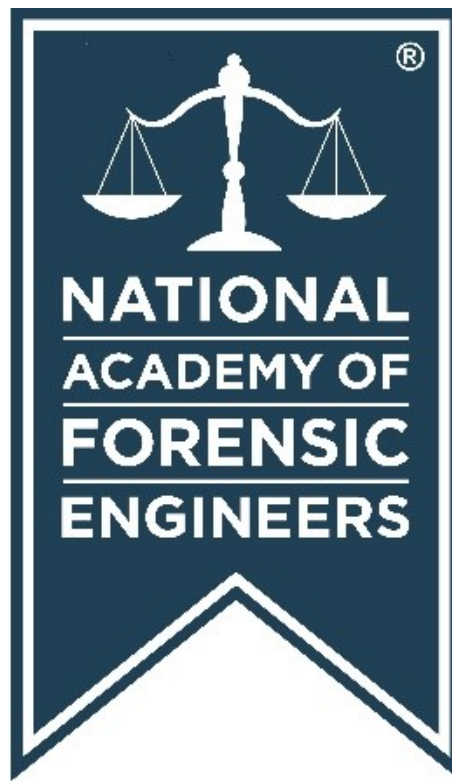


The National Academy of Forensic Engineers

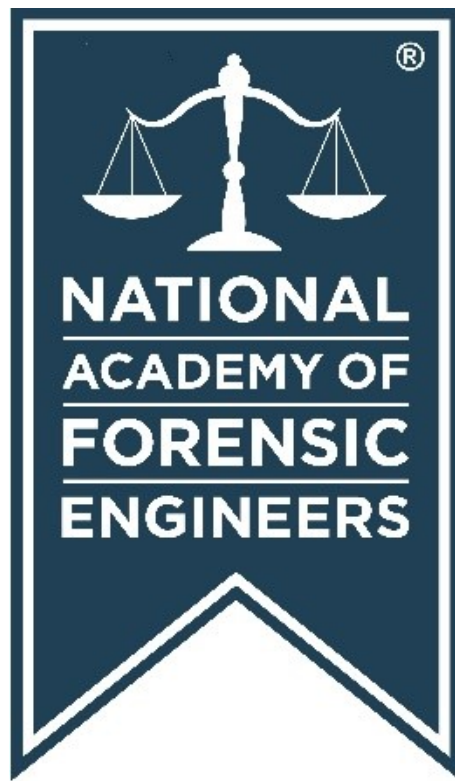
Summer Conference 2021
Providence, Rhode Island



Board of Directors Book

July 30, 2021

INTRODUCTION





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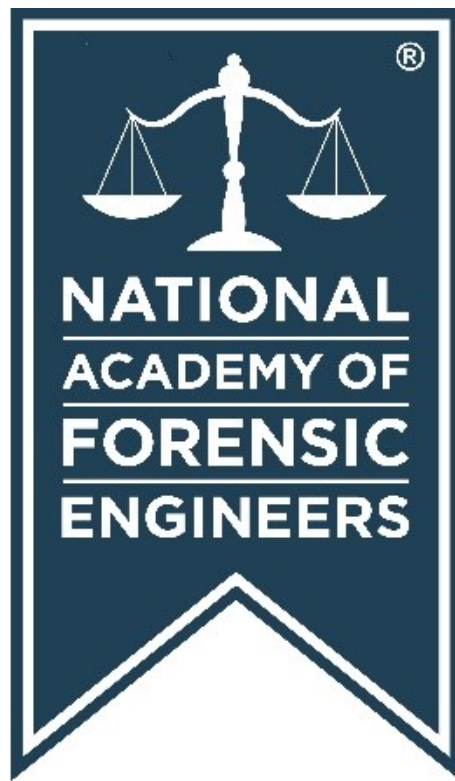
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We are pleased to formally welcome Rebecca Bowman to her first in-person NAFE Board of Directors Meeting and Summer Conference. Rebecca was confirmed to the position of Executive Director for the National Academy of Forensic Engineers (NAFE) on February 26, 2021 and has since been confirmed as a Diplomate of Forensic Engineering as a member of the Academy. Bowman is a registered professional engineer and a certified attorney, arbitrator, mediator, and Christian conciliator. Her engineering experience includes design and forensic analysis, construction/project management, and dispute resolution. As an expert, Bowman served in a wide variety of failure analysis situations and developed remediation alternatives addressing geotechnical, structural, building science, electrical, and environmental systems as well as construction safety, regulatory compliance, and alternative techniques. Her legal practice includes real estate, small business start-up, employment law, estate planning/administration, and nonprofit support.

Rebecca has been instrumental in the planning and replanning of this summer conference, provides valuable fresh perspective and legal guidance in Academy leadership, and serves as an enthusiastic advocate for the Academy and our due-payers.

BOARD ORIENTATION





Legal Duties

Rebecca A. Bowman, Esq., P.E.

NAFE Governance Primer



NAFE Governance Primer:

A Summary of Volunteer Leader Duties

NAFE BOARD OF DIRECTORS

Association officers, directors, delegates, committee members, and others involved in an association's governance are often uncertain of their roles and responsibilities. And for good reason — some rights and obligations are determined by law, others by the association's articles of incorporation and bylaws, and still others by written policies and procedures or more informal arrangements.

The following brief is designed to clarify the delegation of duties; explain the fiduciary duties imposed by law on association officers, directors, and delegates; and suggest ways to protect volunteer leaders from personal liability.

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The Fundamentals

- Duty of care
- Duty of loyalty
- Duty of obedience
- Duty to avoid conflict of interest
- Duty to respect confidential information

The Bottom Line

- Stay informed
- Be an engaged listener with an open mind
- Make decisions based on what is best for the academy, not your personal preferences or interests
- Respect the Board's time
- Reliance on Experts
- Use common sense
- When in doubt ... ASK!





NAFE Governance Primer:

A Summary of Volunteer Leader Duties

NAFE BOARD OF DIRECTORS

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Roles and Responsibilities

NAFE Board of Directors

The NAFE Board of Directors (the “Board”) is the governing body of the NAFE (the “association”), responsible for the ultimate direction of the management of the organization’s affairs. The Board is responsible for policymaking, while employees (and to a certain extent, officers) are responsible for executing day-to-day management to implement Board-made policy. However, the ultimate legal responsibility for the actions (and inactions) of the association rests ultimately with the Board. The Board can act legally only by consensus (majority vote of a quorum in most cases) and only at a duly constituted and conducted meeting, or by unanimous written consent.

The Board may delegate authority to act on its behalf to others such as committees, but, in such cases, the Board is still legally responsible for any actions taken by the committees or persons to whom it delegates authority. An individual Board member has no individual management authority simply by virtue of being a member of the Board. However, the Board may delegate additional authority to a Board member, such as when it appoints Board members to committees. In a similar fashion, an officer has only the management authority specifically delegated in the bylaws or by the Board (although the delegated authority can be general and broad).

Committees

Committees have no management authority except for that delegated to them by the bylaws or by the Board. Furthermore, under most state nonprofit corporation laws, certain functions may not be delegated by the Board to committees. For example, in many states, the Board may not delegate to committees the power to elect officers, fill vacancies on the Board or any of its committees, amend the bylaws, or approve a plan of merger or dissolution.

Employees

Employees have no management authority except that specifically delegated to them in the bylaws or by the Board. For example, most associations’ bylaws delegate to the chief staff executive the responsibility for the day-to-day operations of the association’s office(s), including the responsibility to hire, train, supervise, coordinate, and terminate the professional staff of the association, as well as the responsibility for all staffing and salary administration within guidelines established by the Board.

Members

Members have no management authority, as such authority is held by the Board. However, some state nonprofit corporation laws generally reserve to members the right to remove officers and directors and to amend the association’s articles of incorporation, among other rights. Under some associations’ bylaws, certain matters, such as the amendment of the bylaws or the election of officers and directors, must be submitted to the membership for a vote. However, most other matters generally are not submitted to the full membership, but rather are handled by the Board, one or more of its committees, or the officers or employees of the association.

Legal Duties

Fiduciary Duty

Those in positions of responsibility and authority in the governance structure of an association — both volunteers who serve without compensation and employed staff — have a fiduciary duty to the organization, including duties of care, loyalty, and obedience. In short, this means they are required to act reasonably, prudently, and in the best interests of the organization, to avoid negligence and fraud, and to avoid conflicts of interest. In the event that the fiduciary

duties of care, loyalty, or obedience are breached, the individual breaching the duty is potentially liable to the association for any damages caused to the association as a result of the breach. This fiduciary duty is a duty to the association as a whole; even those who serve only on a particular committee or task force owe the fiduciary obligation to the entire association.

Duty of Care

This duty is very broad, requiring officers and directors to exercise ordinary and reasonable care in the performance of their duties as well as exhibit honesty and good faith. Officers and directors must act in a manner that they believe to be in the best interests of the association and with the same level of care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. The “business judgement rule” protects officers and directors from personal liability for actions made in poor judgment, as long as there is a reasonable basis to indicate that the action was undertaken with due care and in good faith. The duty of care also imposes an obligation to protect any confidential information obtained while serving the association.

Duty of Loyalty

This is a duty of faithfulness to the association. This means that officers and directors must give undivided allegiance to the association when making decisions affecting the association.

In other words, officers, directors and delegates cannot put personal interests, even the interests of any specific constituency they were elected or appointed to represent, above the interests of the association.

Personal interests may include outside business, professional, or financial interests; interests arising from involvement in other organizations; and the interests of family members, among others.

Officers and directors should be careful to disclose even potential conflicts of interest to the Board of directors, and should recuse themselves from deliberation and voting on matters in which they have personal interests. For pervasive and continuing conflicts — such as a director of the association concurrently serving on the Board of a competing association — resignation from the individual’s association leadership post or from the outside conflicting responsibility may be required. Officers and directors can have business dealings with the association, but such transactions must be subject to considerable scrutiny. In such event, officers and directors must fully disclose any personal interests to the Board of directors, and the terms of any transaction must be fair to the association. In addition, state nonprofit corporation statutes frequently provide specific procedures for dealing with transactions in which officers or directors have conflicts of interest.

Duty of Obedience

This duty requires officers and directors to act in accordance with the organization’s articles of incorporation, bylaws, and other governing documents, as well as all applicable laws and regulations.

Conflict of Interest

Beyond the general legal duties, the importance of avoiding actual and perceived conflicts of interest is well grounded in law. If anything, recent changes in the wake of the WorldCom, Enron and the 2008 Lehman Brothers bankruptcy and ensuing financial market collapse have placed even stricter standards of scrutiny on conflict of interest obligations. The Sarbanes-Oxley financial reform bill put additional enforcement provisions and higher penalties in place for violations of these standards. The IRS has intensified compliance and enforcement actions and adopted a zero-tolerance attitude towards conflicts of interest through changes in the annual tax filings that not-for-profit organizations like NAFE and its state associations must make.

Most people understand the most obvious forms of conflict of interest: where direct financial benefits are involved. It doesn’t take a law degree to know that it would be wrong for a director of the association to participate in a board decision that would financially benefit him or her directly. For example, if the association were considering a major asset purchase and you owned an interest in one of the company’s competing for that sale, you have a clear conflict of interest.

But there are other, more subtle conflicts that can from time to time arise, and volunteer leaders have a legal duty as well as an ethical obligation to be sensitive to them.

Duality of Interests

The reason this is such an issue is that none of us, as individuals, live lives so narrowly focused or categorically compartmentalized as to avoid constantly carrying a multiplicity of legitimate demands for our loyalty. We are, each of us, a bundle of different interests: we owe the same duty of loyalty not only to NAFE, but also potentially to other organizations in which we are involved. We have a duty of loyalty to our employer, to the community organizations we are involved in, to the church, school and civic boards we serve on. The list goes on and on. It would be unreasonable to expect any individual to divest him or herself of any outside interests other than NAFE before allowing them to serve and impossible for any of us to comply if such a demand were made of us.

The good news is that while we all must live in a constant state of duality of interests (simultaneous duties of loyalty to two or more organizations), it is a relatively rare event when those dualities of interest actually come into conflict. Your obligations to your employer will very seldom if ever come into conflict with your obligations as a volunteer to NAFE. Even less often will your obligations to a community or civic organization come in conflict with your obligations to NAFE.

But it can happen. So you need to be aware and highly sensitive to the possibility of some specific issue or topic or action suddenly implicating two legitimate interests that demand your loyalty. When that situation occurs, you have a duty to both organizations to immediately make leadership aware so that conflict can be appropriately addressed and resolved.

That point is important enough to restate:

- Legitimate dualities of interest exist for each of us ... obligations to more than one organization that may or may not ever create an actual conflict.
- A duality of interest becomes a conflict whenever a volunteer has a direct or indirect interest, financial or otherwise, in the outcome of a matter involving NAFE.
- Whenever that occurs, the volunteer has a legal and ethical obligation to both organizations to bring that actual or perceived conflict to light, so that it can be appropriately resolved.

Remember, having a conflict of interest is not evidence of some moral shortcoming or ethical failure on your part. However, failing to act promptly to make leadership aware of the conflict so it can be appropriately addressed is a serious violation of your legal and ethical duties.

Remedies

When an actual or perceived conflict occurs, there are three remedies:

Disclosure. In a few cases, the conflict is so minor that simply disclosing it (and recording that disclosure in the official minutes) might be sufficient. For example, if the board was considering a large equipment purchase and you or your spouse owned a small amount of stock (a non-voting interest) in one of the company's competing for the sale, the board might very well determine that your financial interest is so small and your degree of control so slight that simply recording the disclosure in the minutes is enough.

Recusal. In a vast majority of cases, a conflict of interest is resolved by recusal --- or simply removing yourself from participating in any of the discussions or actions taken by the board or committee in a specific matter. Whenever the matter in which you have a conflict is discussed (including in any circulation of information in advance of the meeting), you are excused from the deliberations and leave the meeting.

Resignation. In a few, very rare cases, a conflict will arise that is so fundamental, you must make a choice. If you cannot, in good faith, serve the two masters simultaneously, you must resign from the service of one or the other. Again, such situations are rare, but there may be instances where one entity to whom you owe a duty of loyalty demands something from you that you cannot honor without violating your duty to another. For example, if you serve on one board that, for legitimate reasons, demands that certain proprietary information be kept confidential, but

withholding that information would be damaging to another organization on whose board you serve, you cannot simultaneously honor both demands.

Who Decides?

One additional and very important point. The individual does not get to decide if a conflict exists or what an appropriate remedy would be. The board or other governing entity makes that call. Your duty, as an individual, is to fully and promptly disclose any actual or potential conflict and to abide by the collective decision of the board or committee as to its resolution.

Finally, it is important to remember that a board's action to cure a conflict of interest is not a reflection on your trustworthiness or character. It is not a question of whether you can be trusted to act in the best interests of the association ... the legal standard is whether a reasonable person, looking at the matter with no special or inside information, might reasonably find cause to doubt that the decision was made exclusively in the best interests of the association, uncolored by any outside or individual concerns, if you participated in it.

Additional Considerations

Corporate Opportunities Doctrine

The duty of loyalty specifically prohibits competition by an association officer or director with the association itself. While officers and directors generally may engage in the same "line of business" or areas of endeavor as the association, it must be done in good faith and without injury to the association. One form of competition that is not permitted, however, is appropriating "corporate opportunities." A corporate opportunity is a prospect, idea, or investment that is related to the association's activities or programs and that the individual knows, or should know, may be in the best interests of the association to accept or pursue. An association officer or director may take advantage of a corporate opportunity independently of the association only after it has been offered to, and rejected by, the association.

Reliance on Experts

Unless an officer or director has knowledge that makes reliance unwarranted, an officer or director, in performing his or her duties for the organization, may rely on written or oral information, opinions, reports, or statements prepared or presented by: (i) officers or employees of the association whom the officer or director believes in good faith to be reliable and competent in the matters presented; (ii) legal counsel, public accountants, or other persons as to matters which the officer or director believes in good faith to be within the person's professional or expert competence; or (iii) in the case of reliance by directors, a committee of the Board on which the director does not serve if the director believes in good faith that the committee merits confidence.

Willful Ignorance and Intentional Wrongdoing

Directors cannot remain willfully ignorant of the association's affairs. A director appointed as treasurer, for example, with limited knowledge of finance cannot simply rely on the representations and reports of staff or auditors that "all is well" with the association's finances. Moreover, officers and directors acting outside of or abusing their authority as officers and directors may be subject to personal liability arising from such actions. Furthermore, officers or directors who, in the course of the association's work, intentionally cause injury or damage to persons or property may be personally liable, even though the activity was carried out on the association's behalf.

Reducing Personal Liability Risk

Association officers and directors can help minimize their risk of personal liability by doing the following:

1. Being thoroughly and completely prepared before making decisions;
2. Becoming actively involved in deliberations during Board meetings, commenting as appropriate, and making inquiries and asking questions where prudent and when such a need is indicated by the circumstances;
3. Making decisions deliberately and without undue haste or pressure;
4. Insisting that meeting minutes accurately reflect the vote counts (including dissenting votes and abstentions) on actions taken at meetings;
5. Requesting that legal consultation be sought on any matter that has unclear legal ramifications;
6. Requesting that the association's accountants assess and evaluate any matter that has significant financial ramifications;
7. Obtaining and carefully reviewing both audited and unaudited periodic financial reports of the association;
8. Attending the association's meetings and reading the association's publications carefully to keep fully apprised of the organization's policies and activities;
9. Reviewing from time to time the association's articles of incorporation, bylaws, and other governing documents; and
10. Avoiding completely any conflicts of interest in dealing with the association and fully disclosing any potential conflicts.

Liability Protection

If preventive risk management fails, the liability of association officers and directors can be limited through indemnification by the association, insurance purchased by the association, and state volunteer protection laws.

Apparent Authority

In the landmark 1982 case, **American Society of Mechanical Engineers v. Hydrolevel**, the U.S. Supreme Court determined that an association can be held liable for the actions of its officers, directors, and other volunteers (including actions that bind the association financially), even when the association does not know about, approve of, or benefit from those actions, as long as the volunteer reasonably appears to outsiders to be acting with the association's approval (i.e., with its "apparent authority"). The Supreme Court made clear that associations are to be held strictly liable for the activities of volunteers who have even the apparent authority of the association. Even if an association volunteer does not in fact have authority to act in a particular manner on the association's behalf, the law will nevertheless hold the association liable if third parties reasonably believe that the volunteer had such authority. The law thus requires an association to take reasonable steps to ensure that the scope of its agents' (e.g., officers, directors, and committee members') authority is clear to third parties, and that agents are not able to hold themselves out to third parties as having authority beyond that which has been vested in them by the association — for example, by regulating access to association letterhead stationery.

Antitrust

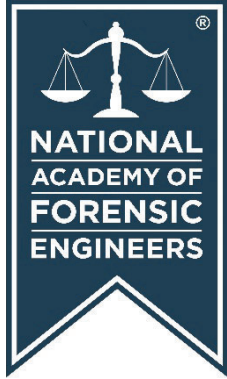
Associations are subject to strict scrutiny under both federal and state antitrust laws. The Sherman Act, the principal federal antitrust statute, prohibits "contracts, combinations, or conspiracies ... in restraint of trade." By their very nature, associations are a "combination" of competitors, so one element of a possible antitrust violation is always present, and only some action by the association that unreasonably restrains trade needs to occur for there to be an antitrust violation. Consequently, associations are common targets of antitrust plaintiffs and prosecutors.

The consequences for violating the antitrust laws can be severe. A conviction can carry stiff fines for the association and its offending leaders, jail sentences for individuals who participated in the violation, and a court order dissolving the association or seriously curtailing its activities. The antitrust laws can be enforced against associations, association members, and the association's employees by both government agencies and private parties (such as competitors and consumers) through treble (triple) damage actions. As the Sherman Act is a criminal conspiracy statute, an executive who attends a meeting at which competitors engage in illegal discussions may be held criminally responsible, even if he or she says nothing at the meeting. The executive's attendance at the meeting may be sufficient to imply acquiescence in the discussion, making him or her liable to as great a penalty as those who actively participated in the illegal agreement.

Common antitrust claims against associations include price-fixing (any explicit or implicit understanding affecting the price of a member's product or service is prohibited, even if the understanding would benefit consumers), group boycotts / concerted refusals to deal, customer allocation or territorial division, bid-rigging, and illegal tying arrangements. Antitrust-sensitive areas of association activity include membership restrictions, standard setting, certification and self-regulation, statistical surveys, and information exchange programs, among others.

To avoid antitrust liability, associations should adopt a formal antitrust compliance program, and this policy should be distributed regularly to all association officers, directors, committee members, and employees. The policy should require, among other conditions, that all association meetings be regularly scheduled — with agendas prepared in advance and reviewed by legal counsel — and that members be prohibited from holding “rump” meetings. Above all else, members should be free to make business decisions based on the dictates of the market — not the dictates of the association. Any deviation from this general principle, such as adoption of a Code of Ethics that infringes on members' ability to make fully independent business decisions, should be approved by legal counsel.

(1/5/21)



NAFE

Board of Directors

Key Rules of Order

and

Parliamentary Procedure Primer

NAFE Board of Directors Key Rules of Order

1. The presiding officer shall rule on all questions pertaining to the NAFE Bylaws, rules of order, and interpretations of parliamentary procedure.
2. Individuals who desire to address the NAFE Board of Directors shall approach a microphone and wait to be recognized by the presiding officer. When recognized, the speaker shall give his or her name and affiliation. Each speaker shall address comments to the presiding officer.
3. In all cases, the maker of a motion or resolution shall be entitled to speak first. The presiding officer will then ask for those who wish to speak in favor and then those who wish to speak against the motion or resolution to address the board in alternating fashion. This procedure will continue until there are no persons desiring to speak on one side of the question or the other, at which time debate will cease and the issue will be voted on. The presiding officer may impose a reasonable time limit per speaker if circumstances warrant. The presiding office may also rule a speaker's comments to be redundant to those of prior speaker(s) and ask the current speaker to be seated.
4. A Consent Agenda may be presented to the board members for adoption without debate. Upon request of a single member, any item may be removed from the Consent Agenda for separate consideration and action by the NAFE Board of Directors as an item on the Main Agenda.
5. An affirmative vote of two thirds of votes cast by the NAFE Board of Directors present and eligible shall be required to adopt amendments to the NAFE Bylaws.
6. Motions proposed by committees, task forces, and the NAFE Board of Directors prior to the start of the Board Meeting do not need a second. These motions will be included in the meeting agenda. A motion proposed by a member does require a second.
7. Should any member have an emergency that requires early departure from the NAFE Board of Directors meeting, the member shall notify the NAFE Secretary.

NAFE Board of Directors Parliamentary Procedure Primer

Parliamentary procedures are necessary for the efficient conduct of a meeting and, when used properly, can make the meeting more productive and enjoyable. Below are some general guidelines for using parliamentary procedure during a NAFE Board of Directors Meeting.

What is parliamentary procedure and where did it come from?

Parliamentary procedure is merely a set of rules for the conduct of meetings. These rules, when effectively used, allow everyone attending the meeting to be heard and to participate in the decision-making process. This also helps eliminate confusion.

Parliamentary procedures originated in the early English Parliaments and were brought to America with the first settlers. In 1876, Henry M. Robert published these procedures as a uniform manual on parliamentary law. *Robert's Rules of Order Newly Revised* is widely used today by most professional associations and is the basic handbook for presiding officers.

Why is parliamentary procedure important?

Parliamentary procedure has become an essential tool in conducting meetings because:

- it allows for democratic rule, flexibility, protection of rights, and a fair hearing for all participants;
- it has been tested over the years and has proven successful; and
- it is adaptable to any organization

How do we use parliamentary procedure?

Parliamentary procedure is used in a variety of ways in planning and conducting meetings, most notably by preparing and following a set agenda, by establishing a quorum (the number of members that must be present for business to be conducted legally), and by making motions.

Motions

A motion is merely a proposal that the body takes a stand or takes action on some issue. Motions are presented, seconded, debated, and decided (by vote). There are four general types of motions: **main motions**, **subsidiary motions**, **privileged motions**, and **incidental motions**:

- **Main motions** introduce subjects to the body for its consideration. Main motions cannot be made while another motion is before the Board. Main motions yield to privileged, subsidiary, and incidental motions. An example of a main motion is, "I move that the NAFE Board of Directors approve the proposed NAFE Professional Policy..."
- **Subsidiary motions** are more commonly known as amendments. The purpose of a subsidiary motion is to change the main motion or affect how it is handled. The proposed amendment must relate to the subject as presented in the main motion. An example of a subsidiary motion is, "I move the proposed NAFE Professional Policy be amended by striking the word 'the' in the first sentence and replacing it with the word 'a'...."

- **Privileged motions** are most urgent and pertain to special or important matters not related to pending business. An example of a privileged motion is, “I move the NAFE Board of Directors adjourn....”
- **Incidental motions** involve issues of procedure that arise out of other motions. Incidental motions must be considered before the other motion. An example of an incidental is, “I move to suspend the rules for the purpose of....”

For a motion to be considered “in order”, the motion must relate to the business at hand and be presented at the proper time. A motion must not be obstructive, frivolous or contrary to the NAFE Bylaws.

Most motions require a “second”, i.e., an affirmation by another voting member of the NAFE Board of Directors to consider the motion. This practice prevents the body from spending time on a question that interests only one member.

One particular type of a Subsidiary Motion is a Substitute Motion. When a member wishes to offer a complete alternative to a main motion, that member gets recognized by the presiding officer and states the alternate motion that must be seconded. At this point the Board effectively has “dual main motions” and must determine which of the two alternatives will be ultimately acted upon. During the debate amendments to either motion (secondary amendments) may be entertained. Once all such amendments have been adjudicated the Board votes to select the motion to be acted upon, i.e. either the original Main Motion or the Substitute Motion.

Consider this scenario: A body owns a barn that it wishes to repaint. A motion is made and seconded to repaint the barn red within 30 days. Another member, not liking that color and sensing that 30 days is too short an interval, moves to substitute that the barn be repainted blue within 90 days. Now the body has “dual main motions” motions to consider. A supporter of the original motion, recognizing that 30 days may be too short, moves an amendment to change “30 days” to “60 days.” This amendment is approved by the body, resulting in an amended Main Motion. A supporter of the Substitute Motion, recognizing that the amended Main Motion now makes it more appealing, moves an amendment to the Substitute Motion to reduce the interval from “90 days” to “60 days.” This amendment is also approved. Now the body must vote on whether to consider the amended Main Motion or the amended Substitute Motion. After that vote is decided the body then finishes debate on the successful alternative, and the body votes that motion up or down.

The right to free and open debate is provided on most motions; some privileged and incidental motions are not debatable.

Most motions require only a simple majority vote, but motions concerning the rights of the Board or its members generally require a 2/3 majority vote for adoption.

Some motions can be re-debated and re-voted to give members an opportunity to change their mind. The “motion to reconsider” must come from a member who voted for the prevailing side.

Methods of voting on motions

There are five methods of voting to decide the outcome of motions: **by voice, by a show of voting signs, by roll call, by ballot, and by general consent.**

- **Voting by voice** is the most frequently used method at meetings. In this instance, the presiding officer asks those in favor to say “aye” and those opposed to say “no”. This method is used only for motions that require a majority vote. The presiding officer rules as to which side of the motion has received the greater number of votes. Any member may move for an exact count.
- **Voting by a show of voting signs** is accomplished by the board members raising their voting cards and tallying the sum of the weighted votes for both sides. This method is frequently used to clarify the results of a voice vote.
- **Voting by roll call** is conducted if a record of each member’s vote is needed. When voting by roll call, each member responds “yes” or “no” when his/her name is called. The weighted vote of each member is tallied to determine the result.
- **Voting by ballot** is used when secrecy is desired. In this type of voting, the members cast their votes on slips of paper or by computer. Again, the weighted votes of each voting member are tallied to determine the result.
- **Voting by general consent** is sometimes used when the motion is unlikely to be opposed. If someone objects to this method, the motion must be put to one of the types of vote described above.

In addition to the option of voting for or against an issue, a member may also abstain from voting (choose not to vote). When abstentions exist, the number of affirmative votes shall determine if a majority has been achieved to approve the proposed action.

A “motion to table” (lay on the table) is used to temporarily lay an issue aside to tend to a more urgent matter. The option to “take from the table” is always available to enable a body to reconsider the motion. This must occur before the adjournment of the current Board.

A “motion to postpone indefinitely” is a strategy to dispose of a motion without making a decision for or against. It is useful in the case of a badly chosen main motion for which either a “yes” or “no” vote would have undesirable consequences.

Parliamentary Procedure Summary

1. A motion must be on the floor before a topic is discussed. If a member starts to discuss something, the presiding officer must interrupt to ask “Does someone want to make a motion?” A motion is then made.
2. The presiding officer restates the motion and asks, “Is there a second?” Someone will generally second, but if no one seconds the motion, there cannot be discussion on the motion and it dies for lack of a second.
3. The presiding officer asks, “Is there any discussion? Would the maker of the motion like to speak to the motion?”
4. Individuals are then recognized by the presiding officer and allowed to speak in alternating order for or against the motion. Discussion must all relate to the topic of the motion.
5. The presiding officer asks “Is there any further discussion?” If there is no further discussion, the presiding officer will state “Hearing none – the motion before the Board is as follows....”
6. The presiding officer then directs “All in favor of the motion say aye; all opposed to the motion say no.” The motion carries or the motion fails.
7. Amendments to the main motion should be made prior to voting on the main (original motion).
8. Substitute Motions shall be handled as follows:
 - Main Motion to paint the barn red, motion seconded, discussion of the motion;
 - Substitute Motion to paint the barn blue, substitute motion seconded, discussion of substitute motion;
 - Discuss and perfect Main Motion and Substitute Motion concurrently;
 - Vote to replace Substitute Motion for Main Motion;
 - Vote on surviving Motion.

Parliamentary Procedure at a Glance

The following is a handy table for use at NAFE Board of Directors Meetings

Parliamentary Procedure At A Glance		Here are some motions you might make, how to make them, and what to expect of the rules.					
<i>To Do This:</i>	<i>You Say This:</i>	<i>May You Interrupt the Speaker?</i>	<i>Do You Need a Second?</i>	<i>Is It Debatable?</i>	<i>Can It Be Amended?</i>	<i>What Vote is Needed?</i>	<i>Can It Be Reconsidered?</i>
ADJOURN MEETING	“I move to adjourn.”	NO	YES	NO	NO	MAJORITY	NO
CALL AN INTERMISSION	“I move to recess for...”	NO	YES	NO ¹	YES	MAJORITY	NO
COMPLAIN ABOUT HEAT, NOISE, ETC.	“I rise to a question of privilege.”	YES	NO	NO	NO	NO VOTE	NO
TEMPORARILY SUSPEND CONSIDERATION OF AN ISSUE	“I move to lay the motion on the table.”	NO	YES	NO	NO	MAJORITY	NO ²
END DEBATE AND AMENDMENTS	“I move the previous question.”	NO	YES	NO	NO	2/3	YES ³
POSTPONE DISCUSSION FOR A CERTAIN TIME	“I move to postpone the discussion until...”	NO	YES	YES	YES	MAJORITY	YES
GIVE CLOSER STUDY OF SOMETHING	“I move to refer the matter to committee.”	NO	YES	YES	YES	MAJORITY	YES ⁴
AMEND A MOTION	“I move to amend the motion by...”	NO	YES	YES ⁵	YES	MAJORITY	YES
INTRODUCE BUSINESS	“I move that...”	NO	YES	YES	YES	MAJORITY	YES
<i>THE MOTIONS LISTED ABOVE ARE IN ORDER OF PRECEDENCE... BELOW, THERE IS NO ORDER...</i>							
PROTEST BREACH OF RULES OR CONDUCT	“I rise to a point of order.”	YES	NO	NO	NO	NO VOTE ⁶	NO
VOTE ON A RULING OF THE CHAIR	“I appeal from the chair’s decision.”	YES	YES	YES	NO	MAJORITY	YES
SUSPEND RULES TEMPORARILY	“I move to suspend the rules so that...”	NO	YES	NO	NO	2/3	NO
AVOID CONSIDERING AN IMPROPER MATTER	“I object to consideration of this motion.”	YES	NO	NO	NO	2/3 ⁷	YES ²
VERIFY A VOICE VOITE BY HAVING MEMBERS STAND	“I call for a division,” or “Division!”	YES	NO	NO	NO	NO VOTE	NO
REQUEST INFORMATION	“Point of information...”	YES	NO	NO	NO	NO VOTE	NO
TAKE UP A MATTER PREVIOUSLY TABLED	“I move to take from the table...”	NO	YES	NO	NO	MAJORITY	NO
RECONSIDER A HASTY ACTION	“I move to reconsider the vote on...”	YES ⁸	YES	YES ⁹	NO	MAJORITY	NO

NOTES:

¹ Unless moved when no question is pending.

² Affirmative votes may not be reconsidered.

³ Unless vote on question has begun.

⁴ Unless the committee has already taken up the subject.

⁵ Unless the motion to be amended is not debatable.

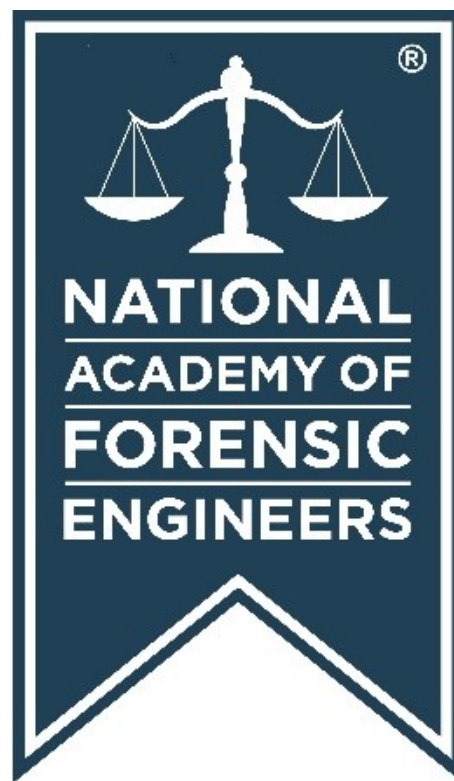
⁶ Unless the chair submits to the Board for decision.

⁷ A 2/3 vote in negative is needed to prevent consideration of the main motion.

⁸ Only if the speaker has the floor but has not actually begun to speak.

⁹ Unless the motion to be reconsidered is not debatable.

MISSION STATEMENT



The Mission and Objectives of The National Academy of Forensic Engineers NAFE

Mission

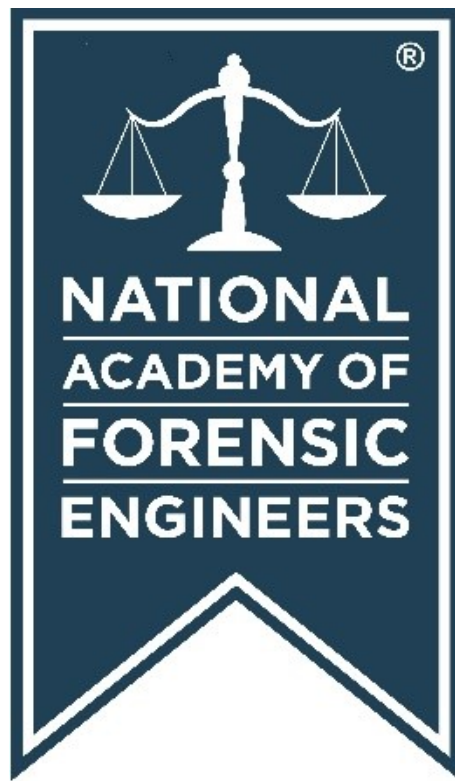
- Serving the public by advancing the ethical and professional practice of forensic engineering;
- Serving the jurisprudential system by certifying individuals having achieved expertise in forensic engineering;
- Serving Academy members and furthering the development of forensic engineers through education and the publication of peer-reviewed technical literature.

Objectives

The Objectives of NAFE are set forth in Article II of our Articles of Incorporation. These are:

- (a) To serve the public by advancing the skill and art of engineering analysis, investigation, consultation, and expert testimony in judicial and administrative proceedings which involve the use of engineering evidence, or the rendering of opinions based on engineering knowledge or judgment.
- (b) To establish criteria for and further the education of forensic engineers through formal studies, seminars, and publication of literature on the subject.
- (c) To engage in research and the publication of papers, books, and articles on the art and science of forensic engineering.
- (d) To elevate standards and the ethical concepts governing the practice of forensic engineering.
- (e) To cooperate with and assist other professions and organizations engaged in the administration of justice and resolution of disputes.
- (f) To certify individuals having acceptable experience in Forensic Engineering.

PAST MEETING MINUTES





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MINUTES OF BOARD OF DIRECTORS MEETING (01/08/21)

A NAFE Board of Directors meeting was held on January 8, 2021. The meeting was held virtually via ClickMeeting. A quorum of the Board was present. Board members present were:

James Petersen
Liberty Janson
Sam Sudler
Bart Kemper
Bruce Wiers
Richard Rice
Michael Leshner
Martin Gordon
John Certuse
Joe Leane
Daniel Couture

President Petersen called meeting to order at 11:10 am EST

Previous minutes from July, 2020 BOD Meeting were reviewed.

Motion to accept July 2020 minutes – Made by Liberty seconded by Sam.
CARRIED unanimous

Committee reports:

Membership - Liberty

Technical Review & Publications (Kemper)

- Discussed Digital Object Identifier (DOI)

Education (Certuse)

- Discussion about combining Live and Virtual Conferences

Long Range Planning (Jansen)

Continuing Professional Development (Leane)



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- Discussed State Requirements

Bylaws and AOI Committee (Rice/Gordon)

Finance (Sudler)

Audit – Kravitz

NAFE1 (Leshner/Weir)

- Moved to NAFE Server
- Discussed New Users to NAFE1

Website (Leshner)

- Memberclicks being replace by NAFE Server
- Discussed Online Advertising

Nominating (Certuse)

Legislative (Curtis)

- Gordon discussed Council of Professional Advocacy (COPA)

Ethics (Sudler)

Contract Documents (Leane)

Insurance (Leane)

Motion to accept Committee Reports:
First by Kemper. Seconded by Leshner

CARRIED Unanimous

BOD Officer Reports -

Secretary Report (Rice)

Treasure Report (Wiers)

Discussed Executive Director Salary - Gordon



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Discussed Executive Director Contract Document – Jansen
Discussed Insurance - Jansen

President Report (Petersen)

Motion to accept BOD Officer Reports:
First by Couture. Seconded by Rice

CARRIED Unanimous

Old Business

BAI Membership Audit

Motion to Renegotiate Executive Director – Gordon, 2nd by Leshner

CARRIED: 7 Yay, 4 Nay

Discussion about issues to be brought up by Jansen and Sudler

New Business

Discussed Educational and Technical Papers Needed for Summer 2021 Meeting -
Jansen

Discussion about Website Designer – Tabled

Discussion about Library of Video Presentations – Leshner

Suggested Combined NAFE Conferences – In-person/Virtual

Discussion about requiring one meeting attendance before attaining
Membership Status

Discussion about expanding member to people who are member of NCEES

Tabled until white paper provided by Icove.

Discussed Back-up speakers for upcoming NAFE conference

Discussed Resignation of Bart Kemper as VP at End of Term

Board Approval Regarding Membership in Upcoming NAFE BOD



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- Move Joe Leane to Senior Vice President
- Move Steve Pietropaulo to Vice president
- Move Robert Peruzzi to Director at Large

Motion to Approve – Gordon, 2nd by Coutour

CARRIED Unanimous

Bylaw Proposals -

Motion to add paragraph 9 to Art III, Section 1(b) as proposed by Joe Leane – Leane
2nd by Gordon

CARRIED Unanimous

Motion to amend and add credits to Appendix II – Leane
2nd – Gordon

CARRIED Unanimous

Discussion of Article XII changes

Motion to Table changes to Article XII changes – Rice
2nd – Kemper

CARRIED Unanimous

Motion to Suspend 20 day Rule for Distribution of By-Law/AOI Changes – Gordon
2nd – Kemper

Motion to Accept Changes to OP 6C as written in current BOD Book, plus remove “-in-
Charge” from Editor-in-Charge – Jansen

2nd Kemper

CARRIED Unanimous

Motion to Adjourn: 4:33pm eastern

First by Rice. 2nd by Kemper

CARRIED Unanimous

Richard A. Rice, PE
Secretary – NAFE



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MINUTES OF BOARD OF DIRECTORS MEETING
(02/26/21)

A NAFE Board of Directors meeting was held on February 26, 2021. The meeting was held virtually via Zoom. A quorum of the Board was present. Board members present were:

Liberty Janson – President and presiding officer.
Sam Sudler
Steve Pietropaulo
Daniel Couture
Bruce Wiers
Martin Gordon
James Petersen

Board members not attending, but assigning proxy;

Joe Leane - proxy assigned to James Petersen.
Richard Rice – proxy assigned to Martin Gordon.
John Certuse – proxy assigned to Sam Sudler.

Other NAFE members present.

Michael Leshner
Bart Kemper
Paul Tucker
Jon Milton

Other guests.

Mary Ann Cannon - NSPE
Rebecca Bowman - NSPE

President Janson called meeting to order at about 9:40 AM EST

Janson welcomed the group and thanked everyone for taking part on short notice to allow the Executive Director contract revisions to be resolved in a timely manner. Janson noted the early hour for West Coast participants and noted that the time change will be considered when setting future meetings.

Janson appointed Petersen as Secretary for the meeting and thanked him for his service.

Previous minutes from January 8, 2020 BOD Meeting and the January 9, 2021, general meeting, were reviewed.

Motion to table approval of the January 8, 2021 and January 9, 2021 minutes to make corrections– Made by Gordon seconded by Couture. Motion passed unanimous. Janson requested that all outstanding edits be reviewed with Rice and corrected minutes resubmitted for discussion at the next Board Meeting.

CARRIED unanimous

The NSPE Executive Director Services Contract verbiage was revised as follows:

- Rebecca Bowman will replace Art Schwartz wherever listed.
- The word ‘paper’ will be eliminated from the Membership Records section.
- The engineering ethics education language will be revised to allow flexibility and additional media (webinars, publications, etc.) as NAFE requests.
- NEW: Please revise the NAFE1 language to eliminate reference to Yahoo Groups.
- Membership
- Assist NAFE Members in support of the NAFE1 ~~Yahoo~~ List Serve, NAFE Directory and other NAFE services.
- Actual text of revisions:
 - **Membership**
 - Assist NAFE Members in support of the NAFE1 ~~Yahoo~~ List Serve, NAFE Directory and other NAFE services;
 - **Member Records**
 - Store, maintain, update and access NAFE member paper files;
 - Provide updated information for NAFE membership database based on calls, e-mail and returned snail-mail.
 - **Education**
 - Provide an engineering ethics **education as requested** ~~seminar during the NAFE Winter Meeting;~~

In addition, NAFE hired an outside contractor to be our Registered Agent in the Commonwealth of Virginia. This service remains relevant while NSPE employees largely work from home and the NSPE office remain closed to the public. NAFE will revisit this service when pandemic-based restrictions are revised.

Finally, regarding the contract, NSPE will reimburse NAFE \$27,800 for services lost in 2020.

Motion to accept the revisions to the NSPE Executive Director Contract – made by Couture, second by Sudler. Motion passed with a unanimous vote, following acceptance of the following amendment.

CARRIED unanimous

Motion to Amend the original to state: In addition, the Board will accept the proposed NSPE credit of \$27,800. Motion to accept made by Gordon and seconded by Sudler.

CARRIED unanimous

Rebecca Bowman was welcomed as Executive Director.

A general discussion on Life Membership followed. Life membership benefits include low dues and a discount on in person conference attendance. This status has been made available to Associate Members. Retiring members will be encouraged to apply for Life Membership, possibly via a message on NAFE1. Board discussed potential efforts to expand exposure and understanding of the Life Membership options.

See current ARTICLE III MEMBERSHIP, Section 3. Life status Members, below:

ARTICLE III MEMBERSHIP

Section 3. Life status Members

(a) Associate Members, Members, Senior Members, and Fellows of the Academy shall become eligible for Life status if the member has retired from Forensic Engineering and has been a member of the Academy for a period of 15 years.

(b) Life status Members shall receive all periodic publications of the Academy and shall be invited to July 31, 2020 Page 10 attend the Academy's seminars at a 50% meeting registration discount. Life status Members are not required to maintain membership in an engineering technical society or in NSPE.

(c) To maintain Board Certification, Life status Members must maintain current NAFE CPDs and active professional licensure.

Motion to adjourn made by Petersen and seconded by Wiers.

CARRIED unanimous

Minutes recorded by James Petersen.

AGENDA





Agenda
NAFE BOD Meeting July 30, 2021
Providence, Rhode Island
(All times are Eastern Daylight Time)

- 1) 11:00 am – Welcome and Introduction – Janson
- 2) 11:05 am – Board Orientation – Bowman
- 3) 11:30 am – Roll Call and Confirmation of Virtual Attendance – Janson
- 4) 11:35 am – Mission and Objectives of NAFE – Janson
- 5) 11:40 am – Approval of Minutes
 - 1) January 8, 2021 – Virtual
 - 2) February 26, 2021 – Virtual
- 6) 11:45 am – Review and Approval of Agenda
- 7) 11:50 am - Committee Reports (approximately 5 minutes each)
 - 1) Admissions –Sudler
 - 2) Membership – Janson
 - 3) Public Relations – Peruzzi
 - 4) Publications and Technical Review – Kemper
 - 5) Education – Janson
 - 6) Long Range Planning – Janson
 - 7) Continuing Professional Development – Leane
 - 8) Bylaws and AOI – Rice
 - 9) Finance – Leane
 - 10) Audit – Leshner
 - 11) NAFE 1 – Peruzzi
 - 12) Website – Leshner, Maifeld
 - 13) Nominating – Petersen
 - 14) Legislative – Curtis
 - 15) Ethics – Sudler
 - 16) Contract Documents – Leane
 - 17) Insurance – Leane
 - 18) Distance Learning – Certuse
 - 19) Community Association Institute Task Force – Janson
- 8) 1:30 am **Executive Directors Report** – Bowman
- 9) 1:40 am **Secretary's Report** – Rice
- 10) 1:50 am **Treasurers Report** – Wiers
- 11) 1:00 AM **Presidents Report** – Janson

12) 1:10 Old Business

NAFE Budget

- 2020 Budget Approval
- 2021 Budget Discussion

Mark Levin Membership Report

- Brief Review of Completed Items
- Proposed Next Steps

Website Content Needed

- Committees Review Existing Documents / Content
- Committees Consider communication with dues-payers, potential members, and public

13) 2:15 **New Business**

Distance Learning and Virtual Systems

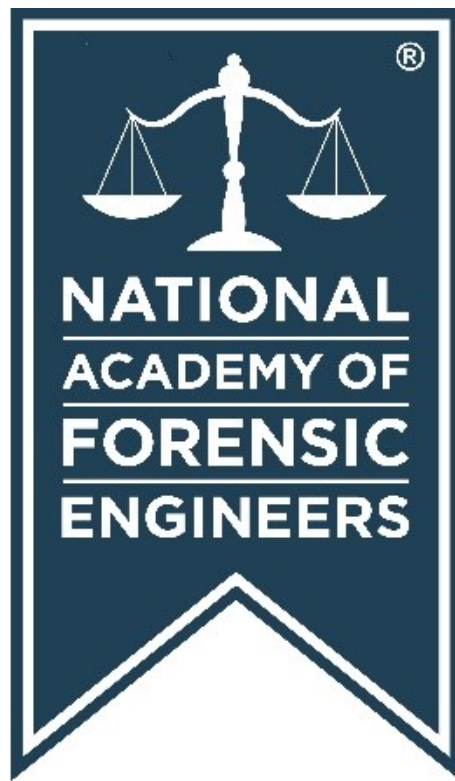
Proposed Input to Community Association Institute Task Force

Preview of Tucson

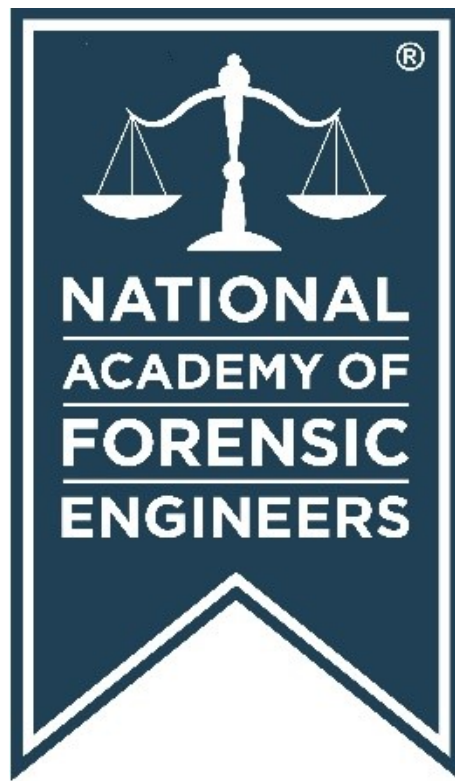
- Venue Information
- Program Planning Dates / Process

14) 4:00 pm **Adjourn**

ADMISSIONS



MEMBERSHIP





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July 27, 2021

To: To NAFE Board of Directors
From: Liberty L. Janson, PE
Re: Membership Committee Report

The Membership Committee Vice Chairs continue to move forward with assigned efforts, including cross-committee communication and conference support. This has largely taken the form of preparing for and communicating with the membership regarding the 2021 Summer Conferences and electronic services through nafe.org (see Website Committee for full information). Efforts to reengage our members and virtual services on-going.

The Academy continues to communicate with our members through LinkedIn and LimeSurvey. As discussed in the current and previous Website Committee reports, we've abandoned previous online services and systems to better integrate and customize our own NAFE website interfaces. Added to the previous means of member communication, help@nafe.org allows direct interaction with members, potential members, and the public. Lessons continue to be learned through trial and error. The Membership Committee proposes revisiting the membership communication and gathering critical data on member expectations and priorities including a path forward into a post-pandemic world.

Since we began member surveys, the in-person conferences rank high in the list of member benefits. A Spring 2021 dues-payer survey indicated adequate support for an in-person summer conference. This data allowed us to move forward with the Providence Conference. This weekend will allow us to continue our traditional conference system as we apply lessons learned from our virtual conference experiences.

The Spring 2021 survey as well as the proceeding data related to our virtual conferences demonstrate a large audience for virtual content. Participation in the 2020 Summer Conference and 2021 Winter Conference demonstrated a greater reach into both our membership and the forensic community at large. The response confirmed interest in technical presentations offered on the original scheduled dates. There was a strong preference for interactive presentations. The Academy established the Distance Learning Committee to continue efforts to establish this virtual content and member interaction (see Distance Learning Committee Report for additional detail).

We encourage all those attending the 2021 Summer Conference to engage with one another this weekend. Many of our existing member services and benefits were first conceived during hallway breaks and happy hour musings. The Academy will always value these periods of fellowship and collaboration.

Finally, Membership Committee members continue to work with Website Committee in the application of the Mark Levine recommendations. This should remain a critical focus, including

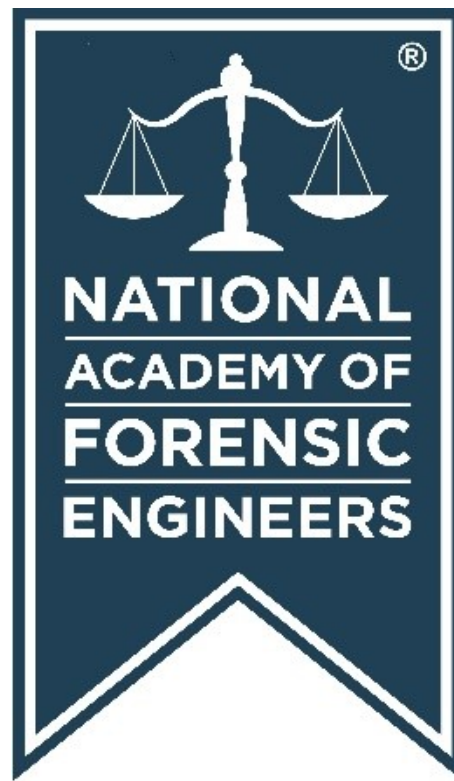
reference back to Mr. Levine's report when addressing current practice or planning new programs/policies.

Sincerely,

NATIONAL ACADEMY OF FORENSIC ENGINEERS

Liberty L. Janson, PE, DFE
Membership Chair

PUBLIC RELATIONS





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July 27, 2021

To: To NAFE Board of Directors
From: Robert O. Peruzzi, PhD, PE, DFE
Re: Public Relations Committee Report

The Public Relations Committee worked through the first half of 2021 to create a formal public relations plan and policies that incorporates lessons learned through the Covid19 pandemic and related Academy efforts to remotely engage our members. In addition, this plan seeks to incorporate the disparate efforts through the website, LinkedIn, PE Magazine print ads, and direct member communication into a cohesive communication plan.

While discussions are on-going, the current efforts include:

- 1) A formal operating procedure for NAFE Public Relations
 - a. Press Release formats and distribution lists
 - i. New members and membership upgrades
 - ii. Emergency or crisis management responses
 - iii. Formal technical opinions adopted by the Academy
 - b. Establish formal CYA language where necessary in our social communications (ie *“Any comments or opinions from National Academy of Forensic Engineers members do not necessarily reflect the opinions of the National Academy of Forensic Engineers.”* on the LinkedIn profiles)
 - c. Website Content
 - i. NAFE News
 - ii. NAFE Member Updates
 - iii. Press Releases
 - iv. NOTE: Website Committee established and is continuing to update a Style Guide that should be considered in all internal and external communication.
 - d. Social Media Policies and Accounts
 - i. LinkedIn well established and growing reach
 - ii. Instagram?
 - iii. Twitter?
- 2) A less formal guideline for NAFE leaders communicating via email, social media, presentations, etc with external groups.
- 3) Guidelines for out members to use in their own businesses
 - a. Prepare a Sunday Education Presentation or Virtual Library Presentation on media relations in engineering practice

While these efforts will continue over the life of the Academy, recent events highlighted the need for timely, professional communication from the National Academy of Engineers.

Sincerely,

NATIONAL ACADEMY OF FORENSIC ENGINEERS

Robert O. Peruzzi, PhD, PE, DFE
Public Relations and Advertising Committee Chair

Attachments:

- Letter to the Oklahoma Board of Engineers regarding SE Policies
- Press Release RE: Champlain Towers Collapse Miami



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**For Immediate Release
June 25, 2021**

NAFE Response to the Champlain Towers Collapse, Miami

The National Academy of Forensic Engineers (NAFE) and our members are deeply saddened by the news of the building collapse in Surfside, Florida. Our hearts are with the residents, their loved ones, and the Miami-Dade community. We watch the rescue crews working tirelessly to locate missing residents with hope and concern for their on-going safety.

Looking at the sudden and violent collapse, it is natural to want simple, immediate answers. It is critical that Florida officials and their qualified, licensed professional engineers experienced in forensic investigation be given the time and opportunity to thoroughly investigate the failure. Speculation and conjecture now will do little to comfort those impacted, rescue trapped residents, or prevent similar tragedies in the future.

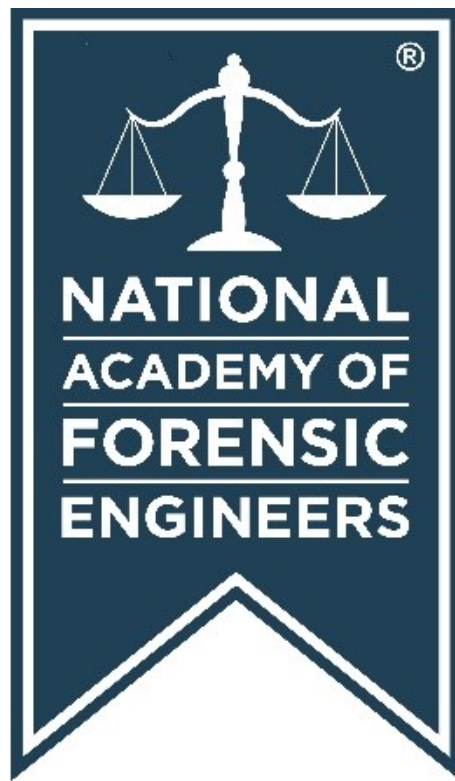
As licensed professional engineers, we value the public's health, safety, and welfare above all else. Forensic engineering exists in order to determine the true nature of these failures over the course of an objective investigation. Proper investigation and verifiable conclusions are the only way we can accurately identify the best methods and policies to avoid this sort of tragedy in the future. The lessons learned from previous tragedies shaped our national building codes, design and maintenance best practices, professional licensure standards, and jurisdictional policies.

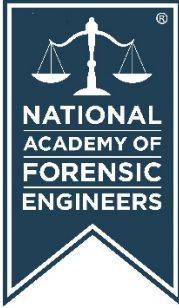
We offer our support to those working to accurately determine the root cause so we can prevent crises like this from occurring again in the future.

Press Contact:

Mary Ann Cannon
Executive Secretary
executive@nafe.org
703-684-2845

PUBLICATIONS & TECHNICAL REVIEW





26 July, 2021

RE: Report for the Technical Review Committee

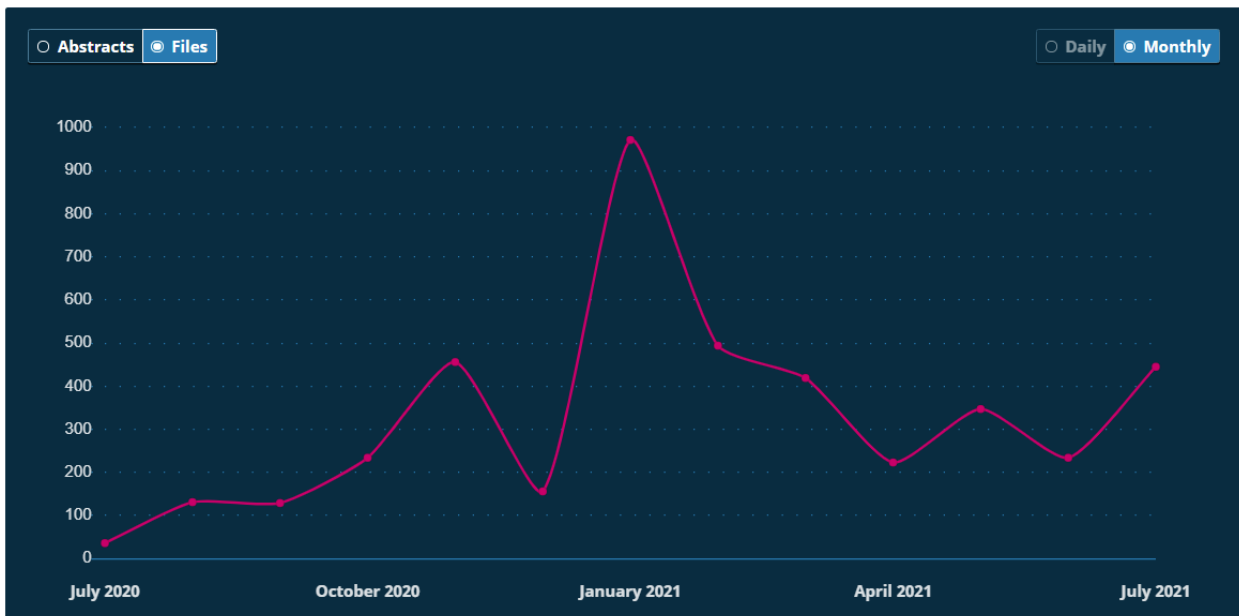
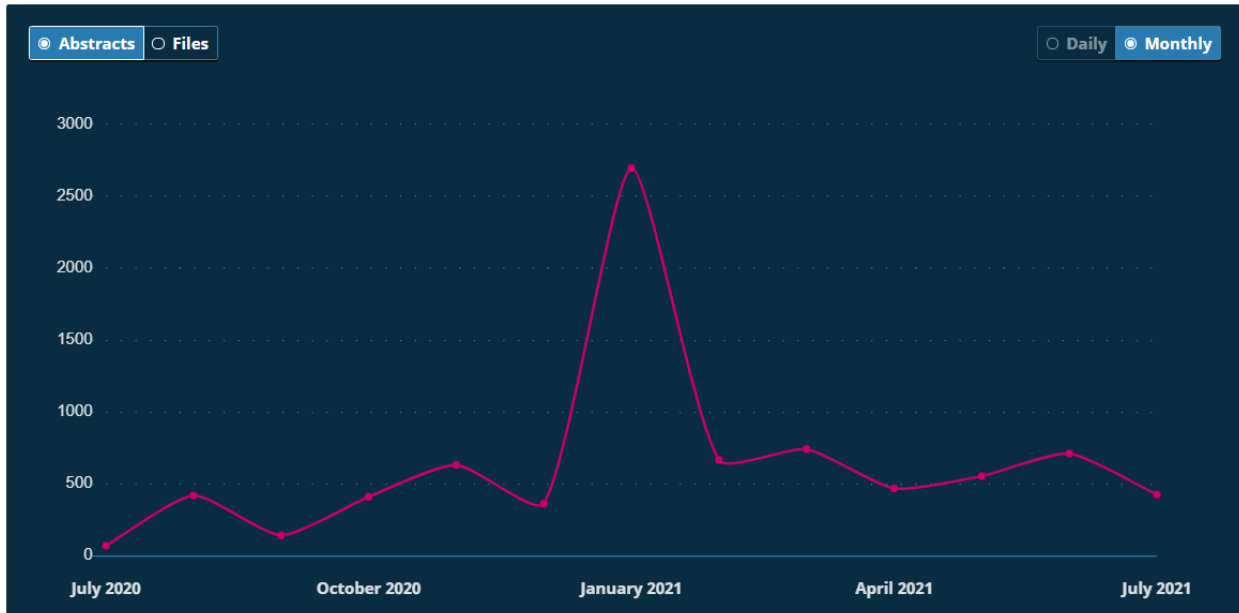
Dear President Janson,

The Technical Review Committee report is as follows:

1. The volunteer staff for the Journal now consists of:
 - Editor In Chief (Bart Kemper)
 - One Senior Associate Editor (Jim Green)
 - Seven Associate Editors (Dave Ilove, Joe Lean, Bob Peruzzi, Steve Pietropaolo, Mike Plick, Paul Stephens, Paul Swanson)
 - One technical editor (Mitch Maifeld)
2. The current issue has 16 papers. The current Summer Conference has 6 papers in the review process. We are continuing to make progress on the backlog.
3. We have adopted the Publons Academy for peer review instruction (which has become Web Of Science Academy). The courses are free. This provides an objective, self-sustaining baseline for minimum expertise and establishes a common view and lexicon.
4. Certificates and letters documenting peer review and technical editing contributions for the previous two issues. More will be issued for the current issue as well as all remaining uncredited work. The certificate lists the number of papers worked on. The letter documents the title but not the author. The intent is the cert should be sufficient for credit with jurisdictions, but the letter assists with credit with groups like Publons as well as provides specifics in the case of an audit. We are seeking to balance the confidentiality of the peer review process with the need to give proper recognition to our volunteers.
5. Our visibility has been steadily increasing, with surges coinciding with Journal issue publication. (See following page)

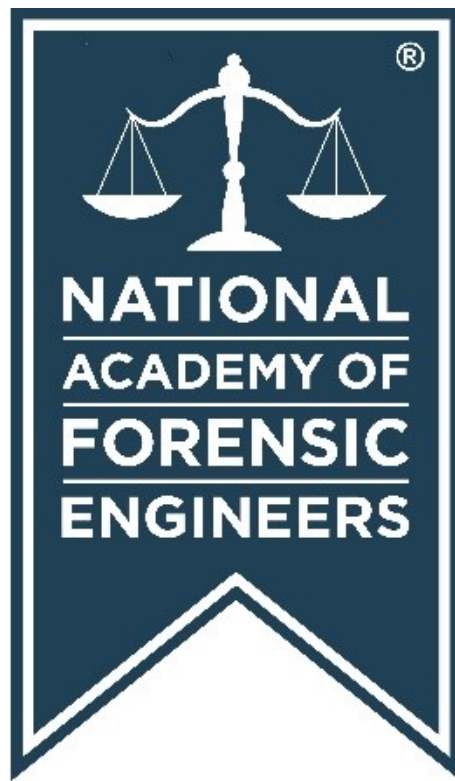
Best regards,

Bart Kemper



Note: The impact of the latest Journal release has not occurred at the time of this report. Regardless, we are seeing an overall upwards trends in terms of journal engagement and files downloaded.

EDUCATION





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July 27, 2021

To: To NAFE Board of Directors
From: Liberty L. Janson, PE
Re: Education Committee Report

We are excited for the opportunity to return to in-person presentations. The program includes six original presentations on real-world testimony experiences, evidence handling requirements, and site investigation strategies. The day will conclude with what has become traditional – a panel discussion regarding forensic practice and the current issues facing the forensic engineering field.

The Education Committee looks forward to collaborating with the Distance Learning Committee to provide virtual content for all members based on the current and previous Educational content.

This would not be possible without the volunteers who have agreed to present and, in some cases, revise their original proposals to better suit the Sunday Educational format. It was a pleasure to work with Bart Kemper to sort through several proposals which were shifted to Technical Presentations or proposals for technical content in Tucson.

We would like to especially thank Jon Milton who served as Education Chair through May 2021. Without his efforts to call for presentations, establish initial contact with speakers, and coordinate content we would not have the program we look forward to this weekend.

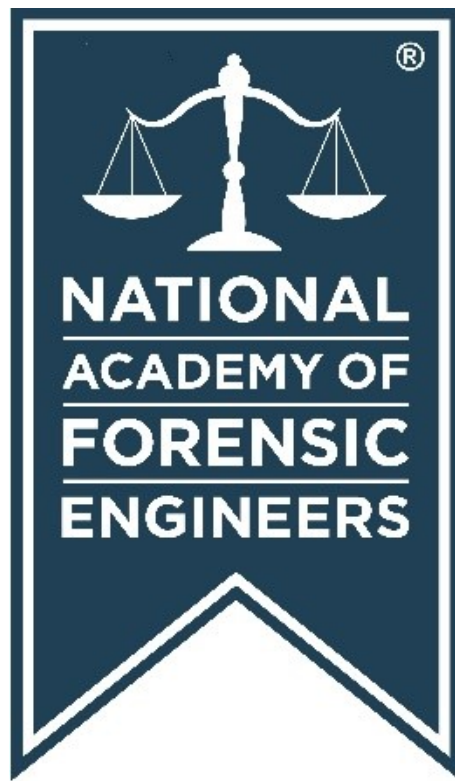
Finally, we need to engage a new leader in the Academy to step in as Education Chair. NAFE leadership will continue our effort to fill this position to support the quality educational content our members have come to expect.

Sincerely,

NATIONAL ACADEMY OF FORENSIC ENGINEERS

Liberty L. Janson, PE, DFE
Interim Chair

LONG RANGE PLANNING





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July 27, 2021

To: To NAFE Board of Directors
From: Liberty L. Janson, PE, NAFE
Re: Long-Range Planning Committee Report

The first half of 2021 brought National Academy of Engineers and our dues-payers the exciting opportunity to define that great 2020 cliché – the New Normal. With two virtual conferences under our belt, a major overhaul of our online presence, and an enthusiastic new Executive Director, the NAFE Board of Directors is working to embrace new systems and programs while preserving the core elements of the Academy

With Leadership focused on immediate needs, the Long-Range Planning Committee did not formally meet. However, the long-term goals and needs of the Academy appeared on the agenda of nearly every Leadership meeting since January 2020. Based on these discussions and previous Long-Range Committee discussions, I offer the following:

CONTINUE ON-LINE ENGAGEMENT

- **Virtual Conference:**
 - Explore and institute means of providing education and engagement through recorded content and live meetings.
 - Consider a remote aspect to all future conferences
 - Consider standalone virtual conferences
- **Linked In**
 - Expand use of LinkedIn to engage both current and future dues-payers
- **Journal**
 - Continue effort to get the journal visible to the public. Clarify Academy policies on access and publication

NSPE:

- Review relationship with NSPE and find a means to engage at all levels
- Review relationship with NSPE and NCEES, regarding cost/benefit and impact on members.
- Engage NSPE members through webinar applications and support of the NSPE Education staff.
- Increase presence in PE magazine including proposed standard column.

GROW THE ACADEMY:

- **Recruitment:**
 - Surveys and attendance indicate standard advertisement is not an effective means of reaching the broader Forensic Engineering industry. Consider adjusting funding and efforts to media that have a greater return.
 - The impact of more personal interactions, including speaking engagements with other professional groups, has not yet been measured. It is believed that this is an effective means of recruitment, but we need to develop metrics to determine the actual impact and determine the most effective demographics to engage.
 - The established standard presentation has been delivered a handful of times by a number of NAFE leaders.
 - The Introduction to Forensics presentation will be recorded during the 2020 Virtual Conference. There are several potential recruitment uses for this video.
 - Significant effort to improve our website requires improved content. While major work was done through 2020 and 2021, this must be an on-going effort to keep the site fresh, informative, and engaging. This same effort will improve our SEO
 - Continued effort to improve our outward facing communication should continuously refer back to Mark Levine's report.
- **Retention:**
 - Determine and create means to better engage our due-payers throughout the year.
 - Build up and support the mentorship program to help new dues-payers through the first years of practice.
 - Expand committees. Consider immediate engagement of new members as well as efforts to engage long-term inactive members
 - Create and assign task-forces to address new Academy needs or engagement efforts
 - Establish a calendar and communication system to promote membership upgrades
 - Better engage interest committees to expand journal and conference involvement.
 - Develop committee chair successors.

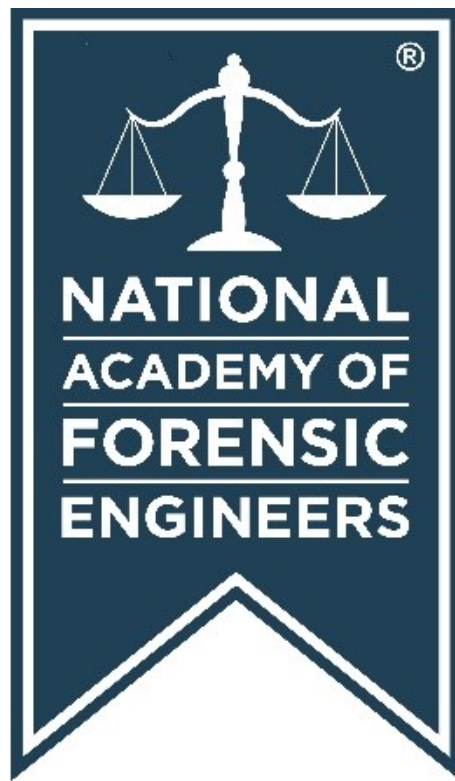
These are intended to be discussion items for the Board of Directors and the Academy members, in general.

Sincerely,

NATIONAL ACADEMY OF FORENSIC ENGINEERS

Liberty L. Janson, PE, DFE
Long-Range Planning Chair

CONTINUING PROFESSIONAL DEVELOPMENT





1420 King Street
Alexandria, VA 22314-2794

Tel: 703-684-2845
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WWW.NAFE.ORG

July 30, 2021

Memorandum

To: NAFE Board of Directors

From: Joseph Leane, PE, CPD Committee Chair

Re: CPD Committee Report

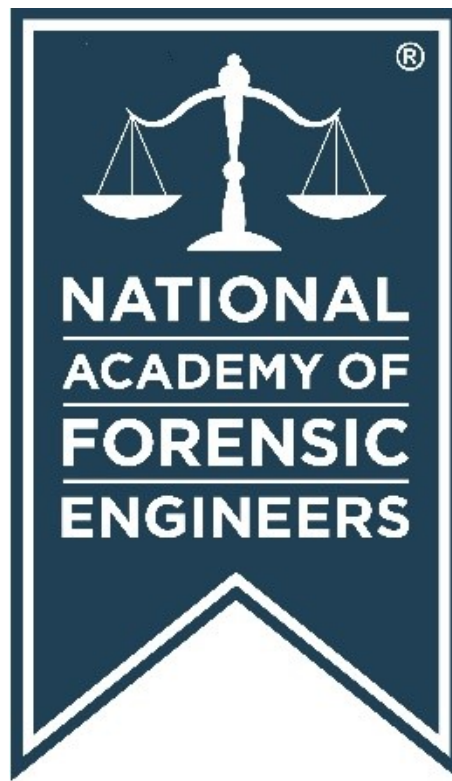
The NAFE CPD procedures are described in Appendix 2 of the Bylaws. That Appendix requires a Member, a Senior Member, or a Fellow maintain a minimum CPD balance of 100 credits, and an Associate Member maintain a minimum CPD balance of 50 credits, from the previous five years (Items 3 and 4). The Appendix further states members (all of the above membership grades) who do not meet the CPD requirements for more than 6 months (and are not excepted) shall be automatically severed from membership status and certification previously attained. However, they may transfer to a non-member, non-certified status (Item 5). Members that are not in compliance with the CPD requirements are identified as *not current*.

Members had until January 7, 2021, to submit CPDs, as described in Appendix 2 of the Bylaws. The CPD Committee analyzed the data and advised members of their status via their profiles on the website. As of February 7, 2021, approximately eighty (80) members were *not current*. Since then members submitted additional CPD credits.

The CPD portion of the website went offline in the spring, as part of the planned transition to the new website. It would be improper to generate a list of *not current* members during this time period when there is no means for members to submit CPD credits to change their status to *current*. Once the CPD transition is complete, online and available to the membership, a notice will be distributed to the *not current* members advising them of their status and providing instructions on how to submit CPD credits to become *current*.

Please contact me with any comments or questions. Thank you.

BYLAWS & AOI



July 2021: NAFE Bylaws and AOI Committee Report

President of NAFE:

The Bylaws and AOI Committee effort for NAFE at this time consists of the following:

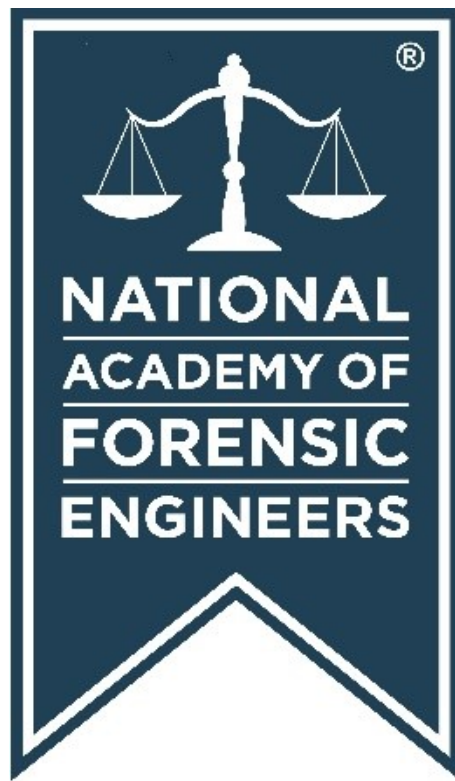
- In March 2021, the Bylaws and Articles of Incorporation were reformatted.

Thank you.

Sincerely,

Richard A. Rice, PE: NAFE F578
NAFE Secretary

FINANCE





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WWW.NAFE.ORG

July 30, 2021

Memorandum

To: NAFE Board of Directors

From: Joseph Leane, PE, Finance Committee Chair

Re: Finance Committee Interim Report

Members: Sam Sudler, President Elect
Steve Pietropaolo, Vice President
Bruce Wiers, Treasurer
Richard Rice, Secretary
Joseph Leane, Senior Vice President

The Finance Committee met several times virtually and prepared the following 2021 Budget. Ongoing uncertainties from the economic impacts of the pandemic and recovery affected the budget process and likely the ultimate accuracy of the budget. Hopefully the 2022 Budget will return to a more normal and predictable process.

Please contact me with any comments or questions. Thank you.

NAFE Membership

Direct Fees Summary

July 20, 2021

Membership	2021 (03/31/21 Actual)			% Change
	Count	Fee	Total	
Fellows	79	\$ 350.00	\$ 27,650.00	7%
Senior Members	121	\$ 300.00	\$ 36,300.00	-3%
Members	108	\$ 250.00	\$ 27,000.00	0%
Life Members	30	\$ -	\$ -	-9%
Associate Members	28	\$ 225.00	\$ 6,300.00	5%
Affiliates	79	\$ 150.00	\$ 11,850.00	-26%
Honorary Members	0	\$ -	\$ -	-100%
Students	2	\$ 25.00	\$ 50.00	#DIV/0!
Upgrades				
Total	447		\$ 109,150.00	-6%

NAFE 2021 Budget

Ordinary Income/Expense

July 20, 2021

***TOTAL INCOME \$156,284.01**

Income	2021-Budget			% Change
	Sub	Total	% Total	
Membership Dues	\$ 109,150.00		64%	17%
Total Membership Income		\$ 109,150.00	64%	17%
Meals Income	\$ -		0%	-100%
Seminar Income	\$ 58,250.00		36%	-57%
Total Seminar Income		\$ 58,250.00	36%	-61%
Interest Income (Dividends)	\$ 53.73		-2%	-85%
Total Miscellaneous Income		\$ 53.73	0%	-2%

Total Income

\$ 167,453.73

Gross Profit

* from 2019 Budget

Expense	2021-Budget			% Change*
	Sub	Total	% Total	
Office Overhead (H/Q)	\$ -		0%	#DIV/0!
Office Supplies (H/Q)	\$ 500.00		0%	#DIV/0!
Postage and Shipping (H/Q)	\$ 3,000.00		1%	900%
Telephone (H/Q)	\$ -		0%	-100%
Bank Charges	\$ 8,043.03		4%	-1%
Insurance	\$ 1,915.00		1%	-4%
Professional Services, Accounting	\$ -		0%	-100%

Professional Services, Legal	\$ -		0%	-100%
Miscellaneous Expenses	\$ 508.00		0%	-87%
Plaques, Awards, Gifts	\$ 318.53		0%	112%
Other (H/Q)	\$ 925.00		0%	3%
Total Headquarters Expenses		\$ 15,209.56	6%	-38%

Contract Fees (ED)	\$ 59,400.00		39%	-26%
Lodging and Meals (ED)	\$ -		0%	-100%
Travel (ED)	\$ 5,000.00		5%	233%
Total Executive Director		\$ 64,400.00	44%	-29%

Meeting Room and Refreshments	\$ -		0%	-100%
Printing, BOD handbook, Shipping	\$ -		0%	#DIV/0!
Travel to/from Board Meetings	\$ -		0%	-100%
President Discretionary	\$ -		0%	#DIV/0!
Secretary Office Expenses	\$ -		0%	-100%
Treasurer Office Expenses	\$ 240.00		0%	-52%
Total Board of Director Expenses		\$ 240.00	0%	-97%

Honorarium (Education Seminars)	\$ -		0%	-100%
Office Supplies (Education Chairman)	\$ 1,676.49		1%	166%
Travel Expenses (Education Chairman)	\$ -		0%	-100%
Seminar Meals				#DIV/0!
Breakfast	\$ 8,000.00		5%	-24%
Lunch	\$ 10,000.00		6%	-21%
Dinner	\$ 7,000.00		4%	-44%
Refreshments, AM & PM	\$ 4,000.00		2%	-24%
Meeting Room/AV Equip/Virtual Hosting	\$ 60.00		3%	-99%
Stipend (Registration Assistant)	\$ -		0%	#DIV/0!
Total Seminar Costs		\$ 30,736.49	21%	-59%

Editing	\$ 30,000.00		14%	0%
Open Journal	\$ -		0%	#DIV/0!
Online Publications	\$ -		0%	#DIV/0!
Total Journals		\$ 30,000.00	14%	0%

Development	\$ -		0%	#DIV/0!
MemberClicks - Hosting and Service	\$ 1,600.00		0%	#DIV/0!
MemberClicks - Credit Card Processing	\$ 5,174.75		2%	#DIV/0!
Total Webpage Costs		\$ 6,774.75	2%	#DIV/0!

Advertising	\$ 5,394.47		2%	-49%
Organizational Visits	\$ -		5%	-100%
Organizational Memberships	\$ 5,300.00		2%	0%
Member Audit	\$ -		2%	-100%
Video Production	\$ -		0%	#DIV/0!

Additional PR and Promotion	\$ -		0%	#DIV/0!
Linked In	\$ -		0%	#DIV/0!
SEO Costs	\$ 600.00		0%	0%
Total Public Relations		\$ 11,294.47	13%	-66%

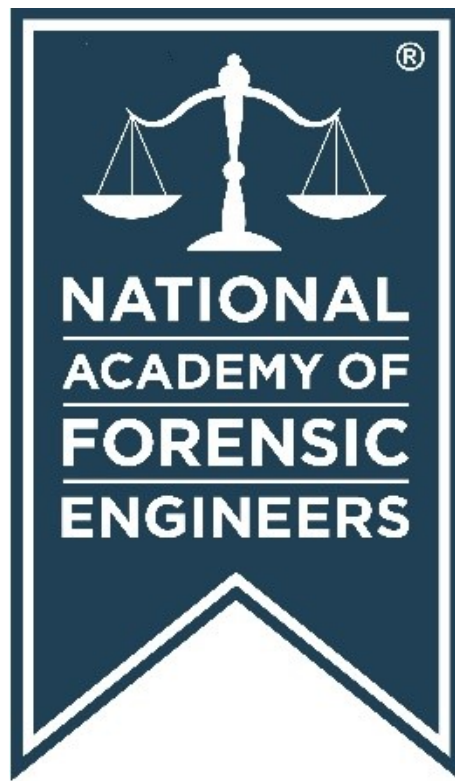
Total Expenses \$ 158,655.27 100%

Total Expense	\$ 158,655.27
Total Income	\$ 167,453.73
Profit	\$ 8,798.46

Total Conference Expense	\$ 30,976.49
Total Conference Income	\$ 58,250.00
Conference Profit	\$ 27,273.51

Journal Expenses	\$ 30,000.00
Adjusted Conference Profit	\$ (2,726.49)

AUDIT





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WWW.NAFE.ORG

December 15, 2019

To: John Certuse PE, NAFE President
From: Michael Leshner PE
Subject: Membership Audit

At the NAFE conference in Denver last July, Mark Levin of BAI presented a summary of his Membership Audit to the Board of Directors.

Among the priorities are updates to the nafe.org website, with the home page and member recruitment messaging in particular need of updates. These pages are the most frequently viewed and they can be updated without delay. Directors Liberty Janson and Bart Kemper have volunteered to work on a re-write of those messages. The architecture of the website is under review with attention to the public side first. The WWW Committee report outlines some of the changes underway, which are expected to permit greater control over our website appearance and functions.

The NAFE1 list-serve is popular with those who are eligible to participate. With the changes in OP11, the program can be re-launched with expanded eligibility. A big member benefit to be highlighted in our recruitment messaging.

Several of the recommendations centered on communication with members. High priorities are new members and those who do not renew. Our communication has converged on email-only, and more personal communication is recommended.

Proposal: Generate a phone call list populated (automatically) by new members at 3 months, and non-renewals when they are 1 month late. Ask BoDs and perhaps other volunteers with at least 10 years of membership... to make 2 calls each month and note the call and any comments on the shared list. A list of "talking points" can be developed for those who need it.

A copy of the report's recommendations follows, with priorities highlighted by Art Schwartz. Members are welcome to volunteer and participate in this long-term project.

Membership Audit Report to the National Academy of Forensic Engineers

(August 15, 2019)

B.A.I., Inc. is pleased to present this Membership Audit Report to the National Academy of Forensic Engineers (NAFE). Any questions should be sent directly to Mark Levin, CAE, CSP, who conducted the analysis.

Program Elements

The program included (but was not limited to):

- a) onsite visits and discussions with NAFE staff; **(completed)**
- b) attendance at the 2019 NAFE Summer Conference Board of Directors Meeting and dinner or other event gathering of NAFE leaders the evening prior (Thursday, July 26 thru Friday July 27, 2019) in Denver, Colorado in order to make an initial presentation to the NAFE Board, respond to questions and interact with the any NAFE membership in attendance; **(completed)**
- c) a review and evaluation of all membership-related materials, including printed materials, website content (related to membership), publications, and communications, etc., and providing content revisions for membership marketing materials as necessary; **(completed)**
- d) a review of office/administrative procedures related to membership/member service; **(completed)**
- e) a written report on these audit findings, to include observations, assessments, and recommendations for improvements of membership recruitment and retention materials, membership marketing and retention efforts, member communications, and membership administration; **(completed)**
- f) working with other NAFE leaders and consultants to provide any needed membership data, including member surveys, etc. **(completed)**
- g) an oral summary of audit findings to staff and/or leaders; **(completed)**
- h) Meetings (in-person or telephone) with any member committees working on this project; and, **(completed)**
- i) Ongoing communications with, and support for, all NAFE staff and volunteers involved in this project. **(continuing)**

Deliverables

Based on the activities outline above, the program was designed to produce the following deliverables:

- 1) A membership audit and evaluation: a comprehensive (written and oral) evaluation and report of current membership acquisition, engagement, and retention efforts in the areas of concern; **(Included in following report)**
- 2) Action plan: assistance in preparing a detailed set of recommendations to the staff and volunteer leadership for to assure long-term membership success; **(included in following report)**

3) Ongoing assistance to staff and volunteer leaders during the term of agreement
(**continuing**)

Background

NAFE was formed in 1982 to advance the art and skill of engineers who serve as engineering consultants to members of the legal profession and as expert witnesses in courts of law, arbitration proceedings and administrative adjudication proceedings.

NAFE was also formed to identify and bring together professional engineers having qualifications and expertise as practicing forensic engineers to further their continuing education and promote high standards of professional ethics and excellence of practice.

The NAFE is formally affiliated with the National Society of Professional Engineers (NSPE) and has adopted the NSPE Code of Ethics.

Membership Issues

1. **Membership in NAFE has remained virtually flat over the past five years** (474 members in 2015: 475 members (YTD) in 2019). This is not unusual with professional organizations in general over that period, but it does present reasons for concern for the future.
2. **Member retention is a growing concern.** While new member acquisition is basically replacing members that are dropping out, the fastest growing demographic in the NAFE membership profile is “Former Members.” Of greatest concern are those members who join for only 1-2 years and then leave.
3. **Aging membership.** Because NAFE membership requirements are very stringent and contain minimum experience levels that may take a number of years in practice for potential members to reach, it is understandable that the average age of NAFE members is going to be higher than the norm for similar professional groups. This can cause some problems in branding and recruitment if NAFE is seen as an organization for *older* practitioners rather than as the organization for practitioners with a certain level of expertise (i.e. the leaders in the field). In addition, the ability to attract younger (in relation to the current members) members affects the future volunteer leadership system in NAFE.
4. **Limited Value Perception for those who do not attend events/Conferences.** Although there are many benefits of NAFE membership, there is a feeling among the leadership (Board) that many members who do not participate in the Conferences and other events have trouble identifying the value of NAFE membership.
5. **NSPE affiliation requirement.** The NSPE requirement is one of the cornerstones of NAFE’s history, however it does mean extra dues, extra paperwork, and extra decision-making by non-NSPE members who want to join NAFE.

6. **Lack of marketing outreach.** NAFE is blessed with excellent professional and volunteer leadership in many ways, but membership in NAFE has been, for the most part, an administrative function vs. a marketing function. When potential members apply there is a process for reviewing and approving various levels of membership but until very recently it has been a case of potential members either knowing about NAFE or attending a Conference prior to applying. This makes it difficult to get a steady flow of prospects into the database.

Methodology

In order to assess the various aspects of NAFE's membership management, several methods were used.

- 1) Interviews with NAFE staff
- 2) Interviews with NAFE volunteer leadership (Board)
- 3) Interviews with membership-related committee chairs
- 4) Reviewing the membership-related content of the NAFE website
- 5) Talking with/facilitating discussion with NAFE National leaders at the 2019 Summer Conference
- 6) "Mystery Shopping" – joining NAFE under an alias to enable evaluation of membership communications and reinforcement by receiving them just as a new member would

Evaluation and Recommendations

The focus of the analysis was directed toward these aspects of NAFE membership development:

- a. **New Member Recruitment**
- b. **Intake/on boarding of new members**
- c. **Member Engagement**
- d. **Retention**
- e. **Marketing/Branding**
- f. **Administration**
- g. **Website coordination**

New Member Recruitment

As was mentioned above, member recruitment has been steady but barely keeping membership level, due to dropped members. The main sources of new members, the website and non-member attendees, generate some excellent leads but the follow up on these leads is not producing the numbers it could/should. Leaders have estimated that there may be as many as 1,000 (or more) engineers that currently qualify for NAFE membership who are not members.

The most effective way to recruit new members for NAFE (or any other organization) is through word-of-mouth recruitment. During the assessment period, it was noted that there may be some underlying reasons why current members are not more active in reaching out to prospective members. These include: engineers (as a rule) are not necessarily "sales" oriented, despite the fact that they market their services to clients; some members are uncertain of how to present

NAFE's membership benefits effectively; and there may be some reluctance to recruit people or firms which may become competitors in the marketplace.

Recommendations

There are two basic ways to get more prospective members into the NAFE membership system: - they find NAFE (via website or events); or NAFE finds them (by reaching out via member contact or effective marketing)

- 1. Increase website (membership) traffic.** Since the website is a prime source of members and potential members, NAFE should re-evaluate its SEO and Google ads strategies. It may be worth hiring an outside web marketing person to guide this effort. Another (less expensive) option is to find members, member firms, or (perhaps) someone within the NSPE organization with the appropriate skills, to give advice on how to do this.

NAFE should also be concentrating on raising its internet/website presence to the industries and professions which use the services of NAFE members: legal, governmental, insurance, construction, real estate, etc. This does two things: 1) it will encourage these key decision-makers to ask "are you a member of NAFE?" which will, in turn get those non-members to think about joining; and 2) it will be another benefit of NAFE membership to discuss with potential members.

As was discussed at the Summer Conference, no one is looking to join another organization. They are looking for clients and the ability to solve clients' problems. That is the basis on which NAFE should address its internet presence.

- 2. Raise the percentage of non-member attendees and non-member users of other NAFE programs and services who are converted to members.** These are among the very best prospects for new members, because they have already shown interest in a NAFE benefit.

- When non-members attend NAFE Conferences, include the first year's dues as part of their registration fee. The 50% discount currently offered is more than a year's dues so it is no financial burden on NAFE.
- Offer to credit the non-member differential charged to purchase other NAFE publications, products, or programs toward the first year's dues
- When communicating with these non-member participants, always mention the program or product they have already used. Rather than sending a form letter requesting that they join, start off by saying something like "Thank you for attending our program on (subject). This is just a small sample of the benefits our members get on a continuous basis," etc.

- 3. Increase member-to-prospect recruitment efforts.** Give members the tools needed to feel comfortable asking others to join.

- Develop a member recruitment guide for members, suggesting the best potential members to ask, how to describe the benefits of NAFE membership, etc.
- Offer current members incentives for recruiting new members and also for referring potential members to NAFE Headquarters (or the Membership Committee).
- Publicize the names of members who do recruit new members in NAFE member communications and on the NAFE website. This provides recognition to those who recruit and (hopefully) inspires others to so.

- d. Have an event (reception, etc.) at the NAFE Summer and Winter Conference that is just for members who have recruited a new member in the past year.
- e. Create a Committee to focus on trying to get former members to reinstate their NAFE membership. Former members are a unique prospect group and should be approached on the basis of what is new/different now vs. when they were members.
- f. Continue participating in the Conferences of other organizations (NSPE, ASCE, etc.) where potential members may be attendees and/or exhibitors. Develop a specific follow up plan for leads generated from these events.

4. **Review & revise the membership section of the website**

The membership part of the website needs a lot of work (more on this under the website recommendations). This looks (from a layperson's view) like an administrative nightmare for applicants. The type is too small, there is no flow, not all of the links work, the matrix is daunting, it's the equivalent of 3-4 pages long before even starting to fill anything out, some of the information doesn't fit the page, etc., etc.

A key to membership growth is making membership as easy as possible. This does not mean lowering any requirements for membership. It is a matter of presentation and user friendliness.

Intake/on-boarding of New Members

The first few months of membership are critical to keeping new members after the first year. This will be even more critical as NAFE (hopefully) begins bringing in more new members as a result of this analysis. Here are some suggestions, based in part by the "mystery shopping" observations.

Recommendations

1. **Revise the new member welcome letter.** It currently is little more than a reminder of benefits (which the prospect was already told about during recruitment) and then a description of how to sign in to the website and other administrative procedures. This letter should start off by telling the new member what a great decision he/she made by joining NAFE, and what he/she can look forward to. Then, acknowledge that as a new member they probably have a number of questions about what's next, and tell them how to answers, etc. Make the welcome letter all about the new member first, then talk more about NAFE.
2. **Have some type of personal contact to welcome new members (in addition to the welcome letter).** Have an officer or Membership Committee member call or email each new member. During this contact, ask questions of the new members about their business or career goals, and how NAFE can help them achieve those goals.
3. **Consider adding a New Member page to the website.** This page could simply be an FAQ-style page for new members.
4. **Be especially conscious of new members who join because of an incentive.** As mentioned above, incentives to join such as reduced dues or Conference fees are great to attract new members, but this can come back to be a problem when they are asked to renew a year later. This second year of membership will not include the same

incentive, so they are going to pay more for the second year. Be prepared to deal with this.

5. **Continue having new members identified at NAFE Conferences.** Have special ribbons on name tags of New Members and First Time Attendees. Tell NAFE officers/leaders to seek these people out and make them feel welcome.
6. **Add a glossary of terms to new member information.** Don't assume new members are familiar with all of the acronyms that stream through NAFE's website, publications, etc.

Member Engagement

One of the big challenges is to find ways for members who don't attend the Conferences to get enough value in NAFE membership to justify the cost.

Recommendations

1. **Promote the non-Conference benefits of membership as heavily as the Conferences.** This doesn't mean you don't want everyone to attend Conference, but you'll never get *everyone* to attend (the % of members attending NAFE Conferences right now is excellent). Try to attach a **value** to each aspect of NAFE's benefits which don't require a physical presence (other than from an office or home office).
 - a. The **NAFE Yahoo** groups (from my non-engineering view) look like an excellent resource for members. These should be promoted not just as discussion groups but as one of the many ways NAFE membership can enhance your credibility (third party input). It's also another way to build partnerships in new areas.
 - b. Access to **the online directory** should be promoted as a one-stop guide to peer support and information.
 - c. **Recommended insurance programs** should be promoted as cost-effective ways to protect your business and your practice.
 - d. **Certification** is both a form of achievement and credibility and also a differentiator for clients.
 - e. The **NAFE library of peer-reviewed publications** provides one of NAFE's primary offerings of continuing education, as well as the ability for members to be recognized as a true leader of the forensic engineering field via being published
 - f. Etc., etc.

While this might sound like wordsmithing or promotional jargon, it's not. It's the truth, as we discussed in Denver. More importantly, none of the things listed above require anyone to get on a plane and go to meeting anywhere, yet they all provide value to members, if presented effectively.

2. **Engage members by asking their opinion.** We described in Denver a potential way to take targeted, short surveys to get more members (especially those who don't attend Conference) engaged in NAFE in an easy way. There are some guidelines for doing this effectively, but NAFE seems to have the kind of membership "culture" that could lend itself to this being a good opportunity to enhance the membership experience.

3. **Keep track of member engagement and identify non-active members early in the program year.** Target them for special communications (such as the survey mentioned above). Make personal contacts with those who don't respond to additional communications.

Member Retention

It's important to get a handle on exactly how well NAFE is currently doing in member retention in the various membership categories. The overall retention rate seems to be in the 85-90% range (which is good) but it would be worth a closer look at when and why the majority of these members are leaving. It would make it easier to set up a specific effort to retain those "at-risk" members at a higher rate. Even with a retention rate at a high level, NAFE is still challenged with replacing 45-50 dropped members with new members each year just to stay even. A focused retention effort could be moving NAFE back over the 500 level with just a small increase in the retention rate.

Recommendations

1. **Create a Member Retention Committee (or Subcommittee) with direct responsibility for member onboarding, engagement, and retention.**
2. **Where possible, customize and personalize member communications based on what is known about the individual member(s) or groups of members.** Try to avoid form letters and Dear Fellow Member letters.
3. **Offer members choices on how they receive communications from NAFE.** Younger members, especially, want to make those kinds of choices for themselves.
4. **Continue to identify ways to make new members and first-time attendees feel special at NAFE events.**
5. **Make member renewal as simple and quick as possible.**
6. **Have a pre-invoice letter sent outlining NAFE accomplishments.** This should be sent **prior** to the first renewal notice to members. They will then have been reminded of the value NAFE provides without having the renewal notice in front of them.

Marketing/Branding

Obviously, NAFE's reputation as an "exclusive" organization is one of the things that attracts engineers to it. "Exclusive" refers to the necessity to attain a certain level of certification, expertise, experience, etc. This makes NAFE membership a goal for many. However, NAFE needs to be careful not to allow the "exclusive" aspect of its reputation be a barrier to membership.

NAFE has this excellent reputation among most of those who are *aware* of it, but not enough engineers are aware of the opportunities in the field or NAFE's role in promoting both the science and the practice of forensic engineering. There are some engineers who probably qualify for membership but haven't joined because of lack of exposure to NAFE, affiliation with another engineering organization (including NSPE) that they feel meets their needs, or they have been contacted by NAFE and didn't see enough value to join.

Recommendations

1. Create a dialogue with NSPE to **find additional ways to use the NSPE membership requirement in NAFE as an advantage of NAFE membership, not a barrier to it.** Include phrases like “as an NSPE member, you already meet one of the most important qualifications to join NSPE,” or, for non-NSPE members, “your membership in NAFE will also entail becoming an NSPE member, allowing you to benefit from two of the leading professional associations in the engineering field.”
2. **Contact other professional organizations which are “stakeholders” for NAFE and offer to provide educational programming for their Conferences.** These organizations are always looking for the best quality educational sessions for their own members, and the exposure to these groups will expand NAFE’s brand and value message. Again, in addition to engineering societies, think of legal organizations, insurance, real estate, etc. There are hundreds of these groups at the National, state, and local levels.
3. **Continue expanding the use of social media to create awareness of NAFE and its members.** As the average age of NAFE members drops (due to retirements, new practitioners entering the field, etc.,) social media will become more of the norm for members and prospects and less of something that has to be learned. These members/prospects will have been using social media since their undergraduate days, and they will expect their professional organization to provide outlets for using it to enhance their education and businesses.
4. Encourage members, especially leaders, to **include their NAFE membership and leadership positions in their introductions, biographies, signatures on their emails, business cards, etc.**
5. **Set quality control standards on everything NAFE does.** As discussed in Denver, NAFE’s brand is, in part, determined by first impressions. Quality control is an important part of any organization’s brand. NAFE is probably held to an even higher standard than many other groups because of its prestige, it’s membership (engineers are very detail-oriented), and its “culture” (reflecting what its members do).

Administration

Due to NAFE’s limited budget, many of the functions that would normally be done by staff members in similar organizations are handled by volunteers in NAFE. Fortunately, NAFE is blessed with a cadre of experienced members willing to put in the time to produce the many things NAFE offers to its members and the profession.

This can also create a situation where there is sometimes a lack centralized oversight (see quality control, above); volunteers can get burned out by having to fulfill NAFE commitments while running their businesses/practices; and NAFE is limited in its ability to add new programs and services in its attempt to fulfill its mission.

By growing its membership, NAFE can add additional financial and volunteer resources to NAFE's management. By providing funds to perhaps add staff support, or to outsource programs and functions currently being done entirely by volunteers, this raises NAFE's ability to continue adding value to membership.

Recommendations

1. **Work with NSPE to see if additional NSPE staff support can be added to NAFE's management** in the form of administrative support, website development and user friendliness (see next section), database management, etc.
2. **Be careful about taking on too much.** It's not just a question of money. Before new products/services are undertaken there needs to be an assessment of NAFE's ability to deliver them at the very best level.
3. **Where possible, try to centralize communications and decision-making as it applies to members and membership.** It's important for (pardon the old-time reference) the right hand to know what the left hand is doing. Remember, quality control and first impressions are an important part of the NAFE brand. Some sort of communications flow control needs to be formalized, well-communicated to the leadership, and implemented.

Website Coordination

The organizational website has replaced calls the Headquarters office as the way all of NAFE's stakeholders (members, prospects, engineering profession, other organizations, the general public, etc.) find out about NAFE, learn about NAFE, and communicate with NAFE. Almost all of the membership recruitment, engagement, and retention efforts center around the website, too. Marketing is aimed at driving prospects to the site; applications and benefits are on the site; engagement opportunities are on the site; renewal options are on the site.

Recommendations

1. **Add some drop-downs from the home page under the top Membership tab** to allow visitors to go to the section they seek. Limit the number of clicks for all visitors, especially prospective members.
2. **Reverse the information on the membership landing page.** Start with the (updated) list of NAFE benefits before sending them to the how to join section. Make the page more about the prospective member than the organization.
3. **Create some empathy for the reader.** Refer to the exercises done in Denver to create content which lets prospective members know that this could be their new home page, where the organization (NAFE) knows what their daily challenges are and can help them meet those challenges.
4. **Update the information and forms.** Example: the directions ask applicants to fill out the 2016 Application Form. Even if the form is the same, at least update the date on it.
5. **Link membership promotions to specific pages, not just the home page.** Save the prospective members driven to the site through membership promotions some

unnecessary clicks by linking these promotions to specific pages in the membership part of the site, not just the home page.

6. **Add some member testimonials to the site.** Use quotes, photos, and videos to let current members talk to site visitors about how NAFE membership has helped make them more successful, raised their credibility, and helped create new partnerships and friendships.

Next Steps/Action Plan:

1. **Review assessment and recommendations, forward any questions to B.A.I., Inc.**
2. **Assign Committee/Task force to make action recommendations to Board**
3. **Task Force to identify recommended action items, categorized by**

Immediate – easily implemented ideas/actions that don't require Board approval or funding)

Priority - ideas/actions that NAFE should try to have in place within one program year

Long Term – ideas/actions which require more planning, thought, discussion, money, etc. These should be discussed at Annual Planning Meetings

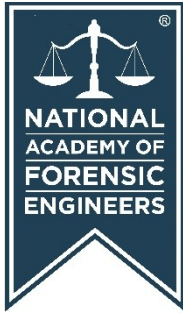
4. **Board to approve Committee Recommendations**
5. **Start to Grow the Academy!**

NAFE1



WEBSITE





1420 King Street
Alexandria, VA 22314-2794

Tel: 703-684-2845
Fax: 703-836-4875

<http://nafe.org>

Date: July 30, 2021
Subject: Website-Database Committee Report

Current Status

It has been the biggest-ever half year for our committee during 1H2021. Our old WWW host MemberClicks is now gone (along with 1ShoppingCart) and all organizational functions are now on our own virtual private server (VPS), nicknamed “euler”. See the last page of this report for a graphic representation. We are paying \$38/month to InMotion Hosting for this VPS. This entire server is backed up every other day, weekly, and monthly to Backblaze B2 at \$1.76/month for 336 GB of storage. Other expenses are Google Ads at a max of \$50/month and ClickMeeting at \$45/month for hosting/selling our webinars of past conferences.

Email

Internal email is running well and all mail to anything@nafe.org moves through euler’s mail handling. We have set up positional accounts such as treasurer@nafe.org and president@nafe.org to have mailboxes on euler which can be accessed via webmail or via email client. Most of these also have forwards to the position-holder’s personal email address for that user’s convenience. There is no additional cost for unlimited email boxes as the mail server software is included with the VPS.

Help Desk

The email address help@nafe.org is tied to help desk software called FreeScout so that many hands can make lighter work in servicing our members. Emails to this address are not only propagated to our help channel on Telegram, but are also trackable and assignable to those willing to assist. For example, a password reset can be assigned to Mike, then the issue can be closed when the problem is resolved. Allen doesn’t have to worry that no one is helping the user and Mary Ann can know that no more work needs to be done. FreeScout also tracks phone calls for help. Similar mailboxes are configured for correspondence about each conference on conference@nafe.org and for interested parties to “Discuss with a Member” on discuss@nafe.org.



WWW Site

Starting with a back-of-the-napkin design by Janson at the San Diego conference, Molitoris created a theme for the future of nafe.org. Our new site is built on a content management system (CMS) called Drupal. Members and non-members can create login accounts on this CMS to access some content not available to the general public such as registration for conferences and application for membership. Members can access even more information such as a member directory and our bylaws. Members can also check their membership status and process a renewal. Most of these functions are provided with a back-end constituent relationship management system (CRM) called CiviCRM. It provides extensive capabilities for working with contact information, handling memberships, processing mailings, managing events with registrations, working case files for member applications, and accounting for all monetary transactions. Cannon has been trained and others are scheduled for training. Full documentation can be found at: <https://docs.civicrm.org>.

One major accomplishment by Molitoris is the Membership Application which validates applicant data prior to creating a CiviCase and assigning it to our Membership Chair. The CiviCase even includes a timeline for processing and soon a location for the applicant to check status. He is also working on a form for CPD processing to relieve the burning-hot desk calculator of the CPD Chair. Those equations will be automated by the end of the year when we next need to allow CPD reporting.

Online Advertising

Our conference Google Ads campaign is running now at a budget of \$3/day and \$90/month max. Our regular Google Ads campaign has a budget of \$1.65/day with \$50/month max and we spent \$500 over the preceding 12 months. We receive about 750 clicks per year with 80% of them at Google's search and the rest at partner sites. Of 17

thousand impressions over the year, 77% were on mobile devices. Eleven new visitors clicked through our ad and went on to register for our Winter Conference (compared to fifteen who did so at the previous conference), while two more used our Contact Us page. Our top three clicked search terms continue to be "forensic engineering", "national academy of forensic engineers", and "nafe". Thanks to Google's tracking, we know that 75% of **new** visits to our site in the last 12 months are from this ad.

National Academy | Forensic
Engineers

 <http://nafe.org>

Advance Your Forensic Engineering Practice.
Visit Our Website For More Details!

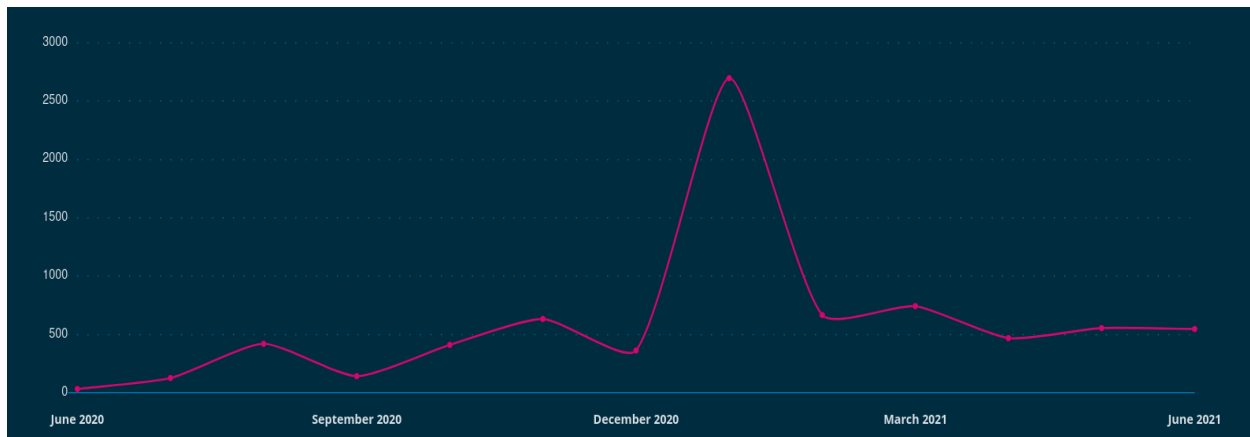


Groupware

Most organizations use collaboration software for documents and discussion. We could also benefit from a document/media repository for things like meeting minutes, bylaws, branding, contracts, and videos. Things which are not public but need to be shared between Board members or even just active Members can be placed here. One groupware solution that fits our needs well is called Nextcloud. It is now available to our leaders at <https://cloud.nafe.org>.

Journal

The NAFE Journal on Open Journal Systems (OJS) this year-to-date gets 500-800 article views per month with a peak of 2700 during our last conference in January 2021. Looking at the past year's statistics, Williams' Shingle Repairability with 303 article views has over taken last round's winner of Ziernicki's Phantom. Kemper's Misapplication is a very close second at 293 views. Sasso's Chairs has always remained high and rounds out the top three at 219.



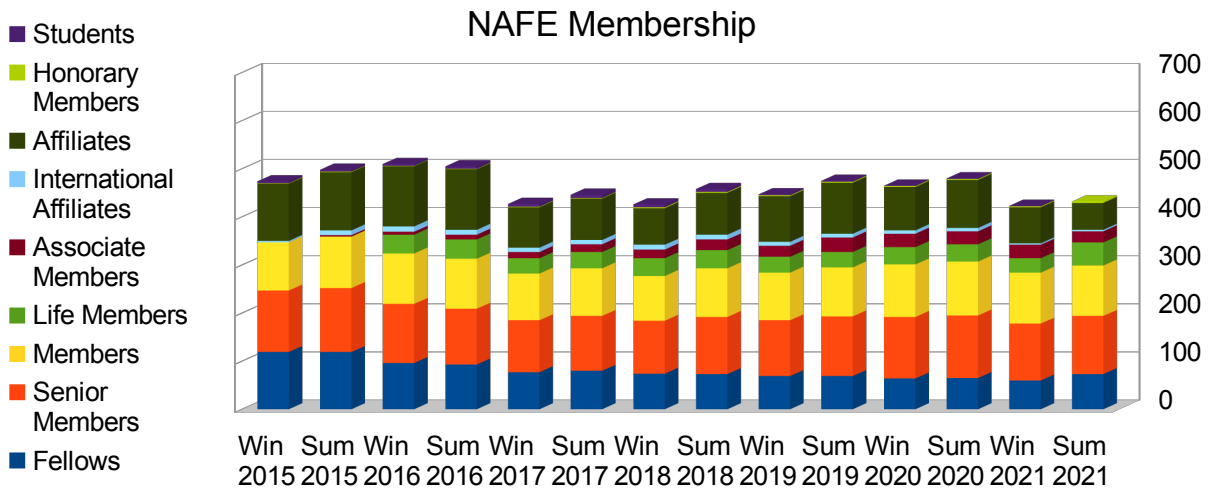
Since starting sales of articles on OJS with a forensic engineer from Ireland in November of 2020, we have sold 14 PDFs to non-members (or members who did not/could not take advantage of them being free). With the help of our Editor-in-Chief, we have joined Crossref and are working to get DOIs on all our historical articles – recent ones already have them. We have also enabled the OJS plugin for ORCID so that authors may link their account to their article on our site. After publication of the next issue, we expect to carefully test and run the upgrade to 3.3.0.7. All our articles are now visible in Google Scholar since Scholar knows how to read OJS.



NAFE1

GNU Mailman comes free with our server management software and only needed some minor configuration once we moved nafe.org email handling onto our server. The email address to use is: nafe1@nafe.org Current moderators are Bob Peruzzi and Drew Peake.

Database



	July 2021	Jan 2021	July 2020	Jan 2020	July 2019	Jan 2019	Jul 2018	Jan 2018	Jul 2017	Jan 2017	Jun 2016	Jan 2016
Fellows	73	60	65	64	69	69	73	74	80	77	93	96
Senior Members	121	118	130	128	124	116	119	110	114	108	116	123
Members	105	106	112	109	102	99	101	93	99	97	104	105
Life Members	48	30	36	36	32	33	38	37	34	32	40	39
Associate Members	23	28	27	28	30	23	22	18	16	13	10	6
International	3	3	7	7	8	8	10	10	9	9	10	11
Affiliates	56	75	100	90	106	95	87	76	86	84	126	125
Honorary Members	3	2	2	2	2	2	2	2	1	1	1	1
Students	0	2	2	1	2	2	6	6	7	6	5	4
Total	385	424	481	465	475	446	458	426	446	427	505	510



User Directory

OpenLDAP is set-up on the domain identity.nafe.org and data from MemberClicks is completely loaded. This OpenLDAP user directory stores user information and passwords as a central repository for all software to access. This way, user information will only be in one place and easily accessible. A user's username and password will be the same across all of our organization.

Future Work

Building on the work of the last couple of years as outlined above, the WWW Committee is exploring these paths forward into the future:

- Extend and support journal management system (Open Journal Systems)
 - join LDAP for usernames/passwords
- Single Sign-On: retain authorization for all member functions (Journal, NAFE1, etc.)
 - OpenLDAP with phpLDAPadmin on identity.nafe.org using keycloak
 - gravatar.com for individual photos
- Constituent Relationship Management (CRM) operations for current and prospective members with software called CiviCRM
 - further configure conference registration/management/feedback system
 - calendar of events (conferences, leadership meetings) accessible with CalDav
 - CPD submission/tracking/reporting/alerts with data in SQL and OpenLDAP
 - member directory search by geography/discipline/subject and profiles/connections for referral/networking

Respectfully submitted,

Michael D. Leshner, PE

Allen Molitoris, PE

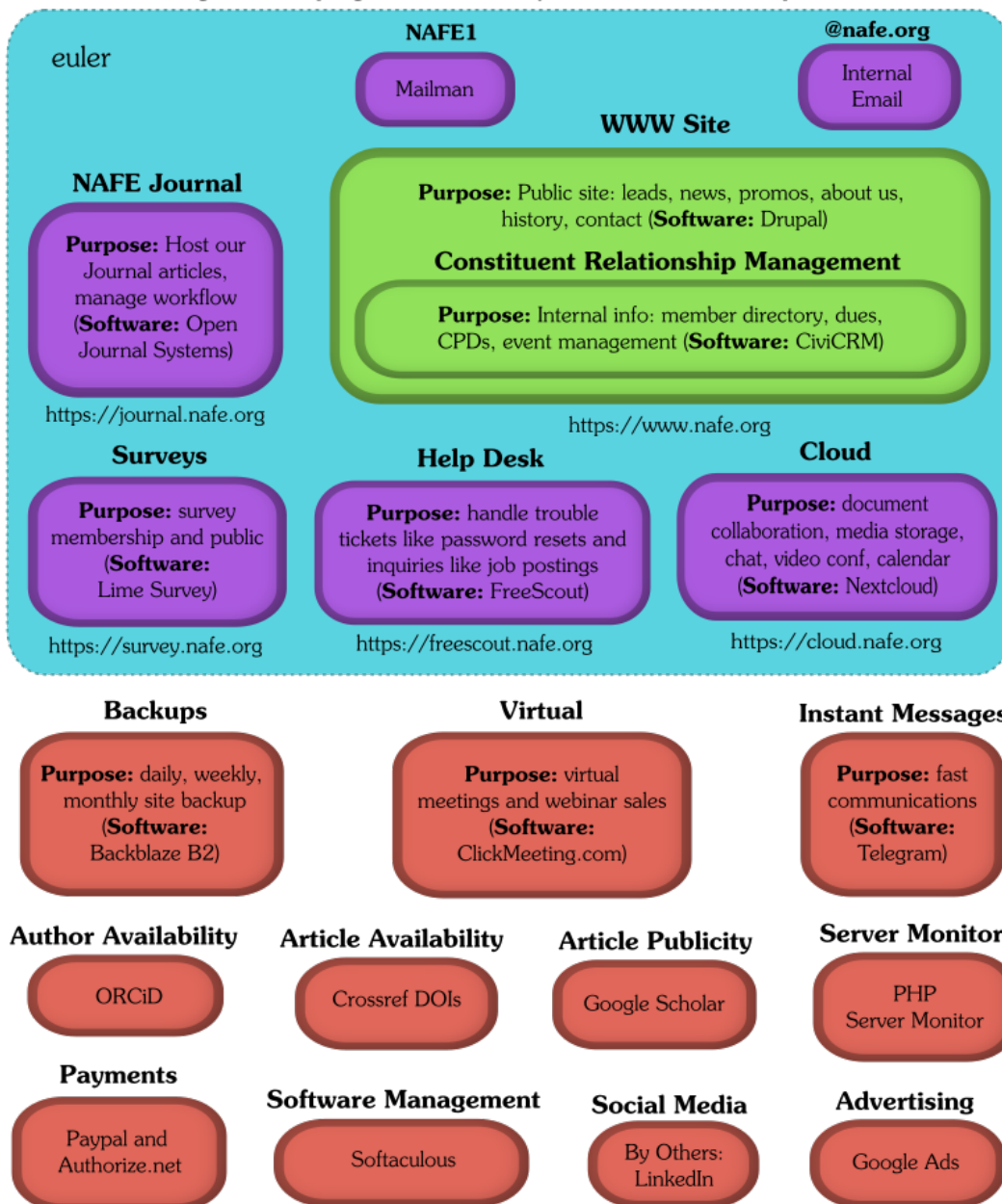
Mitch Maifeld, PE

Rune Storesund, PE

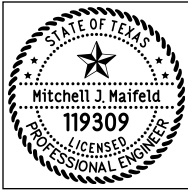
Liberty Janson, PE

Virtual Private Server "euler"

The server is blue and each box is a function where: purple is substantially complete, green is in-progress and red is by others/outside of scope.

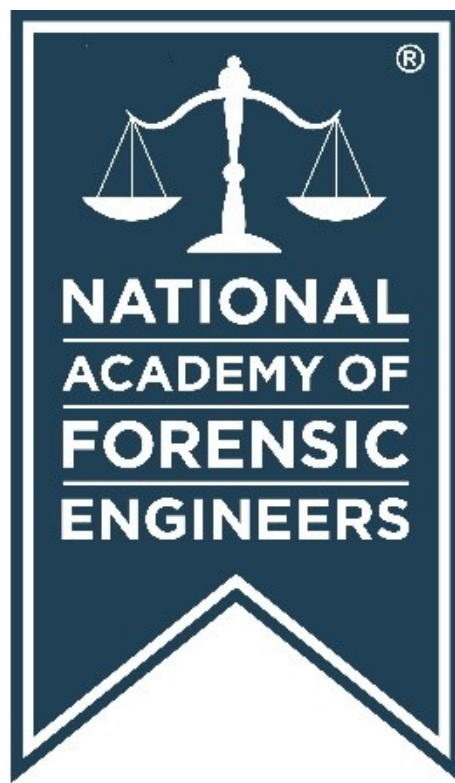


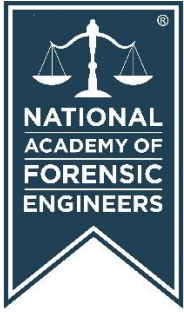
This document is signed by



Signatory	EMAILADDRESS=mitch@zenzic.biz, CN=Mitch Maifeld
Date/Time	Tue Jun 29 17:00:04 CDT 2021
Issuer-Certificate	CN=CACert Class 3 Root, OU=http://www.CAcert.org, O=CACert Inc.
Serial-No.	187132
Method	urn:adobe.com:Adobe.PPKLite:adbe.pkcs7.sha1 (Adobe Signature)

NOMINATING





1420 King Street
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Fax: 703-836-4875

WWW.NAFE.ORG

July 6, 2021

To: Liberty Janson, P.E. (President)

From: James Petersen P.E., Chair Nominating Committee
John Certuse, P.E.
Paul Swanson, P.E.

Re: Nominating Committee Report July 4, 2021

The Nominating Committee had a virtual meetings on 6/25/21, 7/2/21, 7/3/21- Since we met virtually on 2 July 2021 when Martin Gordon resigned from the committee, Paul Swanson agreed to fill that open position.

The nominating committee has submitted a slate of nominees to be officers and directors for the 2022 administrative year. The slate of nominees consists of:

President-Elect: Joseph Leane, P.E. (NAFE 524F)
Senior Vice President: Steven Pietropaolo (NAFE 769S)
Vice President: Michael Aitkens (NAFE 1110S)
Treasurer: Bruce Wiers, P.E. (NAFE 755S)
Secretary: James Drebelbis (NAFE 938S)

President (by accession from 2021 President Elect):
Sam Sudler, P.E. (NAFE 886S)

Past Presidents:

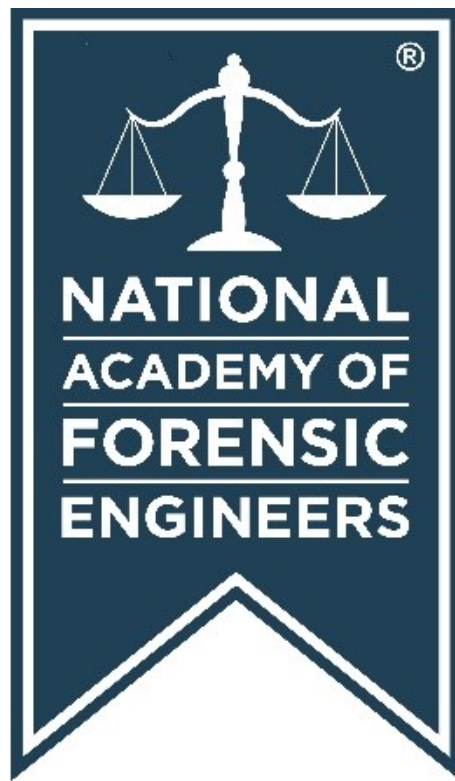
Liberty Lewis Jansen, P.E. (NAFE 777S)
James Petersen, P.E. (NAFE 631F)
John P. Certuse, P.E. (NAFE 708F)

Interested candidates for two upcoming Director at Large vacancies need to be solicited from the membership as well as an election for these positions. Our bylaws state that these should have been scheduled 60 days prior to our July 2021 Board of Directors Meeting. Reflecting that COVID has disrupted the normal schedule, we recommend that petitions be received no later than August 30, 2021. This will be communicated to Secretary Richard Rice for communication to the membership.

James Petersen, P.E.

CC: Rebecca Bowman, Esq., P.E., Executive Director (NAFE 1153M)

LEGISLATIVE



ETHICS





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Alexandria, VA 22314-2794

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WWW.NAFE.ORG

July 27, 2021

To: To NAFE Board of Directors
From: Sam Sudler, PE
Re: Ethics Committee Report

The Ethics Committee did not meet in the first half of 2021. No matters have been brought to the committee for consideration.

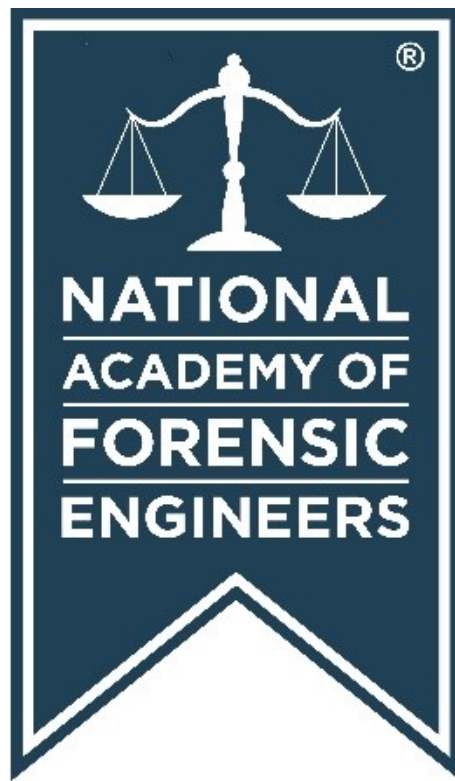
The committee will work with Rebecca Bowman and the Educational Committee to provide Ethics content for the Sunday portion of the upcoming 2022 Winter Conference in Tucson, AZ.

Sincerely,

NATIONAL ACADEMY OF FORENSIC ENGINEERS

Samuel Sudler, PE
Ethic Committee Chair

CONTRACT DOCUMENTS





1420 King Street
Alexandria, VA 22314-2794

Tel: 703-684-2845
Fax: 703-836-4875

WWW.NAFE.ORG

July 30, 2021

Memorandum

To: NAFE Board of Directors

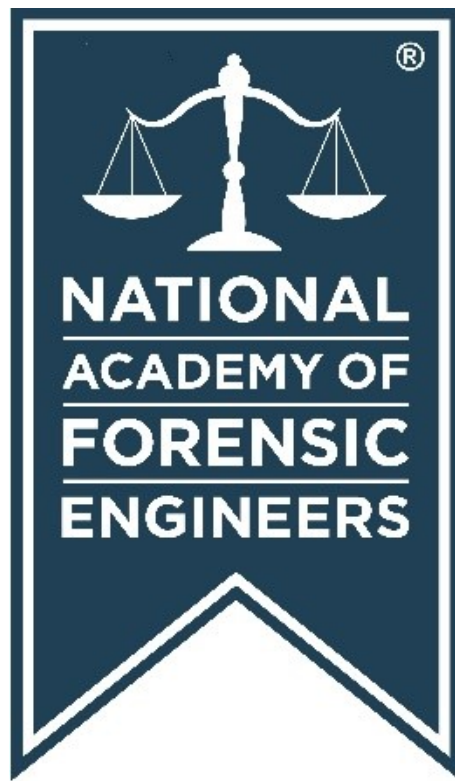
From: Daniel Couture and Joseph Leane, Insurance Committee

Re: Contact Documents Committee Interim Report

The Contract Documents Committee does work only when an issue arises. There has been no activity this year to date, and there is nothing planned at this time

Please contact us with any comments or questions. Thank you.

INSURANCE





1420 King Street
Alexandria, VA 22314-2794

Tel: 703-684-2845
Fax: 703-836-4875

WWW.NAFE.ORG

July 30, 2021

Memorandum

To: NAFE Board of Directors

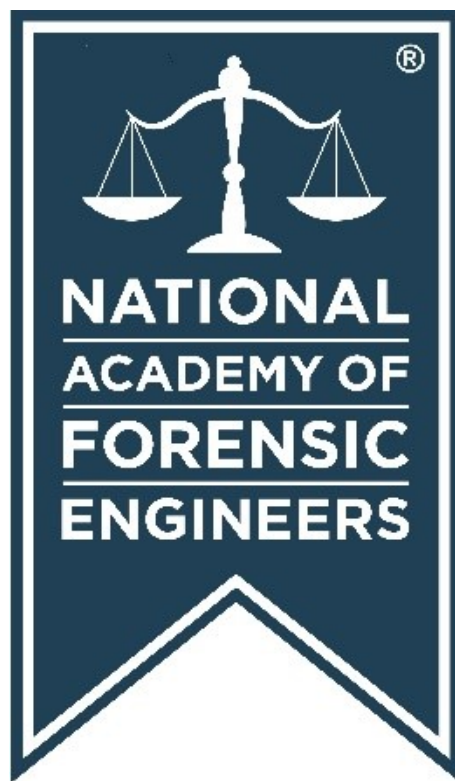
From: Joseph Leane, PE, Insurance Committee Chair

Re: Insurance Committee Interim Report

The Insurance Committee does work only when an issue arises. There has been no activity this year to date, and there is nothing planned at this time

Please contact me with any comments or questions. Thank you.

DISTANCE LEARNING





1420 King Street
Alexandria, VA 22314-2794

Tel: 703-684-2845
Fax: 703-836-4875

WWW.NAFE.ORG

4 July, 2021

To: Liberty Janson, P.E. NAFE President 2021

From: John Certuse P.E. Co Chair Distance Learning Committee
Daniel Couture P.E. Co Chair Distance Learning Committee

Re: Distance Learning Committee Report 2 July, 2021

President Janson;

Dan Couture and I had a virtual meeting in June of 2020 to discuss the selection of content for digital conversion and preservation.

It is our intent to preserve Educational Seminar programs as well as peer reviewed and published Technical Review Committee presentations of note. The intent of this process is to memorialize presentations and allow the formation of a NAFE Digital Library (NDL) for continued access of these presentations.

The selection process of material to be included into the digital library is under discussion however we intend to interface with Discipline Specific as well as Ethics, Technical Review and Education Committees to make this determination.

Also on June 9th I attended a ZOOM Meeting with yourself, Rebecca Bowman and the NSPE in regards to NAFE's Education Committee routinely presenting to the NSPE's Annual PE CON event as well as subsequent on line training events in an effort to further reach NSPE and NAFE members as well, showcasing NAFE's resources in forensic engineering.

Thank You

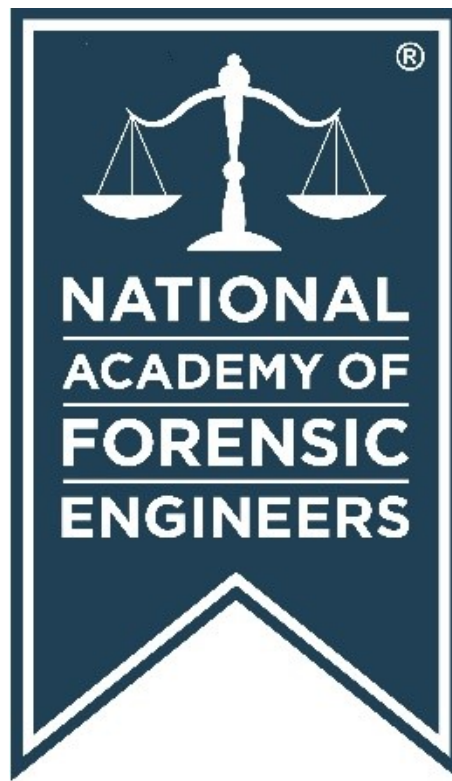
John Certuse, P.E. DFE

Dan Couture P.Eng. DFE

CAI EMERGENCY RESPONSE TASK FORCE



EXECUTIVE DIRECTOR'S REPORT



SECRETARY'S REPORT



July 2021: NAFE Secretary Report

President of NAFE:

The Secretary Report for NAFE consists of the following:

- A NAFE BOD meeting was held on February 26, 2021. Because I did not attend, I am not sure the meeting minutes were distributed. Please attached.
- Because of Covid and our changing from Memberclicks to another format, grace has been given to those in the NAFE membership who are delinquent with their dues and CPD requirements. However, in the next six months, those who are delinquent will be receiving notices.
- I will be resigning my position of NAFE Secretary at the winter NAFE conference in January 2022. I thank you and the other NAFE BOD members for your help these past two years. I intend to be active in NAFE in other ways in the future.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard A. Rice', written in a cursive style.

Richard A. Rice, PE: NAFE F578
NAFE Secretary

A NAFE Board of Directors meeting was held on February 26, 2021. The meeting was held virtually via Zoom. A quorum of the Board was present. Board members present were:
Liberty Janson – President and presiding officer.

Sam Sudler
Steve Pietropaulo
Daniel Couture
Bruce Wiers
Martin Gordon
James Petersen

Board members not attending, but assigning proxy;
Joe Leane - proxy assigned to James Petersen.
Richard Rice – proxy assigned to Martin Gordon.
John Certuse – proxy assigned to Sam Sudler.

Other NAFE members present.

Michael Leshner
Bart Kemper
Paul Tucker
Jon Milton
Other guests.
Mary Ann Cannon - NSPE
Rebecca Bowman - NSPE

President Janson called meeting to order at about 9:40 AM EST

Janson welcomed the group and thanked everyone for taking part on short notice to allow the Executive Director contract revisions to be resolved in a timely manner. Janson noted the early hour for West Coast participants and noted that the time change will be considered when setting future meetings.

Janson appointed Petersen as Secretary for the meeting and thanked him for his service.

Previous minutes from January 8, 2020 BOD Meeting and the January 9, 2021, general meeting, were reviewed.

Motion to table approval of the January 8, 2021 and January 9, 2021 minutes to make corrections– Made by Gordon seconded by Couture. Motion passed unanimous. Janson requested that all outstanding edits be reviewed with Rice and corrected minutes resubmitted for discussion at the next Board Meeting.

Motion to accept January 9, 2021 minutes – Motion passed unanimous.

The NSPE Executive Director Services Contract verbiage was revised as follows:

- Rebecca Bowman will replace Art Schwartz wherever listed.
- The word ‘paper’ will be eliminated from the Membership Records section.
- The engineering ethics education language will be revised to allow flexibility and additional media (webinars, publications, etc.) as NAFE requests.
- NEW: Please revise the NAFE1 language to eliminate reference to Yahoo Groups.
- Membership
 - Assist NAFE Members in support of the NAFE1 Yahoo List Serve, NAFE Directory and other NAFE services.
- Actual text of revisions:
 - Membership
 - o Assist NAFE Members in support of the NAFE1 Yahoo List Serve, NAFE Directory and other NAFE services;
 - Member Records
 - o Store, maintain, update and access NAFE member paper files;
 - o Provide updated information for NAFE membership database based on calls, e-mail and returned snail-mail.
 - Education
 - o Provide an engineering ethics education as requested

In addition, NAFE hired an outside contractor to be our Registered Agent in the Commonwealth of Virginia. This service remains relevant while NSPE employees largely work from home and the NSPE office remain closed to the public. NAFE will revisit this service when pandemic-based restrictions are revised.

Finally, regarding the contract, NSPE will reimburse NAFE \$27,800 for services lost in 2020.

Motion to accept the revisions to the NSPE Executive Director Contract – made by Couture, second by Sudler. Motion passed with a unanimous vote, following acceptance of the following amendment.

Motion to Amend the original to state: In addition, the Board will accept the proposed NSPE credit of \$27,800. Motion to accept made by Gordon and seconded by Sudler. The amendment was passed with a unanimous vote.

Rebecca Bowman was welcomed as Executive Director.

A general discussion on Life Membership followed. Life membership benefits include low dues and a discount on in person conference attendance. This status has been made available to

Associate Members. Retiring members will be encouraged to apply for Life Membership, possibly via a message on NAFE1. Board discussed potential efforts to expand exposure and understanding of the Life Membership options.

See current ARTICLE III MEMBERSHIP, Section 3. Life status Members, below.

ARTICLE III MEMBERSHIP

Section 3. Life status Members

(a) Associate Members, Members, Senior Members, and Fellows of the Academy shall become eligible for Life status if the member has retired from Forensic Engineering and has been a member of the Academy for a period of 15 years.

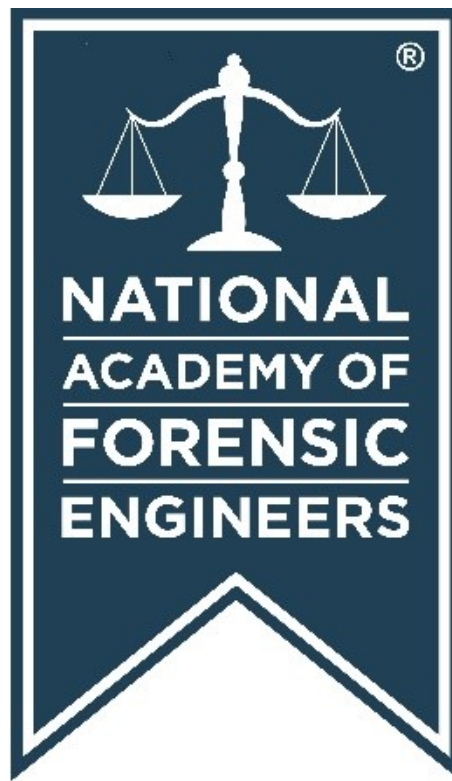
(b) Life status Members shall receive all periodic publications of the Academy and shall be invited to July 31, 2020 Page 10 attend the Academy's seminars at a 50% meeting registration discount. Life status Members are not required to maintain membership in an engineering technical society or in NSPE.

(c) To maintain Board Certification, Life status Members must maintain current NAFE CPDs and active professional licensure.

Motion to adjourn made by Petersen and seconded by Wiers – carried.

Minutes recorded by James Petersen.

TRESURER'S REPORT



Management Report

National Academy of Forensic Engineers
For the period ended June 30, 2021

Prepared on
July 20, 2021

Table of Contents:

- 1. Balance Sheet Comparison from 2021 to 2020**
- 2. Profit Loss Comparison from 2021 to 2020**
- 3. Sales by Customer Summary 2021**
- 4. Expenses by Vendor Summary 2021**
- 5. Transaction List by Vendor 2021**

National Academy of Forensic Engineers

Balance Sheet

As of June 30, 2021

	TOTAL	
	AS OF JUN 30, 2021	AS OF JUN 30, 2020 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1st Bank Checking	0.00	42,644.56
1st Bank Liquid Asset	0.00	0.00
Chase Checking	85,054.16	21,917.86
Chase Savings	100,015.84	
CNB Bank Checking	0.00	0.00
Franklin Bank Checking	0.00	0.00
Merrill Lynch Savings	0.00	0.00
PayPal	7,122.92	196.58
Total Bank Accounts	\$192,192.92	\$64,759.00
Accounts Receivable		
Accounts Receivable	0.00	0.00
Total Accounts Receivable	\$0.00	\$0.00
Other Current Assets		
Undeposited Funds	0.00	0.00
Total Other Current Assets	\$0.00	\$0.00
Total Current Assets	\$192,192.92	\$64,759.00
Fixed Assets		
Property & Equipment, Computers	0.00	0.00
Total Fixed Assets	\$0.00	\$0.00
TOTAL ASSETS	\$192,192.92	\$64,759.00
LIABILITIES AND EQUITY		
Liabilities		
Total Liabilities		
Equity		
Opening Bal Equity	0.00	0.00
Unrestricted Net Assets	137,428.04	183,203.01
Net Income	54,764.88	-118,444.01
Total Equity	\$192,192.92	\$64,759.00
TOTAL LIABILITIES AND EQUITY	\$192,192.92	\$64,759.00

National Academy of Forensic Engineers

Profit and Loss January - June, 2021

	TOTAL	
	JAN - JUN, 2021	JAN - JUN, 2020 (PY)
Income		
Application Fees	1,900.00	4,225.00
Interest Income (Dividends)	14.94	52.83
Membership Dues	24,675.00	14,425.00
Miscellaneous Income	-66.00	
Seminar Income #	56,120.28	11,000.00
Total Miscellaneous Income	56,054.28	11,000.00
Publication Sales	356.11	1,171.58
Total Income	\$83,000.33	\$30,874.41
GROSS PROFIT	\$83,000.33	\$30,874.41
Expenses		
Dues and Subscriptions		360.00
Executive Director		
Contract Fee		63,600.00
Miscellaneous Expense		318.53
Travel (ExecDir)		10,781.22
Total Executive Director		74,699.75
Headquarters Exp		
Office Exp (H/Q)		
Postage & Shipping (H/Q)		1,925.82
Total Office Exp (H/Q)		1,925.82
Total Headquarters Exp		1,925.82
Journals		
Editing (Journals)	15,030.00	15,000.00
Total Journals	15,030.00	15,000.00
Other Expenses		
Advertising	3,085.35	2,774.00
Bank Charge	4,539.59	3,783.97
Computer Software, Maint		139.99
Insurance	1,916.00	1,665.00
NAFE.org Web Site	3,664.51	2,661.64
Total Other Expenses	13,205.45	11,024.60
Seminar Exp #		
Meals		
Meals, Bkfst, Exp		10,072.86
Meals, BLun, Exp		13,829.98
Meals, Din, Exp #		8,510.96
Total Meals		32,413.80
Meeting Room, AV Equip		7,259.19

National Academy of Forensic Engineers

Profit and Loss
January - June, 2021

	TOTAL	
	JAN - JUN, 2021	JAN - JUN, 2020 (PY)
Print Handout Mtls, Handbooks		1,676.49
Refreshments, AM & PM		4,692.38
Total Seminar Exp #		46,041.86
Treasurer, Office Exp		120.00
Office Supplies (Treas)		146.39
Total Treasurer, Office Exp		266.39
Total Expenses	\$28,235.45	\$149,318.42
NET OPERATING INCOME	\$54,764.88	\$ -118,444.01
NET INCOME	\$54,764.88	\$ -118,444.01

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Sales by Customer Summary

January - June, 2021

	TOTAL
Abskharoun, Medhat	150.00
Alley, David	250.00
Alvi, Zohaib	1,960.00
Andres	250.00
Armstrong, Jeffrey D. (644F)	700.00
Barbera, Guy J. (732M)	250.00
Baron, Paul	350.00
Barrett, Jr., Rolin F, (718M)	500.00
Bellizzi, Nicholas M. (749F)	2,150.00
Bethea, John	150.00
Beutler, William T. (585S)	600.00
Bilancia, Louis F. (410C)	250.00
Bracken, William C. (605S)	350.00
Buchanan, Mark E. (355M)	250.00
Buchanan, Richard L. (566M)	250.00
Budiansky, Noah	250.00
Burnham, Robert	250.00
Carroll, Michael	150.00
Castaneda, Rene A. (600M)	250.00
Chapman, Jeremy	150.00
Cik, Barry A. (681S)	300.00
Cissell, Jeffery	250.00
Clyde, Harold E. (676M)	250.00
Cocchiola, Thomas J. (371M)	250.00
Cowley, Daniel	250.00
Cristino, Joseph A. (543F)	1,800.00
Cueva-Egulguren, Maurice (776S)	250.00
Dahl, Jerry	250.00
Danaher, David A. (703M)	1,800.00
Davis, Maureen L. (419C)	-250.00
Dery, William	500.00
Drebelbis, Jim	550.00
Dunn, Timothy	1,800.00
Echa	250.00
Edgel, W. Reed (515M)	450.00
Eitel, Robert	-250.00
Elamad, John H (784S)	300.00
Evetts, Byron (739M)	250.00
Ferguson, Jim	225.00
Fluckiger, Donell	150.00
Fore, Frank A. (548S)	300.00
Freedman, Curt	1,930.00
Fridley, S. Dale (668M)	250.00
Fronapfel, Edward L. (675S)	2,150.00

National Academy of Forensic Engineers

Sales by Customer Summary

January - June, 2021

	TOTAL
Giannotti, Richard	250.00
Giarratano, Janel	150.00
Gillingham, David	225.00
Gordon, Martin E. (699M)	1,960.00
Graham, Scott	250.00
Haase, Ryan	250.00
Haglid, Klas C. (599S)	1,350.00
Hall, David R. (14S)	350.00
Hanke, Larry	250.00
Hanke, Neal	250.00
Hietpas, Gerald J. (764M)	250.00
Hionis, Anastasios	250.00
Irwin, Benjamin	300.00
Jeffreys, Roger	300.00
Johnstone, Michael S. (361C)	150.00
Jones, Cassandra	150.00
Kassekert, David W. (682F)	250.00
Keefe, William R. (481M)	1,800.00
Khan, Babar M. (424C)	2,100.00
Khorsand, Saeed	300.00
Kilpatrick, Gary E. (308C)	1,330.00
King, Charles	150.00
Knapp, Steve	250.00
Knysh, Andrew M. (491S)	300.00
Koob, Tonja	550.00
Kravitz, Michael (451F)	1,080.00
Kress, Damon	150.00
Lange, Jeffrey (735S)	1,000.00
Larry Nelson	1,080.00
Leane, Joseph G. (524M)	2,120.00
Lee, III, William E. (655S)	300.00
Lee, Kevin	250.00
Leffler, John P. (709S)	250.00
Leshner, Michael D. (559F)	1,310.00
Lester, Michael P. (698S)	300.00
Lettsome, Clyde	150.00
Liberty Janson	300.00
Lo Presti, Michael	250.00
Logan, Laura	25.00
Madigan, Keith	250.00
Maifeld, Mitchell J. (437C)	2.00
Marxhausen, Peter D. (693M)	250.00
McPherson, Jason	250.00
Mecham, Matthew	150.00

National Academy of Forensic Engineers

Sales by Customer Summary

January - June, 2021

	TOTAL
Merck, Richard	250.00
Metzler, Sandra	300.00
Meyer, Steven E. (522F)	350.00
Milton, Jonathan W. (744M)	950.00
Miorelli, Luke (672S)	1,060.00
Molitoris, Allen (464C)	250.00
Moon, Hang KYU	150.00
Morgan, J. Derald (276F)	780.00
Morrison, Stuart	2,100.00
Murphy, Tim	250.00
Murray, Robert	475.00
Nelson, Lisa	580.00
Nichols, William	500.00
Oney, Kathryn	150.00
Page, George E. "Ted" (390C)	150.00
Pardee, Janine	300.00
Parson, Ellen (473C)	150.00
Patenaude, Raymond E. (279C)	250.00
Peruzzi, Robert	2,120.00
Pickett, Bransford A (795M)	250.00
Pietropaolo, Steven (769S)	1,800.00
Pratt, John D. (754M)	250.00
Presswood, Gary A. (439M)	250.00
Quigley, Kenneth	250.00
Rasty, Jahan (768S)	300.00
Raszeja, Scott	900.00
Reed, E. Smith (594S)	700.00
Rice, Richard A. (578S)	1,960.00
richard	500.00
Richardson, Shane	300.00
Robinson, Jr., James H. (741S)	250.00
Sanchez, Hernan	250.00
Saxena, Dharendra	530.00
Schumacher, John	1,800.00
Schwartz, Harold A. (146F)	250.00
Scott Popovich	150.00
Shefchick, Thomas P. (392F)	250.00
Springer, Todd (422C)	150.00
Stelianou, Robert	250.00
Stephens, Paul R. (560F)	900.00
Stoll, Stanley	500.00
Storesund, Rune (474C)	300.00
Strauss, Mervyn F. (315F)	100.00
Temple, Charles	550.00

National Academy of Forensic Engineers

Sales by Customer Summary

January - June, 2021

	TOTAL
Tjon, Chris	250.00
Underwood, Mel A. (434C)	150.00
Van Horne, George	225.00
Wardman, Geoffrey	250.00
Whitaker, Russell	250.00
Whitcomb, Mike	450.00
Wiers, Bruce A. (755S)	2,120.00
Wilder, Leslie N. (489F)	450.00
Williams, Chad	200.00
Williams, David	300.00
Williams, Michael T. (591S)	300.00
Zarek, Lynette	1,960.00
Not Specified	1,020.00
TOTAL	\$79,377.00

National Academy of Forensic Engineers

Expenses by Vendor Summary

January - June, 2021

	TOTAL
Authnet Gateway	153.10
CNA Insurance	0.00
Ellen Parson	15,000.00
InterCity Agency, Inc.	1,916.00
Member Clicks	1,504.90
Merchant Service	4,386.49
Mitch Maifeld	2,047.09
Mohanna Sales Representatives	864.00
Nederveld	539.75
PayPal	425.61
Randi Fischer	30.00
Zenzic Research	1,794.12
TOTAL	\$28,661.06

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Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
Authnet Gateway						
01/04/2021	Expense	ACH	Yes		Chase Checking	-26.50
02/02/2021	Expense	ACH	Yes		Chase Checking	-25.70
03/02/2021	Expense	ACH	Yes		Chase Checking	-25.60
04/02/2021	Expense	ACH	Yes		Chase Checking	-25.25
05/04/2021	Expense	ACH	Yes		Chase Checking	-25.05
06/02/2021	Expense	ACH	Yes		Chase Checking	-25.00
CNA Insurance						
01/25/2021	Expense	ACH	Yes		Chase Checking	-250.00
05/27/2021	Deposit		Yes		Chase Checking	250.00
Ellen Parson						
01/13/2021	Check	1920	Yes		Chase Checking	-2,500.00
02/10/2021	Check	1923	Yes		Chase Checking	-2,500.00
03/12/2021	Check	1926	Yes		Chase Checking	-2,500.00
04/13/2021	Check	1927	Yes		Chase Checking	-2,500.00
05/18/2021	Check	1929	Yes		Chase Checking	-2,500.00
06/15/2021	Check	1930	Yes		Chase Checking	-2,500.00
InterCity Agency, Inc.						
01/21/2021	Bill	110586	Yes	Inv. 110586; Policy PHSD1507294	Accounts Payable	1,916.00
01/25/2021	Bill Payment (Check)	1922	Yes		Chase Checking	-1,916.00
Member Clicks						
01/19/2021	Expense	ACH	Yes		Chase Checking	-376.22
02/18/2021	Expense	ACH	Yes		Chase Checking	-376.22
03/02/2021	Expense	ACH	Yes		Chase Checking	-376.23
04/19/2021	Expense	ACH	Yes		Chase Checking	-376.23
Merchant Service						
01/04/2021	Expense	ACH	Yes		Chase Checking	-2,019.77
02/01/2021	Expense	ACH	Yes		Chase Checking	-866.61
03/01/2021	Expense	ACH	Yes		Chase Checking	-618.80
04/02/2021	Expense	ACH	Yes		Chase Checking	-315.94
04/19/2021	Journal Entry	16	Yes			
05/03/2021	Expense	ACH	Yes		Chase Checking	-265.52
06/02/2021	Expense	ACH	Yes		Chase Checking	-300.85
Mitch Maifeld						
06/24/2021	Bill	6.24.21	Yes		Accounts Payable	2,047.09
06/28/2021	Bill Payment (Check)	1931	Yes		Chase Checking	-2,047.09

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
Mohanna Sales Representatives						
02/05/2021	Bill	1507	Yes		Accounts Payable	864.00
03/03/2021	Bill Payment (Check)	1925	Yes		Chase Checking	-864.00
Nederveld						
02/10/2021	Bill	2.10.21	Yes	3rd Quarter 2020	Accounts Payable	539.75
02/11/2021	Bill Payment (Check)	1924	Yes		Chase Checking	-539.75
NSPE						
06/22/2021	Bill	NAFE-2021-QTR1-Svcs	Yes	Services Quarter 1 - 2021	Accounts Payable	21,800.00
06/22/2021	Bill	NAFE-2021-QTR1-Exp	Yes	Services Quarter 1 - 2021	Accounts Payable	137.78
PayPal						
01/31/2021	Expense	ACH	Yes		PayPal	-330.46
02/28/2021	Expense		Yes		PayPal	-3.38
03/31/2021	Expense		Yes		PayPal	-1.03
04/30/2021	Expense		Yes		PayPal	-1.69
05/31/2021	Expense		Yes		PayPal	-8.16
05/31/2021	Expense		Yes		PayPal	-25.00
06/26/2021	Expense		Yes		PayPal	-55.89
Randi Fischer						
04/15/2021	Check	1928	Yes		Chase Checking	-30.00
Zenzic Research						
01/19/2021	Bill	ClickMeeting/GoogleAd	Yes		Accounts Payable	1,794.12
01/25/2021	Bill Payment (Check)	1921	Yes		Chase Checking	-1,794.12
Not Specified						
01/01/2021	Sales Receipt	3622	Yes		Chase Checking	300.00
01/01/2021	Sales Receipt	3623	Yes		Chase Checking	150.00
01/01/2021	Sales Receipt	3624	Yes		Chase Checking	300.00
01/01/2021	Sales Receipt	3625	Yes		Chase Checking	300.00
01/01/2021	Sales Receipt	3626	Yes		Chase Checking	300.00
01/01/2021	Sales Receipt	3627	Yes		Chase Checking	150.00
01/01/2021	Sales Receipt	3628	Yes		Chase Checking	150.00
01/01/2021	Sales Receipt	3745	Yes		PayPal	250.00

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
01/01/2021	Sales Receipt	3746	Yes		PayPal	250.00
01/02/2021	Sales Receipt	3629	Yes		Chase Checking	300.00
01/02/2021	Sales Receipt	3630	Yes		Chase Checking	225.00
01/02/2021	Sales Receipt	3747	Yes		PayPal	250.00
01/02/2021	Sales Receipt	3748	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3631	Yes		Chase Checking	300.00
01/04/2021	Sales Receipt	3632	Yes		Chase Checking	150.00
01/04/2021	Sales Receipt	3633	Yes		Chase Checking	250.00
01/04/2021	Sales Receipt	3634	Yes		Chase Checking	150.00
01/04/2021	Sales Receipt	3635	Yes		Chase Checking	250.00
01/04/2021	Sales Receipt	3636	Yes		Chase Checking	250.00
01/04/2021	Sales Receipt	3637	Yes		Chase Checking	300.00
01/04/2021	Sales Receipt	3638	Yes		Chase Checking	250.00
01/04/2021	Sales Receipt	3749	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3750	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3751	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3752	Yes		PayPal	25.00
01/04/2021	Sales Receipt	3753	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3754	Yes		PayPal	250.00
01/04/2021	Sales Receipt	3756	Yes		PayPal	250.00
01/05/2021	Deposit		Yes		Chase Checking	2,225.00
01/05/2021	Transfer		Yes	Cathy TR'd	Chase Checking	-
						25,000.00
01/05/2021	Sales Receipt	3639	Yes		Chase Checking	300.00
01/05/2021	Sales Receipt	3755	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3757	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3758	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3759	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3760	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3761	Yes		PayPal	250.00
01/05/2021	Sales Receipt	3762	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3763	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3764	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3765	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3766	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3767	Yes		PayPal	250.00
01/06/2021	Sales Receipt	3768	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3640	Yes		Chase Checking	250.00
01/07/2021	Sales Receipt	3770	Yes		Chase Checking	250.00
01/07/2021	Sales Receipt	3771	Yes		Chase Checking	150.00
01/07/2021	Sales Receipt	3795	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3796	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3797	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3798	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3799	Yes		PayPal	250.00
01/07/2021	Sales Receipt	3800	Yes		PayPal	25.00
01/07/2021	Sales Receipt	3801	Yes		PayPal	250.00

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
01/07/2021	Sales Receipt	3802	Yes		PayPal	250.00
01/07/2021	Refund	3816	Yes		PayPal	-250.00
01/08/2021	Sales Receipt	3772	Yes		Chase Checking	150.00
01/08/2021	Sales Receipt	3773	Yes		Chase Checking	225.00
01/08/2021	Sales Receipt	3774	Yes		Chase Checking	300.00
01/08/2021	Sales Receipt	3775	Yes		Chase Checking	250.00
01/08/2021	Sales Receipt	3776	Yes		Chase Checking	100.00
01/08/2021	Sales Receipt	3803	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3804	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3805	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3806	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3807	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3808	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3809	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3810	Yes		PayPal	250.00
01/08/2021	Sales Receipt	3811	Yes		PayPal	250.00
01/09/2021	Sales Receipt	3777	Yes		Chase Checking	250.00
01/09/2021	Sales Receipt	3778	Yes		Chase Checking	300.00
01/09/2021	Sales Receipt	3812	Yes		PayPal	250.00
01/09/2021	Sales Receipt	3813	Yes		PayPal	250.00
01/09/2021	Sales Receipt	3814	Yes		PayPal	250.00
01/09/2021	Sales Receipt	3815	Yes		PayPal	250.00
01/10/2021	Refund	3817	Yes		PayPal	-250.00
01/11/2021	Sales Receipt	3779	Yes		Chase Checking	150.00
01/11/2021	Sales Receipt	3780	Yes		Chase Checking	150.00
01/11/2021	Sales Receipt	3781	Yes		Chase Checking	250.00
01/11/2021	Refund	3818	Yes		PayPal	-250.00
01/12/2021	Sales Receipt	3782	Yes		Chase Checking	300.00
01/12/2021	Sales Receipt	3783	Yes		Chase Checking	300.00
01/13/2021	Sales Receipt	3784	Yes		Chase Checking	150.00
01/13/2021	Sales Receipt	3785	Yes		Chase Checking	250.00
01/13/2021	Sales Receipt	3786	Yes		Chase Checking	150.00
01/13/2021	Sales Receipt	3787	Yes		Chase Checking	250.00
01/14/2021	Sales Receipt	3788	Yes		Chase Checking	50.00
01/14/2021	Sales Receipt	3789	Yes		Chase Checking	350.00
01/14/2021	Transfer		Yes		Chase Checking	-20.00
01/15/2021	Transfer		Yes		Chase Checking	-66.00
01/18/2021	Sales Receipt	3790	Yes		Chase Checking	300.00
01/20/2021	Sales Receipt	3791	Yes		Chase Checking	100.00
01/29/2021	Deposit		Yes		Chase Checking	1,875.00
01/29/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	1.68
02/01/2021	Sales Receipt	3792	Yes		Chase Checking	225.00
02/03/2021	Sales Receipt	3793	Yes		Chase Checking	150.00
02/09/2021	Sales Receipt	3794	Yes		Chase Checking	350.00
02/10/2021	Transfer		Yes	Bruce TR'd \$28K from PayPal to Chase Checking	PayPal	-
						28,000.00
02/10/2021	Sales Receipt	3819	Yes		Chase Checking	250.00

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
02/10/2021	Sales Receipt	3886	Yes		PayPal	50.00
02/15/2021	Sales Receipt	3820	Yes		Chase Checking	350.00
02/15/2021	Sales Receipt	3821	Yes		Chase Checking	150.00
02/15/2021	Sales Receipt	3822	Yes		Chase Checking	150.00
02/15/2021	Sales Receipt	3823	Yes		Chase Checking	150.00
02/15/2021	Sales Receipt	3824	Yes		Chase Checking	300.00
02/15/2021	Sales Receipt	3825	Yes		Chase Checking	350.00
02/15/2021	Sales Receipt	3826	Yes		Chase Checking	300.00
02/15/2021	Sales Receipt	3827	Yes		Chase Checking	250.00
02/15/2021	Sales Receipt	3828	Yes		Chase Checking	300.00
02/15/2021	Sales Receipt	3829	Yes		Chase Checking	250.00
02/15/2021	Sales Receipt	3830	Yes		Chase Checking	300.00
02/15/2021	Sales Receipt	3831	Yes		Chase Checking	150.00
02/15/2021	Sales Receipt	3832	Yes		Chase Checking	250.00
02/15/2021	Sales Receipt	3833	Yes		Chase Checking	250.00
02/15/2021	Sales Receipt	3834	Yes		Chase Checking	250.00
02/17/2021	Sales Receipt	3835	Yes		Chase Checking	300.00
02/17/2021	Sales Receipt	3836	Yes		Chase Checking	150.00
02/17/2021	Transfer		Yes		Chase Checking	-
						25,000.00
02/18/2021	Sales Receipt	3837	Yes		Chase Checking	300.00
02/18/2021	Sales Receipt	3838	Yes		Chase Checking	250.00
02/19/2021	Sales Receipt	3839	Yes		Chase Checking	150.00
02/20/2021	Sales Receipt	3840	Yes		Chase Checking	300.00
02/24/2021	Sales Receipt	3841	Yes		Chase Checking	350.00
02/24/2021	Sales Receipt	3842	Yes		Chase Checking	225.00
02/24/2021	Sales Receipt	3887	Yes		PayPal	35.00
02/25/2021	Sales Receipt	3843	Yes		Chase Checking	200.00
02/26/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	2.20
02/27/2021	Sales Receipt	3844	Yes		Chase Checking	300.00
03/01/2021	Sales Receipt	3845	Yes		Chase Checking	250.00
03/03/2021	Sales Receipt	3846	Yes		Chase Checking	300.00
03/08/2021	Sales Receipt	3847	Yes		Chase Checking	150.00
03/15/2021	Sales Receipt	3848	Yes		Chase Checking	300.00
03/15/2021	Sales Receipt	3888	Yes		PayPal	25.00
03/29/2021	Sales Receipt	3849	Yes		Chase Checking	150.00
03/31/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	3.60
04/02/2021	Sales Receipt	3850	Yes		PayPal	25.00
04/17/2021	Sales Receipt	3851	Yes		PayPal	2.00
04/30/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	3.27
05/04/2021	Journal Entry	17	Yes			
05/22/2021	Sales Receipt	3853	Yes		PayPal	50.00
05/26/2021	Sales Receipt	3889	Yes		PayPal	200.00
05/27/2021	Transfer		Yes	check 1795564	1st Bank Checking	-20.00
05/28/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	3.05
06/01/2021	Sales Receipt	3885	Yes		Chase Checking	150.00

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
06/01/2021	Sales Receipt	3944	Yes		Chase Checking	150.00
06/03/2021	Sales Receipt	3884	Yes		Chase Checking	900.00
06/03/2021	Sales Receipt	3943	Yes		Chase Checking	900.00
06/04/2021	Sales Receipt	3880	Yes		Chase Checking	350.00
06/04/2021	Sales Receipt	3881	Yes		Chase Checking	980.00
06/04/2021	Sales Receipt	3882	Yes		Chase Checking	900.00
06/04/2021	Sales Receipt	3883	Yes		Chase Checking	980.00
06/04/2021	Sales Receipt	3939	Yes		Chase Checking	350.00
06/04/2021	Sales Receipt	3940	Yes		Chase Checking	980.00
06/04/2021	Sales Receipt	3941	Yes		Chase Checking	900.00
06/04/2021	Sales Receipt	3942	Yes		Chase Checking	980.00
06/05/2021	Sales Receipt	3877	Yes		Chase Checking	150.00
06/05/2021	Sales Receipt	3878	Yes		Chase Checking	1,060.00
06/05/2021	Sales Receipt	3879	Yes		Chase Checking	980.00
06/05/2021	Sales Receipt	3936	Yes		Chase Checking	150.00
06/05/2021	Sales Receipt	3937	Yes		Chase Checking	1,060.00
06/05/2021	Sales Receipt	3938	Yes		Chase Checking	980.00
06/06/2021	Sales Receipt	3876	Yes		Chase Checking	250.00
06/06/2021	Sales Receipt	3935	Yes		Chase Checking	250.00
06/07/2021	Sales Receipt	3869	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3870	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3871	Yes		Chase Checking	250.00
06/07/2021	Sales Receipt	3872	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3873	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3874	Yes		Chase Checking	1,060.00
06/07/2021	Sales Receipt	3875	Yes		Chase Checking	150.00
06/07/2021	Sales Receipt	3928	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3929	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3930	Yes		Chase Checking	250.00
06/07/2021	Sales Receipt	3931	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3932	Yes		Chase Checking	900.00
06/07/2021	Sales Receipt	3933	Yes		Chase Checking	1,060.00
06/07/2021	Sales Receipt	3934	Yes		Chase Checking	150.00
06/08/2021	Sales Receipt	3865	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3866	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3867	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3868	Yes		Chase Checking	225.00
06/08/2021	Sales Receipt	3924	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3925	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3926	Yes		Chase Checking	900.00
06/08/2021	Sales Receipt	3927	Yes		Chase Checking	225.00
06/09/2021	Sales Receipt	3862	Yes		Chase Checking	1,060.00
06/09/2021	Sales Receipt	3863	Yes		Chase Checking	900.00
06/09/2021	Sales Receipt	3864	Yes		Chase Checking	250.00
06/09/2021	Sales Receipt	3921	Yes		Chase Checking	1,060.00
06/09/2021	Sales Receipt	3922	Yes		Chase Checking	900.00
06/09/2021	Sales Receipt	3923	Yes		Chase Checking	250.00

National Academy of Forensic Engineers

Transaction List by Vendor

January - June, 2021

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
06/10/2021	Sales Receipt	3854	Yes		PayPal	25.00
06/10/2021	Sales Receipt	3860	Yes		Chase Checking	225.00
06/10/2021	Sales Receipt	3861	Yes		Chase Checking	450.00
06/10/2021	Sales Receipt	3919	Yes		Chase Checking	225.00
06/10/2021	Sales Receipt	3920	Yes		Chase Checking	450.00
06/11/2021	Sales Receipt	3857	Yes		Chase Checking	450.00
06/11/2021	Sales Receipt	3918	Yes		Chase Checking	450.00
06/14/2021	Sales Receipt	3855	Yes		PayPal	25.00
06/15/2021	Sales Receipt	3856	Yes		Chase Checking	980.00
06/15/2021	Sales Receipt	3917	Yes		Chase Checking	980.00
06/17/2021	Sales Receipt	3890	Yes		PayPal	1,060.00
06/17/2021	Sales Receipt	3916	Yes		Chase Checking	250.00
06/18/2021	Sales Receipt	3911	Yes		Chase Checking	530.00
06/18/2021	Sales Receipt	3912	Yes		Chase Checking	900.00
06/18/2021	Sales Receipt	3913	Yes		Chase Checking	1,060.00
06/18/2021	Sales Receipt	3914	Yes		Chase Checking	900.00
06/18/2021	Sales Receipt	3915	Yes		Chase Checking	530.00
06/20/2021	Sales Receipt	3910	Yes		Chase Checking	500.00
06/21/2021	Sales Receipt	3906	Yes		Chase Checking	250.00
06/21/2021	Sales Receipt	3907	Yes		Chase Checking	1,000.00
06/21/2021	Sales Receipt	3908	Yes		Chase Checking	1,080.00
06/21/2021	Sales Receipt	3909	Yes		Chase Checking	1,080.00
06/22/2021	Sales Receipt	3891	Yes		PayPal	25.00
06/23/2021	Sales Receipt	3905	Yes		Chase Checking	580.00
06/24/2021	Sales Receipt	3904	Yes		Chase Checking	1,000.00
06/25/2021	Sales Receipt	3892	Yes		PayPal	35.00
06/25/2021	Sales Receipt	3893	Yes		PayPal	580.00
06/25/2021	Sales Receipt	3902	Yes		Chase Checking	150.00
06/25/2021	Sales Receipt	3903	Yes		Chase Checking	500.00
06/26/2021	Sales Receipt	3894	Yes		PayPal	50.00
06/27/2021	Sales Receipt	3901	Yes		Chase Checking	1,080.00
06/30/2021	Deposit	INTEREST	Yes	Interest Earned	Chase Savings	1.14

National Academy of Forensic Engineers

Profit and Loss January - June, 2021

	TOTAL		
	JAN - JUN, 2021	JAN - JUN, 2020 (PY)	JAN - DEC 2020 (PP)
Income			
Application Fees	1,900.00	4,225.00	5,693.75
Interest Income (Dividends)	14.94	52.83	53.73
Membership Dues	24,675.00	14,425.00	92,975.00
Miscellaneous Income	-66.00		
Seminar Income #	56,120.28	11,000.00	56,400.00
Total Miscellaneous Income	56,054.28	11,000.00	56,400.00
Publication Sales	356.11	1,171.58	1,161.53
Sales			0.00
Total Income	\$83,000.33	\$30,874.41	\$156,284.01
GROSS PROFIT	\$83,000.33	\$30,874.41	\$156,284.01
Expenses			
Dues and Subscriptions		360.00	360.00
Executive Director			
Contract Fee		63,600.00	85,400.00
Miscellaneous Expense		318.53	350.16
Travel (ExecDir)		10,781.22	10,681.22
Total Executive Director		74,699.75	96,431.38
Headquarters Exp			
Office Exp (H/Q)			
Postage & Shipping (H/Q)		1,925.82	1,925.82
Total Office Exp (H/Q)		1,925.82	1,925.82
Total Headquarters Exp		1,925.82	1,925.82
Journals			
Editing (Journals)	15,030.00	15,000.00	30,000.00
Total Journals	15,030.00	15,000.00	30,000.00
Other Expenses			
Advertising	3,085.35	2,774.00	5,394.47
Bank Charge	4,539.59	3,783.97	8,043.03
CESB, Annual Dues			5,300.00
Computer Software, Maint		139.99	619.75
Insurance	1,916.00	1,665.00	1,915.00
Miscellaneous Exp			148.00
NAFE.org Web Site	3,664.51	2,661.64	5,174.75
Plaques, Awards & Gifts			318.53
Total Other Expenses	13,205.45	11,024.60	26,913.53

National Academy of Forensic Engineers

Profit and Loss January - June, 2021

	TOTAL		
	JAN - JUN, 2021	JAN - JUN, 2020 (PY)	JAN - DEC 2020 (PP)
Seminar Exp #			
Meals			
Meals, Bkfst, Exp		10,072.86	10,072.86
Meals, BLun, Exp		13,829.98	13,829.98
Meals, Din, Exp #		8,510.96	8,510.96
Total Meals		32,413.80	32,413.80
Meeting Room, AV Equip		7,259.19	7,259.19
Print Handout Mtls, Handbooks		1,676.49	1,676.49
Refreshments, AM & PM		4,692.38	4,692.38
Total Seminar Exp #		46,041.86	46,041.86
Treasurer, Office Exp		120.00	240.00
Office Supplies (Treas)		146.39	146.39
Total Treasurer, Office Exp		266.39	386.39
Total Expenses	\$28,235.45	\$149,318.42	\$202,058.98
NET OPERATING INCOME	\$54,764.88	\$ -118,444.01	\$ -45,774.97
NET INCOME	\$54,764.88	\$ -118,444.01	\$ -45,774.97

National Academy of Forensic Engineers

Profit and Loss

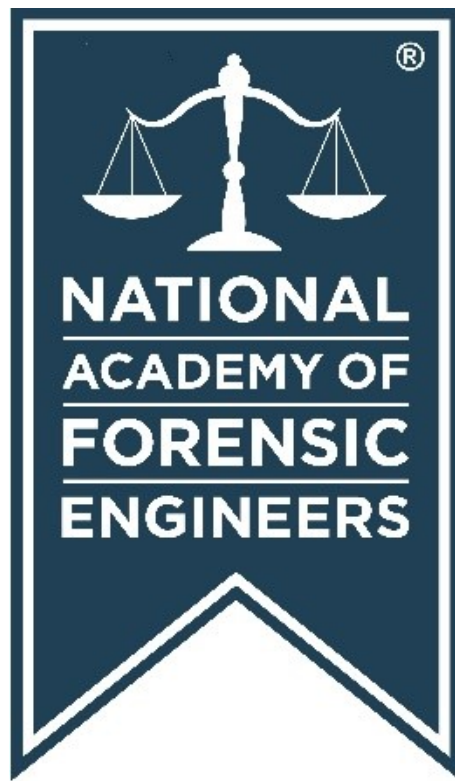
July 1-20, 2021

	TOTAL
Income	
Membership Dues	300.00
Miscellaneous Income	
Seminar Income #	6,440.00
Total Miscellaneous Income	6,440.00
Total Income	\$6,740.00
GROSS PROFIT	\$6,740.00
Expenses	
Executive Director	
Contract Fee	21,800.00
Total Executive Director	21,800.00
Headquarters Exp	
Office Exp (H/Q)	
Postage & Shipping (H/Q)	137.78
Total Office Exp (H/Q)	137.78
Total Headquarters Exp	137.78
Journals	
Editing (Journals)	2,500.00
Total Journals	2,500.00
Total Expenses	\$24,437.78
NET OPERATING INCOME	\$ -17,697.78
NET INCOME	\$ -17,697.78

PRESIDENT'S REPORT



OLD BUSINESS



Membership Audit Report to the National Academy of Forensic Engineers

(August 15, 2019)

B.A.I., Inc. is pleased to present this Membership Audit Report to the National Academy of Forensic Engineers (NAFE). Any questions should be sent directly to Mark Levin, CAE, CSP, who conducted the analysis.

Program Elements

The program included (but was not limited to):

- a) onsite visits and discussions with NAFE staff; **(completed)**
- b) attendance at the 2019 NAFE Summer Conference Board of Directors Meeting and dinner or other event gathering of NAFE leaders the evening prior (Thursday, July 26 thru Friday July 27, 2019) in Denver, Colorado in order to make an initial presentation to the NAFE Board, respond to questions and interact with the any NAFE membership in attendance; **(completed)**
- c) a review and evaluation of all membership-related materials, including printed materials, website content (related to membership), publications, and communications, etc., and providing content revisions for membership marketing materials as necessary; **(completed)**
- d) a review of office/administrative procedures related to membership/member service; **(completed)**
- e) a written report on these audit findings, to include observations, assessments, and recommendations for improvements of membership recruitment and retention materials, membership marketing and retention efforts, member communications, and membership administration; **(completed)**
- f) working with other NAFE leaders and consultants to provide any needed membership data, including member surveys, etc. **(completed)**
- g) an oral summary of audit findings to staff and/or leaders; **(completed)**
- h) Meetings (in-person or telephone) with any member committees working on this project; and, **(completed)**
- i) Ongoing communications with, and support for, all NAFE staff and volunteers involved in this project. **(continuing)**

Deliverables

Based on the activities outline above, the program was designed to produce the following deliverables:

- 1) A membership audit and evaluation: a comprehensive (written and oral) evaluation and report of current membership acquisition, engagement, and retention efforts in the areas of concern; **(Included in following report)**
- 2) Action plan: assistance in preparing a detailed set of recommendations to the staff and volunteer leadership for to assure long-term membership success; **(included in following report)**

3) Ongoing assistance to staff and volunteer leaders during the term of agreement
(**continuing**)

Background

NAFE was formed in 1982 to advance the art and skill of engineers who serve as engineering consultants to members of the legal profession and as expert witnesses in courts of law, arbitration proceedings and administrative adjudication proceedings.

NAFE was also formed to identify and bring together professional engineers having qualifications and expertise as practicing forensic engineers to further their continuing education and promote high standards of professional ethics and excellence of practice.

The NAFE is formally affiliated with the National Society of Professional Engineers (NSPE) and has adopted the NSPE Code of Ethics.

Membership Issues

1. **Membership in NAFE has remained virtually flat over the past five years** (474 members in 2015: 475 members (YTD) in 2019). This is not unusual with professional organizations in general over that period, but it does present reasons for concern for the future.
2. **Member retention is a growing concern.** While new member acquisition is basically replacing members that are dropping out, the fastest growing demographic in the NAFE membership profile is “Former Members.” Of greatest concern are those members who join for only 1-2 years and then leave.
3. **Aging membership.** Because NAFE membership requirements are very stringent and contain minimum experience levels that may take a number of years in practice for potential members to reach, it is understandable that the average age of NAFE members is going to be higher than the norm for similar professional groups. This can cause some problems in branding and recruitment if NAFE is seen as an organization for *older* practitioners rather than as the organization for practitioners with a certain level of expertise (i.e. the leaders in the field). In addition, the ability to attract younger (in relation to the current members) members affects the future volunteer leadership system in NAFE.
4. **Limited Value Perception for those who do not attend events/Conferences.** Although there are many benefits of NAFE membership, there is a feeling among the leadership (Board) that many members who do not participate in the Conferences and other events have trouble identifying the value of NAFE membership.
5. **NSPE affiliation requirement.** The NSPE requirement is one of the cornerstones of NAFE’s history, however it does mean extra dues, extra paperwork, and extra decision-making by non-NSPE members who want to join NAFE.

6. **Lack of marketing outreach.** NAFE is blessed with excellent professional and volunteer leadership in many ways, but membership in NAFE has been, for the most part, an administrative function vs. a marketing function. When potential members apply there is a process for reviewing and approving various levels of membership but until very recently it has been a case of potential members either knowing about NAFE or attending a Conference prior to applying. This makes it difficult to get a steady flow of prospects into the database.

Methodology

In order to assess the various aspects of NAFE's membership management, several methods were used.

- 1) Interviews with NAFE staff
- 2) Interviews with NAFE volunteer leadership (Board)
- 3) Interviews with membership-related committee chairs
- 4) Reviewing the membership-related content of the NAFE website
- 5) Talking with/facilitating discussion with NAFE National leaders at the 2019 Summer Conference
- 6) "Mystery Shopping" – joining NAFE under an alias to enable evaluation of membership communications and reinforcement by receiving them just as a new member would

Evaluation and Recommendations

The focus of the analysis was directed toward these aspects of NAFE membership development:

- a. **New Member Recruitment**
- b. **Intake/on boarding of new members**
- c. **Member Engagement**
- d. **Retention**
- e. **Marketing/Branding**
- f. **Administration**
- g. **Website coordination**

New Member Recruitment

As was mentioned above, member recruitment has been steady but barely keeping membership level, due to dropped members. The main sources of new members, the website and non-member attendees, generate some excellent leads but the follow up on these leads is not producing the numbers it could/should. Leaders have estimated that there may be as many as 1,000 (or more) engineers that currently qualify for NAFE membership who are not members.

The most effective way to recruit new members for NAFE (or any other organization) is through word-of-mouth recruitment. During the assessment period, it was noted that there may be some underlying reasons why current members are not more active in reaching out to prospective members. These include: engineers (as a rule) are not necessarily "sales" oriented, despite the fact that they market their services to clients; some members are uncertain of how to present

NAFE's membership benefits effectively; and there may be some reluctance to recruit people or firms which may become competitors in the marketplace.

Recommendations

There are two basic ways to get more prospective members into the NAFE membership system: - they find NAFE (via website or events); or NAFE finds them (by reaching out via member contact or effective marketing)

- 1. Increase website (membership) traffic.** Since the website is a prime source of members and potential members, NAFE should re-evaluate its SEO and Google ads strategies. It may be worth hiring an outside web marketing person to guide this effort. Another (less expensive) option is to find members, member firms, or (perhaps) someone within the NSPE organization with the appropriate skills, to give advice on how to do this.

NAFE should also be concentrating on raising its internet/website presence to the industries and professions which use the services of NAFE members: legal, governmental, insurance, construction, real estate, etc. This does two things: 1) it will encourage these key decision-makers to ask "are you a member of NAFE?" which will, in turn get those non-members to think about joining; and 2) it will be another benefit of NAFE membership to discuss with potential members.

As was discussed at the Summer Conference, no one is looking to join another organization. They are looking for clients and the ability to solve clients' problems. That is the basis on which NAFE should address its internet presence.

- 2. Raise the percentage of non-member attendees and non-member users of other NAFE programs and services who are converted to members.** These are among the very best prospects for new members, because they have already shown interest in a NAFE benefit.
 - a. When non-members attend NAFE Conferences, include the first year's dues as part of their registration fee. The 50% discount currently offered is more than a year's dues so it is no financial burden on NAFE.
 - b. Offer to credit the non-member differential charged to purchase other NAFE publications, products, or programs toward the first year's dues
 - c. When communicating with these non-member participants, always mention the program or product they have already used. Rather than sending a form letter requesting that they join, start off by saying something like "Thank you for attending our program on (subject). This is just a small sample of the benefits our members get on a continuous basis," etc.
- 3. Increase member-to-prospect recruitment efforts.** Give members the tools needed to feel comfortable asking others to join.
 - a. Develop a member recruitment guide for members, suggesting the best potential members to ask, how to describe the benefits of NAFE membership, etc.
 - b. Offer current members incentives for recruiting new members and also for referring potential members to NAFE Headquarters (or the Membership Committee).
 - c. Publicize the names of members who do recruit new members in NAFE member communications and on the NAFE website. This provides recognition to those who recruit and (hopefully) inspires others to so.

- d. Have an event (reception, etc.) at the NAFE Summer and Winter Conference that is just for members who have recruited a new member in the past year.
- e. Create a Committee to focus on trying to get former members to reinstate their NAFE membership. Former members are a unique prospect group and should be approached on the basis of what is new/different now vs. when they were members.
- f. Continue participating in the Conferences of other organizations (NSPE, ASCE, etc.) where potential members may be attendees and/or exhibitors. Develop a specific follow up plan for leads generated from these events.

4. Review & revise the membership section of the website

The membership part of the website needs a lot of work (more on this under the website recommendations). This looks (from a layperson's view) like an administrative nightmare for applicants. The type is too small, there is no flow, not all of the links work, the matrix is daunting, it's the equivalent of 3-4 pages long before even starting to fill anything out, some of the information doesn't fit the page, etc., etc.

A key to membership growth is making membership as easy as possible. This does not mean lowering any requirements for membership. It is a matter of presentation and user friendliness.

Intake/on-boarding of New Members

The first few months of membership are critical to keeping new members after the first year. This will be even more critical as NAFE (hopefully) begins bringing in more new members as a result of this analysis. Here are some suggestions, based in part by the "mystery shopping" observations.

Recommendations

1. **Revise the new member welcome letter.** It currently is little more than a reminder of benefits (which the prospect was already told about during recruitment) and then a description of how to sign in to the website and other administrative procedures. This letter should start off by telling the new member what a great decision he/she made by joining NAFE, and what he/she can look forward to. Then, acknowledge that as a new member they probably have a number of questions about what's next, and tell them how to answers, etc. Make the welcome letter all about the new member first, then talk more about NAFE.
2. **Have some type of personal contact to welcome new members (in addition to the welcome letter).** Have an officer or Membership Committee member call or email each new member. During this contact, ask questions of the new members about their business or career goals, and how NAFE can help them achieve those goals.
3. **Consider adding a New Member page to the website.** This page could simply be an FAQ-style page for new members.
4. **Be especially conscious of new members who join because of an incentive.** As mentioned above, incentives to join such as reduced dues or Conference fees are great to attract new members, but this can come back to be a problem when they are asked to renew a year later. This second year of membership will not include the same

incentive, so they are going to pay more for the second year. Be prepared to deal with this.

5. **Continue having new members identified at NAFE Conferences.** Have special ribbons on name tags of New Members and First Time Attendees. Tell NAFE officers/leaders to seek these people out and make them feel welcome.
6. **Add a glossary of terms to new member information.** Don't assume new members are familiar with all of the acronyms that stream through NAFE's website, publications, etc.

Member Engagement

One of the big challenges is to find ways for members who don't attend the Conferences to get enough value in NAFE membership to justify the cost.

Recommendations

1. **Promote the non-Conference benefits of membership as heavily as the Conferences.** This doesn't mean you don't want everyone to attend Conference, but you'll never get *everyone* to attend (the % of members attending NAFE Conferences right now is excellent). Try to attach a **value** to each aspect of NAFE's benefits which don't require a physical presence (other than from an office or home office).
 - a. The **NAFE Yahoo** groups (from my non-engineering view) look like an excellent resource for members. These should be promoted not just as discussion groups but as one of the many ways NAFE membership can enhance your credibility (third party input). It's also another way to build partnerships in new areas.
 - b. Access to **the online directory** should be promoted as a one-stop guide to peer support and information.
 - c. **Recommended insurance programs** should be promoted as cost-effective ways to protect your business and your practice.
 - d. **Certification** is both a form of achievement and credibility and also a differentiator for clients.
 - e. The **NAFE library of peer-reviewed publications** provides one of NAFE's primary offerings of continuing education, as well as the ability for members to be recognized as a true leader of the forensic engineering field via being published
 - f. Etc., etc.

While this might sound like wordsmithing or promotional jargon, it's not. It's the truth, as we discussed in Denver. More importantly, none of the things listed above require anyone to get on a plane and go to meeting anywhere, yet they all provide value to members, if presented effectively.

2. **Engage members by asking their opinion.** We described in Denver a potential way to take targeted, short surveys to get more members (especially those who don't attend Conference) engaged in NAFE in an easy way. There are some guidelines for doing this effectively, but NAFE seems to have the kind of membership "culture" that could lend itself to this being a good opportunity to enhance the membership experience.

3. **Keep track of member engagement and identify non-active members early in the program year.** Target them for special communications (such as the survey mentioned above). Make personal contacts with those who don't respond to additional communications.

Member Retention

It's important to get a handle on exactly how well NAFE is currently doing in member retention in the various membership categories. The overall retention rate seems to be in the 85-90% range (which is good) but it would be worth a closer look at when and why the majority of these members are leaving. It would make it easier to set up a specific effort to retain those "at-risk" members at a higher rate. Even with a retention rate at a high level, NAFE is still challenged with replacing 45-50 dropped members with new members each year just to stay even. A focused retention effort could be moving NAFE back over the 500 level with just a small increase in the retention rate.

Recommendations

1. **Create a Member Retention Committee (or Subcommittee) with direct responsibility for member onboarding, engagement, and retention.**
2. **Where possible, customize and personalize member communications based on what is known about the individual member(s) or groups of members.** Try to avoid form letters and Dear Fellow Member letters.
3. **Offer members choices on how they receive communications from NAFE.** Younger members, especially, want to make those kinds of choices for themselves.
4. **Continue to identify ways to make new members and first-time attendees feel special at NAFE events.**
5. **Make member renewal as simple and quick as possible.**
6. **Have a pre-invoice letter sent outlining NAFE accomplishments.** This should be sent **prior** to the first renewal notice to members. They will then have been reminded of the value NAFE provides without having the renewal notice in front of them.

Marketing/Branding

Obviously, NAFE's reputation as an "exclusive" organization is one of the things that attracts engineers to it. "Exclusive" refers to the necessity to attain a certain level of certification, expertise, experience, etc. This makes NAFE membership a goal for many. However, NAFE needs to be careful not to allow the "exclusive" aspect of its reputation be a barrier to membership.

NAFE has this excellent reputation among most of those who are *aware* of it, but not enough engineers are aware of the opportunities in the field or NAFE's role in promoting both the science and the practice of forensic engineering. There are some engineers who probably qualify for membership but haven't joined because of lack of exposure to NAFE, affiliation with another engineering organization (including NSPE) that they feel meets their needs, or they have been contacted by NAFE and didn't see enough value to join.

Recommendations

1. Create a dialogue with NSPE to **find additional ways to use the NSPE membership requirement in NAFE as an advantage of NAFE membership, not a barrier to it.** Include phrases like “as an NSPE member, you already meet one of the most important qualifications to join NSPE,” or, for non-NSPE members, “your membership in NAFE will also entail becoming an NSPE member, allowing you to benefit from two of the leading professional associations in the engineering field.”
2. **Contact other professional organizations which are “stakeholders” for NAFE and offer to provide educational programming for their Conferences.** These organizations are always looking for the best quality educational sessions for their own members, and the exposure to these groups will expand NAFE’s brand and value message. Again, in addition to engineering societies, think of legal organizations, insurance, real estate, etc. There are hundreds of these groups at the National, state, and local levels.
3. **Continue expanding the use of social media to create awareness of NAFE and its members.** As the average age of NAFE members drops (due to retirements, new practitioners entering the field, etc.,) social media will become more of the norm for members and prospects and less of something that has to be learned. These members/prospects will have been using social media since their undergraduate days, and they will expect their professional organization to provide outlets for using it to enhance their education and businesses.
4. Encourage members, especially leaders, to **include their NAFE membership and leadership positions in their introductions, biographies, signatures on their emails, business cards, etc.**
5. **Set quality control standards on everything NAFE does.** As discussed in Denver, NAFE’s brand is, in part, determined by first impressions. Quality control is an important part of any organization’s brand. NAFE is probably held to an even higher standard than many other groups because of its prestige, its membership (engineers are very detail-oriented), and its “culture” (reflecting what its members do).

Administration

Due to NAFE’s limited budget, many of the functions that would normally be done by staff members in similar organizations are handled by volunteers in NAFE. Fortunately, NAFE is blessed with a cadre of experienced members willing to put in the time to produce the many things NAFE offers to its members and the profession.

This can also create a situation where there is sometimes a lack centralized oversight (see quality control, above); volunteers can get burned out by having to fulfill NAFE commitments while running their businesses/practices; and NAFE is limited in its ability to add new programs and services in its attempt to fulfill its mission.

By growing its membership, NAFE can add additional financial and volunteer resources to NAFE's management. By providing funds to perhaps add staff support, or to outsource programs and functions currently being done entirely by volunteers, this raises NAFE's ability to continue adding value to membership.

Recommendations

1. **Work with NSPE to see if additional NSPE staff support can be added** to NAFE's management in the form of administrative support, website development and user friendliness (see next section), database management, etc.
2. **Be careful about taking on too much.** It's not just a question of money. Before new products/services are undertaken there needs to be an assessment of NAFE's ability to deliver them at the very best level.
3. **Where possible, try to centralize communications and decision-making as it applies to members and membership.** It's important for (pardon the old-time reference) the right hand to know what the left hand is doing. Remember, quality control and first impressions are an important part of the NAFE brand. Some sort of communications flow control needs to be formalized, well-communicated to the leadership, and implemented.

Website Coordination

The organizational website has replaced calls the Headquarters office as the way all of NAFE's stakeholders (members, prospects, engineering profession, other organizations, the general public, etc.) find out about NAFE, learn about NAFE, and communicate with NAFE. Almost all of the membership recruitment, engagement, and retention efforts center around the website, too. Marketing is aimed at driving prospects to the site; applications and benefits are on the site; engagement opportunities are on the site; renewal options are on the site.

Recommendations

1. **Add some drop-downs from the home page under the top Membership tab** to allow visitors to go to the section they seek. Limit the number of clicks for all visitors, especially prospective members.
2. **Reverse the information on the membership landing page.** Start with the (updated) list of NAFE benefits before sending them to the how to join section. Make the page more about the prospective member than the organization.
3. **Create some empathy for the reader.** Refer to the exercises done in Denver to create content which lets prospective members know that this could be their new home page, where the organization (NAFE) knows what their daily challenges are and can help them meet those challenges.
4. **Update the information and forms.** Example: the directions ask applicants to fill out the 2016 Application Form. Even if the form is the same, at least update the date on it.
5. **Link membership promotions to specific pages, not just the home page.** Save the prospective members driven to the site through membership promotions some

unnecessary clicks by linking these promotions to specific pages in the membership part of the site, not just the home page.

6. **Add some member testimonials to the site.** Use quotes, photos, and videos to let current members talk to site visitors about how NAFE membership has helped make them more successful, raised their credibility, and helped create new partnerships and friendships.

Next Steps/Action Plan:

1. **Review assessment and recommendations, forward any questions to B.A.I., Inc.**
2. **Assign Committee/Task force to make action recommendations to Board**
3. **Task Force to identify recommended action items, categorized by**

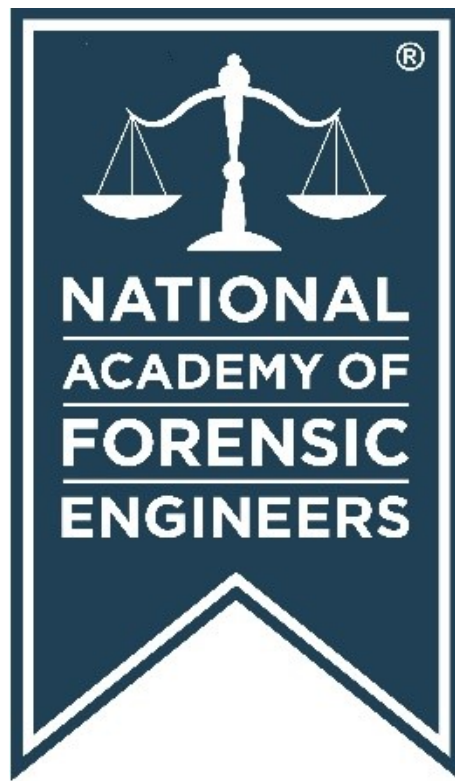
Immediate – easily implemented ideas/actions that don't require Board approval or funding)

Priority - ideas/actions that NAFE should try to have in place within one program year

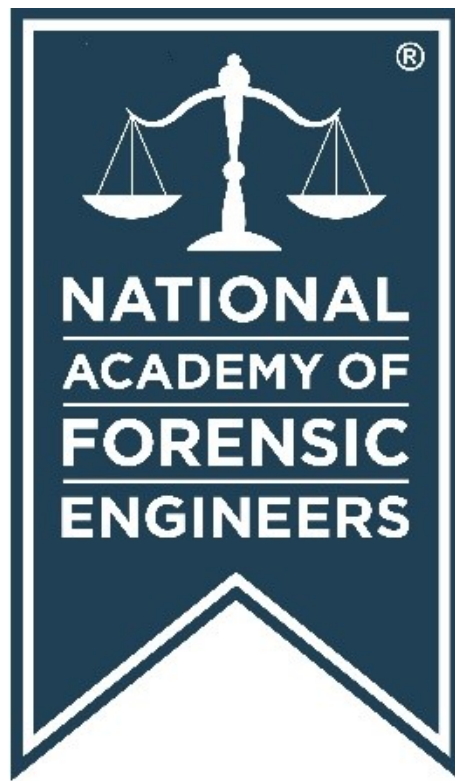
Long Term – ideas/actions which require more planning, thought, discussion, money, etc. These should be discussed at Annual Planning Meetings

4. **Board to approve Committee Recommendations**
5. **Start to Grow the Academy!**

NEW BUSINESS



ANNOUNCEMENTS



ADJOURN

