## Meeting Minutes NRHS Board of Directors Hilton Garden Inn, Norwalk, CT Sunday, April 19, 2009

Pursuant to notice, the Board of Directors of the National Railway Historical Society, Inc. met at the Hilton Garden Inn in Norwalk, CT, on Sunday, April 19, 2009.

## Call to Order

President Gregory Molloy called the meeting to order at 8:35 a.m. EDT.

## Invocation

Rev. Howard Walker led the Directors in an invocation.

## **Roll Call**

Secretary Joseph C. Maloney, Jr. explained the process for taking attendance at the meeting. Each National Director obtained an envelope with two attendance cards before the meeting began. Mr. Maloney asked the Directors to use the appropriate attendance card for this session.

## **National Directors Requiring Dues Renewal**

Mr. Maloney informed the Board that there were no directors present who had not paid their 2009 NRHS dues.

## **Newly Elected Directors**

The following Chapter elected a new National Director since the Board of Directors meeting on February 7, 2009:

Leatherstocking - Mark Lazur

Mr. Weber moved and Mr. Durr seconded a motion that the Board seat the newly elected director to fill the vacant position for the respective chapter. Motion carried.

#### **Alternate National Directors**

The following Chapters and At Large National Directors have appointed Alternate National Directors for this meeting:

- At-Large Christine Winter
- Chicago Robert Ernst
- Chicago & Illinois Midland Al Weber
- Central Florida Jerry Hardwich
- Philadelphia Sheila Dorr
- Yaquina Pacific Edward Berntsen

Dr. Ross moved and Mr. Weber seconded a motion to seat alternate directors for this meeting. Motion carried.

## **Voting Directors**

The list of voting Directors, National Officers, Service Directors, Members, and Guests is Appendix A to these minutes.

At this meeting 73 National Directors, At Large National Directors, Alternate National Directors, or At Large Alternate National Directors attended from 68 Chapters and the At Large members. Including officers, regional vice presidents, members and guests, 88 persons attended the meeting. There were a total of 151 weighted votes in attendance.

## Confidentiality and Conflict of Interest Agreements

No Directors announced conflicts of interest, except as identified herein. Alternate Director Sheila Dorr announced that Philadelphia Chapter had directed her to vote against the proposed dues increase for 2010.

General Counsel John Fiorilla reviewed the practical application of the confidentiality policy as it relates to Directors disseminating information back to the membership.

## Request for a New Chapter

President Molloy announced that we have received a chapter charter application from a group in Tokyo, Japan. Mr. Molloy reported that the charter application was complete and well prepared, and Mr. Fiorilla has reviewed the proposed chapter's bylaws and found them acceptable. Mr. Ed Graham moved and Dr. Wesley Ross seconded a motion to approve the charter application of the Japan Chapter, award a seat on the Board of Directors to Mr. Yakitara Matsuko, and assign the chapter to the Pacific Region. Motion carried.

## Approval of Minutes

Board members made several corrections to the draft minutes; on page 8, change "St. Peter's" to St. Peters"; and "2001" to "2011." In Appendix A, change the names of the National Directors for Winchester Chapter to Berton Robinson" and for White River Junction Chapter to "Robert Clark." Mitch Dakelman's name appeared twice; one entry should be deleted. Larry Dyer attended the meeting and should be listed. Gary Kazin should be listed as the Alternate Director from New York. The National Director from the White River Junction chapter is Robert Clark, not Paul Shannon

Mr. Moss moved and Mr. Weber seconded a motion to accept the minutes as corrected. The motion carried.

## President's Report

President Molloy thanked the Western Connecticut Chapter for all its good work, especially Mr. Tony White and the members of the chapter's planning committee.

Mr. Molloy reported that Ellen Pinsky resigned as the Assistant Secretary, and the responsibility for Board of Directors meeting oversight transferred to the National Convention Committee.

Mr. Molloy also reported that Jeanne Hickam resigned as the Director for Chapter Development for health reasons. The President appointed Don Maxwell of Collis P. Huntington Chapter to the position of Director of Chapter Development.

Mr. Molloy also announced that he has named the Nominating Committee for 2010. Rick Davidson of the Potomac Chapter is the committee chair. He is joined by Jim Pahris of the Watauga Valley Chapter, and Nelson Burks of the Old Dominion Chapter.

Mr. Molloy discussed the role of the NRHS Board of Directors, and how that role is changing with the times. As with any non-profit organization or corporation, the board is responsible for setting the direction of the NRHS, and as such, provides general oversight to ensure that the work of the NRHS is being done, whether by volunteers, contractors, or a combination of both. It is the responsibility of the Board to elect officers to execute the actual work, but in an organization of our size and complexity, the Board cannot directly manage or supervise those who actually perform the work. We are in the midst of changing the organization's direction from the traditional ways we have done business, as witnessed by our closing down the office last year, and those changes are coming faster than we had ever anticipated. Because of the rapid pace of change, the NRHS has three major needs from its Board of Directors.

## 1. First Major Need:

In our dispersed operating environment, the NRHS is seriously lacking in documentation of its policies and procedures. The Board of Directors has approved only four formal policies: Conventions, Conflicts of Interest, Confidentiality, and Administering RailCamp. As a non-profit business in today's environment, the NRHS needs written policies on:

- Long Term Direction of the Website
- Financial Investments
- Travel Reimbursement
- The Role/Responsibilities of the Board of Directors
- Whistleblower Protection (to meet IRS criteria)
- Administration of Heritage Grants
- Organizational Membership
- Property Management
- Fundraising & Grant Solicitation
- Administration of the Library Collections
- Late Membership Renewals
- Disposition of Inactive Chapters

We have too much information merely in our collective heads, and that lack of documentation is adversely impacting our work with Fernley & Fernley. For instance, the Grant Applications process revealed that we have never clearly documented the

geographic boundaries between the sixteen regions covered by the sixteen regional vicepresidents. We need to develop draft policies, discuss proposed policies, and approval the resultant policy documents.

2. Second Major Need: We need better internal communications among ourselves. People simply have to respond to the various requests for information – meaning answer the mail when you receive it from NRHS. Why has there been no *NRHS Telegraph* recently? We have received only one submission, despite repeated requests we made to the national staff. Why are some people not getting electronic communications? We receive poor responses rates to both emails and USPS letters. When setting up electronic distributions for both the Telegraph and corporate mailings, we asked for affirmative responses and expected to receive nearly 100% response rates, but actual response was only about 30%. Lack of response causes rework that drives up our costs and delays delivery of services.

We asked the Board about how to observe our upcoming 75<sup>th</sup> anniversary of our founding, and received zero inputs.

3. Final Major Concern: In February, we did not agree to a need for a Winter 2010 Board of Directors Meeting. Because we need to draft so much policy, we will ask for such a meeting.

## Reports of National Officers, Service Directors, and Committee Chairs

Senior Vice President Barry Smith's report is attached (Attachment 1)

Jeff Smith, NRHS Bulletin Editor, was unable to attend this meeting due to work schedule conflicts. See attachment 2, whose last announcement drew a round of applause from the meeting attendees.

Mr. Molloy discussed the On-Board Report, as of March 31, 2009. See attachment 3. The good news is that our renewal rate had run ahead of last year until recently. Overall, we have renewed at 82%, which is slightly ahead of last year's performance. 15% of the chapters renewed at 100% or better than their 2008 year-end total membership. The bad news is that 10% of the chapters have gone inactive for lack of sufficient membership. Many of these chapters are the ones who habitually wait until the very end to send in their renewals.

Per attachment 4, Mr. Robert Heavenrich reported that the Bulletin expenses for 2008 had come within an estimated 1% of their budget. The first page of the financial report covers through March 31, 2009.

John Fiorilla, General Counsel, addressed insurance for the society's activities. See attachment 5. The General Counsel team will obtain the insurance for this year's convention. Today's meeting is covered by NRHS insurance. We got a great deal on insurance for RailCamp since it has had no claims. The General Counsel has obtained an independent appraisal for the library collections. Finally, Mr. Fiorilla stressed the fact to the board members that whenever we are representing NRHS in any way, safety must be our #1 priority in whatever we say and do. Per a question from Steve Wasby, Mr. Fiorilla

reported that the liability insurance required by the Fernley & Fernley contract is covered per our agent.

In addition to the items in the printed reports, the officers gave the following information:

President Molloy attended the 50-year anniversary celebration of the Atlanta Chapter being chartered, and that he had participated in a work session at Fernley & Fernley.

Christina Rockwell discussed Fernley & Fernley's recent activity (see attachment 6), and reported that Kristin Olszewski is working the NRHS account and is caught up with the backlog of open actions. The best email to use in contacting people at Fernley & Fernley is <a href="mailto:info@nrhs.com">info@nrhs.com</a>. If calling on the telephone, ask for Kristin (hit 0 and ask for Kristin.) Ms. Rockwell's name is "Christina" versus "Kristin" or "Christine."

Membership Awards: Joe Maloney updated the board from Attachment 7 on locating a good address for Mr. Paul Morrissey, a 50 year member who recently moved several times. All membership service pins have been distributed for 2009, and we are waiting only for the response from the Pittsburgh Chapter on how it wants to handle the 50-year chartering anniversary certificate.

Website Update: Greg Molloy reported for Jim Lilly and Jeff Smith, using Attachment 9. The work should occur in three phases. The first phase is focused on short term tasks to essentially clean up what is on the current site. The economic downturn has upset our business model on how we planned to purchase the programming labor in that several potential firms have been bought out. This may require Executive Committee action before the next board meeting in August, 2009. The staff is wrestling with some key issues that impact where we will go for the latter work phases. These include such issues as whether we are focusing on attracting new members, whether we are trying to become more like current commercial enterprises, and how best to deal with new accounting rules and new security concerns.

Media Services: Mitch Dakelman reported that not a lot has happened recently with the film collection. We have received a big collection of 8mm films, 35mm slides and various negatives from a collector in Maryland. Mitch will be presenting some of the 16mm films at the 2009 convention in Duluth, MN.

NRHS Discount Program: Wes Ross reported he had completed the 2009 program. The program is essentially the same as last year's program, and will appear on the web site and in the *NRHS News*. Discounts vary depending on the specific venue, which include museums, B&B's, and delis. Dr. Ross pointed out that many NRHS chapters simply failed to answer the mail about requests for discounts. Sheila Dorr suggested that the NRHS advertisements should identify the existence of the discount program. Becky Gerstung recommended that NRHS members <u>really</u> use these discounts so we can maintain and expand this program – either use it or lose it.

Railway Heritage Grants: Applications are due to NRHS headquarters by Close of Business on 25 June 2009.

Necrology: We learned from Louisville Chapter that Mr. C. Alex Rose, former NRHS General Counsel, had passed away last week

RailCamp: Barry Smith reported that Adult RailCamp for June 2009 is oversubscribed with 16 campers vying for 12 spaces, while the September 2009 session in undersubscribed with 5 campers for the 12 available spaces. The Teen Camp for Steamtown has 6 slots still available, while the Nevada Northern camp has 3 slots available. We are looking for individuals who will have finished the ninth grade up through high school graduates this year. Some details with Steamtown are still being finalized.

Library: Doug White reported that National Library Relocations (NLR) made a presentation to some of the Regional Vice Presidents about a computer program for cataloging the collections currently located at their facility in Three Rivers, MA. This would complement the appraisal the General Counsel obtained with Larry Lowenthal to handle the collections. The software could vastly improve access to the collections, allowing us, among other things, to allow NRHS members better access to the collections, and to do inter-library loans with similar library collections. Finally, despite rumors to the contrary, the NRHS does, in fact, have access to the library collections while being stored at the NLR facility in Three Rivers, MA.

## **Unfinished Business**

Executive Committee: President Molloy reported that the Executive Committee has not met or taken any actions since the last Board meeting in February 2009.

Proposed Dues Increase in 2010. At the board meeting on February 8, 2009, action was postponed on a motion to increase dues for starting with the 2010 membership year. That motion, as reported in the minutes of the February 2009 Board of Directors Meeting was

"Motion (W. Wood) that effective with the 2010 membership year primary chapter member dues increase from \$33 per year to \$36 per year and primary at-large member dues increase from \$34 per year to \$37 per year. Seconded (Wasby)."

President Molloy noted that the Board members had discussed the motion extensively at the previous day's work session and asked whether there was additional discussion. Several board members expressed concerns that the increase will result in more membership losses, while others supported the increase now rather than waiting for another relatively large increase akin to the 2007 increase. The motion then carried.

## **New Business**

Quorum Requirements: John Fiorilla and Joe Williams, the General Counsel Team, discussed their recent review of Maryland law that turned up the fact that Not-For-Profit Corporations need to have a minimum of 33 1/3 percent of the Board of Directors vote present in order for a legal quorum to conduct the corporation's business (See Attachment 8). Maryland law provides for weighted votes (shares), as the NRHS By-Laws authorize. At this meeting, we had more than the 33 1/3 percent of the votes

required to conduct business. Mr. Weber moved and Mr. Zullig seconded the following resolution:

## "RESOLVED:

WHEREAS, the bylaws of the National Railway Historical Society, Inc., a corporation duly organized and existing pursuant to the laws of the State of Maryland, call for a quorum of Fifteen Percent (15%) of the votes on the Board of Directors to transact business; and

WHEREAS, the statutes and law of the State of Maryland call for a quorum of Fifty Percent (50 %), of the Board of Directors or a minimum quorum of one third, or Thirty Three and one third Percent (33 1/3%), of the votes on Board of Directors to transact business if the Corporation so elects; and if adopted by the organization; and

WHEREAS it is determined by the Board of Directors to adopt a quorum requirement of one third of the Board of Directors; and

THEREFORE, each and every action of the Board of Directors at a meeting, since July 9, 2005 where there was more than Fifteen Percent (15%) of the votes present, and less than Fifty Percent (50%) present, be and hereby is ratified and approved as an action of the Board of Directors, *Nunc pro tunc* to the original date of the action taken."

The motion carried.

<u>Establishing Policy on Late Dues Renewals:</u> President Molloy presented a paper (Attachment 10) on the problems NRHS faces with its many members who renew their membership late. Mr. Weber moved, and Dr. Ross seconded a motion as follows:

"NRHS will change the current Bulletin and Yearbook policies.

- "1. New members will receive *Bulletin* back issues subject to availability. NRHS Management will make a good faith effort to produce enough *Bulletins* for anticipated new members and back issues sales, but will not reprint issues if supplies are exhausted.
- "2. Members who do not renew by the end of the grace period will not receive any *Bulletins* distributed before their renewal is processed. NRHS management may make an exception to this policy at its discretion if warranted by a particular situation and if sufficient *Bulletin* copies are available.
- "3. Yearbooks will be produced only for members who are paid-up when the address list is run in mid-summer. NRHS will not produce or distribute Yearbooks to new members who join or current members who renew later in that calendar year.

"NRHS shall allow only one free transfer between chapter and at-large status per member year, or vice versa. NRHS will charge a membership service fee of \$15.00 for primary members and \$5.00 for family members for each additional transfer in a calendar year, with the provision that NRHS Management may waive this fee for additional cases if the situation warrants."

Don Maxwell moved and Ann Miller seconded a motion to amend the original motion that would make it effective in calendar year 2010. After extensive discussion, the motion failed.

Mr. Pahris moved and Dr. Wasby seconded an amendment proposal to waive the \$1 difference between At-Large and Chapter Member dues when a chapter member is converted to at-large membership because his primary chapter is inactive. President Molloy pointed out that NRHS management sometimes ignores the \$1 difference already as the costs of chasing that one dollar would be prohibitive for economic operations. After discussion, the amendment failed.

In further discussions on the main motion, Greg Molloy pointed out we still will need to print some extra copies of the *Yearbook* as a contingency. Wes Ross questioned what would happen with the one allowed change when an Inactive Chapter is reactivated. In this situation, Greg Molloy thought we would likely ignore the rule for the better good of the reactivated chapter, except where that chapter has a bad track record of abusing the process. If there are disputes, in practical terms, the 90 day grace period expires 5 months after the beginning of the dues renewal bills are released. If we are working good faith efforts, then we would likely avoid the fee. The main motion carried.

NRHS Contracting Performance Standards: Dr Wasby expressed his concerns about the two contracts with Fernley & Fernley lacking any sort of performance standards. Dr. Wasby introduced, and Mr. Pahris seconded the following motion,

## "MOTION

## **BECAUSE**

- the position of NRHS in relation to Fernley & Fernley or any successor organization with which NRHS contracts to carry out administrative functions must be strengthened;
- the absence of performance standards from the NRHS contract with Fernley & Fernley leaves NRHS at a disadvantage in policing the work done by Fernley & Fernley for NRHS;
- those engaged in the development and monitoring of performance standards include some people who are not NRHS "management";

## **MOVED**

That an oversight committee be created to help manage the on-going work

which Fernley & Fernley, or any successor contractor organization, performs for NRHS, and to monitor contractor performance.

That the oversight committee create performance criteria and renegotiate the NRHS contract with Fernley & Fernley to spell out NRHS requirements and specify performance standards, plus modes of implementation of such standards, including penalty provisions should the standards not be met.

That the oversight committee be composed of five members, no more than two of whom may be from NRHS Management."

After the board extensively discussed the motion, Al Weber moved and Carl Jensen seconded a motion to postpone the main motion. The board voted on the motion, and the voice vote was inconclusive. In the roll call vote, the vote count was 71 for and 88 against, so the motion failed.

After an explanation of the parliamentary procedure, Mr. Pahris withdrew his second. Mr. Maxwell then seconded the motion.

After more discussions on the main motion, Dr. Wasby moved to table the main motion and all remaining amendments. No second was required. By vote, the motion was laid upon the table.

## **Convention Reports**

2009, Duluth, MN – John Goodman reported that the "Steam on the Range" convention booklet was in the mail the week of April 13, 2009, and that several copies had been handed out at this meeting to various directors and officers. Convention dates are August 11-16, 2009. The ticket order form goes to the address in Texas shown in the convention booklet. The convention telephone line is now active. The banquet is not being held at the same location as the Board of Directors Meeting, which will take place on Friday, August 14, 2009, at 8:30 am CDT. The membership meeting is scheduled to begin at 2 pm, followed by the banquet. Both Indiana University Press and the University of Minnesota Press will be on hand and selling railroad books. There are two convention hotels: the Radisson Duluth (\$99/night) and the Holiday Inn (\$109/night).

2010, Scranton, PA – Tim O'Malley reported that the "Endless Mountain Rails" convention will take place June 22-26, 2010. Preregistration will be available at the Duluth convention. If you preregister, you will receive a 2010 calendar from the Lackawanna & Wyoming Valley Chapter. Dave Crosby has written a book on the railroads of the Scranton, PA area, which should be available in September 2009, and will be available at the convention. The two convention hotels are the Radisson Lackawanna (where the banquet will be held) and the Scranton Hilton.

2011 and beyond – The National Convention Committee has received two possible expressions of interest and will follow up on those ideas. Other expressions of interest are still welcome. Any Chapters interested in hosting a NRHS convention can contact Carl Jensen, John Goodman, Ed Graham, Mia Mather or Joe Williams.

## **Future Board of Directors Meetings**

Greg Molloy reported Ellen Pinsky resigned as the Assistant Secretary, and that the NRHS National Convention Committee (NCC) is now responsible for the policy and guidelines on NRHS Board of Directors meetings. Carl Jensen reported that Bob Bitzer will become the NCC head for board meetings, and that Walter Zullig is revamping the policy and guidelines on board meetings with input from several other people.

Fall 2009, St. Louis, MO (October 22-25, 2009) – Al Weber reported that the hotel is the Holiday Inn in St. Peters, and that are now accepting reservations.. Attendees arriving by rail can take AMTRAK to St. Louis, use the light rail to the airport, then use a hotel shuttle van, or take a taxicab. Agenda items include a Friday UP shop tour, the Saturday Board work session and banquet.

Winter 2010 – Based on the need for an extensive work-only session to develop various policy documents identified earlier in this meeting, Carl Jensen moved and Wes Ross seconded a motion that we hold a Winter 2010 board meeting; dates and site to be determined. The motion passed unanimously..

Spring 2010, Huntington, WV (April 8-11, 2010) – Don Maxwell had no new information beyond what he had reported at the Winter 2010 board meeting. The hotel will be the Pullman Plaza Hotel. Agenda items include a tour of the CSX locomotive shop, the Chapter museum, screening of historic films and museum tours. Attendees arriving by rail can use the AMTRAK Cardinal. Mr. Maxwell informed the board members that the Board meeting will be on Saturday, and not the traditional time on Sunday.

Fall 2010, Lancaster, PA (Dates To Be Determined) – Harold Shaak reported that their committee is still awaiting inputs from NRHS board members on what they would like to see concerning the society's 75<sup>th</sup> anniversary celebrations during the meeting.

2011 and beyond - The Board was asked to propose suggestions or bids for the 2011 Board meetings.

## Adjournment

Mr. Weber moved and Dr. Wesley Ross seconded a motion to adjourn. The motion carried.

The meeting adjourned at 12:31 pm.

Respectfully Submitted

NRHS Secretary

# National Directors Present for the April 19, 2009 Board of Directors Meeting

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Larry S. Dyer	Atlanta	National Director
Christine Winter	At-Large Member	Alternate Director
Dianne K. Pastorino	At-Large Member	National Director
Donald C. Winter	At-Large Member	National Director
Jack Hilborn	At-Large Member	National Director
William M. Chapman	At-Large Member	<b>National Director</b>
Kenneth A. Maylath	Baltimore	National Director
Donald W. Winters	Bergen-Rockland	<b>National Director</b>
Howard M. Walker	Blackhawk	<b>National Director</b>
Greg Leidheiser	Bluewater Michigan	<b>National Director</b>
Stephen L. Wasby	Cape Cod	<b>National Director</b>
W. Yancey Ellis	Carolina Clinchfield	National Director
Edward F. Graham	Central Coast	<b>National Director</b>
Jerry Hardwich	Central Florida	Alternate Director
John D. Ansell	Central Oklahoma	<b>National Director</b>
William Sander	Champlain Valley	<b>National Director</b>
Arthur E. Giardino	Charleston	<b>National Director</b>
Robert J. Ernst	Chicago	Alternate Director
William Scott Andes	Cincinnati	<b>National Director</b>
Donald R. Maxwell	Collis P. Huntington	<b>National Director</b>
William E. Wood	Connecticut Valley	<b>National Director</b>
James Torgeson	Cornell	<b>National Director</b>
Barry O. Smith	Cumberland Valley	<b>National Director</b>
Leon B. Duminiak	Delaware Valley	<b>National Director</b>
Lester T. Collins	Greenville	<b>National Director</b>
Gale C. McKinley	Gulf Coast	National Director
Harla Lazur	Gulf Curve	<b>National Director</b>
Douglas R. White	Hagerstown	National Director
Thomas R. Moss	Intermountain	National Director
Mitchell E. Dakelman	Jersey Central	National Director
Wesley F. Ross	Kentucky Central	National Director
	Lackawanna & Wyoming	
Timothy E. O'Malley	Valley	National Director
Harold L. Shaak	Lancaster	National Director
Mark W. Lazur	Leatherstocking	National Director
Benjamin T. Young, Jr.	Long Island-Sunrise Trail	National Director
Samuel J. Boldrick	Miami	National Director
Mia Mather	New York	National Director
Rebecca A. Gerstung	Niagara Frontier	National Director
Marjorie W. Erich	North Florida	National Director
Dale Wilken	North Texas	National Director
Brian Carlson	North Western Illinois	National Director

William W. Dredge Northstar **National Director** Nelson K. Burks Old Dominion **National Director** Robert Freeman Old Smoky **National Director** Edward M. Berntsen Pacific Northwest **National Director** Sheila Dorr Philadelphia Alternate Director Richard C. Davidson, Jr. Potomac **National Director** John D. Sweigart Pottstown & Reading **National Director** Robert S. Mesite Rappahannock **National Director** Duane D. Durr Red River Valley **National Director** Gerard R. Deily Rivanna **National Director** Carl S. Jensen Roanoke **National Director** Al Weber Saint Louis **National Director** Thomas N. Thornquist Southwest Florida **National Director** Donald A. Jilson Susquehanna Valley **National Director** Ann Miller Tri-State **National Director** Donald F. Bishop Ulster & Delaware **National Director** Ralph R. Bitzer Washington DC **National Director** Jim Pahris Watauga Valley **National Director** Frederick Ciocciola West Jersey **National Director** Western Connecticut **Tony White National Director** Robert H. Clark White River Junction **National Director** Berton A. Robinson Winchester **National Director** 

# National Officers, Staff, Regional Vice Presidents, Members and Guests Present for the April 19, 2009 Board of Directors Meeting

Braley Pastorino	At-Large	Member
•	•	Secretary & Director,
Joseph C. Maloney, Jr.	Baltimore	Membership Awards
Robert Heavenrich	Washington DC	Comptroller
		Assistant Director,
Diane Heavenrich	Washington DC	Membership Development
David Baniewicz	Chicago	Director, Emblem Sales
Gregory P. Molloy	Cincinnati	President
Grace H. Wood	Connecticut Valley	Chapter President
David G. Flinn	Cornell	Northeast Region VP
	Fernley & Fernley Account	
Christina Rockwell	Manager	Guest
Joseph Heffron	Harrisburg	Chair, Finance Committee
Rosalie Scarfie	Long Island-Sunrise Trail	Chapter Treasurer
Joseph Williams	New York	Asst. General Counsel
Walter E. Zullig, Jr.	New York	Metropolitan Region VP
John Fiorilla	Tri-State	General Counsel
Jane Belcher	White River Junction	Member