



PEER SURVEYORS EXAMINE PROACT

A team of surveyors performed an on-site peer review of ProAct's processes, people and facilities in early March, and closed out their visit with an upbeat assessment. The team members had no recommendations or formal advice in their comments to the assembled managers at ProAct's



CARF surveyors offer a peer review of ProAct's operations before a roomful of managers in Eagan. From left are Pamela Green, Mark Witmer and Virginia DeAngelis. The results were very positive.

Eagan headquarters.

The Commission for Accreditation of Rehabilitation Facilities (CARF) is expected to issue its formal decision

on accreditation within the next few weeks.

It is anticipated that based on the positive report from the surveyors

CARF survey, see page 4

Have a ball ...
ProAct Golf Classic
August 17, 2009



ALPACAS THRIVE IN CANNON FALLS

When Nolan Miller interviewed for a job on an alpaca farm in Cannon Falls, one thing stood out to his potential employer, his obvious concern for the animals.

"Right away I picked up on that," said Connie Bodeker, owner of Bluff Breeze Alpaca Farm. "He's very kind to them." Miller also asked very appropriate questions during the interview, she explained. Just one week after the ProAct Red Wing



Above, Nolan Miller feeds the animals hay. At right, he holds 30-pound Kiwi, a cria or baby alpaca that weighed 10.5 pounds at birth and could easily have died. Farm owner Connie Bodeker is with Kiwi's dam, or mother, Radiance.



client started in his new post, Bodeker was already excited about his potential and possible skill sets.

Miller, 21, lives on a dairy farm and is part of the STEP transitional school program in Red Wing. Work with livestock was an obvious match to his need for work experience, and

that's where ProAct stepped in. The organization performed a vocational assessment for Miller and then job developer Andrew Owzarek worked with Miller when he responded to an alpaca farm want ad.

Farm job, see page 4

HELPING OTHERS, TACKLING TASKS



An emerging crew leader, Robyn Cohoes tackles a time sensitive repackaging project at Anagram in Edina.

When Eagan client Robyn Cohoes sees someone struggling, she drops everything to help out. It's something akin to a lifeline for coworkers, and it's serving her well in her ProAct job at Anagram.

With a background in fast food restaurants, Cohoes has a customer service emphasis, said her case manager, Dennis Transue. This ability has come to coincide with an improved attitude, and the people around her are taking note. She has a goal of being more independent, more on her own, and she's working toward it, he said.

As Cohoes worked with boxes on pallets to disassemble and reassemble a packaging job on a tight deadline, she expressed great satisfaction with her

See Client leader, page 4



Cohoes, center, often helps Sara Westbrook, who uses a walker, and Jon Faust, who is blind, at Anagram.



See proactinc.org

From the President...

These days it is particularly satisfying to receive good news, and I want to share some with you. Recently, I had the experience of hearing a panel of surveyors from CARE, the Commission on Accreditation of Rehabilitation Facilities, deliver an exceptional report on what they found at ProAct.

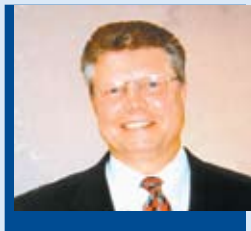
While the Commission will not issue a formal judgment on accreditation for another few weeks, we were greatly encouraged by the findings of the surveyors. Three experienced, knowledgeable surveyors spent three days examining our programs and services from top to bottom, at all our locations, and offered no recommendations in their exit conference. I was filled with gratitude and appreciation for the efforts of the people we serve and the work of our employees as evidenced by this positive assessment.

We were excited three years ago when the CARE review led to a three-year accreditation and no recommendations, a level reached by only an estimated 3 percent of the organizations surveyed. For this to happen twice in a row would be fantastic.

There will be more to come on the CARE accreditation.

This encouragement helps us to prepare for what may be a challenging year. The difficulties presented by our troubled economy and the deficit confronting the state are likely to produce added financial pressures for social service agencies. Fewer dollars are likely to be available to help fund services while at the same time the need for those services is expected to grow. We have experienced some impacts of the slowdown already in terms of reduced work opportunities.

We do believe there will be opportunities as well as challenges in the near future. ProAct is operating from a positive position and will continue to implement its strategic plan. We remain committed to provide excellent service in an efficient manner.



Steve Vitella

Close family finds match in ProAct

"I want her to be happy and comfortable each day," said Jane Thames, mother of Kathy (Kathleen) Thames as she talked about the services for her daughter, a 7-year participant with ProAct.

After several trials with day activity and work programs for Kathy, 62, many of them focused on her job skills, Jane Thames found that it is the people who make the difference. She is pleased with what ProAct has provided. The service compares favorably to the Merriam Park Day Activity Center Kathy attended when she was 22.

Jane was concerned about the sheltered workshops of the 1980s. "Why teach her that money is the most important thing? She will never be able to support herself," she said. More importantly, she wanted her daughter to have choices. "We all get to choose where we work. Why shouldn't she?" she queried.

ProAct not only provides Kathy with many choices of classes, but variety.



Kathy (Kathleen) Thames, center, with her mother, Jane and sister, Peggy, her co-guardian. The oldest of 10 children, Kathy sets the tone for family get-togethers, a Thames' trademark. Below, she points to her photo from a picnic with 25 classmates held at the Thames' home.

To fishing she says "No, thank you," but volunteering at Feed My Starving Children, mall walking, cooking class and bagging cards on the work floor all get a "thumbs-up."



Each day, Kathy carries a notebook between ProAct and home so her supervisors at ProAct can write about her activities of the day. Staff write about outings and work progress and often add very complimentary notes. Each is cherished by Kathy and helps her mother ask questions about the day's events.

In contrast, a work program attended prior to ProAct placed Kathy in a

Family, see page 4

Client sign-ins crucial for transport ProAct urges families and residences to sign in individuals who are brought separately or arrive late at ProAct facilities. Sign in lists are used by ProAct drivers to verify ride requirements and to verify payroll records. Please report any ride changes by calling 651-289-3198 - Eagan, or 651-388-7108 - Red Wing. Contact Jane Snyder (Eagan) 651-289-3159, jsnyder@proactinc.org or Tessa Langer (Red Wing) 651-388-7108, tlanger@proactinc.org

Peer elected board hears client concerns, discusses solutions

When people have a say in what goes on at work, there's greater interest and better buy-in, and that's much of the thrust behind the Consumer Advisory Committee (CAC), a group of client leaders elected by their peers.

Those using ProAct services in Eagan elected six new members, who gather input from their ProAct constituencies and meet monthly with two staff liaisons to discuss issues.

Old business topics from February were first on the docket at the March meeting, and started with questions about vending machine items. The



Eagan's new Consumer Advisory Committee members with staff liaisons. From left: Julaine Hegland, Gwen Becker, Case Manager Becky Wirkus, Candi Glanville, ADS Coordinator Doug Cowles, Carrie Borseth, Emily Burg and Leann VanBeck.

machines are being checked more often and milk is no longer being offered, said Case Manager Becky Wirkus, who heard committee concerns with Adult Day Services Coordinator Doug Cowles.

He fielded a related question where some said that lunches were being stolen from ProAct refrigerators.

These are "use at your own risk," said Cowles, who recommended insulated lunchboxes that could be kept in client lockers.

A third concern from February involved inconsistent temperatures throughout the building. Cowles said the maintenance person was working on it.

A recent snowstorm

brought new business for CAC members. Client Gwen Becker said it went smoothly, but people could quiet down more so everyone can hear calls for the buses. Cowles said people could be kept in classrooms or on the workfloor until their buses are paged and Wirkus said each section could go to a designated area.

Lastly, client Carrie Borseth asked about repairing the raised pavement area where the parking lot meets the front sidewalk. It's marked out with cones. Wirkus said the pavement could not be fixed until spring.

Watch for news from the Red Wing location's CAC in the next issue of *People Achieving*.



PROACT

Get to know us

Admission Information

Eagan- Katie Mark
651-289-3151
Red Wing- Pamela Veith
651-388-7108

Production Services

New Business- Nat Reidel
651-289-3157
Eagan- Dave Cavalier
651-289-3158
Red Wing- Paul Rodewald
or Andrew Owzarek
651-388-7108

Need Employees?

Eagan- Catherine McCoy
651-289-3170 (groups)
Eagan- Ken Gray
651-289-3163 (individuals)
Red Wing- Pamela Veith
651-388-7108

Donation Opportunities

Heidi Anderson
651-289-3149

ProAct's Three Locations

3195 Neil Armstrong Blvd., Eagan, MN 55121
204 Mississippi Ave., Red Wing, MN 55066
224 S. Main St., Zumbrota, MN 55992



ProAct is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) for employment planning, employee development, and organizational and community employment.



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ProAct, Inc. is a 501(c)(3) not-for-profit organization with more than 35 years of experience.

EQUAL OPPORTUNITY EMPLOYER

Heralded Panera worker marks nine years

A confident listener with mastery over his products, David Mull at the Panera Bread counter in Eagan is noted as a model of customer service and a man with personality. The independently working ProAct participant is living proof of the old saying, "attitude is everything."

Hitting the restaurant floor just days after "Y2K" early in 2000, Mull was one of the first from ProAct to be hired for the popular luncheon spot in Eagan's Promenade area. His start date is well known to general manager Eric Nelson, who ensured it would be remembered. The GM recently brought cupcakes to honor Mull's nine years of service.

"He's one of those guys ... a humble and shy guy, but he does a good job, so I think it means a lot to him that they show him appreciation," said ProAct Site Supervisor Autumn Peterson, who manages a ProAct crew at the restaurant each day.

It's not unusual for regular customers to show up at Mull's counter and simply gesture that they'll have "the usual." Mull smoothly glides through the baked goods, bagels and coffee to choose



Well known and eager to serve others, David Mull's restaurant staying power is fueled by a customer focus and consistent attendance.

the customer's preferred combination. He remembers names and greets each person.

"I focus on the customers and what they want," said Mull, who is well accustomed to using the register. He even taught a new manager how to imprint a check.

Mull also calls the courier company to schedule food deliveries, a task he's handled for years. He said he loves the

work. Skills and enthusiasm are strong assets to have when performance reviews come around. Mull has always met or exceeded expectations. "I want to please my managers so I get good marks," Mull said.

His case manager, Rachel Stebbings, said customer driven well describes her client. When Mull attends to tasks on the ProAct work floor, he is extremely flexible and does what he's asked to do, she said.

Mull's value to the team seems to be no secret, and it's reflected in his schedule. "He took a day off a month ago or so, and I was stunned," said Stebbings.

To be at work is to be needed. "I think they would be lost without me," said Mull. "They depend on me a lot."

Though he's had the opportunity to work at the Hastings Panera Bread, near his home, he prefers the busier environment in Eagan.



Mull slices bread at the bakery counter, where he greets many customers by name and knows their food preferences.

JOB FINDER EXPANDS REACH TO PRODUCTION AREAS

He's found many jobs for individuals with disabilities. Now, he's taking the search to a larger scale, to companies that provide larger projects for ProAct's in house operations.

Andrew Owzarek matches business production needs with ProAct abilities. He said ProAct's



Andrew Owzarek

strength is found in its diversified production service offerings in packaging, assembly and other areas. He has a strong enthusiasm for people with disabilities. "Passion makes me lay it all out in the field for the people I serve."

Red Wing skier wins gold at Special Olympics Winter Games

When Jim Hawkenson told his ProAct coworkers he had won the gold medal, they didn't believe him. But his story was true.



Jim Hawkenson on the slopes.

"It's just like starting all over again," said Jim, 44, who skied regularly with his family before a car accident

caused a brain injury in 1980. He took up the sport again about five years ago. "I used to do it all the time. It brings back a lot of good memories," he said.

When the children were younger, the family would ski nearly every night in the winter at Welch Village. "He (her husband) would come home from work and I'd have everything packed up and ready to go," said Marlene, Jim's mother.

Before his injury, Jim was a chair lift operator and had many friends at the Welch ski hill, his mother explained.

The independence brought by skiing has been beneficial, said Marlene. Jim rides in a van with a group to the slopes.

Before the Winter Games, Hawkenson qualified at a regional competition, where he earned a blue ribbon.

Jim is the couple's youngest child and continues to live with his parents. He started out with no short term memory but he's been improving, his mother said. "Every bit of progress is very thrilling."

As a ProAct client



Jim Hawkenson, right, his parents, Marlene and Gene, and Supervisor Kareem Lipscomb, at Norwood Promotional Products in Red Wing.

since 1983, Jim has worked a number of different jobs, including courthouse cleaning and a grocery store position. "It's certainly a more normal lifestyle to get up early in the morning and go to work," she said.

Maximizing Human Potential for Greater Self-Sufficiency

Client leader, from page 1 job, and her coworkers. This attitude has an impact.

“We’re letting her have the opportunity to prove herself,” said Transue. “She realized that if she cooperated with people, she would get what she wanted, much more cooperation.”

While doing this, Cohoes has taken it a step further, stepping out beyond her basic work duties to set an example and assist where needed.

This can be something as simple as helping a coworker who is blind get on and off the bus, or helping another who uses a walker to make her way up the stairs to the job site. She’s quick to help with work tasks, as well.

It’s often called multitasking, and Cohoes’ deft grasp of priorities make her invaluable to Site Supervisor Jessie Brooks. “Her ability to help anybody is huge. And, she can do that while she’s doing her work,” said Brooks. As part of a crew of 20 that packages balloons at a large



Cohoes, center, helps package balloons with supervisors Jessie Brooks and CJ Peszneker.

warehouse, there are a myriad of opportunities. “She can help somebody else and go back to what she was doing, having so many tasks to do at once,”

said Brooks.

This versatility has helped make Cohoes a valuable assistant and coworker on the job. “She

gets along really well with her supervisor, said Transue. “They have a special relationship.”

When Cohoes encounters a problem at work, she’ll first try to fix it on her own, explains Brooks. And, though she’s shorter than most people, that limitation doesn’t stop her.

“A lot of people think, ‘OK, she’s a dwarf; she can’t get it done,’” said Cohoes. “I don’t let that bother me. I just do it. I do the same things you guys do, in a different way.”

Her size doesn’t limit her when emergencies present themselves. When one fellow client had a

seizure on the bus, she braced herself against the seat to keep him from falling. A former peer mentor who has trained others at ProAct, Cohoes is also first aid certified.

Instead of feeling sorry for herself, she comes alongside as an advocate for others. At one point, she told a supervisor when a fellow client was treating a blind person inappropriately.

“You can’t let your disabilities get in the way,” she said. “It’s something you have to live with for the rest of your life.”

When people tell her she can’t do something because she’s short, she tells them she doesn’t have to bend down as far as they do.

“I think I’m a pretty good team player, and I watch out for everybody.”

nicknames. In a tidy, modern home, Kathy’s daily chore is emptying the dishwasher.

One early social worker suggested Kathy spend a month at the state hospital in Cambridge, in case she would become a ward of the state. The experience was horrifying for the family and Kathy was retrieved after three days. Later, Cambridge was closed.

“Kathy comes home from ProAct happy and satisfied, virtually every day,” said Thames. “It is a great relief and peace of mind.”

Farm job, from page 1

When asked, Miller goes into great detail about the animals, sharing unusual stories he gathered on his first days at the farm. One struggling newborn alpaca, “Kiwi,” was brought into



At left, Miller prepares to catch and halter-train “Gerda.” Above, instructor Bill Redman has enjoyed watching his student’s progress.

the Bodeker home, placed in a fancy bathtub and put on oxygen. Bluff Breeze has about 20 newborn alpacas from March to October.

There are 70 alpacas on the farm. Each has a name and Miller must learn them all. He is intrigued by their eyes. A single animal can have two eye colors.

The new employee often uses a shovel and wheelbarrow to pick up manure, a product that the farm hopes to one day sell as fertilizer. Miller is so good at taking directions, says Bodeker, that after one week he corrected her when she did something differently than her prescribed methods. “He keeps catching me doing things wrong that I’ve told him,” she said. “I know he’s paying attention.”

Using a lead rope, Miller performs halter training with the animals. He’ll also be on a team to shear the animals. The whole herd can be shorn in about four hours, according to Bodeker. Farm

workers lay the animals down and hold their heads during the process.

Miller’s new boss has already considered making an offer to Miller to manage one of her three alpaca barns by himself. “When I ask him to work extra, he’s more than willing,” she said. Keeping safety in mind, he’s also alerted Bodeker when there are jobs that he can’t do.

Alpaca fur is used for sweaters, said Miller, but the big dollars come when some of the animals are sold. Bodeker said they range in price from \$5,000 to \$350,000. The Bodekers sold one for \$98,000 at a public auction.

Miller’s interest in animals has other outlets, as well. He walks dogs at the Goodhue County Humane Society.

CARF survey, from page 1

that ProAct will receive an extended accreditation.

“I am just beaming with pride inside,” said ProAct President and CEO Steven Ditschler to those on hand for the initial report. “I’m very proud of what you’re doing and happy with the service. Thank you for everything you do, day in and day out, to improve the lives of people with disabilities.”

CARF surveyors shared their findings in a number of areas: mission and values; legal requirements; financial and risk management; health and safety; human resources; technology; rights and records of people served; employment services and data usage.

Surveyors said the staff at ProAct appears to be exceptionally well trained and that the organization enjoys



ProAct board members Teri McCloughan, left, Jim Louwagie and Larry Lehman discuss the CARF findings after the initial announcement.

low turnover.

In their interviews with agencies and individuals who interact with ProAct, the surveyors heard comments, which included, “It’s not all about the dollars with them. They care about the clients.”

This sentiment was conveyed consistently, said one surveyor. One vocational rehabilitation counselor said ProAct carries high ethical standards for the work it performs.

ProAct Board of Directors:

Charles DeNet, Robert Kincade, Paul Kramp, Mary Ellen Leary, Larry Lehman, James Louwagie, Teri McCloughan, Dr. Michael Nanne, Dr. Barbara Rebhuhn and Marty Stapleton.

COMPLIANCE OFFICER SERVES AS SAFEGUARD AGAINST INTERNAL FRAUD

In filling his role as corporate compliance officer, Systems Analyst and Computer Programmer Dale Klette is something akin to the Maytag repair man, the advertised fix-it guy who sits waiting for the phone to ring, but it doesn't.

The 13-year employee is well known as the man behind most all of ProAct's data collection programs, which makes him an obvious fit for the compliance role.

His charge is to prevent, investigate and help correct wrongdoing within the organization.

From the entry level employee to top management, Klette is the point person to hear and investigate complaints. He



Dale Klette has served as ProAct's corporate compliance officer since 2005, and has yet to encounter a report.

fills the role of a neutral party who people can come to with concerns. Klette reports directly to President and CEO Steven Ditschler, and, if necessary, to Jim Louwagie, the chair of the board of directors.

Most allegations and investigations are handled within the organization by managers, explains

Klette, but his well-rounded ProAct knowledge base would be key to an investigation of financial mismanagement.

The accounting system is extremely clean, with many built in safeguards, according to Klette. Incoming bills, for example, are opened by two people to provide assurance in accounts payable.

Klette's work appears in the annual compliance report to the CEO and the board of directors.

Vocational trials by ProAct fire

In a strange calm before a late Thursday afternoon storm, vocational client Alexandra Michael paged through day training program account sheets, placing them in order for easy searches and processing.

Soon, the phone in Eagan's reception area would start ringing off the hook and a moving crowd of people will surround the front desk, including many with questions. As some sign in and others sign out, Michael announces bus departures over the PA system, and learns staff names to forward calls. This short term job tryout is ever moving.

"Everyone wants your attention," said Vocational Specialist Leann Prins, standing by Michael to coach and answer questions. Friday would be even busier.

This was Michael's fourth work tryout day. The first three covered product packaging at the Rapala warehouse and document preparation at River City Data.

Much earlier, she worked in real estate development and investment.

Michael found ProAct through the Minnesota Workforce Centers. "I'm mostly looking for something where I fit," she said. "I've learned

it's a really nice organization here, everyone's been awesome."

She is the second vocational services client to tackle the reception assignment in recent months, and she probably won't be the last.



Alexandra Michael, center, is coached in the fast paced world of ProAct's reception area by Vocational Specialist Leann Prins, left, and receptionist Heather Martin.

For the first client, Prins traveled to ProAct's Red Wing facility to work with a blind individual in the reception area. The situation was ideal because ProAct has a staff member who uses Braille to operate a phone. "It was set up for a blind person and she found out why she does it and what she learned," said Prins.

The reception job tryout idea stemmed from an intake meeting with Vocational Coordinator Ken Gray. Naturally, reception positions require people with greater knowledge.

Michael was grateful for the opportunity. "I want to be sure that with any job I end up having that I'm able to give back," she said. "People have given me a lot over the years. It's just been pretty amazing."



Comments welcome, alternative formats available

Upon request, this publication is available in alternate languages and formats. Comments are welcome. Contact Heidi at 651-289-3149, hlanderson@proactinc.org.

Parent matches talent to class

Customized scrapbooks are highly decorative, and thanks to one parent in Eagan, they're more likely to stick around for years after they're completed.

Gale Halvorson, mother of client Mark Halvorson, has been regularly bringing her hobby skills to a ProAct scrapbooking class.

She helps the group use specialized cutting tools to apply crafty paper accents to photo borders and other page design elements. Foam letters and stickers are applied for added emphasis.



Mark Halvorson's mother, Gale, brings her scrapbooking tools and talents to ProAct for interactive classroom projects.



The class plans to take photos on several day trips and preserve their memories in the books.

April forum: drug effects, aging

"How medications affect aging individuals with disabilities" is the topic of the next Sages forum, set for April 17 from 1 to 3 p.m. at Christ the King church in Bloomington.

The guest speaker is Karen Finck, RN, MS, CNS, president of Health Counseling Services, a private psychotherapy practice.

"Statistically, people with disabilities have a high incidence of chronic illness and/or conditions which require the use of

medications," said Health Counseling Training Coordinator Dave Kuehn. As a person ages, his or her body has more difficulty processing medication and side effects become a major issue, explains Kuehn.

There are more than 9 million adverse drug reactions in the elderly each year.

Please RSVP with Gina Carpenter at gcarpenter@bloomington.k12.mn.us, or 952-681-6122 by April 15. The cost is \$15. Christ the King is at 8600 Fremont Avenue South.



Karen Finck



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Welcome to People Achieving,

an inside look at the activities and programs of ProAct, Inc., serving people with disabilities in and around Minnesota's Twin Cities, in communities along the Mississippi and in southeastern Minnesota and western Wisconsin.

If you would like to add someone's name to our mailing list, or have your name removed, please call Heidi Anderson at 651-289-3149 or e-mail hranderson@proactinc.org

ProAct, Inc. 651-686-0405 www.proactinc.org

INVESTMENT PRO ON BOARD

Now in his fifth year on the ProAct board of directors, investment executive Robert Kincade has gained a wider understanding of the organization, and he likes what he sees.

"I've been really impressed with the professionalism of the people and their dedication to what they do," said Kincade.

With 30 years of investment experience, he founded Stonebridge Capital Advisors in St. Paul, where he serves as a portfolio manager. Previously, Kincade served as managing director of Whitecliff Capital Partners, as a vice president for a subsidiary of Dain Rauscher, and for American Express Financial Services.

The board member offers his financial expertise to the organization and helps guide its policies and procedures. He stands ready to assist Treasurer Chuck DeNet with financial management matters.

The recent successful survey by the Commission on Accreditation of Rehabilitation Facilities (CARF) helped reaffirm his view. Kincade called the

results fantastic and said he was thrilled. "It was an indication of a really great team that works at ProAct," he said.

Kincade is well aware of the financial challenges that could confront ProAct in the future. The potential impact of



Robert Kincade brings 30 years of financial experience to the ProAct board.

funding changes by government entities, and proposed tax law changes could both hurt nonprofit groups, he explained. "We hope that people give from their hearts."

Current down market conditions are some of the most challenging

Kincade has seen, but his firm is pulling through. "It's what I've trained for for the last 30 years. It's the Super Bowl of investing at half time and we need to pick it up in the second half," he said. Kincade believes the economy should see some kind of turnaround by the end of the year.

Kincade and his wife make their home in Apple Valley and have two children. One attends Eastview High School and the other is at Iowa State University.

Have a ball ...

ProAct Golf Classic August 17, 2009



Hastings Country Club
Reserve a spot online at
proactinc.org or
contact Catherine McCoy
651-289-3170
cmccoy@proactinc.org

ProAct Golf Classic Aug. 17

Enthusiasts are returning to the Hastings Country Club for the 2009 ProAct Golf Classic on August 17, and they won't be disappointed.

ProAct's annual fundraising event generates a great deal of enthusiasm, with 18 holes of play in a fine setting, its silent and live auctions, surprise gifts and closest to the pin competition.

"People really enjoy this championship course. It's an excellent venue," said event organizer and Employment Manager Catherine McCoy.

A cost of \$150 per golfer includes lunch and dinner, drink tickets and a golf cart. Reserve a spot online at proactinc.org or contact McCoy at 651-289-3170, cmccoy@proactinc.org