

Heartland Communications Group - "One of America's Finest Small Market Radio Broadcasting Companies"

## Digital: Main Focus

The Heartland All-company Sales Seminar held at the Eagle River Inn on October 27, 2011 featured "Digital." as its main focus. Bill Schwartz and Jeff Davidson of Inter-Quest, Beaver Dam, WI, returned to the Northwoods to present "Selling Complete Websites to Your Customers – Pt. 2." Schwartz and Davidson discussed ways to increase sales of their template

websites to Heartland advertisers. They have committed to developing a three to five minute video that can be used by Heartland salespeople to facilitate their sales demonstration to potential website buyers.

The main obstacle to more website sales seems to be raising the comfort level of the Heartland salespeople so that they have an understanding of the sale and op-

eration of websites according to several of the Heartland Market Managers attending the event. The demo and instruction being provided by Inter-Quest will "bridge that gap." Heartland Director of Engineering and IT, Skip Hunter, also presented "Making Money With Heartland Websites-Pt. 2." Hunter distrib-

uted a glossary of Website and Internet digital terms most commonly used to assist Heartland salespeople in getting up to speed with their knowledge of digital information. According to Hunter, "It is hard to sell a product without an understanding and comfortable feeling about that

Jeff Davidson and Bill Schwartz

Interquest discussing digital at

All-Company Sales Seminar



Eagle River Sales Team Enjoys Lunch L to R: Tim Zier, Angela Kilbury, Ashley Krusick, and Trish Keeley

product." Laptop "Notebooks" were distributed to each sales person at the seminar to assist all Heartland salespeople in sales organization and website sales demonstrations.

### **Heartland Managers Write a Mission Statement**

When the Heartland Market Managers met at the Eagle River Inn on October 28th , for the Heartland Manager's Meeting, one of the tasks they tackled was the formulation of the Heartland Communications Group Mission Statement. To date, even though Heartland had been in existence for over eight years, a Mission Statement did not exist. New Heartland owners Jim and Diane Coursolle felt that the company should take the time to write the company's Mission Statement. "I think the Heartland Market Managers need to play a significant role in devising this statement; after all, they are the folks operating our stations on a daily basis. With my 50 years experience I will assist them in putting together our Heartland Mission Statement," said Jim Coursolle.

This is the new HEARTLAND COMMUNICATIONS GROUP MISSION STATEMENT:

"Heartland Communications Group radio stations are a group, but one in vision.

We truly pride ourselves on the best "cutting edge" programming for our listeners; we offer popular formats along with interactive technology to keep our listeners entertained and tuned in.

We place our advertising customers at the top of the list with professional, consultative marketing that is productive, coupled with a strong commitment to customer service. Our customers soon become friends. Our focus is "Community Centered" as we involve ourselves in the local activities, events and promotions that really matter in the communities we serve. We do local radio right.

At Heartland Communications Group, our mission is accomplished with a commitment to a positive attitude and being a good servant. Our "Heart" is truly in serving our communities, our advertising customers and last, but not least, our employees that make it all happen."

Coursolle said that this Mission Statement will soon appear on the walls of all Heartland radio stations going forward.

### Programmers Meet

Mike Wolf, Heartland Director of Programming, and the various programs directors, announcers and engineers met on October 27, 20911 at the Eagle River Inn to discuss Heartland programming strategy for the remainder of 2011 and for the up and coming year of 2012.



In attendance and shown on the picture were Wolf, Mark Mueller, Ashland; Jeff Bonno, Eagle River and Iron River; Skip Hunter, Ashland; Joel Karnick, Park Falls; Art Dunham, Park Falls; Amy Linnette, Eagle River and Mo Michaels, Iron River.

Mike Wolf said the meeting was very productive and some exciting ideas were presented for future Heartland station programming. Wolf said, "I like this staff... they are very creative and qualified in what they do. Our stations sound good!"

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Heartland Communications Group LLC 909 Railroad Eagle River WI 54521 (715) 479-4451 Leslie Howell - Editor & Publisher Jim Coursolle - President & CEO

#### Corporate Witches FLy IN



Suddenly, just before lunch, there was a "swoosh" sound as three ladies dressed in black wearing pointed hats flew in to the Allcompany Sales Seminar on October 27th. Cackling and carrying on, these three distributed chocolate half dollar coins and "100,000 Grand" candy bars to all in attendance. They told us this was their way of motivating all in attendance to sell advertising. It was later noticed that each lady was wearing a ID badge identifying them as a "Corporate Witch."



The three were identified as (L to R) Kathy Wawiorka, Corporate Business Manager, Lynn Weiland, Corporate Director of Traffic and Billing, and Deb Hytry, Traffic and Billings Administrative Assistant. "Lynn, Kath and Deb brought lots of Halloween fun to our all-day seminar; it was a complete surprise to me." said Jim Coursolle, Heartland CEO. "It sure was fun!"

# "Pres. Release"

Jim Coursolle



One of these days, the rain will lose its clear color, but for today, early in November, the rains continue and the grass is as green as it is in April. Our geraniums continue to bud...and it's 51 degrees, No complaints - absolutely none! There's about 22 days until Thanksgiving (Packers vs. Lions) and about 52 days until Christmas (Packers vs. Bears). This pertinent informa-

tion provided just in case you're keeping score while waiting for turkey and Lions and/or Christmas cookies (shaped like Bears to be eaten alive).

#### Now, where were we?

Well, we ARE here with "here" being November; about two months to go before people blow horns at midnight and heads pound the next day. It's our last (custard) stand for 2011 (a plug for Culver's?).

I have asked all the Heartland Market Managers to ask everyone on their team to really pitch in so that we finish November and December at budget. That would be a great way to wrap-up a year that will not go down in the history books as one of the great economic years. It's also a great way to prepare for the launch of 2012.

At our recent All-company Sales Seminar, I asked our Heartland salespeople to take the time to plan their year in 2012. The Heartland Market Managers are in the process of budgeting as I write this. It's a sad fact, but most people take more time to plan their Christmas shopping list or their summer vacation than they do to plan their life. It's pretty hard to accomplish anything without a plan. I encourage every employee to give serious thought to 2012 (and beyond). Ask your Market Manager for a "Things to Do Today" form so that you can plan each day of your life. If you're in sales, you might also want to ask your Market Manager for an annual sales budgeting worksheet so you can actually plan your monthly billings in 2012. The old adage, "If You Fail to Plan, You Will Plan to Fail" is more than just an old saying... it's the truth. Give 2012 about two to three hours of solid planning and you might surprise yourself... you might just be planning on more commissions and more money in 2012. I hope so. PLAN to be effective and not affected. With the Good Lord's help, YOU control the future. It's a better deal!



All fulltime Heartland employees will receive a \$15.00 certificate for "Butterball" turkeys that can be redeemed at most area grocery stores that sell the brand "Butterball Turkey' according to Heartland CEO Jim Coursolle., Coursolle said, "Sue Baker, a sales rep from our Ashland market was kind enough to make arrangements so that all employees can pick up a turkey at their favorite grocery store. Diane and I are grateful for the wonderful job our fellow workers have done in 2011 and, with Sue's help, we are able to show Thanksgiving gratitude with these Thanksgiving turkeys. 'Thank you Sue' and 'thank you everyone' for all that you do for one of America's Finest Small Market Radio Companies!"







Patty Katz Black - Eagle River The snow is pouring down, and again. as in the last 14 winters, I am happy to be living in the north woods. I attended an 8 week girls summer camp in Eagle River at the age of 9, and continued to return each summer until I was 21. I returned again, in 1998 to co-direct the same camp with it's previous owner, spending my winters recruiting campers throughout the midwest, while maintaining my music career throughout the country.

I am a professional singer, pianist, actress and theatre director, who has spent most of my life entertaining in Musical Theatre venues, night clubs, restaurants, and for private and philanthropic events. Having grown up on the north suburbs of Chicago, I have lived in Boston, New York City, Chicago, Nashville, and now...Eagle River! I have studied, performed and educated the youth in musical theatre and drama for the last 35 years. I am currently the co-director of Black and Decker Performing Arts Company, an all ages theatre program presenting Broadway shows and reviews throughout the year. "Total Performance" is the name of my private coaching business where I teach singing, technique,



acting, movement, and overall stage performance. In the north woods, I perform solo piano bar entertainment, sing in a duo with Michele Miller, and also sing and play keyboards in a band, The Random Katz.

PART TIME

SPOTLIGHT

I have been married for 21 years to David Black, a professional chef of 26 years. We previously owned Nero's Restaurant. We reside in Eagle River with our 9 year old lab-boxer...Buddy, 9, and our 75 pound wire haired point-

ing griffon PUPPY..., Morty. We have amazing friends, and we all love to gather, cook and celebrate life. I love to travel, and of course see our family and friends in far away places as often as possible. I still sing for the kids at my camp every summer, and hope to forever more!





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## Ashland, Wisconsin



Scott Jaeger Market Manager

Fair, Bayfield County Fair and the Ashland County Fair.

Then it was off to the "Whistle Stop Marathon" in Ashland where we work as a title sponsor with the Chamber of Commerce. Two weeks later, the famous "Heartland Haunted Halloween Parade" in downtown Ashland. We had over 300 people in the parade and gave out prizes for Adult, Kids, Group and Pet division followed by 2 hours of live music by JD Bass Entertainment, prizes, hot apple cider and games for the families.



I woke up this morning and I flipped the calendar to Novem-

ber. Yes, I said November. I looked at it for a moment and

realized how close Thanksgiving was. Wow. Then I took a

lot. We had a successful Advantage Plan in March. Then came the Home Shows, the sales staff did an incred-

breath, sat back and started thinking about this year and how

thankful I am to have a great staff. We have accomplished a

ible job to sell out both the Ironwood Show in March and the

Ashland Show in April...a total of well over 175 booths total!!

away...ok we will let that sleeping dog lie! The staff switched

Then we put together a market wide Alaskan Cruise give-

White Rabbit, Scott Jaeger; Queen of Hearts, his wife, Kim Mad Hatter, Chris Hahn; and Alice,Alyssa, Scott's step-daughter

We also decided to host a Women's Expo on Saturday November 12 at the Bretting's Center in Ashland. We started selling booths in late August. We sold out 32 booths in a matter of 6 weeks. There are speakers scheduled, Yoga, Belly Dancing, massages and of course it wouldn't be a Women's Expo without great shopping!

Now we are also slated for our "Deer Hunters Round Up" program , followed by the Holidays!

What a year! At this point, I want to thank the entire staff! Kamarae for putting up with Shopping people all year. Skip Hunter for everything He does, from Shopping Show to all the work He put in this year on Websites, Streaming and of course all the little fires that need to be put out weekly! Thanks to Mark Dixon and Q Ball for stepping up to the plate and doing super morning shows and helping out with the promotions. Then finally, thanks to the sales staff..especially John Warren, Sandy and Marge Berg and Susan Baker who have been extremely consistent this year. With the loss of two sales reps and now having to hire another one, knowing that they would do their job was priceless.

And I can't forget Jim and Diane along with corporate. Thanks Jim for your help and guidance this year. Thank You Lynn, Kathy, Deb, and Deb for putting up with the sometimes insane "ASHLAND STAFF!

Finally, last but not least, I want to thank my Wife Kim, who trucks around with me at every event we host. She is very supportive and we usually end up having a lot of fun (Especially the "Famous Home Show Parties")

I hope everyone has a great Thanksgiving. Now for a little twist on your Holiday Menu..time for my recipe! Try this one at your Thanksgiving table!!



Ashland is a busy place this time of year. We just completed a very successful Women's Expo and held the annual Elk's radio auction. The Expo was a smashing success, well attended and businesses involved wanting to sign up for next years at the close of the expo!

for the past 20 years we have hosted the Elk's Radio auction and helped them raise money for Special olympics and the various Elk's youth projects. This year we auctioned off more than 300 items donated to the Elks by area retailers. The final total is not in yet but it's always been better than 5 grand.

Skip Hunter Corporate IT

With the Wisconsin deer season opener comes our annual Deer Hunters Round Up, and in a few weeks the Garland city christmas parade, which we have been broadcasting live for more than 50 years. So November is a busy time in Ashland!

In the past month I made a trip around the horn to survey each market for the engineering budgeting process. I am pleased to say Heartland Communications runs a tight ship! During these visits, I introduced Leland Sarmont to the markets. Leland is going to join us as another of our contrract engineers, like Del Dayton. Leland is very knowledgeble and well equipped to assist us when there are major problems.

From I.T. I think everything is running smoothly in regard to web sites and streaming. After the first of the year I am planning a few different sessions with each market to further our skills with the whole digital concept and maintenance.

### **Bourbon Smashed Sweet Potatoes**

Bake 6 large sweet potatoes in the oven until soft. Peel potatoes and put in large bowl.

Heat 2-3 ounces bourbon and bring to boil. Add in zest of one lemon and the juice of half, 3 Tbs of pure maple syrup, 2 Tbs brown sugar, a little salt and pepper to taste and 1 stick of butter(It's ok, it's Thanksgiving...no calories on this day).

Add all these ingredients to the potatoes and mash thoroughly. Place the

potatoes in a baking dish, top with a light coating of Brown Sugar and bake at 375 degrees until heated through!

You notice you only used 2 to 3 ounces of Bourbon..there are some things that just should be left over on Thanksgiving!!! Go Pack Go!









Market Manager

No gentle easing into winter here in the Eagle River Market! We've gone from Fall directly into deep winter within a matter of hours! That means snow! Lots of it! While cities down south shut down when ten inches show up, in the Northwoods businesses gear up! Big snow means big business! We'll be taking full advantage of that!

We've got a lot going on right now. Last month we had a Monster Movie Mash with the Vilas Cinema 5 here in town. Three back to back movies with a non-perishable food item as the price of admission. The Food Pantry was so impressed and the turn out was so good that we've decided to do the whole thing again! December 17th we'll be presenting the "Miracle on Wall St!" Downtown Eagle River (Wall Street) will be a hub of seasonal festivities complete with horse drawn sleigh rides, cookies, hot cocoa, last minute shopping all topped off with a showing of Miracle on 34th Street at Vilas Cinema 5! Proceeds again will benefit the Vilas Food Pantry.



Trish Keeley and Ashley Krusick at the Monster Movie Mash



We're also offering a new game, compliments of our ever creative Mr. Mike. Does anyone else remember the board game Husker Du? When I was a kid, we played it constantly! (My staff is under the impression I made the game up so if anyone remembers it, please, tell them it exists...) This game is going

to be like Husker Du for the holidays. Fifteen sponsors are hidden on the

game board under random numbers. Callers can guess two numbers and try to get a match. If they do, they win the prize provided by the local business! Not just fun for the callers but for us too!

Between promotions, regular business, and radio Christmas ads for sale, we've got our hands full. Now if we can just teach the snow birds how to drive on snow, it's going to be a GREAT WINTER!

Neil bowls in a unique way to raise money for the Northwoods Children Museum

### Brats for Breakfast Big Success

The Brats for Breakfast fundraiser held for the Vilas County Commission on Aging was a big success.



WRJO DJ's Amy Linnett and Mike Wolf joined by engineer Jeff Bonno and The Commission on Aging rep Sue Richmond (Hotdog) combined forces to serve up a real Wisconsin breakfast. Listeners that attended were treated to brats with all the fixins' provided by Trig's of Eagle River.

The total funds were over

\$800.00 in the few hours the event took place. The money will be used for the Commissions, meals on wheels program.



### WRJO's Getting Ready for Their Twelve Year Plunge

Make plans to join WRJO for what has become one of the Northwood's largest winter events. It's the 12th Annual Polar Bear Plunge to benefit Angel On My Shoulder. Angel is a Northwoods based registered 501(c)(3) non-profit organization. Angel On My Shoulder reaches out to the canceraffected community. The money raised will go to help fund summer and winter kids camps. For more Angel information please visit www.angelon-myshoulder.org. All the fun will take place at Fibber's in St. Germain. Along with the plunge we have great food and beverages inside Fibber's as well as inside our outdoor heated tent. There are also plenty of wonderful raffle prizes on and off the ice.

If you do not want to take the plunge, always remember there is plenty of room just to watch and enjoy the event. Also, don't worry about parking. Take the free shuttles from the Whitetail Inn and the St. Germain Community Center. The shuttles will run every 1/2 hour, and continue to run one hour after the event ends, so you can enjoy the whole day at Fibber's.

For all the information, sign up and waiver forms visit, www.wrjo.com.

Over the past 12 years over \$225,000 dollars has been raised by this event.



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## **Iron River**, MI



As I write this article I look out my office window and see white, as in snow. It's sticking to the trees which gives the outside a clean fresh look. It's also wet so making a snowman after work seems like it may be fun and bring back those days long ago when the world sure seemed slower and not so confusing, like when Ike was President. There I just dated myself.

Now back to the real world. October saw me and the crew continue our efforts in Iron Mountain as we expanded our territory and influence. It's amazing how many people have heard of Telephone Time around there, but when you have been on the air for over 45 years and brought a lot of success to your clients the proof is in the pudding.

Mike Eakin Market Manager

We continue to come up with more and more ideas for our clients, everyone here not just the sales staff kicks in with ideas that can bring more business to our clients. In these economic times good ideas are as important as anyone can wave the package of the day. Taking the time to ask your clients what they like about and don't like about radio

can be a huge help in putting together a good idea. I remember doing a C.N.A with a new prospect and as he was talking a thought popped into my head... it would be a great place to do a Remote. Then I asked him what he liked and did not like about radio. He said he hated Remotes. Good thing I asked.

To become better at what we do we need to improve our skills. Professional athletes practice to improve, we can improve by taking courses over the internet, going to the library, and there are many ways. I am convinced that I would not be where I am today if it were not for taking and then becoming Graduate Assistant 3 times of Dale Carnegie. Others have been very helpful by being my mentors as I went through the ranks, for you it could be something or someone else, but if you want to get ahead in this world you have to want it badly enough make a plan on how to get it, work that plan and be flexible enough to make changes as they are needed. When I was in my young 20's I wanted to be a millionaire by the time I was 30. One BIG problem I had no idea how I was going to do it. Well... I didn't make it by 30. But I am happy where I am and proud to be a part of Heartland Communications Group. Think it, Believe it, Do It.



Amber Sarafiny Sales Rep

When I was a kid, if you had asked me what I wanted to be when I grew up, I probably never would have said, "I want to be in radio advertising sales". I would have said, "I want to be a soap opera star!" Since you've never seen me on General Hospital, then you know the soap star thing didn't work out. So here I am, 5 years into radio sales and I can honestly say this is what I was meant for. I'd been in sales for years before, but never in radio until Heartland gave me a chance. Radio in general is exciting and selling it has been fulfilling and

challenging- and who doesn't love a challenge? You know that feeling you get when you've just left a client and sold him that proposal you've been working so hard on or even that smaller promo. All sales big or small give me that natural high that comes with being rewarded for doing my job and knowing I'm helping my client and their business.

Of course you have to have a strong belief in what you are selling. It's difficult to fake enthusiasm, and if you even have to fake it then maybe you're selling the wrong thing. I'm naturally a high energy social butterfly so being shy or easily intimidated is not an issue for me, though I understand some people are not that way and remind myself to tone it down with certain clients so I don't overwhelm them with my personality. Once you develop a good rapport with your clients or potential clients it's easier to get them to tell you about their business and what they'd like out of a radio ad plan.

I guess none of us will ever know everything about sales but we can learn from each other and continue to grow.

#### First Snow Storm of the Season



One could only wish to be home with a cup of hot chocolate on the first snow storm of the year. I didn't even drive to get lunch, instead I walked to the Pasty Corner to grab some grub so I wouldn't have to risk my life on the roads. On the way back, I snapped this photo of WIKB. The snow was so pretty.



I should have at least scraped off my car at lunch so it wouldn't have taken so long to get home for that cup of hot cocoa.

- Leslie Howell, Office Manager





### THE "HEARTLAND 98Q COUNTRY AND WPFP" THANKSGIVING STORY

Park Falls, WI

Most stories of Thanksgiving history start with the harvest celebration of the pilgrims and the Native Americans that took place in the autumn of 1621. Although they did have a three-day feast in celebration of a good harvest, and the local natives did participate, this "first thanksgiving" was not a holiday, simply a gathering. Thanksgiving can, however, be traced back to 1863 when Pres. Lincoln became the first president to proclaim Thanksgiving Day. The holiday has been a fixture of late November ever since.

And for the "HEARTLAND 98Q COUNTRY AND WPFP" Thanksgiving Story, we have so much to be thankful for. This is the time of season to reflect and let folks know how much they are appreciated and give thanks for their support and friendship in our everyday activities.

Darla Isham Market Manager

Expressing gratitude and thanks from the 98Q Country and WPFP staff in Park Falls:

Joel Karnick/Shayna/Blake Karnick: We are thankful for good friends at the radio station and for all the treats our listeners bring in! Nancy Johnson: I'm always thankful for my wonderful family and let them know it often. My work-place family is just as special to me. I'm grateful to be working with such a great group of people.

The DJ Rick Family: The Frischmann's are thankful for all the good Lord has given us. We realize not everyone has it all.....good health, a great lifestyle, and the best friends and acquaintances you could wish for.

Art Dunham: This year I am especially thankful for all my friends, family and associates who were there for me and kept me in their prayers during my hospitalization and recovery.

Dana Bloomer and Family: We are very thankful that we live in a country, with the right to make our own decisions, and our own destiny. Preston and Sherry Vaughn: I want to take a moment, pause, Counting the blessings received from His hand; A Godly wife; four children, two of which are licensed pastors. I thank Him for seeing me through two heart attacks then bringing to good health. Moreover, I now have strength to stand. My LORD has given me more than enough of the things I might need, a warm home, fine food, a nice car and good eye sight. All of which we seem to take for granted. I thank God for guidance and council in time of need and for the wisdom to listen. I have prayed prayers it seems no answer has come ... but You LORD have answer enough prayers that keep me praying on. Most of all, I thank you for my Baptism and your Son in whom I believe unto salvation.

The Eric Kranig Family: Spare a moment, and say a tiny prayer of gratitude for life's little blessings. For, it is these little blessings that enrich our life. Happy Thanksgiving to you and your families.

**Darla, Gary and Maggy Mae Isham**: The Isham's wish everyone a great Thanksgiving, we hope you will be feasting and enjoying time with your family and friends. Make memories that can be cherished for a lifetime as you reflect back on memories past. Oh yeah, I'm sure it wouldn't be a celebration without "football"! Peace and Gratitude to you all.

#### THINGS ARE BUZZING HERE IN PARK FALLS

This month we have been busy getting ready for our annual 98Q Country Christmas concert with a local favorite band "Red Higgings and Yankee Train". Last year, we helped raise money to fill our local food pantry cupboards which is such a blessing because this is the time of year they need food the most. We also have our Community Thanksgiving Dinner. I, along with my daughter, Maggy, Nancy Johnson, Joel Karnick and his family will all take a few hours out of our Thanksgiving day to bake a turkey, help in the kitchen serving, or deliver to the families who can't afford to prepare a meal or have transportation to get out to a meal. The dinner is sponsored by our area churches, businesses, and community organizations. We help get the word out to the community that this is a free meal for anyone who wants it. Can you believe that every year, over 300 people are fed through the kindness of folks in our Park Falls community?

On Veterans Day, we teamed up with a local business that purchased small American Flags and donated them to us to give to other businesses that would support our series of salutes that will air the week of Veterans Day. The businesses that sponsored salutes will get flags to hand out in their business. I also would like to say thank you to any veteran who served in our military from our Heartland family.

And, something every hunter looks forward to, "Deer Hunters Round Up" a 98Q Country tradition. A week filled with live evening programming that will surely have you laughing so hard, yes I have to say it because it's the truth, laughing so hard you might split a gut! Not to mention we give away over \$3000 in prizes to our listeners, from youth to the ageless, everyone is welcome to participate and get in on some great clean family fun. Deer Camps call us non-stop with their stories and families send messages to their hunters via our streaming and e-mails. Deer camps even come in to the studio and feed us. Mid-week, we have ladies night where all of us girls gather in the studio and talk about "hunting tips". Ok, maybe not. We do have a blast with the callers, and give lots of prizes away. We have a sales rep night, DJ night, and we even have our sponsor night where they are guests in the studio. Then we have a night where we're all pretty much in the studio at one time. Every market in our company should consider doing a show like this because it does bring in great additional revenue, is very entertaining to the listeners even if you don't hunt, and it brings your staff together as a group doing a live show where the community gets to know you.

Top Sales October 2011				
Market Managers		Sales Reps		<u>os</u>
<ol> <li>Scott Jaeger</li> <li>Darla Isham</li> <li>Neil Roberts</li> </ol>	\$17,903 \$16,075 \$10,574	Harry Trankrouws with	<ol> <li>John Warren</li> <li>Amber Sarafiny</li> <li>Trish Keeley</li> <li>Sandy Berg</li> <li>David McCord</li> </ol>	\$39,171 \$17,676 \$17,415 \$13,149 \$10,417

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