

credit cards and incentive were cut off we'd pay for it one way or another? What do you think that HUGE increase was? And now you are going to give them even MORE? What are you thinking?

A certain GRF Director's favorite line is, "Let's just do it and if it's *illegal* we'll fix it later." Well, Mr Director, it may be legal to do, but, it certainly, isn't right. Where are your ethics and fiduciary duties? You probably will just ignore this because you are, after all, on the close-minded GRF board.

What part of being a Non-profit don't you Directors understand? Including a Director who is apparently corporate knowledgeable, having worked for one multi-divisional corporation, and now advises small businesses as a livelihood. Which of these is a non-profit, and where did you learn about just shoveling money by the trunk load without any kind of accountability to a management team that threatens the boards they work for? Where did you learn that that was in any way acceptable, it certainly was not from Jack Welch who was known for his slash and burn approach to budgets? When did issuing ultimatums to boards of directors become acceptable behavior on the part of a vendor? When did it become acceptable for the vendor (PCM) to tell the contracting board (GRF) what to do?

Does PCM, through the General Manager and his executive staff, tell the Directors that they need more money for incentives on top of a 79% management fee increase? So now we're going to pay twice for the same "incentive"? Did they finally decide to tell the people who are paying that money out of their fixed incomes where the money goes and how it is spent? One might offer weak excuses for the new Director who has only been a resident for two years, and for another who spent most of her retired life on the golf course. Even the GRF Director, who hasn't been in business for a rather impressive number of years and, at that, was apparently a real estate appraiser and not the CFO of a fortune 100 company, said about PCM, "legally they

are not our employees, but from a practical standpoint they are; they perform services solely for us." I suppose his qualifications are evident in the management agreement that he coauthored which guaranteed PCM reimbursement for any and all expenses.

So why does PCM and GRF treat residents as THEIR employees? When will PCM and GRF put the residents first? When will the boards fulfill their fiscal responsibilities? When can residents be assured that their Boards are standing up for our rights? Since we no longer have a standard term contract with PCM in force but are operating month to month, perhaps it is time to bite the bullet, ignore the General Manager's threats (made in executive session according to the Third President) and put a stop to this ruinous fiscal irresponsibility.

DIRECTORS, Stand up and be counted!

No Emeritus = More PCM Employees

It is time that we ALL realize and understand the following universal law that is about as sacred as "the law of gravity."

- **More PCM Employees = More Assessment**
- **Fewer PCM Employees = Less Assessment**

Which option do you think PCM would prefer? It is probable that when you look back at the funding for the "Incentive Plan" between 1996-2006, the incentive money came from Salaries. Could it have come from the \$40.00 per hour labor rate PCM charges us for a gardener? Since salaries are considered as untouchable as someone with the

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