



AMERICAN CRIMINAL JUSTICE ASSOCIATION  
LAMBDA ALPHA EPSILON

MINUTES OF THE ANNUAL EXECUTIVE BOARD MEETING  
HUNT VALLEY, MD

**Executive Board Meeting, Monday, March 4, 2019**

The meeting was called to order by President Steve Atchley at 9:20 AM. Proxy registration and roll call were taken by Karen Campbell, Executive Secretary. The meeting was held on Monday instead of Sunday because FedEx failed to deliver the paperwork needed for the meeting.

The following Grand Chapter officers were present or represented by proxy: Steve Atchley, President; Greg Bridgeman, Vice-President; Daniel Hopkins, Region 1 President (proxy); John Webb, Region 2 President; Roger Pennel, Region 3 President; Dan Maxwell, Region 4 President; Chris Williams, Region 5 President; Joe Davenport, Region 6 President; and Alyssa Stolecki, 2019 National Student Representative. Preston Koelling, Past-President did not attend. Fred Campbell, Journal Editor, was also present.

A quorum was present.

**2018 Minutes Approval Committee:** Preston Koelling, Chair of the Executive Board Minutes Approval Committee, did not attend the meeting and did not send in a report. Karen stated she did not hear from anyone on the Executive Board Minutes Approval Committee. Greg stated since the minutes were sent out and there were any no comments made on the 2019 Executive Board Minutes, a Motion can be made to accept the Minutes as written. ***MOTION by Greg Bridgeman that the Minutes be approved as printed. Carried Unanimously.***

**Reports of Officers and Journal Editor:** The Executive Board and Journal Editor gave a brief overview of what they had accomplished over the past year and distributed their written reports.

**REPORTS OF STANDING AND SPECIAL COMMITTEES**

**Audit Committee:** Dell Caldwell, Audit Committee Chair, was unable to attend the Conference. Karen stated that Dell had emailed his report and requested that she print it out and give each Board member a copy which she did. The report stated that Brian Meloy and Darrin Hashisaka met at the National Office and had reviewed the 2018 Conference books. His report stated there were no discrepancies or problems in the review of the books and records of the Association. The Audit is therefore completed and our National Secretary is praised again this year for the outstanding organization and the compiling of information for our Association.

**Bylaws/Standing Committee:** Sam Dameron, Chair of the Bylaws Committee, was unable to attend the Conference. Steve Atchley stated he had Sam's report and no Bylaws were submitted for consideration.

**Firearms Committee:** Brian Meloy made a report to the Board. ***(Brian's report was made after the Board's discussion regarding updates to the National and Regional Conference Manuals because he was not available when Reports of Committees were given)*** Ian Frazer, Chair of the Firearms Committee, was unable to attend the Conference. He stated throughout the year, both Ian and he had received many emails regarding firearms questions and they have answered the questions as best they could. Brian stated two things will be recommended to the E-Board regarding a proposed course of fire change. The proposed change will be moving Stage 3 which is now 18 rounds in 90 seconds from the 25 line to 60 seconds from the 15 yard line. Steve asked Brian to please submit the proposed change in writing, Brian said he would. Also, the indoor range being used will not allow cardboard targets so paper targets will be used. Also, no barricades will be used because it is an indoor range. Brian stated the Firearms Competition needs to adjust to what is allowed at each range, it is not our call.

Roger stated to Brian that the E-Board was talking about centralizing a location for conferences and did he think the firearms laws would be a little more receptive in a central location? Brian stated his thoughts on a centralized location was that it is tough and getting tougher to find a range each year. Brian stated they always leave the range (either indoor or outdoor) better than they found it and ranges have all said thank you for coming, we appreciate your business, and you are welcome back anytime. Brian stated If we can go back to one range year after year, the range people would get to know us and we would get better service and deals. He stated he liked the idea.

Brian stated the other item that was presented to the Committee was regarding safety certification. He stated we do have liability waivers, but our policy states shooters will possess a safety certificate. He stated the statement is very broad on what the certificate is. He stated the Committee is still looking into this. As of now, members will continue to sign the waivers attesting they have met all of the qualifications and the Committee will continue to look at whether or not we will require a safety certificate. Steve stated some chapters require a safety course and certificate and some chapters do not, but this continues to be a problem. He stated in watching some members shoot, it is obvious they have never had any instruction on firearms, but their advisors are still letting them shoot and the advisors know they are not qualified to shoot. He stated this is not just a one region issue, it concerns multiple regions. Brian stated the safety officers will pull members from the line and question them about if they know what they are doing. Brian stated that this continues to be a problem.

## OLD BUSINESS

**2019 National Conference:** Christina Fouse, National Conference Director and Joe Walsh, Conference Coordinator made a report to the Board on the Conference. Christina stated at last count, we had 350 members registered, 76 shooters signed up with 23 teams, 174 signed up for physical agility, and 88 crime scene teams signed up. Joe stated there would be three professional trainings on Thursday. Christina stated they had 12 participants for the Job Fair.

## NEW BUSINESS

**Submitting Information for the Newsletter and Journal:** Steve stated it is beneficial to use people within their regions and get them involved in submitting material for the publication of the Newsletter and Journal. He encouraged the Regional Presidents to get their E-Boards involved, give them jobs to do. Greg stated it is all about getting the right person who wants to be involved. Steve stated that many chapters post on social media. Steve further stated why not get someone from each regional E-Board to “push” members to contribute to these publications? He stated he felt the regional E-Boards are under-used and could be an excellent resource to use. John stated we view our Journal as a “professional” Journal, but it does not meet the criteria of a professional Journal because it is not peer reviewed. Professors may not be submitting their papers because they are not peer reviewed.

**Possible Updates to National and Regional Conference Manuals Including Competition Categories and Who Qualifies as a Professional:** Greg stated he brought this up and would like to break this up into two separate sections. He stated policies and procedures are generally reviewed every 1 – 2 years. He stated he wanted a review of both the National and Regional Conference Manuals, but he does not want the E-Board to make any changes. He stated he wants a Committee headed up by the permanent National Conference Director and someone from each region who has been actively involved in doing conferences to review the day-to-day items that are in the Manuals. He stated for “competition categories” and “who qualifies as a professional” the E-Board needed to discuss these items. He stated it is his recommendation to form the proposed Committee and ask them to prepare their reviews for both Manuals and have their reviews back to the E-Board no later than September 30, 2019. That would give them six months to pull the information together and the E-Board can have some conference calls or emails to discuss the issues and move forward with them. Roger asked if we really need both Manuals? Could we have a sub-section in back of the National Conference Manual that applied to Regional Conferences since some of the information is the same? Greg stated he felt it is easier to have both Manuals. Steve stated both Manuals, National and Regional, needed to be followed. He stated he knows, without naming regions, not everyone follows the Manuals, they do what they want to. Greg stated the Committee could come back with their proposals and we could vote via email. He stated we would not need to wait until next year’s conference. Greg further stated if we were going to redo and update the National Conference Manual and want changes to go into effect for the 2020 Conference, we would need the Committee to have their work done by September 30, 2019 so the E-Board can vote on the proposals. John stated when his corporate clients state they need an “operations” manual, his response is always “less is best.” John stated the more exacting rules are, if it is in your Procedure Manual and you do not follow it, it is absolutely negligence. John stated there is a lot of information in both Conference Manuals he considers are outdated. He also stated we are never going to please everyone, ever. He agreed we do need “living and breathing Manuals” and the Committee should keep the Manuals updated. He further stated there are parts of the appendices in the National Manual that should be updated annually, i.e., each year the new hotel contact should be included in the Manual when it is signed, not include one that is ten (10) years old. He stated contracts change and corporate people write contracts to benefit them, not us, and contracts need to be reviewed continuously.

Greg asked John if he was recommending that the Association have a “Standing Conference Committee” who would meet to keep the Manuals updated on an annual basis instead of an ad hoc committee? John stated absolutely! Greg asked if a Standing Committee could be done through Standing Rules or Bylaws? John stated it could be done through Standing Rules. Greg stated when the E-Board talks about forming this Committee, please make sure the Board talks about it as a “Standing Committee.”

Greg stated he was going to toss out an idea that may be controversial, may cause some problems and a spirited discussion but that's OK. He stated he has been approached by several different people with a recommendation of one way to deal with a lot of issues we run into with contracts and it actually makes sense to him. He stated the E-Board may want to consider picking a centralized location and holding the Conference in the same centralized location each year. He stated the advantage to having a centralized location is the Association could actually work out a long-term arrangement with a hotel and lock-in and simplify some things we need for our conferences. The Association would also know the availability of a range for firearms. Greg stated he was afraid hotels may not want guns brought into their facility. Greg stated he knows there are members who do not want to go to the same place each year. He stated instead of picking one central location, perhaps the Association could have two places and alternate locations.

Steve stated this was not a new idea. He stated he has been told a long-term contract with a hotel chain is the best way to get the best benefits. John stated he is 100% in favor of a centralized conference location because we would have our best turnout. He stated now that we have a National Conference Director, this is even more prominent to utilize. John further stated the Association would not necessarily have to use the same hotel each year and the Association does have to be careful about signing long-term contracts. Greg stated each region could still host each conference and the Conference Coordinator would work with the Conference Director from the host region.  
**MOTION by Greg Bridgeman that a Standing Conference Manuals Committee be appointed to review and update the Manuals annually as needed. Carried Unanimously.** (The Committee's tasks and wording will be added to the Standing Rules as soon as they are written.)

The Board discussed who qualifies as a “professional” at Regional and National Conferences in length. Greg stated on page 26 of the National Conference Manual, under Collegiate levels, it should read ... no more than 70/105 semester / quarter hours ... It was stated that the Manuals will be updated and rewritten in the future and the categories of competition can be addressed at that time. It was stated the

Committee should make a recommendation how the wording concerning the "professional" category should change, there is no easy answer. Greg stated if you get paid, you must compete as a professional. **MOTION by Greg Bridgeman that any questionable professional category situations at this time shall be referred to the National President for a decision which will be final.** There was discussion on this Motion. It was stated the National President may not be attending Regional Conferences. **AMENDMENT** offered by Greg Bridgeman to change the Motion TO READ: **MOTION by Greg Bridgeman that any questionable professional category situations at this time shall be referred to the Regional President for a decision which will be final.** Greg stated it seemed the way the rest of the Board wanted to go with this issue. He was willing to make this change until the Conference Manual Committee has a change to look at this issue. **Carried Unanimously.**

**2020 National Conference:** Christina Fouse, National Conference Director and Roger Pannel, Conference Coordinator made a report to the Board on the 2020 National Conference. Christina stated they are looking at Kansas City, MO as the host area. She stated Roger had presented two proposals to her from two hotels that he had located, the Doubletree and Adams Mark Hotels. She stated she has been working with the Adams Mark Hotel but the insurance clause in the contract is an issue but they are working on it. John asked Christina if he could get a copy of the contract and Christina said she would get all E-Board members a copy of the contract. John also asked if the hotel asked to look at the financials of the Association. Christina stated she has never been asked about financials, hotels just asked for where we have held previous Conference for references. Steve stated if Christina can get the insurance issue addressed in the contract, the Board will have to vote by email on the contract. Christina stated that if this contract does not work out, Roger did give her two new proposals last night that she has not had a chance to look at. It was discussed that the theme and budget will be presented at a later time for a Board vote.

**2021 National Conference:** Christina Fouse, 2021 Conference Director, stated the Conference will be hosted by Region 5 and is in the preliminary stage. She stated the two places that are in strong consideration are Louisville, Kentucky and somewhere in Florida. She stated she is working with hotels and more information will be forthcoming.

**Discussion of a Survey Completed by Nicci Young and Paul Raffile about How to Increase Membership and Updates and Changes the Membership Would Like the E-Board to Consider:** The Board discussed, in length, the Survey Questionnaire and "transitioning" the Association, based on the Survey completed and analyzed by Nicci Young and Paul Raffile, that was handed out at the 2018 National Conference. The Questionnaire addressed increasing membership, retention, and what changes members would like to see. Nicci and Paul had presented to the Board the overwhelming responses to the Survey received from 150 members who attended the Conference. The responses of what members wanted added/changed and/or updated included (1) increased communication at the National/Regional level via email, ACJA is the only national organization that does not communicate directly via email with its National membership; (2) collecting emails from every single member; (3) a more attractive, up-to-date website including photos, videos, and testimonials; (4) more social media presence on Facebook, Instagram, and Twitter; (5) incentives for professionals such as certifications and professional training; (6) connection between the Regional board and National board and the membership via social media and email, and (7) the availability of online payments for memberships and renewals. It was also suggested to completely remove the "free day" from the National Conference schedule and shift the activities. Steve stated the suggestions he has gotten from more than one person including past Regional and National Presidents was to have the Opening Banquet on either Sunday night or Monday night, including the Star Reception in the Opening Banquet, and have the Closing Banquet on Thursday night. Friday would be listed as a "free day" if anyone wished to stay longer. Steve stated hotels will not give a better rate, but it would save members the cost of one night. He stated it may impact air travel more, there are so many things that effect cost. Greg stated one comment he has heard is that colleges do not want their students to be gone for a week. He stated, however, taking back the Friday will not solve the problem as many colleges do not hold classes on Fridays. John stated what he has heard is that we need to get away from the term "free day" and have specifically scheduled activities on that day. Karen stated the noted "free day" has not been on the agenda for at least the last three years. Greg stated when we have had training on that same day, nobody attends, members are still using that day as a "free day." Steve stated the work that Nicci and Paul did was very good sample from members and the Board needed to pay attention to their findings. John stated one thing that could be detrimental is reducing room nights may impact the concessions a hotel is willing to give.

Danny Maxwell stated he thought the crux of the report is that members want to be able to do things and connect electronically, the way they connect with each other. He asked what would it cost to do this? Greg stated the report talks about getting volunteers to do some of the work that would be involved. Greg stated this is a business, we cannot depend on volunteers. He stated this will cost the Association some money. Greg stated because he knew this was going to be a discussion, he contacted some organizations who do web designs and storefront designs to get some basic information of what this would cost? He stated this will cost anywhere from \$10,000 upwards. In addition, the Association will have to hire a web master, someone to manage the website and electronics that go along with it. Greg stated the first thing the Board needs to decide is what they want the website to do? Until the Board decides what they want the updated website to do, we will not be able to get an accurate cost on developing it and we cannot budget for it. Greg asked how much money, in light of our financial situation, is the Board ready to lay down so we can get this done properly? He stated will also need a Project Manager. This is not something we can decide today and say "OK, we will start next week." Greg addressed the credit card issue. Greg stated he is the most anti-credit card person you are going to meet. He stated he is not keen on credit cards simply because a criminal justice organization with a presence on the Internet will become a target for hackers. He does not want the Association having access member's credit cards. He further stated if we do get hacked, then we have the obligation to pay for credit monitoring for the members whose information was hacked from us. He further stated that he knows there is Paypal and other methods where we do not have to have the credit card number. However, he stated he has been told by colleges they do not use Paypal. If colleges want to use credit cards, we may have a problem. He stated he understands taking credit cards is the future, but the Board has to figure out the best way to make it happen. He stated there are some things that could be done right now. One thing is that on a monthly basis, an E-Board member could post an article on the website. This would help with communication.

Greg addressed having email addresses for everyone (the Survey stated we MUST be collecting emails from every single member.). He stated students change their emails left and right. Greg asked Danny "How often do his students read their emails when they receive them?" Danny's response was "They never do, they never read them." Greg further stated as soon as a student graduates, their email account dies. Greg stated he had an idea of setting up a Twitter feed and the students who want to participate can sign in to the Twitter feed. The Association can have someone who sends out information. Then have the students sign up for it and those who want it, can get the information. Members stated they wanted more social media presence. Danny stated students are not going to go hunting on our website for information, we need to get information out to them. Danny stated students are used to getting their information sent to them, they do everything on their phones, and we need to be delivering the Association to their phones. Danny stated what is going to stop us from getting a consultant to tell us exactly what we need to have done, what it takes to get upgraded? Tell a consultant this is what the Association is looking to do, what can you do for us to make it happen?

John stated the Association has been blessed for 40 years because Fred and Karen have allowed the Association's office to be in their home. John stated time is running out and that is a big problem because Karen is not going to stay for as long as we want her to stay. He further stated we are not going to be able to just "walk" out of their home, into someone else's home, and we do not even want to. He further stated if the Association is going to survive, we need a plan. Greg stated he has talked with Karen about when she plans to leave and John stated he also has talked with her. John stated the E-Board needs to talk about it now, while we are all here. John stated one little incident such as we do not make our room nights or if someone gets hurt in physical agility and we have to pay a hospital bill, it would bankrupt the Association. He stated if the E-Board had taken their meeting reimbursement the past two years, we would have been bankrupt. John stated he does not have the answer about what to do, but in all seriousness, Karen does not want to mentor all of these changes, but she is willing to work, to a point, with the proposed transition ideas. John stated he feels we need a "transition team," people who know what we are talking about, has some experience, and are willing to dedicate the time needed because we need to look into taking credit cards and other proposed changes. Further, he stated there will be bookkeeping changes. Also, we need to figure out what kind of office we are going to have, do we need to look at an executive suite where we have someone to answer the phone, it may not be a full-time employee. He stated we also need someone to be working on a new website. John stated we really need to plan for when Karen retires. John stated Karen and Fred have a professional office setup in their home and we would not want to go into someone else's home where records are scattered all over. John stated the Board really needs to talk about a transition team or committee to get this stuff done.

Greg stated John has not said anything that he has not already been thinking about. Greg stated he has checked into some of the issues that were already talked about and will pursue if he is elected President on Friday. Greg stated first and foremost is we have to identify Karen's job, what her job entails, and what she actually does? He stated we have to write a job description. Karen stated that she has put together 16 bullets identifying what her job entails. Greg stated we need a Project Manager and this will be a part of the transition. Greg stated there is so much going on, we have to define exactly what we want and what we want the Project Team to do. Greg asked how much money can we afford to put toward the transition? Greg stated we need to raise funds and we are not going to do it through memberships and dues. Greg stated there is one way to generate some revenue and that is to increase the conference registration fees. Greg stated we have one of the least expensive conferences that are out there now. He stated if we have 300 attendees and increase the registration by \$50 (which would still keep us below most national conferences), we would generate between \$18,000 and \$20,000. Greg stated we have been trying to run the organization solely on membership fees. He stated we cannot do this any longer. He stated the conference needs to become an income generating aspect of what we do. John stated he thought we also needed to raise the membership fees. John stated we could also seek corporate sponsorships. He also stated the Association does not advertise for members. John further stated we had to increase what the membership is receiving. Greg stated he had a Motion he wanted to make.

***MOTION by Greg Bridgeman that in light of our current financial status, the E-Board not be reimbursed for 2020 Conference Meeting expenses with the exception of the National Student Representative, and paid personnel consisting of the National Conference Director, and Onsite Conference Registrar. Carried Unanimously.***

Karen asked to speak to the Board regarding the above discussion regarding the proposed "transitioning" and upgrading. She gave the Board some history on her job and what had occurred since she was hired by then President Richard Coughlin in 1979. She stated when she was hired, the Association's only benefits were membership and Key Awards plus the Regional and National Conferences and a Journal. She stated that there were many complaints from members about the Association's certificates, letterhead, etc. With the Board's authorization, she, along with a local printer, redesigned the certificates and letterhead and the Board overwhelmingly approved them. She further stated she has either designed or redesigned all of the forms the Association uses today. Also, the Association's database had just been computerized with a computer service company that was based in downtown Sacramento. The database only was updated quarterly and no reports, other than a complete alpha listing and chapter listing were available. This issue of only having our database updated quarterly was not working. Fred and I talked with Richard about trying to acquire own computer system. After researching the idea, we found a system that would work and took the issue to the Board. The Board was in favor of having our own system, but when we tried to purchase the computer system, no bank, even our own, would loan the Association any money because the Association had no credit references. Fred and I loaned the Association \$3,500 as a down payment so we could have our own system. Our first computer system cost \$21,000 and took five years to pay off. Remember 35-40 years ago, small businesses did not have their own systems. Karen further stated when she was hired, the Association was in debt with owing for two National Conferences and three issues of the Journal which we also had to pay off (at that time, the Journal was printed quarterly at the University of South Florida). In conjunction to purchasing our own computer system, we found a programmer to add our database to our own system so we had control of our database.

About 7-8 years into using our database program, the company went out of business and would not support the database program any longer. At that time, we were faced with changing our database over to another program. Karen stated she and Fred have been through two very large and stressful upgrades of our data system. Both upgrades took over a year to get all of the "bugs" resolved. Then everyone started to use emails as their mode of communication. She stated she did not know anything about email. However, at a National Conference,

Jill Miller stated that her school had just gotten email and it was easy to use. So, at the Board's direction, she pursued getting the Association an email account. She stated a few more years went by and there was talk of the Association having its own website. After much discussion with the E-Board, she found someone to build the Association a simple website at a reasonable price. That website worked for a while until the members wanted more on the website. She found another person to build a better more information website, the one we use today. Karen stated she does all of the web changes and updates herself. She stated we have been discussing taking credit cards for 8-10 years. She further stated she has written numerous emails to the Board as to why it would be difficult to take credit cards. She stated we did not have time to address all of the details, but she would explain to any Board member who wanted to know details. She stated the way the money comes into the office, it can come in batches or individually, but there are so many errors meaning the amount paid is incorrect, members do not know their chapters, etc. If the paperwork and the funds are correct, memberships and/or renewals are processed. She stated she has had to send whole packets back to chapters because she could not figure out the money with the applications or renewals that were sent in. Karen stated in 40 years, the Association has moved forward from when she was hired.

She stated so here we are now, talking about all of the changes/upgrades members want. She stated the Board needs to decide what they want as far as changes and upgrades. Karen stated she will not be apart any of the transitioning/upgrades except to help another person understand what we have now. The Board will need to decide how to do the change and upgrades and figure out what they want to keep and what is beneficial to the Association to have. She stated, for example, the Board will need to decide, especially when and if they decide to take credit cards, which reports that are beneficial to them. Also, as far as our records are concerned, our records (addresses, phone numbers, email addresses, and officers), are only as accurate and up-to-date as the members keep them. Karen stated she can help to a degree in planning changes, but she stated she does not know what the Board wants. She stated she can only help with what is being done now.

She stated she knew the Association would explore the idea of taking credit cards at some point. Karen stated that she wanted the Board to understand that she would never hold the Association "hostage" from progressing or moving forward with any changes. She stated she is the employee and if the Board wishes to move forward, they should do so.

She stated that she has talked with Greg and he suggests that we should do all of the Association's financial with Quick Books or Quicken. Our income and expenses journals are still done by using a "pegboard" system that was used when I was hired. Karen stated she is not comfortable with using these new accounting programs because she does not know them. She stated she knows everything is going to end up being computer-based. She stated she has shared with the Board for 8-10 years when they started talking about taking credit cards, she was not comfortable with that. She stated she has tried to wrap her head around how this would change the way finances are handled today, and she cannot visualize taking credit cards online and paying for their new applications and/or renewals for a variety of reasons. She stated Greg talked about have a "store front" on the website for members to join, but members would need to join individually. She asked how is that going to work for chapters who send in multiple members. Karen further stated in Nicci's report, she states that most people do not have checks any longer. Karen stated she disagreed because she kind of kept track of when renewals came in and about 90% were paid with a check.

Karen stated if the Association computerizes all of its records and financial data, what happens when the computer goes down? She stated she has actually had our computer system go down a few times since we have had our database computerized. Someone would need to be readily available to handle this issue if and when it arises. She stated the Board needs to remember they have one employee and one person who works one day a week. Karen stated she cannot take on any more than what she does now. Karen stated she is willing to stay and help until the Association begins transitioning in new methods of doing things such as taking credit cards, etc. She stated this would be a very stressful time to try and understand the mechanics of taking credit cards and setting up a new accounting system. She further stated a new employee needs to learn these tasks from the ground up. Karen stated she would not be comfortable and is not willing to take on this challenge.

John stated if the Board was smart, Karen should keep doing what she is doing now the way that she does it to keep the consistency going while the E-Board and transition people decide what they want done, how they are going to do it and get ready to implement the changes. Then Karen can help them in getting the data moved to the new programs. Karen stated she would stay as long as she is needed and can answer questions, but when it comes to changes, someone else will have to take over. She stated she knows this Association like the back of her hand and she loves this Association, that is why she is still here. She stated she will stay as long as things remain the same, but she stated she is not getting any younger either. Karen noted something that Fred had said recently. He said "Do you realize that you have been the Executive Secretary to this Association for almost half of its life?"

Fred stated it is pretty clear the direction the E-Board wants to take the Association. However, the Association has a bigger financial problem. Fred stated if you look at the monthly income and monthly expenditures of the Association, the Board members declined to take reimbursement for attending the National Conference for the last two years which was a big expense. The Association has cut its mailings down from four to one per year. The Newsletter and Journal are published online on our website. He stated we are now left with "fixed" expenditures each month. He further stated the only other area where additional money could be generated is to change the secretarial position. He stated a new person would come in at a lower salary and that would give the Association more money to work with to address the change in the administrative process and help with the upgrading and IT costs.

Fred further stated by looking at the financial report, we thought the revenue was stabilizing in the Association. He stated the first two months of 2019, revenue has already dropped \$5,000. He stated if this trend continues, the operating reserve (cash flow) will be used to pay bills. There is not a chunk of money for any of the upgrades the members want. Fred stated he feels it will be expensive to identify our system requirements, do the programming, and the hands-on work that will need to be done to get the systems online. He stated many decisions

will have to be made by the President (someone will need to be the Project Manager) to take our information and work with an IT person in identifying the operating criteria and what the Board wants in reports, etc.

Fred stated the Association has three information sources. He stated we have our primary membership database; we have our entire financial system which is done in pegboard (paper and pencil) which would need to be fully automated, particularly if the Association is going to integrate credit cards online and to produce financial records; and we have three file cabinets of chapter records (and one with inactive chapter files) with Controller Sheets which are very important in keeping chapter records current. Fred stated the Controller Sheets are really important in keeping chapter records. He stated there is a fourth information source consisting of Policy and Procedures Manuals, reports to the IRS and State of California, etc.

It was stated all upgrades would go forward with the automation. No old records would be automated. John stated this automation will be ready-made for someone new to come in to take over from the beginning. Karen stated the person who follows her will have their own ideas on how to handle things. She further stated when she walked into this job, nothing was in place, she and Fred have done it all. However, a new person may have some new ideas, and new ideas can be good. Karen stated all she learned from the previous secretary was how to process an application, then she wanted the Association's records moved out of her house.

Fred stated one other consideration the Board should be aware of. The Association does not pay any benefits (medical, dental, etc.) or retirement. This may be a factor in finding someone to take over the Executive Secretary's position. Also, the Association has never paid for any office space rent or utility expenses except for the telephone expense. Karen stated that she and Greg have also talked about if the Board would want to keep the Association in California because of the high cost. This would need to be looked into because the Association is chartered in California and we file with the Secretary of State and the Attorney General's Office because we are a non-profit and have to produce reports for them. We also have to do a full 990 Form to the Internal Revenue each year. We also need to report how much merchandise we sell in California to the State Board of Equalization each year.

Fred stated there was one other item the Board may want to consider to help the National Budget and that is to shift the National Conference Director's Meeting Expense, Onsite National Registrar's Meeting Expense, National Student Representative's Meeting Expense, Chapter Officer's Breakfast Expense, and E-Board Refreshments Expense from the National Budget to the to the Conference Budget beginning in 2020.

The Board discussed conference budgets and the fact that Conferences, in the past, have made sizeable profits. As of now, after all of the conference bills are paid, the profits are split between the host region and National. ***Motion by John Webb that the following expenses be switched from the National Budget to the Conference Budget beginning in 2020: National Conference Director's Meeting Expense, Onsite National Registrar's Meeting Expense, National Student Representative's Meeting Expense, Chapter Officer's Breakfast Expense, and E-Board Refreshments Expense. Carried Unanimously.*** These expenses will be built into the 2020 Conference Budget.

It was decided another E-Board meeting would need to be held. John stated he wanted some time to discuss the "transition" process as discussed. Greg stated he did not want to discuss the transition until a new President is elected. He stated everyone assumes he will be the next President. He wanted to wait until after the election because if he is the next President, he wanted to have time to "come up" with the way he wanted the transition to go and which direction he wanted to take the transition as President.

The meeting was adjourned at 4:45 PM.

#### **Executive Board Meeting, Tuesday, March 5, 2019**

The meeting was called to order by President Steve Atchley at 3:05 PM. The President, Secretary, and other Board members were present or represented by proxy. Fred Campbell, Journal Editor, was also present.

**2019 Proposed National Budget:** The Board discussed the Proposed 2019 Budget. Karen stated based on last year's numbers, she and Fred put together the Proposed 2019 National Budget.

Fred stated that he and Karen made the best forecast that we could on the revenue that will be received. He stated expenditures are a lot easier to predict because most of them are "fixed" expenses. Fred stated from what we have seen these past two months, we would be remiss if we did not make an assumption that we would likely see a "drop" in revenue this year. He stated if this is true, most of the income would have to go to the operating expenses of the Association. He stated there is a line item for \$3,000 each for the President's Expense and Vice-President's Expense to travel to Regional Conferences. Last year, the Budget did not have an expense line item for the President and Vice-President for attending Regional Conferences. Fred stated that Karen has declined her 3% raise per year for the last three years. ***(See original Motion below from 2013 Minutes)***

**2013 Proposed Budget – MOTION by Abby Schofield to accept the 2013 Proposed Budget as presented.** The Board discussed the Proposed Budget. **AMENDMENT by Abby Schofield to give the Executive Secretary a 3% cost of living raise. Amendment Accepted.** **MOTION by Abby Schofield to accept the 2013 Budget as amended. Carried Unanimously.**

**MOTION by Preston to give the Executive Secretary an automatic 3% cost of living raise each year. If the cost of living rate increases, the Board can adjust the rate. Carried Unanimously.**

Greg asked if the Proposed Budget was based receiving the same revenue as last year or did we base the Budget on less income? Fred stated the Budget was based on slightly less income. Fred stated Karen is going to present a recommendation from the Student Paper Competition Chairman, Bill Blount, to increase the Student Paper Award amounts.

Karen stated she had a request from Bill Blount, Student Paper Chairman, to raise the Student Paper Awards. The current awards are \$150 for First-Place winners, \$100 for Second-Place winners, and \$50 for Third-Place winners in the three categories of Lower, Upper, and Graduate levels. The Board recommended increasing the awards by \$50/each which would be an additional \$450 for the three categories. **MOTION by Gregg Bridgeman to raise the Student Paper Competition Awards \$50 for First, Second, and Third Awards in each of the three categories. Motion Carried, 1 Abstention.** The Awards will now be \$200 for First-Place Winners, \$150 for Second-Place Winners, and \$100 for Third-Place-Winners in the three categories.

There was some additional discussion on the Proposed Budget. **MOTION to accept the 2019 Proposed Budget as written and presented. Carried Unanimously.** All of the Budget changes voted on above will go into effect in 2020.

Brian Meloy submitted the proposed Firearms change to the Board, in writing, as requested by President Atchley. The proposed change was as follows:

It is recommended by the National Firearms Committee to make a change to the National course of fire. It is recommended Stage 3 (18 rounds, **90 seconds, 25 yards**) be changed to 15 yards. It is also recommended the time be shortened from 90 seconds to 60 seconds.

Greg stated that this proposed change went out to all seven members of the Firearms Committee and six of the seven responded in favor of this change. **MOTION to accept the proposed change to the National course of fire, Stage 3 as recommended by the Firearms Committee. Carried Unanimously.**

Steve discussed the awarding of the Spirit Award. It was suggested to him that the National Student Representative of the hosting region would chair a committee of the other five regional student representatives and it would be their responsibility to choose the winner of the Spirit Award. First, it was pointed out that there would only be a committee of six for six votes, no tie breaker. Karen pointed out that the criteria for awarding the Spirit Award is in the National Conference Manual. It was further pointed out that not all student representatives from each region attend the Conference. Danny Maxwell read the criteria for awarding the Spirit Award from the National Conference Manual. Greg stated the Conference Manuals will be rewritten over the next year. The Manual now states that the Conference Committee makes the decision of who is awarded the Spirit Award. It was stated that when the Manuals are rewritten, perhaps the persons on the Conference Committee who award the Spirit Award could be spelled out. It was suggested the Committee could consist of the Conference Director, Conference Coordinator, and the National Student Representative.

**Good of the Association:** No one spoke for the Good of the Association.

The meeting was adjourned at 3:46 PM.



Karen K. Campbell  
Executive Secretary