



**ELITE**

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# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### TABLE OF CONTENT

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>I. INTRODUCTION.....</b>	<b>1</b>
<b>II. EXPLOITATION OBJECTIVES .....</b>	<b>2</b>
A. EXPLOITATION ALTERNATIVES.....	2
<b>III. EXPLOITATION PLAN .....</b>	<b>5</b>
<b>IV. ECONOMIC PLAN .....</b>	<b>7</b>
A. COSTS .....	7
B. INCOMES .....	8
<b>V. MARKETING PLAN.....</b>	<b>8</b>
<b>VI. CONTINGENCY PLAN .....</b>	<b>10</b>
A. TECHNOLOGY RISKS.....	10
B. SOCIAL RISKS .....	10
C. ORGANISATIONAL RISKS .....	10
D. ECONOMIC RISKS .....	10
<b>VII. APPENDIX A: INFORMATION TO BE SENT TO POTENTIAL DONORS.....</b>	<b>12</b>
A. WHAT IS ELITE?.....	12
B. WHAT HAS BEEN DONE? .....	13
C. WHAT DO WE OFFER? .....	14
D. WHAT DO WE EXPECT?.....	16
<b>VIII. APPENDIX B:.....</b>	<b>17</b>





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### EXECUTIVE SUMMARY

ELITE project has several objectives, being to establish a Community of Practice (CoP) in Crisis Management the first one. The goals of such a community are related to increase the amount of documented lessons learnt, as well as making easier to share them. Before the project started, the ELITE project consortium contacted several European stakeholders in crisis management and they, in addition to the ELITE project partners were the initial participants in the ELITE CoP. Once the project started more relevant agents were identified and invited to become members of the ELITE CoP. The heterogeneity of stakeholders involved in crisis management, each of them having a partial and distinctive perspective on crisis management is well represented in the ELITE CoP

The project consortium targets the exploitation of results after ELITE project's lifetime. Two main alternatives for project continuity were identified: Transfer project results to some already existing institution or build up a new association based on project partners and ELITE CoP members. This last alternative is seen as more sustainable and realistic. Based on partners of the project, members of the ELITE CoP, other current research project partners and advisory boards, and international, national and regional stakeholders involved in crisis management, the Society of the European Crisis Management Community of Practice (SECrMaCoP) will be established. The Society of the European Crisis Management Community of Practice (SECrMaCoP) is a tentative name.

This document contains the economic plan, the marketing plan, the contingency plan and a draft of rules for SECrMaCoP.



## I. Introduction

ELITE project has several objectives, being to establish a Community of Practice (CoP) in Crisis Management the first one. The goals of such a community are related to increase the amount of documented lessons learnt, as well as making easier to share them. A relevant amount of information exists as fragmented tacit knowledge in the heads of the stakeholders in charge of preparing for and responding to crisis in Europe, such as first responders, crisis managers, civil protection agencies, NGOs, critical infrastructures, private firms and industries throughout Europe. All of them, located in different European countries, produce independent lessons learned reports on emergency preparedness and evaluations of rescue and recovery operations. Hence, the establishment of a CoP in crisis management will facilitate the development, integration, and sharing of lessons learned and disaster knowledge.

Before the project started, the ELITE project consortium contacted several European stakeholders in crisis management and they, in addition to the ELITE project partners were the initial participants in the ELITE CoP. Once the project started more relevant agents were identified and invited to become members of the ELITE CoP. During the project execution these ELITE CoP members have attended the workshops and the final conference organised by the project. In these meetings they have contributed with their knowledge and experience into the topics addressed. In addition, ELITE CoP members have also contributed with their input to the living document that it is the ICT tool developed in this project, and to validate its progress as well as the product itself. Feedback received from them has allowed adapting developed tools and materials to the end- users' real needs.

The heterogeneity of stakeholders involved in crisis management, each of them having a partial and distinctive perspective on crisis management is well represented in the ELITE CoP. The ELITE CoP includes actors like directorates, search and rescue organizations, hospitals and municipalities in several European countries. Consequently, the actors involved have considerable crisis management expertise and are on different levels in the crisis management hierarchy. This diversity of actors also supposes a challenge as their interests and goals are different.

The ELITE living document is a web solution to interact and learn from each other, and to improve from insights on best practices. The project has developed and validated a categorization methodology to classify documents within the living document.

The ELITE living document is currently maintained according to a Wiki philosophy, where authorised agents, the ELITE CoP members, can update and maintain crisis management best practices and guidelines whenever new information are made



# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



available or if changes are in due course. The already existing cooperation culture among institutions dedicated to crisis response facilitates this sharing process.

A prototype of the living document has been developed during the project. This prototype has been tested and validated by the ELITE CoP. This document explains how the permanent ELITE CoP will be established once the project has ended. The ELITE project will invite all the relevant European stakeholders to join and use the ELITE living document extensively, so it is continuously updated with new lessons learned after the end of the ELITE project as done in Wikipedia based solutions.

## II. Exploitation objectives

The project consortium targets the exploitation of results after ELITE project's lifetime. However, the exploitation of the project results cannot be understood from a financial perspective, since 8 out of the 9 partners involved are non-profit entities. Thus, exploitation should be understood as community establishment process, where the partners of the project and the members of the ELITE CoP place themselves as relevant agents in this field. ELITE CoP members also satisfy their social responsibility strategies when they contribute to the improvement of crisis management in Europe.

### A. Exploitation alternatives

Two main alternatives for project continuity were identified.

#### 1. Transfer project results to some already existing institution.

The ELITE living document and its current content could be transferred to some already existing institution. Some institutions were requested about this, without achieving success. Some examples are:

- *GDACS-Virtual OSOCC*. GDACS is a cooperation framework under the United Nations umbrella. It includes disaster managers and disaster information systems worldwide and aims at filling the information and coordination gap in the first phase after major disasters. GDACS provides real-time access to web-based disaster information systems and related coordination tools.





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



Virtual OSSOC manager, Thomas Peter, was invited to take part in the ELITE workshops and he shared with project participants his huge experience about designing, implementing and maintaining information systems. Due to the very different use and users of both tools (Virtual OSOCC and ELITE living document) their integration was not seen as feasible. The major difference between these two information systems is that Virtual OSOCC provides information focused on crisis peak while ELITE living document helps to share and find useful information during the pre and post stages of a crisis in order to be better prepared for future events.

- *European Mechanism of Civil Protection.* The main role of the Community Mechanism for Civil Protection is to facilitate co-operation in civil protection assistance interventions in the event of major emergencies which may require urgent response actions. This applies also to situations where there may be an imminent threat of such major emergencies. It is therefore a tool that enhances community co-operation in civil protection matters and was established by the Council Decision of 23 October 2001. A Recast of this Council Decision was adopted on 8 November 2007. In accordance with the principle of subsidiarity, it can provide added-value to European civil protection assistance by making support available on request of the affected country. This may arise if the affected country's preparedness for a disaster is not sufficient to provide an adequate response in terms of available resources. By pooling the civil protection capabilities of the participating states, the Community Mechanism can ensure even better protection primarily of people, but also of the natural and cultural environment as well as property. This institution was contacted by the project to analyze their potential involvement in project continuity, but they stated they did not have resources to do so; and they invited to apply for some other research project in the Civil Protection Call.
- *ELITE CoP individual members.* Participants on the project workshops, especially participants in the fourth workshop, were asked about their interest in project continuity. They showed interest in taking part on the CoP and using the tools developed during the project, but none of them volunteered to assume the responsibility of managing not the CoP, neither the living document





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



- *ELITE project partners.* None of the project partners saw as a sustainable alternative to become responsible of the CoP and the living document after the project end on its own.

### 2. **Build up a new association based on project partners and ELITE CoP members.**

The second alternative is to establish a Society based in the group of agents and stakeholders that have been somehow involved in ELITE project development. Partners of the project, current members of the ELITE CoP, attendants to project workshops, attendants to project Final Conference, partners from other current and past European research projects, and any other potentially interested agents will be invited to take part in this new Society.

This last alternative is seen as more sustainable and realistic. Project partners have decided that none of the previous alternatives was convenient enough and that having an independent association that can decide and design the future of the community of practice and the living document is the best alternative. The main benefit of constituting a new Society is that it will be entirely devoted to satisfy the needs of the Community of Practice members: that is to optimize the process of sharing lessons learned; allowing learning from each other. This approach will not require intermediates; it will we from practitioners to practitioners, through practitioners.

Based on partners of the project, members of the ELITE CoP, other current research project partners and advisory boards, and international, national and regional stakeholders involved in crisis management, the Society of the European Crisis Management Community of Practice (SECrMaCoP) will be established. SECrMaCoP is still a tentative name for the society. Some other name such as Society of the European Disaster Management Community of Practice (SEDiMaCoP) could be considered in the future.

The main milestones in the SECrMaCoP constituting process are presented below:

- 30 June 2014: ELITE Project end
- 1 July 2014: Tecnun (project Coordinator) assumes living document maintenance responsibility.





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



- 10 July 2014: invitations and the draft of the new Community rules are sent to current ELITE CoP members and other potentially interested agents (Responsible Tecnun)
- 10 August 2014: A first reminder of invitations and the draft of the Community rules are sent to current ELITE CoP members and other potentially interested agents (Responsible Tecnun)
- 10 September 2014: Final reminder of invitations and the draft of the Community rules are sent to current ELITE CoP members and other potentially interested agents (Responsible Tecnun)
- 15 September 2014: Information about the new community is sent to potential donors (See Appendix A) (Responsible Tecnun).
- 30 September 2014: Reminder with information about the community is sent to potential donors (See Appendix A) (Responsible Tecnun).
- 30 September 2014: ELITE CoP members select the members of the Board
- 15 October 2014: First Board meeting to define objectives and actions to be implemented.

### III. Exploitation plan

Once the ELITE project has ended, the Society of the European Crisis Management Community of Practice (SECrMaCoP) will be established to make decisions about the evolution of the ELITE living document prototype. All the consortium partners and the members of the ELITE CoP will be invited to take part in this association. Other European crisis management agents will also be invited to take part in this association subsequently. All the members of this association will periodically (every two years) elect their representatives. This association will hire staff responsible for both technological and content management of the living document.

There will be several levels in relation to SECrMaCoP membership:







# ELITE

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- Users: They should ask for a password to the living document administrator. Once authenticated, they will have access to the living document content. They will also be allowed to upload new documents
- SECriMaCoP members: They will have access to the living document and will be allowed to upload documents. In addition, they will have the capacity to elect the members of the SECriMaCoP board. They will have to pay a yearly fee to become SECriMaCoP members.
- SECriMaCoP board members. There will be a president, a vice president and a secretary. They will be elected by the SECriMaCoP members every two years. They will have the responsibility of leading SECriMaCoP. They will define SECriMaCoP strategy and policies, and push the needed actions to implement them.
- Administrator. (S)he will be responsible for the technical maintenance of the living document. This person will also be responsible for receiving the password requests and to supervise uploaded documents, to ensure their validity for the Community and the accomplishment of copyright laws.

Three different income sources will be established to get funding for this association:

- Sponsoring, for example, through the inclusion of advertisement for other products on their website (this could be done accepting advertisements from crisis response equipment manufacturers, for example)
- Donations. Regularly potential donors such as public and private emergency management organizations will be required. They will also regularly be informed about the Society's main activities.
- Fees for membership or attendance to physical or virtual conferences. A fee will be required for being member of the Society, taking part in election processes and in decision making processes. The access to the living document will be for free; although only accepted users will have the right to access.

Obtained incomes will be used to guarantee the right performance of the permanent living document and its associated responsibilities, such as the security issues concerning users' authentication and role assignment.





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### IV. Economic Plan

This section presents a preliminary estimation of the costs and incomes of SECriMaCoP for the first two years (2015-2016). The presented scenario is an intermediate one (not the most pessimistic, not the most optimistic). These figures could be updated by elected members of the SECriMaCoP board to better fulfill its objectives.

#### A. Costs

Members of the SECriMaCoP board will not receive any remuneration for their work. Meetings will take place using virtual tools, so they will not cause any extra costs. Physical meetings will not take place. So, the only direct costs associated to SECriMaCoP activities will be caused by the living document maintenance and the costs associated to accepting authorized agents into the Association and reviewing that materials that have been uploaded to the living document are suitable and do not produce any copyright related problem.

The estimations for the first two years are:

#### 2015

Tool Maintenance costs: 1000 €

Acceptance and reviewing tasks: (average 3 hours/week; 40 €/hour): 6000 €

Total costs for 2015: 7000 €

#### 2016

Tool Maintenance costs: 1000 €

Acceptance and reviewing tasks: (average 5 hours/week; 40 €/hour): 10000 €

Total costs for 2016: 11000 €





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### B. Incomes

During the first two years incomes will come from fees paid by SECriMaCoP members and donors. Partners of the project and the most active members of the ELITE CoP are expected to become members of the SECriMaCoP. For the first year, each of the project partners (9) is expected to bring one donor; one more donor is expected from one of the active members of the ELITE CoP.

#### 2015

Fees: 20 members of the association, 50€/member: 1000 €

Donors: 600 €/donor, 10 donors: 6000 €

Total incomes for 2015: 7000 €

#### 2016

Fees: 40 members of the association, 50€/member: 2000 €

Donors: 600 €/donor, 15 donors: 9000 €

Total incomes for 2016: 11000 €

### V. Marketing Plan

Marketing activities will have different objectives:

- Increase the number of the living document users. Periodic warning will be sent to potential partners inviting them to ask for a password for the living document. Current members will also be reminded to invite other members that could be interested in the living document contents.
- Increase the number of the living document active users. Active user meaning a user that uploads at least one document every two months. Current members will periodically be informed about last and most relevant contributions to the living document and required to upload documents. Users will also receive information about the amount of documents contained in the living document
- Increase the number of documents within the living document. Users will also receive information about the amount of documents contained in the living





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



document. This information is expected to act as a trigger for the upload of new documents.

- Increase the number of comments about the documents included within the living document.
- Increase the number of donors. Current donors will be publicly recognized for their contribution every year. This recognition is expected to motivate their loyalty as donors and the appearance of new donors from the wider amount of users of the living document.

Contacts with users, members, donors, and potential users, members and donors will be carried out mainly by email and social media channels. More precise targets could be defined by the board of SECriMaCoP. The preliminary targets defined for each of these types of activities are:

### 2015

Users: 120

Active Users: 40

Documents: 200

Comments Donors: 10

### 2016

Users: 200

Active Users: 60

Documents: 400

Comments Donors: 15





## **VI. Contingency Plan**

The implementation of this Establishment plan will face some risks and difficulties.

### **A. Technology risks**

The only identified technology risk would be associated to a wrong functioning of the living document. However, as the research team who has satisfactorily developed the living document prototype will remain at Tecnun, the probability of occurrence of this risk is very low. Tecnun will be in charge of providing technical support for the living document until the Board is constituted. Then, the board will decide if they assign this responsibility to Tecnun or to some other provider.

### **B. Social Risks**

The main risk is that users do not perceive value from sharing and accessing best practices; or because they have some other alternatives to share and access these best practices. The probability of this risk could be estimated as medium. If there were some other alternatives to do this no corrective action should be implemented.

Some actions could be implemented to increase the activity of the community, such as to send frequent reminders through social media; send news about the activity of the group, recognize most active members, etc.

### **C. Organisational Risks**

It might happen that members of the community have divergent objectives and perspectives on the community's goals or on actions to be implemented. The probability of this risk creating serious problems to the community is low.

Board of the community will be re-elected every two years, based on democratic principles, in order to ensure that policies and actions implemented by the board are aligned with members' interests.

### **D. Economic Risks**

Although the regular behavior of the association will not require a significant amount of financial resources; some resources will be needed for maintenance of the living



# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



document, human edition of uploaded lessons learned, marketing activities and management of the Society.

The Society's activities will be adjusted to the available budget. Decisions about how to prioritize activities will be made by the Board of directors (who have been elected by the Society's) members.





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### VII. Appendix A: Information to be sent to potential donors

#### A. What is ELITE?

ELITE – Elicit to Learn Crucial Post-Crisis Lessons – targets to create a Community of Practice (ELITE CoP) to gather knowledge from crisis, to share it with other stakeholders and to use it in practice to better handle future crisis. In order to achieve that, ELITE works with experienced crisis managers and responders. The ELITE CoP is assembled around a web solution comprising a repository of best practices and guidelines as well as social media features (ELITE’s living document).

The followings are the five objectives of the ELITE project:

- Establish a CoP in Crisis Management
- Create a tested and validated ELITE living document of crisis management
- Implement the ELITE living document.
- Analyse the learning process from lessons learned to lessons implemented
- Deliver recommendations for future research.

The ELITE consortium is composed by the following partners:

Organization	Country
TECNUN University of Navarra Spain	Spain
FFI Norwegian Defence Research Establishment	Norway
Gjøvik University College	Norway
Research Institute of the Red Cross Austria	Austria
I.S.A.R. Germany - German International Search and Rescue	Germany
Thales Research & Technology	France
Main School of Fire Service (SGSP)	Poland
IMAA-CNR Department of Earth and Environment of the National Research Council	Italy
ANCI Umbria	Italy

You can find further information in the project web page: [www.elite-eu.org](http://www.elite-eu.org)





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### B. What has been done?

Four workshops have been arranged during the course of the project, all of them in Weeze (Germany) except the third one that was held in Vienna (Austria). The first ELITE workshop took place on April 2013 and it was scenario based and targeted at sharing and collecting information about common practice, lessons learned and experiences on forest fires. The second and third ELITE workshop focused on earthquakes and floods respectively using a post-it method to collect lessons learned in group discussions. The development of the ELITE living document has been carried out using an iterative process based on elaborating and assessing successive prototypes that were showed to experts in the first three workshops, with the objective of reducing the technical challenges. Finally, a fourth workshop was held focused on a reporting exercise in order to validate the developed living document.

These workshops counted on the help of experts from some of the most relevant organizations related to disasters management such as civil protection, firefighters, public bodies etc. As a result, a CoP has been created with the participation of the main stakeholders in crisis management.



*Pictures from the four workshops*







# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



The ELITE project has created a living document containing lessons learned from disasters such as floods, earthquakes and fires, and those that are common across these disaster types. The ELITE living document is a publicly available web solution which comprises a “living” repository of best practices and guidelines as well as social media features. This ELITE living document will be continuously updated by authorized agents (ELITE CoP) so that the guidelines and best practices within the realm of crisis management are continuously maintained for mutual learning and information sharing.

The living document consists of two sections: public and private.

- Public section: includes interesting news and links for specific events related to each type of disaster. This information is publically available to any user without registering in the system.
- Private section: only registered members who belong to the ELITE CoP are able to access to the information available in the private section. The CoP members find and share useful information about the three different disasters analyzed in this project. A comprehensive list of lessons learned from the three different disasters analyzed in the project are presented in the living document. Lessons learned is defined by National Aeronautics and Space Administration (NASA) and the European Space Agency (ESA) as “knowledge or understanding gained through experience. A lesson must be significant in that it has a real or assumed impact on operations; valid in that is actually and technically correct; and applicable in that it identifies a specific design, process, or decision that reduces or eliminates the potential for failures and mishaps, or reinforces a positive result.”

### C. What do we offer?

The ELITE living document users form the ELITE CoP which is made of a number of organizations related to crisis management. Currently the following organizations are involved:





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



Organization	Country
<b>First responders</b>	
@fire (International Disaster Response)	Germany
Austrian Red Cross	Austria
Austrian Federal Fire Brigade Association	Austria
Duisburg fire department	Germany
Fire Fighters of Generalitat of Catalonia	Spain
French Fire Brigade	France
I.S.A.R. UK	UK
I.S.A.R. Germany	Germany
Italian National Fire Service. Alessandria Fire Brigade	Italy
Norwegian Fire Brigade	Norway
Police Academy "Alexandru Ioan Cuza", Fire Officers Faculty	Romania
Polish State Fire Service	Poland
Rapid UK	UK
SARUV (Search and Rescue Unit Vorarlberg)	Austria
Skien Fire Service	Norway
South-Savo Regional Fire Service	Finnland
<b>Civil Protection</b>	
ANPAS National Association of Public Assistance	Italy
Basque Water Agency	Spain
Civil Protection from Province of Perugia	Italy
Civil Protection from Province of Terni	Italy
Directorate of Safety and Risk, Department of Education of Basque Government	Spain
Italian Civil Protection	Italy
Italian Civil Protection from Basilicata Region	Italy
National Operations Centre (LOCC)	Netherlands
Netherlands institute of safety	Netherlands
MSB (Swedish Civil Contingencies Agency)	Sweedeen
Northern Safety Region of the Netherlands, Veiligheidsregio Groningen	Netherlands
Spanish Government General Directorate of Civil Protection Homeland Security	Spain
<b>Training centers</b>	
Directorate of Emergency and Meteorology services Basque Government	Spain
Main School of fire service in Warsaw	Poland
Police Academy of the Netherlands	Netherlands
<b>Governement</b>	
Austrian Federal Ministry of Defense and Sports	Austria
City of Oslo/Emergency Planning Agency	Norway
DG ECHO	European Commission
Dutch Ministry of Security and Justice	Netherlands
<b>Research</b>	
National Institute of Oceanography and Geophysics	Italy
Physics and Environment University of Udine	Switzerland
SPRINT – Safety and Protection Intersectoral Laboratory Department of	Italy





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



Chemistry	
Stord/Haugesund University College	Norway
<b>Other organizations</b>	
Fly-n-Sense	France
Glerum Civil Protection and Crisis Management Consulting	Netherlands
Head Activation and Coordination Support Unit (ACSU) and GDACS Secretariat Emergency Services Branch	Switzerland
MarGins Consulting	UK
Synergies International Consulting	Slovenia
UN and NATO Consultant	UK

### D. What do we expect?

We would like to invite your organisation to participate as donor to support the living document from the end of the project on. Resources obtained from donors will be allocated to cover the costs associated to the maintenance of the living document, the acceptance of new users and the review of uploaded documents. Being a donor will be recognized in the living document. Donors can renew their donation every year.

The indicated amount per organization is 600 €.





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



### VIII. Appendix B: Articles of Society of the European Crisis Management Community of Practice (SECrMaCoP).

The name by which the association shall be known is: Society of the European Crisis Management Community of Practice (SECrMaCoP).

The purposes for which the Society is formed is as follows: The Society is organized and is to be operated exclusively as a charitable, civic and educational organization within the meaning of Ley 7/2007, de 22 de junio, de Asociaciones de Euskadi<sup>1</sup>. The European Crisis Management Community of Practice promotes the development and sharing of lessons learned about crisis management.

- to identify, extend and unify knowledge about crisis management
- to promote the design of structures and policies to crisis management
- to promote the development of crisis management and the free interchange of information about crisis management
- to promote the dissemination of information on such topics to the general public, and
- to encourage and develop educational programs in crisis management

To these ends, the Society proposes to conduct maintain and improve the living document developed on the European ELITE project; to cooperate with other organisations interested in the advancement of crisis management; to stimulate research; and to improve its practice throughout the world

There shall be one class of voting members and as many classes of non-voting members. Any person who subscribes to the objectives of the Society, and pays the prescribed dues, shall be a voting member. All other members shall be non-voting members and shall have no right to vote on any matter. The voting member will elect the board of directors, composed by a president, a vice-president and a treasurer.

The purposes of the Society, as stated herein, shall be carried out by its Board of Directors

<sup>1</sup> [http://www.euskadi.net/cgi-bin\\_k54/ver\\_c?CMD=VERDOC&BASE=B03A&DOCN=000076589&CONF=/config/k54/bopv\\_c.cnf](http://www.euskadi.net/cgi-bin_k54/ver_c?CMD=VERDOC&BASE=B03A&DOCN=000076589&CONF=/config/k54/bopv_c.cnf)





# ELITE

## Elicit to Learn Crucial Post-Crisis Lessons



No person shall be disqualified from holding any office by reason on any interest

The Society may purchase, receive, take by grant, gift, devise, bequest or otherwise, lease, or otherwise acquire, own, hold, improve, employ, use and deal in and with real or personal property, or any interest therein, where ever, situated, in an unlimited amount

The Society may solicit and receive contributions from any and all sources and may receive and hold, in trust or otherwise, funds receives by gift or bequest

No part of the assets or of the net earnings of the Society shall be divided among, inure to the benefit of, or be distributable to any member, director or officer of the Society, or to any private person; provided, however, that reasonable salaries and/or compensation may be paid for services rendered to or for the Society in any furtherance of one or more of its purposes; and payments or distributions may be made by the Society in furtherance of its purposes; no member, director or officer of the Society, or any private person shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the Society

No substantial part of the activities of the Society shall be, include, or involve the dissemination or carrying on of propaganda, or otherwise attempting to influence legislation;

The Society shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office

Upon dissolution of the Society or the winding up of its affairs, the assets of the Society shall be distributed exclusively to such charitable, religious, scientific, testing for public safety, literary or educational organizations, as amended, as the Board of Directors may decide

Meetings of the members may be held anywhere as the directors may decide.

These articles of organization may be amended by vote of two thirds of the members qualified to vote and voting.

