Dues and Membership

Policies and FAQs

Updated December 2018

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Millage History

Original LeadingAge NY Millage Calculation (2010-2014)

When LeadingAge decided to move toward a millage system of dues calculation in 2005, LeadingAge New York began planning an eventual switch to millage as well and formed a committee of members to begin the process. In early 2009, LeadingAge New York retained Lang CPA Consulting to guide the process and develop an actuarially sound model for the new millage system.

Prior to 2010, LeadingAge New York dues were based on the number of beds and/or units in a member organization for most member types and a straight percentage rate for other types. As members transitioned to millage, some existing members experienced an increase in dues that closed the gap between their then current dues and their newer millage-based dues. Many others experienced a decrease, because one of the overriding tenets was to create dues equity across the membership.

Any increase or decrease was phased in over three years. Members had the choice to accelerate the transition at any point.

Dues for 2010, the first year assessed under the new millage system, were predominately based on 2007 reported revenue, though there were variations based on available data.

Current LeadingAge NY Millage Calculation (2015)

A new millage formula was created and implemented beginning with calendar year 2015 that more equitably tied dues to member revenue and reduced dues for most members. The original intent of the 2010 dues structure was to institute a "millage" system that tied dues levels to members' annual program revenue, thus connecting the growth of the association's revenue to its members' revenue growth. However, the old dues system was not implemented as a true millage system with dues calculated as a percentage of revenue – instead, it was comprised of seven tiers of flat fees with a very small millage amount calculated on top of each flat fee. At one point on the fee scale, dues decreased as revenue grew - the opposite of the original intent.

The new dues, adopted by the Board of Directors for dues year 2015, is a true millage system with a series of caps to prevent large increases in dues. The minimum dues are $400 and maximum for an individual member are $32,000.

Dues Change for national LeadingAge dues calculation (2018)

In October of 2017, LeadingAge formed a task force to create a new dues structure that would serve to: avoid calculation errors; reduce year-to-year fluctuations produced by the existing millage system; reduce dues for members with the lowest revenues, provide standard exceptions for members that LeadingAge desires in membership but who may struggle to pay due to high cost; and would remain revenue neutral for the association.

The result was a 10-level dues band structure that provides a flat dues amount for provider members within the band. Each band is defined by a revenue range based on program service revenue, rent or operating budget figure. The dues amount per band grew from the existing millage formula to keep the change as neutral as possible. Only 15 percent of members see a notable increase or decrease due to the change to dues bands, and LeadingAge will work with states to ensure an easy transition. Special dues considerations were created for adult day (flat fee of $200), PACE (flat fee of $2,500), and hospice (50 percent off band amount). The corporate multisite program accounts will remain on millage system if cumulative PSR is over $27 million. The new system is expected to result in a one percent reduction in provider dues revenue for year one (2019).

Definition: Program Service Revenue

Program Service Revenue is defined as the revenue an organization receives from aging services. It EXCLUDES unrelated items such as interest, realized and unrealized gains or losses, special events/activities, charitable contributions and any other services unrelated to LeadingAge New York's mission.

Program service revenue activities are "primarily those that form the basis for an organization's exemption from tax," according to the IRS. Program service revenue is reported on Part 1; Line (9) of the form 990 filed with the IRS, or it may be identified in an organization's Medicaid cost report or year-end financial statement.

Primary Membership

Primary memberships shall be open to voluntary, not-for-profit and governmental organizations operating within the State of New York and providing care, housing and services for the aging and special needs populations and other organizations as defined over time and approved by the Board. Primary members shall be Voting Members, each of which is entitled to one vote subject to Article III, Section 5 of the LeadingAge New York bylaws.

Benefits of Primary Membership

Members receive these benefits from LeadingAge New York and LeadingAge:

- Personal assistance and advice from staff, state and federal policy analysts and legislative advocates;
- Emergent, service line specific information and supportive services issues with state and national perspectives;
- Professional education, growth, accreditation and career enhancement programs through LeadingAge New York's education and research affiliate, the Foundation for Long Term Care;
- Affordable products and services such as energy savings and insurance programs designed especially for members through LeadingAge New York Services Inc.;
- Discount on consulting services through ProCare LTC;
- Access to LeadingAge's extensive group purchasing program, Value First;
- Free access to data analytics through the Five Star Report, Quality Metrics and LeadingAge New York FASTracker;
- Networking with other LeadingAge New York members through regional meetings, events and online communities.
- Leadership development through the IGNITE Leadership Academy.

Criteria for Primary Membership

Each member organization is urged to comply voluntarily. Beginning in 1980, membership has been predicated upon an organization's certifying, through the enrollment process, that it complies.

The following elements are listed as **standards** against which any agency can be judged as to the appropriateness of its membership in LeadingAge and LeadingAge New York:

1. The member facility shall have an identifiable controlling entity, which has the following characteristics:

A. is a not-for-profit corporation or trust;
b. Has charitable intent and purpose;
c. Is eligible for 501(c) (3), 501(c) (4), 501(c) (6), and;
d. May be public, charitable or private foundation.

2. The member facility must be governed by a bona fide volunteer board of trustees (board of directors) which regularly participates in review of its philosophy and purpose and which is fiscally and programmatically accountable and responsible to the person served, to the sponsoring group and the broader community.

3. A procedure for identifying and dealing with cases of duality or possible conflict of interest are stated preferably in the bylaws of the organization.

4. Sponsorship of the member organization is rooted in a community, i.e., a neighborhood group, minority group, ethnic group, church, religious and/or fraternal organization.

5. The member organization is committed to the development of community linkages and services, both for the sake of the person served, as well as that of the larger community and should assure continuity of care either within the home or elsewhere through conscientious planning.

6. The member organization shall have a non-discriminatory policy indicating that no person shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in its program for services because of race, color or national origin.

7. The member organization is licensed according to the levels of care it purports to provide within the context of local requirements.

Compliance:

1. Each member organization will certify that it accepts the standards and is complying at time of renewal of its annual dues. New members will certify by means of a resolution of their board. The administrative officer and chief executive officer of the board will certify at the time of renewal
2. Compliance will be assumed until a complaint has been filed.
3. The policy and procedures of compliance as outlined will be policed only by exception.

Calculating Primary Membership Dues

LeadingAge New York Dues

Total membership dues are calculated by adding the LeadingAge New York and LeadingAge band totals. Although calculated differently, both factor into the total and must be paid. You cannot opt out of either set of dues.

Dues are calculated on a millage system based on a **member organization's program revenue as reported on line 9 of the IRS Form 990.** Please use the guidelines and charts below to calculate your membership dues. If you have questions about either LeadingAge New York or LeadingAge portions, please contact LeadingAge New York at 518-867-8383.

Note:

- *Both LeadingAge New York and LeadingAge offer a 50 percent discount to new members in year one.*
- *A flat rate of $500 is assessed for facilities under construction and not yet operational for LeadingAge NY and $350 is assessed for LeadingAge for a combined under construction total of $850.*

◆ **Find your organization's total program revenue range on the chart**

LeadingAge New York Dues Calculation

If Program Revenue is >=	Multiply Total By	Then Add Base Dues	Cap
From line 9 of IRS Form 990			
50,000,000	0.00035	0	32,000
40,000,000	0.0005	0	17,500
35,000,000	0.0005	0	16,500
25,000,000	0.0005	0	15,500
20,000,000	0.0005	1,000	12,500
10,000,000	0.0005	1,000	10,000
5,000,000	0.0005	1,000	5,000
1,000,000	0.0005	250	2,250
500,000	0.0005	250	750
1	0	400	400

◆ **Perform Calculation**

Example:		
	Program Revenue	*$6,500,000*
	Multiply By	*x .0005*
	Sub-total	*$3,250*
	Add Base Dues	*+$1,000*
	Total Dues	*$4,250*

Actual:		
	Program Revenue	*$*_____
	Multiply By	*x*_____
	Sub-total	*$*_____
	Add Base Dues	*+*_____
	Total Dues	*$*_____

◆ **Apply Year One Discount**

LeadingAge New York dues = $_____ – 50% discount = $_____

Total LeadingAge New York dues = $_____.

Exceptions to Millage

All LeadingAge New York members are included in this millage chart except:

- **PACE/Managed Long Term Care,** for whom a separate tiered dues structure applies, see page 8;
- **Associate Members,** for whom there are both separate dues structure and membership requirements, see page 10;
- **Affiliate Members,** for whom there are both separate dues and membership requirements, see page 11;
- **Under Construction:** The rate charged for membership while under construction is $500;
- **Housing Management Companies** (see section below), and;
- **NORCs**: are charged a flat rate of $250.

LeadingAge Dues

LeadingAge Dues Bands

LeadingAge®

Level	Program Service Revenue annual revenue from programs less grants or donations	National Annual Dues
10	>$27,000,000	$9,300
9	$26,999,999 — $24,000,000	$8,000
8	$23,999,999 — $20,000,000	$7,000
7	$19,999,999 — $17,000,000	$6,000
6	$16,999,999 — $14,000,000	$5,000
5	$13,999,999 — $9,900,000	$4,000
4	$9,899,999 — $7,000,000	$3,000
3	$6,999,999 — $4,400,000	$2,000
2	$4,399,999 — $1,900,000	$1,000
1	<$1,899,999	$350*
	Special Programs the below members have a different dues structure	
	Adult Day (standalone – no other services)	$200 flat fee
	Hospice (standalone – no other services)	50% off the applicable band
	PACE (standalone – no other services)	$2,500 flat fee
	Public Housing Authority (per site)	$350 flat fee
	Village (per site)	$175 flat fee

Corporate Multisite Program

If you have multiple communities in membership within a single state, we can offer a single payment option. Add up all the Program Service Revenue (PSR) for all communities and apply the band above. If the cumulative PSR is greater than $27 million, please use the following formula to calculate Corporate Multisite Program dues:

Total cumulative PSR for all sites x 0.0003 + $550

*minimum dues for regular band is $350

Housing management companies

Special consideration was given in structuring a membership type for housing management companies and related properties to provide adequate communication privileges and rights to both the management company corporate office as well as individual joined properties. The perspective and participation of management companies is greatly appreciated in LeadingAge New York leadership. Management companies are often able to articulate emerging trends and are essential leaders in the affordable housing profession.

- Housing member dues will be calculated on total program revenue per property for 202, 236, Mitchell-Lama and tax credit with section 8 properties serving seniors. Dues will be assessed based on total program revenue using the standard LeadingAge New York millage chart and calculations. Housing management companies will receive complimentary LeadingAge New York membership and be classified as Affiliate Members with corresponding benefits.
- Management companies are encouraged to join all the properties under their umbrella. For organizations in positions of leadership in LeadingAge New York this is particularly encouraged as a show of good faith.
- The following formula is expected to be honored as management companies join their properties: Between 1-20 properties join 90%; 20 + properties join 20 + 50% of the number over 20.
- A three-year phase-in will apply for current management companies. All new management company members will be permitted to phase in over four years. At minimum, the property with the largest revenue must join in year one and 1/3 of the remaining will join each year for the next three years until the 90% cap is reached.
- Once the cap is reached, housing management companies will eligible for a complimentary LeadingAge membership.
- LeadingAge national no longer give automatic membership to for-profit management companies who manage non-profit member communities when they join two or more of their communities.

PACE/MLTC Membership

LeadingAge New York PACE/MLTC membership is open **ONLY to non-profit, provider-based plans** operating in the State of New York.

Benefits of PACE/MLTC Membership

PACE/MLTC Members receive these benefits from LeadingAge New York and LeadingAge:

- ***Advocacy strategy and execution-*** Services provided by LeadingAge NY's government relations and policy staff, as well as through Hinman Straub, the Association's legislative and regulatory counsel. Both parties bring considerable advocacy and strategy development experience and expertise on managed care issues.

- ***Advocacy agenda -*** As part of its broader agenda, LeadingAge NY advocates for plans with policymakers and other stakeholders on key legislative, policy and regulatory issues such as rate adequacy, enrollment timetables and dual eligible initiatives.

- ***Dedicated staff -*** LeadingAge NY provides access to a team of professionals, including a new budgeted staff position devoted principally to managed care issues.

- ***Data resources -*** Members have access to MLTC FASTracker and other data resources to compare their key figures with those of other plans; benchmark expenses and utilization for individual services; identify how their metrics change relative to other plans as mandatory MLTC is phased-in; and examine other relevant data that plans report on MMCOR/PACEOR reports. In addition, LeadingAge NY MLTC members have access to similar data for almost all nursing homes and home care agencies in the state at a reduced fee.

- ***Operational assistance -*** Through education and other efforts, LeadingAge NY assists plans with operational issues such as contracting, start-up and regulatory compliance.

- ***Knowledge sharing -*** LeadingAge NY offers a listserv to its PACE and MLTC plan members to facilitate knowledge sharing among the plans and LeadingAge NY staff/counsel.

- ***Governance representation -*** Each plan is eligible for membership on the LeadingAge NY PACE/MLTC Cabinet, which meets quarterly on issues of importance to plans. The cabinet president is a member of the LeadingAge NY Board, ensuring direct representation of the plans within the Association's governance structure.

- ***Exposure to service providers -*** Through its representation of the entire continuum of long term care and senior services, LeadingAge NY is unique in its ability to provide PACE and MLTC plans with access to a wide range of not-for-profit and public service providers. This access is provided through conferences, inter-Cabinet meetings and other member forums.

Calculating PACE/MLTC Membership Dues

Membership dues will be billed for PACE programs as a joint membership plan of LeadingAge New York and LeadingAge unless otherwise noted. Calculate both LeadingAge New York and LeadingAge dues. If you are a new member a fifty percent discount will apply to both the first year.

MLTC members will only receive services and be billed for dues from LeadingAge New York as issues are state-specific.

LeadingAge New York Dues Chart:

Find your dues tier from the chart below based on the revenue reported on line 9 of your Plan's most recently submitted IRS Form 990.

2013 PACE/MLTC Dues		
Annual Program Revenue	**Tier**	**LeadingAge NY Dues**
700,000,000+	4	15,000
300,000,000-699,000,000	3	10,000
100,000,000-299,999,999	2	5,000
1-99,999,999	1	1,000

LeadingAge PACE Dues

PACE dues are calculated at a flat rate of $2,500 for LeadingAge dues.

Associate Membership

Associate Membership Dues and Benefits

Associate memberships may be granted to individuals and organizations from related service lines that show evidence of interest in furthering the objectives of the Corporation. Not eligible for associate memberships are organizations which are providers of care for the aging, state and multi-state associations which represent providers of care for the aging, government agencies or administrative staff of providers of care which are not Voting Members. Associate members shall not have voting privileges. Payment for Associate Membership dues must accompany application.

Associate Membership Rates and Benefits

- ❑ **Individual Associate Membership** **$700**
  (fixed to one individual)
- ❑ **Associate Plus Membership** **$1,200**
  (may float to another individual for use)
- ❑ **Corporate** **$4,000**
  (Four memberships fixed to four individuals)

Benefits of Membership

- Your company's listing in the annual Membership Directory
- Discounted rates for exhibit space, events and education
- Publications
- Listing on LeadingAge New York Web site
- Member contact list (annually)
- Website access to members-only information
- Custom sponsorship and discounted advertising opportunities: Our staff will work with you to customize a package that meets your marketing and advertising needs
- Presentation opportunities: Knowledgeable staff will work with you to identify and develop topics of interest to members to increase your visibility in the marketplace
- Link on the LeadingAge New York website with standard listing
- Abundant networking opportunities

Affiliate Membership

Affiliate memberships may be granted to organizations that represent health providers of direct service to a specialized segment of care of the aging; for-profit housing management companies representing LeadingAge New York members; retirees; and students and administrators in training not eligible to be Voting Members. Affiliate members shall not have voting privileges.

Affiliate Membership Dues and Benefits

Affiliate Membership: $350

Retiree/Student: $50

Benefits

- Subscription to LeadingAge New York newsletter;
- Opportunity to sponsor LeadingAge New York events/publications;
- News of LeadingAge New York events;
- News of educational programs presented by LeadingAge New York and the FLTC;
- Reduced educational rates on LeadingAge New York and affiliated events.

General Dues Information and Policies

Program service revenue collection

Members must submit program revenue during the yearly collection period. The preferred method of submission is the online form sent via a link in an email to each member in late summer. The form may be completed and submitted online or printed and returned via fax or mail. Any members who need to continue receiving a paper version can simply contact the finance office at LeadingAge New York to request a special mailing.

- Submit program revenue from line 9 of the IRS Form 990;
- If your program revenue includes services not geared toward aging and continuing care and you want to report a program revenue number that differs from that of line 9 of the IRS Form 990, please provide a detailed explanation in the body of your email;
- Note: A random sample of members may be asked to provide the relevant page of IRS Form 990 for the purposes of verification of appropriate dues assessment by LeadingAge New York auditors., and;
- If program revenue is not updated annually, a 3 percent penalty will be added to assessed dues for year one, a 3 percent for year two and a 20 percent increase after the third year of not reporting updated program revenue.

Dues Cap

LeadingAge New York dues will be capped at $32,000 for individual facilities. LeadingAge national dues will be capped at $9,300 for single sites based on the July 2018 Consumer Price Index.

Primary Membership Pro-ration Schedule

Joining between: Jan. 1-June 30

New members will pay 50 percent of their calculated millage dues for LeadingAge NY and dues band rate for LeadingAge in the first year of membership and full dues thereafter.

Joining between: July 1-Dec. 31

These members will receive the full benefits of membership immediately and will begin paying dues at the beginning of the next dues year. They will have complimentary membership for the second half of the initial membership year only. Beginning in the first full year of membership, the member will pay full dues.

Associate Membership Pro-ration Schedule

Joining between: Jan. 1-June 30

New members will pay 100 percent of LeadingAge New York membership dues.

Joining between: July 1-Dec. 31

New members pay 50 percent of their dues category. Minimum dues are $350.

New construction

A new facility in its first year of operation does not have a filed IRS form 990, a completed audit and/or financial statement. A new facility's dues will be based on the projected revenue reported in its annual operating budget.

Complimentary memberships

On occasion, LeadingAge New York and LeadingAge may agree to provide a complimentary one-year membership. All complimentary memberships must be approved by the LeadingAge regional vice president and the LeadingAge New York president.

After the complimentary status expires, a new member's dues will be calculated on the program revenue amount the member provides (i.e. multiplied by 50 percent the first year and 100 percent in year two). If program revenue cannot be provided, communication with the LeadingAge New York president is required.

Hardship policy

LeadingAge New York follows LeadingAge's hardship policy as follows:

We understand that members can face short-term hardships, and we need to be sensitive to those individual situations. LeadingAge will offer two possibilities for hardship cases: either complimentary membership or a 50 percent reduction in dues for **one year**. At the end of that year, a decision will be made regarding the need for continuation.

LeadingAge New York will agree to those options only if LeadingAge matches the dues reduction and the member is not paying dues to a competing association. Communication with the LeadingAge New York president or designee about each of these situations is critical. The LeadingAge New York president or designee must approve all LeadingAge New York dues reductions.

Suggested criteria when creating a hardship policy:

- Member puts the hardship request providing financial reasons in writing
- Member's level of participation in and support for the association is determined
- Length of membership is considered
- Confirm whether the membership in competing associations is considered
- Member's current occupancy levels or operating loss is considered

Reinstatement

Members in good standing

Any member who terminates membership and rejoins within five years is not entitled to the 50 percent discount.

Suspended/terminated/dropped members

If a member is terminated, dropped or suspended and that member is reinstated within five years, the member is responsible for fully calculated millage dues.

Termination

Member Termination Policy- (approved 2-6-13)

1. Members will be sent a letter at the start of the data collection process for the Consumer Guide to Continuing Care and the Membership Directory notifying members that if they are in arrears they will not be included in the directories.
2. If members are one year in arrears, they will be sent a letter, via standard mail, indicating that they need to contact LeadingAge New York to arrange a payment plan or request a hardship exception. If there is no response, a termination letter will be sent to the CEO of record and copied to their file.
3. If no effort is made to make payment on arrears, a final letter will be issued terminating membership.