

Our Mission is to empower and enhance the quality of life of people in our community as they age.



2020 ANNUAL REPORT

SEESA would like to thank all the members who answered the questions: Why have you joined SEESA? What are the benefits of SEESA? Many responses are included in this report.

ACTING PRESIDENT'S MESSAGE

SEESA has experienced serious financial challenges over the past number of years as annual deficits grew while their root causes were not being addressed. SEESA's budget, adopted in March 2020, projected yet another budget shortfall. Then the COVID-19 pandemic struck and the Board faced more serious decisions which resulted in the departure of some Board members.

Remaining Board members made hard decisions including:

- the closure of the facility and all in-person activities;
- staff lay-off and termination (no staff were fired; \$98,286 was paid in severance as determined by each employment contract);
- re-deployment of existing staff;
- continuation of outreach and home support services;
- re-direction of programs to online delivery;
- development and launch of a more interactive website;
- recruitment and appointment of new board members;
- financial analysis;
- development of a radically revised 2020 operational plan and budget to support the necessary change required to ensure SEESA's survival.

Bi-weekly messages from the Acting President and numerous ZOOM chat sessions served to keep members informed of the organization's financial position and actions to correct specific issues.

The Board worked to engage members in surveys, town hall meetings and zoom conversations asking 'what is working and what isn't' to help us research and write a strategic plan to address SEESA's future. The 2021-2025 Strategic Plan provides a clear path forward to creating long-term organizational sustainability through membership diversification, strategic community collaborations, strategic fund development and strengthened organizational capacities. The SEESA brand will appeal to and engage with a much broader, more diverse population of adults.

Most importantly, the Board worked with remaining staff to form a strong coalition - one team, working together toward the same goal. It is testament to what a small group of dedicated individuals can achieve when everyone is pulling together.

Thanks to our hard working staff, programming continues through ZOOM, outreach services are on-going, and membership fees and gift membership donations continue to arrive - keeping our much loved facility heated and insured to ensure it will be there for us when on-site activities resume. Hats off, everyone!

Thank you,

*JudyLynn Archer,
Acting President*

Why SEESA?

SEESA offers programs that match my interests, a schedule that fits my daytime preferences, and prices that I can afford.

PROGRAMS AND ACTIVITIES

Happy 40th Anniversary SEESA!

Our 40th Anniversary Kick- Off Party took place in February, 2020 with the help of the Holyrood Community League and the Foresters. Activities included music, a horse drawn sleigh ride, activities at the hall, lunch in our cafeteria, and the grand finale fireworks display.

Many other activities were planned but then COVID 19 hit and everything came to a stop.

On June 17, the anniversary of SEESA's incorporation, we did manage to hold a reverse parade where staff, volunteers and the Board of Directors stood on the front sidewalk while people drove by and honked or stopped to chat for a minute. It was lots of fun and a wonderful celebration.

The reality of having to close our centre led us to look for new ways to offer activities. A new platform through ZOOM for online learning emerged and kicked off a way to stay home and, not only stay fit, but keep in touch with our friends. We started slowly in July

but by the end of December we were offering a host of events such as ZOOM Chats, Christmas activities, exercise classes, cards and a variety of FYI sessions.

While going through an extensive budget process, some harsh realities came to light. The revenue and expenses for programming showed a continual loss in many classes and clubs. Through extensive hours of reworking the budget, we knew we had to increase our hourly charges to recover the expenses of both online and in person activities.

We now have the tools we need to understand the costs of all SEESA's business lines, including programs, clubs, events, kitchen and fundraising. These tools give us the ability to fully understand and stay on top of our revenue and expenses, a key factor in building organizational capacity.

Thank you.

*Peggy Hansen,
Operations Manager*

Why SEESA?

I first heard about SEESA when I was still working and some of the members did a square dance demonstration at Bonnie Doon Mall. I thought "this is a place I want to join when I retire. They are having so much fun".

I joined SEESA in 2008 and have renewed my membership every year thereafter. I live alone and SEESA prevents me from feeling isolated, allows me to meet new people,

some of whom have become close friends. It is a place where you can drop in any time and feel very welcome. You can go into the cafe and find someone to sit with, and even if you have never met them before, you feel a sense of belonging.

I am looking forward to SEESA re-opening when it is safe, and meeting up with old friends and making new ones.

MEMBERSHIP

At the March 2020 AGM a motion was made to increase the membership fee for 2020 to \$40. At that point, we had no idea that as of March 13 our centre would be shut down indefinitely with no activity to take place until further notice.

With this in mind, the Board of Directors approved a motion to keep the membership fee at \$30 for 2020. The hope was that we would not only gain back the 1600+ members from 2019, but also bring in new and diverse members. In the end, we had a total membership of 1308 people.

Membership not only gives you the opportunity to get together with friends and do your favourite things, it also contributes to the revenue the centre needs to pay the costs of operating the building even when it's

closed, costs such as lights, heat, insurance, waste and snow removal.

An appeal went out to the membership in late fall to renew their 2021 memberships and consider donating a gift membership. This would allow another senior who perhaps doesn't know about SEESA, the opportunity to see why we all love it so. The membership has responded! Not only are people renewing their memberships, those who have the means are also showing the generosity and community spirit of SEESA members by donating gift memberships.

Thank you.

Peggy Hansen,
Operations Manager

Why SEESA?

I asked to join SEESA in December 2020 because I had heard excellent things about the organization in Edmonton.

I retired in 2018 and was just starting to feel that I needed to meet new people and learn new things. Although I have never used any of the programming I was interested in joining the Board of Directors. I sent a resume, was interviewed and I am very thrilled to say I was accepted as a Board member.

As soon as the building opens I can hardly wait to join some programs, eat in the cafeteria and explore the full opportunities being a member of the association offers.

Why SEESA?

I joined SEESA for the library, then discovered the fitness centre, then learned about the low cost of classes!

I was quite nervous about joining a class because I didn't know anybody. But after the first class one of the other members invited me to join a group of them for coffee.

I really didn't get to know anybody because of the COVID closure, but am looking forward to re-connecting when we're open again.

GOVERNANCE COMMITTEE REPORT

The Governance Committee, established in SEESA Bylaws, focused on the major task of preparing to hold the Annual General Meeting pursuant to SEESA's Bylaws, including the Nominating Committee duties regarding nominees and elections.

Ongoing changes in Board membership during the first half of 2020 meant the Committee was only able to begin its work in late Spring.

Over this past year five new individuals have been recruited, interviewed and appointed as Directors to fill Board vacancies until the next Annual General Meeting can be held. Two came from the SEESA membership while the other three are new to SEESA. Together, these new Directors bring many decades of Board governance experience from a wide range of not-for-profit organizations as well as relevant work life experience and knowledge important to SEESA's success – and a shared desire to guide SEESA to success and sustainability.

In early summer of 2020 the Committee began a review of SEESA policies. Existing policies were compared with those of other seniors' organizations and SEESA's governance and operational needs. The Committee recommended an overhaul and update of SEESA's policies. New SEESA "Frameworks" or directional policies, including Beliefs, Vision, Mission and Strategic Direction statements were established to guide the development of SEESA's Strategic Plan 2021-2025. The Board's Committee structure was reviewed with future changes to be proposed at the next AGM. SEESA Policy M.5 Code of Conduct (Members) was replaced by the new SEESA Code of Conduct which applies to anyone involved in SEESA activities whether in-person or online. The Committee has also prepared revised Board governance policies to be reviewed for approval in the coming months.

After extensive review of SEESA Bylaws, public health advice and member concerns Committee members recommended that the Board delay SEESA's 2021 AGM until such time as it can be held in-person.

Looking forward, the Committee plans to act on its full mandate as the Board's membership stabilizes. Key responsibilities of the Committee will be:

- to recruit and orient nominees, plan and prepare for the AGM;
- act as returning officer and manage elections;
- plan and deliver Board orientation and training;
- create and regularly review Board Policies;
- scan the environment, measure performance, assess capacity, and develop and update the strategic plan.

Report prepared by: Mike Langstone on behalf of JudyLynn Archer, Donna Spanu, Heather Baker and Ian Nicol – all of whom served on the Governance Committee during the past year.

Why SEESA?

I initially joined SEESA because it was close to home and offered a variety of YOGA classes at very reasonable prices. However I soon came to realize that SEESA offered many more things for me to enjoy - a vibrant volunteer group, a great library, a place to meet and have coffee, and a whole new group of friends. So thankful to have this Centre in my neighbourhood.

FINANCE COMMITTEE REPORT

The Finance Committee is currently comprised of : Brenda Winchester, Chair,; JudyLynn Archer, acting President; Bill Tkachuk; Dave Patterson; Shirley Kneller. Peggy Hansen, Operations Manager and Melanie Hansen, Finance Co-ordinator attend all Finance Committee meetings.

Like many other not-for-profit organizations, SEESA was required to close in March, 2020 due to COVID-19 and this closure greatly affected our incoming cash flow as all programs and events had to be cancelled.

The Finance Committee met weekly during 2020 to:

- fully understand the financial position of SEESA and reduce costs as soon as possible;
- review and update the current accounting system so income and expenses could be better tracked and monitored;
- apply for and allocate government grants related to the Canada Emergency Wage Subsidy and Small and Medium Enterprise Relaunch grant;
- prepare a Budget for 2021 based upon the challenging economic times.

During 2020, these 3 major accomplishments were completed to assist SEESA to be better positioned financially for the future:

- a complete review of every business line's income and expenses to better understand which membership services were profitable and which were losing money. This review resulted in the development of a new chart of accounts to better monitor the financial viability of all internally generated sources of revenue. The 2021 Budget was prepared with the expectation of no City of Edmonton operating grant being received. As stated

in the 2019 Annual Report, “shortfall in funding” meant the budget resulted in the use of the investment portfolio (our savings) to cover operating expenses. Failure to balance the 2021 budget will result in the continued depletion of the investment portfolio.

- a new audit partner was hired to review the current financial status of the SEESA and provide a meaningful management letter to the Board addressing financial issues and concerns.
- being transparent with the membership by sharing and posting various financial documents to the updated website, engaging and listening to members through zoom town-hall meetings and messaging about the 5 year Strategic Plan and the financial situation of SEESA.

Going forward, financial stability will continue to be challenging due to the uncertainty of a reopening date, the lack of funding from all government sources to assist in subsidizing costs and whether the centre can be self-sufficient, generating enough sources of internal and external revenue to cover costs, resulting in a balanced Budget in 2021 and in to the future.

The Audited Financial Statement, Management Letter and Annual Report can be found on the web site.

- SEESA - 2020 - [*Financial statements*](#)
- SEESA - 2020 - [*Management letter*](#)
- [*Summary of 2020 Financial Statements*](#)

SEESA's BOOK OF GIVING

Thank you to all those who donated funds to SEESA in 2020. Every donation makes a difference.

Donations help support the delivery of SEESA's core mission including equipment maintenance and replacement, music licensing fees, insurance, heat, light, office consumables, computers, technology, tools, art supplies, membership and program growth, salaries and benefits, facility improvements and cafeteria services.

Thank you to those who have made Memorial donations on behalf of the following members, family and friends that we have lost.

Bill Karpo
Bob Lang
Cliff Ayson
Darlene Cummins
David Wiedeman
Dick Proctor
Ernie Lidgett
Eugenie Dittman
Eunice McClure
Evelyn Besse
Florence Cunningham
Gregory Berezan
Harry Johansen
Hildegard (Peggy) Sohn
Jim Zenchyson
Joan Brady's Mom
Joe Rossler
Karen Sheridan's Mom
Margaret Mansell
Mary Lothamer
Myanna Deavers
Myrtle Seguin
Nels and Betty Jenson's Son
Olive Wadson
Rick Pape
Sheila Bossiert
Steve Bennet
Steve Montague's Mom
Thelma Bechtel
Walter Klepachek

IN MEMORY OF FRIENDS AND FAMILY

We acknowledge, thank and pay respect to our beloved SEESA friends who passed in 2020. Our sincere condolences to all family members and friends.

Cliff Aysan
Gladys Bazylewich
Thelma Bechtel
Evelyn Besse
Florence Cunningham
Nadia Drozdiak
Martha Fester
Fern Forest
Lyle Holmes
Irene Holmstrom
Eileen Ireland
Hazel Juchli
Robert Lang
Ernie Lidgett
Margaret Mansell
Eunice McClure
Carol Anne Misselbrook
Rosalie Normey
Dick O'Connor
Rick Pape
Dick Proctor
Clyde Rigsby
Harold Thomlinson
Pat Trudeau
Lorraine Walker
Raymond Wandio
Jim Zenchyson

Why SEESA?

I joined SEESA because I want to support this gem of a community organization as it grows and evolves. Not only is it close to my home but also close to my heart!

I welcome the chance to contribute what I can, make a difference where I live, and hopefully be part of the SEESA story for years to come.

DONATIONS

Thank you to the SEESA donors who helped create the following new donation categories and a huge thank you to all the donors.

Believer (\$99 Or Less)

Trudy Bartsch
Pamela Blue
Karen Bolstler
Marcel and Carol Borle
Rosanne Buijs
Mary Cameron
Colin and Darlene Carter
Patricia Cettiga
Sharon Chadwick
Joan Cholak
Richard and Gail Clarke
Jim Clifford
Susan Crowe
Carol Dearden
Cheryl Doty
Susan Driver
Janice Edgington
Lisa Eriksson
Elaine Essien
Phyllis Footz
Lynn Fraser
Elsa Marie Frazer
Twyla and Neil Gibson
Doris Giroux
June Grieg
Charles and Jean Hall
Melanie Hansen
Jim Heidecker
Barry Hendrick
Karen Hobbs
John and Jean Holowaychuk
Mary Anne Jaedicke
Gerry Jenkins
Mike and Debbie Kalinowski
Nancy Kardash
Colin Kinnell
Peter Kneubuhler
Dorothy Korbut
Madeleine Landry
Michael Langstone
Ron Law
Karen Lee

Evelyn McCracken and Roger Miller
Sandra McFadyen
Mike McGee
Darlene McIntosh
Marjorie McLean
Nelson and JoAnne McRae
Valerie Melville
Phyllis Molyneux
Carol Morgan
Rick Morrow
May Louise Moskuwich
Colleen Murdoch
Joanne Neal
Jim and Lorna Nesdole
Terry Nicholson
Eman Oliver
Dianne Osback
Chery Paran
Clarence Paulson
Lois Pawl
Avril Pike
Kathleen Pongar
Ollie Reid
Brenda Remin
Nancy Sanborn
Marie Sandford
Sharon Shea
Elsie Stannard
Jeanette Stern
EvaGay Sutherland
Paul and Mary Anne Vanderham
Carol Warshawski
Leslie Wellman
Sheri Woo
Colette Zuberbuhler
The Benevity Community Impact Fund

Advocate (\$100 - \$249)

Darlene Bartman
Maxine Charlton
Noel and Rose Marie Constantin
Betty Dean
Debra Denton

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Allan Faunt
Karen Hansen
Donald Hart
Freda Jackson
Elaine Jensen
Brenda Johnston
Randilee Proctor
Norman and Frances Purschke
Marilyn Pushalik
Ellen Siegle
Jackie Simmonds
Serena Siu
Carolyn Skinner
Diane Soch
Doug and Noreen Soneff
Adele Thurston
Carole Valens
Brenda Winchester
Kaye Zenchyson
Kenilworth Community League
Senior Homecare by Angels

Guardian (\$250 - \$499)

Annetta LeClerc
Merilyn Mitchell
Sharon Patriquin
Marilyn Wakaruk
Emily Westwood
Safeway Pharmacy

Leader (\$500 - \$999)

Kay Klepachek
Deborah Miville
Governance Optimizer
CN Rail

Builder (\$1,000 - \$2,499)

JudyLynn Archer
Joan Brady
Sherr Wadson

Benefactor (\$2,500 - \$4,999)

Beingessner Family Foundation

Patron (\$5,000 - \$9,999)

Visionary (\$10,000 +)

Anonymous Donors

We acknowledge the 276 donors who contributed to SEESA in 2020 but wish to remain anonymous. ***Thank you!***

We also acknowledge and thank the clubs that work hard to provide socialization opportunities for members as well as generate revenue for SEESA, such as the Accidental Drama Club, the Melody Singers, the Community Contributors, and Casino volunteers.

Next year's Annual Report will include a breakdown of revenue over expenses earned through these wonderful initiatives.

Why SEESA?

Becoming a senior does not have to mean what it used to, a quiet life waiting for time to pass. I enjoy so many new experiences made available to me through a very small yearly membership. I have discovered activities and hobbies I never would have dreamt of trying and have been able to volunteer my time doing some very enjoyable and fun things.

This COVID time has thrown a wrench into the system but feel my continued support and zoom involvement hopefully will help to secure SEESA's continued presence in my community and my life.

Why SEESA?

In 2018 I had a couple of major surgeries and was fortunate to have many people supporting me as I recovered and healed. One was a friend who talked about her experiences with SEESA and specifically the Restorative Yoga class. With her endorsement I signed up for the class. Thus began my comfort being at SEESA for several learning opportunities and learning about the role this organization plays in Edmonton.

SEESA, as a facility and a responsive service, is quite amazing in the breadth and depth of the activities within and outside the centre. It is very comfortable to be part of this centre.

Right now, given COVID-19, I like that the board is taking time to look inward to define a strategic direction that is both affordable and possible. The gift of the virus is in part the time needed to do this difficult review and to gain support from within the membership and the broader community.

I like having real people to answer questions or hear comments. I look forward to being able to scan the hand made items for sale (I miss buying little gifts) and chatting with others face to face.

SEESA offers a friendly place that supports a variety of life style and learning needs with interesting people.

FUNDING PARTNERS

We acknowledge and thank the following organizations that provided financial support to SEESA in 2020:

- Federal Government's Emergency Wage Subsidy Program
- Provincial Government's Small and Medium Relaunch Grant
- City of Edmonton, Family and Community Support Services Program (FCSS)
- City of Edmonton, Community Facility Enhancement Program
- City of Edmonton, Community Investment Operating Grant
- The Edmonton Seniors Coordinating Council
- Edmonton Community Foundation

COMMUNITY PARTNERS

We acknowledge and thank the following individuals and organizations who supported SEESA in 2020: by sharing their expertise, time and creative ideas.

- Courtney Chamulke, Grant Thornton
- Daniel Ayotte, Grant Thornton
- Deb Alloway, Millwoods Seniors Centre Association
- Linda Ensley, Edmonton Seniors Centre
- Karen MacDonald, SAGE
- Kim Turcotte, City of Edmonton
- Susan Mann, Central Lions
- Patrick Farries, Women Building Futures

VOLUNTEERS

Because SEESA was closed from April to December, 2020 due to the COVID 19 pandemic, it was a slow year for our volunteer program. In spite of this, we had 246 volunteers, including board members, who worked 11,784 hours. Calculated at minimum wage that would equal \$176,760.

We also had 15 friendly phones calling 196 members just to stay in touch with a friendly voice.

SEESA volunteers are the very heart of our much loved organization; without them, we would never be able to provide all the needed services. It is with tremendous gratitude that we acknowledge and thank individuals who volunteered in 2020!

Unfortunately there are names missing; there are volunteers who have never been asked for permission to publish their names. This will be rectified for next year's report.

Thank you,

*Mary Anne Jaedicke
Volunteer Engagement
Coordinator*

Thank you to:

Dan Acheson
Linda Acheson
Bobbie Adams
Agnes Aikins
Allison Akgungor,
Mieke Alexander
Alexandra Anderson
Ted Anderson
JudyLynn Archer
Bernice Armstrong
Heather Arndt
Judy Ashton
Denise Audet
Lynn Ausman

Linda Axley
Joyce Aysan
Heather Baker
Pamela Banser,
Gene Barabash
Dale Barnhill
Ratna Basappa
Dora Bilko
Joyce Blacklock
Vicky Blinston St John
Gordon Block
Karen Bolstler
Carol Borle
Marcel Borle
Sheila Bossert
Lorne Bradley
Joan Brady
Elizabeth Bruneau
Maureen Buckley
Kim Buehler
Walt Butler
Elaun Cable
Elizabeth Caragannis
Colin Carter
Darlene Carter
Bea Ceretzke
Germaine Chau
Linda Chernetski
Mary Chesney
Pat Chobater,
Michael Chocho
Freda Clemens
Gerald Cliff
Sheila Clifford-MacKay
Elsie Combs
Noel Constantin
Sandra Copeland
Anne Cote
Elise Couture
Betty Dean
Betty Demers
Debbie Denton
Trudy Desmond
Linda Dewar
Sylvia Dickson
Cheryl Doty
Jim Doty
Vicki Dowd
Janice Edgington
Bunny Edwards
Audrey Ellis
Florence Ellis
Annette Evans

Don Evans
Carol Ewing
Margo Fauchon
Bruce Faunt
Harry Ference
Myra Fodchuk
Phyllis Footz
Elaine Ford
Jeannette Fortier
Mary Fournier
Darlene Fraser
Margaret Fraser
Elsa-Marie Frazer
Johanna Fritsche
Norma Gallardo
Dianne George
Margaret German
Wendy Gilchrist
Bill Gillespie
Sandra Golan
Murray Golden
Pat Goshko
Marcia Goulet
Nancie Graves
Daryl Gray
Bob Griffith
Ken Hadlington
Melanie Hansen
Peggy Hansen
Ann Hartwig
Allen Hasselgren
Glenda Hawkins
Joan Hawkins
MaryAnne Hawryluk
Karen Hayny
Dave Heatley
Nancy Heaton
Natalie Hingley
Iris Hrushchak
Ruth Ingles
Marilyn Isitt
Ron Jacobs
Mary Anne Jaedicke
Joan James
Marcelle Jamieson
Pierre Jean-Louis
Gerry Jenkins
Niels Jensen
Barbara Johnston
Brenda Johnston

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Grace Johnston
Lorraine Kalis
Keith Kasha
Pat Kemaldean
Kathy Kennedy
Ben Kennedy
Ellen Killips
Carl Kindred
Sandra King
Colleen Klammer
Chris Kocil
Bob Konojacki
Dorothy Korbut
Claire Kotun
Bonnie Kupina
Bonita Lange
Ben Lauber
Pearl Lauber,
Claire Laverdiere
Kim LeBlanc
Walter Lechelt
Bernice Libich
Susan Lindsay
Lynn Linklater
Dee Litke
Barbara Lyon
Bernice MacRae
Gloria Makar
Juanita Makinson
Silvia Malfanti
Shirley Manchak
Daniel Maradyn
Norma Marion
Sharon Martin
Mary Massick
Evelyn McCracken
Jan McGruther
David McKay
Marjorie McLean
Joyce Mellor
Don Michaud
Donna Miller
Roger Miller
Deb Mills
Deborah Miville
Sharon Moffatt
Steve Montague
Dorothy Munro
Colleen Murdoch
Lillian Nichol
Catherine Nicol
Harvey Norstrom
Jean Northill

Dallis Nowoselski
Susan O'Brien
Judy Oliver
Caroline Olynyk
Dianne Osback
Arlene Ostrosser
Danielle Paradis
Dave Patterson
Lois Pawl
Melanie Pedersen
Christine Peleshok
Catherine Perry
Richard Perry
Thea Pfalz
Avril Pike
Lorna Plouffe
Rollie Poulin
Elizabeth Prystawa
Cheryl Purpur
Elaine Radulski
Claudia Ramsay
Jackie Rawson
Myrna Reeves
Ollie Reid
Brenda Remin
Clyde Rigsby
Suzanne Rigsby
Loreen Riley
Dave Rochefort
Anne Romanow
Irma Rowlands
Judy Rushton
Carol Ryll
Marilyn Sandahl
Merrill Sandahl
Phyllis Schafer
Barry Scheuerman
Shawn Schmidt
Lorraine Seguin
Jeanne Shannon
Karen Sheridan
Stephen Siu
Roger Smeland
Rita Solkowski
Laura Stewart,
Sako Strikwerda
Genie Tchoryk
Clara Thomas
Jim Thomas
Bill Tkachuk
Margot Trembath
Rose Tremblay
Beth Turnbull

Deb Turner
Dee Turner,
Johan Van Braeden
Phil Vere
Sherr Wadson
Carol Warshawski
Jean Weekes
Joanne Wenzel
Emily Westwood
Barb Willis
Betty Wilson
Pete Wilson
Brenda Winchester
Maureen Winchester
Janette Witt
Cathy Wyard-Scott,
Jean Yahodenko
Lil Yakimishyn
Shirley Yakimishyn
Jeanne Yakimyshyn
Maria Yakula
Joan Yandean
Bill Yasunaka
Kaye Zenchyson

SEESA Board Members

- JudyLynn Archer
- Ratna Basappa
- Bill Tkachuk
- Dave Patterson
- Brenda Lee Winchester
- Michael Langstone
- Ian Nicol
- Heather Halpenny
- Robert Zifkin
- Marilyn Mitchell

***Calculated at
minimum wage, our
volunteer hours would
equal \$176,760.***