



2016 - 2017 ANNUAL REPORT

MESSAGE FROM THE PRESIDENT

2016/17 was an eventful year for LGANT in that it presented our Association with challenges as well as opportunities. One of LGANT's five strategic priorities in the 2012 – 2017 Strategic Plan is sustainable operations; a concept closely tied to adequate, reliable and ongoing funding. This was our challenge in this fiscal year with Public Service Capacity Initiative (PSCI) funding cut significantly.

This funding cut will challenge LGANT to find creative ways to address this situation and be able to continue offering high quality professional development activities, participating in and supporting local government career promotion, and providing responsive member services. How we address this challenge will present some of the opportunities we are also dealing with in this reporting period.

The best example is our recent collaborative work with INAC on special projects of common interest and to offer financial support for LGANT's annual professional development conference. This example is closely tied to another LGANT strategic plan priority; partnerships. One of this priority's success descriptor is building partnerships with federal and Aboriginal governments and our recent collaboration with INAC is a good measure of this success. Our two organizations continue to explore opportunities to engage First Nations Band Managers with LGANT in building management and administrative capacity across the NWT.

We can also look to how each LGANT member can help our Association address this challenge. One way is to help make LGANT stronger by being an active member. Being an active member is participating in LGANT events; attending this conference and submitting your evaluations; checking out a webinar on our website; asking for our help in setting you up for the local career fair in your community; giving us your ideas and reporting on your best practices; or perhaps in being a mentor for others?

Another way the members of your Board of Directors thought we could help our Association is to focus LGANT's planning and priorities in light of these financial reductions by reviewing and updating our five year strategic plan for the period 2017 to 2022. I will report on the results of that Board of Directors' review during our 2016-2017 annual general meeting.

2016 - 2017 BOARD OF DIRECTORS

President: Grant Hood

Senior Administrative Officer, Town of Inuvik

Vice President: Fred Behrens

Senior Administrative Officer, Hamlet of Aklavik

Treasurer: Larry Baran

Senior Administrative Officer, Community Gov't of Behchoko

Director: (At Large) William Bennett

Senior Administrative Officer, Village of Fort Simpson

Director (Group A): Catherine Mallon

Senior Administrative Officer, Town of Norman Wells

Director (Group B): Mike Rudkin

Senior Administrative Officer, Hamlet of Fort Liard

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LGANT President Grant Hood, third from left, and colleagues at the close of the 2016 Professional Development Conference & AGM.

With all of this said, LGANT continues to invest in its core activities while continuing its work to advance the objectives of the Public Service Capacity Initiative. We have continued to invest in LGANT's website as our primary information-sharing platform, we invested funding as well as the time and energy of our staff and the Board of Directors in developing a high quality professional development program for this conference, we continue to improve the various components of the LGA Essentials workshop as it is migrated to an on-line training program, and we strive to be more innovative in finding ways to support members effectively participate in local school career fairs. Expanding our reach through more active involvement of our members means LGANT's career promotion message can reach more young northerners contemplating careers after they complete their education.

I am pleased to report that despite the funding reduction under the Public Service Capacity Initiative, we did negotiate special project funding in the reporting period with MACA to undertake a special local government career promotion project to highlight long term northerners and indigenous people in local government administration, to update the Association's computer systems, and to develop an expert presentation for local government administrators on considerations in preparing bylaws. This presentation will be show-cased at this year's professional development conference.

Membership remains strong as we are able to maintain the moniker of 33STRONG with all communities in the Northwest Territories renewing their membership in good standing for 2016-2017. LGANT continues to attract new Associate members. My Board of Directors colleagues and I are very pleased to see MACA regional Superintendents maintain their associate member status as these regional positions within the department are key day-to-day contacts for LGANT members. In the same regard, we are pleased to have key staff within the School of Community Government and the department's corporate headquarters also affiliate with our Association as this is a clear message to the strength of our collaboration.

We will continue building on our strong membership foundation and recent successes in securing project funding and partnerships to continue to seek opportunities for future success. LGANT will strive to increase our sustainability as a not-for-profit organization.

Grant Hood
President



LGANT Executive Director Eric Bussey, left, speaking with students at the Hay River Career Fair in February 2017.

2016-2017 was the final year of implementation of LGANT's 2013-2017 Business Plan following the 2012-2017 Strategic Plan. The Strategic Priorities continue to guide the day-to-day operations and provide a vision for LGANT's future development as we enter into a planning cycle around a new five year strategic plan.

The Five Strategic Priorities of LGANT's 2012 - 2017 Strategic Plan were:

1. Governance
2. Sustainable Operations
3. Membership
4. Career Development and Education
5. Partnerships

The strategic planning principles used by LGANT carry forward into operational activities and business planning into the future even as our multi-year funding agreements expired in March 31, 2017. This Strategic Plan document which is expiring formed the starting point of a Board of Directors discussion on new strategic priorities which will be presented to the membership this week.

IMPLEMENTATION OF THE LGANT BUSINESS PLAN

LGANT will now update its Business Plan for 2017 – 2022 to align it with an updated 2017 - 2022 Strategic Plan in its priorities, goals and objectives. The Business Plan will be built to include an annual Operational Implementation and Action Plan that follows established Success Indicators. In addition, this core document needs to identify future opportunities and obstacles for LGANT to overcome and your Board of Directors are looking for the results of the discussion of the updated Strategic Plan during this year's annual general meeting to inform the

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work to develop a new Business Plan. Input of LGANT's members will be sought in developing a Business Plan for moving forward over the next five-year reporting period.

1ST STRATEGIC PRIORITY: GOVERNANCE

LGANT is governed by an active and dynamic Board of Directors which aims to model itself on excellence in board governance. This governance priority links to Staff-Council relationships in community governments as local government administrators are tasked with implementing direction provided by Council and must facilitate the connection between elected officials, the staff and public needs and interests. LGANT addresses the strategic priority of governance to promote the role of the local government administrator in the community through influencing the development of council orientation materials, continuing to develop the LGA Essentials program material, active engagement in career promotion in NWT schools and western Canada universities, and advocacy at the NWTAC Annual General Meeting.

Specifically, LGANT staff continuously updates the course material for the LGA Essentials workshop as it migrates to an on-line self-directed learning platform. LGANT also coordinated the planning and delivery of the four-day workshop in a classroom setting in Yellowknife for candidates from across the Northwest Territories.



Gordon McIntosh, left, facilitated a workshop on building capacity at LGANT's 2016 Professional Development Conference on Wednesday, October 5th in the City of Yellowknife's Council Chambers.

2ND STRATEGIC PRIORITY: SUSTAINABLE OPERATIONS

LGANT's operation is vulnerable due to its limited revenue generating opportunities in the NWT and its reliance on contribution funding from one major funder, MACA. LGANT understands the need to be more sustainable through reliable and ongoing core funding to support proper planning to guide implementation of stated goals and objectives and member expectations. The recognition of LGANT as a key organization in the field of local government administration in the NWT and a full regular membership of 33 LGAs, a growing number of associate members and more direct involvement from INAC in supporting initiatives of common interest will enhance LGANT's operational sustainability.

In addition, this strategic priority can be complemented by member contributions to the organization's activities, participation in networking and professional exchanges and further supported by the use of best practices. Sponsorship is another opportunity for enhancing LGANT sustainability and there has been a small but positive upward trend in sponsorship revenue over the past two years. This development will continue to be a priority focus as new sponsorship relationships to support LGANT's work to meet its strategic priorities are sought.

3RD STRATEGIC PRIORITY: MEMBERSHIP

LGANT, as a services-driven organization, supports members through a range of services that adapt to emerging issues in the field of local government administration. The Association aims to work in partnership with other professional organizations to implement its priority goals and to foster understanding for its mission and to build partnerships. LGANT seeks to grow a broader membership that includes local government professionals other than the Senior Administrative Officer. Efforts are now underway to accomplish this objective and work to achieve this objective will be one focus of discussion during the annual general meeting in considering changes in regular membership and a new category of membership to accommodate corporate members. LGANT continues to work with INAC to consider possible Human Resource Management systems which would be relevant for small, remote NWT communities. LGANT and INAC continue to work together to explore various options to address this priority through private sector solutions.

4TH STRATEGIC PRIORITY: CAREER DEVELOPMENT AND EDUCATION

A key priority for LGANT is to continue offering quality professional development sessions at its annual conference/AGM. To address this priority, LGANT researches the value of various professional development opportunities for its members based on member feedback and surveys to help determine the most pressing and relevant learning and training needs of our members. MACA's role and commitment to training and occupational certification for community government occupation and INAC's interest in exploring collaboration in this area as well makes collaboration a key component of this strategic priority.

5TH STRATEGIC PRIORITY: PARTNERSHIPS

Strong working relationships with key partners such as MACA, INAC and other provincial/territorial LGA professional associations are a prerequisite for being able to effectively implement many of LGANT's strategic priorities. Continuing to build on existing partnerships and foster new partnerships including federal and

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Above: LGANT Communications & Member Outreach Coordinator Brad Heath, left, and MACA Training and Development Coordinator Michael Yakabuski took part in the Yellowknives Dene First Nation's Career Fair in Dettah in May 2016, as did the Yellowknife Fire Department (at left).

STATEMENT OF FINANCIAL OPERATIONS 2016-2017

LOCAL GOVERNMENT ADMINISTRATORS OF THE NORTHWEST TERRITORIES

STATEMENT OF OPERATIONS

For the year ended March 31, 2017

	(note 16) 2017 <u>Budget</u>	2017 <u>Actual</u>	2016 <u>Actual</u>
REVENUES			
GNWT contributions	\$ 328,156	\$ 356,907	\$ 441,674
Canada contributions	63,500	43,877	55,732
Amortization of GNWT capital contributions	-	22,335	11,167
AGM sponsorships, registrations and other	15,376	20,344	17,752
Membership dues	15,550	14,800	15,250
Interest income	1,000	1,237	1,242
	<u>423,582</u>	<u>459,500</u>	<u>542,817</u>
EXPENSES			
Projects			
External (note 13)	201,625	275,652	315,944
Internal	-	8,939	4,534
	<u>201,625</u>	<u>284,591</u>	<u>320,478</u>
Payroll			
Salaries and benefits	135,000	80,110	97,572
Core Business			
AGM and annual conference	24,000	20,585	8,209
Board meeting and travel	2,000	10,201	8,989
CAMA conference	4,000	2,316	7,323
CAMA member bursary	4,000	4,000	4,000
Executive Director meetings and travel	3,000	1,636	3,784
President travel	3,000	5,437	1,991
	<u>40,000</u>	<u>44,175</u>	<u>34,296</u>
General and Administrative			
Accounting fees	6,500	6,752	6,358
Advertising and promotion	1,000	-	500
Audit fees	8,000	7,688	7,688
Insurance	1,000	1,059	1,005
Interest and bank charges	750	1,374	1,235
Membership fees	500	1,519	576
Office general and other	4,750	4,957	3,980
Office lease	19,845	12,465	12,382
Telephone	3,000	3,497	3,786
Website, Internet, E-Mail	3,000	2,250	2,563
	<u>48,345</u>	<u>41,561</u>	<u>40,073</u>
Other			
Amortization of capital assets	-	24,238	12,615
	<u>424,970</u>	<u>474,675</u>	<u>505,034</u>
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES	<u>\$ (1,388)</u>	<u>\$ (15,175)</u>	<u>\$ 37,783</u>

LGANT - Budget Comparisons

	Apr 01/15 to Mar 31/16	Apr 01/16 to Mar 31/17	Apr 01/17 to Mar 31/18
REVENUE			
GNWT Contributions			
GNWT - Core	180,000.00	180,000.00	180,000.00
GNWT - Pub Serv Capacity Initiative	190,000.00	90,000.00	75,000.00
Total GNWT Contributions	370,000.00	270,000.00	255,000.00
Canada Contributions			
AAND Terr Dev Fund	0.00	90,000.00	75,000.00
Total Canada Contributions	0.00	90,000.00	75,000.00
Other Revenue			
Membership Dues	15,550.00	15,550.00	18,550.00
Interest Revenue	1,000.00	1,000.00	750.00
Conf. & AGM Sponsors	10,000.00	15,000.00	15,000.00
Conf. & AGM Registrations	5,000.00	5,000.00	6,000.00
Transfer from/(to) Reserve	10,000.00	25,000.00	50,000.00
Total Other Revenue	41,550.00	61,550.00	90,300.00
TOTAL REVENUE	411,550.00	421,550.00	420,300.00
EXPENSE			
Public Service Capacity Project			
Contracted Services (HR Services)	14,875.00	17,000.00	70,000.00
Cross-Linked Job Sites (Civicjobs)	5,125.00	5,125.00	5,125.00
Professional Workshops (AGM)	35,000.00	45,000.00	30,000.00
Recognition Program (Awards)	5,000.00	1,500.00	500.00
NWT Community Gov Career Promotions	10,000.00	5,000.00	3,000.00
Communications & PR	10,000.00	10,000.00	0.00
LGA Handbook & Wiki	10,000.00	5,000.00	25,000.00
Assistant Program Coord. (Salary)	95,000.00	78,000.00	78,000.00
Pool of Professionals	5,000.00	0.00	0.00
Total Public Services Project	190,000.00	166,625.00	211,625.00
Payroll Expenses			
Salary expense	125,000.00	135,000.00	135,000.00
Total Payroll Expenses	125,000.00	135,000.00	135,000.00
Core Business Expenses			
AGM & Annual Conference	15,000.00	24,000.00	15,000.00
Board Meeting & Travel Expenses	10,000.00	2,000.00	0.00
CAMA Conference	8,000.00	4,000.00	5,000.00
CAMA Member Bursary	4,000.00	4,000.00	3,000.00
ED Meetings & Travel	4,000.00	3,000.00	2,000.00
President Travel	4,000.00	3,000.00	3,000.00
Professional Development	2,000.00	0.00	0.00
Total Core Business Expenses	47,000.00	40,000.00	28,000.00
General & Administrative Expenses			
Audit Fees	9,800.00	10,000.00	10,000.00
Accounting Fees	3,000.00	4,500.00	3,000.00
Website, Internet, E-mail OPS	3,000.00	3,000.00	3,000.00
Courier & Postage	750.00	750.00	500.00
Insurance	1,500.00	1,000.00	1,000.00
Interest & Bank Charges	750.00	750.00	750.00
Office General	5,000.00	4,000.00	3,500.00
Office Lease	19,845.00	19,845.00	19,845.00
Advertising	1,000.00	1,000.00	0.00
Special Projects - Admin	250.00	0.00	0.00
Membership Fees	700.00	500.00	500.00
Telephone	3,000.00	3,000.00	3,000.00
Total General & Admin. Expenses	48,595.00	48,345.00	45,095.00
TOTAL EXPENSE	410,595.00	389,970.00	419,720.00
NET INCOME	955.00	31,580.00	580.00

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Aboriginal governments and organizations remains a high priority. Maintaining existing partnerships and establishing new working relationships will only enhance LGANT's sustainability and potential for growth.

Brad and I have enjoyed the challenges of the job and we look forward to continuing to advance the goals and objectives of LGANT as we face new challenges and opportunities in 2017-18 and beyond.



Eric Bussey
Executive Director

HIGHLIGHTS FOR FISCAL YEAR 2016/2017

- Collaboration with MACA and NWTAC on tri-partite activities.
- Updating of Local Government Administrators (LGA) Essentials Workshop handbook and development of new materials and presentations as the orientation workshop migrates to an on-line self-directed learning platform.
- Participation with MACA on candidate selection for the Advancing Local Government Administrators' Program (ALGAP).
- Supporting community governments by providing promotional material for a local government administration booth on promoting careers in local government in several career and job fairs in various NWT communities, Skills Canada, and the University of Alberta.
- Representing LGANT at the NWTAC and CAMA Annual General Meetings.
- Completion of a review of the modified community resilience assessment toolkit for application in small, remote Indigenous communities.
- Completion of a review of the human resource management organizational enhancement toolkit piloted in five NWT communities.
- Development of a LGA Champions promotional campaign.
- Upgrading of LGANT computer systems.

VISION

LGANT is recognized for its excellence in providing support and professional development for Community Officers in the Northwest Territories.

MISSION

The mission of the Association is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.

CORE VALUES

In pursuing its vision and mission, LGANT is guided by four core values:

- **Sustainability:** We value the importance of having a sustainable organization to serve the needs of a diverse membership.
- **Service to members:** We value service to all members that is respectful, responsive, knowledgeable and accountable.
- **Leadership:** We value ethical behaviour and foster excellence, cooperation and partnership as well as promote the professional role of the Local Government Administrator.
- **Adaptability:** We value adaptability to help us achieve the best results for our members.

LGANT MEMBER PROGRAMS AND SERVICES

- Supporting a territorial network so LGANT members have opportunities to be involved and help shape the future of LGANT and the profession of Local Government Administrators throughout the NWT
- Network of professionals with access to an experienced community of practice, and facilitation of mentoring services when and where required
- Information, a calendar of events and direct links to the widest range of professional development, training and learning opportunities as well as post-secondary education for careers in community government
- Annual Professional Development Conference and AGM offering workshops and sessions relevant to the profession (scale of conference only possible through additional support from the PSCICG)
- Free job advertising and bidding opportunities on LGANT's website
- CAMA Bursary Program which provides financial assistance for a regular member to attend the annual Canadian Association of Municipal Administrators Conference
- Website offering an extensive training, education and professional development listing relevant to NWT community governments; news relevant to LGAs and community governments; information on programs, initiatives and funding opportunities; a document library containing bylaws, policies, best practices, job descriptions, interview question banks, templates, tools; links to sister organizations across Canada; and an exclusive Members' Section
- Facilitation of communication with, to, and between members
- Liaison with partner and sister organizations and the GNWT, in particular with the Department of Municipal and Community Affairs
- Representation on interagency working groups
- Working towards LGANT's mission to strive and promote excellence and professionalism in the field of local government administration in the NWT through education and career development programs and to create awareness of the Senior Administrative Officer's role in the community
- Assistance with peer networking through member and community listings updates.
- Support and travel subsidy for members to attend the Annual Professional Development Conference and Annual General Meeting
- Exclusive member access to Human Resource Management Services through the provision of a system of HR tools, forms, policy templates and best practices. LGANT is looking to acquire a system of documents and services customized for NWT use and available on demand through login access for LGANT members
- Automatic link of job advertising to the national CivicJobs.ca website
- Awards of Excellence program for members in recognition of demonstrated excellence and professionalism in local government administration
- Promotion of NWT Community Government career and employment opportunities at career fairs and trade shows in the NWT and beyond, and through other promotion opportunities
- Communication of community government capacity building initiatives and needs through stakeholder and member engagement, production of information, exhibition and public relations material and website updates and maintenance (on lgant.com and 33strong.ca)

PHOTOS FROM 2016-2017



Clockwise from above, Mike Rudkin poses for a photo with Michael "Pinball" Clemons at the 2017 CAMA Conference; Dave Earl explains the technology behind MACA's Distance Education Training Centre at its launch in March 2017; LGANT's Board of Directors held a Strategic Planning Meeting in February facilitated by Leanne Tait; SAO Bradley Menacho of Tulita participated in the NWT Association of Communities' 2016 AGM, and the LGA Essentials training course was held at MACA in Yellowknife in January 2017.



Grant Hood - President



Grant has served as SAO for Inuvik since July 2010. Prior to that, he worked for 35 years primarily in the High-Tech Industry in Calgary and held senior management positions for much of that time. Grant came to Inuvik with no municipal experience but he quickly saw he could rely on a patient and understanding Council and a dedicated staff to lead an effective municipal operation. Grant earned his designation as a Certified Management Accountant in 2003 and recently received a Master's Certificate in Municipal Leadership from York University. He has been President of LGANT for four years, and also serves his community as a volunteer. Grant is Treasurer of the Inuvik Curling Club and served on the Board of the Inuvik Homeless Shelter Society. He is also an Internationally Certified Softball umpire who has umpired in two world championships and the Pan American Games, and he was Umpire in Chief for Softball NWT for 3 years until retiring recently.

Fred Behrens – Vice President



Fred originally came North in 1976 with the Hudson's Bay in Inuvik, then transferred to Rae-Edzo where he ventured into the Local Government Administration as the SAO of Rae-Edzo in 1984, as well as the Vice President to the original administrators organization. Over the years Fred has been the SAO in various communities in the NWT. During his time as a Private Business Person he connected the Tli Cho Region to the World Wide Web, Co-Negotiated the broadband project to connect all NWT communities to the Internet, became the Mayor of Rae-Edzo as well as Vice President of the NWTAC. Fred can also boast to being the only Mayor to ever work in the Legislative Assembly as an MLA Assistant. Fred was appointed as SAO in Aklavik in 2014.

Larry Baran – Treasurer



Over the last 20+ years, Larry has been an Administrator in Yukon, Alberta and the NWT, and has been an LGA member for about 20 years. He currently is the SAO for the Community Government of Behchokò and is mentoring two ALGAP candidates under the SAO Trainee program. A strong supporter of continuing education and professional development, Larry is also an active supporter of the School of Community Government and appreciates the assistance that they provide community governments in staff development. Married, to a woman whom Larry is quick to note is well above his station, he is also proud of his expanding role of Grandpa. In fact, his Tłıchq nickname is Ehtseè (Grandpa).

Bill Bennett – Director



Bill was raised and educated in the Northwest Territories. After receiving a Diploma in Public Administration, Bill joined the GNWT and worked in various positions in the departments of Personal, Executive and Municipal & Community Affairs. After his employment with the GNWT, he moved to local government administration and worked as a Senior Administrative Officer across the North including Nunavut. Bill is currently the SAO for the Village of Fort Simpson. While serving previously as SAO in Uluhaktok, Bill received his Senior Administrative Officer certification.

Catherine Mallon - Director



Catherine is the Senior Administrative Officer for the Town of Norman Wells. She has over 28 years executive experience with responsibility for providing leadership in Public Service, the Private Sector, Academia and Business. She also has 18 years of experience in Local and Central Government in Canada, the United Kingdom, Scandinavia and sub-Saharan Africa, as well as 10 years of academic delivery and management of Community and Economic projects in Canada and the United States.

Mike Rudkin—Director



Mike Rudkin is new to the NWT but not the North. As he has been in the municipal government realm since 2005. During this time, he has worked in various communities in Nunavut and the NWT such as Taloyoak, Nunavut; Chesterfield Inlet, Nunavut; Gjoa Haven, Nunavut; Jean Marie River, NWT and Pond Inlet, Nunavut. During this time Mike has gained valuable knowledge and skill to succeed as a senior member of any municipality. Prior to his time in municipal government, Mike has spent 30 years in the finance and accounting field in the private sector. Mike has lived in Fort Liard since May 2016.



Gary Anaka (left with his back to camera) was the keynote speaker at LGANT's 2016 conference and led participants in brain wellness activities.

The LGANT office suite offers a free work space with wireless internet connection for visiting LGANT members. If you haven't had the chance to do so, please stop by for a visit. We're on the second floor directly above the Fiddles & Stix Music Centre.

For those not familiar with Yellowknife; this is a convenient downtown location just three buildings behind the Northwest Tower. We are always interested in hearing from you directly as we enjoy receiving member feedback and input! We also maintain a small magazine library so you can relax and catch up on some recent articles in areas of interest in local government. Come in for coffee or tea — or just to say “hello.”

Staff: Executive Director, Eric Bussey, ebussey@lgant.com
Communications and Member Outreach Coordinator, Brad Heath, information@lgant.com

LGANT office information:

General Office: 867-765-5630 • Executive Director Direct Line: 867-765-5631 • Fax: 867-765-5635 • 5018—52nd Street

Eric Bussey signed on as LGANT Executive Director in May 2015. Eric is a long-time Northerner with public service experience at the municipal, regional and provincial/territorial levels spanning a 40 year career in the Canadian North from Labrador, what is now Nunavut, and the Northwest Territories. He has 25 years senior management experience with MACA and is a former Town Manager of Hay River. In that capacity, Eric was elected President of the NWT Association of Municipal Administrators, a forerunner of LGANT. He has a demonstrated connection to the North and the development of local government in particular. Eric looks forward to the opportunity to meet and get to know more of our members as they participate in LGANT activities or travel through Yellowknife.

Brad Heath has been our Communications and Member Outreach Coordinator since June 2014. Brad is a long-time Northerner with decades of communications experience in the private, public and non-profit sectors. He is the main point of contact for the website and many of our initiatives so a lot of you will already be familiar with Brad. Brad works from Tuesday to Thursday and is keen to hear from LGANT members so we can know what we can do to help community governments through our member services or other support that may be required.

Please stay in touch, participate and contribute to help ensure LGANT is working best for you as YOUR professional organization!