ASFPM Chapter Meeting

Agenda
May 19, 2010 – Oklahoma City, OK

1. Welcome
   Kait Laufenberg

2. Foundation Projects
   George Riedel
   - Risk Assessment Project - volunteers
   - FloodManager Interactive Game

3. EMI / FEMA Advanced Training Modules
   Tom Hirt

4. ASFPM’s CFM® Refresher Course
   George Riedel

5. Reliability & Validity FPM Practice Survey
   Kait Laufenberg

6. Chapter Renewals
   Kait Laufenberg

7. Chapters – Business/Administration
   Kait Laufenberg / Rick Henneger
   - ASFPM Chapter Resources & Benefits
     ✓ “All Chapters” Calls
     ✓ Chapter Communications / Alerts
     ✓ Website Hosting / Chapter Websites
   - Insurance
   - IRS Tax-Exempt Status
   - Constitution & Bylaws - best practices
   - Board / Officer Resources & Support

8. Questions

9. Next “All Chapters” Call – July 15th, 2010 @ 1:00pm CT (2pm ET, 11am PT)

ASFPM Staff:
   Kait Laufenberg, George Riedel, Debbie Pond, and Anita Larson

ASFPM Counsel:
   Rick Henneger
**"FLOODMANAGER"**

**AN INTERACTIVE PROFESSIONAL GAME**

Developed by the ASFPM Foundation

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**What Is It?**

"FloodManager" is a serious computer game or simulator. It was conceived to teach decision-makers the primary floodplain management principles they can apply to their community to increase resilience against flood disasters and to develop their community in a manner that most benefits the community while adhering to the tenets and practices of No Adverse Impact (NAI). Economic development via property and sales tax revenues is a community’s lifeblood, for both individuals and local government, so floodplains and other critical resource areas continue to be developed, but without the long-term foresight of knowing and planning for the consequences. "FloodManager" walks local decision-makers through various options regarding the use and development of their floodplains as they grow a typical town. Then, after a selected period of time and exposure to random flood events, the consequences of those decisions can be viewed and analyzed.

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**Who Is Creating It?**

The ASFPM Foundation contracted with PlayGen, Ltd. to develop "FloodManager"; their primary office is in London, England, with representatives in Johnstown, PA. PlayGen is a leading developer of serious games, simulations, and game technology products. They are committed to making learning more engaging and fun by using a host of gaming technologies to produce high quality experiences which successfully deliver measurable improvements in knowledge, skills, and behavior. The company has developed projects for several national and international companies and governments throughout the United Kingdom (UK), as well as the U.S. Department of Defense. One of PlayGen's more recent projects was the development of FloodSim, an accessible interactive serious game designed to raise public awareness of the complex issues around flood policy in the UK. It provides detailed feedback to insurers and policy makers about public attitudes towards specific flood protection options.

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**Who Will Use It?**

The Foundation is currently in the planning stages for developing a use and dissemination plan for "FloodManager". Of primary importance is getting this learning tool into the appropriate agencies and offices where it will be put to the most productive use. Likely this distribution will be through State Floodplain Managers and Hazard Mitigation Officers and through the ASFPM State Chapters. Since the current version of "FloodManager" can be built upon to provide an even more complex analysis and result format, the ability of the Foundation to fund such growth must be determined and, if found worthwhile, put into place. Various options for funding the future growth and use of "FloodManager" will be explored, but a primary method will be through company sponsorships. A company’s name will be displayed prominently in the game scenario with a $3,000 donation to this project. Please contact Foundation Development Chair Dale Lehman or any Foundation Trustee if you are interested!

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**When/Where Can YOU See It?**

Attendees at the 2009 ASFPM Conference in Orlando are invited to view the Alpha Version of "FloodManager". It will run continuously at the ASFPM Foundation booth in the exhibits area. There will also be two narrated showings by PlayGen conducted during Concurrent Sessions at the conference. Viewers are invited to provide written comments and suggestions to the Foundation using either the comment sheets provided at the viewings or by email to Curtis Beitel at curtis.beitel@jacobs.com and/or Wally Wilson at WallacelAWilson@earthlink.net. Comments may also be dropped off at the ASFPM Registration Desk during the conference.

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For more information on FloodManager or the ASFPM Foundation, please see our website [www.asfpmfoundation.org](http://www.asfpmfoundation.org) OR call 608-274-0123
FEMA’s Emergency Management Institute has announced the availability of eight one-day training modules addressing advanced concepts in floodplain management. These modules were developed by a team including representatives from FEMA Headquarters and Regional offices, NFIP State Coordinators and local officials. Development of one-day advanced topic modules and EMI’s Train the Trainer is part of a long range plan to increase the number of instructors and courses that can deliver field-based training. Each module can be field delivered and includes an instructor’s guide, student manual, presentations, interactive exercises, and job aids.

The courses currently developed are E194, Advanced Floodplain Management Concepts (which includes Local Floodplain Manager Roles and Responsibilities, NFIP Floodplain Rules and Regulations In-Depth, LOMCs and Local Floodplain Management, and Planning for Post-Disaster Integrated Management); and E282, Advanced Floodplain Management Concepts (which includes Flood Insurance for the Local Floodplain Manager, Higher Standards and NAI Concepts, Hydrology and Hydraulics for the Floodplain Manager, and Manufactured Homes & RVs in the Floodplain). While these courses are offered as a resident course at EMI once a year, it is also intended for field delivery by State NFIP Coordinators and state Floodplain Management Chapters and Associations. A field delivered course is considered a “G” course and can be found in the EMI catalog as “G194” and “G282”.

**Local Floodplain Manager Roles and Responsibilities (included in G194)** – This module reviews the major roles of the floodplain manager who serves as a coordinator, regulator, educator, and planner. Participants learn about the organizations and individuals that need to be coordinated with, recordkeeping practices, regulatory responsibilities, tools for handling violations, and methods for providing information on insurance implications and mitigation planning.

**NFIP Floodplain Rules and Regulations In-Depth (included in G194)** – The scope of this module includes floodway and encroachment requirements, new residential building requirements, development in approximate A zones, accessory and agricultural buildings, anchoring fuel storage tanks, regulating recreational vehicles, environmental/historic preservation regulations, and typical compliance problems.

**LOMCs and Local Floodplain Management (included in G194)** – This module explores the floodplain management implications of LOMCs for the local floodplain administrator. Activities include a review of LOMC types, proposed development scenarios, local considerations and responsibilities in signing a Community Acknowledgement Form, opportunities to promote best practices, and review of sample ordinance language to manage floodplains and provide enforcement authority at the local level.

**Planning for Post-Disaster Integrated Management (included in G194)** – The scope of this module includes an introduction to pre- and post-disaster planning as well as an introduction to post-disaster operations. Participants learn how to identify partners and resources, create a post-disaster SOP, manage public information campaigns, conduct detailed substantial damage inspections, handle substantial damage declarations and posting, manage permitting, documentation, and compliance, and access potential funding sources.
**Flood Insurance for the Local Floodplain Manager (included in G282)** – This training module discusses the basics of flood insurance backed by the National Flood Insurance Program including NFIP coverage, rating, NFIP policy information, rate and rule changes, and opportunities for flood insurance outreach.

**Hydrology and Hydraulics for the Floodplain Manager (included in G282)** – This training course discusses the basics of both hydrology and hydraulics and explores the fundamentals of the Flood Insurance Study and Flood Insurance Rate Map. Topics also include a discussion of the flood profile, floodways, special considerations in the mapping process, and Flood Insurance Study interpretation.

**Manufactured Homes and RVs in the Floodplain (included in G282)** – The scope of this module includes an in-depth discussion of the 2008 changes in HUD rules related to manufactured home installation, and inspection. The training also includes analysis of the site review process, foundation design, other installation concerns, enforcement of NFIP regulations and HUD regulations related to manufactured home installation and consideration of recreational vehicles in the floodplain.

**Higher Standards and NAI Concepts in Floodplain Management (included in G282)** – This module discusses the concept of higher standards and implementation of higher standards specifically related to freeboard, critical facilities, detailed BFE determinations in A Zones, subdivision requirements, prohibition of fill, and enclosure limitations.

To request materials for field delivery of these modules please contact your Regional Training Coordinator.

Also, please forward this to your State NFIP Coordinators who can request the training material from their State Training Officer. A list of State Training Officers can be found on page 153 of the 2010 EMI Course Catalog which can be accessed at [http://training.fema.gov/EMICourses/docs/FY10%20EMI%20Catalog%20for%20Web.pdf](http://training.fema.gov/EMICourses/docs/FY10%20EMI%20Catalog%20for%20Web.pdf).

If you have any questions, please contact Rhonda Montgomery at (202) 646-3072 or Prasad Inmula at (301) 447-1351.
STATE TRAINING OFFICES

REGION I

Connecticut
State Training Officer
Connecticut Department of Emergency Management and Homeland Security
25 Sigourney Street, 6th Floor
Hartford, Connecticut 06106
(860) 706-5519
Fax: (860) 706-5539
www.ct.gov/demhs/site/default.asp

Maine
State Training Officer
Maine Emergency Management Agency
State House, Station 72
Augusta, Maine 04333-0072
(207) 624-4460
Fax: (207) 287-3189
www.maine.gov/mema/

Massachusetts
State Training Officer
Massachusetts Emergency Management Agency
400 Worcester Road
Framingham, Massachusetts 01702-5399
(508) 820-1405
Fax: (508) 820-2030
www.mass.gov

New Hampshire
State Training Officer
New Hampshire Homeland Security and Emergency Management
33 Hazen Drive
Concord, New Hampshire 03305
(603) 271-2661; (603) 271-2231
Fax: (603) 271-1091
www.nh.gov/safety/divisions/bem/

Rhode Island
State Training Officer
Rhode Island Emergency Management Agency
645 New London Avenue
Cranston, Rhode Island 02920-3097
(401) 462-7122
Fax: (401) 944-1891
www.riema.ri.gov

Vermont
State Training Officer
Vermont Emergency Management Agency
Waterbury State Complex
103 South Main Street
Waterbury, Vermont 05671-2101
(802) 241-5094
(800) 347-0488
TTY: (888) 545-7598
Fax: (802) 241-5349
www.dps.state.vt.us/

REGION II

New Jersey
Training Officer
New Jersey Office of Emergency Management
P.O. Box 7068
One River Road
West Trenton, New Jersey 08628-0068
(609) 584-5000 (ext. 5009)
Fax: (609) 584-1528
www.state.nj.us/oem/county/

New York
State Training Officer
New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, New York 12226-2251
(518) 292-2351
Fax: (518) 322-4987
www.semo.state.ny.us/
Puerto Rico
Training Officer
Puerto Rico Emergency Management Agency
115 Eleanor Roosevelt Avenue
Hato Rey, Puerto Rico 00906-6597
(787) 724-0124

Virgin Islands
State Training Officer
Virgin Islands Territorial Emergency Management Agency (VITEMA)
St. Thomas, U.S. Virgin Islands 00802
(340) 774-2244
Fax: (340) 774-1491

REGION III

Delaware
State Training Officer
Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, Delaware 19977-9628
(302) 659-2233
Fax: (302) 659-6855
www.dema.delaware.gov

District of Columbia
Training Officer
DC Emergency Management Agency
2720 Martin Luther King, Jr., Avenue, SW
Washington, DC 20032
(202) 727-6161; (202) 673-2101 (ext. 1162)
Fax: (202) 673-2290
http://dcema.dc.gov

Maryland
Training Officer
Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, Maryland 21136-4541
(410) 517-3600; (410) 517-3623
(877) MEMA-USA
Fax: (410) 517-3610
www.mema.state.md.us/

Pennsylvania
State Training Officer
Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg, Pennsylvania 17110-9364
(717) 651-2141; (717) 651-2120
(717) 346-3105
www.pema.state.pa.us/

Virginia
State Training Officer
Virginia Department of Emergency Management
10501 Trade Court
Richmond, Virginia 23236-3713
(804) 897-6500
Fax: (804) 897-6556
www.vdem.state.va.us/

West Virginia
State Training Officer
West Virginia Division of Homeland Security and Emergency Management
Building 1, Room EB-80
1900 Kanawha Boulevard East
Charleston, West Virginia 25305-0360
(304) 558-5380
Fax: (304) 344-4538
www.wvdhsem.gov

REGION IV

Alabama
State Training Officer
Alabama Emergency Management Agency
5898 County Road 41
P.O. Drawer 2160
Clanton, Alabama 35046-2106
(205) 280-2221
Fax: (205) 280-2493
http://ema.alabama.gov

Maryland
Training Officer
Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, Maryland 21136-4541
(410) 517-3600; (410) 517-3623
(877) MEMA-USA
Fax: (410) 517-3610
www.mema.state.md.us/

Florida
State Training and Exercise Officer
Florida Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, Florida 32399-2100
(850) 413-9899
Fax: (850) 488-6250
floridadisaster.org
Georgia
State Training Officer
Georgia Emergency Management Agency
1000 Indian Springs Drive
Forsyth, Georgia 31029
(478) 993-4621
Fax: (478) 993-4260
www.gema.state.ga.us

Kentucky
Training Supervisor
Kentucky Division of Emergency Management
100 Minuteman Parkway
Frankfort, Kentucky 40601
(502) 607-5733
Fax: (502) 607-5710
http://kyem.ky.gov

Mississippi
State Training Officer
Mississippi Emergency Management Agency
P.O. Box 5644
1 MEMA Drive
Pearl, Mississippi 39288
(601) 933-6362
Fax: (601) 933-6800
www.msistema.org

North Carolina
State Training Officer
North Carolina Division of Emergency Management
4713 Mail Service Center
Raleigh, North Carolina 27699-4713
(919) 733-3426
(919) 733-2500
Fax: (919) 733-6327
http://www.ncem.org

South Carolina
Training and Exercise Manager
South Carolina Emergency Management Division
2779 Fish Hatchery Road
West Columbia, South Carolina 29172
(803) 737-8648
Fax: (803) 737-8570
www.scemd.org

Tennessee
State Training Officer
Tennessee Emergency Management Agency
3041 Sidco Drive
Nashville, Tennessee 37204-1502
(615) 741-2924
Fax: (615) 741-4173
www.tnema.org

REGION V

Illinois
State Training Officer
Illinois Emergency Management Agency
2200 South Dirksen Parkway
Springfield, Illinois 62703
(217) 557-4791
www.state.il.us/iema/

Indiana
State Training Officer
Indiana Department of Homeland Security
Public Safety Training Institute
302 West Washington Street, Room E308
Indianapolis, Indiana 46204-2760
(317) 232-2539
Fax: (317) 234-0736
www.in.gov/dhs

Michigan
State Training Officer
Michigan State Police
Emergency Management Division
4000 Collins Road
Lansing, Michigan 48910-8136
(517) 333-5021
Fax: (517) 333-4987
www.michigan.gov/emd

Minnesota
State Training Officer
Minnesota Homeland Security and Emergency Management
444 Cedar Street, Suite 223
St. Paul, Minnesota 55101-6223
(651) 201-7441
Fax: (651) 296-0459
www.hsem.state.mn.us/
Ohio
State Training Officer
Ohio Emergency Management Agency
2855 West Dublin-Granville Road
Columbus, Ohio 43235-2206
(614) 889-7168
Fax: (614) 799-3831
http://ema.ohio.gov

Wisconsin
State Training Officer
Wisconsin Emergency Management
2400 Wright Street
Madison, Wisconsin 53707-7865
(608) 242-3213
Fax: (608) 242-3247
http://emergencymanagement.wi.gov/

REGION VI

Arkansas
Training and Exercise Branch Manager
Arkansas Department of Emergency Management
Building 9501 Camp Joseph T. Robinson
North Little Rock, Arkansas 72199-9600
(501) 730-9751
Fax: (501) 730-9754
www.adem.arkansas.gov/

Louisiana
Training Officer
Louisiana Office of Emergency Preparedness
7667 Independence Boulevard
Baton Rouge, Louisiana 70806-6404
(225) 925-7324
Fax: (225) 925-7501
www.ohsep.louisiana.gov

New Mexico
State Training Officer
New Mexico Department of Homeland Security and Emergency Management
P.O. Box 27111
13 Bataan Boulevard
Santa Fe, New Mexico 87508
(505) 476-9690
Fax: (505) 471-5922
www.dps.nm.org

REGION VII

Iowa
State Training Officer
Iowa Homeland Security and Emergency Management Division
7105 NW 70th Avenue, Camp Dodge
Building W-4
Johnston, Iowa 50131
(515) 725-3281
Fax: (515) 281-3260
www.iowahomelandsecurity.org

Kansas
State Training Officer
Kansas Division of Emergency Management
2800 Southwest Topeka Boulevard
Topeka, Kansas 66611-1287
(785) 274-1413
Fax: (785) 274-1426
http://www.accesskansas.org/kdem

Missouri
State Training Officer
Missouri Emergency Management Agency
P.O. Box 116
2302 Militia Drive
Jefferson City, Missouri 65102-0116
(573) 526-9110
Fax: (573) 526-9262
www.sema.dps.mo.gov
Nebraska
State Training and Exercise Programs Manager
Nebraska Emergency Management Agency
1300 Military Road
Lincoln, Nebraska 68508-1090
(402) 471-7349
Fax: (402) 471-7433
www.nema.ne.gov

REGION VIII

Colorado
State Training Officer
Colorado Division of Emergency Management
9195 East Mineral Avenue, Suite 200
Centennial, Colorado 80112-3549
(720) 852-6617
Fax: (720) 852-6750
www.dola.state.co.us/oem/oemindex.htm

Montana
State Training Officer
Montana Disaster and Emergency Services
Division
P.O. Box 4789
1900 Williams Street
Fort Harrison, Montana 59636-4789
(406) 841-3968; (406) 841-3911
Fax: (406) 841-3965
http://dma.mt.gov/des/

North Dakota
Training Officer
North Dakota Department of Emergency Services
P.O. Box 5511
Fraine Barracks Lane, Building 35
Bismarck, North Dakota 58506-5511
(701) 328-8100
Fax: (701) 328-8181
www.nd.gov/des

South Dakota
State Training Officer
South Dakota Office of Emergency Management
118 West Capitol Avenue
Pierre, South Dakota 57501-5070
(605) 773-3420; (605) 773-3231
Fax: (605) 773-3580
www.oem.sd.gov

Utah
State Training Officer
Utah Division of Emergency Services and Homeland Security
Room 1110, State Office Building
Salt Lake City, Utah 84114-1710
(801) 538-3400; (801) 538-3758
Fax: (801) 538-3770
http://homelandsecurity.utah.gov

Wyoming
Training Officer
122 West 25th Street
1st Floor East Herschler Building,
Cheyenne, Wyoming 82002
(307) 777-4915
Fax: (307) 638-7670
http://wyohomelandsecurity.state.wy.us/

REGION IX

Arizona
State Training Officer
Arizona Division of Emergency Management
5636 East McDowell Road
Phoenix, Arizona 85008
(602) 231-6262
Fax: (602) 231-6356
www.azdema.gov

California
State Training officer
Office of Emergency Services
2 CSTI Building 904, Highway #1
Camp San Luis Obispo, California 93406
(805) 549-3543
www.oes.ca.gov

Hawaii
State Training Officer
Hawaii State Civil Defense
3949 Diamond Head Road
Honolulu, Hawaii 96816-4495
(808) 733-4300; (808) 733-4301
Fax: (808) 733-4287
www.sed.hawaii.gov
Nevada
State Training Officer
Nevada Department of Public Safety
Division of Emergency Management
2478 Fairview Drive
Carson City, Nevada 89701
(775) 687-0389
Fax: (775) 687-0323
http://dem.state.nv.us/

American Samoa
Executive Director
Territorial Emergency Management Coordinating Office (TEMCO)
American Samoa Government
P.O. Box 1086
Pago Pago, American Samoa 96799
(808) 847-1998
Fax: (684) 699-6414

Guam
State Training Officer
Guam Homeland Security
Office of Civil Defense
Building 221-B Chalan Palasyo Street
Agana Heights, Guam 96910
(671) 475-9600
Fax: (671) 475-3727
http://guamhs.org

Northern Mariana Islands (MP)
Director
Emergency Management Office
Commonwealth of the Northern Mariana Islands
P.O. Box 10007
Saipan, Mariana Islands 96950
(670) 322-9528; (670) 322-9529
Fax: (670) 322-1748
www.cnmiemo.gov.mp

Republic of the Marshall Islands (MH)
Director
National Disaster Management Office
Office of the Chief Secretary
P.O. Box 15
Majuro, MH 96960-0015
(692) 625-5181
Fax: (692) 625-6896

Federated States of Micronesia (FM)
National Disaster Control Officer
Federated States of Micronesia
P.O. Box PS-53
Kolonia, Pohnpei-Micronesia 96941
(691) 320-8815
Fax: (691) 320-2785

REGION X

Alaska
State Training Officer
Alaska Division of Homeland Security and Emergency Management
P.O. Box 5750
Building 49000
Ft. Richardson, Alaska 99505-5750
(907) 428-7084
(907) 428-7065
Fax: (907) 428-7009
www.ak-prepared.com/

Idaho
State Training Officer
Idaho Bureau of Homeland Security
Military Division
4040 West Guard Street, Building #600
Boise, Idaho 83705-5004
(208) 422-3417
Fax: (208) 422-3044
www.bhs.idaho.gov

Oregon
State Training Officer
Oregon Emergency Management Division
PO Box 14370
Salem, Oregon 97309-5062
(503) 378-2911

Washington
State Training Program Manager
Washington State Emergency Management Division
Mailstop TA-20, Building 20
Camp Murray, Washington 98430-5122
(253) 512-7048
Fax: (253) 512-7206
www.emd.wa.gov/
### R&V CFM® Survey Fall 2009

#### Survey Recipients
- **6622 people (Pool)**
- **2187 people (33% of Survey Pool)**
- **1664 people (25% of Survey Pool)**

#### Survey Completers (1664 people)

<table>
<thead>
<tr>
<th>Non-CFMs</th>
<th>91</th>
<th>(5% of Completers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFMs</td>
<td>1573</td>
<td>(95% of Completers)</td>
</tr>
<tr>
<td>ASFPM CFMs</td>
<td>1008</td>
<td>(61% of Survey Completers)</td>
</tr>
<tr>
<td>TX CFMs</td>
<td>294</td>
<td>(17% of Survey Completers)</td>
</tr>
<tr>
<td>NC CFMs</td>
<td>121</td>
<td>(7% of Survey Completers)</td>
</tr>
<tr>
<td>IL CFMs</td>
<td>100</td>
<td>(6% of Survey Completers)</td>
</tr>
<tr>
<td>NM CFMs</td>
<td>38</td>
<td>(2% of Survey Completers)</td>
</tr>
<tr>
<td>AR CFMs</td>
<td>4</td>
<td>(&lt;1% of Survey Completers)</td>
</tr>
<tr>
<td>OK CFMs</td>
<td>3</td>
<td>(&lt;1% of Survey Completers)</td>
</tr>
<tr>
<td>No State Provided</td>
<td>5</td>
<td>(&lt;1% of Survey Completers)</td>
</tr>
</tbody>
</table>

#### Percentage of work time in current job spent on FPM activities?
- 48% of respondents spend 30% or less of their work time on FPM activities, 18% of those respondents spent 1-10% of their time on FPM activities.
- 14% of respondents spend 91-100% of their work time on FPM activities.

#### Highest degree earned?
- 1% No Degree
- 11% HS Diploma / Equivalent
- 7% Associates degree
- 49% Bachelor’s degree
- 29% Master’s degree
- 2% Doctorate

#### Years of FPM experience?
- 5% <1 Year
- 35% 2-5 Years
- 25% 6-10 Years
- 15% 11-15 Years
- 6% >26 Years

#### Sector – Current Position
- 59% Public Sector
- 39% Private Sector

#### Current Organization’s Sector / Level
- 2% N/A
- 48% Local (city, county)
- 8% State
- 5% Regional or Multi-State
- 9% Federal
- 27% Private
- 1% Academia

#### Location of Work Organization
- N/A <1%
- International <1%
- Region I 2%
- Region II 2%
- Region III 8%
- Region IV 25%
- Region V 12%
- Region VI 24%
- Region VII 4%
- Region VIII 8%
- Region IX 11%
- Region X 3%
## Rank FPM Duties by Importance

### MOST IMPORTANT

1. Administer FPM Programs (38%), Perform Mapping Activities (23%)
2. Perform Customer Service (27%), Perform Hazard Identification & Risk Assess (21%)
3. NONE
4. NONE
5. Perform Outreach Activities (20%)
6. Perform Mitigation & Preparedness Activities (29%)
7. Perform Disaster Response & Recovery Activities (38%)

### LEAST IMPORTANT

Considering total set of tasks in the survey, how much do you agree they provide an accurate analysis of the FPM occupation?

<table>
<thead>
<tr>
<th>Agreement Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>18%</td>
</tr>
<tr>
<td>Agree</td>
<td>48%</td>
</tr>
<tr>
<td>Somewhat Agree</td>
<td>23%</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
<td>4%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5%</td>
</tr>
</tbody>
</table>

Rank the following Knowledge Areas & Skills in order of IMPORTANCE as it pertains to your current role in FPM:

### EXTREMELY IMPORTANT

- 62% Skill in Map Reading
- 55% Knowledge of Floodplain Mapping
- 55% Skill in Communication (written, verbal, listening)
- 50% Knowledge of the National Flood Insurance Program

### IMPORTANT

- 54% Skill in Organization
- 53% Skill in Facilitation
- 52% Skill in Computer Software, Skill in Time Management
- 51% Knowledge of Community / State / Federal Resources

### SOMEWHAT IMPORTANT

- 45% Knowledge of Geomorphology
- 42% Knowledge of GPS
- 37% Knowledge of Grant Opportunities

### NOT IMPORTANT AT ALL

- 41% Knowledge of Coastal Barrier Resource Area (COBRA) zones
- 38% Knowledge of Mutual Aid Agreements
Rank the following Knowledge Areas & Skills in order of your FAMILIARITY with it, as it pertains to your current role in FPM:

**VERY FAMILIAR**
- 55% Knowledge of Floodplain Mapping
- 52% Knowledge of Basic Math/Statistics
- 48% Skill in Problem Solving
- 40% Knowledge of Hydrology & Hydraulics Concepts
- 37% Knowledge of Permitting Process

**FAMILIAR**
- 52% Skill in Time Management
- 50% Skill in Leadership
- 49% Skill in Organization
- 47% Knowledge of the National Flood Insurance Program

**SOMETHING FAMILIAR**
- 34% Knowledge of other Agency or Dept. Regulations
- 28% Knowledge of Building Codes

**MINIMALLY FAMILIAR**

**NOT FAMILIAR**
- 39% Knowledge of Incident Command Structure (ICS)
- 30% Knowledge of Coastal Barrier Resource Area (COBRA) zones
- 28% Knowledge of Grant Opportunities
- 28% Knowledge of Geomorphology

Considering total set of tasks in the survey, how much do you agree they provide an accurate analysis of the FPM occupation?

- Strongly Agree 24%
- Agree 56%
- Somewhat Agree 15%
- Somewhat Disagree 1%
- Disagree <1%
- Strongly Disagree 4%

**NATIONAL SALARY INFO.**

*Optional* - What is your current salary range? (1551 people answered, 636 skipped this question).

*Note:* this information is not broken out by state, region, or FPM sector.

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>4%</td>
</tr>
<tr>
<td>$20,000 - $30,000 / Year</td>
<td>17%</td>
</tr>
<tr>
<td>$31,000 - $40,000 / Year</td>
<td>15%</td>
</tr>
<tr>
<td>$41,000 - $50,000 / Year</td>
<td>9%</td>
</tr>
<tr>
<td>$51,000 - $60,000 / Year</td>
<td>7%</td>
</tr>
<tr>
<td>$61,000 - $70,000 / Year</td>
<td>11%</td>
</tr>
<tr>
<td>$71,000 - $80,000 / Year</td>
<td>&gt;$100,000</td>
</tr>
</tbody>
</table>
This listing depicts services and options presently available.

**Chapter Support**

- Executive Office chapter support provided through Training and Chapter Coordinator staff member to help with chapter assistance needs, inquiries, questions, and concerns.

**News & Views & Insider email** (contact ASFPM at memberservices@floods.org)

<table>
<thead>
<tr>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapters email ASFPM newsletter to their members</td>
</tr>
<tr>
<td>ASFPM emails direct to Chapter members (incl. clean-up)</td>
</tr>
</tbody>
</table>

**Chapter Web Site Hosting**

- Hosted web server space up to 25 MB - $100 per year.
- Annual contract- January through December
- Sub-domain of Floods.org (i.e. http://ny.floods.org) – no charge if hosted by ASFPM. If your website is hosted by ASFPM, you are responsible for maintaining your own domain name registration. This option will eliminate the need to maintain your domain registration.
- Page design and/or webmaster services are not provided by ASFPM.

**Chapter Database Maintenance**

- Chapters can ask ASFPM to manage their member database. Call us to discuss if interested.
  *Current client- South Carolina*

**Chapter CFM® Program Management (For Chapters that have an ASFPM Accredited CFM® Program)**

- Receive/Process Applications and Maintain Database - $100 per applicant for initial 2 year Certification period (verify all categories/fields on application but do not verify employment, professional references or educational background)
- Manage CECs Database and renewals - $50 for each CFM per each 2 year renewal period (includes all letters, renewal, collection of fees, and CEC tracking)
- *NOTE - These fees reflect 7 years experience operating the ASFPM Certification Program*
  *Current clients- Illinois and North Carolina*

**Chapter Training Support**

- ASFPM will develop a catalog of training modules to address ongoing needs for continuing education of floodplain management practitioners and CFMs. Training modules developed by ASFPM will be made available for chapter use at no cost.
- Chapters will receive one complete starter kit of course “originals” at no cost for each ASFPM training module upon deployment. Each kit will include: Instructor Guide, Student Manual, presentation materials, and resource documents. Chapters can produce additional copies for offering courses locally at their convenience with chapter-selected instructors.
- Chapters will have the option to contract ASFPM to present a 4-8 hour Train-the-Trainer workshop at their chapter meetings or conferences to develop a cadre of local instructors to deliver training.

**Other Services**

- Speakers - National Speaker Registry referral – no charge(when available)
“All Chapters” Call
3/18/2010, 1pm CT (2pm ET, 11am PT)

AGENDA

1. **Introduction** (5 minutes)

2. **Roll Call** (5 minutes)

3. **Chapter Administration** (40 minutes)
   a. Annual Government Filings
      - Federal Income Tax filing – Everyone files something
      - State Income Tax filing – Everyone files something
      - State Incorporation “Annual Report/Update” with State Secretary of State
      - Update/Verify currency of “Registered Agent” with State Secretary of State

     ➤ **If the Chapter does not** have IRS tax exempt status (501(c)(3), 501(c)(4), or 501(c)(6)), and State Tax-Exempt status (they must file annual income taxes AND are subject to paying taxes just like a for-profit business).

     ➤ **If the Chapter has** IRS tax exempt status, they still must file some tax paperwork, but it is simplified and they don’t have to pay income taxes (in most cases- unless they have “unrelated business income”).

     ➤ **Everyone** files some Federal and State tax paperwork every year (even tax-exempt organizations, even those with less than $25,000 in gross receipts annually). See: [http://www.irs.gov/charities/article/0,,id=169250,00.html](http://www.irs.gov/charities/article/0,,id=169250,00.html)

     ➤ As of the 2008 tax year, IRS requires organizations with $25,000 or less in gross annual receipts to file at minimum a 990 postcard (now it’s 3 pages). Previous to 2008 this was not required for these organizations. Any organization with > $25,000 in annual gross receipts have always had to file.

     ➤ If incorporated, Annual Report filing with your State Secretary of State may be required – some states require annual update reports.

   b. Annual Housekeeping
      - Membership Fees review

      ➤ Make sure membership fees are covering expenses (member services, insurance, lawyer & accountant services)

      - Insurance review
      - Recordkeeping
      1. Constitution & Bylaws (executed, dated, updated w/Amendments)
      2. Board Meeting Minutes
      3. Membership Meeting Minutes
      4. Essential Documents

     ➤ Constitution and bylaws are signed and dated, amendments included – if your constitution and bylaws are not signed and dated (preferably notarized) by the authorized signee (usually the Secretary) in office at the time the latest amendments were adopted the documents are NOT LEGAL documents.

     ➤ Meeting minutes are essential documents (legally required) which must be kept for all chapter meetings (board, general membership meetings, etc.). These should be maintained with your other essential documents (constitution, bylaws, articles of inc., tax filing, tax-exempt docs, etc.).

     ➤ Make sure records are kept in one central location (meeting minutes, tax items, etc.). Have backups in a different location.

     ➤ See if your accountant (less expensive) or attorney will hold a copy
What does ASFPM have? As of last year:
- Signed, Dated & Notarized copy of Constitution & Bylaws (except: AZ, MI, SC, TX)
- Articles of Incorporation (except: FMA, NY, OH)
  - Here’s a link to the IRS’ FAQ on Exempt Status: http://www.irs.gov/charities/article/0,,id=96590,00.html
- State Tax-Exempt Certificate (State Tax-Exempt Status) - if applicable (except: AL, AZ, CO, FMA, GA, IN, KY, LA, MD, MI, MN, MS, NC, NE, NM, OH, OK, RI, SC, WI)
  - State tax-exempt status varies by state and not all chapters will qualify by state standards for tax-exemption.

- Disaster Recovery Plan
- Document Retention Schedule and central location
- Policy Review – Sarbanes Oxley (now and future)

Post-Enron scandal – new law went into effect: Sarbanes Oxley. Currently two parts of this law apply to nonprofits: two policies you must have: whistleblower protection, and have a document retention policy (not allowed to throw stuff away unless you have a policy and then you must follow it). Emails cannot be destroyed without a retention schedule.

- There are far more requirements under Sarbanes Oxley which apply to the for-profit world that are likely to be included in the nonprofit requirements soon- the 2009 IRS 990 form is starting to add questions related to Sarbanes Oxley (this is establishing a history of your protocols that can be used against you if the law changes and these requirements are also applied to nonprofits). Now is the time to refer to the 990 questions and the Sarbanes Oxley for-profit requirements and start cleaning up your procedures to find out where you might not be in compliance should the law change.

Are there recommended document retention schedules? Currently ASFPM’s are being revised, and will share with all our chapters once they are complete. For Accredited State Chapters (which have certification programs) – any active CFM records must be kept forever, 5 years for decertified CFMs.

Are treasurers bonded? Not that we know of. It’s another kind of insurance policy. Do you need it? - How much risk is chapter willing to accept? Chapters will need to evaluate on an individual basis. Not many chapters have someone who is bonded.
- Debbie with ASFPM is bonded
- Can we put out a survey to see who is bonded before Oklahoma meeting? Maybe find out what specific items people want to know, and can put out a survey on many items. If Chapters have questions for a survey, email to Kait.

INSURANCE
- Reviewing your insurance needs annually is a good idea to make sure your coverage is continuing to meet your needs/activities as you grow.
- Chapters with conferences/events should have general liability insurance
- Errors and omissions – needed if you are doing projects- like a Disaster Response Team or where the chapter is asking volunteers to provide professional advice or assistance
- Directors and officers - may want to consider being personally protected on insurance policy
- If your event has alcohol being served at it- it may change things – read your policy. Some policies are voided when alcohol is being served. Ask your agent for ways to reduce your risk if you want to serve alcohol (cash bar, two drink ticket maximum, etc.).
- “Just because you’re not getting paid, doesn’t mean you can’t get sued” – Volunteers and Board of Directors have different liability risk involved with chapter business. Talk to an experienced nonprofit insurance agent to assess your actual risk and recommendations for coverage.
Newsletters – 1 per year

- At least one newsletter a year is required to become an ASFPM chapter. More of our chapters are not publishing even one a year anymore. ASPFM currently does not require it, but we encourage chapters to try to publish at least one newsletter per year (electronic or paper).
- Chapters can share newsletter articles with each other to help come up with new topics. ASFPM allows chapters to also reprint articles from our newsletter with credit to us (unless the article states in it that it belongs to someone else and is reprinted by ASFPM with permission- then you’d need their permission to reprint).
- Some Chapter Alerts (on a case by case basis as appropriate) can also be printed in newsletters to help communicate with membership.
- Be careful with reprinting news articles in your newsletters – you cannot reprint an article from a news source without permission (and probably a fee). News outlets are more likely to come after you to protect their copyright and they have deeper pockets than chapters to pay legal fees – don’t reprint without permission. This includes photos from news sources! Copyright infringement is not likely to be covered by your insurance.
- Newsletters are a low-cost, but valuable benefit to your membership.
- Kait always looking for chapter information for newsletter, send her your chapter best practices, new program ideas or lessons learned you would like to share with the other chapters in the “News from Chapters” section of Insider.

- Add Kait to your mailing/contact list

- Conferences – 1 per year

- Similar to newsletter, 1 conference per year is required to become an ASFPM chapter. Not all chapters are hosting one conference/workshop per year. Where possible, we encourage our chapters to host at least one event per year to bring the membership together, have elections, and host a general membership meeting. Training workshops at this event also help CFMs to get continuing education.

- Membership list / Database
  1. CFM Decert list – remove CFM from names of any members on this list
  2. CFM list link to ASPFM website (unless an Accredited State) – most up to date list of CFMs
  3. Website (chapter) updates
  4. Calendar
  5. Newsletters
  6. Conference
  7. Board List
  8. Chapter Contacts
  9. Constitution & Bylaws

- Check your website for current information – out of date information does not help you to recruit new members
- Delete information that is old, not applicable, etc. Make sure contact information up to date.
- Ask members and board to spot check items for you on a monthly basis.
- Or, you can link directly to ASFPM calendar on your website, and have Kait update the ASFPM calendar with your events.
Can make your email lists “chair@chapter” instead of actual names to help keep it current when elections occur.
  o Illinois – we make our secretary the point person for the website.
  o Arizona and New Mexico use ClubExpress to administer their website
  o RSS feeds – something people can subscribe to, get notices of updates
  o Linda to get ClubExpress info to Kait – how much does it cost, etc.

4. **ASFPM 2010 Chapter Meeting** (10 minutes)
   - Chapter Meeting is Wednesday, May 19th, 2010 from 1:00-3:30pm in Oklahoma City, OK at the ASFPM 2010 Conference. Location: Cox Convention Center, Room: TBD – more information soon.
   - Please submit agenda items for this meeting to Kait at kait@foods.org.

5. **Next Call:** TBD at 2010 Chapter Meeting in Oklahoma City – See you there!

**ADJOURN**
“All Chapters” Call Meeting Notes
1/15/2010
1pm CT (2pm ET, 11am PT)

AGENDA

Chapters who submitted agenda items discussed are indicated by their state abbreviation in parenthesis following the agenda item.

1. **Introduction** (5 minutes)
2. **Roll Call** (5 minutes) List of call participants can be found at the end of this document

3. **Chapter Administration** (20 minutes)
   a. **Membership & Renewals**
      i. New ways to reach out (w/o expense/hassle of bulk snail mail) (MO)
      ii. Online renewal/administration resources (MO & VA)

   - ASFPM has compiled a list of service providers who provide a variety of services (conference registration, payment collection, surveys, bulk emailing, webinars, web conferencing) – list can be found at the end of this document. Service providers have not been vetted by ASFPM, Chapters should do their own research to find a provider that’s right for them.
   - Chapters who currently use an online service said that the main expense and commitment is the initial start up time and resources to setup their database within the system.
     - Missouri uses Constant Contact www.constantcontact.com as their online service for membership emailing- can add contacts, unsubscribe contacts, and track mailings. Cost is $35 / month for less than 2,000 addresses.
     - Missouri uses Acteva www.acteva.com as their online service for conference attendee registration and payment. They can manage events through this software
     - GA uses Cvent www.cvent.com for their online conference registration and payment collection.

   b. **Tax & Annual Filing Info**
      i. Applying for 501(c)(3) Federal Income Tax-Exempt status (CO)

   **FEDERAL Tax-Exempt Status**
   - ASFPM recommends that Chapters apply for Federal Income Tax-Exempt status [501(c)(3), 501(c)(4), or 501(c)(6) status] to reduce their taxable income and simplify their annual Federal tax filing. *If you are not tax-exempt, your chapter is expected to pay taxes just like a for-profit business regardless of mission or nonprofit status.*
   - This is not something you want to do on your own- we recommend the Chapter hires an Accountant very familiar with nonprofit accounting to assist them in applying for Federal Tax-Exempt status.
   - Other chapters who had applied for 501(c)(3) status reported that it cost between $4,000-$5,000 to apply for the Federal Tax-Exempt status.
   - Chapters who have Federal Tax-Exempt status (in order of those who most recently to least recently received the status) are: OK, WI, AR, NJ, IL, MO, FL, TX, MI, MD, VA, MS, IN, NM, AZ, NC, FMA, CO
**STATE Tax-Exempt Status**

- ASFPM recommends that Chapters apply for State Income Tax-Exempt status [sometimes called nonprofit status] to reduce their taxable income and simplify their annual State tax filing. *If you are not tax-exempt, your chapter is expected to pay taxes just like a for-profit business regardless of mission or nonprofit self-identification.*

- State tax-exempt status may also help chapters to avoid paying sales and use tax within their state. Criteria for exempt status varies from state to state. Not all chapters will qualify in their state. Many states require an organization to get Federal Tax-exempt status before they apply for state tax-exempt status.

- Generally, this is not something you want to do on your own—hire an Accountant very familiar with nonprofit accounting to assist you in applying for state "nonprofit" Tax-Exempt status.

- Contact your state Department of Revenue or Taxation about applying for tax-exempt status (avoid doing this during tax season) or consult a nonprofit Accountant.

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**ii. Tax Season & EOY filing/reporting**

1. Finding a good Accountant / Lawyer *experience w/Nonprofits*

   - Finding an Accountant and a Lawyer who have lots of nonprofit experience will save your chapter time and money – they’ll be more familiar with laws/regs that apply to nonprofits and will take less time (and cost less money) to handle your paperwork.

2. 990 changes for 2009 tax year

   - Following the Enron scandal, the Sarbanes Oxley Act went into effect for all for-profit companies. *Most of the regulations under Sarbanes Oxley do not apply to nonprofits, but word on the street is that they will eventually apply to all organizations (even nonprofits).*

   - The IRS 990 "postcard" is now a 2 page form that includes an entire page of questions that relate to Sarbanes Oxley. It appears this is the first step toward applying Sarbanes Oxley to nonprofits and eventually your 990 "history" may come back to haunt you—make sure it’s accurate. This would be a good year to hire a nonprofit Accountant to help you complete your 990 postcard and to lay the groundwork so you won’t scrambling later to get into compliance.

3. Exempt / non-exempt? – *everyone* files something

   - Just a reminder, as of the 2008 tax year – EVERYONE files something to the IRS regardless of Federal exempt status and/or gross receipts. In 2008 the IRS started requiring everyone (even nonprofits who had Federal Tax-exempt status with less than $25,000 in gross receipts) to file *at minimum* a 990 postcard.

   - If your Chapter is not a Federal Tax-Exempt organization, it must file Federal Income Taxes just like a "for-profit" company would.

   - Likewise, if your Chapter does not have state Tax-Exempt status, it must file state taxes just like a “for-profit” company would. Tax filing requirements for state tax-exempt organizations vary from state to state, consult your nonprofit accountant to find out your Chapter’s filing requirements if it is state tax-exempt.
4. Incorporation annual reporting & your “Registered Agent”

- If your chapter is Incorporated (and we recommend incorporation is it’s not), many states require annual reports filed with the state Secretary of State office generally at year end.
- Your “Registered Agent” is the name of the person on file with the government that acts at the primary point of contact between the Chapter and the government. Notices about tax changes, required filing deadlines, and forms go to this person. Many Chapters have not changed their Registered Agent since formation. This can be problematic and can cause chapters to miss important deadline and filing information.
- ASFPM recommends that Chapters ask their nonprofit Accountant to act as their Registered Agent and house the organization’s essential documents (Constitution, Bylaws, Articles of Incorporation, Federal Tax-Exempt determination letter, State Tax-Exempt Certificate, insurance policies, etc.). Your lawyer can also provide this service (it will be more expensive). This means that chapter records don’t move when elections occur and fewer things are lost in the shuffle. Plus, your Accountant will have access to what they need to provide Chapter services.

5. W9s & 1099s (professional services) & W2s (employees)

- If you have hired lawyer, accountant, vendor, consultant or other professional to perform a service in the past year, most likely the Chapter will have to issue them a 1099 for tax preparation. For more information go to: www.irs.gov.
- If you have employees, this is the time of year you need to send out W2s (due by January 31st) for tax preparation.

C. Insurance (LA)

- Contact an experienced nonprofit insurance agent or broker in your area about what insurance is right for your Chapter and recommended coverages, limits, etc. State insurance regulations vary state to state, contact an agent in your state to find out what if any, apply to you.
- Allowing alcohol to be consumed at your event (whether the chapter “buys” the alcoholic beverages or not) MIGHT void your insurance – check with your agent to find out what, if any restrictions apply and ways to help protect against risk. Some policies cover if the event allows limited access to alcohol, for example a two drink ticket maximum.
- The best way to maintain full coverage protection when a Chapter is insured is to make sure that all Chapter representatives empowered by and acting on behalf of the Chapter are following the Chapter’s own rules, policies, and bylaws. Generally, if someone empowered to act on behalf of the Chapter violates the Chapter’s own policies they void the insurance coverage for risk incurred.
- After speaking with our agent, ASFPM strongly recommends that all chapters consider some type of coverage to insure for Liability, E&O, and D&O at minimum.
- These are broad generalizations about what may be covered by the insurance policy types below. Policies are different state to state and are tailored to specific organizational needs. Additional types of insurance/coverage may be purchased through an Umbrella / Business Package or through policy riders.

i. Liability – generally covers risks associated with accidents, injuries, property damage. Recommended especially if the chapter holds conferences / workshops – often the site has a “hold harmless clause” which means your chapter is responsible for injuries incurred at the site/event. Other riders may be attached to a liability policy to cover other types of risk. Recommended for all Chapters.
ii. **Errors & Omissions (E&O)** – often called “professional liability”, is *generally* associated with errors in professional advice given, or duties/tasks not fulfilled or overlooked (omissions). ASFPM **strongly** recommends that Accredited State Chapters (AR, IL, NC, NM, OK, TX) who have Accredited State CFM Certification programs carry E&O. *Recommended for all Chapters.*

iii. **Directors & Officers (D&O)** – *generally* covers only the organization’s Directors and Officers for decisions they make on behalf of the organization. *Recommended for all Chapters.*

iv. **Volunteers** – Volunteer Accident Insurance – *generally* covers your volunteers similar to worker’s compensation for injuries resulting from volunteer work. Check with your local agent to find out if your Chapter needs this and/or if your liability insurance covers the risk (may be able to get a Liability rider for volunteers).

v. **Employees** – Worker’s Comp & Unemployment Insurance (mandatory) – if you have employees (part time or full time), you are required by law to carry both Worker’s Compensation and Unemployment Insurance.
d. Newsletters
i. Articles, Distribution, Messaging, & Copyright

- Chapters may reprint articles (not forward the entire newsletter) from ASFPM newsletters with credit to ASFPM.
- **Copyright**—anything you write is automatically copyrighted; for questions about properly marking your copyrighted documents, contact Jacki Monday jacki.JLM@bresnan.net. Marking your copyrighted materials indicates that you intend to protect it.
- Chapters should exercise caution when reprinting material found on the Internet or from other sources to ensure they are not violating copyright. If it’s copyrighted, you must get permission to reprint and distribute it via your newsletter.

4. **Chapter Conferences** (10 minutes)
   a. Foundation – FloodManager Game (Curtis Beitel)

- The Foundation is currently working on a manual to accompany the release of the FloodManager Game. FloodManager is a simulator to teach decision-makers floodplain management principles they then apply to a virtual community in order to protect and mitigate against flood disasters. The game also helps players to develop their virtual community in accordance with NAI principles.
- When the game is ready to deploy, the Foundation will distribute the game and support material to all the ASFPM chapters, and each state NFIP Coordinating office for use within their state. ASFPM will send advance notice to chapters and state offices when the CDs are nearing deployment.
- The Foundation will be hosting a no-cost workshop at the ASFPM 2010 Oklahoma City conference to help familiarize chapters with the game, its possible uses for outreach and support at the local level. The Foundation is currently looking for chapters willing to pilot FloodManager at their spring conference. Contact Curtis Beitel at Curtis.Beitel@jacobs.com if you have an interest in piloting the game at your Spring Conference.

b. ASFPM support – speakers, training, Foundation presentations (CO)

- Diane Brown from the ASFPM Executive Office (E.O.) offered that she or Chad Ross would be willing review a Chapter’s conference contract prior to signing to help negotiate better packages, and reduce areas of concern that may create additional exposure or cost for the Chapter. If you have a contract you’d like them review, please contact them at: Diane@floods.org and/or Chad@floods.org.
- ASFPM is willing to provide Board, Staff, or Foundation representation and/or speakers for Chapter conferences as availability and funding allows. Cost share= the Chapter picks up the rep’s registration, accommodation and meals cost, and ASPFM picks up the cost of the Rep’s travel.

c. Online conference registration & resources (MO & LA)

*See notes from Agenda Item #3 above.*
5. **Sharing Resources Among Chapters** (10 minutes)
   a. Road show & Office hours w/FEMA (AZ)

   - Arizona is currently hosting what they call a “Road Show” at their conferences by having a Regional FEMA Technical Rep available for “office hours” with local floodplain managers who have questions on various topics such as CAV preparation, recordkeeping, etc. Contact Craig Sellers from the Arizona chapter if you have questions: craig.sellers@co.yuma.az.us.
   - Texas shared that they currently offer a similar “office hours” at their conferences with a CRS Representative. Contact Roy Sedwick from the Texas chapter if you have questions: rdsedwick@austin.rr.com.

   b. Newsletter Articles –adding chapters’ newsletter editors to mailing list & sharing

6. **Policy Issues** (10 minutes)
   a. RiskMap, Levees, Erosion, & Freeboard (AZ & RI)

   - ASFPM relies on feedback from Chapters to know what’s going on “on the ground” and how National policies roll down to the state and local levels; communicating policy issues with your Chapter and Regional Directors will help ensure issues of concern are communicated to ASFPM and our committees. A listing of Chapter and Regional Directors can be here: http://www.floods.org/index.asp?menuid=374&firstlevelmenuid=179&siteid=1
   - Chapters with policy committees should also be added to the appropriate ASFPM committee lists to keep current on committee issues, work plans, and activities to share information.
   - ASFPM Washington Liaison, Merrie Inderfurth writes a “Washington Report” every month for both the ASFPM newsletters. Each Chapter has two primary contacts they designate to ASFPM that receive chapter communications and ASFPM newsletters. The latest issue of the Washington Report can be found by entering “Washington Report” into the keyword search on the ASPFM webpage: www.floods.org.

7. **Schedule Next Call?**

   - Next “All Chapters” call is scheduled for Thursday, March 18th, 2010 at 1pm CT (2pm ET, 11am PT).

**ADJOURN**
Online Service Providers Listed by Service

Please note, this is for informational purposes only—this is not a recommendation for any of these service providers. None of the providers below have been vetted by ASFPM. Organizations should do their own research and reviews before signing a contract or entering into a relationship with any service provider.

Conference Registration & Payment

**Acteva** [www.acteva.com](http://www.acteva.com), Phone: 877-933-4730  Missouri Chapter uses for Conference

**Constant Contact** [www.constantcontact.com](http://www.constantcontact.com), Phone: 1-800-221-2705

**Cvent** [www.cvent.com](http://www.cvent.com), Phone; 866-318-4358  Georgia Chapter uses for Conference

**eventbrite** [www.eventbrite.com](http://www.eventbrite.com), Phone: 1-888-541-9753

**Regonline** [www.regonline.com](http://www.regonline.com), Phone: 888-351-9948

**Thriva** [www.thriva.com](http://www.thriva.com), Phone: 877-996-2267

Surveys, Questionnaires, Forms

**Constant Contact** [www.constantcontact.com](http://www.constantcontact.com), Phone: 1-800-221-2705  Missouri Chapter uses

**Cvent** [www.cvent.com](http://www.cvent.com), Phone; 866-318-4358

**SurveyMonkey** [www.surveymonkey.com](http://www.surveymonkey.com)  ASFPM uses

Bulk Emailing / Newsletters

**Constant Contact** [www.constantcontact.com](http://www.constantcontact.com), Phone: 1-800-221-2705

**Cvent** [www.cvent.com](http://www.cvent.com), Phone; 866-318-4358

**iContact** [www.icontact.com](http://www.icontact.com), Phone: 1-866-803-9462  ASFPM uses

**Topica** [http://lists.topica.com/](http://lists.topica.com/)  FREE

Webinars / Virtual Meetings

**ConferTel** [www.confertel.com](http://www.confertel.com), Phone: 1-866-930-4500

**GoToMeeting** [www.gotomeeting.com](http://www.gotomeeting.com), Phone: 1-888-646-0014

**Infinite Conferencing** [www.infiniteconferencing.com](http://www.infiniteconferencing.com), Phone: 1- 888-203-7900

**ivocalize** [www.ivocalize.com](http://www.ivocalize.com)

**Voxwire** [www.voxwire.com](http://www.voxwire.com), Phone: 800-287-8007

**WebEx** [www.webex.com](http://www.webex.com), Phone: 1-877-509-3239

**Peach New Media** [www.peachnewmedia.com](http://www.peachnewmedia.com), Phone: 1-866-702-3278
"All Chapters" Call 1/15/10 @ 1pm CT (2pm ET, 11am PT)

Chapter Representation on Call by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Chapters Represented</th>
</tr>
</thead>
<tbody>
<tr>
<td>R 1</td>
<td>None (1 chp)</td>
</tr>
<tr>
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<td>Certification Chair</td>
<td>Mike Borengasser</td>
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<td>Craig Sellers</td>
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<td>AZ</td>
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<td>Linda Potter</td>
<td><a href="mailto:linda.potter@hdrinc.com">linda.potter@hdrinc.com</a></td>
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<tr>
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<td>CO</td>
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<td>David Mallory</td>
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<td>GA</td>
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<td>Jeff Wickenkamp</td>
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<td>Loren Wobig</td>
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<td>Siavash Beik</td>
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<tr>
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<td>Errin Kemper</td>
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<td>MS</td>
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<td>Alison Brand</td>
<td><a href="mailto:abrand@sfbic.com">abrand@sfbic.com</a></td>
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<td>NC</td>
<td>Newsletter Editor</td>
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<td>Jen Marcy</td>
<td><a href="mailto:jkmarcy@pbsj.com">jkmarcy@pbsj.com</a></td>
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<td>NY</td>
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<td>Bill Nechamen</td>
<td><a href="mailto:wsnecham@gw.dec.state.ny.us">wsnecham@gw.dec.state.ny.us</a></td>
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<tr>
<td>17</td>
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<td>Conference Chair</td>
<td>Alicia Silverio</td>
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<td>TX</td>
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<td>John Grounds</td>
<td><a href="mailto:jgrounds@groundsanderson.com">jgrounds@groundsanderson.com</a></td>
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<td>Jessica Baker</td>
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<td>Amy Ronnefeldt</td>
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<td>Laura Kletti</td>
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<td>ASFPF Chapter Director</td>
<td>Mike Dopko</td>
<td><a href="mailto:mldopko@live.com">mldopko@live.com</a></td>
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<td>Jackie Monday</td>
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EO Update April 29, 2010

Issue Number: 2010-10

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1. Don’t Throw Away Your Tax-Exempt Status 2010
2. Tax-Free Employer Provided Health Insurance for Children Up to Age 27
3. COBRA Subsidy Extended to May 31
4. New Form 3115 Now Available
5. Workshops for Small and Mid-Sized 501(c)(3) Organizations
6. 2010 National Tax Forums

1. Don’t Throw Away Your Tax-Exempt Status 2010

Most tax-exempt organizations, other than churches, must file an annual return or notice with the IRS. If an organization does not file as required for three consecutive years, the law provides that it automatically loses its tax-exempt status. The IRS has posted new FAQs and an audio interview discussing the automatic revocation of tax-exempt status for failure to file on IRS.gov.

2. Tax-Free Employer Provided Health Care for Children Up to Age 27

As a result of changes made by the recently enacted Affordable Care Act, health coverage provided for an employee's children under 27 years of age is now generally tax-free to the employee, effective March 30, 2010.

The Internal Revenue Service announced that these changes immediately allow employers with cafeteria plans — plans that allow employees to choose from a menu of tax-free benefit options and cash or taxable benefits — to permit employees to begin making pre-tax contributions to pay for this expanded benefit.

IRS Notice 2010-38 explains these changes and provides further guidance to employers, employees, health insurers and other interested taxpayers.

3. COBRA Subsidy Extended to May 31

The American Recovery and Reinvestment Act (ARRA) established a 65 percent subsidy on COBRA health insurance premiums to help workers who lost their jobs as a result of the recession maintain their employer sponsored health insurance.

The Continuing Extension Act of 2010, enacted April 15, reinstated the ARRA COBRA subsidy, which had expired on March 31. As a result, workers who are involuntarily terminated from employment between Sept. 1, 2008 and May 31, 2010, may be eligible for a 65-percent subsidy of their COBRA premiums for a period of up to 15 months.

Employers, including tax-exempt organizations, other than churches and some religious organizations, must provide COBRA coverage to eligible individuals who pay 35 percent of the COBRA premium. Employers are reimbursed for the other 65 percent by claiming a credit for the subsidy on their Form 941, Employers QUARTERLY Federal Tax Return, or Form 944, Employer's ANNUAL Federal Tax Return. Tax-exempt employers are reminded to maintain supporting documentation for the claimed credit. Read more about the COBRA subsidy extension at IRS.gov.

4. Revised Form 3115 Now Available

Announcement 2010-32 informs exempt organizations and practitioners that the IRS has revised Form 3115, Application for Change in Accounting Method, and its instructions. The Form 3115 (Rev. December 2009) replaces the December 2003 version. This announcement also provides a transition period and transition guidance.

5. Workshops for Small and Mid-Sized 501(c)(3) Organizations

Register now to attend our popular workshop for small and mid-sized 501(c)(3) organizations. This introductory one-day workshop, designed for administrators or volunteers responsible for an organization’s tax compliance, will be held in Seattle, WA (May 11-13) and in the Washington, DC area (May 25-27).

6. 2010 National Tax Forums

Register now for the 2010 National Tax Forums to be presented in six locations around the country this summer. Attend three full days of workshops and get the latest information from IRS leadership and experts in the fields of tax law, compliance and ethics. Enjoy networking opportunities, earn CPE credits, and hear about the latest products and services for tax professionals.

Exempt Organizations will present a new seminar, Charities and their Volunteers: Working Together to Help the Public. In addition, several sessions of the popular EO Form 990 workshop will be presented at each tax forum location. This year the focus of this workshop is: Top 10 Things You Need to Know about the Form 990.

Page Last Reviewed or Updated: April 29, 2010
Automatic Revocation for Not Filing Annual Return or Notice

Most tax-exempt organizations, other than churches, must file a yearly return or notice with the IRS. If an organization does not file as required for three consecutive years, the law provides that it automatically loses its tax-exempt status. Loss of exempt status means an organization must file income tax returns and pay income tax, and its contributors will not be able to deduct their donations.

What must be filed this year depends on the organization's financial activity:

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Automatic Exemption Revocation for Non-Filing: Effect of Losing Exemption

What is the effect of my organization's losing its tax-exempt status?

If your organization's tax-exempt status is automatically revoked, it is no longer tax-exempt under federal law, and may be required to file one of the following federal income tax returns and pay any applicable income taxes:

- Form 1120, U.S. Corporation Income Tax Return, due by the 15th day of the 3rd month after the end of your organization's tax year; or
- Form 1121, U.S. Income Tax Return for Estates and Trusts, due by the 15th day of the 4th month after the end of your organization's tax year.

In addition, a section 501(c)(3) organization that loses its tax-exempt status cannot receive tax-deductible contributions and will not be listed in Publication 960.

Automatic Exemption Revocation for Non-Filing: Notifying Organization

How will I know if my organization's tax-exempt status has been automatically revoked?

A list of revoked organizations will be available to the public, including state charity and tax officials, on the IRS website. In addition, if the organization was recognized as exempt under section 501(c)(3) of the Internal Revenue Code, it will be removed from Publication 960. Cumulative List of Organizations described in Section 170(c) of the Internal Revenue Code of 1986.

The Internal Revenue Service will send letters to organizations that, according to our records, have not filed a required annual return or notice for three consecutive years, informing them that the organization's exempt status has been automatically revoked for failure to file.

Automatic Loss of Exemption for Non-Filing: Overview

What is automatic revocation?

Automatic revocation occurs when an exempt organization that is required to file an annual return (e.g., Form 990, 990-EZ, or 990-PF) and submit an annual electronic notice (Form 990-N, e-Postcard) does not do so for three consecutive years. The organization automatically loses its federal tax exemption, by operation of law.
Board Self-Assessment Questionnaire
The Board Self-Assessment Questionnaire allows nonprofit boards to assess their effectiveness in 12 aspects of governance - ranging from Board-Staff roles to External Relations Practices.

Now Available Online

The Board Self-Assessment Questionnaire has been updated. Questions have been revised and 16 new questions have been added. The tool is now available as an online survey and the results are tabulated for you - replacing the previous process of tabulating by hand. The data is then put in a format that makes it easy for your board to begin analysis and assessment of key areas.

At this time, this tool is available at no cost to New Hampshire Nonprofits. Nonprofits outside of New Hampshire can access the tool for a fee.

Review the questions that will be included in the survey

Download & review the Guidelines

View Sample Results

Email us to learn more or initiate the process of completing the assessment

Privacy Policy
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The Board Self-Assessment Questionnaire
The Corporate Fund

In 1983, as an investment in New Hampshire's future, a group of New Hampshire businesses, in partnership with the New Hampshire Charitable Foundation, formed The Corporate Fund. The partners pooled financial assets and annually awarded grants to selected New Hampshire nonprofits for strengthening their leadership, management, and governance. The Corporate Fund also established the Walter J. Dunfey Awards for Excellence in Management, presented annually to the state's outstanding nonprofits. Over the years, several major events were offered to the staff and board leaders of New Hampshire nonprofits on such topics as leadership, marketing, technology, entrepreneurship, and collaboration.

The first edition of the Nonprofit Board Self-Assessment Questionnaire was sponsored by The Corporate Fund as part of the development of the Nonprofit Board Self-Assessment Kit in 1992. This was followed in 1998 by the publication of Partners in Performance: A Collaborative Approach to Nonprofit CEO Development and Appraisal.

Many observers credit The Corporate Fund with being perhaps the most powerful influence on the advancements in nonprofit leadership, management, and governance in New Hampshire over the past 25 years.

A Note From the Author

I started consulting to The Corporate Fund in 1986, an affiliation that continued for 18 years and comprised one of the most personally and professional rewarding client relationships in my 40+ years as a consultant to organizations.

In 1990, The Corporate Fund asked me to develop an inexpensive method for helping nonprofit boards assess their needs for board development. Corporate Fund grants could then be directed toward resolving high priority on a given board. Over the next 18 months, I created and tested the Nonprofit Board Self-Assessment Questionnaire with the assistance of my colleagues at Antioch University New England in Keene. The Corporate Fund's “Nonprofit Board Self-Assessment Kit” was published in 1992 and has since been used by nonprofits, not only in New Hampshire and New England, but also from across the United States and abroad.

This current version of the Questionnaire and its accompanying guidelines were revised in 2009 as a result of the Corporate Fund's growing partnership with the New Hampshire Center for Nonprofits. The Center has added online technology to administer the questionnaire and make the completion and scoring of the Questionnaire easier for board members.

Please feel free to contact me (see contact information below) for any content questions on the Questionnaire or the process for analyzing outcomes. For technical matters involving the online questionnaire and tabulations of scores, please contact the NH Center for Nonprofits (Telephone: 603-225-1947; email: info@nhnonprofits.org)

While the Questionnaire and the accompanying material are copyrighted works, I always intended that nonprofit organizations should have access to this process at little or no cost. This includes permission to download and reproduce any of the materials as long as there are no costs passed on to other users. I only ask that users acknowledge the author appropriately.

Ed Tomey
March 2009

Edward J. Tomey
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Introduction

The Nonprofit Board Self-Assessment Questionnaire (BSAQ) helps nonprofits boards of directors or trustees to identify gaps between the standards for effective nonprofit boards — as implied in the Board Self-Assessment Questionnaire — and your board members’ perceptions of knowledge, skills, and processes as they carry out their board roles.

The Board Self-Assessment Questionnaire was not designed to produce statistically valid outcomes. Rather, it offers the nonprofit board a snapshot of the collective experiences of its board members. Its primary purpose is to engage the board members in discussion about their effectiveness as a board and, rather than tackle all the possible topics that a board might grapple with, to narrow the list down to those items that seem to need the most attention.

Once a board decides on which 4-6 “areas for improvement” are suggested by the Questionnaire, members have the options to make immediate “corrections” or to embark on a board development process as the board moves forward.

This document is designed to assist leaders of nonprofit boards to introduce the idea of board Self-Assessment, guide the board toward a decision to engage in Self-Assessment, and analyze the data produced by completing the Board Self-Assessment Questionnaire. The approach is based on several years’ experience with hundreds of nonprofit boards that have engaged in this board strengthening process.

Forming a Board Self-Assessment Committee

At about the same time your board decides to ask its members to complete the Board Self-Assessment Questionnaire, it is recommended that you form a Board Self-Assessment Committee that will take responsibility for ensuring that all board members participate in the process from beginning to end. The process starts with the Questionnaire itself and ends with the planning and implementation of a board work plan based on the results of the tabulated outcomes and priority setting.

The Board Self-Assessment Committee (3-5 board members) can be an ad hoc committee appointed by the board, the members of a standing Governance Committee (or its equivalent), or the members of the board’s Executive Committee.

Preparing the Board for Self-Assessment

Many board members will be immediately ready to engage in Self-Assessment of the board’s processes, knowledge and skills. However, others may see the project as a challenge to their wisdom, experience or integrity. Still others may see it as some kind of “test” to be passed. Such perceptions may lead to various forms of resistance to full and forthright participation.

One of the major roles of the Board Self-Assessment Committee is to help all board members see their involvement in the Self-Assessment project as an opportunity for them to make a major contribution to the development of the board, and perhaps, as a learning opportunity for themselves.

Even boards already operating quite effectively may view the Self-Assessment as a way to confirm their collective effectiveness or to “fine-tune” specific board operations.

Whatever may be the case with your board, the Board Self-Assessment Committee will want to establish an atmosphere among board members that helps them see the distinct advantages of the Self-Assessment process.
Completing the Board Self-Assessment Questionnaire On-Line

After your board has agreed to move forward with Self-Assessment:

• Confirm that you have valid email addresses for all of your board members.

• Inform your board members that they will be contacted via email with a link that will allow them to complete the Board Self-Assessment Questionnaire.

• Contact the NH Center for Nonprofits to request participation in the Board Self-Assessment Questionnaire and provide your board members’ email addresses. The Center will initiate the survey. You can work with the Center to schedule the start date of the survey so that the results will be available before the date that you need them.

• On the agreed upon date, the initial email will be sent to the board members. One week later, a reminder email will be sent to all those who have not responded. A list of non-respondents will be emailed to the point of contact.

• At the end of two weeks, the survey will be closed and results tabulated. The results will be sent via email to the contact person who initiated the process.

Analyzing Tabulated Outcomes

When the NH Center for Nonprofits returns your organization’s tabulated results, the outcomes will be displayed for each question (see sample). In addition, there will be three tables which pull data from the individual questions to give three ordered lists as described below:

• the strengths of the board - the things members feel they do well on behalf of the organization.

• the priority issues that may need attention from the board in order to increase its effectiveness.

• the items that were answered with the responses “Don’t Know” or “Not Applicable.”

Your goal in the next steps is to review the data to create a list of 8-15 items that indicate areas in which the board seems to be performing well, and an additional 8-10 items that reflect areas that need strengthening.

NOTE: Although the questionnaire is organized into 12 discrete sections, e.g., roles and responsibilities, policy, planning, etc., the recommended approach to analysis does not attempt to identify whole sections as having strengths or needing improvement. Rather, the focus is on individual items within sections.

Identifying Strengths

To identify 8-15 areas in which the board seems to be performing well, review the tabulated list. The list is sorted according to the combined totals of “Strongly Agrees” and “Agrees” in descending order, with the highest total listed first. Secondarily, it is sorted by the number of “Strongly Agrees” so that you can evaluate the strength of agreement. You may use this information to break ties between two items.

To qualify for this list of board strengths, all the items should have at least 65 percent of your board rating each item on the list as “Strongly Agree” or “Agree.”

If you end up with several “ties,” and there are more than 15 items on your list, explore breaking some of the ties by seeing which of the items had significantly more “Strongly Agrees” than “Agrees.”

If, in the end, you have more than 15 items that have at least 65 percent of your board’s vote, let all the items stand and be prepared to brief your board on all of them.

Identifying Problem Areas

To identify those areas of the board’s operations that seem to be problems, follow a similar process as you used to develop the “strengths” list.

One way for an item to qualify for this list of board areas that need strengthening, is that it should have at least 30 percent of your board rating each item on the list as “Strongly Disagree” or “Disagree.”
If you end up with several “ties,” and there are more than 10 items on your list, explore breaking some of the ties by seeing which of the items had significantly more “Strongly Disagrees” than “Disagrees.”

Note that the recommended process for analysis does not suggest that a majority of members needs to think an item is in need of improvement in order for it to make the list of 8-10. For example, if only five of a board of 16 members thinks an area needs work, those five members may be enough to warrant the item being on the list.

Note on “Don’t Knows” and “Not Applicables”

The final list tabulates the number of responses of “Don’t Know” and “Not Applicable.” If this list includes a significant number (30 percent or more) of board members responding “Don’t Know” to an item, you may want to include those items in your list of 8-10 problem areas, depending on the item. For example, it would not be a good sign if five members of a 16-person board indicated they did not know if the “organization’s mission and purpose are clearly understood and accepted by the board.” On the other hand, it may not be as important if the same number of members answered “Don’t Know” to the statement, “Our board’s size is just about right.” In the first example, it is essential that all members know and support the organization’s mission and purpose. The lack of agreement on such a core issue would likely have a negative impact on board operations. On the other hand, a difference of opinion on the size of the board is the kind of disagreement that can exist without it being detrimental to the work of the board.

The primary purpose of the “Not Applicable” response is to allow boards to differentiate themselves from other boards for specific reasons. For example, an organization that has no paid staff and is essentially governed and operated by the board, would likely not find the items focusing on differentiating board and staff roles particularly valuable. It is possible that some members will think an item is not applicable to the organization and others will disagree. In such a case, the disagreement should be surfaced for discussion along with other problem areas. Simple clarification of viewpoints may resolve the matter, but it may also be that the disagreement signifies an important difference in the understanding of mission, role, or structure.

In the end, the goal of problem analysis is to develop an initial list of 8-10 items that members do not see as adequately carried out by the board.

Summary

At the end of the analysis work, you should have two lists: a list of 8-15 items reflecting areas in which the board thinks it is doing reasonably well, and a list of 8-10 items the members believe need some improvement.

Finalizing the 3-5 Problem Areas Needing Board Attention

It is now time in the Self-Assessment process for the Board Self-Assessment work group to brief the whole board on the results of their collective responses to the Board Self-Assessment Questionnaire and to engage them in discussions that narrow down the areas in need of board attention to the 3-5 most important issues.

The rationale for this further narrowing of the scope of problem areas is that the most important 3-5 areas should comprise the board’s development plan for the next 6-8 months. Keeping the number of areas to be strengthened at a realistically manageable level is critical to board achievement and morale.

After analyzing the data for priority issues, the board leaders should prepare a presentation to be given to the boards members that cites:

- The 8-15 areas seen by the membership as strengths the board exhibits in carrying out its roles and responsibilities
- The 8-10 areas the board sees as priority issues needing improvement

Start their briefing with the identified strengths. Such feedback usually is more beneficial if the members can see and hear about the data and
analysis that led to the list’s development. A handout or a large sheet of newsprint displaying the list of 8-15 strengths is recommended. This part of the presentation offers the board not only some information that speaks to its competencies and achievements, but may also cite the kinds of skills and knowledge that will be useful in taking steps to resolve those areas that it thinks are not being performed as adequately.

The next section of the briefing should be the list of 8-10 issues in need of board attention. Again, the numbers and reasoning that went into making up the list will be valuable to the members’ acceptance and understanding of the task ahead of them.

After the two lists have been presented, allow several minutes for questions and clarification. Then begin the discussion that will help the board narrow down the list of 8-10 problem areas to a more manageable list of the 3-5 key issues to be resolved. Ideally, the members will arrive at a consensus on the most important items, that is, a list that all the members could live with, even if individual members might arrange the list somewhat differently if they were creating the list by themselves.

Achieving Consensus on Problem Areas

Arriving at real consensus on important matters can be one of the most beneficial skills a board can develop. Done well, it provides an opportunity for members to share their knowledge and opinions, to attempt to influence each other through clear presentation and careful listening, and to make a thoughtful decision on behalf of the organization.

Consensus is not always easily achieved. Your board may have its own ways of arriving at a decision that all members can support. If not, then your Board Self-Assessment work group may find the following three-step process helpful:

1. Conduct a discussion of the 8-10 problem areas in order to bring forth members’ opinions and their rationales for those opinions.
2. Ask individual members to choose what they see as the most important problems on the list of 8-10 issues, based on what they learned during the discussions. Boards use one of several methods available for such individual choices, such as:
   • Asking each member to select five areas and seeing how many common choices there are among all members.
   • Individually assigning 1-5 points to each item and creating a list of those items assigned the greatest number of points.
   • Providing each member with about eight “sticky dots” to identify up to eight items on the list and create a list that features the items that received the most dots.
3. Whatever method your board uses to reduce the list of 8-10 problem areas to a list of 3-5, use this narrowed list to test for consensus. If need be, you can add a negotiating technique of trading one item for another in order to generate support for the whole list, while keeping the maximum number to five.

Your board may have its own style of effectively wading through data and engaging in discussions. There is no reason not to use that known style in this situation. In other words, use the system that works for you and your colleagues.

For further help on moving your board toward consensus, visit one or more of the following sites:

- www.msu.edu/~corcora5/org/consensus.html
- www.wikihow.com/Reach-a-Consensus
- www.npd-solutions.com/consensus.html
- www.seedsforchange.org.uk/free/consflow.pdf

Next Steps

Now that the board has agreed on a list of identified 3-5 problem areas that members believe need to be addressed, it is time to decide how to improve these areas of board functioning.

The board now needs to commit itself to strengthening these areas, using the final selection as the
basis for a board development program for the next 6-8 months.

Commitment needs to come from within the board itself. If they have done their Self-Assessment work forthrightly and reasonably well, members know what needs to be done. The commitment to change needs to be explicit and clear, and all the symbols of change need to be very visible.

Board leaders must ensure that a concrete, realistic plan exists to address each area. Assignments need to be made to responsible individuals who are skilled at making things happen in a timely way.

If resources are needed to help make the changes happen, they need to be identified. Resources principally include skills and knowledge, and, if need be, funds to purchase such skills and knowledge.

Following are several methods for identifying resources to assist the board with next steps in the process of strengthening itself. You might choose to use them individually, or in combination with one another:

1. Look within the board or staff itself for the skills and knowledge required to make the needed changes. For example, board members with successful, long-term business operations may well have the abilities and experience that will effectively introduce strategic planning into the organization. The CPA on your board may be the right person to teach the other members how to understand the organization’s finances. The board member who serves as Executive Director of another nonprofit may be the perfect person to help delineate well-defined roles for board and staff.

2. If the skills and knowledge you need to strengthen the board do not exist among current members, you can search for new members to fill any open slots who are willing to join the board to apply a specific skill. For example, if by-laws need to be rewritten, or an oversight program for the organization’s complex contracts needs developing, recruiting the attorney with the right mix of nonprofit experience and genuine interest in the mission and purpose of your organization may be the resource ingredient that turns the situation around for your board.

3. Invite a volunteer from your community to join – or lead – an innovative board effort. This can be done without asking for a long-term commitment to the board of three or more years. Many more people are likely to say “yes” to sharing their skills and knowledge for 3–6 months. Be sure to have a transition plan in place that allows the board to take over after the volunteer has completed her or his work.

4. Check with a local college or university for a faculty member or a faculty-advised group of students who are part of the institution’s community service program. Such individuals and groups are often seeking volunteer projects in a wide variety of topic areas.

5. Contact the local chapter of RSVP or SCORE to see if help is available from retired professionals or stand-by volunteers. The person you need may well be waiting for the kind of challenge your board has decided to tackle.

6. If at all possible, allocate funds from your organization’s budget to hire an outside consultant with the skills and knowledge required for one or more of you board’s developmental projects. Consultants can be expensive, but properly hired and managed they can be worthwhile investments of the organization’s future. Visit http://www.thecorporatefund.org/how_to_hire_a_consultant.asp for more information on hiring and using consultants.

7. Seek funding for hiring a consultant from a corporation or foundation with a special interest in the particular problem area you are seeking to resolve. Some funders give priority to nonprofits with a solid plan for developing themselves in the areas of strategic planning, marketing, establishing fee-for-service businesses, and board development.

The most important task is to follow through on what you have learned about your board through the board Self-Assessment process. Make the most out of the effort your board has made to strengthen itself.
Nonprofit Board Self-Assessment Questionnaire
Selected Bibliography


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Board Orientation Strategies

"Tips, tools and resources designed to get your Board into top gear quickly"

Prepared by:
The Department of Wellness, Culture and Sport
BOARD ORIENTATION STRATEGIES

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Board Orientation Strategies

I.) What is Board orientation and Why is it important?

What is Board Orientation:

Board orientation is a process to thoughtfully provide Board members with the precise information they need on their role in the organization.

The purpose of Board orientation is to provide important information about the organization and about the Board’s roles and responsibilities. It also serves to build a working relationship among Board members that promotes ongoing support and comes to an agreement on how they will carry out their work.

See Appendix i) Sample Board Roles & Responsibilities

It is important to ask the question: what do the members of the Board need to know in order to do their job as best they can.

Why is Board Orientation Important:

Board orientation is important and required so that directors Board members can find answers to critical questions:

- What skills and knowledge do each of us bring to the table?
- What do we need to know and learn?
- How will we function as a Board?
- Within what principles will we operate?
- What resources are available?
- How often and where should we meet?
- How will we run our meetings?
- With whom and how will we communicate?
- What administrative systems will we require?
- Will we require outside advice on legal, planning and financial matters?
- What are our legal responsibilities?
- What decision-making and problem-solving techniques will we use?

New Board members need to feel like they’re an integral part of the Board as soon as possible. If they don’t feel comfortable voicing their opinions, you’re all losing valuable input! Information is what will help everybody feel at ease.
Board Orientation Strategies

II.) Developing an effective Board orientation process

**Orientation of new Board members:**

No matter how well-qualified your new Board members are, it will take some time to get them up-to-speed and feeling comfortable as members of your team.

There are steps you can take to move this process along. Conducting an orientation session of the entire Board shortly after the election is essential. It should occur well in advance of the first Board meeting and can be as short as 2 to 4 hours or as long as a two-day special retreat (often in conjunction with a planning session).

It is important to spend time going over background material about the organization and bring them up-to-date on the issues facing the Board. (This is often overlooked and new Board members may be caught off guard.) Also, be sure to allow plenty of time for questions and answers.

Getting Board members comfortable with Board responsibilities and participating in meetings is a key objective. Not only do the new directors start contributing right away during the meetings, they also develop a good working relationship with the veteran Board members.

**What to consider and include:**

In planning your orientation, keep in mind that the experience levels of Board members will vary greatly. Some will have served on previous Boards – some will have not. Levels of interest and expertise will also differ.

The following are some key aspects to consider as part of the Board orientation:

- Hold a meeting with the Board Chairperson / President, Executive Director, and new Board members. The purpose of the meeting is to set the standard for conduct and achievement required from Board members, as well as to highlight the vision of the organization that the Board is endeavouring to achieve.
- Have new Board members present themselves and their interests – what they hope to offer the Board, and what they hope to gain as Board members.
- Provide some of the history and evolution of the organization and review interim and long term goals.
- Bring members up-to-speed on issues and challenges facing the organization; and, discuss any key trends that could impact and affect the organization.
- Provide Board members with information on organizational policies and procedures.
- Outline roles and responsibilities of staff and contrast those with the roles and responsibilities of the Board. This is an excellent opportunity to address the potentially difficult issues surrounding overlapping or unclear lines of responsibility.
- Consider assigning a mentor - a senior member of the Board is assigned to tutor a new member in the operations of the Board.
- Consider incorporating teambuilding exercises for the Board as part of the orientation process.
Board Orientation Strategies

➢ Plan a visit and tour of any of the organization’s offices and facilities, ideally led by the Executive Director or an experienced Board member.

See Appendix ii) Sample Board Orientation Checklist

Developing a Board orientation timetable

Now, let’s look at the orientation process as it proceeds through the following stages:

During The Recruitment Stage (Before Election or Appointment to the Board):
Orientation of Board members should actually begin early in the recruitment process. In the recruitment stage, by means of printed material provided to the prospect as well as a face-to-face meeting, the prospect received an overview of: the organization’s vision, mission & goals; programs and services; and other background information. The prospect should also receive a list of expectations of Board members including number of meetings, committee assignments, length of Board term and an idea of the time commitment required. This can be an opportunity to discuss any expectations the prospect may have for being involved on the Board.

See Appendix iii) Board Job Description Template

New Member Orientation (Upon the Election or Appointment to the Board):
After the new member has been brought onto the Board, the Board orientation process continues in the following way:

1. Before the first Board meeting, a meeting should be scheduled between the new Board member and key individuals in the organization. Provide them with a detailed Board Manual.

2. Also during this meeting, discuss options for committee involvement. Refer back to the Board member job description or description or roles and responsibilities presented during the recruitment process. In most cases, committee involvement by Board members is not an option but rather one of the expectations. There should be a solid match between the interests, skills and preferences of the individual Board member and the requirements and challenges of the committee they join.

See Appendix iv) Standard Committee Terms of Reference Template

3. During the Board orientation session or at the new members' first Board meeting, introduce them to all current Board members and staff. Consider assigning a mentor Board member to work with the new Board member at least through the first several months.

Remember, effective orientation for new Board members includes a Board handbook and manual that clearly describes the organization and outlines the responsibilities of Board Members. Of course, nothing can replace an orientation session combined with written materials, to clearly outline the new Board members’ role.

See Appendix v) Sample Board Orientation Format
Board Orientation Strategies

III.) Preparing an effective “Quick Reference” Board Handbook

A Board Handbook should be developed and provided to all members of the Board to use as a quick reference on a number of topics.

The content of a “Quick Reference” Board Handbook might include:

- A description of the organization’s Vision, Mission and Goals
- Definition of commonly used terms

See Appendix vi) Definitions:

- An organizational chart
- A description of programs and services
- A description of the Board’s role
- A "job" or position description for Board Members
- Terms of reference for the Executive Committee (President, Vice-president, Treasurer and Secretary)
- Staff structure and description of major roles
- List of committees (with statement of purpose for each)
- Statement of Board policies. (Make reference to policies provided in Board Manual)
- Paragraph on Directors’ Liability Insurance
- A quick description on meeting procedures (i.e. Using Roberts Rules of Order)

If a formal orientation is done every year with new and old members of the Board, walking them through the content of the handbook is an important part of the Board orientation.

IV.) Developing a comprehensive Board Manual

Below you will find a list of recommended items to include in a comprehensive Board manual. Remember, the manual should be concise and easy to read – a 150-page Board manual will likely not be read! Include sample promotional materials such as brochures or newspaper clippings, without including every article ever written about the organization.

1) “Quick Reference” Board Handbook
   - Easy to read as a quick reference on a number of key topics

2) General Information
   - A copy of the organization’s Constitution and Bylaws
   - Terms of reference for all committees
   - The organization’s most recent Strategic Plan and Operational Plan
   - A list of other Board Members and their contact information
   - A staff listing with contact information
   - Full job description for each staff position

3) Board Policies & Procedures
   - Codes of Conduct
   - Oath of confidentiality
   - Abuse and Harassment Policy
Board Orientation Strategies

- Conflict of Interest Guidelines
- Travel Remuneration Procedures
- Nomination Procedure for new Board members
- Financial Structure and policies related to cheque signing
- Insurance Policy (Directors’ Liability Information)
- Risk Management Strategy
- Media / Public Relations Policy

4) Financial Management
- Up to date audited financial statements
- Copy of the current budget
- Copy of the most recent Annual Report
- Most recent income statement

5) Other Information
- Goals for the upcoming year
- Copy of minutes from previous Board meetings
- Parliamentary Procedures Overview

See Appendix vii) Parliamentary Procedures Overview
- Annual schedule or plan or work for the Board (Including dates and locations of meetings)
- A form outlining the Board member’s commitment, role and responsibilities which the Board member can sign and return
- Copies of any publications such as brochures and other promotional materials

Encourage new Board members to approach the Board President or any other Board member if they have any questions after reviewing the manual. New Board members may not feel comfortable voicing confusion or asking questions about policies and procedures at the first Board meeting or Board orientation session. However, it is important that they understand their role and responsibilities within the Board.

Be sure to extend a warm welcome message to your new volunteer Board members!
Board Orientation Strategies

Sample Board Roles & Responsibilities
The board is responsible in five key areas:

To establish the organization's mission, vision, and direction
- vision and values
- mission and philosophy
- strategic planning
- programs and services
- evaluation

To ensure the financial health of the organization
- responsible for ensuring there are adequate financial resources for the work of the organization

To ensure the organization has sufficient & appropriate human resources
- responsible for the working conditions in the organization
- responsible for hiring, giving direction to and evaluating the senior staff person
- responsible for ensuring the capability, suitability and vitality of its membership
- responsible for ensuring the existence of a Nominating Committee

To direct organizational operations
- responsible for ensuring that the organization and its directors are in compliance with its legal requirements
- responsible for ensuring that the board works effectively
- oversees organizational structure and agency administration

To ensure effective community relations
- respond to changing needs/pressures in the community
- find new ways to meet needs
- use marketing and public relations
## Sample Board Orientation Checklist

Here are items to consider in developing an orientation session for new Board members. Much of this information will be covered in the Board Manual, but should be reviewed with new Board members to ensure they are comfortable with the information.

### Provide General Information
- History of the organization
- Organizational / Board / Staff structure
- Copy of constitution & by-laws
- Vision & mission of the organization
- Strategic priorities, goals and objectives
- Summary of the programs and services
- List of Board members / staff and their contact information

### Roles and Responsibilities
- Reviewed Board member’s role
- Reviewed Executive’s / Officers’ role
- Reviewed staff roles
- Reviewed committees and their roles
- Discussed expectations for and of new Board members

### Policies and Procedure
- Provided new members with Board policies and procedures
- Reviewed Board policies and procedures with new Board members

### Financial Management
- Discussed Budget process
- Provide current year's budget
- Provided a copy of up-to-date audited financial statements
- Provided a copy of most recent annual report

### Other Information
- Provided copies of minutes from previous Board meetings
- Gave a tour of facilities and offices
- Provided brochures and other promotional materials
- Had new Board members sign required paper work (i.e. Oath of Confidentiality, Memo of Understanding regarding roles and responsibilities etc.)
Board Job Description Template

Everyone involved in the organization should have a job description. The job description should contain the following sections:

**Position:** What is the job title?

**Authority:** What authority does the position have?

**Responsibility:** To whom is the position accountable? What are the broad areas of responsibility?

**Term:** How are board members elected and for how long? How do board members leave the board?

**General Duties:** What are the typical duties board members are responsible for?

**Evaluation:** How will board members effectiveness be assessed?

**Review Date:** When will this job description be reviewed?

**Approval Date:** When was this job description last approved?

**Qualifications & Skills:** What specialized or practical skills are needed to do the job? What human relation skills (e.g. communication, problem solving) are needed?

**Benefits:** What benefits can a board member expect to receive? (e.g. satisfaction of making a difference in the community; opportunity to work with individuals of diverse backgrounds; development of effective decision-making skills; increased understanding of group dynamics and relationships)

**Time & Financial Requirements:** What is realistic estimate of the time required as a board member? What will it cost to be a board member?
# Standard Committee Terms of Reference Template

**Committee Name:** (gives an identity and thereby identifies its general objectives)

---

**Type:** (standing, ad hoc, advisory)

---

**Chairman:** (may be skilled in chairing meetings, but may not be a subject matter expert)

---

**Responsible To:** (board, unless this is a sub-committee)

---

**Purpose:** (be concise: why the committee was formed)

---

**Authority:** (limited or active; agent or advisor)

---

**Timeframes, Reporting and Deadlines:** (duration, #mtg./month, milestones & report dates, date project is to finish)

---

**Composition:** (total number plus number of Board members, community reps, client reps, staff, outside experts, parents, etc.)

---

**Staff Support:** (position and actual type(s) of support provided and time required)

---

**Other Resources:** (available experts, files from previous committees, workshops, office space, $$ from budget)

---

**Communication with Board Through:** (usually the chairman of the committee)

---

**Specific Areas of Responsibility:** (specific objectives or tasks the committee is expected to achieve during the term or time-period given in the terms of reference)

---

**Approval/Review Date:** (the date on which the Board approves ToR, the date by which the committee is to review established ToR and forward recommended adjustments)

---

*Appendix iv) Standard Committee Terms of Reference Template*
Board Orientation Strategies

Sample Board Orientation Format

Introduce Everyone
- Elected Chairperson / President
- Executive Officers
- Committee Chairs and Members
- Other Board Members
- Staff
- Guests and Others

Describe the Organization (Vision & Mission!)
- Who we serve
- What we do
- Overview of programs and services

Explain and Discuss
- Meeting attendance requirements--both full board and committee
- Committee assignments and charges
- Board role and relation to administrator/staff

Review Documents Organized in the Board Manual
- “Quick Reference” Board Handbook
- General Information
- Board Policies & Procedures
- Financial Management
- Other Information

Collect Data at the Meeting
- Addresses
- Telephone--home and office
- Fax number
- E-mail address
- Best time to contact
- Best time for meetings
Board Orientation Strategies

Definitions

**Board of Directors:** A group of individuals elected by the shareholders of a corporation to manage the corporation's business and appoint its officers.

**Executive/Officers:** Appointed by the board of directors and are responsible for the daily operation of the corporation. The titles and duties of each officer are usually listed in the company's bylaws. Common officer titles are president, vice president, secretary, and treasurer.

**Committee:** Generally, a formal working group within a larger organisation, often formed by election, often having authority or legitimacy of some specific kind. A committee is small enough to ensure that informal discussion is possible.

**Policy:** A guiding principle designed to influence decisions, actions, etc. Typically, a policy designates a required process or procedure within an organization. They are often rules of practice and procedure which supplement the constitution and bylaws.

**Budget:** An itemized summary of estimated or intended expenditures for a given period along with proposals for financing those (Revenues).

**Audit:** An examination of records or financial accounts to check their accuracy.

**Financial Statements:** A report providing financial statistics relative to a given part of an organization's operations or status. The two most common financial statements are the income statement and balance sheet.

**Income Statement:** A business financial statement that lists revenues, expenses, and net income throughout a given period.

**Balance Sheet:** A "Balance Sheet" is the statement of the financial worth of a business or organization which is divided into three parts: Assets, Liabilities, Equity

  - **Assets:** Anything of value that is owned by the company. This can include money that others owe.
  - **Liability:** An amount owed to another, not necessarily due to be paid immediately or an obligation to remit money or services at a future date.
  - **Equity:** An amount that a business is worth beyond what it owes. Equity is the net worth of a business. It is the original investment plus the accumulation of all profits that have been retained in the company since its conception. To calculate equity, subtract the liabilities from the assets.

**Fiduciary:** A person or organization who holds, manages and has discretionary authority and control over money belonging to another person or organization.

**Strategic Planning:** The process of determining a company's long-term goals and then identifying the best approach for achieving those goals.

**Operation Planning:** Operational planning is setting out clearly the implementation of the strategic plan against specific objectives.
# Parliamentary Procedure Overview

Use this as a quick reference tool when you need to refresh your parliamentary procedure knowledge.

<table>
<thead>
<tr>
<th>To do this:</th>
<th>Say this:</th>
<th>Interrupt speaker?</th>
<th>Second required?</th>
<th>Is motion debatable?</th>
<th>Is motion amendable?</th>
<th>What vote is required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjourn meeting before business is completed</td>
<td>“I move that we adjourn.”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Recess the meeting</td>
<td>“I move that we recess until”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>majority</td>
</tr>
<tr>
<td>Suspend further consideration of an issue</td>
<td>“I move we table it.”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>End debate</td>
<td>“I move the previous question.”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Two-thirds</td>
</tr>
<tr>
<td>Study an issue further</td>
<td>“I move we refer this matter to a committee.”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Introduce business (primary motion)</td>
<td>“I move that”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Amend a motion</td>
<td>“I move that this motion be amended by”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Object to procedure or a personal affront</td>
<td>“Point of order.”</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No vote, chair decides</td>
</tr>
<tr>
<td>Take up a previously tabled matter</td>
<td>“I move we take from the table”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Consider an issue out of its scheduled order</td>
<td>“I move we suspend the rules and consider”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Two-thirds</td>
</tr>
</tbody>
</table>

Appendix vii) Parliamentary Procedures Overview
Chapter Resources

ASFPM Chapter Contact

Kait Laufenberg, CFM
Training & Chapter Coordinator
ASFPM
2809 Fish Hatchery Rd., Ste. 204
Madison, WI 53713
608-274-0123
Email Kait Laufenberg

Links to Resources for Chapters

Annual Business Reporting / Filings

Annual Govt. Filings
- State & Local Organizational Requirements
- Annual Incorporation Reporting / filings
- 501(c)(3) Annual Reporting Requirements

Tax Filing Responsibilities – State (usually Dept. of Revenue / Taxation)
- Links to State Departments of Revenue / Taxation

Tax Filing Responsibilities – Federal (IRS)
- Filing & Paying business taxes - if NOT a 501(c)(3)
- 501(c)(3) Filing Requirement

Board of Directors

Financial Management
- Financial Management & Analysis Links UW-Extension Nonprofit Mgmt. Education Ctr.
- Basic Guide to Nonprofit Financial Management Nonprofit Management Library
- Risk Management Links UW-Extension Nonprofit Mgmt. Education Ctr.

Governance
- Board Development & Governance Links UW-Extension Nonprofit Mgmt. Education Ctr.
- Financial Management & Analysis Links UW-Extension Nonprofit Mgmt. Education Ctr.

Meetings
- Effective Board Meetings (Internet Explorer only) Governance Matters
- Make Meeting Agreements Explicit (Internet Explorer only) Governance Matters

Board Member Recruitment
- Speed Up the Board Recruitment Process Board Café

Roles & Responsibilities
Board Roles in Moving Organization Forward
Expectations by Role

Document & Record Retention
Recommended Recordkeeping Practices
IRS’ Starting a Business & Keeping Records Pub. 583
Model Document Retention Policy

Formation: Business Organization, Documents, Laws
Forming a Nonprofit in the United States - FAQ
Nonprofit Formation Documents: Articles of Incorporation, Bylaws, and Organizational Minutes
Nolo
Local Organizational Requirements
Doing Business in Your State - State Links
How to Start a Nonprofit Organization
Starting a Nonprofit Organization

Governance Practices
Principles for Good Governance & Ethical Practice
Nonprofit Governance in the United States
Starting a Nonprofit Organization
Alliance for Nonprofit Management
Required Tax-Exempt Governing Practices
Governance Matters
GuideStar
Board Source

Incorporation
State Nonprofit Incorporation Forms and Information

Insurance
Risk Management Links
Insurance Resources
Starting a Nonprofit Organization

Robert’s Rules of Order
Robert’s Rules of Order - Summary Version

Taxes
Federal Tax Filing Requirements (if NOT a 501(c)(3))
Required Tax-Exempt Governing Practices
Tax Concerns When Your Nonprofit Earns Money

Lobbying
IRS Lobbying Rules - Plain English
Center Lobbying in the Public Interest

Federal Tax Exempt Status or “501(c)(3) Status”
IRS Webinar on Applying for 501(c)(3) Status & Practices
Applying to Become a 501(c)(3) then click on Application for Recognition of Exemption)
Compliance Guide for 501(c)(3)

State Tax Exempt Status
To locate your State Tax Office to Apply for Tax-Exempt status

Volunteer Management
2009-2010 Chapter Conference Statistics

Data available for 26 of 29 chapters’ most recent conferences/workshops from 2009 or 2010

Length of Conference (Days) – 23 Chapters
- 1-day conference = 2 Chapters
- 2-day conference = 4 Chapters
- 3-day conference = 12 Chapters
- 4-day conference = 4 Chapters
- 5-day conference = 1 Chapter

Attendee Fees – 26 Chapters

- Member Early Bird $60 - $325 (18 chapters, average = $166)
- Member Regular Rate $70 - $375 (25 chapters, average = $190)
- Member On-site Rate $70 - $475 (25 chapters, average = $188)
- State & Locals Rate $50 - $235 (3 chapters, average = $120)
- Student Rate $20- $235 (7 chapters, average = $72)

- Non-Member Early Bird $85 - $385 (19 chapters, average = $195)
- Non-Member Regular Rate $100 - $445 (26 chapters, average = $213)
- Non-Member On-site Rate $110 - $545 (26 chapters, average = $218)

- One Day Early Bird Rate $60 - $255 (6 chapters, average = $78)
- One Day Regular Rate $60 - $315 (9 chapters, average = $120)
- One Day On-Site Rate $60 - $365 (9 chapters, average = $127)

Exhibitor Rates
- Early Bird Exhibitor Rates $350-$500 (5 chapters, average = $505)
- Regular Exhibitor Rates $200-$1,250 (14 chapters, average = $469)

Sample Exhibitor Perks
- Free exhibit booth for Sponsors >$1,000
- 6’ x 8’, 8’ x 10’, 10’ x 10’, 10’ x 12’ exhibit booth with drapes
- 6’ or 8’ table w/skirting & 2 chairs
- Includes 1 free plenary session registration
- Includes 1-2 free full conference registrations
- Includes 1-2 free chapter memberships
- Includes 1 free banquet luncheon
- Includes 1 free evening event ticket
- AM and PM refreshments in Exhibit Hall
- Copy of Conference Attendee List
- Recognition at luncheon
Sample Exhibitor Perks (continued)

- Listing in Exhibitor directory, conference logo display, logo in program
- Up to two booth workers registered at discounted conference rate
- Exhibitor rates are tiered by chapter membership status, government / non-government sector status, nonprofit sector is free
- Power & Internet access available for free upon request, or for additional fee

Sponsorship Rates

- Level 1  $75 - $1,750 (18 chapters, average = $470)
- Level 2  $250 - $2,950 (16 chapters, average = $847)
- Level 3  $500 - $3,250 (13 chapters, average = $1,367)
- Level 4  $1,000 - $4,500 (10 chapters, average = $2,069)
- Level 5  $2,000 - $5,000 (1 chapter, no average)

Sample Sponsorship Perks

- 1-3 free full conference registrations
- 1-2 free chapter memberships
- 1-2 free Welcome Fest tickets
- 1 free / discounted exhibit space including table and two chairs
- Priority exhibit space / choice
- Exhibit Hall / Conference / Reception banner
- Logo in program, in conference emails, at registration, on podium, at head table, in hospitality suite, on conference website, on chapter website / newsletter (once, until conference, or one full year)
- Company recognition and/or plaque at luncheon
- Company Ad* in program (1/4 page, ½ page, full page)
- Company Ad* in newsletter / website (once, until conference, or one full year)
- Company slideshow*, and/or 2 minute marketing presentation* at luncheon
- Event sponsor: breakfast, breaks, luncheon, evening social, dinner, golf event, hospitality suite

*PLEASE NOTE: Advertising for sponsors / exhibitors is taxable activity to the chapter regardless of tax-exempt status (since it is unrelated to the mission of the chapter). A good guideline to avoid this is – if it is a “thank-you” mention or just a name or logo it’s okay. If it advertises services / products for sale, or resembles a yellow pages posting, it’s taxable.

Exhibit space is considered “educational” since it educates attendees about available solutions for floodplain management and mitigation so long as chapters only allow exhibitors to participate who are from within the industry the chapter serves.
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<td>Buster Smith</td>
<td><a href="mailto:webusmi@aol.com">webusmi@aol.com</a></td>
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<td>Jim Narey</td>
<td><a href="mailto:chairman@arkansasfloods.org">chairman@arkansasfloods.org</a></td>
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<td>Craig Sellers</td>
<td><a href="mailto:craig.sellers@yuma.countyaz.gov">craig.sellers@yuma.countyaz.gov</a></td>
<td>928-817-5122</td>
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<td>706</td>
<td>1993</td>
<td>David Mallory</td>
<td><a href="mailto:dmallory@udfcd.org">dmallory@udfcd.org</a></td>
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<td>Pal Hegedus</td>
<td><a href="mailto:phagedus@tfb.com">phagedus@tfb.com</a></td>
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<td>Tom McDonald</td>
<td><a href="mailto:tom.mcdonald@savannahga.gov">tom.mcdonald@savannahga.gov</a></td>
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<td>640</td>
<td>1987</td>
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<td><a href="mailto:rodri@mrbc.org">rodri@mrbc.org</a></td>
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<td><a href="mailto:josh.human@louisville.edu">josh.human@louisville.edu</a></td>
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<td><a href="mailto:planning@carencro.org">planning@carencro.org</a></td>
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<td>Kristen Sailer</td>
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<td><a href="mailto:president@mfsma.org">president@mfsma.org</a></td>
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<td>Todd Kietz</td>
<td><a href="mailto:tkietz@co.missoula.mt.us">tkietz@co.missoula.mt.us</a></td>
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<td><a href="mailto:shanenickle@co.schoharie.ny.us">shanenickle@co.schoharie.ny.us</a></td>
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* Accredited State CFM Number

5/7/10
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<th>Stormwater Committee?</th>
<th>Coastal Committee?</th>
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## EOY 2009 Chapter Administrative Financial Statistics

| State | Acronym | # of Members 2009 | # Conferences / Year | Nesselette / Year | Member Dues | Corp. Mem Dues | Student Mem Dues | Associate Membership Dues | Constitution - Date of Last Chg | Bylaws - Date of Last Chg | Incorporation Docs Rec'd? | Federal Tax-Exempt Docs Rec'd? | State Tax-Exempt Docs Rec'd? | Liability Insurance? | Liability Limit | Errors & Omissions Insurance? | Errors & Omissions Limit |
|-------|---------|-----------------|---------------------|------------------|-------------|----------------|-----------------|------------------------|-----------------------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------|----------------|----------------|-------------------------|---------------------|
| AL    | AAFM    | 179             | 2                   | 0                | $50         | $50-$500       | $10             | -                      | 4/21/08                      | 4/16/08                    | YES            | NO                          | NO                          | No                       | NA             | No                       | Yes                    |
| AR    | ARFMA   | 210             | 2                   | 10               | $20         | $50            | $15             | -                      | 9/11/07                      | 1/15/08                    | YES            | YES                         | YES                         | Yes                      | $1M            | No                       | No                     |
| AZ    | AZFMA   | 610             | 2                   | 2                | $35         | $100           | $17.50          | -                      | 12/16/82                     | 12/16/82                   | YES            | YES                         | can't confirm               | No                       | NA             | No                       | No                     |
| CO    | CASFM   | 706             | 1                   | 2                | $30         | $200           | $10             | -                      | 12/13/89                     | 3/2/09                     | YES            | NO                          | NO                          | No                       | NA             | No                       | No                     |
| FL    | FFMA    | 314             | 1                   | 2                | $50         | $200           | $50             | -                      | 7/26/08                      | 5/1/08                     | YES            | YES                         | YES                         | No                       | NA             | NA                       | No                     |
| FMA   | FMA     | 490             | 1                   | 4                | $65         | -              | -               | -                      | 3/25/05                      | 3/25/05                    | NO             | 501(c)(4)                    | NO                          | No                       | NA             | No                       | No                     |
| GA    | GAFFM   | 203             | 2                   | 4                | $50         | $200-$1000     | $25             | -                      | 3/17/05                      | 3/17/05                    | YES            | NO                          | NO                          | Yes                      | $1M            | No                       | No                     |
| IL    | IAFSM   | 640             | 1                   | 4                | $20         | -              | -               | -                      | 1/12/09                      | 1/12/09                    | YES            | YES                         | YES                         | Yes                      | $1M            | No                       | No                     |
| IN    | INAFSIM | 250             | 1                   | 0                | $40         | $40            | $50             | -                      | 7/25/97                      | 8/25/97                    | YES            | YES                         | Applied                      | Yes                      | $1M            | No                       | No                     |
| KY    | KAMMM   | 127             | 1                   | 0                | $25         | $50-$200       | $10             | -                      | 5/12/05                      | 5/9/07                     | YES            | 501(c)(6)                    | NO                          | Yes                      | $1M            | No                       | No                     |
| LA    | LFMA    | 376             | 3                   | 4                | $30         | $30            | $20             | -                      | 4/8/09                       | 4/8/09                     | YES            | NO                          | NO                          | No                       | NA             | No                       | No                     |
| MD    | MAFFM   | 193             | 1                   | 2                | $30         | $500           | -               | $20                    | 8/20/08                      | 8/20/08                    | YES            | NO                          | NO                          | No                       | NA             | No                       | No                     |
| MI    | MSFA    | 123             | 1                   | 3                | $35         | $35            | $35             | -                      | 4/27/09                      | 4/27/09                    | YES            | NO                          | NO                          | NO                       | NA             | NO                       | No                     |
| MN    | MNAPFM  | 131             | 1                   | 4                | $30         | -              | $10             | -                      | 7/31/03                      | 7/31/03                    | YES            | NO                          | NO                          | No                       | NA             | No                       | No                     |
| MO    | MFSMA   | 326             | 1                   | 4                | $25         | $100           | $20             | -                      | 4/9/10                       | 4/9/10                     | YES            | 501(c)(6)                    | YES                         | Yes                      | No             | NA                       | No                     |
| MS    | ARFM    | 110             | 1                   | 0                | $50         | $75            | $25             | -                      | 10/17/07                     | 10/17/07                    | YES            | NO*                         | No                          | No                       | No             | No                       | No                     |
| MT    | AMFM    | 80              | 1                   | 1-2              | $25         | -              | $15             | -                      | 9/15/99                      | 6/2/09                     | YES            | NO                          | YES                         | No                       | No             | No                       | No                     |
| NC    | NCAFFM  | 275             | 2                   | 2                | $40         | $100-$400      | $10 $100-$500   | -                      | 3/17/09                      | 3/17/09                    | YES            | NO                          | NO                          | No                       | No             | No                       | No                     |
| NE    | NeFSMA  | 161             | 4                   | 3-4              | $35         | $100           | $100            | $35                    | 3/14/05                      | 3/14/05                    | YES            | NO                          | NO                          | No                       | No             | No                       | No                     |
| NJ    | NIAFM   | 150             | 1                   | 2                | $30         | $200           | $30             | -                      | 9/20/05                      | 9/20/05                    | YES            | YES                         | YES                         | Yes                      | $1M            | No                       | No                     |
| NM    | NMFFMA  | 211             | 2                   | 4                | $35         | -              | -               | -                      | 7/23/09                      | 7/23/09                    | YES            | 501(c)(6)                    | NO                          | No                       | No             | No                       | No                     |
| NY    | NYSFSMA | 135             | 1                   | 2                | $30         | $100           | $15 $50         | -                      | 1/13/09                      | 1/13/09                    | NO             | Yes- no docs                 | YES                         | Yes                      | $2M            | No                       | No                     |
| OH    | OFMA    | 325             | 1                   | 2                | $65         | $400           | $10             | -                      | 12/29/08                     | 12/29/08                    | NO             | NO                          | Yes                         | $1M                      | No             | No                       | No                     |
| OK    | OFMA    | 444             | 2                   | 4                | $50         | $100           | -               | -                      | 5/15/08                      | 10/16/09                    | YES            | NA                          | Yes                         | $1M                      | Yes            | $1M                      | No                     |
| RI    | RIFMA   | 70              | 1                   | 2-3              | $30         | -              | -               | -                      | 1/22/09                      | 1/23/09                    | YES            | NO                          | NO                          | No                       | No             | No                       | No                     |
| SC    | SCAHM   | 111             | 1                   | 0                | $20         | $50-$250       | $10             | -                      | 3/19/96                      | 3/19/96                    | YES            | NO                          | NO                          | No                       | No             | No                       | No                     |
| TX    | TFMA    | 1700            | 2                   | 4                | $40         | $200-$750     | -               | -                      | 11/9/08                      | 11/9/06                    | YES            | YES                         | Yes                         | Yes                      | $1M            | Yes                      | ?                      |
| VA    | VFMA    | 300             | 1                   | 2                | $50         | $200           | $10             | -                      | 3/1/06                       | 3/1/06                     | YES            | 501(c)(4)                    | YES                         | No                       | No             | NA                       | No                     |
| WI    | WAFSCM  | 139             | 1                   | 2                | $20         | -              | -               | -                      | 1/29/04                      | 1/29/04                    | YES            | NO*                         | No                          | No                       | NA             | No                       | No                     |

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