



**Leadership Team**

**2011 / 2013**

**Bobby Simmons, President**  
**Kenneth Habetz, Senior Vice President**

**Training Manual**  
**October 10, 2011 – Marksville, LA**

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*Louisiana Housing Council*  
*General Information*

**Leadership Team**  
**2011 / 2013**

## **LHC Overview**

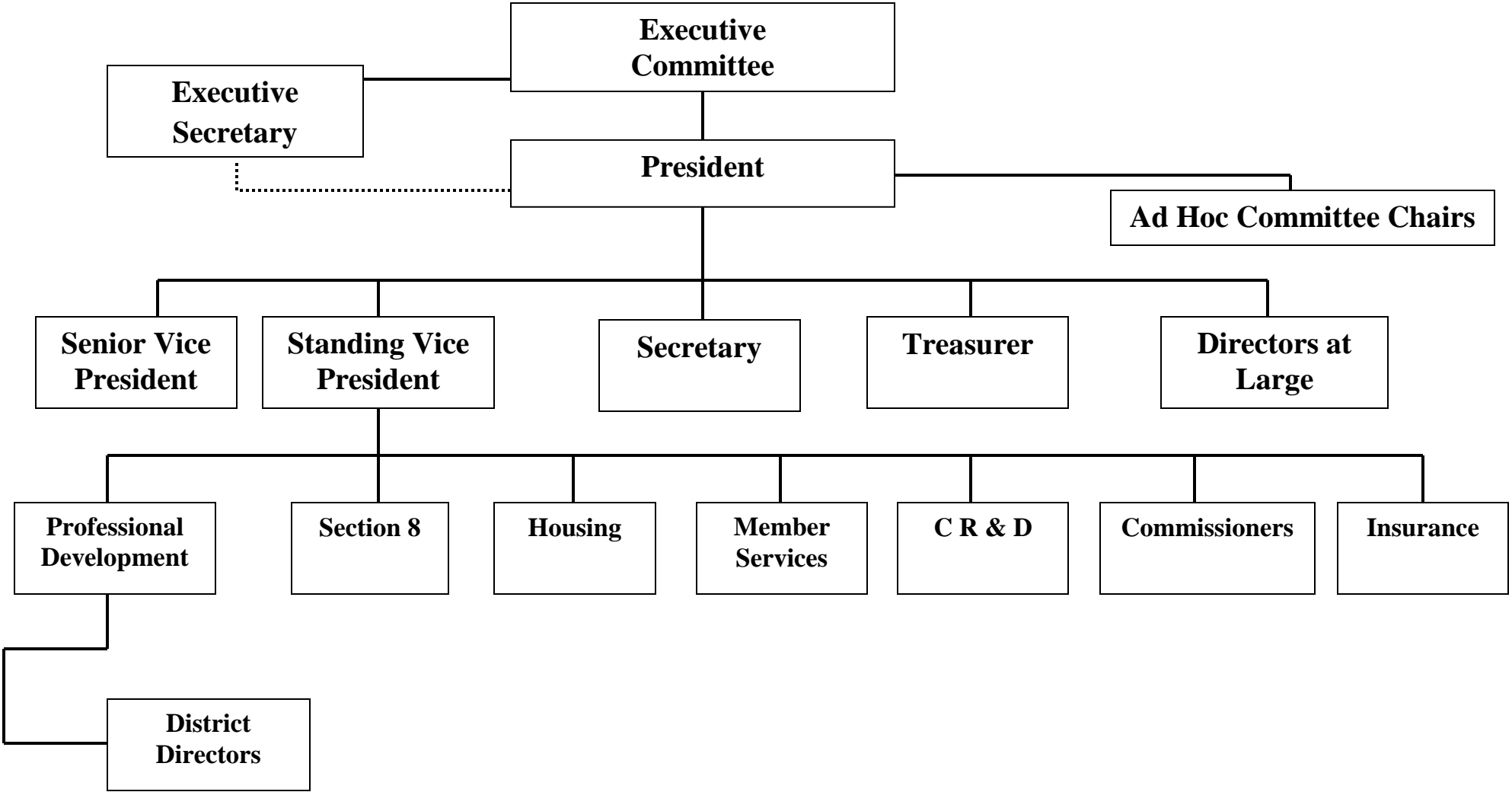
The Louisiana Housing Council (LHC) is a statewide organization of professional people who are involved in Housing and Community Development. For over 40 years LHC has been the largest and most effective organization of its kind in Louisiana. LHC is filled with dedicated individuals and agencies working together to improve Housing programs. All Officers of LHC are elected to 2 year terms, with the Directors at Large being elected on staggering terms. Officers are: President, Senior Vice President, Secretary, Treasurer, Vice President of: Housing, Section 8, Commissioners, Member Services, Professional Development, Community Development and Insurance. All Standing Committees are chaired by an elected Vice President – except for the Insurance Committee whose chair is elected from among the members of that committee. The President appoints ad hoc Committee chairmen.

One of the main goals of LHC is to provide training to its membership and thereby enhance the professionalism of the entire industry.

The Council's parent organization is the National Association of Housing and Redevelopment Officials (NAHRO) based in Washington, DC. Based on the current membership structure NAHRO dues are agency based which results in a stronger organization.

Filtering from NAHRO are eight regional councils made up of individual state chapters in a geographical area. LHC is a part of the Southwest Region, which includes seven states: Arkansas, Kansas, Missouri, Oklahoma, Texas, New Mexico and Louisiana.

# Louisiana Housing Council



## **By-laws**

### OF THE LOUISIANA HOUSING COUNCIL CHAPTER OF THE NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

#### **ARTICLE I – NAME**

The name of this organization shall be Louisiana Housing Council, Inc.

#### **ARTICLE II – AREA OF OPERATION**

The area of operation shall be the **State of Louisiana**.

#### **ARTICLE III – PURPOSE**

The purpose for which this corporation is formed are purely public, educational and charitable within the meaning of Section 501( c ) ( 3 ) of the Internal Revenue Code of 1954, as amended, and the objects to be carried on and promoted by it are as follows:

( a ) To promote and advance decent, safe and sanitary housing for person of low income, including the elderly and handicapped, within the State of Louisiana, and to act as a chapter of the National Association of Housing and Redevelopment Officials and to foster and promote within Louisiana the programs sponsored by the National Association of Housing and Redevelopment officials: to lessen the burdens of government; promote social welfare ; combat community deterioration ; instruct and train the individual members for the purpose of improving or developing their administrative capabilities; instruct the public on subjects useful to the individual and beneficial to the community; sponsor public discussion groups, panels, lectures, and similar programs; sponsor and promote the exchange of information and experience of member on subject of housing and community development, their organizations, policies, administration and operations; and sponsor efforts to improve standards in all phases of housing and community development:

(b) To meet on a regular basis and to utilize these regular meetings and other year round activities to achieve the purposes and goals of this organization:

(c) to promote cooperation among all agencies administering housing and community development programs, federal, state, parish and local agencies having jurisdiction over same, and with the general public:

(d) To promote the common good and general welfare of the cities, parishes, and state , their inhabitants, surrounding territories and their inhabitants, hereby benefiting society by reducing the causes of crime, poor health, and blighted conditions, combat community deterioration and juvenile delinquency, and to promote community improvement by fostering ideals, principals, and beliefs in providing decent, safe and sanitary housing:

(e) Without limiting the generality of the foregoing, this corporation shall have all the powers, privileges, rights and immunities necessary or convenient for carrying out the purposes for which this corporation is formed and the directors hereby claim for this corporation all the benefits, privileges, rights and powers created, given, extended, or conferred by the provisions of all applicable laws enumerated in Louisiana R.S. 12:207 pertaining to non-profit corporations and any additions or amendments thereto; and ,

(f) Notwithstanding any other provision of these By- Laws, the corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Sections 501(c) (3) of the Internal Revenue Code of 1954 and its regulations as they now exist or as they may hereafter be amended, or by an organization contributing to which are deductible under Section 170 (c) (2) of such code and regulations as they now exist or as they may hereafter be amended;

As an incident to the stated objects, this corporations shall have the right, power and authority to purchase, receive any donations, or acquire by any other legal means all species of property, real and personal, and mixed which shall be deemed by the membership thereof to be useful in carrying out the stated objects and purposes, and to borrow and to issue notes, or other evidence of debt and to secure the same by mortgages, pledges, hypothecation, and any other security, or devices.

In furtherance of such purposes, this corporation shall do any and all things permitted by law and enjoy all the right, privileges, and powers accorded to non-profit corporations under the laws of the State of Louisiana, including the power to conduct and carry on any and all business or businesses of the

corporation. No party of the net earnings of the corporation shall inure to the benefit of any member, trustee, officer, or other private person, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payment and distribution for the furtherance of the purpose set forth herein.

The corporation shall not carry on any other activity or activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c) (3) of the Internal Revenue code of 1954 of the corresponding provision of any future United States Internal Revenue Law.

#### **ARTICLE IV – MEMBERSHIP**

Membership shall consist of three types as follows:

(1) Agency – Each local Public Agency and any individual or firm engaged in the Housing, Section 8 Voucher & Certificate Program, and / or Community Development field and associated with all local Public Agency or involved in the ownership or management of a United States Department of Housing and Urban Development subsidized housing complex in the State of Louisiana shall be admitted to membership upon payment of dues as established by the Board of Directors. Each agency member shall have a voice in the corporation and shall be entitled to one (1) vote.

(2) Associate - any individual or firm engaged in the housing and community development field and not associated with a Local Public Agency or involved in the ownership or management of a United States Department of Housing and Urban Development subsidized housing complex in the State of

Louisiana shall be eligible for Associate Membership in the corporation and shall be referred to as an Associate Member. Associate Members shall have a voice in the affairs of the corporation, but shall not be entitled to vote. They will be admitted upon the payment of dues as established by the Board of Directors.

(3) Honorary – Honorary membership in the corporation may be conferred upon an individual by a majority vote of the member present at the Annual Meeting. Such honorary membership shall not confer voting privilege nor require payment of dues.

## **ARTICLE V – OFFICERS**

Section 1. The officers of the corporation shall be a President; a Senior Vice President; Vice President for Housing; Vice President for Section 8; Vice President for Professional Development; Vice President for Community Revitalization; Vice President for Member Services; Vice President for Commissioners; a Secretary and a Treasurer, all of whom shall be employed by an agency that is an active member of the Louisiana Housing Council, Chapter of NAHRO.

Section 2. It shall be the duty of the president to preside at all meeting of the corporation and of the Board of Directors, to see that the By-Laws are strictly enforced, to supervise generally all affairs of the corporation and at the annual meeting to make a report of the accounts and general business of the corporation during the preceding year. The President shall be ex-officio member of all standing committees and shall appoint additional special committees as may from time to time be necessary to the affairs of the Chapter. The Senior Vice – President shall preside in the absence of the President. In the absence or inability of the President and the Senior Vice-President to attend any meeting, a Vice-President shall call the meeting to order and preside. If the President, the Senior Vice-President and all other Vice –Presidents were absent from any meeting, the Secretary or Treasurer shall call the meeting to order and a temporary chairman shall be elected.

Section 3. In order to further the aims and purposes of the corporation and to facilitate organizational function, operations, and activities serving the various programs that are part of the corporation’s interests., all such areas of interest and program activities, as determined appropriate by the Board of Directors, may be assigned to the Vice-President by the President.

Section 4. The Senior Vice-President shall assist the President in coordinating the development of program affairs, and shall carry out such other duties as may be assigned.

Section 5. The seven Vice-Presidents may appoint, with the advice and consent of the President, such committees as they may deem necessary, or as may be directed by the Board of Directors following the principles and considerations or committee appointments set forth

hereinafter. Except as otherwise provided herein, the terms of all committees and members, thereof shall expire at the end of the Presidents term.

Section 6. The Secretary shall keep a record of the proceedings of the Corporation in a book maintained for that purpose. The Secretary shall send out notices required and attend to such other business as may belong to his office or as may be directed by the officers. The Secretary shall promptly furnish to the Central Office of NAHRO current lists of names, titles and addresses of the officers of the Chapter.

Section 7. The Executive Secretary shall be appointed by a majority vote of the Board of Directors for an unspecified period of time. He/She shall manage the day-to-day affairs and correspondence of the corporation. The Executive Secretary shall be compensated at the discretion of the Board of Directors. He/She shall be the custodian of the funds of the corporation. He/She shall collect all monies payable to the corporation and shall deposit and invest the same as directed by the Board of Directors.

Section 8. The Treasurer shall disburse funds of the corporation upon written approval of the President or as authorized by the Board of Directors of the corporation. The Treasurer shall keep the books of accounts of the corporation and shall submit a statement of his accounts, with the proper vouchers, at the regular meetings of the corporation. He shall render an annual account to the officers prior to each annual meeting. He shall perform such other duties as properly belong to this office, or as may be specified by the Board of Directors. The books of the Treasurer shall be open for inspection by the officers, or any committee appointed by them, for the purpose of making an examination thereof. Before entering upon their duties, the Executive Secretary and the Treasurer shall enter into a good and sufficient bond as required by the Board of Directors, the amount to be determined by the Board of Directors payable to the Louisiana Housing Council, Inc. The premium of said bond shall be an authorized expenditure out of the corporation funds.

Section 9. The officers shall not receive compensation for their services.

## **ARTICLE VI – BOARD OF DIRECTORS**

Section 1. The control and management of the affairs, funds and property of the corporation shall be vested in a Board of Directors, the member of which shall be employed by an agency who is an active member of the Louisiana Housing Council, Chapter of NAHRO.

Section 2. The Board of Directors shall consist of (A) ten (10) elected principal officers, (B) six (6) additional Directors at Large, one of which shall be a Commissioner, to be elected for a two-year (2) staggered term, (C) all active LHC past presidents.

Section 3. At each annual business meeting three (3) Directors at Large shall be elected. The active commissioner nominated to serve, as a Director at Large, shall be elected in the same year as the Officers of LHC. Should a vacancy occur on the Board between LHC meetings, the position will be filled by a majority vote of the Board of Directors at the next regularly scheduled meeting.

Section 4. Regular meeting of the Board of Directors shall be held immediately following the annual meeting of the corporation and at such other times as the Board of Directors may determine. Special meetings of the Board of Directors may be called by the President at any time and shall be called by the President or the Secretary upon written request of a majority of the membership. Section 5. Notice of meetings, other than the regular annual meeting, shall be given to each member of the Board of Directors in person or in writing directed to his address on record at least seven (7) days before the date designated for the meeting; such notice shall specify the time and place of such meeting and the business to be brought before the meeting. At any meeting at which every member of the Executive Committee is present, although held without notice, any business may be transacted which might have been transacted if the meeting had been duly called.

Section 6. Quorum – At any meeting of the Board of Directors, seven (7) members shall constitute a quorum for the transaction of business; but in the event of a quorum not being present, a lesser number may adjourn the meeting to some future time, not more than fifteen (15) days later.

Section 7. Voting – At all meetings of the Board of Directors, each member shall have one vote, but no more than one even though an individual be in possession of a proxy.

Section 8. Removal of Member – If a Board of Directors member fails to attend three (3) consecutive meetings of the Board of Directors, and such absences are not excused by the Board of Directors, his place shall automatically become vacant and such vacancy shall be filled as herein provided.

## **ARTICLE VII – DUES**

Section 1. The Board of Directors shall, as it deems necessary for the operation of the corporation, establish dues for membership in the corporation. It shall be the duty of the Treasurer to direct the collection of these dues.

Section 2. Membership dues not paid within three (3) months past the date due shall be considered in arrears as to dues. After due notice, such members in arrears shall be removed from the membership rolls of the corporation.

## **ARTICLE VIII – ELECTION OF OFFICERS AND BOARD OF DIRECTORS**

Section 1. The election of officers each two years and members of the Board of Directors each year shall be held at the annual meeting. All members of the Board of Directors shall serve until their successors have been duly elected and qualified.

Section 2. The vote may be either by ballot or by voice, and each Agency member present shall have one vote. There shall be no voting by proxy.

Section 3. The President shall, at least four weeks prior to the annual meeting, appoint a nominating committee of five (5) members, to consist of past active LHC Presidents. In the event that there are not five (5) active past Presidents, the current LHC President shall select nominating committee members from among the current duly elected officers and or Executive Committee members at the ensuing annual meeting. Nominations may also be made from the floor.

Section 4. No person shall be eligible for election as an office whose Housing Agency is not a member in good standing with the Louisiana Housing Council (LHC). Nor will any person be nominated or elected to serve as the LHC President or Senior Vice President unless that person has served a two (2) year term as a Vice President or Officer of LHC, Southwest, or National NAHRO.

Section 5. If a vacancy occurs in any office of the corporation, it may be temporarily filled by the Board of Directors, and shall be filled for the balance of the term by vote of the membership at the next meeting.

Section 6. All officers shall be elected for a term of two corporation years at the appropriate annual business meeting and shall assume the duties of their respective offices at the beginning of the following corporation year. Boards of Directors members, at large members, are elected for two-year staggered term, with three members to be elected each year. The corporation year shall begin on October 1st of each calendar year and shall end September 30th of the following year.

## **ARTICLE IX – COMMITTEES**

Section 1. There shall be the following standing committees of the corporation:

- (a) Housing
- (b) Community Revitalization and Development
- (c) Professional Development/District Directors
- (d) Member Services
- (e) Commissioners
- (f) Section 8
- (g) Insurance

Section 2. The President shall appoint the standing committees and such other committees, as he may deem necessary to the effective conducting of the corporation activities and the furtherance of the purposes of the corporation.

Section 3. The President shall inform the Board of Directors of all committee appointments.

Section 4. Committee appointments shall be for a two- year period and run concurrently with the terms of the officers of the corporation.

Section 5. The Insurance Board of Trustees shall be an LHC Standing Committee, consisting of seven (7) persons, whose term of office once appointed by the president of LHC shall expire upon death, resignation, retirement, or no longer an active member of LHC. Members of this Board shall be employed by an agency that is an active member of at least one of the LHC

Insurance programs. The Chairman of the Insurance Committee shall be elected by majority vote of the committee.

Section 6. All standing committees shall be composed of five (5) to ten (10) members.

## **ARTICLE X – MEETINGS**

Section 1. The membership of the corporation shall meet annually on the third Thursday of May. Should such day fall on a holiday, then the annual membership meeting shall be held on the following day. A notice at least ten (10) days prior to the meeting dates shall be given to the member of the corporation. Under emergency conditions, the Board of Directors shall have the power to postpone or suspend the meeting; and, under such conditions, shall have the power to change the place of the meeting.

Section 2. Special meetings of the corporation may be called at any time by the Secretary on the order of the President or as the result of a signed petition of at least one –fourth of the total active membership. The Secretary shall give notice of the time and place of the regular or special meeting at least one week prior thereto.

Section 3. A regular meeting may be postponed by order of the President or by a notice signed by three (3) officers, or by a petition signed by one-third of the members.

Section 4. At any meeting of the Board of Directors, seven (7) members shall constitute a quorum for the transaction of business; but in the event of the quorum not being present, a lesser number may adjourn the meeting to some future time but, not more than fifteen (15) days later.

Section 5. A quorum must be present at any meeting at which business is transacted or a vote taken committing the corporation to any proposal or action. Without a quorum, meetings may be held at which the admission of new members may be announced, a program may be presented, or the member may engage in discussion of the matters of the corporation interest.

Section 6. The Board of Directors, Executive Committee, standing committees, and special committees are authorized to meet via telephone conference or through other electronic Communications media so long as all the members may simultaneously hear each other and participate during the meeting. (Amended 11/02/2010)

## **ARTICLE XI – AMENDMENTS**

Section 1. These By-Laws may be amended at an annual or special meeting of the corporation by a two-thirds vote of the members present, provided a quorum is present. No proposition to amend shall be acted upon unless written notice thereof has been filed with the Secretary at least three weeks prior to the meeting. A copy of any proposed amendment or summary of the changes to be made thereby filed with the Secretary shall be embodied in the call for the annual or special meeting, and a copy shall be sent to every member of the corporation at least ten (10) days before the date of such meeting.

Section 2. No amendment to these By-Laws shall become effective unless and until approved by the Executive Committee of the Southwest Regional Council of NAHRO and the Board of Governors of National NAHRO.

## **ARTICLE XII – ROBERTS RULE OF ORDER**

Section 1. “Roberts Rule of Order” shall be the Corporation’s final authority on all questions of procedure and parliamentary law in government under by – laws.

## **ARTICLE XIII – EFFECTIVE DATE OF BY – LAWS**

Section 1. These by – laws and any amendments thereto shall become effective on approval by the Executive Committee of the Southwest Regional Council of NAHRO, and are subject to revocation by the Executive Committee or the Board of Governors of the Association for due causes. Upon approval by the Executive Committee of the Southwest Regional Council of NAHRO, a copy of these by – laws and of any amendments thereto shall be transmitted to the National Association of Housing and Redevelopment Officials (NAHRO), 630 Eye Street, N.W. Washington, D.C. 2001-3736.

By – Laws of the Louisiana Housing Council, Chapter of the National Association of Housing and Redevelopment Officials, Adopted on the 18th of May, 2005 by Louisiana Housing Council Membership.

The LHC website is a valuable tool for sharing information, posting special events, updates, and notices, and for downloading registrations and applications. It is user friendly for easy access and navigation. If you haven't visited us lately, please do so. We are located at [www.lanahro.org](http://www.lanahro.org).

All officers and committee chairs are encouraged to submit information with updates on their activities and important notices or request. Your articles/notices should be sent in MS Word format so that it can easily be posted in a format that everyone can read (pdf.) Include photos when possible. Email to [sstrange@oeccwildblue.com](mailto:sstrange@oeccwildblue.com) and enter LHC Web in the subject box. All correspondence should be scanned for viruses before submission.

Your support and involvement will maintain the success of the website. Please contact me with suggestions or concerns. I look forward to working with you to make your website what you want it to be.

Susan Strange  
Web Manager  
318-377-9268

**LOUISIANA HOUSING COUNCIL**

**OPERATING BUDGET**

**FOR PERIOD OCTOBER 1, 2011 THRU SEPTEMBER 30, 2012**

**INCOME**

402	PHA DUES	22,000.00
404	CD DUES	500.00
405	ASSOCIATE MEMBER DUES	500.00
406	INTEREST	2,750.00
407	CONSOLIDATED INSURANCE PROGRAM	105,000.00
4080	MAINTENANCE WORKSHOP INCOME	4,000.00
4090	MAINTENANCE WORKSHOP EXPENSE	
4091	FALL MEETING - INCOME -	-
4092	FALL MEETING - EXPENSE -	
4093	WINTER MEETING - INCOME	2,500.00
4094	WINTER MEETING - EXPENSE	
4095	ANNUAL LEGIS & AWARDS CONF - INCOME	
4096	ANNUAL LEGIS & AWARDS CONF - EXPENSE	(5,000.00)
4099	OTHER WORKSHOP INCOME	35,000.00
4100	PB MAINT/MNGMT WORKSHOP INCOME	
4110	PB MAINT/MNGMT WORKSHOP EXPENSE	
4120	HCV & PHA WORKSHOP - INCOME	
4130	HCV & PHA WORKSHOP - EXPENSE	
4140	EXECUTIVE DIRECTORS WORKSHOP - INCOME	
4150	EXECUTIVE DIRECTORS WORKSHOP - EXPENSE	
4160	ANNUAL HUD/LHC TRAINING - INCOME	
4170	ANNUAL HUD/LHC TRAINING - EXPENSE	
4180	COMMISSIONERS FUND INCOME	
4190	COMMISSIONERS FUND EXPENSE	
4200	UPCS WORKSHOP - INCOME	
4210	UPCS WORKSHOP - EXPENSE	
4590	OTHER INCOME	5,500.00
	Resident Calendars, T-Shirts	

**TOTAL OPERATING INCOME 172,750.00**

**EXPENSES**

501	PRESIDENT'S COORDINATING ACTIVITIES	6,000.00
504	EXECUTIVE COMMITTEE MEETING EXPENSE	1,000.00
505	NOMINATING COMMITTEE EXPENSE	200.00
521	SENIOR V P COORDINATING ACTIVITIES	1,000.00
525	INSURANCE COMM COORD. ACTIVITIES	3,000.00
526	RESOLUTION & BY-LAWS COMMITTEE	200.00
541	V P HOUSING COORD. ACTIVITIES	2,000.00
547	LEGISLATIVE COMMITTEE EXPENSE	
547.01	LOUISIANA	15,000.00
547.02	NATIONAL	3,000.00
561	V P CR&D COORD. ACTIVITIES	500.00
581	V P PROF DEVE. COORD. ACTIVITIES	500.00
582	DISTRICT MEETING EXPENSE	2,000.00
601	V P MEMBER SERVICES COORD. ACTIVITIES	1,000.00
603	PUBLIC RELATION COMMITTEE	
604	PUBLIC RELATIONS AWARD EXPENSE	3,000.00
605	RESIDENT CALENDARS	2,000.00
606	PHILIP W. MILLER AWARD	1,500.00
606.01	PHILIP W. MILLER AWARD COMMITTEE EXPENSES	1,000.00
608	LHC T-SHIRTS	250.00
611	V P COMMISSIONERS COMM. COORD. ACTIVITIES	1,500.00

612	VP S/8 COORDINATING SECTION 8 ACTIVITIES	500.00
621	TREASURER'S BOND	300.00
623	TREASURER'S ADMINISTRATIVE EXPENSE	300.00
624	ACCOUNTING SERVICES	1,470.00
625	BUDGET COMMITTEE	100.00
642	SECRETARY'S ADMINISTRATIVE EXPENSE	300.00
702	EXECUTIVE SECRETARY CONTRACT	65,000.00
703	MAILING SERVICE SUPPLIES	
703.01	NEWSLETTER PRINTING	4,000.00
703.02	OTHER PRINTING	500.00
703.03	POSTAGE	2,000.00
703.04	TONER	2,500.00
703.05	OTHER SUPPLIES	1,000.00
703.06	LHC DIRECTORIES	750.00
703.09	OTHER EXPENSE	500.00
704	EXECUTIVE SECRETARY TRAVEL	6,000.00
706	TELEPHONE EXPENSE	500.00
712	FISCAL AUDIT	22,200.00
713	LHC TAX EXEMPTION EXPENSE	1,550.00
714	EQUIPMENT	2,000.00
715	GRADUATION SUCCESS COMMITTEE	500.00
719	SCHOLARSHIP PROGRAM	16,000.00
719.2	SCHOLARSHIP COMMITTEE EXPENSE	1,000.00
719.3	SCHOLARSHIP FOUNDATION EXPENSE	500.00
721	SW/NAHRO CONFERENCE AD	500.00
722	WEBSITE EXPENSE	1,500.00
723	LA MUNICIPAL ASSN BOOTH	2,500.00
724	LEGAL-CIVIL SERVICE	1,000.00
725	LEADERSHIP WORKSHOP	3,000.00
726	LAAHP MEMBERSHIP	300.00
727	NAHRO Train The Trainers	1,000.00
	<b>TOTAL EXPENSES</b>	<b>183,920.00</b>
	<i>NET OPERATING INCOME/DEFICIT</i>	<i><b>-11,170.00</b></i>

**LOUISIANA HOUSING COUNCIL  
EXPENSE SHEET**

Name: \_\_\_\_\_ Purpose: \_\_\_\_\_ Submitted: \_\_\_\_\_

Departure Time & Date: \_\_\_\_\_ Return Time & Date: \_\_\_\_\_

Destination: \_\_\_\_\_

<b>Date:</b>	<b>SUN</b>	<b>MON</b>	<b>TUES</b>	<b>WED</b>	<b>THURS</b>	<b>FRI</b>	<b>SAT</b>	<b>TOTAL</b>
Air Fare								
Car Rental								
Train								
Taxi								
Mileage								
Parking/Tolls								
Gas								
Lodging								
Phone/Fax								
Breakfast								
Lunch								
Dinner								
Tips								
Business Meals								
Entertainment								
Taxes								
Miscellaneous								
Total from below								
<b>TOTALS</b>								

	Total Expenses
	Less LHC Charges
	Amount Due to Participants

Explanation of Miscellaneous Expenses		
Date	Description	Amount

Comments

Participant Signature: \_\_\_\_\_ Date Reimbursed: \_\_\_\_\_

Final Approval By: \_\_\_\_\_ Check Number: \_\_\_\_\_



# **ROLES AND RESPONSIBILITIES OF LEADERSHIP**

# **PRESIDENT OF LOUISIANA HOUSING COUNCIL**

The President is responsible to lead all Committees in making plans for their specific activities over the next two years. He specifically chairs all meetings of the Executive Committee and general membership

## **Other Duties Include:**

1. Implement procedures, policies and activities adopted or approved by the Executive Committee.
2. Supervise all affairs of the LHC
3. Serve and represent LHC at SWNAHRO and the national level
4. Present a written report for SWNAHRO Executive Committee and Steering Committee
5. Appoint 4 members to each SWNAHRO Standing Committee and make recommendations for Special Committees
6. Prepare the meeting agenda for the Executive Committee and General Business Meetings for every meeting.
7. Approve and sign all expenditures of the LHC
8. Ensure the by-laws of the Louisiana Housing Council are enforced
9. Assume an active role in supporting membership
10. Assess needs, set goals and plan strategy for his/her term in office
11. Support and assist Chapter VP's in their plans and goals
12. Host and assist in planning of any SWNAHRO meetings in Louisiana
13. Relay SW and National information and projects to State Chapter

# **SENIOR VICE PRESIDENT OF LOUISIANA HOUSING COUNCIL**

The Senior Vice President is responsible to assist the President in any duty as assigned by the President. He/She shall preside over council meetings in the absence of the President and shall succeed the President in office if he/she cannot complete his/her term until the next annual meeting. During this time the Senior Vice President shall perform any other such duties as may be required. He/She specifically chairs the Planning Committee and is responsible for planning all LHC conference. The Senior Vice President may be assigned to chair any other Ad Hoc Committees by the President

## **As Chairman of the Planning Committee:**

1. Chair meeting by following parliamentary procedures.
2. Notify Committee members of each meeting time, date, location, etc.
3. Assign specific tasks to committee members for implementation of the conference plans
4. Work with Service Officer to prepare draft and final Agenda for advertisement.
5. Follow up with Speakers/Trainers as set out in Agenda Plan.
6. Conducts follow up with committee members and Service Officer as necessary.

# **VICE PRESIDENTS OF ALL STANDING COMMITTEES**

Each Vice President of a standing committee is responsible to lead the committee in setting goals and making a plan of action for their specific activities over the next two years.

## **All Vice Presidents Duties Include:**

1. Chairing all meetings by following parliamentary procedure. (a synopsis of Roberts Rules of Order is included in this handbook)
2. Setting goals and planning specific projects.
3. Notifying committee members of each meeting time, date, location, etc.
4. Preparing the meeting agenda in advance for every meeting
5. Arranging for written minutes to be taken at each meeting.
6. Preparing any resolutions for submission to the Executive Committee
7. Conducting follow up with committee members as necessary.
8. Representing LHC at all SWNAHRO committee meetings.  
Unexcused absences of two consecutive meetings, is cause for removal from a standing SWNAHRO committee.
9. Preparing a written report for the state for submission to the SWNAHRO committee meetings. If unable to attend any SWNAHRO meeting, the VP should make provisions for someone to present a written report in his/her place and should notify both the President of LHC and the VP for SWNAHRO of their unavailability.

## **VICE PRESIDENT FOR HOUSING**

The primary function of the Vice President of Housing is to direct the committee in such a manner as to encourage housing agencies to communicate issues, concerns, successes and challenges in their agencies. The VP should facilitate group discussions on legislative issues dealing with these housing concerns. The VP should promote training agendas when necessary to ensure regulations are clearly understood for implementation by housing agencies

## **VICE PRESIDENT FOR COMMUNITY REVITALIZATION AND DEVELOPMENT**

The primary function of the Vice President of CR&D is to direct the committee to stay abreast of affordable housing production, community revitalization efforts, economic development approaches and legislation affecting the community development industry.

## **VICE PRESIDENT FOR PROFESSIONAL DEVELOPMENT**

The primary function of the Vice President for Professional Development is to direct the committee to focus on the general and specific areas of career identification, training and education, certification and credentialing and the professionalization of the member of LHC.

## **VICE PRESIDENT FOR MEMBER SERVICES**

The Vice President for Member Services along with his/her committee is solely responsive to the needs of the membership covering a wide range of areas. The committee is charged with serving those interests of the members who cut across program and professional lines. Member Services is charged with coordinating supportive products and services as required by the association. These services include support for conferences, conventions, publications, member benefits and awards. Member Services is responsible for promoting membership across the state.

## **VICE PRESIDENT FOR COMMISSIONERS**

The Vice President for Commissioners shall serve as a liaison for the commissioners thereby supporting the goals and objectives of the council. He/Sha shall work to support programs to expand the education and skills of the commissioners. The VP shall coordinate with the LHC staff, leadership and membership at all levels of the council in fulfillment of these purposes.

## **VICE PRESIDENT FOR SECTION 8**

The Vice President for Section 8 along with his/her committee shall address the specific problems and concerns of the Section 8 Program and promote comprehensive training for all Section 8 agencies. The VP should facilitate group discussions on legislative issues dealing with these Section 8 concerns. The VP should promote training agendas when necessary to ensure regulations are clearly understood for implementation by Section 8 agencies.

## **CHAIRMAN FOR INSURANCE**

The chair for insurance along with his/her committee shall strive to assure that the council and all housing agencies enrolled receive the best coverage for the least amount of money. He/She shall monitor all insurance renewals to assure that the renewals benefit the council and its member agencies and shall advise the council on insurance specific issues. The chairman and his/her committee shall work to insure that all the interest of the council is protected to the best of their abilities.

## **SECRETARY**

The secretary must attend all business meetings for the council, keep attendance records of executive committee, record all actions, transcribe minutes; keep original reports, resolutions, proposals, etc. and attach to minutes; follow through with board actions and/or advise the president of same.

### **Specific Duties:**

The secretary should obtain a copy of the LHC by-laws and leadership roster in order to become familiar with the various offices, committees and membership responsibilities. The secretary should document the member making and seconding any motion and should ensure that these members are voting members of the appropriate committee.

The secretary will conduct roll call at each meeting and documenting those present or absent.

The secretary will transcribe the minutes of all meetings in a timely manner and forward to the President and Service Officer for review. The Service Office will forward minutes to all committee members.

## **TREASURER**

The treasurer shall disburse funds of the council upon written approval of the President or as authorized by the Executive Committee. The treasurer shall keep the books of accounts of the council and shall submit a statement of his/her accounts, with the proper vouchers, at the regular meetings of the council. He/She shall render an annual account to the officers prior to the annual meeting. The treasurer shall maintain Treasurer's Bond during the term of his/ her office.

# **CHAIRMAN OF AD HOC COMMITTEES**

This position is appointed by the President of the Louisiana Housing Council and is charged with the responsibility to lead the committee in setting goals and making a plan of action for their specific activities over the next two years, or until the goals have been accomplished. Some ad hoc committees are permanent, while some are of a specific and temporary nature.

Permanent Ad Hoc Committees of LHC are:

- Awards
- By-Laws
- Budget
- Civil Service Task Force
- Conference Planning
- District Directors/Co-Directors
- Diversified Housing Opportunities
- HUD Liaison
- Legislative
- Liaison to LA Housing Finance Agency & Housing Trust Advisory Council
- Maintenance
- Nominating
- Philip W. Miller Awards of Excellence
- Site Selection
- Scholarship
- Scholarship Foundation

Some examples of temporary Ad Hoc Committees are:

- Graduation Success Committee
- Executive Directors Contract Committee
- Service Officer Review Committee
- Website Committee

## **General Committee Chair Duties Include:**

- 1.* Chairing all meetings by following parliamentary procedure. (a synopsis of Roberts Rules of Order is included in this handbook)
- 2.* Setting goals and planning specific projects.
- 3.* Notifying committee members of each meeting time, date, location, etc.
- 4.* Preparing the meeting agenda in advance for every meeting
- 5.* Arranging for written minutes to be taken at each meeting.
- 6.* Preparing any resolutions for submission to the Executive Committee
- 7.* Conducting follow up with committee members as necessary.

## **DIRECTORS AT LARGE**

There are six Directors at Large – three are elected each year to two year staggering terms. These directors are voting members of the Executive Committee. They are responsible to act as ambassadors of the Louisiana Housing Council and to serve on any committee as appointed by the President. These individuals are encouraged to participate on both the Southwest and National levels. At all times, one of the six Directors at Large shall be a commissioner.

# DISTRICT DIRECTORS

This position is an elected position of the individual district. There are six districts throughout the state – divided in a geographical manner. These Directors are under the Professional Development Vice President and are automatically members of the Professional Development Committee. They coordinate specific training activities and other meetings of their individual districts. The District is allowed to elect co-directors representing Housing and Section 8 – or one Director to represent both groups. District Directors are non-voting members of the Executive Committee

## **General Duties Include:**

1. Chairing all meetings by following parliamentary procedure. (a synopsis of Roberts Rules of Order is included in this handbook)
2. Setting goals and planning specific projects.
3. Setting up meeting locations and any other arrangements as necessary (refreshments, etc.)
4. Notifying District members of each meeting time, date, location, etc.
5. Preparing the meeting agenda in advance for every meeting. The agenda should be included with any advertisement of the meeting.
6. Notifying the Vice President of the Professional Development and President of LHC of all meeting arrangements
7. Preparing written reports for submission to the LHC Newsletter
8. Responsible to prepare written reports of training needs to the Vice President of Professional Development and actively participate in the PD Committee
9. Conducting follow up with District members as necessary

## **OTHER EXECUTIVE COMMITTEE MEMBERS**

This position is held by active former Presidents of the Louisiana Housing Council. This position is a voting member of the Executive Committee. The individuals holding this position can be appointed to chair or participate in any committee by the LHC President. The immediate Past President holds the specific duty of chairing the Nominating Committee and the Philip W. Miller Award of Excellence Committee. The Nominating Committee is comprised of five active past presidents as appointed by the current LHC President. The immediate Past President also serves as a member of the Southwest Executive Committee.

## **EXECUTIVE SECRETARY SERVICE OFFICER**

The Executive Secretary / Service Officer shall be appointed by a majority vote of the Executive Committee for an unspecified period of time. He shall manage the day-to-day affairs and correspondence of the council. The Executive Secretary shall be compensated at the discretion of the Executive Committee, based on an agreed upon contract. The specific job duties shall be identified in said contract. He/She shall be the custodian of funds of the council, shall collect all monies payable to the council and shall deposit and invest the same as directed by the Executive Committee.

## NAHRO CODE OF PROFESSIONAL CONDUCT

The purpose of the National Association of Housing and Redevelopment Officials is (1) to be the leading housing and community development advocate for the provision of adequate and affordable housing and strong viable communities for all Americans, particularly those with low and moderate-income, (2) to strengthen the capacities of member agencies and (3) to develop and deliver the highest quality products and services for housing and community development practitioners.

Each NAHRO individual member or associate and those formally certified through one of NAHRO's comprehensive examination programs will adhere to a Code of Professional Conduct that supports this purpose and pledges to:

- Promote the public interest through the advocacy for responsible administration of housing and community development programs.
- Perform work responsibilities with the highest degree of integrity and professionalism in order to merit the respect of the beneficiaries of programs, elected officials and the general public
- Exercise diligence, objectivity and honesty in executing professional responsibilities
- Avoid any activities which conflict with official duties and not accept directly or indirectly any fee, rebate commission, discount, gratuity or other benefit whether monetary or otherwise for the professional discharge of duties except an authorized established salary, expenses and other benefits.
- Serve the public with dedication, concern, courtesy and responsiveness.
- Continually strive for professional excellence personally and encourage and support associates in their professional development efforts.
- Avoid misuse or misrepresentation of any of NAHRO's comprehensive certifications.
- Promote and encourage the highest level of ethics within the industry
- Immediately report known violations of the Code of Professional Conduct to the Executive Director of NAHRO.

This Code of Professional Conduct has been adopted to promote and maintain the highest standards of personal and professional conduct. Adherence to the Code is required for continued NAHRO individual membership and associate status and/or retention of any comprehensive credential achieved through NAHRO's professional development program.



*Conducting Meetings –  
Agendas, Minutes & More*

*Leadership Team*

*2011 / 2013*

# CONDUCTING MEETINGS

Conducting meetings is a very important leadership responsibility. Advance planning and careful directions are necessary to ensure that a meeting flows smoothly and accomplishes its objectives efficiently. The following suggestions should prove helpful.

## Before the First Committee Meeting

Upon assuming office, the committee chairpersons should first contact the previous chairperson, when available, to tie up loose ends and review previous goals and records. The new chairperson should review past minutes, reports, surveys and budgets when applicable. After consulting with the committee vice-chairperson on plans for the year and setting a date for the first meeting, the chairperson should review the objectives with the Board, comparing them to the objectives of RINO, or your individual organizations, if applicable.

## Preparing the Agenda

The items on the agenda should be arranged in the following order:

- ★ Review and approval of the minutes of the last meeting.
- ★ Approval of the current agenda
- ★ Items to accomplish the goals of the meeting. (Members are usually designated to provide a status report on ongoing projects or activities, such as a report from working committees or Executive Board.)
- ★ New Business. (If members want to insert other agenda items, those items can be placed here toward the end of the agenda, but only if they are relevant to the organization's purpose and do not fall under any agenda items already listed.)
- ★ Time, place and subject of the next meeting.
- ★ Adjournment

## **Meeting Structures**

The structure of the meeting follows the basic order of the agenda:

- ✦ Call the meeting to order
- ✦ Call the roll, noting which absences are excused
- ✦ Request approval of the previous meeting's minutes.
- ✦ Request approval of the agenda. (Ask if anyone wants to add any items to the agenda. If someone suggests a topic that would be better addressed by a committee or at a later time, you may keep the item off the agenda because it draws attention and energy away from the main purpose of the meeting. On the other hand, a new topic may be of such critical importance that it should come before other agenda items.)
- ✦ Set a time limit for the meeting
- ✦ Discuss and resolve agenda items, saving new business for last.
- ✦ Set the time, place and date for the next meeting
- ✦ Adjourn the meeting.

## **Meeting Pointers**

Anyone who has ever attended or led a meeting knows the feeling of exhilaration that occurs when a meeting accomplishes its goals. But when nothing gets done or, worse yet, when participants become hostile to each other and their ideas, meetings can be extremely frustrating. A successful meeting requires resources, advance planning and skillful direction.

## **Planning**

Once people are together and interacting, the outcome is less susceptible to the leader's control, thus the more planning invested beforehand, the better. Before the meeting, send all participants an agenda, which clearly states the meeting's purpose and any materials they need to make informed decisions. Materials included should provide both sides of the issue(s) to be discussed at the meeting. It is important to have all research done and ideas organized before the meeting begins.

## Directing the Meeting

Meetings should start on time and should follow the agenda strictly, barring unusual circumstances. Meeting procedures should be guided by Robert's Rules of Order. The chairperson is responsible for leading the meeting toward the accomplishment of its objectives and for balancing the competing needs for control and active participation.

Many chairpersons keep a low profile while taking charge of the direction of the meeting to ensure that the group focuses on its work instead of on any one person. The following guidelines will help the chairperson direct a successful meeting that is satisfying to all attendees:

- ★ Speak clearly and loud enough to exercise control
- ★ When speaking, be brief and encourage others to follow that example
- ★ Tell people as simply as possible what you want them to do and why. This technique can be the most dramatic and effective way of driving a point home.
- ★ Maintain order at all times. Don't interrupt a presentation to greet latecomers
- ★ Encourage participation and discussion. Remember that interest lags when action lags. Constructive criticism and even disagreements add vitality to a meeting. Most persons need positive feedback and will contribute to discussions when they have been invited to contribute and when their contributions are acknowledged.
- ★ Control the discussion so that the meeting continues to move forward. Encourage each person who takes the floor to speak clearly and audibly and to keep responses short and to the point. The individual who has the floor should be allowed to complete the presentation within reasonable time limits. If someone is taking too much time to contribute effectively, interrupt as courteously as possible and ask the group to respond to the comments made so far. The chairperson may sum up what the speaker has said, entertain discussion and secure a decision. If no consensus can be reached, end fruitless discussion by recommending further study.
- ★ Talk to the group as a group and not as individuals. Everyone should feel included, but no one should be singled out for special attention. If a conversation is going on, draw the attention of the group to that conversation – this keeps the group together and dissuades participants from conducting private conversations. Remember that the presiding officer should remain neutral. While asking questions is appropriate, a chairperson who wishes to comment should ask for the floor as a participant. Whenever possible, seek consensus rather than a vote to avoid polarization.

## **Closing the Meeting**

When all agenda items have been discussed, chairpersons usually check to see whether members feel that all relevant subjects have been adequately covered. At the end of the meeting, it is important to remind the attendees of the progress made during the meeting so that the group retains its sense of direction and gains a sense of accomplishment.

Summarize briefly what was decided, what was not decided and what remains to be done.

# ROBERTS RULES OF ORDER

## SYNOPSIS

8. **Chairperson or President.** The presiding officer, when no special title has been assigned him/her, is ordinarily called the Chairperson, or the President, or, especially in religious assemblies, the Moderator. In organized societies the constitution always prescribes his title, that of President being most common. In debate he/she is referred to by his official title and is addressed by prefixing Mr. or Madam, as the case may be, to that title. In referring to him or herself, he/she should never use the personal pronoun; he/she generally says, "the chair," which means the presiding officer of the assembly, regardless of whether his position is permanent or temporary. If his position is only temporary he is called the chairman.

His/Her duties are generally as follows: To open the session at the time at which the assembly is to meet, by taking the chair and calling the members to order; to announce the business before the assembly in the order in which it is to be acted upon [65]; to recognize members entitled to the floor [3]; to state [6] and to put to vote [9] all questions which are regularly moved, or necessarily arise in the course of the proceedings, and to announce the result of the vote; to protect the assembly from annoyance from evidently frivolous or dilatory motions by refusing to recognize them [40]; to assist in the expediting of business in every way compatible with the rights of the members, as by allowing brief remarks when undebatable motions are pending, if he thinks it advisable; to restrain the members when engaged in debate, within the rules of order; to enforce on all occasions the observance of order and decorum amount the members, deciding all questions of order (subject to an appeal to the assembly by any two members) unless when in doubt he/she prefers to submit the question for the decision of the assembly [21]; to inform the assembly, when necessary, or when referred to for the purpose, on a point of order of practice pertinent to pending business; to authenticate, by his signature, when necessary, all the acts, orders, and proceedings of the assembly declaring its will and in all things obeying its commands.

*Additional Duties of the President of a Society, and the Vice President.* In addition to his duties as presiding officer, in many societies the president has duties as an administrative or executive officer. Where this is desired, by the by-laws should clearly set forth these duties, as they are outside of his duties as presiding officer of the assembly, and do not come within the scope of parliamentary law.

**Hints to Inexperienced Chairmen.** While in the chair, have beside you your Constitution, By-Laws and Rules of Order, which should be studied until you are perfectly familiar with them. You cannot tell the moment you may need this knowledge. If a member asks what motion to make in order to attain a certain object, you should be able to tell him at once. [10.] You should memorize the list of ordinary motions arranged in their order of precedence, and should be able to refer to the Table of Rules so quickly that there will be no delay in deciding all points contained in it. Become familiar with the first ten sections of these Rules; they are simple and will enable you more quickly to master parliamentary law. Read carefully sections **69-71**, so as to become accustomed to the ordinary methods of conducting business in deliberative assemblies. Notice that there are different ways of doing the same thing, all of which are allowable. You should know all business to come regularly before the meeting, and call for it in its regular order. Have with you a list of members of all committees, to guide you in nominating new committees.

When a motion is made, do not recognize any member or allow anyone to speak until the motion is seconded and you have stated the question; or in case of there being no second and no response to you call for a second, until you have announced that fact; except in case of a main motion before it is seconded or stated someone rises and says he/she rises to move a reconsideration, or to call up

the motion to reconsider, or to move to take a question from the table. In any of these cases you should recognize the interrupting member as entitled to the floor [3]. If you have made a mistake

and assigned the floor to the wrong person, or recognized a motion that was not in order, correct the error as soon as your attention is called to it. So, when a vote is taken, announce the result and also what question, if any, is then pending, before recognizing any member that addresses the chair. Never wait for mere routine motions to be seconded, when you know no one objects to them. [See 8.]

If a member ignorantly makes an improper motion, do not rule it out of order, but courteously suggest the proper one. If it is moved “to lay the question on the table until 3 P.M.,” as the motion is improper, ask if the intention is “to postpone the question to 3 P. M.,” if the answer is yes, then state that the question is on the postponement to that time. If it is moved simply “to postpone the question,” without stating the time, do not rule it out of order, but ask the mover if he/she wishes “to postpone the question indefinitely” (which kills it), or “to lay it on the table” (which enables it to be taken up at any other time); then state the question in accordance with the motion he/she intended to make. So, if after a report has been presented and read, a member moves that “it be received,” ask him if he means to move “its adoption” (or “acceptance,” which is the same thing), as the report has been already received. No vote should be taken on receiving a report, which merely brings it before the assembly, and allows it to be read, unless some one objects to its reception.

The chairman of a committee usually has the most to say in reference to questions before the committee; but the chairman of an ordinary deliberative assembly, especially a large one, should, of all the members, have the least to say upon the merits of pending questions.

Never interrupt members while speaking, simply because you know more about the matter than they do; never get excited; never be unjust to the most troublesome member, or take advantage of his ignorance of parliamentary law, even though a temporary good is accomplished thereby.

Know all about parliamentary law, but do not try to show off your knowledge. Never be technical, or stricter than is absolutely necessary for the good of the meeting. Use your judgment; the assembly may be of such a nature through its ignorance of parliamentary usages and peaceable disposition, that a strict enforcement of the rules, instead of assisting, would greatly hinder business; but in large assemblies, where there is much work to be done, and especially where there is liability to trouble, the only safe course is to require a strict observance of the rules.

**6. Stating the Question.** When a motion has been made and seconded, it is the duty of the chair, unless he/she rules it out of order, immediately to *state the question* – that is, state the exact question that is before the assembly for its consideration and action. This he/she may do in various ways, depending somewhat on the nature of the question, as illustrated by the following examples: “It is moved and seconded that the following resolution be adopted [reading the resolution];” or “It is moved and seconded to adopt the following resolution;” “Mr. A offers the following resolution [read]: the question is on its adoption;” “It is moved and seconded to amend the resolution by striking out the word ‘very’ before the word ‘good’;” “The previous question has been demanded [or, moved and seconded] on the amendment;” “It is moved and seconded that the question be laid on the table;” “It is moved and seconded that we adjourn.” [Under each motion is shown the form of stating the question if there is any peculiarity in the form.] If the question is debatable or amendable, the chair should immediately ask, “Are you ready for the question?” If no one then rises he/she should put the question as described in 9. If the question cannot be debated or

amended, he/she does not ask, "Are you ready for the question?" but immediately puts the question after stating it.

**9. Secretary, or Clerk.** The recording officer is variously called Clerk, or Secretary, or Recording Secretary (where there is also a Corresponding Secretary), or Recorder, or Scribe, etc. The secretary is the recording officer of the assembly and the custodian of its records except such as are specifically assigned to others, as the treasurer's books. These records are open, however, to inspection by any member at reasonable times, and where a committee needs any records of a society for the proper performance of its duties, they should be turned over to its chairman. The same principal applies in boards and committees, their records being accessible to members of the board or committee, as the case may be, but to no others.

In addition to keeping the records of the society and the minutes of the meetings, it is the duty of the secretary to keep a register, or roll, of the members and to call the roll when required; to notify officers, committees, and delegates of their appointment, and to furnish committees with all papers referred to them, and delegates with credentials; and to sign with the president all orders on the treasurer authorized by the society, unless otherwise specified in the by-laws. He should also keep one book in which the constitution, by-laws, rules of order, and standing rules should all be written, leaving every other page blank; and whenever an amendment is made to any of them, in addition to being recorded in the minutes it should be immediately entered on the page opposite to the article amended, with a reference, in red ink, to the date and page of the minutes where it is recorded.

In addition to the above duties, when there is only one secretary, it is his/her duty to send out proper notices of all called meetings, and of other meetings when necessary, and to conduct the correspondence of the society, except as otherwise provided. Where there is a *Corresponding Secretary* these duties devolve on him, as well as such others as are prescribed by the by-laws. The by-laws should always clearly define the additional duties of the corresponding secretary if any are to be imposed on him/her. When the word "secretary" is used it always refers to the recording secretary if there is more than one.

The secretary should, previous to each meeting, for the use of the chairman, make out an order of business [65], showing in their exact order what is necessarily to come before the assembly. He/She should also have, at each meeting, a list of all standing committees, and such special committees as are in existence at the time, as well as the by-laws of the organization and its minutes. His/Her desk should be near that of the chairman, and in the absence of the chairman (if there is no vice president present), when the hour for opening the session arrives, it is his/her duty to call the meeting to order, and to preside until the election of a chairman pro tem., which should take place immediately. He should keep a record of the proceedings, stating what was done and not what was said, unless it is to be published, and never making criticism, favorable or otherwise, on anything said or done. This record, usually called the minutes, is kept as explained in the next section. When a committee is appointed, the secretary should hand the names of the committee, and all papers referred to it, to the chairman of the committee, or some other of its members. He/She should indorse on the reports of committees the date of their reception, and what further action was taken upon them, and preserve them among the records, for which he is responsible. It is not necessary to vote that a report be "placed on file," as that should be done without a vote, except in organization that habitually keep no records except their minutes and papers ordered on file.

**60. The Minutes.** The record of the proceedings of a deliberative assembly is usually called the Minutes, or the Record, or the Journal. The essentials of the record are as follows: (a) the kind of meeting, "regular" (or stated) or, "special," or "adjourned regular" or "adjourned special"; (b) name of the assembly; (c) date of meeting and place, when it is not always the same; (d) the fact of

presence of the regular chairman and secretary, or in their absence the names of their substitutes, (e) whether the minutes of the previous meeting were approved, or their reading dispensed with, the dates of the meetings being given when it is customary to occasionally transact business at other than the regular business meetings; (f) all the main motions (except such as were withdrawn) and points of order and appeals, whether sustained or lost, and all other motions that were not lost or withdrawn; (g) and usually the hours of meeting and adjournment, when the meeting is solely for business. Generally the name is recorded of the member who introduced a main motion, but not of the seconder.

In some societies the minutes are signed by the president in addition to the secretary, and when published they should always be signed by both officers. If minutes are not habitually approved at the next meeting, then there should be written at the end of the minutes the word "Approved" and the date of the approval, which should be signed by the secretary. They should be entered in good black ink in a well bound record-book.

The *Form* of the *Minutes* may be as follows:

At a regular meeting of the M. L. Society, held in their hall, on Thursday evening, March 19, 1914, the president in the chair, and Mr. N acting as secretary, the minutes of the previous meeting were read and approved. The Committee on Applications reported the names of Messrs. C and D as applicants for membership, and on motion of Mr. F they were admitted as members. The committee on ..... reported through Mr. G a series of resolutions, which were thoroughly discussed and amended, and finally adopted, as follows:

Resolved, That.....

.....

On motion of Mr. L the society adjourned at 10 P. M.

R.....  
N.....  
Secretary.

In keeping the minutes, much depends upon the kind of meeting, and whether the minutes are to be published. In the meetings of ordinary societies and of boards of managers and trustees, there is no object in reporting the debates; the duty of the secretary, in such cases, is mainly to record what is "done" by the assembly, and not what is said by the members. He/She should enter the essentials of a record, as previously stated, and when a count has been ordered or where the vote is by ballot, he/she should enter the number of votes on each side; and when the voting is by yeas and nays he/she should enter a list of the names of those voting on each side. The proceedings of the committee of the whole or while acting as if in committee of the whole, should not be entered in the minutes, but the report of the committee should be entered. When a question is considered informally, the proceedings should be kept as usual, as the only informality is in the debate. If a report containing resolutions has been agreed to, the resolutions should be entered in full as finally adopted by the assembly, thus: "The committee on .... submitted a report with a series of resolutions which, after discussion and amendment, were adopted as follows: "they should be entered into the resolutions as adopted. Where the proceedings are published, the method shown further on should be followed. If the report is of great importance the assembly should order it "to be entered on the minutes," in which case the secretary copies it in full upon the record.

Where the regular meetings are held weekly, monthly, or quarterly, the minutes are read at the opening of each day's meeting, and, after correction, should be approved. Where the meetings are held several days in succession with recesses during the day, the minutes are read at the opening of the business each day. If the next meeting of the organization will not be held for a long period, as six months or a year, the minutes that have not been read previously should be read and approved before final adjournment. If this is impracticable, then the executive committee, or a special committee, should be authorized to correct and approve them. In this case the record should be signed as usual, and after the signatures the word "Approved," with the date and the signature of the chairman of the committee authorized to approve them. At the next meeting, six months later, they need not be read, unless it is desired for information as it is too late to correct them intelligently. When the reading of the minutes is dispensed with they can afterwards be taken up at any time when nothing is pending. If not taken up previously, they come before the assembly at the next meeting before the reading of the later minutes. With this exception the motion to dispense with reading the minutes is practically identical with the motion to lay the minutes on the table, being undebatable and requiring only a major vote. The minutes of a secret meeting, as for the trial of a member, should not be read at a meeting that is open to the public, if the record contains any of the details of the trial that should not be made public.

*Minutes to be Published.* When the minutes are to be published, in addition to the strict record of what is done, as heretofore described, they should contain a list of the speakers on each side of every question, with an abstract of all addresses, if not the addresses in full, when written copies are furnished. In this case the secretary should have an assistant. With some annual conventions it is desired to publish the proceedings in full. In such cases it is necessary to employ a stenographer as assistant to the secretary. Reports of committees should be printed exactly as submitted, the minutes showing what action was taken by the assembly in regard to them; or, they may be printed with all additions in italics and parts struck out enclosed in brackets in which case a note to that effect should precede the report or resolutions. In this way the reader can see exactly what the committee reported and also exactly what the assembly adopted or endorsed.

1. In many organizations it is preferable for the secretary to keep his/her original pencil notes in a pocket memorandum book which he/she carries to every meeting, and these original notes, as corrected, are approved and then copied into the permanent records. In such case it is better to have the minutes signed by both president and secretary as a guarantee against errors in copying.

**6.1 The Executive Secretary** is usually a salaried officer paid to give up all his time to the work as executive officer, or general manager, of an organization under a board of managers and an executive committee [50]. In some organizations this officer is called Corresponding Secretary, but the title of corresponding secretary does not carry with it any duty except that of conducting the correspondence of the society as explained in 59:3, unless it is prescribed by the by-laws. The office of the executive secretary is usually the only office of the organization, and there the Executive Committee meets and transacts its business. The board of managers in such cases is usually large and so scattered as never to have regular meetings oftener than quarterly. When the organization is a national one it usually meets just before the annual convention, when it hears the annual report, prepared by the executive secretary and previously adopted by the executive committee, and acts upon it. The new board meets immediately after the convention, and organizes, elects and executive committee and an executive secretary, when so authorized by the by-laws, and decides upon the general policy for the year, leaving the details to the executive committee and the executive secretary. The board rarely meets oftener than once or twice in addition to the meetings in connection with the annual meeting, special meetings, however, being called, when required, as provided by its by-laws. In some organizations the executive secretary is elected by the convention. He/She is usually ex-officio secretary of the executive committee. The members of the executive committee give their time gratuitously, it is the duty of the executive secretary to prepare for the committee all business that has not been assigned to others, and to see that all its instructions are carried out. He/She is expected to recommend plans of work and conduct the business generally, under the executive committee, and prepare the annual report, which, after being adopted by the executive committee, should be adopted by the board, whose report is, and then be submitted to the convention.

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**62. Treasurer.** The duties of this officer vary in different societies. In probably the majority of cases he/she acts as a banker, merely holding the funds deposited with him and paying them out on the order of the society signed by the president and the secretary. He/She is always required to make an annual report, and in many societies he/she also makes a quarterly report which may be in the form given below. If the society has auditors the report should be handed to them, with the vouchers, in time to be audited before the meeting. The auditors having certified to its correctness, submit their report, and the chair puts the question on adopting it, which has the effect of approving the treasurer's report, and relieving him/her from responsibility in case of loss of vouchers, except in case of fraud. If there are no auditors the report when made should be referred to an auditing committee, who should report on it later.

It should always be remembered that the financial report is made for the information of members. The details of dates and separate payments for the same object are a hindrance to its being understood, and are useless, as it is the duty of the auditing committee to examine into details and see if the report is correct. The best form for these financial reports depends upon the kind of society, and is best determined by examining those made in similar societies. The following brief report is in a form adapted to many societies where the financial work is a very subordinate part of their work:

***Receipts.***

Balance on hand January 1, 1914 .....		\$25.75
Initiation fees .....	\$50.00	
Members' dues.....	150.00	
Fines .....	10.50	210.50
Total .....	\$236.25	

***Disbursements.***

Rent of Hall .....	\$ 80.00	
Electric lights .....	22.00	
Stationery and Printing .....	15.00	
Repair of Furniture .....	10.00	
Janitor .....	60.00	\$187.00
Balance on hand March 31, 1914 .....	49.25	
Total .....	\$236.25	

S ..... M .....,  
Treasurer

Examined and found correct.

R .....	V.....	} Auditing Committee.
J .....	L .....	

**52. Committees, Special and Standing.** It is usual in deliberative assemblies, to have all preliminary work in the preparation of matter for their action done by means of committees. The committee may be either a “standing committee,” appointed for a definite time, as a session or a year; or a “special [or select] committee,” appointed for a special purpose; or a “committee of the hole” consisting of the entire assembly. [For method of appointing committees of the whole, see 55; other committees, see Commit, 32.] Committees of the whole are not used much except in legislative bodies, and when special committees are meant. Unless the assembly has appointed a chairman, either directly or through its presiding officer, the first named on a committee, and in his absence the next named member, becomes chairman, and so on and should act as such unless the committee by a majority of its number elects a chairman, which it has the right to do if the assembly has not appointed one, and which a standing committee usually does. The clerk should furnish him, or, in his absence, some other member of the committee, with notice of the appointment of the committee, the names of the members, the papers or matter referred to it, and such instructions as the assembly has decided upon. Upon the committee’s request, all papers and books necessary for the proper performance of its duties should be turned over to it by the proper officers.

It is the duty of the chairman to call the committee together, but, if he is absent, or neglects or declines to call a meeting of the committee, it is the duty of the committee to meet on the call of any two of its members. In small special committees the chairman usually acts as secretary, but in large ones and in all standing committees, it is customary to elect a secretary, who keeps a brief memorandum of what is done, for the use of the committee. Members of the society have a right to appear at the committee meetings and present their views on the subject before it at such reasonable times as, upon request, the committee may appoint. But during the deliberations of the committee no one has a right to be present, except members of the committee.

The rules of the assembly, as far as possible, apply to the committee, but motions to close or limit debate are not allowed, and there is no limit to the number of times a member may speak, and unless the committee is very large, it is not necessary for anyone to rise and address the chair before making a motion or speaking, nor does the chairman rise to put the question, nor does he/she leave the chair to speak or make motions, nor are motions seconded. These formalities are unnecessary because the committee is so small, but, unless agreed to by general consent, all questions must be put to vote. Instead of the chairman’s abstaining from speaking on questions, he is usually, the most active participant in the discussions and work of the committee. In order that the assembly may have the benefit of the matured judgment of the committee, a reconsideration of a vote must be allowed regardless of the time and of previous reconsideration, and it may be moved by anyone who did not vote with the minority, even if he was absent when the previous vote was taken; but it shall require a two-thirds vote for its adoption unless every member who voted with the majority is either present or received ample notice of the meeting and that the reconsideration was to be moved. This prevents taking advantage of the absence of members to reverse action, and enables members who are absent to bring up the question of reconsideration.

The committee constitutes a miniature assembly, being able to act only when a quorum (a majority of the members) is present. If a paper is referred to them, they must not write on it, but write their amendments on a separate sheet. If the amendments are numerous it is better to write out a substitute and submit it. If a resolution is referred to a committee while a motion to postpone indefinitely is pending, only the resolution is referred to the committee, the motion to postpone indefinitely being ignored. If amendments are pending they go to the committee, who may recommend their adoption or rejection, or make no recommendation in regard to them. If the committee originates the paper, all amendments must be incorporated in it. When they originate it, usually one member has previously prepared a draft, which is read entirely through, and then read

by paragraphs, the chairman pausing after each paragraph, and asking: "Are there any amendments proposed to this paragraph?" No vote is taken on the adoption of the separate paragraphs; but, after the whole paper has been read in this way, it is open to amendment generally, by striking out any paragraph, or by substituting or inserting new ones, or by substituting an entirely new paper for it. If there is a preamble it is considered last. When the entire paper has been amended to suit the committee, they should adopt it as their report, and direct the chairman or some other member to report it to the assembly. When committees are appointed to investigate, or to report upon, certain matters, the report should close with, or be accompanied by, formal resolutions covering all recommendations, so that when their report is made no motion is necessary except to adopt the resolutions.

If the report is written in this form, "Your committee are of the opinion that Mr. A's bill should be paid," there might be some doubt as to the effect of the adoption of the recommendation or the report. The report should close with a recommendation that the following order be adopted: "Ordered, That the treasurer pay Mr. A's bill for \$10.15." If a report recommends that charges be preferred against Mr. B, it should close with recommending the adoption of resolutions, which should be written out, providing for holding an adjourned meeting, and for citing the member to appear at the adjourned meeting for trial on charges that must be specified. These should be prepared by the committee and submitted as a part of their report. The committee should never leave to others the responsibility of preparing resolutions to carry out their recommendations. They should consider this as one of their most important duties.

When the report has been adopted by the committee a clear copy is made, usually commencing in a style similar to this: "The committee to whom was referred (state the matter referred), beg leave to submit the following report; " or, "Your committee appointed to (specify the object), respectfully report," etc. If the report is of much importance it should be signed by all the members concurring in the report; but when it is of little importance, or merely recommends amendments, etc., it may be signed by the chairman alone, his signature being followed by the word "Chairman." He should not, however, place "Chairman" after his signature except when he signs the report alone and by the authority of the committee. The report must always be in the third person though written and signed by only one. The signature may be preceded by the words, "Respectfully submitted," but it is not necessary. Usually the report is not dated or addressed, and sometimes it consists merely of a resolution, or a set of resolutions. In the latter case the chairman states he is instructed by the committee to submit and to move the adoption of the resolutions. The report of the majority is the report of the committee and should never be referred to as the majority report.

If the minority submits a report, (or more properly, their "views,") it may commence thus: "The undersigned, a minority of the committee appointed, etc., not agreeing with the majority, desire to express their views in the case." After the committee's report has been read and the motion to adopt has been made and the question stated, it is usual to allow the minority to present their views, but if any one objects to its reception the chair should question being undebatable. When the minority report is read it is for information, and it cannot be acted upon except by a motion to substitute it for the report of the committee. Whether the views of the minority are read or not, any one can move to substitute the resolutions they recommend for those recommended by the committee. Where the minority cannot agree, each member may submit his views separately. In some cases a member agrees to the report with a single exception, in which case instead of submitting his views separately, after all have signed who agree to the report he may write that he agrees to the report except the part which he specifies, and then sign the statement.

The committee's report can contain only that which has been agreed to by a majority vote at a meeting of which every member has been notified, or at an adjourned meeting thereof (a quorum, a majority of the members, being present),

except where it is impracticable to have a meeting of the committee, when it may contain what is agreed to by every member. If a committee is appointed from different sections of the country with the expectation that its work will be done by correspondence, its report can contain only what is agreed to by a majority of the members.

A committee, except a committee of the whole, can appoint a sub-committee which, however, reports to the committee, and never to the assembly. This sub-committee must consist of members of the committee, except in cases where the committee is appointed to take action that requires the assistance of others, as to make arrangements for holding a bazaar. In such a case it is best to appoint the committee with power to appoint such subcommittees as are required; or, as is frequently done, to appoint the committee "with power," which means with power to take all the steps necessary to carry out its instructions. A committee has no power to punish its members for disorderly conduct, its recourse being to report the facts to the assembly. No allusion can be made in the assembly to what has occurred during the deliberations of the committee, unless it is by a report of the committee or by general consent. When a special committee is through with the business assigned it, a motion is made for the committee to "rise" (which is equivalent to the motion to adjourn without day), and that the chairman (or some member who is more familiar with the subject) make its report to the assembly. A special committee ceases to exist as soon as the assembly receives its report. When a committee adjourns without appointing a time for the next meeting, it is considered as having adjourned at the call of the chair, so that all the meetings of a special committee constitute one session. A meeting of a special committee may be called at any time by the chairman or by any two of its members, every member being notified. When a committee adjourns to meet at another time, it is not necessary (though usually advisable) that absent members should be notified of the adjourned meeting.

A standing committee is either wholly, or partially, elected at each annual meeting in ordinary societies, and immediately thereafter it reorganizes by electing a chairman (unless he has been appointed by the assembly) and a secretary. Therefore, a standing committee must report at the annual meeting, or before, on everything referred to it during the year. The motion to rise is never used in standing committees or boards, nor is it used in other committees except when the committee is ready to report so that it will never meet again. A special committee is appointed for a specific purpose, and until the duty assigned it by the society is accomplished it continues to exist, unless sooner discharged, which requires a two-thirds vote if done without notice being given. The fact that an annual meeting has intervened does not discharge a special committee appointed by a society. But in an elected or appointed body, as a convention, special committees that have not reported cease to exist when the new officers assume their duties at the next annual meeting. When discharged, the chairman of the committee returns to the secretary all documents received from him.

While in small assemblies, especially in those where but little business is done, there is not much need of committees, in large assemblies, or in those doing a great deal of business, committees are of the utmost importance. When a committee is properly selected, in nine cases out of ten its *action* decides that of the assembly. A committee for action should be small, and consist only of those heartily in favor of the proposed action. If one not in sympathy with it is appointed, he should ask to be excused. A committee for deliberation or investigation, on the contrary, should be large, and represent all parties in the assembly, so that its opinion will carry with it as great weight as possible. The usefulness of the committee will be greatly impaired if any important faction of the assembly is unrepresented on the committee. The appointment of a committee is fully explained in 32.

**3. Reception of reports.** When there is a place in the order of business provided for reports of committees, they are not made until they are called for by the chair. Upon the arrival of the time

for these reports, the chair calls for the reports of such officers and standing committees as are required to make reports, in the order in which they are arranged in the rules; after which he calls for the reports of the special committees in the order of their appointment. When called upon, the reporting member (who is the chairman of the committee unless another member is appointed to make the report) rises and addresses the chair, and, when recognized, reads the report and hands it to the presiding officer, or the secretary, and, when necessary, moves its adoption or acceptance as explained in the next section. If the committee reports back a paper with amendments, the amendments are read with sufficient of the related parts to make them understood. If it is desired to have a report made earlier than the rules allow, it can be done, by a two-thirds vote, by suspending the rules [22] and receiving the report at once.

If the order of business makes no provision for the report of the committee, the reporting member, when ready to report, obtains the floor when no business is pending, and informs the assembly that the committee to which was referred such a subject or paper has agreed upon a report which he is now prepared to submit. If the chair thinks the assembly wishes to hear the report he directs him to proceed, whereupon he reads the report and hands it to the chairman and makes the proper motion for its disposal. If before it is read any one objects to its reception, or if the chair is in doubts as to whether it should be received now, he puts to the assembly the question, "Shall the report be received now?" It requires a majority vote to receive it, and the question is undebatable. If the vote is in the negative, a time for the reception of the report should be appointed either by a vote or by general consent. Usually no motions are made or votes taken in regard to receiving reports, these matters being all settled informally by general consent.

If the report is a final one, when the assembly has received the report the committee has completed its work, and, without any motion, it is automatically discharged from further consideration of the subject, and, if it is a special committee, it ceases to exist. If the report is only a partial one the committee is not discharged unless the assembly so votes. If the subject is recommitted the committee is revived (unless the reference is to another committee), and all parts of the report that have not been adopted by the assembly are ignored by the committee as if the report had never been made. If any member or members wish to submit the views of the minority it is customary to receive such a report immediately after receiving the report of the committee. In such case the reporting member should notify the assembly that the views of the minority will be submitted in a separate paper. As soon as the chair has stated the question on the report, he should call for the views of the minority, which are then read for information. They cannot be acted upon unless it is moved to substitute them for the committee's report, or rather to substitute the recommendations of the minority for those of the committee.

A very common error is, after a report has been read, to move that it be received, whereas the fact that it has been read shows that it has been already received by the assembly. Another mistake, less common, but dangerous, is to vote that the report be accepted, which is equivalent to adopting it [see next section], when the intention is only to have the report up for consideration and afterwards to vote on its adoption.

**54. Adoption or Acceptance of Reports.** When the report of a committee has been received, that is, has been presented to the assembly and either read or handed to the chair or the secretary, the next business in order is the disposal of the report, the proper disposition depending upon its nature.

(1) If the report contains only a statement of fact or opinion for the information of the assembly, the reporting member makes no motion for its disposal, as there is no necessity for action on the report. But if any action is taken, the proper motion, which should be made by someone else, is to "accept the report," which has the effect of endorsing the statement and making the assembly assume responsibility for it

If it is a financial report, as in case of a board of trustees or a treasurer, it should be referred to an auditing committee, as the vote to accept the report does not endorse the accuracy of the figures, for the assembly can only be sure of that by having the report audited. Whenever such a financial report is made, the chair, without any motion, should say it is referred to the auditing committee or auditors, if there are any. If there are none, then the proper motion is to refer it to an auditing committee to be appointed by the chair. When the auditing committee reports, this report should be accepted, or adopted, which carries with it the endorsement of the financial report.

(2) If the report contains recommendations not in the form of motions, they should all be placed at the end of the report, even if they have been given separately before, and the proper motion is to adopt the recommendations.

(3) If the report concludes with a resolution or a series of resolutions, the proper course is for the reporting member to move that the resolution or resolutions be adopted or agreed to. This method should be adopted whenever practicable.

(4) If a committee reports back a resolution which was referred to it, the motion to postpone indefinitely, if it was pending, is ignored; if an amendment was pending it should be reported on. The form of the question to be stated by the chair depends upon the recommendation of the committee as follows: (a) If the committee recommends its adoption or makes no recommendation (where it can come to no agreement), the question should be stated on the amendment if there was one pending, and then on the resolution. These motions were pending when the question was referred to the committee, and therefore should not be made again, (b) If the recommendation is that the resolution be not adopted, the question on the resolution, when it is put, should be stated thus: "The question is on the adoption of the resolution, the recommendation of the committee to the contrary notwithstanding." A similar course is pursued if the committee recommends that an amendment be not adopted. (c) If the committee recommends that the resolution be postponed indefinitely, or postponed to a certain time, the question should be on the postponement, and if that is lost, then on the resolution.

(d) If the committee reports back a resolution or paper with amendments, the reporting member reads only the amendments with sufficient of the context to make them understood and then move their adoption. The chairman, after stating the question on the adoption of the amendments, called for the reading of the first amendment, after which it is open for debate and amendment. A vote is then taken on adopting this amendment, and the next is read, and so on till the amendments are adopted or rejected, admitting amendments to the committee's amendments, but no others. When through with the committee's amendments, the chairman pauses for any other amendments to be proposed by the assembly; and when these are voted on he puts the question on agreeing to, or adopting, the paper as amended, unless, in a case like revising the by-laws, they have been already adopted. By suspending the rules [22], or by general consent, a report can be at once adopted without following any of the above routine.

If the amendments do not call for debate or amendment, as when reported from the committee of the whole, where they have been already discussed, the chair puts a single question on all the committee's amendments except those for which a member asks a separate vote, thus "As many as are in favor of adopting the amendments recommended by the committee, except those for which a separate vote has been asked, say aye; those opposed say no." He then takes up the remaining amendments separately in their order.

(e) If the committee reports back a resolution with a substitute which it recommends for adoption, the chair states the question on the substitute, if there were no amendments pending when the resolution was committed. If, however,

amendments were pending when the resolution was committed, the chair first stated the questions on those pending amendments, and when they are disposed of he states the question on the substitute. In either case the substitute is treated like any other substitute motion, the resolution being first perfected by amendments and then the substitute resolution. After both have been thus perfected the question is put on the substitution, and finally on the resolution, if the substitute is lost the resolution is open to amendments proposed by members. (f) If the report is of a nomination committee no vote should be taken, any more than if a member had made the nomination. (g) If the report is from the membership committee, the chair at once stated the question on the reception as members of the candidates recommended by the committee.

A partial report of a committee is treated the same as the final report. If it reports progress only, without recommendations or conclusions, it is treated as any other report for information, and no action need be taken. But, if the partial report recommends action, then the question is to be put on adopting the report, or its recommendations, or the resolutions, the same as if it were the final report.

While it is customary in ordinary societies to make and second a motion to accept or adopt a committee's report, yet if the motion is not made the chair deems it best to have a vote taken on the question, he may state the appropriate question without waiting for a motion, accepting the submission of the report by a committee as equivalent to moving the adoption of the appropriate motion for disposing of it, just as is the case when one offers a resolution. To wait to see if two members are in favor of a proposition which at least two have signed, or authorized the chairman, or reporting member, to sign, would appear useless. In ordinary societies the chairman of the assembly usually knows better than the reporting member how the business should be managed, especially if a resolution is reported with many amendments. However, unless the assembly is accustomed to having its chairman put the proper questions on the report without any formal motion, it is better for the reporting member to move the "adoption" of the resolutions or recommendations, as that is generally understood.

When the chair has stated the question on the adoption of the recommendations or resolutions, or of the report, the matter under consideration is open to debate and amendment, and may have applied to it any of the subsidiary motions, like other main questions. Its consideration cannot be objected to if the matter was referred to the committee. While the report of the committee or its resolutions may be amended by the assembly, these amendments only affect that which the assembly adopts, as the assembly cannot in any way change the committee's report.

For example: A committee expresses the opinion that Mr. A has no right to commit a certain act, and the assembly strikes out this statement from the report before adopting it. This does not alter the report, but, when the assembly adopts the report, this statement is not adopted. So with a recommendation or a resolution; the assembly may strike out or add one or more recommendations or resolutions before adopting, but that does not alter the committee's report. If the proceedings are published, the committee's report should be printed exactly as it was submitted with the amendments printed below; or, still better, all words struck out should be enclosed in brackets and all words inserted should be printed in italics and a note to that effect inserted at the beginning.

While the motion to adopt, to accept, etc, are often used indiscriminately, and the adoption of any one of them has the effect of endorsing or adopting the opinions, actions, recommendations, or resolutions submitted by the committee, as the case may be, yet it is better to use them as heretofore stated. If only one term is used, the word "adopt" is preferable, as it is least liable to be misunderstood.

## Art. VIII. Vote.

46. Voting

47. Votes that are Null and Void even if Unanimous

48. Motions requiring more than a majority

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**46. Voting.** If the question is undebatable, or debate has been closed by order of the assembly, the chair, immediately after stating the question, puts it to vote as described under Putting the Question [9], only allowing time for members to rise if they wish to make a motion of higher rank.

If the question is debatable and no one rises to claim the floor, after the question is stated by the chair, he should inquire, “Are you ready for the question?” After a moment’s pause, if no one rises, he should put the question to vote. If the question is debated or motions are made, the chair should wait until the debate has apparently ceased, when he should again inquire, “Are you ready for the question?” Having given ample time for any one to rise and claim the floor, and no one having done so, he should put the question to vote and announce the result.

The usual method of taking a vote is *viva voce* (by the voice). The rules require this method to be used in Congress. In small assemblies the vote is often taken by “show of hands,” or by “raising the right hand” as it is also called. The other methods of voting are by rising; by ballot; by roll call, or “yeas and nays,” as it is also called; by general consent; and by mail. In voting by any of the first three methods, the affirmative answer *aye*, or raise the right hand, or rise, as the case may be: then the negative answer *no*, or raise the right hand, or rise.

The responsibility of announcing, or declaring, the vote rests upon the chair, and he, therefore, has the right to have the vote taken again, by rising, if he is in doubt as to the result, and even to have the vote counted, if necessary. He cannot have the vote taken by ballot or by yeas and nays (roll call) unless it is required by the rules or by a vote of the assembly. But if the *viva voce* vote does not make him positive as to the result he may at once say, “Those in favor of the motion will rise;” and when they are seated he will continue, “Those opposed will rise.” If this does not enable him to determine the vote, he should say, “Those in favor of the motion [or, Those in the affirmative] rise and stand until counted.” He then counts those standing, or directs the secretary to do so, and then says, “Be seated. Those opposed [or, Those in the negative] rise and stand until counted.” After both sides are counted the chair announces the result as shown below. In a very large assembly the chair may find it necessary to appoint tellers to count the vote and report to him the numbers. In small assemblies a show of hands may be substituted for a rising vote.

When the vote is taken by voice or show of hands any member has a right to require a division of the assembly [25] by having the affirmative rise and then the negative, so that all may see how members vote. Either before or after a decision, any member may call for, or demand, a count, and, if seconded, the chair must put the question on ordering a count. In organizations where it is desired to allow less than a majority vote to order a count or tellers, a special rule should be adopted specifying the necessary vote. Where no rule has been adopted a majority vote is required to order a count, or that the vote be taken by ballot or by yeas and nays (roll call).

*Announcing the Vote.* When the vote has been taken so that the chair has no doubt as to the result, and no division is called for, or, if so, the assembly has divided, the chair proceeds to announce, or declare the vote thus: “The yeas have it and the resolution is adopted.” If he is not very positive,

he may say, "The ayes seem to have it," and, if no one says he doubts the vote or calls for a division, after a slight pause he adds, "The ayes have it," etc. If the vote was by show of hands or by rising, it would be announced thus: "The affirmative has it (or, the motion is carried) and the question is laid on the table;" or if there was a count, the vote would be announced thus: "There are 95 votes in the affirmative, and 99 in the negative, so the amendment is lost, and the question is now on the resolution; are you ready for the question?" In announcing a vote the chair should state first whether the motion is carried or lost; second, what is the effect, or result, of the vote; and third, what is the immediately pending question or business, if there is any. If there is none, he should ask, "What is the further pleasure of the assembly?" One of the most prolific causes of confusion in deliberative assemblies is the neglect of the chair to keep the assembly well informed as to what is the pending business. The habit of announcing the vote by simply saying that the "motion is carried" and then sitting down, cannot be too strongly condemned. Many members may not know what the effect of the vote is, and it is the chair's duty to inform the assembly what is the result of the motion's being carried or lost, and what business comes next before the assembly.

When a quorum [64] is present, a majority vote, that is a majority of the votes cast, ignoring blanks, is sufficient for the adoption of any motion that is in order, except those mentioned in 48, which require a two-thirds vote. A plurality never adopts a motion nor elects any one to office, unless by virtue of a special rule previously adopted. On a tie vote the motion is lost, and the chair, if a member of the assembly, may vote to make it a tie unless the vote is by ballot. The chair cannot, however, vote twice, first to make a tie and then give the casting vote. In case of an appeal [21], though the question is, "Shall the decision of the chair stand as the judgment of the assembly?" a tie vote, even though his vote made it a tie, sustains the chair, upon the principle that the decision of the chair can be reversed only by a majority, including the chair if a member of the assembly.

It is a general rule that no one can vote on a question in which he has a direct personal or pecuniary interest. Yet this does not prevent a member from voting for himself for any office or other position, as voting for a delegate or for a member of a committee; nor from voting when other members are included with him in the motion, even though he has a personal or pecuniary interest in the result, as voting on charges preferred against more than one person at a time, or on a resolution to increase the salaries of all the members. If a member could in no case vote on a question affecting himself, it would be impossible for a society to vote to hold a banquet, or for a legislature to vote salaries to members, or for the majority to prevent a small minority from preferring charges against them and suspending or expelling them. By simply including the names of all the members, except those of their own faction, in a resolution preferring charges against them, the minority could get all the power in their own hands, were it not for the fact that in such a case all the members are entitled to vote regardless of their personal interest. A sense of delicacy usually prevents a member from exercising this right of voting in matters affecting himself except where his vote might affect the result. After charges are preferred against a member, and the assembly has ordered him to appear for trial, he is theoretically under arrest, and is deprived of all rights of membership and therefore cannot vote until his case is disposed of.

A member has the right to change his vote up to the time the vote is finally announced. After that, he can make the change only by permission of the assembly, which may be given by general consent; that is, by no member's objecting when the chair inquires if any one objects. If objection is made, a motion may be made to grant the permission, which motion is undebatable.

While it is the duty of every member who has an opinion on the question to express it by his vote, yet he cannot be compelled to do so. He may prefer to abstain from voting, though he knows the effect is the same as if he voted on the prevailing side.

*Voting by Ballot.* The main object of this form of voting is secrecy, and it is resorted to when the question is of such a nature that some members might hesitate to vote publicly their true sentiments. Its special use is in the reception of members, elections, and trials of members and officers, as well as in the preliminary steps in both cases, and the by-laws should require the vote to be by ballot in such cases. Where the by-laws do not require the vote to be by ballot, it can be so ordered by a majority vote, or by general consent. Such motions are undebatable. Voting by ballot is rarely, if ever, used in legislative bodies, but in ordinary societies, especially secret ones, it is habitually used in connection with elections and trials, and sometimes for the selection of the next place for the meeting of a convention. As the usual object of the ballot is secrecy, where the by-laws require the vote to be taken by ballot any motion is out of order which members cannot oppose without exposing their views on the question to be decided by ballot. Thus, it is out of order to move that one person cast the ballot of the assembly for a certain person when the by-laws require the vote to be by ballot. So, when the ballot is not unanimous it is out of order to move to make the vote unanimous, unless the motion is voted on by ballot so as to allow members to vote against it in secrecy.

In some cases black balls and white ones and a ballot box are provided for voting, where the question can be answered *yes* or *no*. The white ball answers *yes*, and the black one *no*. But in ordinary deliberative assemblies the ballots are strips of paper upon which are printed, or written, *yes* or *no*, or the names of the candidates, as the case may be. These ballots are first distributed and are afterwards collected by tellers, either by being dropped into a hat or box by the members, who remain in their seats, or by the members coming to the ballot box and handing their folded ballot to a teller, who deposits it in the ballot box. In the latter case it is necessary for the tellers to see that no member votes twice, which in large societies can be best done by checking off the names from a list of members as the ballots are deposited. The ballots should usually be folded so that if more than one is voted by the same person the tellers will detect it in unfolding the ballot. In satisfying themselves that only one ballot is voted, the vote may be exposed if the ballot is not folded.

When everyone appears to have voted, the chair inquires, "Have all voted who wish to?" and if there is no response he says, "The polls are closed," whereupon the tellers proceed to count the ballots. If in unfolding the ballots it is found that two have been folded together, both are rejected as fraudulent. A blank piece of paper is not counted as a ballot and would not cause the rejection of the ballot with which it was folded. All blanks are ignored as simply waste paper, and are not reported, the members who do not wish to vote adopting this method of concealing the fact. Small technical errors, like the misspelling of a word, should not be noticed if the meaning of the ballot is clear. For instance, if at the trial of a member a ballot was written "guilty," everyone knows what was intended. In all cases where the name on the ballot sounds like the name of one of the candidates it should be so credited. If a ballot is written "Johnson," or "Johnston," or "Johnstone," it should be credited to the candidate whose name is one of these: but if there are two candidates with these names and no eligible member with the name on the ballot, it must be rejected as illegal, or reported to the chair, who will at once submit the question to the assembly as to whom the ballot should be credited. If these doubtful ballots will not affect the result, the tellers may make their full report without asking for instructions in regard to them, placing these doubtful votes opposite the exact name as written on the ballot. Votes for ineligible persons and fraudulent votes should be reported under the heading of "Illegal Votes," after the legal votes. When two or three filled-out ballots are folded together they are counted as one fraudulent vote. The names of the candidates should be arranged in order, the one receiving the highest number of legal votes being first. In reporting the number of votes cast and the number necessary for election, all votes except blanks must be counted. Suppose the tellers find 100 ballot papers, 4 of which are blank. 1 contains two filled-out ones folded together, and 50 are cast for a person who is ineligible because of having held the office as long as permitted by the constitution: the tellers' report should be in this form:

Number of votes cast..... 96  
Necessary for election..... 49  
Mr. A received..... 37  
Mr. B received..... 8

***Illegal Votes.***

Mr. C (ineligible) received..... 50  
One ballot containing two for Mr. D, folded  
together, rejected as fraudulent..... 1

The teller first named, standing, addresses the chair, reads the report and hands it to the chairman, and takes his seat, without saying who is elected. The chairman again reads the report of the tellers and declares who is elected. In the case just given he says there is no election, stating the reason. If no one is elected, it is necessary to ballot again, and to continue balloting until there is an election. The chairman should always vote in case of a ballot Should he fail to do so before the polls are closed. he cannot then do it without the permission of the assembly. When the tellers report, they should hand the ballots to the secretary, who should retain them until it is certain that the assembly will not order a recount which is within its power to do by a majority vote.

*Yeas and Nays*,<sup>1</sup> or *Roll Call*. When a vote has been ordered to be taken by yeas and nays [see [25](#) for the motion] the chair puts the question in a form similar to this: "As many as are in favor of the adoption of these resolutions will, as their names are called, answer *yes* [or *yea*]; those opposed will answer *no* [or *nay*]." The chairman then directs the clerk to call the roll. The negative being put at the same time as the affirmative, it is too late, after one person has answered to the roll call, to renew the debate. The clerk calls the roll, and each member, as his name is called, rises and answers "yes" or "no," or "present" if he does not wish to vote, and the clerk notes the answers in separate columns. Upon the completion of the roll call the clerk reads the names of those who answered in the affirmative, and afterwards those in the negative, and then those who answered "present," that mistakes may be corrected; he then gives the number voting on each side to the chairman, who announces the result. An entry must be made in the minutes of the names of all voting in the affirmative, and also of those in the negative, and those who answered "present." A convenient method of noting the answers at the roll call is to write the figure 1 on the left of the name of the first member answering in the affirmative, the figure 2 to the left of the second name in the affirmative, and so on. The negative answers are treated similarly, being entered on the right of the names, and those answering "present" should be entered similarly in a third column. In this way the last figures on each side at any time show how the vote stands at that time. The yeas and nays cannot be ordered in committee of the whole.

*General Consent*. Business can be expedited greatly by avoiding the formality of motions and voting in routine business and on questions of little importance, the chair assuming general (unanimous) consent until someone objects. It does not necessarily mean that every member is in favor of the motion, but, that knowing it is useless to oppose it, or even to discuss it, the opposition simply acquiesces in the informality. Thus, in the case of approving the minutes, the chair inquires if there are any corrections, and, if one is suggested, it is made: when no correction [or no further correction] is suggested, the chair says: "There being no corrections [or no further corrections] the minutes stand approved." While routine and minor matters can be rapidly disposed of in this way, if at any time objection is made with reasonable promptness, the chair ignores what has been done in that case even if he has announced the result, and requires a regular vote. [See also [48](#).]

*Absentee Voting*. In a strictly deliberative assembly no member can vote who is not present when the question is completely put. But in many societies the membership is scattered all over a state, or even still wider, and it has been found expedient to provide a method of voting that will enable all the members to vote upon certain matters, as upon amendments to constitutions, by-laws, and in elections of officers. This provision, when it is deemed advisable to adopt it, should be placed in the constitution or by-laws, as otherwise, unless the charter or state laws authorize absentee voting, no member can vote except in person There are two forms of absentee voting -- by mail, and proxy voting.

*Voting by Mail* is used for election of officers, and for amendments to the constitution or by-laws, and for such other important matters as the society may order to be voted on in this way. If an amendment to the by-laws is to be voted on by mail, a printed copy of the proposed amendment is mailed to every member with the words "yes" and "no" printed underneath, or on a separate slip, with directions to cross out one of them, and return in the enclosed envelope, upon which should be printed the words, "Ballot for Amendment to Constitution." This envelope should usually have the signature of the voter on it, and be sealed and enclosed in another one addressed to the secretary, or to the chairman of the tellers, so that the inner envelope will not be opened except by the tellers when the votes are counted. If it is desired to present the arguments pro and con, the society can allow the leaders on the two sides to prepare brief statements to be printed and mailed with the proposed amendment to every member. Instead of having the voter's signature on the inner envelope, it may be placed on the ballot, but a place for the signature should be indicated, so that there may be some means of protection against votes being cast by other than legal voters. Voting by mail cannot be a secret ballot, as it is necessary for the tellers to know by whom each vote is cast. By some such method as the above it is practicable to give all the members, however scattered they may be, an opportunity to vote on questions of great importance.

*Proxy Voting.* A proxy is a power of attorney given by one person to another to vote in his stead and it is also used to designate the person who holds the power of attorney. It is unknown to a strictly deliberative assembly, and is in conflict with the idea of the equality of members, which is a fundamental principle of deliberative assemblies. There can be but little use for debate where one member has more votes than another, possibly more than all the others combined. If the proxy voting is limited to the election of a board of directors, as it is practically in stock corporations, and if, also, the proxies must be given to members of the corporation in all cases where it requires an election to become a member -- with these two limitations proxy voting would be useful and do no harm. In stock companies the members meet only annually to elect directors, who elect the officers and transact the business of the corporation. Though the directors are elected largely by proxies, their own meetings, where all the business is done, are as secret as they choose to make them, no proxies being allowed in them, and therefore proxy voting does not interfere with their business. As anyone can dispose of his stock to anyone else, there is no objection to his appointing any one as his proxy. But the case is very different with many incorporated societies of a social, benevolent, or religious character, whose business meetings are sometimes secret. Their membership cannot be transferred by the members like stock, and therefore they should not be allowed to appoint any proxies who are not members of the organization. The state law is above the by-laws of the society, and if the state law empowers members of all corporations to appoint proxies to vote at all business meetings, no by-laws of an incorporated secret society could prevent non-members holding proxies from attending and voting at all business meetings of the society. This should not be the case. With stock corporations it does no harm, because all the business is done by directors, and no proxies are allowed in their meetings, and no one can be present without their consent. But in many societies of the kind mentioned the business is transacted in meetings attended by none but members, and unlimited proxies would be a serious interference with their work. If the state law requires proxy voting in all corporations, it should be limited to the election of officers, including directors, and also the proxies should be required to be held by members of the corporation in all organizations whose primary object is not pecuniary profit.

1. Taking a vote by yeas and nays, which has the effect to place on the record how each member votes, is peculiar to this country, and, while it consumes a great deal of time, is rarely useful in ordinary societies. While it can never be used to hinder business, as long as the above rule is observed, it should not be used at all in a mass meeting, or in any other assembly whose members are not responsible to a constituency. By the Constitution, one-fifth of the members present can, in either house of Congress, order a vote to be taken by yeas and nays. In representative bodies this method of voting is very useful, especially where the proceedings are published, as it enables the people to know how their representatives voted on important measures. If there is no legal or constitutional provision for the yeas and nays being ordered by a minority in a representative body they should adopt a rule allowing the yeas and nays to be ordered by a one-fifth vote, as in Congress, or even by a much smaller number. In some small bodies a vote on a resolution must be taken by yeas and nays upon the demand of a single member.

**47. Votes that are Null and Void even if Unanimous.** No motion is in order that conflicts with the laws of the nation, or state, or with the assembly's constitution or by-laws, and if such a motion is adopted, even by a unanimous vote, it is null and void. No rule that conflicts with a rule of a higher order is of any authority; thus, a by-law providing for the suspension by general consent of an article of the constitution would be null and void; so, the general parliamentary rule allowing a two-thirds vote to amend the by-laws after due notice, is only in force when the by-laws are silent on the subject. Rules that protect absentees cannot be suspended informally by general consent, or formally by a unanimous vote, as the absentees have not given their consent. For instance, a rule requiring the giving of a specified notice of certain motions, as an amendment of the by-laws, cannot be suspended by general consent or by a unanimous vote. When a vote is required to be taken by ballot, the object is to enable members to conceal their votes, and any motion that defeats this object is out of order. Thus, when the rules require the vote to be by ballot, as is usual in elections to office or membership, this rule cannot be suspended even by general consent, because no one can object without exposing his vote, which he cannot be compelled to do. When the election must be by ballot, a motion to have the ballot cast by one person is out of order. So, when the rules require the vote to be by ballot, a motion to make unanimous a vote that was not unanimous, must be voted on by ballot, as otherwise the vote would not be secret.

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**48. Motions requiring more than a Majority Vote.** *Majority Vote.* Any legitimate motion not included among those mentioned below as requiring more than a majority vote, requires for its adoption only a majority; that is, more than half of the votes cast, ignoring blanks, at a legal meeting where a quorum is present, unless a larger vote for its adoption is required by the rules of the assembly.

*General Consent or Unanimous Vote.* By general, or unanimous, or silent, consent the assembly can do business with little regard for the rules of procedure, as they are made for the protection of the minority, and when there is no minority to protect, there is little use for the restraint of the rules, except such as protect the rights of absent members, or the right to a secret vote. In the former case the consent of the absentees cannot be given, and in the latter case the consent cannot be withheld by the minority without exposing their votes, which they cannot be compelled to do. When the election is not by ballot and there are several candidates one of whom receives a majority vote, sometimes a motion is made to make the vote unanimous. It should never be made except by the candidate with the largest number of votes after the successful one, or his representative, and even then its propriety is doubtful. One negative vote defeats a motion to make a vote unanimous, as a single objection defeats a request for general consent.

By the legitimate use of the principle that the rules are designed for the protection of the minority, and generally need not be strictly enforced when there is no minority to protect, business may be greatly expedited. When there is evidently no opposition, the formality of voting can be avoided by the chair's asking if there is any objection to the proposed action, and if there is none, announcing the result. The action thus taken is said to be done by general consent, or unanimous or silent consent. Thus, after an order has been adopted limiting the speeches to two minutes each, if a speaker is so interesting that when his time has expired there is a general demand for him to go on, the chair, instead of waiting for a motion and taking a vote, could accept it as the will of the assembly that the speaker's time be extended, and would direct him to proceed. Or, he might say that if there is no objection the member's time will be extended two minutes, or some other time. [See also [46:16](#)]

*Two-thirds Vote.* A two-thirds vote means two-thirds of the votes cast, ignoring blanks which should never be counted. This must not be confused with a vote of two-thirds of the members present, or two-thirds of the members, terms sometimes used in by-laws. To illustrate the difference: Suppose 14 members vote on a question in a meeting of a society where 20 are present out of a total membership of 70, a two-thirds vote would be 10; a two-thirds vote of the members present would be 14; and a vote of two-thirds of the members would be 47.

There has been established as a compromise between the rights of the individual and the rights of the assembly the principle that a two-thirds vote is required to adopt any motion that suspends or modifies a rule of order previously adopted; or prevents the introduction of a question for consideration; or closes, or limits, or extends the limits of debate; or limits the freedom of nomination or voting; or closes nominations or the polls; or deprives one of membership or office. It will be found that every motion in the following list belongs to one of the classes just mentioned.

**Motions Requiring a Two-thirds Vote.<sup>1</sup>**

<i>Amend (Annul, Repeal, or Rescind) any part of the Constitution, By-laws, or Rules of Order, previously adopted; it also requires previous notice</i>	<a href="#"><u>68</u></a>
<i>Amend or Rescind a Standing Rule, a Program or Order of Business, or a Resolution, previously adopted, without notice being given at a previous meeting or in the call for the meeting</i>	<a href="#"><u>37</u></a>
<i>Take up a Question out of its Proper Order</i>	<a href="#"><u>22</u></a>
<i>Suspend the Rules</i>	<a href="#"><u>22</u></a>
<i>Make a Special Order</i>	<a href="#"><u>20</u></a>
<i>Discharge an Order of the Day before it is pending</i>	<a href="#"><u>20</u></a>
<i>Refuse to Proceed to the Orders of the Day</i>	<a href="#"><u>20</u></a>
<i>Sustain an Objection to the Consideration of a Question</i>	<a href="#"><u>23</u></a>
<i>Previous Question</i>	<a href="#"><u>29</u></a>
<i>Limit, or Extend the Limits, of Debate</i>	<a href="#"><u>30</u></a>
<i>Extend the Time Appointed for Adjournment or for Taking a Recess</i>	<a href="#"><u>20</u></a>
<i>Close Nominations [<a href="#"><u>26</u></a>] or the Polls</i>	<a href="#"><u>25</u></a>
<i>Limit the Names to be Voted for</i>	
<i>Expel from Membership: it also requires previous notice and trial</i>	<a href="#"><u>75</u></a>
<i>Depose from Office: it also requires previous notice</i>	
<i>Discharge a Committee when previous notice has not been given</i>	<a href="#"><u>32</u></a>
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The most current edition of the work of Henry M. Robert is [Robert's Rules of Order Newly Revised](#) [10th Edition (c)2000]. If the bylaws of an organization specify Robert's Rules of Order Newly Revised as the adopted parliamentary authority, then that book should be used.

## *AGENDA*

*Housing Committee Meeting  
August 17, 1999  
10:00 AM  
LHC Fall Conference*

- I. Welcome and Call to Order
- II. Roll Call:
- III. Old Business
  - A. REAC Bulletin Changes
- IV. New Business
  - A. Louisiana Legislative Auditor Reports
  - B. Training Needs
  - C. Quality Housing and Work Responsibility Act of 1998
- V. Any Resolutions for Executive Committee
- VI. Adjournment

**Minutes of the Meeting of the LHC Housing Committee**  
**February 13, 2002**  
**Alexandria**

The Housing Committee met on Wednesday, February 21, 2001 at 10 a.m. 17 people were present, 13 Members, 4 Guest.

VP Katie Anderson opened the meeting with the Old Business – Statewide Resident Listing Project – Resolution 2002-2. The committee discussed the pros and cons of continuing pursuing this project. After discussion, a motion was made by Kelley McFarlain and seconded by Pay Boss-Gray to discontinue the project. There were no opposing votes. VP Anderson will present this motion to the Executive Committee.

Under new Business, the committee discussed the need for Civil Service training due to some new requirements for supervisors. VP Anderson agreed to work the Professional Development Committee to sponsor this type of training.

VP Anderson updated the Committee on her report to SWNAHRO committee in January. She also requested that everyone update any email address changes to ensure that all members are receiving proper notices. VP Anderson encouraged all members to check the LHC Website on a regular basis for important LHC information.

VP Anderson opened the floor for any other topics of interest. Committee member Paul Ortego brought up an incident that occurred at Ville Platte HA concerning an investigated conducted by the La. Dept of Justice. There was some confusion on the authority of this department and how they fit in with HUD's Fair Housing Department. It appeared that HUD had no knowledge of or involvement in this particular investigation. After further discussion, it was agreed that the Housing Committee would refer this topic to the Professional Development for consideration on legal training on this matter and other legal matters of local PHA's.

No resolutions were offered at this time.

Meeting adjourned at 10:45 a.m.



**Louisiana Housing Council, Inc.**

**Resolution**

Resolution Title: \_\_\_\_\_

\_\_\_\_\_  
*(Explanation or description of Resolution)*

WHEREAS: \_\_\_\_\_

\_\_\_\_\_ and,

WHEREAS: \_\_\_\_\_

Now therefore Be It Resolved that the \_\_\_\_\_ Committee of the  
Louisiana Housing Council:

1. \_\_\_\_\_

2. \_\_\_\_\_

Passed and adopted this \_\_\_\_\_ Day of \_\_\_\_\_, 20 \_\_\_\_\_

Secretary

Vice President of the \_\_\_\_\_ Committee

WHEREAS, the 2008 HUD Budget has funded Public Housing Agencies at 82.4% thereby prohibiting them from managing a financially solvent agency, and

WHEREAS, the Community Service requirements is an unfunded mandate, and

WHEREAS, the Community Service requirement in an administrative burden to implement and track participation, and

WHEREAS, the non-compliance of residents results in eviction from assisted housing and thereby causes reductions in occupancy rates potentially resulting in further loss of operating subsidy,

NOW THEREFORE BE IT RESOLVED, by the Louisiana Housing Council Housing Committee, that the members of the SWNAHRO Housing Committee consider adopting and forwarding a resolution to the National Housing Committee to support the elimination of the Community Service Requirement.

Passed and adopted this 23<sup>rd</sup> day of January, 2008.

---

Katie Anderson, Vice President of Housing

Adopted y the LHC Executive Committee on January 24<sup>th</sup>, 2008.

## **LHC Housing Committee Resolution**

### Number 2000 - 2

WHEREAS, the members of the Louisiana Housing Council Housing Committee find that there is a need to have previous rental history information on former PHA residents, and

WHEREAS, there is no current system in Louisiana to check for former PHA Residents who have a negative rental history, or who owe a PHA an outstanding balance, and

WHEREAS, the Louisiana Housing Council currently has a world wide web page accessible to the general membership,

BE IT THEREFORE RESOLVED, that the Housing Committee of the Louisiana Housing Council requests the LHC Executive Committee to consider sponsoring a statewide, voluntary listing of Louisiana PHA's former residents who have a negative rental history and/or who owe an outstanding balance to any PHA or Section 8 Program.

BE IT ALSO RESOLVED, that this list be accessible for the membership through the LHC world wide web page, or any other reasonable mechanism available to the general membership.

Upon motion of \_\_\_\_\_ and seconded by \_\_\_\_\_, that on this date of Wednesday, September 6<sup>th</sup>, 2000, this resolution was duly adopted by the Housing Committee of the Louisiana Housing Council.

The following vote was recorded:

Ayes:

Nays:

## **RESOLUTION 06-23-2002-1**

**Whereas**, the current “One Strike” policies and practices of PHA’s provide adequate protection for innocent tenants; and

**Whereas**, SW NAHRO supports current policies dealing with criminal activity in PHA and opposes the proposed amendment to the One Strike Policies offered by Congresswoman Barbara Lee, of California; and

**Whereas**, the proposed amendment harms the PHA and residents of their rights to peaceful enjoyment of public and assisted housing.

**Furthermore**, the U. S. Supreme Court decision upheld the Rucker case supporting LHA’s and their current policies to provide a safe environment for all housing assisted families.

**Now, therefore be it resolved**, that NAHRO’s staff and Board of Governors work to prevent this propped amendment without waving.

Passed and adopted this 23<sup>rd</sup> day of June 2002, by the Southwest Regional Council of NAHRO.

President: Melvin Braziel

Secretary: Lori Mendez

**RESOLUTION # \_\_\_\_\_**

At a duly called meeting of the Search Committee appointed by LHC President David Fontenot and consisting of members Katie Anderson, Chair, Randy Smith, Peggy Steele, Kelley McFarlain and Harry Becnel on September 12<sup>th</sup>, 2003, the following was adopted:

Be it therefore resolved, that the Louisiana Housing Council Executive Committee amend the current budget to add a line item costs for “Transitional Expenses” in the amount not to exceed \$25,000. These monies are to be used for the additional expense necessary to advertise, interview, and to hire a Service Officer Contractor during the transitional time prior to and after the retirement of the current Service Officer / Administrative Secretary Philip W. Miller.

Be it therefore also resolved that the attached Request for Proposals for Service Officer be approved for advertisement in the professional trade journals approved by the Search Committee

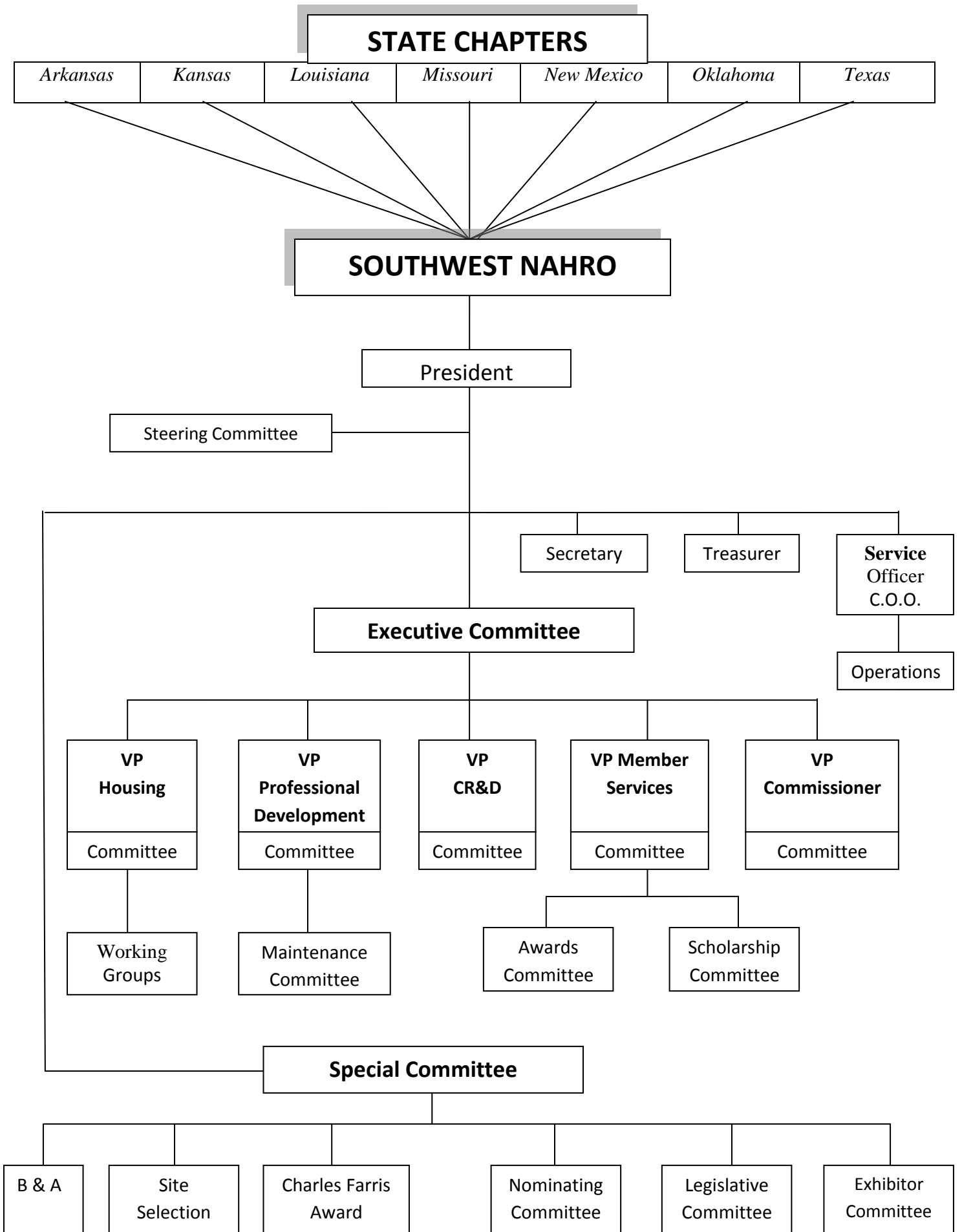
Respectfully submitted by Katie Anderson, LHC Vice President of Housing and Chairman of the Search Committee.

**SOUTHWEST**  
**NAHRO**

## **Mission Statement**

The mission of the Southwest Regional Council of the National Association of Housing & Redevelopment Officials is the provision of adequate housing for the entire people and the attainment of sound communities through the processes of development, preservation, conservation, rehabilitation, and redevelopment by:

- Improving the standards and practice of all phases of administration directly related to the above objectives;
- Developing and improving the professional standards involved in the administration of programs to achieve the above objectives;
- Strengthening the capacity of the Association at all levels to provide for the exchange of knowledge and results of experience, to conduct meetings, training and educational programs for the exchange of information to improve program administration and the enhancement of professional development opportunities;
- Facilitating effective relationships among all levels of government in the development and execution of housing and community development responsibilities;
- Cooperating and collaborating with other agencies, associations and groups, both public and private, having similar or related purposes.



**SOUTHWEST REGIONAL COUNCIL**  
**of the**  
**NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS**

**BY - LAWS**

**ARTICLE I**

**Name and Jurisdiction**

Section 1. The name of this organization shall be the Southwest Regional Council of the National Association of Housing and Redevelopment Officials.

Section 2. The Regional Council shall operate within the geographic area of the states of Arkansas, Kansas, Louisiana, Missouri, New Mexico, Oklahoma, and Texas, subject to provisions of the Constitution of the National Association of Housing and Redevelopment Officials (NAHRO), and these By-Laws.

**ARTICLE II**

**Objectives and Purposes**

Toward the attainment of the provision of adequate housing for the entire people and toward the attainment of sound communities through the processes of development, preservation, conservation, rehabilitation, and redevelopment, the purposes of the Regional Council shall be:

- (1) To improve the standards and practice of all phases of administration directly related to the above objectives;
- (2) To develop and improve the professional standards involved in the administration of programs to achieve the above objectives;
- (3) To strengthen the capacity of the Association at all levels to provide for the exchange of knowledge and results of experience; to conduct meetings, training and educational programs for the exchange of information, The improvement of program administration and the enhancement of professional development opportunities;
- (4) To facilitate effective relationships among all levels of government in the development and execution of housing and community development responsibilities;
- (5) To cooperate and collaborate with other agencies, associations and groups, both public and private, having similar or related purposes.

**ARTICLE III**

**Membership: Qualifications, Voting, Dues**

Section 1. Any agency that is an active member in good standing of National NAHRO, and resides within the geographical area of the region, shall be an active member of the Regional Council upon payment of such dues as may be established by the Regional Council as hereinafter provided.

All associates (as listed with National NAHRO) of an active agency shall have full voting rights, and are eligible to participate in all activities open to the membership.

Every associate of an active agency member shall be eligible to hold any office in the Region.

Section 2. Any Allied individual member NAHRO who resides within the geographical area of the region, shall be an affiliate member of the Regional Council upon payment of such dues as may be established by the Regional Council as hereinafter provided. (Allied Individual members would include; individuals employed in academia, by federal agencies or other organizations not eligible for membership in NAHRO; students; those unemployed; or retired. Every allied individual shall have all rights of active members unless there exists, a possible conflict of interest, as determined by the Executive Board.

Section 3. Any agency that is an affiliate member in good standing of National NAHRO, and resides within the geographical area of the region, shall be an affiliate member of the Regional Council upon payment of such dues as may be established by the Regional Council as hereinafter provided.

All associates (as listed with National NAHRO of an affiliate member shall have all rights of active members unless there exists, a possible conflict of interest, as determined by the Executive Board. Associates of an affiliate member shall not have the right to hold office on the regional level.

Section 4. Membership dues may be established, from time to time, by the Executive Committee of the Regional Council for the operation of the Council. Payment of the established dues shall entitle members to all the rights of their membership class.

Section 5. A Lifetime Membership may be given by the Executive Committee to an individual, upon retirement, who has rendered outstanding service to the Southwest Regional Council of NAHRO. Nominations for Lifetime Memberships shall be made by Chapters to the Awards Committee which shall recommend approval to the Executive Committee. Lifetime Members shall be non-voting ex-officio members of the Executive Committee and shall receive complimentary registration for all SWRC Annual Conferences.

#### ARTICLE IV

##### Executive Committee: Members, Responsibilities, Meetings, Quorum, Voting, Vacancies

Section 1. The control of the affairs of the Regional Council shall be vested in the Executive Committee consisting of the following:

###### *With Voting status:*

Officers of the Regional Council as set forth in Article V.

Thirty-five members to be chosen by a locally established procedure of each chapter, consisting of five persons from each chapter of whom two shall be the Chapter President and Senior Vice-President, and the remaining three to be selected by the Chapter based upon a reasonable geographical distribution and fully representative of membership interests. Chapters are encouraged to include a Commissioner and the Chapters immediate Past President in its local selection process. The five Chapter positions are non-transferable between Chapters.

Trustees of the SWRC-NAHRO Retirement Plan -- one vote

Trustees of the SWRC-NAHRO Hospitalization Plan -- one vote

Any current National NAHRO officer residing in the Southwest Region

The current elected representative from SWRC to the Board of Governors

All past presidents of National NAHRO and SWRC-NAHRO residing in the region who are currently active in the field of assisted housing, community development, economic development, urban renewal or code enforcement.

Ex-Officio with Non-Voting status:

Members of the NAHRO Boards of Credentialing Trustees

Members of National NAHRO Ad Hoc Committees

Chairpersons of SWRC Ad Hoc Committees

Editor of the official Publication of the Regional Council

SWRC-NAHRO Lifetime Members

International Committee Members

On all questions coming before the Executive Committee, each person with voting status designated above may cast one vote, except that only one vote may be cast by the combined member Trustees of the SWRC Retirement Plan and the combined member Trustees of the SWRC Hospitalization Plan. Said Trustees shall each designate a Trustee to be present at each meeting who shall be authorized to cast one vote as its representative. No proxy or designee voting allowed.

All positions shall be certified to the Regional Secretary at least thirty days prior to any Executive Committee meeting. Such certification shall then be in effect until revoked or for the duration of the term of the Regional President then in office.

Section 2. The Executive Committee shall establish procedures for the (a) maintenance of records and accounts, (b) receipt and expenditure of funds, (c) levying of dues, (d) periodic reporting of the Regional Council affairs to the membership, and it shall otherwise plan and account for the activities of the Regional Council and any staff the Regional Council may employ.

Section 3. The President and Immediate-Past President shall represent the Southwest Regional Council on the National NAHRO Board Of Governors. In addition, the Region shall have two at-large Regional Representatives on the Board of Governors, one of whom shall be the Senior Vice-President. The fourth Regional representative to the Board of Governors shall be chosen for a term of four (4) years by election by the Executive Committee.

Section 4. The selection of Regional representatives to a National committee other than the five standing committees, shall be made by the SWRC President and confirmed by the Executive Committee at its next regular meeting.

Section 5. The Executive Committee shall hold not less than two (2) regular meetings each year, at least one of which will be held at the time and place of the annual convention of the Regional Council. Notice of a regular meeting shall be mailed or transmitted via electronic media to each committee member not less than thirty (30) days prior to the meeting date. Special meetings of the Executive Committee may be called by the President at any time or by the Secretary upon the written request of one-fourth (1/4) of the membership of the Executive Committee. A Notice of Special Meeting shall be mailed or transmitted via electronic media to each Executive Committee member not less than ten (10) days prior to the meeting date and shall specify the time and place of the meeting and the business to be conducted.

Section 6. At any meeting of the Executive Committee, a majority of the members of the Executive Committee shall be present to establish a quorum for the conduct of business of the Regional Council.

Section 7. If a member of the Executive Committee fails to attend two consecutive meetings of the Executive Committee and such absences are not excused by the Executive Committee, his/her place shall automatically

become vacant and such vacancy shall be filled as provided herein by Section 8. A reconvened session shall not count as a second meeting.

Section 8. Vacancies on the Executive Committee occurring between annual meetings shall be filled by the originating unit, or, if elected by a vote of the membership shall be filled as provided by Article VI, Section 5.

Section 9. Should any officer cease to be an Associate or an Allied Individual Member in National NAHRO, or become ineligible for active membership in NAHRO for any reason, his/her office shall be declared vacant. The Executive Committee may remove any officer by a vote of three-fourths of a majority present at any meeting. Any vacancy occurring hereunder shall be filled as provided by Article VI, Section 5.

Section 10. There shall be a Steering Committee of the Executive Committee consisting of the elective officers of SWRC [Regional President, Senior Vice-President, Vice Presidents with portfolio, Secretary and Treasurer], and the President of each chartered NAHRO Chapter within the Region. The Steering Committee shall be chaired by the Regional President and shall be empowered to act for and on behalf of the Executive Committee between meetings, and shall be available for consultation as needed.

## ARTICLE V

### Officers: Names, Duties

Section 1. The Officers of the Regional Council shall be a President, a Senior Vice-President, five (5) Vice Presidents with Portfolio, each corresponding to the five regional standing committees, a Secretary and a Treasurer, each of whom shall be active associate members in good standing of National NAHRO and this Regional Council. Any Regional officer duly elected as contained in Article VI who is subsequently elected to a National NAHRO office of President or Senior Vice-President, shall immediately resign his/her Regional position upon certification of the election to the national position.

Section 2. It shall be the duty of the President to preside at all meetings of the Regional Council; to create and appoint such special committees as may, from time to time, be necessary for the conduct of the affairs of the Regional Council; to implement such procedures, policies, and activities as may be adopted or approved by the Executive Committee of the Regional Council; and to report periodically to the membership on the accounts and general business of the Regional Council.

Section 3. The Senior Vice-President shall preside in the absence of the President at all meetings of the Regional Council, shall succeed the President in office if he/she cannot complete his/her term until the next annual meeting, and perform such other duties as may from time to time be assigned by the President or the Executive Committee.

Section 4. The five (5) Vice Presidents shall be responsible for the conduct of the standing committees to which they are elected and shall preside at all meetings of the committees. The Vice-Presidents may be assigned duties and responsibilities by the Executive Committee related to the current interests of the Council within the scope of the standing committees which they chair.

Section 5. The Secretary shall be responsible for maintaining the records of the Regional Council, the sending of such notices as may be required, certifying such petitions and positions as may be required, and performing such other duties as may be assigned by the President or the Executive Committee.

Section 6. The Treasurer shall be the custodian of the funds of the Regional Council. He/she shall collect all monies payable to the Council and shall deposit the same as directed by the Executive Committee. He/she shall disburse funds of the Council upon the written approval of the President or as authorized by the Executive Committee of the Council. The Treasurer shall keep books of account of the Council and shall

submit a statement of his/her accounts, with proper vouchers, at the regular meetings of the Council. He/she shall render an annual account to the officers prior to each annual conference. He/she shall perform such other duties as properly belong to the office, or as may be specified by the Executive Committee. The books of the Treasurer shall be open for inspection by the officers, or any committee appointed by them, for the purpose of making an examination thereof.

Before entering upon his/her duties, the Treasurer shall enter into a good and sufficient bond, payable to Southwest Regional Council of NAHRO, in an amount as determined by the Steering Committee commensurate with the funds on hand. The premiums for said bond shall be an authorized expenditure out of Council funds.

## **ARTICLE VI** **Nominations and Elections**

Section 1. Not less than sixty (60) days prior to the annual convention of the Regional Council held in odd-numbered years, a Nominating Committee consisting of the Regional President, Immediate Past-President, the President (or designee) of each chartered NAHRO State Chapter within the region, and a representative elected from the Commissioners Committee, shall meet for the purpose of selecting one or more persons from the roles of active associate members in good standing as nominees for each office. The Immediate Past-President of SWRC shall serve as Chair of the Nominating Committee.

Not less than thirty (30) days prior to the annual convention, the Secretary shall notify, through the means endorsed by the Board, each eligible voter of nominees selected by the Nominating Committee and that nomination may be made by the membership by petition bearing the name of the nominee and the signature of at least fifty (50) active associate members in good standing. The 50 must include representation of at least two agency members from each of the states in the Region. The petition shall be received by the SWRC Secretary, who shall certify the petition, at least three (3) days prior to the annual convention.

Section 2. The election of officers shall be at the annual convention of the Regional Council held in odd-numbered years. The term of office shall be two years, and shall coincide with the terms of office of the national officers and the Board of Governors.

Section 3. Each active associate and allied individual member present shall have one vote and shall cast his/her vote by written ballot or by a show of hand or voice.

Section 4. No person shall be eligible for election to office or to the Executive Committee who is not a current associate of an active agency in good standing of the National Association and of the Regional Council.

Section 5. If a vacancy occurs in any office of the Regional Council or committee appointment, except as provided in Article VI, Section 2, it may be filled by the Executive Committee for the unexpired term or until the next annual convention of the Regional Council, whichever occurs earlier.

## **ARTICLE VII** **General Membership Meetings**

Section 1. There shall be an annual meeting of the membership of the Regional Council at a time and place fixed by the Executive Committee. Reasonable notice of the annual meeting shall be given to the membership, but not less than thirty (30) days prior to the meeting date.

Section 2. Special meetings of the membership may be called at any time on the order of the President, Executive Committee, or by the signed petition of representatives of at least one fifth of the agency members.

The Secretary shall give notice of the time and place of a special meeting not less than thirty (30) days prior to the meeting date

Section 3. A majority of the current associates or allied individual members assembled at any regular or special meeting of the Council are sufficient for the transaction of business.

Section 4. The provisions of the By-Laws and Robert's Rules of Order shall apply to the conduct of any meeting of membership, the Executive Committee, or any other duly constituted committee of the Regional Council.

## ARTICLE VIII Committees

Section 1. The Regional Council shall have five (5) standing committees: Housing; Community Revitalization and Development; Professional Development; Member Services and Commissioners.

Section 2. The Housing Committee and the Community Revitalization and Development Committee shall generally address the program areas of their respective functions, and shall recommend actions to the Executive Committee regarding, but not limited to, program dollars, legislation, regulations, administration at federal, state and local levels and the effective representation of the membership's interests therein.

The Professional Development Committee shall focus on the general and specific areas of career identification, training and education, certification and credentialing, and the professionalization of the members engaged in such job opportunities.

The Member Services Committee shall serve the general and special interests of the members which cut across program and professional lines; represent the special interests of special interest groups within the membership, including but not limited to minorities, commissioners, and women, and shall work to coordinate supportive products and services rendered by the Association such as conferences and conventions, workshops and seminars, publications, representation and such related matters.

The Commissioners' Committee shall serve to broaden the constituency, supporting the goals and objectives of the Association; support programs to expand the skills of Commissioners to effectively discharge their responsibilities; and work with staff, leadership and membership as all levels of the Association in fulfillment of these purposes.

Section 3. Membership of the Standing Committees shall consist of no more than four (4) representatives from each Chapter, selected by a locally established procedure by each Chapter with certification of Chapter selections to the Regional Secretary and no more than nine (9) at-large members for each committee to be appointed by the Regional President. Each Standing Committee may appoint a liaison representative, with non-voting status to other Standing Committees.

Section 4. The Vice-President elected to serve in each of the five areas of special interest represented by the five Standing Committees shall serve as Chairperson of the corresponding committee. The term of membership of the Standing Committees shall coincide with the term of office of Regional Officers, except that, in odd-numbered years, each Standing Committee shall hold a transitional meeting, attended by current and incoming members. During such meetings, the newly-elected, incoming Vice-President and Chairperson shall preside over organizational sessions, at which time each committee shall select from among its membership a Vice-Chairperson. Voting for the Vice-Chairperson shall be limited to the incoming members of each committee.

Section 5. If a standing committee member fails to attend two consecutive meetings of the committee, and such absences are not excused by the Committee, his/her place shall automatically become vacant and such vacancy shall be filled by the originating unit. A reconvened session shall not count as a second meeting.

Section 6. Three (3) members of each standing committee shall serve as members of the corresponding National NAHRO standing committee: (1) the elected Vice-President who chairs each committee; (2) the Vice-Chairperson elected by each committee, and (3) a third person selected by the SWRC President from the membership of each committee. In the case that one of the three is unable to serve at the National level, the SWRC President shall select a qualified representative from the Committee to replace him/her. The policy covering absences in the National level shall be governed by the National NAHRO policy.

Section 7. The President shall have the power to appoint committees on any problem or activity that deserves particular study or action by the Regional Council. Such committees shall be composed with minority representation and shall be fully representative of the range of housing interests and related community development interests, activities and administrative responsibilities found in the membership. Consultants in special fields may be asked to assist these committees when deemed necessary or proper by said committee and with the approval of the SWRC President. The SWRC President shall inform the Executive Committee of all committee appointments.

Section 8. Committee appointments, other than those to standing committees, shall terminate at the close of the Council year ending September 30, or at the conclusion of the Annual Convention of National NAHRO.

Section 9. The selection process for committee membership shall seek to provide a broad representation of all special interests of the membership, including but not limited to, commissioners, minorities and women.

Section 10. No person shall be eligible to serve on a standing committee who is not an associate or an allied individual member in good standing of the National Association.

## **ARTICLE IX**

### **National Nominating Committee**

Section 1. The President shall on odd-numbered years appoint two members of the Regional Council, at least one of whom shall be a minority or a woman, to serve on the National Nominating Committee to select the nominees for the office of President and Senior Vice-President of the National Association.

Section 2. The President shall notify the Executive Director of the National Association of his/her appointments not less than 140 days before the annual meeting of the National Association that is held on odd-numbered years.

## **ARTICLE X**

### **Amendment**

Section 1. These By-Laws may be amended at a regular or special meeting of the membership, provided a quorum is present and voting and two-thirds of those voting vote affirmatively for the amendment (by mail ballot affirmatively voted on by a majority of those voting). Each Associate and Allied Individual member shall be sent a copy of the proposed amendments with the notice of the meeting at which the amendments are to be voted. The Secretary shall send the meeting notice to each member not less than 30 days prior to the meeting date.

**ARTICLE XI**

**Effective Date, Approval, and Revocation**

Section 1. These By-Laws and any amendments thereto shall become effective on approval by the Board of Governors of the Association and are subject to revocation by the Board of Governors of the Association for due cause.

**AMENDED AND ADOPTED**

Passed and adopted this 26th day of August, 2005, and approved by the NAHRO Board of Governors at its Meeting in Chicago, IL, October 10, 2005

***SW Housing Committee Meeting  
January 25<sup>th</sup> – Albuquerque, New Mexico  
Louisiana State Report***

The Louisiana Chapter of NAHRO has met once the last SWNAHRO meeting in Lafayette, LA.. Our Committee met in September at the LHC Fall Meeting. No resolutions were presented.

The Housing Committee has worked with the LHC Professional Development committee to provide a variety of training at the Winter Meeting, including Resident Participation Funding and the new Capital Fund 50% Drawdown capabilities. A Housing Committee meeting is scheduled in February At New Orleans at which we plan to discuss the Operating Subsidy dilemma and some other issues that concern us about PASS inspections and blocked egresses.

The Louisiana Housing Committee's goal for 2003 is to continue working closely with the Professional Development Committee to provide training for Louisiana PHA's, and to keep our State PHA's abreast of important changes as appropriate.

Katie Anderson,  
VP for Housing  
Louisiana Housing Council

NAHRO



National Association of Housing and Redevelopment Officials  
**Welcome**

**Latest News:**

- [New! American Recovery and Reinvestment Act of 2009 Resource Center](#)
- **NEW:** [Commissioners' Resource Page](#)
- Download NAHRO's [2009 Legislative and Regulatory Agenda](#)
- NAHRO's [International Committee Resource Page](#)
- [Housing Choice Voucher Reform Information Center](#)
- Upcoming NAHRO e-Briefings:
  - [Streamline Your PHA's Workload with HUD's Rent Refinement Regulation](#), October 27
  - [HUD's Stimulus Money - Connecting the Dots to a Clean Audit](#), November 4
- Get NAHRO's Community Development newsletter, [CD Edge!](#)

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# NAHRO

*Building Communities  
Together for 75 Years*

## Membership Information

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### JOIN NAHRO.

**Be informed and have your views represented.**

For more than 75 years the National Association of Housing and Redevelopment Officials has represented the needs and interests of organizations serving all aspects of the housing and community development/redevelopment field. NAHRO has fought to secure needed housing and community development programs and has represented the concerns of its members effectively. Today, NAHRO continues to champion the needs of all people—to be adequately housed and for their right to live in decent neighborhoods in thriving cities and towns.

Your NAHRO membership unites you with more than 23,000 members—the largest and most effective network of housing and community development professionals.

### Member Benefits

[Advocacy and Influence](#)

[Assistance and Education](#)

[Access and Connections](#)

### Applications

#### Organizations:

- [Housing Authorities](#)
- [Public Agencies](#) (community development departments, redevelopment agencies, state agencies, housing departments, city manager's offices, federal departments, planning departments, etc.)
- [Affiliate Agencies](#) (For Profit and Non-Profit Agencies)

#### Individuals:

- [Associates of Organizational Members](#)
- [Allied Individuals](#) (Those not connected to organizations eligible for membership)

### Additional Information about NAHRO

[NAHRO at a Glance](#)

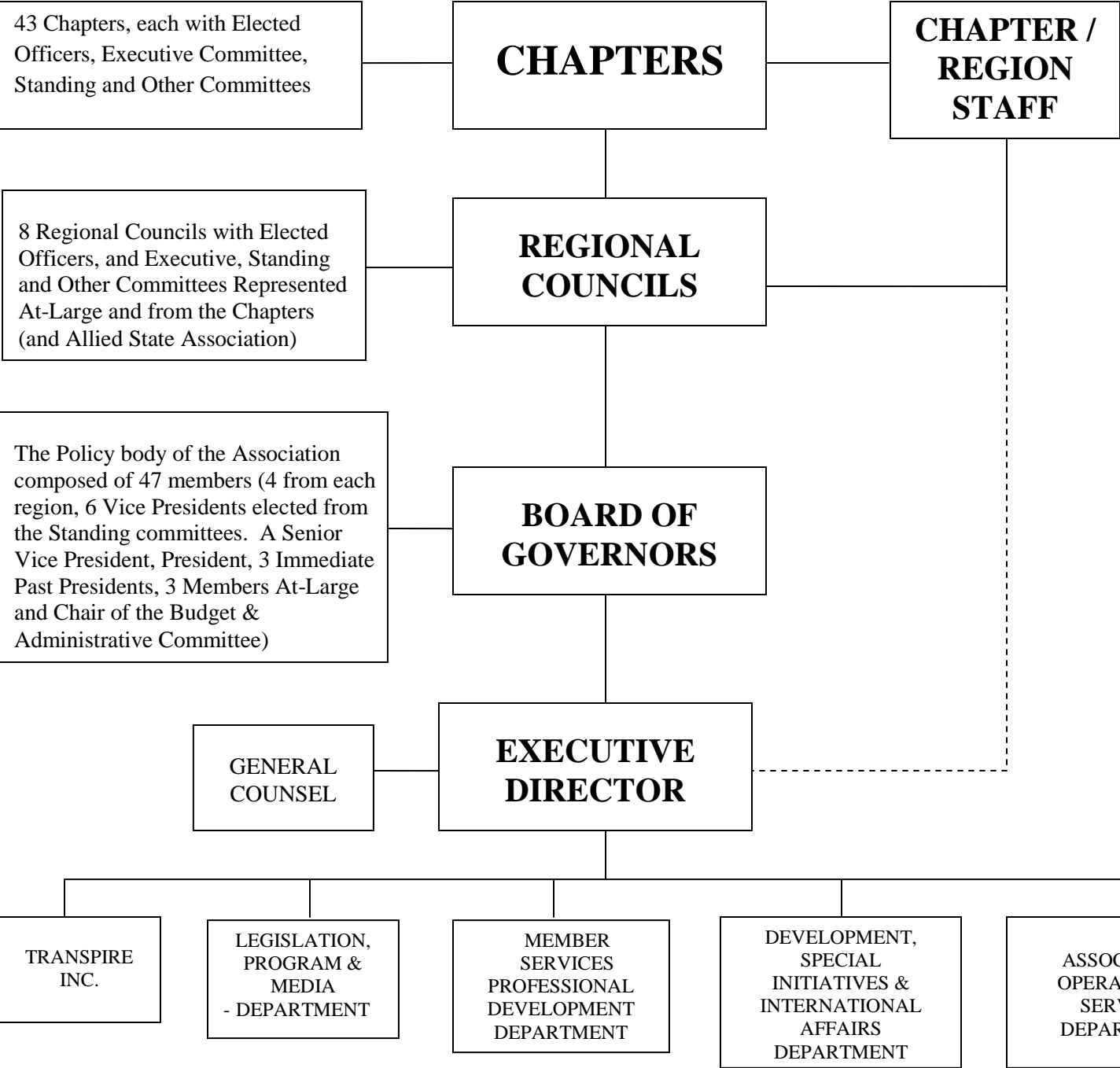
[NAHRO Mission](#)

[NAHRO History](#)



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# NAHRO ORGANIZATIONAL CHART



There are six standing committees. Members are appointed by the Regions (3 members each) and by the President (14 members) except the international Committee which has two representatives per region and nine presidential appointments and an additional five members are representatives of international organizations

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Each Committee elects a Chairperson Who also serves as Vice President-with-Portfolio.

The Committees are:

- COMMISSIONERS
- COMMUNITY REVITALIZATION & DEVELOPMENT
- HOUSING
- INTERNATIONAL
- MEMBER SERVICES
- PROFESSIONAL DEVELOPMENT

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Other committees are the National Level:

- BUDGET & ADMINISTRATION
- MANUFACTURERS AND SUPPLIERS COUNCIL
- NATIONAL CONFERENCE PLANNING

At the Chapter and Regional Levels are various other committees

# THE NAHRO CONSTITUTION

## ARTICLE I

### Name and Principal Office

The name of the Association shall be the National Association of Housing and Redevelopment Officials and its principal office shall be at Washington, D.C., with such additional offices established at other locations as may be required.

## ARTICLE II

### Mission

NAHRO's mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate income by:

- Ensuring that housing and community development professionals have the leadership skills, education, information and tools to serve communities in a rapidly changing environment;
- Advocating for appropriate laws and policies which are sensitive to the needs of the people served, are financially and programmatically viable for our industry, are flexible, promote deregulation and local decision making; and
- Fostering the highest standards of ethical behavior, service and accountability.

NAHRO enhances the professional development and effectiveness of its members and associates through its comprehensive professional development curriculum, conferences, publications, and other services. Through these efforts NAHRO equips its members and associates with the skills, knowledge, and abilities necessary to survive and prosper in a changing environment, and make our Association more efficient and effective.

## ARTICLE III

### Members

**Section 1. Active Organization.** Any public agency, department, or organization having to do primarily with housing, community development or redevelopment, housing rehabilitation or conservation, codes, and related community programs shall be eligible for active organizational membership in the Association. Each organization holding an active membership shall be entitled to designate a number of associates as determined by the Board of Governors. One of these associates shall be designated the primary organizational contact. Each associate is entitled to cast one vote in any action taken by a vote of the members of the Association. Any organization that has been a member less than 45 days prior to the annual meetings of the Association held in odd-numbered years shall not be issued ballots during said period.

**Section 2. *Affiliate Organization.*** Any agency, corporation, company, or other organization interested in the purposes and activities of the Association shall be eligible for affiliate organizational membership. Affiliate organizational members shall have all the rights of active organizational membership, including the designation of associates.

**Section 3. *Allied Individual Members.*** Any individual who is not affiliated with an agency or organization eligible for active or affiliate organizational membership shall be eligible for allied individual membership. This category would include such individuals as students; those who are retired or unemployed; those employed by academic institutions, the military, or an international organization; and lifetime and honorary members.

**Section 4. *Temporary Category of Allied Individual Membership for Current Individual Members.*** Individual members at the time this amendment is enacted may pay at the current individual rates for renewing memberships through December 2003 and receive all current benefits. After December 31, 2003, regular individual membership ceases to exist and individuals may only participate as associates of organizational members or as allied individual members. As of October 2001, anyone serving in the NAHRO leadership may renew their individual membership until October 2005, if necessary to fulfill the leadership commitments they made.

**Section 5. *Membership Termination.*** The Board of Governors, by two-thirds vote and at its own discretion in the best interests of the Association, may deny membership to any person or agency, may reject renewal of membership, or may terminate a membership. A person or agency whose membership is terminated shall be entitled to a pro-rata return of membership dues.

**Section 6. *Code of Professional Conduct.*** Adherence to the NAHRO Code of Professional Conduct is required for individual associates, allied individual members, and those formally certified through one of NAHRO's comprehensive examination programs.

## **ARTICLE IV**

### **Board of Governors**

**Section 1. *Composition, Election, Terms of Office, Succession.*** The Association shall be governed by the Board of Governors consisting of the President, a Senior Vice-President, Vice-Presidents with Portfolio, the three Immediate Past Presidents active in the field, the Chairperson of the Budget and Administration Committee if one has been appointed, the Regional Presidents, the Immediate Past Regional Presidents as certified by the Regional Councils, sixteen associates from organizational members or allied individual members of the Association who shall be designated Regional Members-at-Large, and three associates from organizational members or allied individual members of the Association who shall be designated Members-at-Large and shall be appointed by the President in consultation with the Regional Presidents to address any imbalance in the representation

of the membership on the Board of Governors, with priority consideration given to commissioners. The Members-at-Large shall serve until the conclusion of the annual conference in odd-numbered years.

Two Regional Members-at-Large shall be selected or elected by each Region according to procedures established by the Region and shall serve terms of four years. The Regional Members-at-Large shall serve staggered terms.

The Association President and Senior Vice-President shall be elected by the members and associates of the Association for terms of two years.

A Vice-President shall be elected from and by the membership of each national standing committee of which he/she is a member and shall be designated as Committee Chairperson and Association Vice-President with Portfolio of that standing committee and shall serve a term of two years.

The Vice-President must be elected by the committee prior to the regularly called meeting of the Board of Governors next following the annual conference of the Association held in odd numbered years. Vice-Presidents shall be elected by their committees in accordance with rules and procedures established by the Board of Governors, and shall serve until their successors have been elected. When vacancies occur in a Vice-President position, the Committee Vice-Chairperson is to automatically succeed to the office for the balance of the Vice-President's term. A new Vice-Chairperson shall be elected at the next Committee meeting.

Regional presidents shall be elected according to procedures established by their Regional Councils for a term of two years.

Terms of office of the Association President, Senior Vice-President, and Vice-Presidents within the purview of the conditions cited above shall run concurrently

No officer of the Association having been elected and having served a full term shall be eligible for re-election to succeed himself/herself in the same office, but shall be eligible for election to the same office at any subsequent time, and shall be eligible at any time for election to another office. Persons elected to the office of President and Senior Vice President must receive a two-thirds vote of confidence from those present at the next regularly scheduled meeting of the Board of Governors if by changing employers, the membership category of the organization from which they are an associate changes.

Vice-Presidents with Portfolio must receive a two-thirds vote of confidence from those present at the next regularly scheduled meeting of the committee from which they were elected, if by changing employers, the membership category of the organization from which they are an associate changes.

**Section 2. Vacancies.** In the event of a vacancy in the office of the President, the Senior Vice-President is to automatically succeed to the office for the balance of the President's

term. In the event of the unavailability of the Senior Vice-President to succeed to the Presidency, the Board of Governors shall select one of the Vice-Presidents with Portfolio to serve as President until the next annual meeting of the Association. Any vacancy, no matter how created, among the other officers, other than the Vice-Presidents which are otherwise provided for herein, or members of the Board of Governors, shall be filled by action of the originating units, for the balance of the original term. If a vacancy occurs in the office of Immediate Past Regional President, no matter how created, it shall be filled by action of the Region.

The office of the Senior Vice-President vacated, for whatever reason, shall be filled by the Board of Governors from among the Vice-Presidents with Portfolio and shall serve for the balance of the term of Senior Vice-President.

**Section 3. *Eligibility.*** If any member of the Board of Governors ceases to be an associate of an organizational member, an allied individual member, or individual member (temporary category) of the Association, he/she shall cease to be a member of the Board of Governors and his/her position on the Board of Governors shall thereupon become vacant and shall be filled as provided in Section 2 above.

If a Board of Governors member fails to attend three meetings during the two-year period of the Board of Governors and such absences are not excused by the Board, his/her place shall automatically become vacant.

**Section 4. *Operating Procedures.*** Meetings of the Board of Governors shall be conducted under the requirements of this Constitution first, and Roberts Rules of Order, if not covered herein.

**Section 5. *Powers.*** The Board of Governors is empowered to create such wholly owned subsidiary corporations, ancillary trustees, divisions, committees, units, councils, chapters, or groups, as may be required to support, advance, and fulfill the purposes of the Association.

The Board of Governors shall select and appoint a Secretary-Treasurer who shall be the chief administrative officer of the Association.

The Board of Governors shall have the right to exercise such other powers as shall be conferred upon or vested in them by other articles of this Constitution.

**Section 6. *Steering Committee—Membership and Powers.*** There shall be a Steering Committee of the Board of Governors consisting of the President, the Senior Vice- President, the Vice-Presidents, the three Immediate Past Presidents serving as members of the Board, and the Regional Presidents. The Steering Committee shall be available for consultation and advice as needed.

## ARTICLE V

### Officers

The officers of the Association shall be a President, a Senior Vice-President, the additional Vice-Presidents with Portfolio, each corresponding to the national standing committees, and a Secretary-Treasurer. Election and terms of office are as described in Article IV, Section 1.

## ARTICLE VI

### Duties of Officers

**Section 1. *President.*** The President shall act as Chairperson of the Board of Governors and shall preside at meetings of the members. He/she shall sign on behalf of the Association all deeds and other formal instruments and shall perform such other duties as may from time to time be assigned to him/her by the Board of Governors.

The President shall establish such committees, task forces, ad hoc groups, advisory councils, and like groups which are not prescribed, interdicted, or prohibited by this Constitution.

In appointing members to such assignments, the President shall be diligent in representing the broad range of membership interests, including commissioners, minority representatives, and women.

With the concurrence of the Board of Governors, the President may also act jointly with other organizations with interests related to the Association to name joint committees and name associates or members of the Association to such committees.

In the matter of national standing committees and the Nominating and Election Committee, the President shall adhere to the dictates set forth in the articles dealing specifically with those units.

**Section 2. *Senior Vice-President.*** The Senior Vice-President shall preside in the absence of the President. At the direction of the President and the Board of Governors, he/she shall coordinate the development of program policy and shall carry out such other duties as may be assigned, including oversight of administrative committees not herein assigned to the Vice-Presidents with Portfolio.

**Section 3. *Vice-Presidents with Portfolio.*** Each of the Vice-Presidents shall be responsible for the conduct of the standing committee from which he/she was elected and shall serve as chairperson of such standing committee.

The Vice-Presidents may be assigned duties and responsibilities by the Board of Governors related to the current interests of Association members, particularly as they relate to the scope of the standing committees which they chair.

**Section 4. Secretary-Treasurer.** The Secretary-Treasurer shall be the chief administrative officer of the Association. The Board of Governors shall select the Secretary-Treasurer to serve at its pleasure and shall fix his/her compensation. The Secretary-Treasurer shall be responsible for maintaining the records and accounts of the Association and shall be custodian of its seal. He/she shall also have the responsibility for the general management of the affairs and general direction and supervision of the activities and employees of the Association, subject to the provisions of this Constitution and to the policies and administrative regulations established and adopted by the Board of Governors.

## ARTICLE VII

### Nominations and Elections

Not less than 140 days before the annual meeting held during an odd-numbered year, all Regional Councils of the Association shall elect or designate two Regional Council representatives, at least one of whom shall be a minority representative or woman, to serve on the national Nominating and Election Committee, under procedures established by the Regional Council and certified to the Board of Governors. The President shall appoint the chairperson of the committee from among the organizational associates and affiliated individual members of the Association, such chairperson to have voting rights only to break a tie vote of the committee. Notice as to who constitutes this Nominating and Election Committee shall be given to the entire membership not less than 120 days prior to the annual meeting.

Not more than 90 days nor less than 80 days prior to said annual meeting, the Nominating and Election Committee shall meet and select one or more nominees for the office of President and Senior Vice-President. However, the sitting Senior Vice-President's name shall automatically appear on the ballot as a candidate for the office of President. Not more than 80 days nor less than 70 days before said annual meeting, the Secretary-Treasurer shall notify the entire membership of the Association of the nominations recommended by the Nominating and Election Committee as well as identifying the sitting Senior Vice-President as a candidate for the office of President. Such notice shall clearly indicate that additional nominations will be placed on the ballot if petitions requesting such action reach the Association's headquarters office not less than 60 days prior to said annual meeting.

Such petitions in support of an associate from an organizational member or an allied individual member of the Association must carry the names of associates from at least 75 organizational members of the Association, not less than 10 members coming from each of a majority number of the Regional Council areas. Submission of said petition must

carry certification or include evidence that the petitioner will serve if elected. The Secretary-Treasurer shall verify the validity of each petition.

When the nomination procedures result in more than one nominee for a position, the Secretary-Treasurer shall thereupon prepare, or cause to be prepared, ballots containing the names of the nominees submitted by the Nominating and Election Committee, the name of the sitting Senior Vice-President, plus the names carried on all eligible petitions. Not less than 20 days before the annual meeting, the Secretary-Treasurer shall cause to be delivered one ballot to each associate and individual member entitled to vote, together with voting instructions detailing the manner in which voting shall be carried out and the election conducted and the manner by which votes shall be validated and counted.

The Nominating and Election Committee shall certify the results of the election, and shall carry out any recount directed by the Board of Governors in response to a majority of the members present at the time of the announcement of the election results.

Terms of office, except as may be otherwise provided for herein, shall commence at the conclusion of the annual conference during which the annual meeting was held.

In the event of the need to conduct an election in an even-numbered year to fill the unexpired term of a President or Senior Vice-President, the Board of Governors shall act as the Nominating and Election Committee and the above procedures shall apply.

Waiver of the time schedule identified above, in those circumstances where conformity cannot be reasonably achieved, or achieved at all, may be accomplished by a two-thirds vote of the members of the Board of Governors present and voting at a special meeting. Where a vacancy necessitating an even-year election occurs at such a late date as to preclude implementation of the above procedures, the Board of Governors shall be able to announce their nominees at the annual meeting. Additional nominations may be accepted from the floor. Election shall take place during the meeting by ballot if there is more than one nominee for a vacancy, or by declaration of election by the President of the Association if there is only a single nominee for any office.

## ARTICLE VIII

### Meetings

**Section 1. *Annual Meeting.*** An annual meeting of the members of the Association shall be held during each calendar year at a time and place to be fixed by the Board of Governors.

**Section 2. *Special Meetings.*** Special meetings shall be held on the call of the President of the Board of Governors, or on the request in writing of associates from any 75 organizational members, not less than 10 members coming from each of a majority number of the Regional Council areas. Calls of all special meetings of the members shall

be given by notice delivered to all members not less than 30 days nor more than 40 days before the meeting date.

**Section 3. *Meetings of the Board of Governors.*** Meetings of the Board of Governors shall be held at regular intervals not less than four times during the two-year period for which the officers are elected, with the first meeting held at a time and place which shall be announced at the conclusion of the annual meeting held in an odd-numbered year, and such other special meetings as the President deems advisable to call. In the event of a vacancy in the office of the President or his/her incapacity, the Secretary-Treasurer shall call a meeting of the Board of Governors as soon as is practicable.

**Section 4. *Other Meetings.*** Any member of the Board of Governors may waive notice of the time, place, and purpose of any meeting of the Board of Governors either before or after the date of the meeting and, if such waivers are received from all members of the Board not present at the meeting, any action taken at the meeting shall be as valid as though due notice had been given.

**Section 5. *National Meetings.*** All national meetings of the Association shall be scheduled only in the places where facilities are available, on a non-discriminatory basis, to all members of the Association eligible to attend such meetings.

## **ARTICLE IX**

### **Quorum**

A quorum of the Board of Governors shall consist of not less than one-third of all the members of the Board, and an associate from 50 organizational members shall constitute a quorum to do business as a meeting of members.

## **ARTICLE X**

### **Standing Committees**

**Section 1. *Title.*** There shall be standing committees at the national, regional, and chapter levels: Housing, Community Revitalization and Development, Professional Development, Member Services, International (optional at the regional and chapter levels), and Commissioners.

**Section 2. *General Functions.*** The Housing Committee and the Community Revitalization and Development Committee shall generally address the programmatic areas of their respective functions, and shall recommend actions to the Board of Governors regarding, but not limited to, program dollars, legislation, regulations, administration at federal, state, and local levels and the effective representation of the membership's interests therein.

The Professional Development Committee shall focus on the general and specific areas of career identification, training and education, certification and credentialing, and the professionalization of the members.

The Member Services Committee shall serve the general and special interests of the members which cut across program and professional lines; represent the interests of special interest groups within the membership, including but not limited to minorities, commissioners, and women; and shall work to coordinate supportive products and services rendered by the Association such as conferences and conventions, workshops and seminars, publications, representation, and such related matters.

The International Committee shall collect and disseminate information on housing and community development in foreign countries, identifying innovative programs, development techniques, and management systems that may be usable in the United States. The Committee shall also share information on American programs with its foreign counterparts. The Committee may encourage local housing and community development personnel to participate in international meetings, including official delegations organized by federal agencies, and it may arrange informational exchanges with professionals in other countries.

The Commissioners Committee shall serve to broaden the constituency supporting the goals and objectives of the Association; support programs to expand the skills of commissioners to effectively discharge their responsibilities; and work with staff, leadership and membership at all levels of the Association in fulfillment of these purposes.

**Section 3. *Establishment of Committee Membership.*** The chapter presidents shall select chapter members to serve on chapter standing committees, and the committee chairperson shall be selected by a locally established procedure.

Regional committees will be composed of at least one representative from each corresponding chapter committee who shall be an associate of an organizational member or an allied individual member of NAHRO, such representative being selected by a locally determined procedure, plus at-large members to be selected by the Regional President. The chairperson shall be selected according to procedures established by the Regional Council.

Each national committee, except the International Committee, shall be composed of three representatives from each corresponding regional committee, to be selected according to procedures established by the Regional Council, plus fourteen at-large members to be selected by the national President in consultation with the Regional Presidents. Of the presidential appointments, there shall be at least one representative from each region.

The International Committee shall be composed of three representatives from each Region to be selected according to procedures established by the Regional Council. If a

corresponding regional International Committee exists, the three representatives shall be members of the committee and one of the three shall be the current Chair. An additional fourteen at-large members shall be appointed by the National President in consultation with the Regional Presidents. At least one presidential appointment shall be made from each Region. The President may, in addition to the at-large appointments, appoint as non-voting *ad hoc* members of the Committee representatives of international organizations, provided that the number of such additional non-voting *ad hoc* members serving at any time shall not exceed seven.

Local, regional, and national selection processes shall seek to provide for broad representation of all special interests of the membership, including but not limited to, commissioners, minority representatives, and women.

All national committee members, except for members from international organizations, shall be associates from organizational members or allied individual members of National NAHRO and remain members throughout their term. If the national membership status of a committee member lapses or he/she fails to attend three meetings of the committee, his/her position shall automatically become vacant.

**Section 4. *Chairperson and Vice-chairperson.*** Each national committee shall elect from within its membership a chairperson who shall serve as national Vice-President with Portfolio.

The Vice-President – Commissioners shall at the time of his/her election, be serving as a commissioner of a Housing Agency, Redevelopment Agency, or other Community Development Agency.

## **ARTICLE XI**

### **Committee Reports**

All committee reports intended for publication or distribution outside the Association itself shall be submitted to the Board of Governors before such publication or distribution is made. The Board of Governors shall pass on reports so submitted within a reasonable period of time and shall specify the method of distribution. The Board of Governors may delegate this review of committee reports to special committees of its members or to the Secretary-Treasurer.

## **ARTICLE XII**

### **Regional Councils and Chapters**

**Section 1. *Establishment*** In order to further the aims and purposes of the Association and to facilitate widespread participation in its program on the part of its members, the

Board of Governors may establish Regional Councils and Chapters of the Association as a means of recognizing the special regional interests of its members, and the value of small group activities. The Board of Governors shall determine the general form and organization of such Councils and Chapters and their relationship within the Association in accordance with the provisions of this article. The Board, periodically, shall establish criteria for the creation of Councils and Chapters, based on potential membership in the Association. The operations of Regional Councils and Chapters shall be in complete harmony with the Constitution, policies, and membership relationships of the Association. The Board of Governors shall have the authority to abolish, dissolve, or change at any time, any such Regional Councils or Chapters when it deems such action to be in the best interests of the Association. The provisions enumerated below in this article are applicable to the respective organizational units.

## **Section 2. *Regional Councils.***

*A—Establishment and Changes.* A Regional Council, encompassing related geographical areas, may be established only by the Board of Governors. Establishment may be accomplished upon the Board’s own initiative or by Board action following receipt of a petition submitted in writing by a representative group of members in said areas, to be followed by a poll of all members residing in said areas. The Board reserves the right to approve or disapprove the bylaws which shall govern the Council, after adoption by the members within said Regional Council areas in accordance with a procedure established by the Board of Governors for this purpose. All changes in boundaries or amendments to Regional Council bylaws require the approval of the Board of Governors before becoming effective.

*B—Name.* The name of the Regional Council shall indicate the geographical area it encompasses and shall end with the words: “Regional Council of the National Association of Housing and Redevelopment Officials.

*C—Membership.* All members of the Association located in the geographical area of the region are entitled to membership and participation in the Regional Council. If a Council collects regional dues, collection (and participation in the Council) shall be confined to those on the national membership rolls, and membership in the Association shall be made a requisite for membership and participation in the Regional Council.

*D—Officers.* Each Regional Council shall have a President, Vice-President, and Secretary-Treasurer, elected by the voting members for specified terms and known as the officers of the Regional Council, plus any other officers it may choose to designate. These officers shall be associates of organizational members or allied individual members of the National Association. It shall also have an Executive Committee comprised of said required officers, the chief elective officer of all Chapters in the Region in an ex-officio capacity, and others specifically designated and selected in accordance with the provisions of its bylaws.

## **Section 3. *Chapters.***

*A—Establishment.* A state or local Chapter may be established upon petition submitted in writing and signed by associates of at least 5 organizational members of the Association located in the proposed area of operation of the Chapter. Such petition accompanied by proposed bylaws of the Chapter shall be filed with the President of the Regional Council of the Region within which such Chapter is located and shall be submitted by him/her to the Executive Committee of the Regional Council, which shall act upon said petition within 60 days of filing. Upon approval by the Regional Executive Committee, the Chapter shall be considered temporarily established. The proposal shall then be submitted to the Board of Governors for its approval, and the Chapter will be considered established upon issuance to it of a charter signed by the President of the Regional Council and countersigned by the President and the Secretary/Treasurer of the Association.

*B—Name.* The name of the Chapter shall indicate the geographical area it encompasses and shall end with the words: “Chapter of the National Association of Housing and Redevelopment Officials.”

*C—Membership.* All members of the Association located in the geographical area of the Chapter are entitled to membership and participation in the Chapter, upon payment of Chapter dues, if any.

*D—Officers.* Each Chapter shall have a President, Vice-President, Secretary- Treasurer, plus any other officers it may choose to designate, who must be associates of organizational members or allied individual members of the national Association and elected by the voting members of the Chapter for specified terms and known as the officers of the Chapter. It shall also have an Executive Committee comprised of said officers and such other designees as set forth in the bylaws of the Chapter.

*E—Changes and Amendments.* Should a Chapter wish to change its boundaries, a proposal must be made to the Regional Council and the Board of Governors for their approval after the members in the area vote favorably on the change. All proposed amendments to the bylaws of the Chapters shall be submitted by the Chapter to the members therein and shall not be considered adopted until approved by the Regional Council and the Board of Governors.

## **ARTICLE XIII**

### **Official Publication**

The Association shall have an official publication, as determined by the Board of Governors.

## **ARTICLE XIV**

### **Dues**

The dues for all classes of members shall be determined from time to time by the Board of Governors.

## **ARTICLE XV**

### **Amendments**

**Section 1.** This Constitution may be amended by the affirmative votes of the majority of the members entitled to vote who vote on the proposed amendment, after the delivery of ballots in accordance with the procedure specified in Section 3 of this article. Any amendment may be proposed to the membership by action of the Board of Governors or by petition carrying the names of associates from 75 organizational members of the Association, not less than 10 organizational members coming from each of a majority of the Regional Council areas. Petitions must be sent to the Association's headquarters office where the validity of the petition shall be verified by the Secretary-Treasurer.

**Section 2.** The validated petition shall be presented by the Secretary-Treasurer at the next regular or special meeting of the Board of Governors which shall review the proposed amendment submitted by petition and prepare recommendations to accompany the proposed amendment delivered to the membership.

**Section 3.** Within a reasonable time following affirmative action of the Board of Governors or following the meeting of the Board of Governors at which the validated petition is presented, the Secretary-Treasurer shall prepare, or cause to be prepared, ballots containing the proposed amendment and shall deliver one ballot to each member entitled to vote, together with voting instructions.

The President shall appoint a committee of associates from at least three organizational members to serve and convene as a Polling Committee. The Polling Committee shall certify the tabulation of the vote count.

The results shall be announced and certified at the next meeting of the Board of Governors or the Steering Committee meeting following the tabulation. The results shall also be reported in the official publication of the Association or by notification to all members of the Association. Effective date of the amendment, unless otherwise specifically stated, shall be the day of certification to the Board of Governors.

## **ARTICLE XVI**

### **Seal**

The Association shall have a seal which shall bear the label “National Association of Housing and Redevelopment Officials, District of Columbia” and the year of organization.

[Revised 3-15-04]



*Lagniappe....*

*Leadership Team*

*2011 / 2013*

# L H C QUIZ

How Much Do YOU know about our council? DO NOT SHARE your answers! Prizes will be given to the highest scorer!

1. Who was the first President of the Louisiana Housing Council?
2. What year did LHC begin?
3. How many of the past LHC presidents are currently active?
4. Which committee is in charge of putting together training programs?
5. How many Standing Committees does LHC have?
6. Which standing committee does National NAHRO have that LHC does NOT have?
7. Which LHC meeting is designated as the “Annual” meeting?
8. How many elected Officers does LHC have?
9. What is the mailing address of our Service Office?
10. What was one of the most recent ad-hoc committees formed by our new President?
11. Who was the elected Treasurer during the 2007/2009 term?
12. How many PHA’s are there in Louisiana?
13. Who can obtain an Associate Membership with LHC?
14. What type of Member is not required to pay membership dues?
15. Which committee is in charge of planning the location of LHC meetings?

# Seven Secrets to being the Leader Everyone Wants to Follow:

In this changing, challenging and competitive workplace, we can't overestimate the importance of good management. Good managers will consistently motivate you to perform at higher levels of productivity. Bad managers will drive you crazy and eventually out of the organization. Managers with poor skills will frequently produce the following results:

1. Decreased productivity
2. Increased turnover
3. Increased absences
4. Increased mediation situations
5. Increased customer service complaints

The following are seven secrets to being the "perfect" leader everyone wants to participate with:

## **1. Create a Vision**

The best leaders not only assign tasks or monitor performance. They plan for the future and motivate others to see the same vision so they can all thrive to accomplish that vision.

Instead of dwelling on limited problems, the perfect leaders look at the big picture. They live the organization's mission and implement, motivate and dedicate all their efforts to accomplishing the mission.

During hundreds of team building and leadership workshops, I have asked the following simple question:

What is your organization's mission statement?

If there are forty participants in the workshop, thirty-seven will look down at their desk, one participant will make a feeble attempt at reciting what he/she "thinks" is the mission statement, one participant will make a pretty good attempt and recite the first one or two sentences of the mission statement, and finally one student will volunteer to run to the office (or car) to grab a copy of the statement to bring back to the workshop. Out of the thousands of workshop participants I have asked this question, only three knew their mission statement word for word. The amazing part of this is that many of these workshop participants have been with their organization 5 – 10 – 20+ years and, they still didn't know their mission statement. So my question is this:

How do you lead your employees to accomplish your organization's mission if you (as a manager) don't know what the mission is?

The perfect leaders live, eat, sleep and shower with their mission statements. They know exactly what the mission is and understand its importance to the team they lead and to the organization. Most

importantly, they communicate the mission statement to their employees

at meetings, coaching, feedback sessions and even corrective actions. Their actions are related to accomplishing the goals of the mission statement and can communicate the vision of the organization.

Action Step – Take the mission statement out of the dark corner in the office. Print the mission statement and its vision on the top of your meeting agenda and recite it at the beginning of the meeting. Then talk about how the employees are helping to realize the goals, values and vision of the mission.

## **2. Understand committee members' needs**

As the old saying goes, “You can’t please all of the people all of the time.” However, the perfect leaders realize that to be effective, they must cater to the needs of most of the team. Good leaders realize that the work environment is not a popularity contest or, as I say, “Leadership is not Pleasership.” Perfect leaders treat all employees with respect and are consistent in their actions and words.

At the same time, they recognize the unique needs of their employees and use that knowledge for motivation to achieve a common goal.

## **3. Communicate concisely and clearly**

Poor communication skills are probably the Number #1 reason managers fail. If they can’t talk to and connect with their employees, they are not serving the needs of the staff.

What is good communication? The following are some examples:

- Communicate job expectations and standards

- Give ongoing feedback to employees.

- Seek and acknowledge feedback from employees on decisions that effect them (and take the time to listen to them)

- Communicate the mission (see Secret #1) on an ongoing basis.

- Communicate the “bad news” in an honest and timely manner.

- Communicate using language that shows a positive expectation.

- Communicate through a combination of methods; person – to – person, e-mail, phone, and meetings.

## **4. Find common ground**

Some managers don’t understand they are in the people business and lack the patience to work and develop their team members. I even

had a supervisor during a coaching and mentoring workshop make the following statement to me at break:

“If I had known that I had to communicate with my team, I would have never taken the job.”

What did this person think? True leaders understand that their employees’ success is their success. They comprehend during this journey that some employees will need assistance, coaching, motivation, feedback and discipline. Good leaders will work to find common ground with each staff member so that some employees will need consistent managing, and others will need less managing; some employees need refocusing, while others will be very focused, etc. Perfect leaders recognize the need to find common ground with each person.

## **5. Take others to a new level**

Perfect managers are concerned with their staff’s professional advancement and do everything possible to help staff members develop their capabilities. These leaders “see the employees for what they can become, not what they are now.” These leaders’ actions might range from improving specific aspects of job performance, to delegating special assignments, to developing an action plan for promotions. Perfect leaders must have the ability to assess the strengths and weaknesses of employees and use that to coach for continuous improvement.

Ideally the basis for improvement combines the best interest of the organization and the employee. Many times I am brought into organizations to assist them with this need:

“I have managers retiring, and we have no one to replace them.”

These organizations have created a “talented black hole,” because they didn’t implement a plan to “help others improve” and be ready to step up when needed. Remember, you can always replace a chair, a desk or a computer. But you can’t always replace a talented employee if you don’t have a plan in place to develop others to take their place when the time comes.

## **6. Believe in your organization / group**

Recently, I was presenting the concerns of an employee workshop to management of an organization at their staff meeting. One manager looked at the report and questioned me as to whether the employees really mentioned the items in the report. I assured the manager the employees did. To that the manager answered in the meeting, “This must mean we have smart employees.” Little did this manager realize that he had a negative attitude toward his employees. Through his subconscious mind, he is showing his employees, through words and actions, that he doesn’t believe in his staff.

Perfect leaders believe in the best qualities of their employees. They believe their employees are smart enough to handle tasks and find solutions to challenges if given the correct guidance and opportunity.

This comes with earned trust from past performances and the investment by the leaders to ongoing shared coaching and feedback to give employees the experience and skills to succeed in the future.

## **7. Integrity is best**

It is important that employees feel they can trust the managers' words and actions. This means honesty, fairness, and consistency when interacting with employees. If employees share in private a confidential and sensitive subject with their managers in the morning, this must not be known throughout the organization that afternoon. Or, if managers promise to give employees an answer by the end of the day and never get back to employees, the manager's integrity is destroyed.

The best leaders realize that their word is their bond and that actions speak louder than words. Perfect leaders work at being honest, open and reliable every day.

Take the time starting today to apply these seven secrets; and you, too, can be a "perfect" leader.

## About the Author

Ed Sykes is a professional speaker, author and leading expert in the areas of leadership, motivation, stress management, customer service and team building. You can email him at <mailto:esykes@thesykesgrp.com>, or call him at (757) 427-7032. Go to his website, <http://www.thesykesgrp.com>, and signup for the newsletter, OnPoint, and receive the free e-book, "Empowerment and Stress Secrets for the Busy Professional."









*Leadership Team*

*2011 / 2013*

# LHC/NAHRO OFFICERS

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## **VP OF COMMUNITY REVITALIZATION & DEVELOPMENT**

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## **TREASURER**

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# DIRECTORS AT LARGE

## TERM 2010 – 2012

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## TERM 2011 – 2013

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## ACTIVE PAST PRESIDENTS

Cindy Martin 2009 – 2011	Richard Murray 2007 – 2009	Katie Anderson 2005 – 2007
Fred Banks 2003 – 2005	Peggy Steele 1999 – 2001	Kelley McFarlain Sr. 1997 - 1999
Harry Becnel 1993 - 1995	Beryl Pitre 1991 - 1993	Jim Firmin 1989 - 1991
	Frank Wilcox 1983 - 1985	

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