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## NWFA

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## NWFA Certified Professionals

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## NWFA Staff

<table>
<thead>
<tr>
<th>NWFA</th>
<th>John Forbes</th>
<th>Stacy Brown</th>
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<tbody>
<tr>
<td>111 Chesterfield Industrial Blvd</td>
<td>Manufacturer Services Director</td>
<td>VP Publishing &amp; Communications</td>
</tr>
<tr>
<td>Chesterfield, MO  63005</td>
<td>[<a href="mailto:john.forbes@nwfa.org">john.forbes@nwfa.org</a>]</td>
<td><a href="mailto:stacy.brown@nwfa.org">stacy.brown@nwfa.org</a></td>
</tr>
<tr>
<td>Phone: 800-422-4556</td>
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<tr>
<td><a href="https://www.nwfa.org">www.nwfa.org</a></td>
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<tr>
<td>Michael Martin</td>
<td>Katie Schenk</td>
<td>Stephanie Owen</td>
</tr>
<tr>
<td>Chief Executive Officer / President</td>
<td>Media Coordinator</td>
<td>Education &amp; Member Engagement Director</td>
</tr>
<tr>
<td><a href="mailto:michael.martin@nwfa.org">michael.martin@nwfa.org</a></td>
<td><a href="mailto:katie.schenk@nwfa.org">katie.schenk@nwfa.org</a></td>
<td><a href="mailto:stephanie.owen@nwfa.org">stephanie.owen@nwfa.org</a></td>
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<tr>
<td>Anita Howard</td>
<td>Keith Troyer</td>
<td>Tricia Swindoll</td>
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<tr>
<td>Chief Operating Officer</td>
<td>Marketing Manager</td>
<td>Technical Education Coordinator</td>
</tr>
<tr>
<td><a href="mailto:anita.howard@nwfa.org">anita.howard@nwfa.org</a></td>
<td><a href="mailto:keith.troyer@nwfa.org">keith.troyer@nwfa.org</a></td>
<td><a href="mailto:tricia.swindoll@nwfa.org">tricia.swindoll@nwfa.org</a></td>
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<tr>
<td>Ann Palmer</td>
<td>Kjell Nymark</td>
<td>Veronica Hutchings</td>
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<tr>
<td>Member Services Coordinator</td>
<td>Technical Advisor</td>
<td>Accounting Manager</td>
</tr>
<tr>
<td><a href="mailto:ann.palmer@nwfa.org">ann.palmer@nwfa.org</a></td>
<td><a href="mailto:kjell.Nymark@nwfa.org">kjell.Nymark@nwfa.org</a></td>
<td><a href="mailto:veronica.hutchings@nwfa.org">veronica.hutchings@nwfa.org</a></td>
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<tr>
<td>Bill Short</td>
<td>Laura Boyle</td>
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<tr>
<td>NWFA/NOFMA Mill Inspector / Training Facilities Manager</td>
<td>Marketing &amp; Creative Director</td>
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<tr>
<td><a href="mailto:bill.short@nwfa.org">bill.short@nwfa.org</a></td>
<td><a href="mailto:laura.boyle@nwfa.org">laura.boyle@nwfa.org</a></td>
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<td>Bree Urech-Boyle</td>
<td>Libby Johnston</td>
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<tr>
<td>Chief Financial Officer</td>
<td>Media &amp; Advertising Director</td>
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<tr>
<td><a href="mailto:Bree.urech-boyle@nwfa.org">Bree.urech-boyle@nwfa.org</a></td>
<td><a href="mailto:libby.johnston@nwfa.org">libby.johnston@nwfa.org</a></td>
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<td>Brett Miller</td>
<td>Lindsey Morris</td>
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<tr>
<td>Vice President Education &amp; Certification</td>
<td>Education Content Specialist</td>
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<tr>
<td><a href="mailto:brett.miller@nwfa.org">brett.miller@nwfa.org</a></td>
<td><a href="mailto:lindsey.morris@nwfa.org">lindsey.morris@nwfa.org</a></td>
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<tr>
<td>Catherine Lawrence</td>
<td>Megan Lhamon</td>
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<tr>
<td>Receptionist</td>
<td>Digital Content Specialist</td>
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<tr>
<td><a href="mailto:catherine.lawrence@nwfa.org">catherine.lawrence@nwfa.org</a></td>
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<tr>
<td>Dana Rogers</td>
<td>Penny Key</td>
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<tr>
<td>Receptionist / Administrative Assistant</td>
<td>Meetings &amp; Trade Shows Director</td>
<td></td>
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<tr>
<td><a href="mailto:dana.rogers@nwfa.org">dana.rogers@nwfa.org</a></td>
<td><a href="mailto:penny.key@nwfa.org">penny.key@nwfa.org</a></td>
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<tr>
<td>Debbie Edgar</td>
<td>Rusty Swindoll</td>
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<tr>
<td>HR Manager &amp; Board Relations</td>
<td>Technical Call Support Specialist</td>
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</tr>
<tr>
<td><a href="mailto:debbie.edgar@nwfa.org">debbie.edgar@nwfa.org</a></td>
<td><a href="mailto:rusty.swindoll@nwfa.org">rusty.swindoll@nwfa.org</a></td>
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<tr>
<td>Jodi O’Toole</td>
<td>Sharon Schaller</td>
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<tr>
<td>IT &amp; Web Development Director</td>
<td>Member Engagement Manager</td>
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<tr>
<td><a href="mailto:jodi.otoole@nwfa.org">jodi.otoole@nwfa.org</a></td>
<td><a href="mailto:sharon.schaller@nwfa.org">sharon.schaller@nwfa.org</a></td>
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</table>
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Putman, IL  61560
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Michael.dittmer@ymail.com
# NWFA Committee Goals & Objectives

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<th>Staff Liaison</th>
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| Architect & Designer       | • Identify ways to reach architects and designers  
• Develop an NWFA member tool kit for trade shows and meetings w/ designers  
• Define NWFA’s communication role  
• Review existing and develop new CEUs for presentation  
• Promote the NWFA certification for presenting CEUs | Emily Finkell, Co-Chair  
John Lessick, Co-Chair  
Kevin Murphy, Board Liaison  
Antonietta Trunzo  
Avedis Duvenjian  
Brenda Kubasta  
Dave Darche  
Dmitry Lyubomirsky  
Jamie Beckwith  
Joe Avila  
Mollie Surratt  
Rick Farrell  
Rowdy Lapham  
Steven Skutelsky | Anita Howard |
| Contractor Steering        | • Products and services to be reviewed by member focus group as needed | Lenny Hall, Chair  
Avi Hadad  
Bryan Park  
Craig Anderson  
Joe Meyecic  
Rowdy Lapham | Stephanie Owen |
| Dealer/Retailer Steering Committee | • Products and services to be reviewed by member focus group as needed | John Shepard, Chair  
Steve Brattin, Brd Liaison  
Dean Howell  
John Dupra  
Steve Contois | Stephanie Owen |
| Distributor Steering       | • Products and services to be reviewed by member focus group as needed | Craig Dupra, Chair  
Heidi Mandell  
Jeff Hamar  
John Wooten  
Josh Ambrose  
Mike Welch  
Rick Holden  
Scott Roy | Stephanie Owen |
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<th>Committee Members</th>
<th>Staff Liaison</th>
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<tr>
<td>Emerging Leaders</td>
<td>• Oversee the strategy and activities of the Emerging Leaders Network</td>
<td>Allie Finkell, Chair</td>
<td>Stephanie Owen</td>
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<td>Jesse Joyce, Board Liaison</td>
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<td></td>
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<td>Jessica Hickman, Joe Meyecic, John Dupra, Josh Neuberger, Laura Mullins, Libby Horne, Marcus Aven, Matt Casey, Mike Totta, Toby Merrill</td>
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<tr>
<td>Branding Task Force</td>
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<td>Allie Finkell</td>
<td>Stephanie Owen</td>
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<td>Jesse Joyce, Joe Meyecic, John Dupra, Josh Neuberger, Matt Casey</td>
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<td>Expo</td>
<td>• Develop, promote and administer 2019 annual Expo in Fort Worth</td>
<td>Kevin Murphy, Chair</td>
<td>Penny Key</td>
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<td>• Review and suggest education track topics</td>
<td>Ben Thompson, Carrie Barribeau, Hollis Henderson, Ilene Leblanc, James Toal, Jason Elquest, Jim Schumacher, Josh Neuberger</td>
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<td>Finance</td>
<td>• Provide financial oversight and recommendations to the Board of Directors</td>
<td>Mike Welch, Chair</td>
<td>Bree Urech- Boyle</td>
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<td>• Review quarterly financials</td>
<td>Chris Zizza, Craig Dupra, Julie Russell, Tommy Maxwell</td>
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<td>• Participate in quarterly conference calls to monitor financials</td>
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<td>• Provide oversight for Investment Policy Statement</td>
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<td>Government Relations</td>
<td>• Monitor legislation affecting the wood flooring industry</td>
<td>Dan Natkin, Chair &amp; Brd Liaison</td>
<td>Michael Martin</td>
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<td>• Advocate and inform membership of legislation they should be active in</td>
<td>Adam Ward, Brenda Cashion, Chris Moore, Dana Cole, Darwin Murray, Don Finkell, Elizabeth Baldwin, John Anderson, Mitchell Brown, Rick Holden, Rick Hooper</td>
<td>John Forbes</td>
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<td>• Participate in coalitions addressing issues affecting members</td>
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<td><strong>Hardwood Floors Magazine</strong></td>
<td>• Work with <em>Hardwood Floors</em> magazine and NWFA staff to review magazine and online content for technical accuracy</td>
<td>Julie Russell, Chair &amp; Brd Liaison</td>
<td>Stacy Brown</td>
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<td>Allie Finkell</td>
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<td>Jason Elquest</td>
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<td>Jim Schumacher</td>
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<td>Kevin Mullany</td>
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<td>Lenny Hall</td>
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<td>Mike Sundell</td>
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<tr>
<td><strong>International</strong></td>
<td>• Products and services to be reviewed by member focus group as needed</td>
<td>Brenda Cashion, Chair</td>
<td>John Forbes</td>
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<td>David Propp</td>
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<td>Dick Quinlan</td>
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<td>Flavia Baggio</td>
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<td>Josh Kahle</td>
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<td>Mark Elwell</td>
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<td>Nelson Ker</td>
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<td>Ron Oliver</td>
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<tr>
<td><strong>Manufacturer Services &amp; Standards Steering Committee</strong></td>
<td>• Products and services to be reviewed by member focus group as needed</td>
<td>Julie Russell, Chair</td>
<td>John Forbes</td>
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<td>Jesse Joyce, Board Liaison</td>
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<td>Brad Williams</td>
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<td>Brian Strickland</td>
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<td>Dan Harrington</td>
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<td>Donna Millard</td>
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<td>Kirk Roberts</td>
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<td>Neil Wenger</td>
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<td>Ron Oliver</td>
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<td>Trip Lanham</td>
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<td>Vera Shekhets</td>
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<tr>
<td><strong>NWFA/NOFMA Solid Wood Flooring Standards Committee</strong></td>
<td>• Promote, enlist, review and monitor NOFMA grading standards for unfinished &amp; factory-finished solid hardwood flooring</td>
<td>Jon Smith, Chair</td>
<td>John Forbes</td>
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<td>Jesse Joyce, Board Liaison</td>
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<td></td>
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<td>Tommy Maxwell</td>
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<td></td>
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<td>Bill Buchanan</td>
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<td></td>
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<td>Diana Gurley</td>
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<td>Donna Millard</td>
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<td>Greg Burleson</td>
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<td>Mark Barnett</td>
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<tr>
<td><strong>Membership Services</strong></td>
<td>• Review membership programs for enhancements</td>
<td>Steve Brattin, Chair</td>
<td>Stephanie Owen</td>
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<td></td>
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<td>Craig Dupra, Brd Liaison</td>
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<td></td>
<td>• Develop and suggest new membership recruitment activities</td>
<td>Avi Hadad</td>
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<td></td>
<td>• Work to retain existing members</td>
<td>Jessica Hickman</td>
<td></td>
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<td></td>
<td>• Reach out to existing members to keep them engaged with the association</td>
<td>John Shepard</td>
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<td>Libby Horne</td>
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<tr>
<td>Committee</td>
<td>Goals/Objectives</td>
<td>Committee Members</td>
<td>Staff Liaison</td>
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<tr>
<td><strong>Nominating</strong></td>
<td>• Review Board candidates nominated by the general membership</td>
<td>Tommy Maxwell, Chair</td>
<td>Michael Martin</td>
</tr>
<tr>
<td></td>
<td>• Develop ongoing list of potential Board Directors for NWFA, NWFACP and NERF</td>
<td>Brenda Cashion</td>
<td>Debbie Edgar</td>
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<tr>
<td></td>
<td>Boards</td>
<td>Jesse Joyce</td>
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<td>• Review and revise nomination processes and procedures as needed</td>
<td>Jon Namba</td>
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<td></td>
<td>• Review performance of Directors and Committee Chairs</td>
<td>Mike Welch</td>
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<tr>
<td><strong>Technical Standards &amp; Publications Committee</strong></td>
<td>• Final review of all technical publications &amp; guidelines prior to publishing</td>
<td>Charlie Peterson</td>
<td>Brett Miller</td>
</tr>
<tr>
<td><strong>Task Forces</strong></td>
<td></td>
<td>Joe Audino</td>
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<tr>
<td>Problems, Causes, and Cures</td>
<td>• Review publication, make suggestions for changes, additions and deletions</td>
<td>Kevin Mullany</td>
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<td></td>
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<td>Mike Sundell</td>
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<td>Tony Miraldi</td>
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<tr>
<td><strong>Radiant Heat</strong></td>
<td>• Update Radiant Heat section of Guidelines</td>
<td>Anthony Palandro</td>
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<td>• Collaborate on testing opportunities</td>
<td>Billy Simmons</td>
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<td>Chad Bulen</td>
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<td>Don Sgroi</td>
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<td>Ethan Erikson</td>
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<td>Johannes Boonstra</td>
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<td>Francois Ray</td>
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<td>Jon Namba</td>
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<td>Sergey Shlyapintokh</td>
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<td>Steve Swanson</td>
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<td>Taskforce</td>
<td>Activities</td>
<td>Responsible Members</td>
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<tr>
<td>Screeds Taskforce</td>
<td>Updating appendix I in the Installation Guidelines.</td>
<td>Terry Alsburg, Daniel Saucedo, Gary Zak, Greg Schenck,</td>
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<td>Jay Atkinson, Mark Battaglini, Neil Moss, Rick Jones,</td>
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<td>Tony Miraldi, Will Tremino</td>
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<td>Bamboo Standards</td>
<td>Update Bamboo standards</td>
<td>Dan Harrington, David Keegan, Doug Foucault, Jason</td>
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<td>Development of Bamboo tech publication</td>
<td>Cantin, Joel Hirshberg, Tom Goodham</td>
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<td>Women’s Industry Network</td>
<td>Unite women throughout the wood flooring supply chain</td>
<td>Barbara Titus, Chair</td>
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<td>Julie Russell, Brd Liaison</td>
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<td></td>
<td>Provide opportunities to network, support, and learn from each other</td>
<td>Brenda Cashion, Dana Lee Cole, Donna Millard, Genia</td>
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<td>Smith, Janet Sullivan, Jessica Hickman, Jessie Bennett,</td>
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<td>Kristi Maxwell Prince, Linda Jovanovich, Lisa Horvath,</td>
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<td>Marlene Redus, Melissa Hoffmeyer</td>
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<td>Develop programs and resources to address the needs of women in the</td>
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<td>Identify ways to recruit, retain and advance women in the industry</td>
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<td>Define career paths and educational opportunities specific to women in the</td>
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<td>Recognize the outstanding achievements and contributions of women in the</td>
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<td>Barbara Titus, Chair, Julie Russell, Brd Liaison</td>
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<tr>
<td>Wood Floor Definition Task</td>
<td>Determine the industry definition of wood floor</td>
<td>Brenda Cashion, Dan Natkin, John Wooten, Kevin Murphy,</td>
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<tr>
<td>Force</td>
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<td>Lenny Hall</td>
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<tr>
<td>Wood Floor Promotion Task</td>
<td>Collaborate on how to promote and educate the wood flooring industry</td>
<td>Craig Dupra, Jesse Joyce, Jon Namba, Julie Russell,</td>
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<td>Force</td>
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<td>Kirk Roberts</td>
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</tbody>
</table>
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<tr>
<th>Name</th>
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<th>Address</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
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### NWFACP Committee Goals & Objectives

<table>
<thead>
<tr>
<th>Committee</th>
<th>Goals/Objectives</th>
<th>Committee Members</th>
<th>Staff Liaison</th>
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</thead>
<tbody>
<tr>
<td>Appeal</td>
<td>Review all appeals for inspector, installation, sand/finish and sales advisor complaints</td>
<td>Todd Weldon, Chair&lt;br&gt;Richard Kass, Vice Chair&lt;br&gt;Don Zimmerman&lt;br&gt;Jack Freedman&lt;br&gt;Jason Cantin&lt;br&gt;Joe Szenyeri&lt;br&gt;John Jarnagin&lt;br&gt;Kenny Nguyen&lt;br&gt;Steve Agius&lt;br&gt;Steve Lima&lt;br&gt;Steven Rockfeld&lt;br&gt;Tim Moore</td>
<td>Kjell Nymark&lt;br&gt;Dana Rogers</td>
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<tr>
<td>Hearing</td>
<td>Review all complaints for inspector, installer, sand/finish and sales advisor</td>
<td>Dick Olesen, Chair&lt;br&gt;Billy Simmons, Co-Chair&lt;br&gt;Andrew Fonczek&lt;br&gt;Andy Campbell&lt;br&gt;Buddy Pevehouse&lt;br&gt;Carl Mattingly&lt;br&gt;Darek Zukowski&lt;br&gt;Dave Darche&lt;br&gt;David Barkstedt&lt;br&gt;Jason Austen&lt;br&gt;Jason Elquest&lt;br&gt;Joe Audino&lt;br&gt;John Dailey&lt;br&gt;John Kirec&lt;br&gt;Jon Namba&lt;br&gt;Michael Longshore&lt;br&gt;Scott Vitus&lt;br&gt;Steve Marley&lt;br&gt;Tom Owen&lt;br&gt;Tony Miraldi</td>
<td>Kjell Nymark&lt;br&gt;Dana Rogers</td>
</tr>
<tr>
<td>Inspector Certification</td>
<td>Review and approve any non-NWFA education programs seeking CEUs for retaining certifications</td>
<td>Tim Moore, Chair&lt;br&gt;Andrew Fonczek&lt;br&gt;Andy Campbell&lt;br&gt;Billy Simmons&lt;br&gt;Chad Bulen&lt;br&gt;Dick Olesen&lt;br&gt;Jason Austen&lt;br&gt;Jon Namba&lt;br&gt;Richard Kass&lt;br&gt;Scott Taylor&lt;br&gt;Steve Lima&lt;br&gt;Steve Marley&lt;br&gt;Tony Robison</td>
<td>Kjell Nymark&lt;br&gt;Dana Rogers</td>
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<tr>
<td>Certified Craftsman</td>
<td>• Judge all incoming Master Craftsman submissions</td>
<td>Jason Elquest, Chair Avi Hadad Ben Totta Bill Harrington Craig Anderson Jimmy Nguyen John Alford Jon Namba Lenny Hall Matt Casey Matt Thrane Michael Dittmer Steve Brattin Toby Merrill Todd McDonald</td>
<td>Brett Miller Kjell Nymark</td>
</tr>
<tr>
<td>Report Review</td>
<td>• Review Inspector annual reports and act as mentor</td>
<td>Dick Olesen, Co-Chair Richard Kass, Co-Chair Andrew Fronczek Andy Campbell Barry Flath Billy Simmons Carl Mattingly Cathy Duncan Darek Zukowski David Barkstedt Don Sgroi Drew Kern Jack Freedman Jason Elquest John Dailey John Mace Jon Namba Michael Longshore Michael Harde Mike Johns Scott Vitus Sharlene LaCroix Steve Lima Steve Marley Steven Rockfeld Tony Miraldi Tony Robison Wayne Cooper</td>
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### NWFA Education & Research Foundation

#### Committee Goals & Objectives

<table>
<thead>
<tr>
<th>Committee</th>
<th>Goals/Objectives</th>
<th>Committee Members</th>
<th>Staff Liaison</th>
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</thead>
<tbody>
<tr>
<td>RPP</td>
<td>• Advance wood flooring as a renewable product</td>
<td>Don Finkell, Chair</td>
<td>John Forbes</td>
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<tr>
<td></td>
<td>• Promote sustainability with a tangible system</td>
<td>Barbara Titus, Board Liaison</td>
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<td></td>
<td>• Leverage recent acceptance into ICC/ASHRAE 700-2015 NGBS</td>
<td>Corey Brinkema</td>
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<td></td>
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<td>Drew Hash</td>
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<td>Jason Grant</td>
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<td>Neil Poland</td>
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<td>Robert Hrubes</td>
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<tr>
<td>Scholarship</td>
<td>• Develop and oversee the scholarship programs</td>
<td>Kristi Maxwell-Prince, Chair</td>
<td>Stephanie Owen</td>
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<td>Rick Holden</td>
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<td>Todd McDonald</td>
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<td>Tom Anstett</td>
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<tr>
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<td>Company</td>
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Committee & Task Force Chair

Consistent with the Association’s policy and strategic plan, the Committee/Taskforce Chair guides the Committee/Taskforce in its work as outlined by the scope of work and charge of the Board of Directors.

The Committee/Taskforce Chair and Staff Liaison, working in partnership, are responsible for facilitating the work of the Committee/Taskforce, providing oversight, and ensuring timely communications within the Committee/Taskforce and between the Committee/Taskforce and other components of the Association. The Staff Liaison also provides logistical support for the Committee/Taskforce’s work.

SPECIFIC RESPONSIBILITIES

- With staff, develops a work plan that will allow the Committee/Taskforce to effectively and efficiently discharge its responsibilities for the year.

- With staff, develops agendas and conducts Committee meetings.

- Approves reports of Committee/Taskforce meetings before their distribution.

- Ensures that the work of the Committee/Taskforce is carried out between meetings.

- Approves reports on Committee/Taskforce activities, including requests to the Board of Directors for action.

- Reports to the Committee/Taskforce on decisions of the Board of Directors or the Executive Committee that affect the Committee/Taskforce’s work or activities.

- Where appropriate, guides the Committee/Taskforce in proposing products and services that will further the goals and objectives of the Association.

- Where appropriate, makes policy recommendations to the Board of Directors.
Each Committee/Taskforce has a Board member who serves as its liaison to the Board of Directors. This person is a leadership resource for the Committee/Taskforce Chair and Staff Liaison. The Board liaison serves as the communications channel to the Board of Directors regarding the Committee/Taskforce’s activities.
Staff Liaison

The Staff Liaison serves as an informed resource person to the Chair and members of the Committee/Taskforce. This person assists the Chair in facilitating Committee/Taskforce discussions and activities, which address the Committee/Taskforce’s charge. The Staff Liaison also works with the Chair to ensure that all Committee/Taskforce work is consistent with the Association’s goals and objectives.

SPECIFIC RESPONSIBILITIES:

- Assists the Chair with scheduling dates and times for quarterly committee teleconference meetings.
- Provides committee members with quarterly meeting schedule for their year of service.
- Assists the Chair with the preparation of meeting agendas and conducts effective meetings of the Committee/Taskforce.
- Provides administrative support for planning and execution of all Committee/Taskforce meetings.
- Drafts reports of Committee/Taskforce meetings for review and approval by the Committee/Taskforce Chair.
- Works with the President/Chief Executive Officer, Committee/Taskforce Chair and other Committee/Taskforce members to ensure that the work of the Committee/Taskforce is carried forward between Committee/Taskforce meetings.
- Reports to the Committee/Taskforce on decisions of the Board of Directors, Executive Committee or other Association Committees/Taskforces, which impact the Committee/Taskforce’s activities.
- Where appropriate, assists the Committee/Taskforce in proposing products and services that will further the goals and objectives of the Association.
- Be thoroughly familiar with all aspects of the Committee/Taskforce’s work including the scope of work, subjects under discussion, and Association policies related to the Committee/Taskforce’s work.
- Answers questions, offers suggestions and raises questions.
- Provides administrative support.
Committee Member

Committee members are responsible for conducting the work necessary to achieve the goals and objectives of the Committee as approved by the Board of Directors.

SPECIFIC RESPONSIBILITIES:

- Attends Committee/Taskforce meetings.
- Discharges their responsibilities diligently.
- Discloses any actual or perceived conflicts of interest and does not vote on such Committee/Taskforce matters.
- Reviews all relevant material before Committee/Taskforce meetings. Makes contributions and voices objective opinions on issues.
- Carries out individual assignments made by the Committee/Taskforce Chair.
- Works as part of the Committee/Taskforce and staff team to ensure that the Committee/Taskforce proposes policies and/or develops products and services that help Association members and staff who are responsible for programs within the scope of interest of the Committee/Taskforce.
- Represents the Committee/Taskforce in meetings of other Association groups.
Committee Administration

The Committee/Taskforce Chair and Staff Liaison, working in partnership, are responsible for facilitating the work of the Committee/Taskforce, providing oversight, and ensuring timely communications within the Committee/Taskforce and between the Committee/Taskforce and other components of the Association. The Staff Liaison also provides logistical support for the Committee/Taskforce's work.

Committee/Taskforce Meetings

- Committee/Taskforces report to and make recommendations to the Board of Directors.

- Committee/Taskforce meetings shall be conducted face-to-face or by telephone conference call and be scheduled so that all reports and recommendations to the Board are sent to the President/Chief Executive Officer 2-3 weeks prior to the scheduled Board meeting.

Committee/Taskforce Reports

- The Committee/Taskforce Chair and Staff Liaison are responsible for keeping the Board of Director and President/Chief Executive Officer fully informed of Committee/Taskforce activities.

- A written report of goals and achievements should be provided to President/Chief Executive Officer 2 weeks prior to all scheduled Board meetings and periodically throughout the year.

Developing and Structuring the Meeting Agenda

- Provide each Committee/Taskforce member with a copy of the agenda of topics to be discussed and/or acted on at the meeting.

- Provide each Committee/Taskforce member notice of the meeting time and location, and a list of Committee/Taskforce members.

- Sequence agenda items thoughtfully.
  - Start the meeting with agenda topics that will unify the Committee/Taskforce; this sets the stage for working together.
  - Early in the meeting is a good time to discuss topics that require mental energy, creativity, and clear thinking.
  - Do not put difficult topics back-to-back.
  - End the meeting with topics that will unify the Committee/Taskforce; people like to leave meetings feeling that they are part of a productive team.
Chair’s Role as Facilitator

Lead by example.

The presiding officer who sets a tone of reasonableness and fairness, with equal regard for the rights of each member, will lead by example. In reinforcing the rules for the benefit of all, he or she will show the way and will provide a model the others will wish to emulate. A well-run meeting allows members to go away feeling glad that they came and gives them the satisfaction of having contributed something of value to the organization.

- Be a facilitator of meetings; don't "hold court." The Committee/Taskforce belongs to the Association, not the Chair.
- Open the meeting on time.
- Announce the business to be conducted.
- Stay with the agenda.
- Encourage an exchange of ideas, but not a clash of personalities. Good decisions are made when Committee/Taskforces examine all sides of an issue, but don't let members personalize the debate. Emotional discussion of an idea is good, but an emotional reaction to a person is not. When emotions are too high, return the floor to a neutral person, seek a purely factual answer, or take a break.
- Prevent one-sided discussions.
- Restate the issue to be voted on before calling for a vote; explain the consequences of the vote.
- Announce the results of actions taken and explain the follow-through to be taken and by whom.
- Help expedite business. Don't let discussions drift or go on too long.
- Don’t let a person who is blocking constructive discussion ruin the Committee/Taskforce meeting for everyone else. Strategies for dealing with this behavior include confronting the person privately in a caring manner, pointing out the effects of the behavior, and suggesting alternative behaviors.
- Monitor participation; control talkative members and draw out silent members.
- Close the meeting on time. Seek the Committee/Taskforce's agreement regarding extending the meeting if necessary.
Conference Call Protocols

Preparation

1. Decide who's in on the call.

2. Establish a clear set of desired outcomes.

3. Create and distribute an agenda.

4. Provide clear instructions on how to dial into the call.

Facilitation

1. Designate a time-keeper and note taker.

2. Ask members to identify themselves each time they speak.

3. If a vote is taken, poll each member.

4. Watch the clock.

5. Consider alternatives for difficult issues.

6. Review assignments and close positively.

Follow-up

Immediately after adjournment, the Chair and Staff Liaison should meet briefly to agree on what follow-up actions are required and who is responsible for them.
Meeting Minutes Guidelines

The Staff Liaison is responsible to work with the Committee Chair for the preparation of the meeting minutes.

**Report of the Committee Meeting**

The minutes are the official corporate record of what was done. As a general rule, such reports should contain only action items, with little or no discussion. Having in the report a discussion of reasons for actions can sometimes be useful in subsequent proceedings and meetings. However, these should be kept to a minimum since the effect of such discussions on litigation is impossible to predict.

The meeting minutes of the Committee meeting should include:

- Date, time and place of meeting. Note Chairperson's name, members present and absent and other key people in attendance.
- All formal motions and passages or defeats.
- All decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- A brief summary of discussions. Do not attribute comments to members, except possibly where formal motions are introduced.
- Provide information on the time and place of the next meeting.
- Distribute the report to all Committee members, including those who did not attend, within 3-4 weeks of the meeting.
- Distribute the report with a statement to contact the Chair or Staff Liaison if errors are noted.
Meeting Agenda Format

[Committee Name]
Meeting Agenda
[Date & Time]

1. Call to Order
   Chairperson announces the beginning of the meeting.

2. Roll Call
   Staff Liaison checks attendance.

3. NWFA’s Anti-Trust Policy
   Staff Liaison advises the committee of NWFA’s Anti-Trust Policy.

4. Approval of Minutes From Last Meeting
   Minutes of the last meeting are provided to the committee prior to the scheduled meeting. If there are no corrections or additions, the minutes stand approved. If there are any corrections or additions to the minutes, they stand approved as corrected.

5. Meeting Agenda Items
   Committee members report to the group on the progress of any activities in which they are involved.

6. Old Business
   Old business includes any action items pending from the last committee meeting, or anything from the last session that was not completed.

7. New Business
   New items of business should be presented at this time.

8. Announcements
   Any announcements should be presented at time.

9. Adjournment
   Call for adjournment.
Meeting Minutes Format

[Committee Name]
Meeting Minutes
[Date & Time]

Committee Members Present:

Committee Members Excused:

Staff Present:

I. The [Committee Name] was called to order at [Time].

II. The Committee was advised of NWFA’s Anti-Trust Policy.

III. Approval of Minutes

IV. Agenda Item

[Summarize the discussion for each existing agenda item, state the outcome and assign any action item(s).]

Action Item:

V. Agenda Item

[Summarize the discussion for each existing agenda item, state the outcome and assign any action item(s).]

Action Item:

VI. Agenda Item

[Summarize the discussion for each existing agenda item, state the outcome and assign any action item(s).]

Action Item:

VII. Date & Time of Next Scheduled Committee Meeting [set date and time for next meeting]

VIII. With no other business to discuss, [Insert Name] made the motion to adjourn. [Insert Name] seconded. The meeting was adjourned at [Time].
Anti-Trust Policy Statement

“On behalf of the NWFA, I want to welcome you to this meeting of the [Name of Committee].

It is essential that we observe certain ground rules as we participate in this meeting. As you know, the Anti-Trust laws prohibit, or make highly imprudent, the discussion of a number of matters at a meeting such as this.

The following subjects should not be discussed at meetings or elsewhere or be the subject of any type of agreement, whether formal or informal, expressed or implied, among competitors:

1. prices to be charged;
2. methods by which prices are to be determined;
3. terms and conditions of sale, such as credit or discount terms;
4. profit levels;
5. whether another company’s pricing practices are unethical, improper, etc.;
6. coordination of bids or requests for bids or proposals;
7. production levels or schedules;
8. division or allocation of markets, territories or customers;
9. refusal to deal with a customer or supplier;
10. approved list of customers or suppliers; and
11. anything that could restrict free and open trade in the marketplace.

Any departure from these ground rules could result in severe civil and criminal penalties to you as individuals, to your companies and to the NWFA. Federal sentencing guidelines mandate jail sentences for Anti-Trust violations and call for criminal fines that may range into the millions of dollars.

If you have any questions about these Anti-Trust limitations, the office will be happy to give you a copy of the Association’s Anti-Trust Detailed Guidelines.”