative and regulatory response to COVID-19. Most notably, ensuring behavioral health providers were eligible for the Paycheck Protection Program; the Substance Abuse and Mental Health Services Administration's (SAMHSA) assistant secretary of mental health and substance use deeming their work essential and prioritizing their personal protective equipment (PPE) and financial needs; and a designated portal through the Department of Health and Human Services (HHS) Provider Relief Fund connecting providers to much-needed financial relief.

ADVOCATING FOR INCREASED SUPPORT

In response to the Centers for Disease Control and Prevention's (CDC) COVID-19 vaccination distribution recommendations, we sent a letter to HHS calling for mental health and substance use providers to be included as essential frontline providers. We also hosted mental health town halls with the National Conference of State Legislatures, exploring policy approaches for the preservation of mental health care; created a roadmap to help providers apply for the HHS Provider Relief Fund; and led a national "Day of Action" on social media to encourage Congress to fund community mental health services in their next COVID-19 package.



MAINTAINING THE CONTINUUM OF CARE

We helped providers maintain their service delivery despite the pandemic. At the onset of the COVID-19 lockdowns, we advocated for sweeping allowances and flexibilities for practicing telehealth — including audio-only telehealth — and waiving the initial in-person patient visits requirement prior to prescribing controlled substances via telemedicine. In doing so, we helped ensure patients could access services during stay-at-home orders and maintain the continuum of care in communities.

SETTING PROVIDERS UP FOR SUCCESS

We helped providers better understand and respond to COVID-19. We launched an online resource directory; hosted tele-town halls, workshops and webinars; held a three-part ECHO training on financial response strategy; distributed 2.3 million masks to members in need; produced PPE usage videos; and wrote screening and testing guidelines. We also conducted surveys to explore the economic effects of the pandemic, gauge the role of virtual care and benchmark COVID-19's impact.



ADAPTING MENTAL HEALTH FIRST AID

With the arrival of a new virtual learning reality, we reimagined our MHFA program to accommodate our growing community. We redefined course delivery options for our Adult and Youth curricula; modified our learning management system to ensure the continuity of training and assistance delivery; and created digital resources for Instructors. The result: 5,090 Instructors have been certified to teach virtually and 62,000 additional First Aiders have been trained.



INCREASING ACCESS TO CARE NATIONWIDE

NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

▶ EXTENDING AND EXPANDING THE CCBHC COMMUNITY

We successfully engaged Congress around CCBHCs this year, resulting in a three-year extension of the demonstration for the original eight states and the inclusion of two new states — Kentucky and Michigan — for the same time period. We also helped secure the appropriation of an additional \$850 million in SAMHSA CCBHC expansion grants through the March 2020 CARES Act and December COVID-19 Relief package. We are committed to achieving our goal of having 500 CCBHCs nationwide by 2025.



HELPING CCBHCs MAKE A MARK ◀

In communities across the country, CCBHCs are transforming behavioral health care as we know it. To help organizations and states make the most of this movement, we created the CCBHC Success Center, a digital hub for information, implementation support and advocacy of the CCBHC model. This one-stop-shop offers training opportunities, resources, peer knowledge and tools organizations need to chart a path toward becoming and maximizing their impact as a CCBHC.

▶ TAKING OUR GRASSROOTS ADVOCACY ONLINE

On June 23-24, 2,400+ people from all 50 states and 29 partner organizations experienced Hill Day at Home, our advocacy event held online for the first time. Participants attended workshops and outreach opportunities where they learned how to urge lawmakers to invest in funding for mental health and substance use care programs; joined us for our Virtual Policy Institute, a four-hour learning session offering legislation updates; and celebrated their peers during our Advocacy Leadership Awards program.



The logo for the 988 National Suicide Prevention Hotline, featuring the numbers "988" in a large, blue, sans-serif font.

NATIONAL COUNCIL
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MARKING A MILESTONE IN SUICIDE PREVENTION ◀

On October 17, President Trump signed the National Suicide Hotline Designation Act into law, requiring the Federal Communications Commission (FCC) to designate 9-8-8 as the universal telephone number for a national suicide prevention and crisis hotline. This life-saving legislation was one of our key asks during Hill Day at Home and is a direct result of our sustained advocacy, grassroots network and unwavering dedication to connecting people in need to care.

▶ CONNECTING JUSTICE-INVOLVED PEOPLE TO CARE

On December 21, President Trump signed the Crisis Stabilization and Community Reentry Act into law, which ensures access to mental health care for people with mental health conditions currently involved in our justice system and provides a warm connection to community-based mental health providers as they re-enter society. This bill is imperative to improving treatment and promoting community-based services, and it marks the completion of another legislative ask made during Hill Day at Home.





NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

CREATING **NEW PATHWAYS** — FOR — RECOVERY

▶ **CELEBRATING RECOVERY AND RESILIENCE**

In recognition of National Recovery Month — and in celebration of those living in recovery — we held our first-ever virtual Recovery Month Luncheon on September 29. Nearly 900 people from around the world united online to learn, break bread and acknowledge that recovery is possible and real. Attendees heard powerful stories about lived experience, captured insights from speakers and experienced soul-charging entertainment, while taking advantage of our online directory of recovery-related resources.

SAVE THE DATE

RECOVERY MONTH

Luncheon* (for whatever meal you'd like!)

📅 Tuesday, September 29, 2020

🕒 3:30-5 p.m. ET (2:30 CT / 1:30 MT / 12:30 PT)

ALL are welcome to join us for this FREE virtual event

UNIFYING OUR VOICES. CREATING CONNECTIONS. CELEBRATING RECOVERY.

NATIONAL COUNCIL FOR BEHAVIORAL HEALTH



SCREENING FOR YOUTH SUBSTANCE USE ◀

To advance youth substance use screening in primary and behavioral health care settings, we led a six-month learning collaborative, equipping providers with the skills and strategies to address alcohol and tobacco use among their patients; we conducted Youth Screening, Brief Intervention and Referral to Treatment (YSBIRT) trainings across the country; and we helped organizations go tobacco-free and address the needs of individuals with behavioral health conditions.

▶ **TRAINING FOR OVERDOSE PREVENTION AND HARM REDUCTION**

With support from the CDC, we launched an overdose prevention and harm reduction funding opportunity, helping select organizations implement innovative strategies through virtual coaching and technical assistance. More than a dozen organizations were selected to employ and enhance novel and innovative strategies — along with adaptations to current practices — to address the needs of people who use drugs, including preventing opioid overdose.



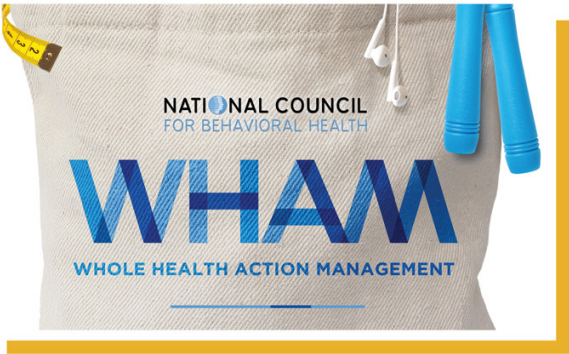


NATIONAL COUNCIL
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BUILDING CAPACITY ACROSS — THE — COUNTRY

▶ **MEETING PROVIDERS WHERE THEY ARE**

Our consulting, training and technical assistance offerings went virtual this year. With expertise in organizational readiness, integrated care, workforce development and clinical practice, self-care and wellness, and financing and sustainability, our consultants led hundreds of virtual trainings, offering new solutions and strategies for the following models of care: Whole Health Action Management (WHAM); trauma-informed, resilience-oriented systems of care; SBIRT; case-to-care management; and motivational interviewing.



EQUIPPING LEADERS FOR SUCCESS ◀

We increased our investment in the future of behavioral health care. Through our various leadership and workforce development trainings, we gave leaders the skillsets and tools to take their services and staff to the next level. In our Addressing Health Disparities Leadership Program, we showed leaders how to address health disparities within their organizations and communities, and through our Middle Management Academy, we taught the next generation of leaders how to manage people and work in the context of the larger vision of their organization.

▶ **TEACHING TRAUMA-INFORMED, RESILIENCE-ORIENTED CARE**

Delivering trauma-informed care was critical this year. To help organizations support their workforce, we hosted our ninth Trauma-informed, Resilience-oriented Equity Community of Practice, a year-long learning opportunity that teaches leaders how to create sustainable change that addresses trauma and nurtures resilience. We also created a toolkit to help providers across the country guide the creation of a framework for implementing trauma-informed, recovery-focused initiatives.



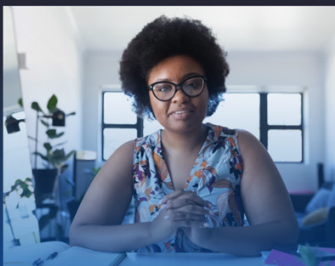


IMPROVING HEALTH OUTCOMES THROUGH INTEGRATION

Through our Center of Excellence (CoE) for Integrated Health Solutions, we launched a COVID-19 relief opportunity to help 10 organizations implement innovative strategies during the pandemic. We also disseminated lessons learned on cultural considerations for use of telehealth in rural and frontier communities, as well as on scaling mobile crisis services to reach priority populations. And, after becoming a certified ECHO hub — enhancing our virtual delivery of training and technical assistance — we hosted ECHOs on team-based care, health equity and childhood trauma. Partnering with oral health providers, we also published a report on the integration of oral and behavioral health services.

BOOSTING THE BEHAVIORAL HEALTH WORKFORCE

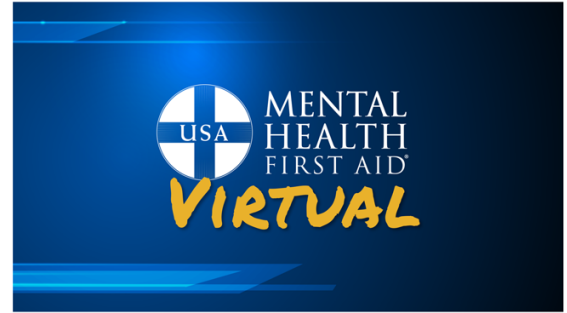
Recruiting and retaining quality employees can be challenging, especially during a pandemic. We taught organizations how to motivate their remote staff, empower employees and create a healthy culture in an exclusive event with the president and CEO of the Society for Human Resource Management (SHRM); published a digital recruitment guide and promoted JOBank, our online career portal, making it easier to recruit top talent; and advocated for critical legislation that boosts the workforce.



BRIDGING
— THE —
KNOWLEDGE AND
RESOURCE GAP

GROWING THE MENTAL HEALTH FIRST AID COMMUNITY

We reached a new MHFA milestone, training 2.3 million people to date and bringing nearly 250,000 First Aiders into the community this year alone. Our commitment to growing MHFA led to other big wins for the internationally recognized program. Most notably, we launched 182 new teen Mental Health First Aid (tmHFA) sites across the country, offered generous Instructor grants to bolster recruitment, onboarded nearly 5,000 trainers and set in motion a virtual delivery option.



NATCON AT HOME | JULY 15, 2020

NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

GOING VIRTUAL WITH NATCON20

We ushered in a new era in National Council learning by hosting NatCon at Home, our first-ever digital conference designed to educate, inspire and enable practice improvement. More than 4,000 people from around the world united online to hear a candid panel discussion on caregiving, a powerful presentation on implicit bias and a conversation about reimagining service delivery. Attendees also recognized their peers during our annual Awards of Excellence program.

SUPPORTING POPULATIONS IN NEED

Through our Interest Groups, we helped health care professionals improve care within — and examine new interventions for — select populations; specifically, children, young adults and families; individuals with intellectual and developmental disabilities (IDD); LGBTQ+; and older adults. A digital destination for networking, experience sharing and accessing resources, our Interest Groups are helping individuals and organizations advance behavioral health care for communities in need.



WELLBEING WEDNESDAYS

EXPANDING OUR VIRTUAL LEARNING PORTFOLIO

Access to tools, resources and experts proved especially important this year, as providers increasingly looked online for help. In response, we expanded our virtual learning portfolio by introducing several new and innovative offerings, including “Wellbeing Wednesdays,” a virtual town hall series; “National Council Conversations,” a video series highlighting our unique resources; “CEO Office Hours,” peer-driven discussions for the C-suite; and podcasts offering insights from subject matter experts.

► MOVING THE CONVERSATION FORWARD

We amplified our thought leadership by publishing reports on topics like opioid use in emergency settings, state tobacco control and team-based care in psychiatric and community behavioral health clinic settings. We also created toolkits to help organizations deliver HIV depression care and bridge the gap in how generally accepted standards of care are understood and applied by payers and providers. And we partnered with national stakeholders like the Mental Health Coalition and Be Vocal to end stigma, promote healing and raise awareness of recovery.



NATIONAL COUNCIL
FOR BEHAVIORAL HEALTH

PAVING THE WAY
— FOR —
PROGRESS

► ADDRESSING DISCRIMINATION IN HEALTH CARE

We issued a joint statement with the National Association of State Mental Health Program Directors, emphasizing our commitment to eliminating differential access to health care in America. We also led a pledge to end health care inequities; launched an online directory of diversity, equity and inclusion (DEI) tools; helped organizations address health disparities rooted in racial inequality; and created a board-led DEI Work Group to help foster shared learning and engagement on issues of inequity.





STEMMING THE BEHAVIORAL HEALTH CRISIS

To help stem the crisis in mental health and substance use care, we joined a historic CEO leadership coalition comprised of leading mental health advocacy organizations. Together, we are executing a plan that calls for policy, programs and standards that prioritize mental health care and address the social and economic conditions that disproportionately impact people of color and the poor and that result in inadequate and inequitable access to effective, humane treatment.

SOLVING FOR GENERATIONS OF YOUTH

In February, we joined 100 finalists — out of nearly 2,000 submissions — in the MacArthur Foundation's 100&Change competition for a single \$100-million grant to help solve critical social challenges. Our submission, one of the highest-scoring proposals in the global competition, focused on supporting the mental wellbeing of America's young people by increasing access to MHFA and expanding the reach of CCBHCs.



GETTING OUT THE VOTE

To add an important mental illness and substance use treatment lens to the national conversation during the U.S. election season, we launched our own "Get Out the Vote 2020" campaign. We developed resources — including blog posts and a video on the role voting plays in our field — and distributed a digital toolkit to help organizations create, launch and sustain their own voter registration and education programs.



NATIONAL COUNCIL FOR BEHAVIORAL HEALTH AND SUBSIDIARY

NATIONAL COUNCIL FOR BEHAVIORAL HEALTH AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL POSITION September 30, 2020 (With Summarized Financial Information as of September 30, 2019)

	2020	2019
ASSETS		
Current assets		
Cash and cash equivalents	\$ 2,739,166	\$ 3,423,021
Receivables, net	5,551,081	12,580,872
Inventory	1,159,226	590,455
Prepaid expenses	1,443,339	790,650
Total Current Assets	10,892,812	17,384,998
Investments	30,101,556	25,925,698
Property and equipment, net	3,877,437	2,351,607
Other assets	148,198	147,976
TOTAL ASSETS	\$ 45,020,003	\$ 45,810,279
LIABILITIES AND NET ASSETS		
Liabilities		
Current liabilities		
Accounts payable and accrued expenses	\$ 4,181,635	\$ 7,892,016
Accrued vacation	1,070,898	721,629
Note payable	1,648,000	-
Refundable advances	1,154,366	183,354
Contract liabilities	2,473,740	2,443,366
Deferred rent and lease incentive, current portion	126,509	98,861
Total Current Liabilities	10,655,148	11,339,226
Deferred rent and lease incentive, net of current portion	1,432,421	1,558,929
TOTAL LIABILITIES	12,087,569	12,898,155
Net Assets		
Without donor restrictions	30,657,411	28,449,037
With donor restrictions	2,275,023	4,463,087
TOTAL NET ASSETS	32,932,434	32,912,124
TOTAL LIABILITIES AND NET ASSETS	\$ 45,020,003	\$ 45,810,279



NATIONAL COUNCIL FOR BEHAVIORAL HEALTH AND SUBSIDIARY

NATIONAL COUNCIL FOR BEHAVIORAL HEALTH AND SUBSIDIARY

CONSOLIDATED STATEMENT OF ACTIVITIES

For the Year Ended September 30, 2020

(With Summarized Financial Information for the Year Ended September 30, 2019)

	2020			2019
	Without Donor Restrictions	With Donor Restrictions	Total	Total
OPERATING REVENUE AND SUPPORT				
Training and support	\$ 11,052,837	\$ -	\$ 11,052,837	\$ 13,840,087
Publication sales and royalties	8,881,337	-	8,881,337	13,592,348
Grants	6,013,113	1,790,500	7,803,613	13,543,473
Consulting services	7,378,007	-	7,378,007	7,704,559
Contracts	4,538,225	-	4,538,225	9,009,997
Membership dues	2,700,238	-	2,700,238	2,869,913
Other	1,710,556	-	1,710,556	162,428
Registration fees	-	-	-	4,184,629
Exhibit fees	-	-	-	1,040,725
Net assets released from restrictions:				
Satisfaction of program restrictions	3,978,564	(3,978,564)	-	-
TOTAL OPERATING REVENUE AND SUPPORT	46,252,877	(2,188,064)	44,064,813	65,948,159
OPERATING EXPENSES				
Program Services:				
Public education	12,898,277	-	12,898,277	18,094,565
Education and consulting services	9,460,235	-	9,460,235	14,926,345
Practice improvement	6,984,178	-	6,984,178	12,030,609
Public policy	4,743,300	-	4,743,300	4,892,997
Membership services	3,717,642	-	3,717,642	1,890,443
Communications	1,632,104	-	1,632,104	1,512,985
Total Program Services	39,435,736	-	39,435,736	53,347,944
Supporting Services:				
Management and general	5,534,249	-	5,534,249	5,087,895
TOTAL OPERATING EXPENSES	44,969,985	-	44,969,985	58,435,839
Change in net assets before nonoperating activities	1,282,892	(2,188,064)	(905,172)	7,512,320
NONOPERATING ACTIVITIES				
Investment income	925,482	-	925,482	553,566
CHANGE IN NET ASSETS	2,208,374	(2,188,064)	20,310	8,065,886
NET ASSETS, BEGINNING OF YEAR	28,449,037	4,463,087	32,912,124	24,846,238
NET ASSETS, END OF YEAR	\$ 30,657,411	\$ 2,275,023	\$ 32,932,434	\$ 32,912,124