



# Affiliate *Link*

FALL 2006



An Informational Newsletter for Affiliate Groups of the New Hampshire Local Government Center • Volume 2 Number 4

## Just What Is a 'Nonprofit' Anyway?

As the name implies, a nonprofit organization's main purpose is to accomplish a task for reasons other than making a profit. Generally, the focus of a nonprofit organization falls into categories such as charity, education and research, to name just a few. Nonprofit does not necessarily mean tax exempt or tax-deductible. If your purpose is simple or time limited, you may be able to accomplish your mission without tax-exempt status. To qualify as a tax-exempt organization, an entity must meet requirements set forth in the Internal Revenue Code.

Section 501(c) of the Internal Revenue Code classifies tax-exempt organizations into over two-dozen separate categories! Each category is treated differently, and classification in one category rather than another can make a significant difference to an organization's tax liabilities and responsibilities.

To fully understand the complex and important issues concerning tax-exempt status, you will want to get professional legal advice from someone experienced in nonprofit operations and tax.

### Roles and Responsibilities of the Nonprofit Board

The office of the New Hampshire Attorney General, Charitable Trust Unit, has published a *Guidebook for New Hampshire Charitable Nonprofit Organizations*. This guide briefly describes rights, duties and conflict-of-interest issues that board members may encounter. This is an excellent resource for all nonprofit groups. The guide is available free of charge from their Web site at [www.nh.gov/nhdoj/publications/guidebook.html](http://www.nh.gov/nhdoj/publications/guidebook.html). You will also find the statutes that regulate charitable organizations in New Hampshire on their Web site.

## If we host it, will you come?

Would you be interested in attending a half-day seminar relative to the legal duties of boards of directors? If so, please e-mail Elaine Dawson at [edawson@nhlgc.org](mailto:edawson@nhlgc.org) (or call 800.852.3358, ext. 153). Also, drop her a line with other topics of interest you may have!

## Building A Strong Board: Practices and Tips for Success

An effective board should include active members of the community the organization serves, and accurately reflect the diversity of that community.

**Establish clear bylaws.** Include clear information about the board of directors' election process in the organization's bylaws.

**Create job descriptions.** Develop board member job descriptions, including meeting and time commitments.

**Clarify duties.** Make sure potential board members understand their legal and fiduciary duties.

### Retaining Good Board Members

Once an organization has effective members on its board of directors, it is important to retain those directors. Here are a few tips on how to ensure effective board members continue their vested interest in the organization.

**Prepare new board members.** Existing board members should provide an orientation. New board members should be given materials about the organization's current and recent activities, as well as any information that will be useful in their position.

**Thank and recognize board members.** An appreciative environment can help sustain job satisfaction for volunteer board members.

**Lead by example.** Ensure staff and board officers maintain good attendance and an active role. It is important to deal effectively with inactive board members.

**Conduct exit interviews.** When a board member leaves, conduct an interview to learn more about their board experience, positive or negative.

### Keeping Your "Dream" Board

If your board exhibits these signs of health, you will be able to attend to your service mission fully confident that your board will back you up.

**A good board has a keen sense of priorities.** It works from an agenda so that it does not waste time on frivolous issues.

**An efficient board values teamwork.** The board elects members that have skills in all aspects of business matters, and then fosters teamwork among them. The goal is to achieve the organization's objectives by utilizing board intelligence through teamwork.

**An effective board looks at the big picture.** It is alert and is always asking questions such as:

- "How are we doing in meeting our mission?"
- "Are we working the hardest on the most important tasks?"
- "Could we do things better and more efficiently?"
- "Where are we in meeting our long-range goals?"

**A successful board constantly evaluates itself and keeps improving.** It reviews the organization's mission annually and re-energizes itself through retreats and other activities. It invites outside expertise and educates itself in best practices.

*"The Excellence in Education Awards [the "ED"ies] looks for and promotes the positive and excellent practices going on in our schools today. Our board strives to have a diverse representation from across the state from a variety of stakeholders, and from different levels within the community and school system. We're all working for the same cause and that's a wonderful feeling!"*

— Joan Gallagher Guild, Board Member, NH Excellence in Education

## Did You Know?

There are more than 1.6 million nonprofits in the United States alone. Nonprofit and charitable organizations play a vital role in the economic and social well being of New Hampshire communities. They provide a means for people to contribute time, resources and expertise for a greater good and common purpose.

## New Hampshire Local Government Center Contact Information:

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### Affiliate Link Editor:

Eleanor Baron

**Our Mission:** To provide programs and services that strengthen the quality of member governments and the ability of their officials and employees to serve the public by being a catalyst for dialogue and action, an advisor on problems, a provider of benefits and risk-management services, an educator/trainer in skills and a resource for information.

*Affiliate Link* is a quarterly publication of the New Hampshire Local Government Center (LGC) for board members and officers of LGC's affiliate groups. For more information about LGC's Affiliate Group Services Program, contact either Director of Communications Eleanor Baron by phone at 800.852.3358, ext. 137 (e-mail at [ebaron@nhlgc.org](mailto:ebaron@nhlgc.org)) or Communications Manager Jeni Eldridge at ext. 118 (e-mail at [jeldridge@nhlgc.org](mailto:jeldridge@nhlgc.org)). For more information about LGC, visit us online at [www.nhlgc.org](http://www.nhlgc.org).

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# Spotlight On

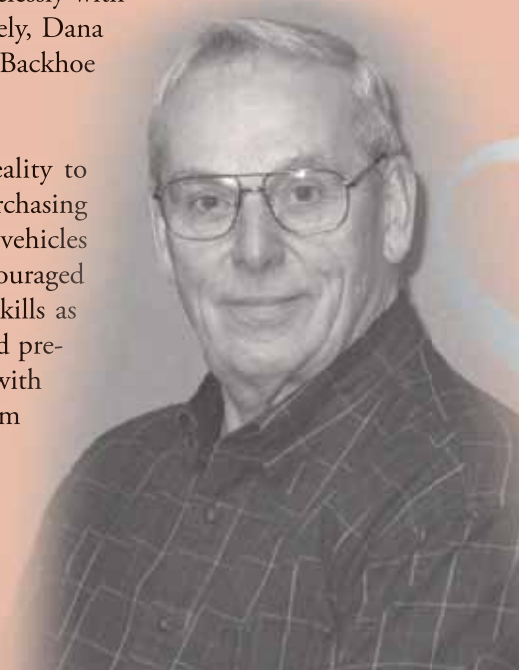
## New Hampshire Public Works Association

### Ken Ward Memorial Snow Plow Rally Competition

Bring together the best plow operators from municipalities across the state and what do you get? The first annual Ken Ward Memorial Snow Plow Rally Competition. Ken Ward's dedication to the public works industry was legendary. He pioneered the planning and execution of the first snow plow rally in 1990. Ken worked at LGC for many years before retiring in 2005. Sadly, Ken Ward lost his battle with cancer earlier this year and the New Hampshire Public Works Association chose to hold this memorial event in Ken's honor and to continue his legacy. Dana Wright, of E.W. Sleeper worked tirelessly with Ken and was instrumental in planning past plow rallies. Unfortunately, Dana also lost his battle with cancer this year. The Dana Wright Memorial Backhoe Competition was held in Dana's honor.

For New Hampshire communities, winter weather is an annual reality to be reckoned with. Along with setting up staffing schedules and purchasing materials for the coming season, other critical factors are ensuring that vehicles and equipment are primed and ready for the snow. The plow rallies encouraged competing teams of public works employees to hone their driving skills as teams were put through a battery of slalom courses. The day included pre-trip inspections of the snow plow and culminated with a written quiz with questions about work zone traffic control, defensive driving, random drug and alcohol testing.

The plow rally was not just educational,—corporate sponsors displayed the latest and greatest in heavy-duty equipment. All attendees also attended a barbecue lunch and awards ceremony.



## New Hampshire Local Government Center Affiliate Groups

- Fire Instructors and Officers Association of NH
- Municipal and Governmental Law Section of the NH Bar Association
- NH Association of Assessing Officials
- NH Association of Conservation Commissions
- NH Association of Emergency Medical Technicians
- NH Association of Fire Chiefs
- NH Association of Housing Authorities
- NH Association of Regional Planning Commissions
- NH Association of School Business Officials
- NH Building Officials Association
- NH Cemetery Association
- NH City and Town Clerks' Association
- NH Coalition for Community Media
- NH Economic Development Association
- NH Excellence in Education
- NH Fire Prevention Society
- NH Government Finance Officers Association
- NH Health Officers Association
- NH Library Association
- NH Library Trustees Association
- NH Local Government Information Network
- NH Local Welfare Administrators Association
- NH Municipal Management Association
- NH Municipal Secretaries Association
- NH Planners Association
- NH Public Works Association
- NH Public Works Mutual Aid Program
- NH Public Works Standards and Training Council
- NH Recreation and Park Association
- NH Road Agents Association
- NH State Firemen's Association
- NH Tax Collectors' Association
- NH Water Pollution Control Association
- Northeast Resource Recovery Association
- Tri-State Association of School Business Officials
- Working Dog Foundation

*Organizations listed in red indicate participation in the Affiliate Group Services Program.*

## Meet the AGSP Team!

The success of our Affiliate Group Services Program (AGSP) depends on the efforts of an entire team of staff from the Communications and Finance Departments. The AGSP meets frequently to share info and coordinate services for LGC's 27 AGSP groups. Others beyond the AGSP Team are involved in specific tasks as needed, although not in a contact person or coordinating role. Members of the AGSP Team have very specific job responsibilities, and we realize it's hard for you to keep it all straight. If you can't remember the correct person to call, or you think it's just plain confusing, don't worry! Please remember that you can call on any of us for assistance and we'll direct you appropriately.

Call 800.852.3358 or 603.224.7447



**Jeni Eldridge**  
*Communications Manager*  
**AGSP Responsibilities:** new group orientation and service coordination, agreements of understanding process, mailing coordination, project workflow, problem solving  
Ext. 118, jeldridge@nhlgc.org



**Eleanor Baron**  
*Director of Communications*  
**AGSP Responsibilities:** new group orientation, agreements of understanding process, problem solving and allocation of Communications Department resources and staffing to new projects  
Ext. 137, ebaron@nhlgc.org



**Sandal Keffe**  
*Deputy Director, Chief Financial Officer*  
**AGSP Responsibilities:** new group service coordination, assistance with accounting practices and controls, allocation of Finance Department resources and staffing for new projects  
Ext. 108, skeffe@nhlgc.org



**Elaine Dawson**  
*Affiliate Group Services Associate*  
**AGSP Responsibilities:** board data, Affiliate Link coordination, mailing coordination, general AGSP support and coordination  
Ext. 153, edawson@nhlgc.org



**Christian Pearsall**  
*Communications Associate*  
**AGSP Responsibilities:** program/meeting registrations, database maintenance and reports, group membership questions, membership and program invoicing  
Ext. 104, cpearsall@nhlgc.org



**Maureen Bueddeman**  
*Accounting Clerk*  
**AGSP Responsibilities:** accounts receivable and reporting, invoicing of groups (for services such as postage, printing, catering, coffee)  
Ext. 119, mbueddeman@nhlgc.org



**Erin Batstone**  
*Event Planner*  
**AGSP Responsibilities:** planning large events, coordinating affiliate group programs at LGC conference, oversight of catering services  
Ext. 107, ebatstone@nhlgc.org



**Ashley Monier**  
*Event Planning Associate*  
**AGSP Responsibilities:** LGC conference room reservations, catering arrangements, coordination of affiliate group monthly meeting arrangements and fliers  
Ext. 146, amonier@nhlgc.org



**Judy Glendinning**  
*Accountant*  
**AGSP Responsibilities:** income tax filing and assistance, coordination of audits, accounts payable (signature cards, checkbook reconciliation, etc.) for most complex groups  
Ext. 142, jglendinning@nhlgc.org



**Stacy Koscielniak**  
*Graphic Design Coordinator*  
**AGSP Responsibilities:** Newsletter and graphic design coordination, print vendor negotiation and quotes, contact person for discussing all graphic design and print projects  
Ext. 144, skoscielniak@nhlgc.org



**Audrey Bentley**  
*Communications Data Specialist*  
**AGSP Responsibilities:** creating and maintaining Web sites, domain registration, redesign of large databases  
Ext. 117, abentley@nhlgc.org



**Regina Mitchell**  
*Jr. Accountant*  
**AGSP Responsibilities:** accounts payable (signature cards, checkbook reconciliation, etc.), periodic financial reports  
Ext. 151, rmitchell@nhlgc.org

We're also happy to meet with you in person. Please give us a call and we'll set up a time to meet. If you happen to be in the building and think you may need to meet with someone while you are here, we'll try our best to accommodate you, but please understand that, without advance notice, it may not always be possible.