

# Suggestions for Exalted Rulers-Elect Planning a New Year

You are going to be Exalted Ruler for one year of a subordinate Lodge of the Benevolent  
And Protective Order of the Elks of the United States of America

**MAKE IT A GOOD YEAR**

You have worked hard and long for this opportunity and should, by this time, have in  
mind a selected working crew. Remember, “A chain is no stronger than its weakest  
link.” You cannot handle the job alone.

## **AS LEADING KNIGHT:**

You should now be programming for your year. You should have available a list of all the required and special Committees. You should also have a list of the required Officers and Assistant Lodge Officers that it is your responsibility and privilege to appoint. You should have a copy of the current budget to familiarize yourself with the financial operation of the Lodge. In general, you should be adequately prepared by April 1<sup>st</sup> to step in and take over the operations of a Lodge that is an important part of the largest Fraternal Organization in the world. You will have one year and one year only to run your Lodge. Make it an outstanding year.

## **OFFICER AND ASSISTANT OFFICER APPOINTMENTS:**

These should be considered months ahead of time. Your privilege and responsibilities include the Esquire – Inner Guard – Chaplain – Tiler – Officers-at-large, and all Assistant Officers.

These appointments should be to members who have proven themselves to the Lodge by having been a Committee Chairperson or an active Committee member. These appointees should be leaders, both in and out of the Lodge, and, above all, they must have the required time to give to you and to the Lodge. They are expected to attend all functions of the Lodge and assist when and where needed. This is a very important responsibility because you are appointing a member to a position in your Lodge that could lead to higher positions. These appointments should not be done on a friendship basis, but on their qualifications for the job. These are your key appointments.

I suggest that you check with other Chair Officers to see if they have any suggestions for Assistant Officer appointments that might help to build the Lodge.

## **COMMITTEE APPOINTMENTS:**

These should also be considered months in advance. As the Exalted Ruler, it is your responsibility to appoint all Committee Chairpersons, and you should familiarize yourself with each Committee so that you can select members who are best fitted for the job. The person chosen should be a leader and have the required time and interest to give. Before you commit yourself to a committee appointment, spend time with the proposed appointee outlining your goals and procedures for the year. Be sure they understand exactly what is expected. Don't appoint someone just because they are a friend; appoint them for their ability to do the job. Have them outline a program from information secured from past committee activities, Grand Lodge and/or State Association requirements, together with your suggested ideas. Approve the outlined proposal early so they can begin work right away. Let them suggest to you their committee members. Back them as much as possible with their suggestions. Have Committee Chairpersons submit an expected budget for the year's activity.

As Exalted Ruler, you cannot do it all. The success of your year depends a great deal on your ability to select good Committee Chairpersons. Committee Chairpersons do not perpetuate themselves in office.

**BUDGET:**

If you are not familiar with your Lodge’s Budget, get a copy. This is a big business. You should analyze the fixed income as well as the special activities income and decide in your own mind how much will be available to spend during your year. Once you have arrived at your anticipated income you will be able to Budget your expenses. First, start with your fixed expenses, and then allocate the balance to your various activities and programs that you propose for the year.

A key component for a successful year is having a well-planned budget and operating within it. NO COMMITTEE IS ALLOWED TO INCUR AN EXPENSE THAT IS NOT PROVIDED FOR IN THE BUDGET. Remember, it is the Trustees job to prepare the Budget, but a preliminary Budget prepared by you will give the Trustees a guideline and will be helpful to all.

**STUDY THE STATUTES – (Annotated):**

**If you don’t have a copy of the Annotated Statutes, ask the Secretary to order one for you.** **STUDY THE BY-LAWS FOR YOUR LODGE!** Become familiar with all of the Grand Lodge manuals, particularly Accounting, Membership, Protocol and the **Manual for Officers and Committeemen.** Read Chapter 13, Section 13.040 of the Annotated Statutes for Grand Lodge Requirements.

**GRAND LODGE COMMITTEES:**

The following is a list of Committees required by the Grand Lodge and which appointments should be made in the Lodge room at the next regular session after installation:

- |                                      |                                  |
|--------------------------------------|----------------------------------|
| Auditing & Accounting Committee      | Standing Investigating Committee |
| Visitation Committee                 | Membership Committee             |
| Lodge Activities                     | Veterans Service Committee       |
| Social & Community Welfare Committee | Judge of the Subordinate Forum   |
| Lapsation Committee                  | Elks National Foundation         |
| Youth Activities Committee           | Indoctrination                   |
| Americanism                          | Memorial Day                     |
| Flag Day                             | Community Activities             |
| Mediator                             |                                  |

**SPECIAL STATE COMMITTEES:**

The following are the most important State Committees:

- |                           |                    |
|---------------------------|--------------------|
| Officers Training Program | Meadowood Springs  |
| Visual Committee          | Veterans Committee |
| Publicity Committee       |                    |

## **LODGE COMMITTEES:**

This is list of suggested committees. Not all may apply to your Lodge.

Advisory	Entertainment	Lodge Activities
Athletic	Food	Major Project
Blood Bank	Fishing	Mother's Day
Bowling	Funeral	Pistol Team Program
Birthday	Glee Club	Publicity
Bulletin	Greeters	Photography
Billiards	Golf	Ritual
Baseball	Hoop Shoot	R.V. Committee
Band	House Electrician	Scholarship
Barbecue	House, Stage	Soccer
Building	Judiciary	State Convention
Dance	Library	Visitation
Drill Team	Lodge Attendance	Ways & Means

## **YOUTH ACTIVITIES:**

Boy Scouts	Teenage Dance	Youth Scholarship
Girl Scouts	Little League	Youth Music Group
Sea Scouts	Pony League	Youth Welfare
Explorer Scouts	T-Timers	Camp Fund
Cub Scouts	Youth Leadership	

I suggest that you assign some of the responsibility of the Committee activities to the Chair Officers as liaison and advisory only. This will give them a better understanding of the Lodge Committees. Spread the responsibilities around, rotating each year. Request Committee reports to be given at Officers' meetings and on the floor of the Lodge as necessary. Chair Officers themselves should **not** be Chairpersons of Committees other than Flag Day, Memorial Day, Mothers Day or Indoctrination.

When you have verbally appointed your appointive Officers, Assistant Officers, and Committee Chairpersons, arrange a general meeting to outline your program. Familiarize them with the duties and responsibilities of the office or committee to which they have been appointed. Be explicit about what the Lodge and you expect of them. Let them know they can be replaced if they do not comply with the duties and expectations of their job. The success of your year and your Lodge depends on their combined efforts. Many Past Exalted Rulers, officers, and committee chairpersons look back with 20-20 hindsight, wishing they had been told beforehand more about the duties and responsibilities of their jobs. Remember, it is your job to tell them what you expect and give them as much information and help as you possibly can.

Require all Committees to present a summary of their year's activities for future reference.

Have all Officers familiarize themselves with their duties as outlined in the Annotated Statutes.

**The following is a suggested schedule to follow, however, you should secure the cooperation and permission of the Exalted Ruler before proceeding. All letters should be written over his/her signature unless he/she authorizes you to sign. All planning should be done with his/her permission and assistance. Until you are installed, the**

**present Exalted Ruler is the Executive Officer of the Lodge.** Also, remember that you will be asked to assist your Leading Knight at about the same time next year.

## **PROGRAMMING AND APPOINTMENTS**

### **FEBRUARY AND MARCH**

1. Chairperson – Installation of Officers
2. Chairperson – Inaugural Ball of Officers
3. Chairperson – Mother’s Day
4. Chairperson – Memorial Day
5. Chairperson – Flag Day
6. Ritualistic Chairperson
7. Program Chairperson
8. Lodge Activities
9. Notify elective Officers of other Lodge installations. Have a schedule of their installations and assign your Officers to cover as many Lodges as possible.
10. Appoint your Bulletin Chairperson
11. Appoint your Publicity Chairperson
12. Start working with Trustees on Budget
13. Ritualistic Practice - This could begin in February
14. Program Lodge activities well in advance.
15. Be sure that your Bulletin and Publicity Chairpersons, as well as Officers, are aware of your planned activities.

### **APRIL**

First Official Officer’s Meeting – invite Committee Chairpersons to attend all or part of the meeting

1. Outline year’s proposed program and activities.
2. Explain details of Officers’ Ball.
3. Decide on uniform dress of Officers.
4. Request Committee Chairpersons to be at next Lodge meeting for official appointment.
5. Discuss ritualistic contest with Officers and Chairpersons. Give date, etc., of contest.
6. Discuss proposed Lodge procedure with Officers (open and close on a regular basis.)
7. Assign Committees to each Chair Officer.
8. Pass out Officers’ manual.
9. Pass out Committee outlines.
10. Set first initiation date.
11. Read the calendar of events for the month. Keep your Officers posted on future activities as far in advance as possible.
12. Have monthly calendar meetings for Officers and Committee Chairpersons.

**“PLAN YOUR WORK AND WORK YOUR PLAN”**

**REMEMBER, WHEN YOU ARE EXALTED RULER, YOU ALONE WILL RECEIVE THE HONORS FOR A JOB WELL DONE.**

**“MAKE THIS YEAR A TOP YEAR”**

**“IT’S UP TO YOU”**

**LODGE OFFICERS TRAINING**

It is well known that a club or lodge is no stronger than the officers guiding the organization. Some years ago, a report was made to Exalted Rulers and Knights at a meeting similar to this one. The report made the point that the best results accrue from following a definite policy of officer training and responsibility.

Within the Elks Order there is a series of succession, culminating in the office of Exalted Ruler at the end of a five-year period. Each incumbent officer must merit a step-up in the “chairs” through devotion to their prescribed duties. This premise appears to remain as a valid and necessary one, especially in light of today’s increased complexities of lodge and club organization and operation problems.

Regarding the Office of Esquire (first step on the ladder): “Recognizing that a healthy lodge must be financially sound, the Esquire should begin officer training by becoming familiar with the financial intricacies of the lodge structure. The Esquire should be assigned to assist committee chairpersons in compiling financial reports of money raising or spending activities. They should be permitted to review with the Exalted Ruler and the Board of Trustees the financial reports of the lodge, to observe the establishment of the lodge budget, and to be familiar with the treatment given lodge and club transactions.”

*Recommendations on other officers are as follows:*

As Lecturing Knight: The first stages of actual responsibility begin here as liaison officer representing the Exalted Ruler, between the lodge and its officers and organizations with which the lodge, from time to time, becomes closely associated. Having now understood something of the financial problems associated with the lodge operation, the Lecturing Knight is capable of advising the several organizations of their financial possibilities from the budget. As liaison officer, the Lecturing Knight will aid the organizations in their feasibility presentation before the lodge and at the same time evaluate such planning from the standpoint of lodge prestige and conformance with the Exalted Rulers plans for the year. All publicity matters in respect to lodge activities, especially those having to do with public interest, are of chief concern to this officer.

As **Loyal Knight**: This officer, with previous experience and knowledge of the lodge financial operation and the necessary wisdom and diplomacy needed to firmly affix their lodge in the community scheme, must now acquire the “know how” to keep the members happy and interested in lodge activities. The Loyal Knight must aid the Exalted Ruler in planning lodge activities for the ensuing year and act as their representative in arranging for visitations either by committee or individual action. Fund raising affairs are part of this Knights planning and assistance to the Exalted Ruler in the selection of committee chairpersons. To implement such affairs are within the responsibility area of the Loyal Knight. While occupying this chair, this Knight becomes more directly associated with the lodge “work horses.” Of great importance, this Knight will stimulate others to assume integral roles in lodge affairs by selecting new as well as hesitant members to participate.

As **Leading Knight**: The carrying out into actual practice of the fundamental principles of the Order falls to the second-in-command of any lodge. As representative of Charity; the more serious aspect of our Elksdom duties, the Leading Knight must act as the catalyst to weld together the less serious functions with the prime reason for the existence of any lodge. All forms of charitable endeavors are in their complete charge and where charitable funds are separated from the lodge funds, as they should be, the Leading Knight is the administrator of that fund and no disbursements should be made without their full consent and approval. A report of such activities is due the lodge at the end of the lodge year.

It is obviously assumed that after the experience and training previously acquired in the progressive lodge chairs, the Leading Knight’s education is now rounded out by sharing some of the essential lodge operative burdens. A year has been spent learning the fundamental aspects of lodge activities and operations and training is now completed by aggressively carrying out the programs of charitable nature promulgated by the Grand Lodge and spearheaded by the Exalted Ruler.

As **Exalted Ruler**: Occupancy of the principal station demands that the burden of leadership, consisting of all the aspects of Elksdom and those at the local lodge level fall on the shoulders of the Exalted Ruler. This leader is charged with these responsibilities by the Grand Lodge Statutes and must give a stewardship accounting to the Grand Exalted Ruler. Certainly, to master the task set forth, the Exalted Ruler must be well rounded in experience and understanding of the multitude of duties that lie ahead.

These duties are incapable of unilateral accomplishment and dependency upon locals and advisory groups are absolutely necessary. In short, the Exalted Ruler may be responsible for the required conduct and performance of the lodge but is not responsible to do all of the things needed to bring about a successful year. To place an unskilled individual in this position can only result in a chaotic performance or at best a year of incomplete fulfillment of local and Grand Lodge objectives.

An Exalted Ruler must therefore embark upon a lodge year with full knowledgeable possession of the various intricacies of lodge operation and the diplomatic and personable leadership qualities necessary to direct, suggest and even demand that the membership comply with the fundamental purposes of the Order. Further emphasis needs to be placed on the value of fully utilizing the advisory groups within the lodge, such as the auditing committee, the Trustees, the House committee and the Past Exalted Rulers Association.

## INFORMATION REGARDING PROCEDURES

### Handling of Applications

By Initiation

By Transfer

By Reinstatement

Read at Regular Meeting

Mail to Investigating Committee

Read out of Investigating Committee  
(requires three returns)

Advertising for Election, giving

Name

Occupation

Address

Proposer

Date of Balloting

If Elected

Mail notice to Candidate

Mail notice to Proposer

Mail notice to Magazine

Prepare Membership Ledger Card

Prepare Capsule for Fish Bowl

Prepare membership Card

Record on Membership Control Sheet

If Not Elected

Mail Notice and Return Fee

Note: Balloting May Not Be Done:

Same night it is read out of Investigating Committee

Prior to Advertising

At a Special Meeting

### Handling of Receipt of Dues

Prepare Receipt

Post Receipt to

Secretary's Cash Book

Member's Ledger Card

Prepare membership Card

(spouse if they are to get one)

Determine Proper Stickers for Card

Years of Membership

National Foundation

Past Exalted Ruler

Lodge Office

State Office

Grand Lodge Office

## Preparing to go to a Lodge Meeting

### Must Have

- Minute Book
- Officer Attendance Record Book
- Membership List
- New Applications
- Report of Committee on Applications
- Communications to be Read
- Bills to be Presented for Payment

### Minutes may be Partly Prepared in Advance

- Names of Applicants to be read
- Report of Investigating Committee
- Names of Those to be Initiated
- Receipts of the Session
- Treasurer's Report

### If Initiating That Meeting

- Adequate Quantity of Flags
- New Members
  - Membership Ledger Card
  - Membership Card
  - Copy of Grand Lodge Constitution
  - Copy of Lodge Bylaws
  - Amount due for Balance of Initiation Fee
  - Amount due for Prorate of Dues to Next April 1<sup>st</sup>

### If there is to be Balloting

- The Names of the Candidate on Small Slips of Paper to be attached to the Ballot Box or Section 14.030-Grand Lodge Statues
- Two Lists of Those to be Balloted on
  - One for Exalted Ruler
  - One for Leading Knight

*Initiation: 2/3 of votes cast to be elected (white cubes)*

*Affiliation: 2/3 of votes cast to be elected (white cubes)*

*Reinstatement: 2/3 of votes cast to be elected (white cubes)*

## Handling of a Request for a **Transfer to Another Lodge**

- Check to verify dues are paid
- Read at Lodge (under Communications)
- If approved, prepare Demit and mail direct to Lodge Secretary
- Upon receipt of Acknowledgement of Complete Transfer
  - Record on Membership Control Sheet
  - Record on Membership Ledger Card & Remove

**NOTE:** *If the Demit is granted during March and acceptance occurs after April 1<sup>st</sup>, the member must be included as a member as of March 31<sup>st</sup>, and the dues paid to The Grand Lodge and State Association. A bill should be sent to the other Lodge for these dues paid on their behalf.*

### Handling of a Request for an Absolute Demit

Check to verify dues are paid  
Read at Lodge (under Communications)  
If approved, prepare Demit and mail to member requesting it.  
Complete the following:  
    Record on Membership Control Sheet  
    Record on Membership Ledger Card & Remove  
    Advise Elks Magazine

### Special Meetings

Any meeting not on a regular meeting date is a Special Meeting. The only business you can accomplish at a Special Meeting is that business which was called for in the notice of the Special Meeting.

#### You May Not at a Special Meeting:

Ballot  
Read Applications  
Report from the Investigating Committee  
Authorize Payment of Bills  
Nominate for Office  
Elect an Officer  
Read the Budget  
Vote on the Budget  
Vote on purchase or sale of property or equipment subject to Section 16.050 of the Grand Lodge Statutes.

Note: For all practical purposes, the only thing of an official nature that can be done at a Special Meeting is initiation.

## SECRETARY CALENDAR

\*Entries in **Bold** are items dealing with State requests and deadlines

**\*\*Make sure you do your monthly charitable reports to Grand Lodge and State Chairman**

### April

1<sup>st</sup>

- Follow check list for items after April 1 in the “Year End Procedure for 2019/20 Lodge Year”
- Verify quantity of membership cards to be in agreement with the Grand Lodge report
- **Make sure directory information sent to you for proofreading has been sent to state office with any corrections or OK’d**
- **Prepare check for dues: Grand Lodge & State Association (per capita must be received by state office in order for Lodge to attend Summer Convention – DO NOT BRING TO CONVENTION; send to State Office). Enclose copy of GL per capita bill with check.**
- No Officer can be installed until his dues are paid. Installation shall be held after March 15<sup>th</sup> and not later than April 15<sup>th</sup>. Installation of Officers prior to April 1<sup>st</sup> shall be effective as of April 1<sup>st</sup>.
- Notify Lapsation Committee of quantity of delinquent members
- Request Lodge authority for expenses to State Association meeting
- Registration information and money sent to host lodge for those attending Summer Convention. **DO NOT BRING CHECKS TO SUMMER CONVENTION!**

5<sup>th</sup>

- **Final payment due for National Convention package to Red Baron**
- **Deadline for checks for Meadowood and Eye Clinic donations to be in State Office – do not take to Summer Convention, please (see final page on how to issue).**

15<sup>th</sup>

- Historical information should be compiled and budget forms ready for the Trustees or Budget Committee to use as work sheets.
- **Deadline for per capita dues into State Office (send copy of GL per capita bill)**
- **Make sure room reservation form and breakfast money for National Convention has been sent to State Office.**

30<sup>th</sup>

- Final regular meeting of the Lodge in April - Budget must be presented.
- First quarter payroll reports must be in the mail
- Send out notices of delinquent dues and 60-day reinstatement opportunity
- Use CLMS2WEB to submit Charitable Report

### May

1<sup>st</sup>

- Deadline for Grand Lodge per capita into Chicago
- Notify Lapsation Committee of quantity of delinquent members.
- First meeting in May—Budget must be adopted.

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid

31<sup>st</sup>

- Send out notices of delinquent dues

## June

1<sup>st</sup>

- Pay GL per capita for those reinstated since March 31
- Notify Lapsation Committee of quantity of delinquent members

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid
- Get authorization for expenses of Grand Lodge Representative to attend session

This will be the combined total of:

- Actual expenses incurred for transportation by the most direct route
- \$50 for each day engaged in travel
- \$100 for each day actually spent in attendance at the session

OR:

The amount appropriated by the bylaws but not less than the total of the above.

- Send out notices of delinquent dues.
- **Send 60-day reinstatement per capita dues to OSEA once bill has been received, along with copy of GL per capita bill for 60-day reinstatements.**
- Change Forum Box

## July

31<sup>st</sup>

- Second Quarter payroll reports must be in mail
- Send out notices of delinquent dues.

## August

1<sup>st</sup>

- Notify Lapsation Committee of quantity of delinquent members

15<sup>th</sup>

- **Final Due Date for 60-day reinstatements per capita dues due to OSEA. Enclose copy of GL per capita bill with check. You will be billed by OSEA.**

- Deposit for Federal Withholding and Social Security must be paid

31<sup>st</sup>

- Send out notices of delinquent dues.

## September

1<sup>st</sup>

- Notify Lapsation Committee of quantity of delinquent members

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid

30<sup>th</sup>

- Send out notices of delinquent dues.

## October

1<sup>st</sup>

- Drop members who are more than 6 months in arrears.
- Make sure **Fall Seminar registration and payment** has been sent in for those attending.

31<sup>st</sup>

- Third quarter payroll reports must be mailed by this date
- Send out notices of delinquent dues

## November

1<sup>st</sup>

- Notify Lapsation Committee of quantity of delinquent members
- Review supply quantities for mailing of notice to members for next years dues:
  - Blank notices
  - Window envelopes to mail the notice in
    - Order enough of both of these to cover the estimated March 31<sup>st</sup> membership along with enough extra to use during the following year as follow up notices
- Membership cards (for next lodge year)
  - Regular
  - Spouses & Widow(er)s
  - Life
- Stickers for membership cards
  - Years of membership
  - National Foundation
  - P.E.R.
  - Lodge Office
  - State Officers, this includes District and State Committee Chairs
  - Grand Lodge Office
  - Hall of Fame

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid

30<sup>th</sup>

- Send out notices of delinquent dues
- National Convention deposit due to Red Baron

## December

1<sup>st</sup>

- Notify Lapsation Committee of quantity of delinquent members

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid

31<sup>st</sup>

- Send out notices of delinquent dues

## January

1<sup>st</sup>

- In CLMS2WEB/Home/Lodge Secretary News, look for “Year End Procedures for 2019/20 Lodge Year”. Print this out and read over. Mark your calendar with things to do before March 31 and starting April 1.
- Notify Lapsation Committee of quantity of delinquent members
- Last meeting in January:
  - Read on Lodge floor, list of delinquent members to be dropped March 31<sup>st</sup> (Section 14.160)

31<sup>st</sup>

- Fourth Quarter payroll reports must be mailed by this date
- Mail notices of dues to membership for the next lodge year
  - Delinquent dues will show up on Dues Notice.
  - Note:** *If an increase in dues is expected but not complete on this date, it is recommended the notice not be mailed until the increase is approved.*
- Distribute or mail W2 forms

## February

1<sup>st</sup>

- Notify Lapsation Committee of quantity of delinquent members
- *First meeting in February: Nomination of Officers for the next Lodge year*  
**Note:** *Don't forget to include, in addition to the regular Officers, an Alternate to the Grand Lodge Session.*

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid
- Second meeting in February (if 3 or more Lodge meetings during month)  
Second Nomination for Officers for the coming year
- Second meeting (if only 2 lodge meeting per month) or third meeting in February:  
Election of Officers:  
If there is more than one member running for an Office, be sure to have ballots prepared for that Office.  
**Note:** *No nominations may be made from the floor except where all nominees have withdrawn or no prior nominations have been made.*

28<sup>th</sup>

- Last day for letter to members who may be dropped for non-payment of dues as of March 31<sup>st</sup>
- Check number of acceptance slips received to date from next year's Committee Chairperson. Follow up on those not received.
- If possible, mail letters to those members selected to serve on committees for the following Lodge year. Acceptance slips could be included for return to the Secretary

## March

1<sup>st</sup>

- Check "Year End Procedures for 2019/20 Lodge Year (see Jan. 1) for any updates.
- Notify Lapsation Committee of quantity of delinquent members and advise them of the names of those scheduled to be dropped for non-payment of dues as of March 31<sup>st</sup>.
- On Lodge floor, read list of members scheduled to be dropped as of March 31<sup>st</sup>, for non-payment of dues

15<sup>th</sup>

- Deposit for Federal Withholding and Social Security must be paid
- On Lodge floor, read list of members scheduled to be dropped for non-payment of dues as of March 31<sup>st</sup>

**Between 16<sup>th</sup> and 31<sup>st</sup>**

- **Deadline for new officer/lodge information into State Office for Lodge Directory.**
  - Follow check list for items before end of business on March 31 in the "Year End Procedure for 2019/20 Lodge Year"
-

**How to make out checks properly:**

**Send to state office:**

**Elks Children's Eye Clinic:** OSEA Trust – Elks Children's Eye Clinic

**Meadowood:** OSEA Trust – Meadowood Springs

**Veterans:** OSEA Trust - Hides

**Eye Clinic Building Fund:** OHSU Foundation – (in memo: Elks Children's Eye Clinic Building Fund)

**E.Y.E.S.:** E.Y.E.S.

Mail to:

OSEA

6950 SW Hampton St. Ste 232

Portland, OR 97223

**Send to the following address:**

**Betty Hise:** Betty Hise for Cancer Research

Mail to: Betty Hise for Cancer Research

PO Box 13246

Salem, OR 97309

Grand Lodge will be billing lodges monthly for new members, reinstatements, etc. Both Grand Lodge and state per capita will be billed by Grand Lodge and is to be sent to them.

## **LODGE COMMITTEES**

One of the prime requisites for a successful lodge year is to have solid performances by all committees. The Exalted Ruler has the unimpeachable power to appoint any and all committees. Because committee functions are so important and have grown so large in number in most lodges, we have discovered that the Exalted Ruler simply cannot do this alone.

To assist you in having a better year, we submit the following plan which has been used in some lodges with great success.

1. Break down lodge committees into four general categories and assign each of the three Knights to be in charge of the appointment of the chairperson of each, with the Exalted Ruler taking charge of the fourth (see attached chart for general outline.)
2. The Exalted Ruler and Knights will then be charged with the responsibility of
  - (a) Acquiring the chairman
  - (b) General supervision of each committee
3. Appoint co-chairs. Too often committees are too large or too complicated for one person to handle. In addition, sickness, and even disinterest, necessitates the need for an additional person to take over.
4. Make a detailed list of all committee chairs; their names, addresses and phone numbers. Distribute to key personnel, specifically to Club Manager and office help.
5. As incoming Exalted Ruler, you should have a general workshop-type meeting, during which you outline your plans for the year and hand out general committee assignments; impressing upon each Knight the importance of appointing good committee chairpersons and continuing supervision.
6. Chairpersons of each committee should be provided with a general plan of action and be compelled to keep a permanent file that may be referred to from year to year. This file should be complete and should have details including costs, history, do's and don'ts and general comments.
7. The Exalted Ruler should keep a close surveillance on all committee activities and when activities slow down, should not hesitate to replace inactive committee chairs or committee members.
8. The incoming Exalted Ruler should by all means acquire a copy of the Annotated Statutes, read them carefully and know exactly what he/she can or cannot do.

Reports from lodges using this system are very gratifying and the general benefits derived seem endless. Consider this one thing alone; from the time a member starts through the chairs to the time they become the Exalted Ruler, that member will have had some association with EVERY working committee in the lodge, and be fully qualified to be Exalted Ruler.

### **FUNCTIONS OF WORKSHOP CHAIRPERSON BEFORE MEETING**

Meet with your panel to set up team spirit and get on a first-name basis. Prepare a plan of conduct for yourself and your panelists. Prepare material such as cases illustrating problems, new developments, and systems procedures to use to do the following:

Start a discussion

Pep up discussion when it lags

Introduce information new to the group  
Bring discussion back to the topic  
Start a heated argument  
Ask for help of conference committee members where needed.

### **FUNCTIONS OF WORKSHOP CHAIRPERSON DURING MEETING**

- Create an atmosphere of friendliness and informality.
- Make appropriate introductions.
- Set out a clean outline of the purpose of the meeting.
- Set out a definite number of problems to be discussed and dealt with – encourage group members to bring up others during meeting.
- Get discussion started – use panelists if necessary to “Break the Ice.”
- Encourage comments from group members.
- Encourage some direct interchange between group members.
- Keep the ball rolling, but let the group members carry the discussion “ball” in the direction you lead it.
- Use visual aid where possible (blackboard, charts, and examples) to help fix ideas.
- Try to have the group leave the meeting feeling they have learned something, such as;
  - Met others with common problems
  - Contributed to others
  - Made new acquaintances
- Arrange for individual members to easily learn name of other members, i.e. register, made out in meeting, and posted on wall with names, lodges and addresses.

### **THE COMMITTEE CHAIRPERSON IN ACTION**

Few American social institutions have been so abused as the *committee*. It is almost standard folklore that a committee is an “uninspired group of uninformed, doing the unnecessary, for the uninterested.”

As one jingle puts it:

*The members babble,  
And the chairman glowers,  
While they keep the minutes  
And waste the hours.*

For all that may be said about the values of “shared leadership,” it is the leader or chairperson who is usually responsible for any breakdown of the group process in committees or boards. So, let’s take a look at the chairperson’s job.

The effectiveness of a committee chairperson depends upon at least three factors.

### **1. HOW IS THE CHAIR CHOSEN FOR THE JOB?**

Whether appointed or elected, the chairperson should be selected because they are **qualified**. To name someone because they are a senior member of the group, as often happens, is not the happiest procedure; senility and seniority sometimes go together. To name someone because they made the motion creating the committee isn't foolproof either; that person's intensity of feeling about any one course of action may reduce their capacity for objectivity. And, to name someone by a process of elimination often confuses availability with ability.

As some wit observed of this procedure, "The trouble with joining any organization is that you have to attend all the meetings to protect yourself from being made chairperson of a committee." If there is no magic in those methods, the alternative is selection based upon answers to the two questions which follow.

### **2. WHAT DO THEY KNOW ABOUT THE SUBJECT?**

We usually think the informal discussions leader should not be an expert on the subject. That individual should represent the layperson who asks questions, not the authority who may be tempted to answer them. But the committee chairperson *ought to know well* the subject matter before their committee. In this respect, the legislative practice of recognizing length of service and familiarity with the problems of a committee as a factor in selecting the chair has great merit.

### **3. WHAT DO THEY KNOW ABOUT DISCUSSION LEADERSHIP?**

In addition to being a master of the problems before their committees, the chairperson should be practiced in the skill of leading discussions. They need to understand the difference between assertion and evidence, between an untested hypothesis and a proved conclusion. They also need the ability to apply understanding tactfully and firmly to all that is said in their committee. This requires skill in asking questions of those that probe for causes, prod for evidence, or press for conclusions.

Assuming that the chairperson has been selected with discrimination, that they know the problems to be investigated, and that they have mastered the skills of discussion leadership, there are still two variables that may affect them in their role:

- (a) What the committee knows about the subject.
- (b) What the committee knows about the discussion method.

Blessed is the Chairperson of a committee whose colleagues are well qualified on both counts. That committee may even get its report in on time. A committee innocent of information of the subject, or about the process of group thinking, or both, may tempt the chairperson to go it alone, solving the problem and writing the report. To resist this temptation and train the members of the team, for the good of all concerned, the chairperson needs the patience of a saint and the persistence of a sinner.

The committee chairman's tasks normally fall into a related sequence: planning, conducting and evaluating.

## **1. PLANNING THE COMMITTEE MEETING**

In addition to issuing a call for the committee meeting, the good committee chairperson does at least three simple things in advance:

- (a) Gets a copy of the legislation creating the committee to know the nature and extent of its assignment.
- (b) Draws up a tentative *outline* of work necessary to complete that assignment, and
- (c) Learns as much as possible about the interests and abilities of each committee member. What the chairperson learns about the committee members may be useful in appointing members to investigate special phases of the problem.

The outline should not be offered to the committee as an arbitrary guide, but as a suggestion for consideration by the committee members. In any case, the chairperson should not plan to be just "a good administrator" (i.e., one who get others to do all the work), but to also plan on carrying their share of the committee chore and to study aspects of its tasks that do not interest other members.

## **2. CONDUCTING THE COMMITTEE MEETING**

The cornerstone of successful committee leadership is informality coupled with cooperative discussion. This can be achieved if the chairperson phrases the opening statement carefully, encourages members not to commit themselves to conclusions until a careful study of alternatives has been made, and makes clear that all members, including the chairperson, are expected to join the discussion on equal terms.

Parliamentary procedure should be held to a minimum and the tone of the meeting should be that of any good group discussion. Indeed, the motion to adopt the committee report is the only one that must be put formally. Unless there is a special reason to do otherwise, the whole committee, including the chairperson, should participate in writing the final report. It is then presented to the parent body by the chairperson who explains it and moves for adoption.

The following is a general outline of procedures that can aid a chairperson in drawing up a tentative plan for the committee meeting. It is rather comprehensive and in most cases a simpler agenda will suffice.

- A. Call meeting to order, roll call, choose secretary at first meeting.
- B. Review committee objectives, purpose, and scope of its assignment.
- C. Establish committee procedure, appoint subcommittees if needed.
- D. Analyze the problem, both in isolation and in relation to the organization's purposes.
- E. Establish minimum essentials for any acceptable solution.
- F. Hear the reports of the subcommittees, if any.
- G. Examine possible solutions.
- H. Evaluate proposed solutions in terms of minimum essentials.
- I. Decide on the best solution.
- J. Choose the method of presenting the committee report.
- K. Prepare the committee report.

- L. Evaluate the committee's procedure, for the good of future meetings.
- M. Adjourn.

### **3. EVALUATING THE COMMITTEE MEETING**

A committee is a team. As it learns to work like one it will increase its productivity and sharpen its efficiency. The committee will profit from a "post mortem" with the chairperson and the other members sharing their ideas about how to win the next game.

## COMMITTEE OVERSIGHT

**Exalted Ruler**

**Leading Knight**

**Loyal Knight**

**Lecturing Knight**

Administrative	Community	Youth Activities	Social
House National Foundation Investigative Major Project Visual Lapsation Auditing Memorial Stray Elks Special Events Booster Club Building Finance	Sickness and Distress Christmas Baskets Christmas Party Blood Bank Social & Community Welfare Greeting Kitchen Photography Sick Visitation Hospitality Father, Son & Daughter	Flag Day Youth KLEadership Scholarship Junior Baseball Hoop Shoot Newspaper Night Traffic Signs Stray Elks Night Old Timer's Night Mother's Day Senior Party Sport Caravan	Lodge Entertainment Salmon Derby Golf Bowling Regular Dances Candy Raffle Bingo Purple Ball New Year's Eve Picnic Visitations P.E.R. Night High School Parties

Chairperson & Co-Chairs  
|  
Members

## GENERAL PLANNING AND CALENDAR OF ACTIVITIES

Any project or operation that is a complete success is not an accident or the result of “Luck” or being “Lucky,” but is the end result of planning. By spending the time and effort it requires to plan ahead for the year, the incoming Exalted Ruler will eliminate a good percentage of the headaches, phone calls and gripes that usually are part of the job. You can be well ahead of the game if you have your program made up or outlined before April.

It is also very important that you meet with all of your officers and discuss this program from the beginning to end. You will probably discover that they may have many suggestions that will improve on or help your program. Use as many of their ideas as you think may benefit the program. You will find that you will have more and better cooperation from your officers if they feel they have contributed some of the ideas. They will also become more of a part of the act, which will help to take some of the load off your shoulders during the year and it brings you and your officers closer together to work as a team. The end result will be a better Lodge year for everyone. You will accomplish more and you will have a happier membership, which will help your attendance. A larger attendance will build membership and help your Lodge to grow and prosper.

Another thing that will be accomplished with this method of planning together is that you will be educating your lodge officers in a system that works and runs more smoothly. This should inspire them to carry on the same type of program when it becomes their responsibility as Exalted Ruler. Your legacy of good leadership will endure.

At the time of this planning meeting with your officers, it is also a good idea to compile your plan on a master calendar, from which you can make copies to be posted in several areas of the Lodge, i.e., the Office, Stag Bar, and Bulletin Board, so the members can refer to it at any time.

The “Pocket Calendar” is a helpful item in setting up your schedule of activities. They can be obtained from the office of the Grand Secretary and one for each officer can be ordered by your Lodge Secretary. Order them early so that you can have them before April. A similar Pocket Calendar can be ordered through your local print shop instead of going through the Grand Secretary. The difference between the two types is that the one from Grand Lodge has all the required activities printed in them on their proper dates. This is useful in that you can schedule your own Lodge activities around these required dates without conflict. If each of your officers has one of these calendars you can fill them out as a group at the time of this meeting so that they too can be well informed. One other thing you might keep in mind is to leave some dates open through the year for any special occasions which may come up or something new or different that you would like to try.

There is a guide book put out by the Grand Lodge that every Exalted Ruler should be familiar with and no Lodge should be without. This is the Annotated Statutes. If your Lodge office doesn't have one, you should see that your Secretary orders one. You should be aware of your rights and those of each officer and the members. Also, the correct procedures of anything that goes on in your lodge are incorporated in this volume. I urge all of you to read it and read it well. You should also know your own Lodge By-laws as well. Knowledge of

both of these can save you some embarrassing moments and will help you make accurate decisions.

The final item I would like to bring to your attention, that requires planning and communications, is: Keep your meetings as interesting as possible and as short as possible --- to do this, you need to have your meetings well planned and your officers well informed in advance of the meeting's agenda. You will be able to accomplish much more and in a shorter period of time. This makes for interesting meetings which in turn will be well attended creating a successful year for you, your officers, your members and your Lodge.

## COMMUNICATIONS

The old adage "nothing succeeds like success" can best be applied to an Exalted Ruler, who, upon the completion of his year in office, can say to himself, "I am satisfied." To become "satisfied" as an Exalted Ruler, you must plan your year well in advance of its beginning, and above all else, you must establish a method of "Communication." Communicating as used here can best be described as a method of contact and the transmission of information to: your Members, your Fellow Officers, your Committees, your Town, the State Association and the Grand Lodge. You have several means of communication within your grasp and only if you use them will they make your year successful. Listed below are a few of the most frequently used, but sometimes overlooked avenues of communication:

Personal Contact	Telephone Contact
Letters	E-Mail
Committee Reports	Bulletins
Newspaper	Radio
Television	State Bulletin
Elks Magazine	Direct Mail

The secret of a successful communicator is one who can put thoughts and feelings into words that will motivate and inspire others to become as interested and engaged about a subject or project as they are.

## COMMUNICATING WITH THE STATE ASSOCIATION

All too often we find an Exalted Ruler who is uninformed about their relationship with the State Association, or who has received misguided information from their predecessor. The Oregon State Elks Association is your association and it can best serve those who serve it best. Without the cooperation of the local lodges, the State Association could not succeed in its attempt to promote the programs of Elkdom nor could it begin to stimulate participation in and the continuance of growth of the Benevolent and Protective Order of Elks.

*What types of cooperation are we speaking of?*

1. **Correspondence**: It is necessary, in good business procedures, that all correspondence be answered promptly. **Do not ignore correspondence from the State Association.**
2. **Directory Information**: Upon the receipt of the request from the State Association for information to be included in the State Directory, **please answer immediately, or before the suggested deadline.** In the past few years, the Directory has not been

completed as early as it should be, simply because several lodges have had to be contacted three or four times to get them to provide the necessary information.

**3. Committee Appointments:**

- a. When appointing Lodge Chairpersons of committees that work in cooperation with State Association Chairpersons, i.e.; Youth Activities, Youth Leadership, Youth Scholarship and others, be selective to the point of near perfection. A statewide program is only as strong as its weakest Lodge Chairperson. Make certain that those you select for these positions are dedicated Elks who have the abilities and desires to do a good job. If someone is not performing in the position to which they have been appointed, please replace them.
  - b. Your Vice President should communicate with you requesting your recommendations for important positions on State Association committees. Again, those you recommend must be dedicated and willing to perform. Remember, your recommendation is only a *recommendation*. Only those acceptable to the State President will be appointed to fill the available positions.
4. **Specific Information:** At times it becomes necessary for the State Association to secure specific information from each lodge within the State. This may be for research purposes or for relatively more important purposes. Many lodges have failed in the past to reply to requests for information while others answered questions offhandedly even though the outcome should have been of direct interest to each and every lodge in the State. It is possible that *we* did not *communicate* to them, the importance of this information and were unable to stimulate them enough to get them to answer the questionnaire, even on the second or third request.

*Where do we get information about the State Association Programs?*

Your District and State Chairpersons along with the committee members are the best source of information regarding the State Association Programs. Their names, addresses and phone numbers are listed in the State Directory. During the past several years, manuals have been written by active members on various State Programs and these committee members will have access to them.

There have been Exalted Rulers who have expressed ignorance of reporting dates, entry deadlines and other important facts relative to a specific program. They did not even know where to go to get the information, therefore, their chairpersons did not complete their programs because of a lack of information. Again, communicate, communicate, communicate.

Don't let anyone convince you that you should be a GOOD Exalted Ruler – be a GREAT Exalted Ruler. Communicate.....

## THE IMPORTANCE OF PUBLIC RELATIONS

As you prepare yourself to assume the office of Exalted Ruler keep in mind that the success of your term will be judged largely by the Public Relations program you have carried out. Regardless of the youth work, veteran's projects, support of the Elk's Children's Eye Clinic and other charities and community services your lodge does during this period, it will not increase the Image of Elkdom in your community unless the public knows about it. A Public Relations program establishes your lodge in the public mind as an integral contributing factor in your community.

An active Public Relations Program is relatively new to our Order. In earlier times, we had traditionally gone about our business of doing good works without feeling it was necessary to let the public know what we were doing. We were content to realize the self-satisfaction that results from these actions. We hid our "light under a bushel." In fact, we discouraged drawing attention to our good deeds and encouraged anonymity.

However, in glaring contrast, our social activities did not go unnoticed by the public. Regrettably, in some areas, the Elk's name became synonymous with crab feeds and beer busts. Therefore, the need arose to acquaint the public with what the Elks were really about.

In response to this need the Publicity Committee was created. It was strictly a minor committee and publicity was on a very low key. In fact, in many lodges it was a committee in name only. Often time's news releases by these committees were checked by so many people that they were out of date by the time of publishing and were not viewed as news but as propaganda. This made the Elks vulnerable to attack.

It took a long time to realize that as an organization on the whole, and as individual lodges, we needed a strong public relations program and publicity was just a component of this. The Grand Lodge now has a special Public Relations department to aid all lodges. The individual lodges realize that they need more than some intermittent publicity, they must establish themselves in the community as a benevolent organization with the aid of a Public Relations program. To be effective and successful it has to be carefully planned and implemented. This means that you as Exalted Rulers designate must start planning now, studying the present PR program of your lodge and how it can be strengthened and expanded.

Great care should be taken in selecting the chairperson of this committee. This person must be able to work with all of the major committee chairs with a view to getting a favorable public response to their individual programs. From the start, this job entails a lot of work and time and means more than just writing a few publicity stories throughout the year. The bulletin editor should be a member of this committee. A correlation of material and information that is published in the bulletin is not only aimed at members but goes out to the public at large.

This chairperson needs to be a *Press* Relations liaison as well. The term "press" is used here in the broadest sense to encompass all media; newspapers, lodge bulletins, state and national publications, radio and television as well as the internet. As the media liaison, this person would be the contact between your lodge and the media. If any of the various media sources has a question they will go to your Public Relations Chairperson. Make sure this person understands that the one *ultimately responsible* for policy statements is the Exalted Ruler.

In geographical areas where several lodges are served by the same newspaper or radio stations, the chairpersons of the lodge's committees involved should work together so that they are not competing with each other for space. In such instances, they should also make the best usage of the local community or neighborhood newspaper as a news medium. Each lodge has some sort of a separate distinct problem with the local media and this is where your chairperson is responsible for affecting clear communication and promoting the Image of Elkdom.

Your bulletin and the lodge meetings are the only avenues through which you can inform and interest your membership. Public Relations begin here. With attendance at meetings typically running between five and ten percent, you will be able to reach the other ninety to ninety-five percent through the bulletin.

Have you looked at your lodge bulletin lately? There are many examples of some of the most uninformed lodge bulletins imaginable. And some of these are Oregon Lodge's bulletins. They tell you the price of meals and what you can expect in the way of a menu. They tell you the kind of entertainment to expect in the club facilities. They tell you who won the golf tournament or the standings in the bowling league. They are merely social bulletins.

This is all fine and necessary, but in the majority of instances, they do a miserable job of telling what your lodge is really doing to carry out the principles of our Order, the reason that most of your members joined in the first place.

Month after month many bulletins fail to make any reference to our Elks Children's Eye Clinic, Hide Collection, Meadowood Springs, Veteran's Service Programs, Youth Programs, Scholarship, Hoop Shoot Tournaments, the National Foundation and what it means to your community. In fact, there is little mention of the many programs that we should be pointing to with pride.

Let's be brutally frank. If our own members don't know what we are contributing to the community, how can you expect the public to know? Pride of our Order starts with you; you are our frontline to the world.

If you have any doubts about the truth of these statements take a little time to talk to some of your members who never appear at lodge. Drop into the club rooms and talk to those who come in from time to time but never come to lodge. Ask them in casual conversation what they know about our Elks National Service Commission, the Elks Children's Eye Clinic, what the National Foundation is or how much your lodge or State Association provides each year in the way of scholarships to boys and girls. I think that by their answers, you will be able to judge whether your lodge is doing a good job in keeping the members informed.

So, if your own members don't know, how can we expect the general public to be aware of our good works. This responsibility lies with each local lodge. When you become Exalted Ruler, it becomes your responsibility. The general public judges the Benevolent and Protective Order of Elks by the actions of the lodge in its community.

I assume that each of you, at this time, is planning your program for next year. You will each approach it in a different way. You will give extra emphasis to those things that seem to be most important to you. Too many officers assume the responsibility of worrying about club programs when, in fact, they generally aren't technically equipped or have the necessary

background to do much in the way of improving club operations. Furthermore, the real mission of the Exalted Ruler is to lead the lodge. Again, I strongly urge that as Exalted Ruler, you should consider one of your most important tasks to be in the area of Public Relations. I do not for one minute discount the importance of Lapsation, membership and those traditional responsibilities that go with the office of Exalted Ruler. I am merely adding another important task and I believe your success as an Exalted Ruler can be more readily measured by how effectively you have exposed your members and your communities to the wonderful things that the Order of Elks accomplish.

Each of your lodges has in its file the state publicity manual which was written in layman's language to help you develop a workable public relations program. Also, there is a Grand Lodge manual which could aid your new chairperson. This can be obtained by writing the Grand Lodge Public Relations Department.

You will be given a summary of how to develop a good Press Relations program. Read it carefully and keep it for reference. Give the manual to your Chairpersons. It might be a good idea to reread this summary during the year and see if you and your chairperson are doing everything possible to promote the Image of Elkdom.

## **BUDGETS FOR LOCAL LODGES**

Section 12.070 of the Grand Lodge Statues provides for several requirements concerning local Lodge budgets. Every officer, especially Exalted Rulers, Leading Knights and Trustees should study carefully the provision of this section of Grand Lodge law. Every part of the section concerning budgets is important, but it should be noted especially that there are definite time specifications that must be compiled within the preparation, presentation and adoption of a local Lodge budget.

This section of the Grand Lodge Statues explains the duties of the Board of Trustees of the Lodge, and the last paragraph of this section details the procedure for preparation and adoption of the budget. This portion of the Statue is as follows:

“The Board shall present a segregated budget not later than the final regular meeting of the Lodge in April, making appropriations for each of the several objects for which the Lodge must or may provide out of the monies known to be in its possession of the Lodge or estimated to come into it during the ensuing Lodge year. A budget either in its original or modified form must be adopted by the Lodge at the meeting or the next regular meeting. After the budget has been adopted, all expenditures during the Lodge year must be kept within the limits of the appropriations made. When a proposal is made for any expenditure in excess of the adopted budget, the proposal shall be promptly referred to the Board for consideration and written recommendation at the next regular Lodge meeting. The proposal may be adopted by not less than a two-thirds vote of the Members present at a regular meeting. The budget may include an item for contingent purposes to cover emergencies and expenditures therefrom may be approved by a vote of two-thirds of the Members present at a regular meeting. Unexpended appropriations at the end of the Lodge year shall be available for appropriation in the budget for the next Lodge year. In Lodges where a Budget Committee is required by the By-Laws the budget shall be prepared by that

Committee. The Committee shall report to the Lodge by the final regular meeting in April.”

In Summary, the requirements are as follows:

1. *The budget must be prepared by the Board* (or Budget Committee if so provided in the Lodge By-Laws, or by the Corporate Board if the Lodge is incorporated.)
2. The budget presented shall be a *segregated* budget, i.e., it must provide for specific receipts and disbursements and not just an estimate of the total receipts and the total disbursements. These should be supplied in reasonable detail.
3. No matter which of the above specified is the one responsible for preparing and presenting the budget to the Lodge, it must be done *no later than the final regular meeting in April*.
4. The Lodge meeting must adopt this budget as presented or modify it by vote of those present, after which the modified budget must be adopted. A simple majority vote is all that is required for adoption.
5. After adoption, all expenditures must be kept within the limits set in the budget.
6. If necessary to modify the adopted budget in order to provide for additional expenditures beyond the limit set in the budget originally adopted, this must be done at a regular Lodge session and requires a two-thirds vote of the members present to adopt the modification, after such proposal has been referred to the Board and its written recommendation has been received.

The provisions in a Lodge budget for various purposes therein specified are merely an estimate of the amount necessary for such purposes and a limitation on expenditures therefore. A budget is a financial statement of the estimated revenues and expenditures of the Lodge for the ensuing year, and disbursements beyond the amount are prohibited. A budget provision is an appropriation for that purpose, but it does not carry with it the authority for a committee member or officer to spend the same without further Lodge action. In other words, a Lodge officer or committee does not have authority to spend Lodge funds merely because there is an appropriation therefore in the budget. The authority to spend Lodge funds must be by specific motion passed by the Lodge. (Opinion 20)

Under Section 12.070 of the Grand Lodge Statutes, the Board (unless a Budget Committee or Corporate Board is provided for) must present a segregated budget of all anticipated Lodge income and expenditures. **The agency selected to operate the Club or other facility must likewise submit a segregated budget of such operation and must make monthly reports of its financial condition.** If no separate budget is presented for the operation of the Club, such operation must be included in the budget of the Lodge. It is vitally important to the financial success of a local Lodge that the budgets be made in accordance with the rules provided in the Statutes.

The budget must be realistic. It is a common custom in making a budget to be conservative in estimating income and to estimate expenditures at a generous maximum. It is essential that the budget be balanced, i.e., the estimated income must be equal or greater than the estimated expenditures. An unrealistic budget does more harm than if no budget were adopted at all, as it is very misleading.

The best source in preparing realistic budgets is the audited, accurate, financial statements of the past year or more. These provide the necessary historic background of what has been received and spent in the various classifications. These, then, must be adjusted so as to reflect

the best estimate of what the anticipated operations for the new year can be expected to yield. If there have been changes in dues, initiation fees, club prices, or other such changes which will affect the budget income, provision for these should be made. Similarly, if there have been additional expenses caused by new activities, increased labor, or merchandise costs, unusual repairs or maintenance requirements, or other such items of expense, the amounts set forth in the segregated expenditures should anticipate them.

The inflation which has drastically changed the cost of operation of businesses and our personal affairs has also affected the cost of operation of our Elks Lodges, Clubs and other activities such as gymnasiums, swimming pools, golf courses and other facilities. An analysis of financial reports received from many Lodges reveals that many have failed to keep pace with the inflationary trend. This is true not only of the Lodge operation but *especially of the Club operation.*

Budget time should be observed as an opportunity to examine the results of operation of the previous year and to give consideration to making adjustments which will correct the oversights and failings which produced any poor results. The best theory on which to operate is that each entity of the Lodge and Club must make a profit, or at least, break even. This means that the Lodge, the bar, the restaurant, the swimming pool, etc. must all be self-sustaining, and the pricing and costs operation should be controlled so as to produce this result. It is not fair for those who drink at the bar to pay part of the cost of serving food in the dining room or providing Lodge activities just because it is easier to make money in the bar. Nor should the dues of members who do not use the Club be used to subsidize the bar or dining room or other facility for those who do.

It should be remembered in budgeting that the rent for the building should be prorated in a fair manner. If the Lodge owns the building, it should charge rent to the others occupying the building on a fair distribution. After all, no bar could be run in another location without paying rent, nor could the dining room, Lodge, swimming pool, etc. If this has not been considered in budgeting before, the Lodge accountant should be asked to help set up a means of taking this, as well as depreciation and other non-cash costs, into consideration.

It is important that preparation for the budget be started long before April 1, for if, in the opinion of those preparing the budget, an increase in dues or fees is necessary in order to make the Lodge operation self-sustaining, such changes require the approval of the Lodge and the Grand Lodge Committee on Judiciary. If the dues are to be changed, such an adjustment can only be made effective on April 1 of any year. Changes in the fees may be made by By-Law change during the Lodge year, but a change in dues can only be made effective on April 1.

Those responsible for preparing the budget should seek help from the Lodge accountant or auditor. They should also confer with the Exalted Ruler and the one presumed to be his successor so as to make provision for new activities planned, or for deleting from the budget any activities to be dropped. Most Lodges treat initiation fees and other such fees as current income, whereas they are a one-time payment and are like the purchase of a right or equity and should be added to capital. They are not operating revenue. The amount of such fees varies from year to year with the number admitted to membership, and inclusion in current income makes budgeting inaccurate.

Budget time is a reminder to check on expenses as well. Poor buying practices, inadequate inventory controls, loose internal cash security and inefficient employees can quickly cause losses, especially in the operation of bars, restaurants, gymnasiums and other such facilities.

Once the budget is prepared and approved, it must be followed, and it is the duty of the Trustees to see that expenditures are not permitted to exceed the various amounts approved in the segregated budget. The budget can be amended if necessary as explained in Section 12.070, but such amendments, of course, require a two-thirds vote of the members present for approval.

The Auditing Committee of the Lodge, the Lodge accountant, and the auditor chosen by the Lodge can be of valuable help to the Trustees in preparing the budget. It is an exacting job, and the Trustees should welcome and solicit help from the Exalted Ruler, Leading Knight and any others who might give information in preparing a realistic budget.

Budgeting, auditing, insurance analysis and other fiscal activities are all a part of good, responsible leadership, and fidelity to the trust of the membership. They should receive the attention they deserve in the operation of the business of the Lodge, the Club and all of the related facilities.

## **BUSINESS PRACTICE COMMITTEE**

In an effort to have all lodges in the state have a most successful year, the Business Practice Committee feels that by imparting information of “pitfalls” and financial troubles that many lodges have experienced in the past, all lodges will be well on their way to a successful year. By addressing all the Leading Knights, who will be next year’s Exalted Rulers, we know that if well informed, it will make your administration less complicated.

At the earliest possible date, work should be started on your year’s **segregated and detailed Lodge and Club Budgets**. Trustees are charged with formulating said budgets, unless, by lodge By-Laws, a Budget Committee is provided. In either case, the budgets must be approved by the Board of Directors or the Budget Committee, and presented to the lodge no later than the final regular meeting of the Lodge in April. Said budget, either in its original or modified form must be adopted by the lodge at said meeting, or at the next following regular meeting. After said budget is adopted, all expenditures by the Lodge during the Lodge year must be kept within the limits of the appropriations therein made.

First of all, when creating a new budget, Grand Lodge Manuals, covering Accounting, Auditing, Club Management, Membership Control, Lapsation and Secretary’s Procedures should be read and the guidelines followed. Your Secretary’s office should have copies of all of these manuals.

Each Lodge **must** have **separate** Lodge and Club Budgets. The Lodge Budget must be “realistic” and not “padded.” It must be streamlined within your anticipated membership dues income (less about 10% of your membership roster, to allow for lapsation, death and transfers). In addition, at least 10% of the membership dues income must be diverted to cover charitable activities. Being a non-profit organization, this is necessary for protection should the Internal Revenue Service step in to audit your books.

In view of the above, the following items should **never** be included in your budget:

1. Member contributions to the Elks National Foundation, Oregon State Elks Association Elks Eye Clinic, etc., (other than the lodges' direct contributions from dues) should not be included as income or expenditures.
2. Cash carryovers from the previous year should not be included in the new budget as income but should go into a contingency fund.
3. Lodge fines, Elk and all outside income should not be included in the new budget. Income from these sources should go to charitable or building improvement accounts.

*The activities contained in the lodge budget must be within your lodge dues income, as outlined above.* Remember that last year's overlap of expenses cannot be paid out of the current years dues. This year's prepaid dues are not available until after April 1<sup>st</sup> for lodge use. By referring to the previous two years records of income and expenses, a realistic budget can be compiled.

In order for the Trustees and Governing Board to quickly evaluate income and expenses to verify that they are within the approved budgets, **monthly** segregated and detailed P&L Lodge and Club statements must be generated. These statements should reflect monthly, year to date, budget amounts, and cost percentages against gross sales, opposite each item for quick reference.

### **CLUB OPERATIONS**

The Business Practices Committee has found that most lodges that have experienced financial problems are a result of faulty club operations. It is important to have a competent Manager who is pleasant, reliable, a promoter, and should not drink while on the job or allow employees to do so. The Manager should assure that liquor and food controls are "air tight." Monthly inventories of both must be taken, and by at least two persons.

Security of all liquor and food storerooms can be maintained by keeping them locked at all times. Supplies for both should be maintained on a perpetual basis. Not more than two persons should be responsible for stocking or the removal of stock and recorded on forms provided for the purpose. After each closing of the bar and the bar personnel have gone off their shift, the liquor bar stock should be locked up. Daily bottle counts should be taken and reconciled with cash register receipts. As with the liquor, all food in refrigerators, or in storage in the kitchen, should be under "lock and key" when the chef and kitchen crew leave.

The Manager should keep liquor costs, as compared to sales, within a 29% to 39% range. Food costs should range from 35% to 45% of sales. Labor costs should be studied and should not exceed 35% of sales. An ideal labor cost is 25%. The Chef and Manager should compute per plate costs in order to keep in line with established dinner prices to members.

When receiving supplies, all should be checked as to quantity, and approved with the signature of a responsible employee. The receiving slip is sent directly to the bookkeeper.

All bills should go directly to the Secretary's office --- from there to the bookkeeper, where they will be recorded and checked with the receiving slips, and then to the manager for

approval. It is also desirable to have the Chairman of the Governing Board okay bills before they are presented to the lodge for payment. Food and other purchases should be done by comparison with competing purveyors to insure the lowest prices.

Cash registers should have sufficient keys to register and tape segregated sales (Food, Liquor, Beer, Wine and other merchandise.) It is advisable to have the Lodge Audit Committee conduct “surprise” audits of inventories, etc. from time to time. Make sure that your bookkeeping procedures and records are broken down and detailed to adequately reflect complete control of all Lodge and Club operations.

If after six months it appears that your budgets are out of line, the Board should take steps to revise same for the remainder of the year, submitting same to the Lodge for approval.

## **COMMON MISTAKES FOR TIME WASTING PROCEDURES**

1. Needless motions. For examples, motions to accept reports on which no action is taken, motions to accept minutes, motions to close nominations.
2. Failure of the Chair to state motions, call for negative vote, announce results of vote, and generally follow parliamentary forms.
3. Failure of proposal maker to put in the form of a motion, or to state clearly and concisely what his motion is.
4. Failure of Chair to rule promptly, call motions out of order, or to decide controversies.
5. Failure of Chair to control debate.
  - a. Allowing of personality conflicts and animosities.
  - b. Allowing debate to stray from subject under discussion.
6. Failure of Chair to use powers of general consent to expedite business.
7. Failure of Chair to move promptly and efficiently through business at hand as the controlling and guiding hand of the meeting.

## **POWERS OF THE CHAIR THAT CAN EXPEDITE BUSINESS**

1. Transact business by general consent. When objected to, power to put action directly to Lodge for vote, majority carrying.
2. Restate motions (unless there is an objection.)
3. Call for motions.
4. Require motions that are dilatory or obstructive in nature, to be put in writing.
5. Suppress dilatory, obstructive, or frivolous motions (must allow one appeal.)
6. Declare people out of order who have not been recognized; recognize members who will advance business.
7. Require debate to be on proper subject only.
8. Require all remarks to be directed to the Chair.
9. Act promptly against any personal remarks made by one Member to another, either present or one being absent, which may be considered extremely critical or derogatory.
10. Direct business by requests or remarks.

## PARLIAMENTARY PHRASEOLOGY

- Recognition: “The Chair recognizes (state name).”
- Stating a Motion: “It has been moved and seconded that----.”  
“The amendment has been moved and seconded---.”  
“The previous question has been moved and seconded.”  
Or, “The previous question has been called for.”
- General Consent: “If there is no objection, ---.”  
“If there is no objection, the nominations are closed for ---.”
- Putting a Motion: “It has been moved and seconded that (state motion).  
“All those in favor give the voting sign of an Elk. All those opposed, the same sign.” “The motion is carried (or lost).” The Chair may state the count of the vote if desired.
- Point of Order: Member: “I rise to a point of order.”  
Chair: “State your point.”  
Member: (gives his objection or correction)  
Chair: “Your point is (is not) well taken because ---.” (If not well taken, proceeds to correct mistake).
- Appeal: Member: “I appeal from the decision of the Chair.”  
2<sup>nd</sup> Member: “Second.”  
Chair: “The decision of the Chair has been appealed. All those in favor of upholding the ruling of the Chair, give the voting sign of an Elk. All those opposed, the same sign.”  
Chair: “The ruling of the Chair is upheld.” (If the ruling is reversed, proceed to reverse the decision).
- Division of House: “The division of the house has been called for,” is announced by the Chair who then proceeds to ask Members to divide according to their conviction in voting (*or some similar method of voting*) after which counting is made. The count is to be announced by the Chair.
- Reconsider, Rescind: Member: “I move to reconsider (rescind) the motion of --- (states general nature).  
2<sup>nd</sup> Member: “I second the motion.”  
Chair: “It has been moved and seconded to reconsider (rescind) the motion to --- (states nature). Will the Secretary please read this motion from the minutes?”  
Secretary: (reads motion from minutes)  
Chair: “Is there any discussion?”

## “PROFIT” AS A LEADER

- P – PEOPLE:** Organization starts here. People are most important. Without people, the Elks can’t grow. Just as companies want to profit, so do the Elks. If you break profit down; people are the most important factor.
- R – RESPONSIBILITY** Place it wisely. The dictionary definition: *ability to meet obligations or to act without superior authority or guidance.* Put your faith in the people you appoint, in their ability to perform as leaders.
- O – OPEN MINDED** Be open-minded. After you place responsibility, seek advice. Have confidence in the wisdom of your decisions. Listen to new ideas.
- F – FOLLOW THROUGH** Take appropriate steps to carry out ideas. See them through but discard if unwise.
- I – INITIATIVE** Create the desire in people to use their own initiative. They create work and show better performance. The dictionary definition: *ability for original concentration and independent action. To make the first move.*
- T – TEAMWORK** Prompted by all of the above, gain respect of subordinates. Seek that respect for you will not have success without it. The dictionary definition: *unity of action by member of organization to further success. Cooperation.*

## TIPS FOR SUCCESS

1. **BE A LEADER-** Basic rule: make people want to do things. A person gets results by leading, not driving. If forced, people become reluctant. If you lead, people will want to follow.
2. **STUDY SUBORDINATES-** Determine what makes each tick; what motivates them and what determines their attitudes. This produces security. Along with some criticism, they also need praise. Check their backgrounds.
3. **BE A GOOD LISTENER-** Know your people and encourage talking. Ask questions but don’t dominate the conversation. If both speak at the same time, allow the other person to go ahead.
4. **CRITICIZE CONSTRUCTIVELY-** Get all the facts. Suggest constructive action for the future. Question method, not motive.
5. **CRITICIZE PRIVATELY-** This first rule is often broken. Public reprimands cause shame, humiliation and resentment which leads to the undermining of authority.
6. **PRAISE PUBLICALLY-** Folks like it. It boosts the morale of all and increases standing. Self-confidence is increased. If a person receives this praise they will tend to offer it to others.

7. **BE CONSIDERATE**- This will build a strong, hard-working and loyal team. Be courteous as all people have problems. We need to encourage self-pride and self-respect which will bring out the best in one's personality.
8. **DELEGATE RESPONSIBILITY**- Delegating responsibility is the essence of administration. Excluding discourages some. Good ones will quit. If one person does all the work, others will sit by and do nothing.
9. **GIVE DUE CREDIT**- Give credit where credit is due. Taking credit destroys initiative. By giving credit, you will receive credit by building a team staff.
10. **AVOID DOMINATION**-This breeds individuals who say "yes" to everything you say. An able executive seeks people who will work with them, not for them.
11. **SHOW INTEREST IN AND APPRECIATION**-Show interest in all. Be human and use first names. Take them to lunch, learn their hobbies, learn about their families, and just chat with them. By watching their work load you will be rewarded with loyalty and good results. Keep all business and personal affairs separate.
12. **SUGGEST-NOT DEMAND**- This gets better results than giving orders. If you only get results by giving orders, you may need new help or they may need a new boss.
13. **HAVE REASONS FOR SUGGESTIONS**-When you make a request or suggestion, be sure to give the reasons behind it. People want to know "why." This can be done orally or in written communications. Be sure you do it.
14. **ADVISE OF PLANS EARLY**-Let your assistants in on your plans and programs even when they're in an early stage. You can't discuss them too far. By doing this it will give them a sense of participation and help them to feel personally responsible for each success. Some of the assistant's ideas may improve the project.
15. **EXECUTIVES SET STYLE**- Never forget that the executive sets the style for his people. If they are late, irregular, bored or careless, so is the team. The right people will follow a good example as opposed to a bad one.
16. **PLAY UP THE POSITIVE**- Build self-respect but don't patronize. Capable juniors need respect which builds self-esteem. By building up the assistants, the boss will be built up as well.
17. **BE CONSISTENT**-Don't be moody. People will follow a steady leader with predictable reactions.
18. **HAVE CONFIDENCE**- Show your people that you have confidence in them and expect them to do their best. Tend to perform as expected. When a boss shows confidence and does a first-rate job, they will usually get the same from the team.
19. **ASK SUBORDINATES FOR THEIR COUNSEL AND HELP**- This promotes a feeling of belonging and builds self-confidence. It is also a source of good ideas.
20. **ADMIT WHEN YOU ARE WRONG**- When you are wrong or make a mistake, admit it. No one is infallible if not wrong too often. Gains confidence in fairness and honesty.
21. **LISTEN TO IDEAS**- Give courteous hearing to ideas from subordinates. Some of the ideas may sound fantastic but don't react as if they were. People might become discouraged if ridiculed. Their next idea may be the one needed.
22. **IF AN IDEA IS ADOPTED, TELL THE ORIGINATOR WHY**- Use the same line of thought again. If the idea is not adopted, also explain why.
23. **PEOPLE TO WORK ON THEIR OWN IDEAS**- Give weight to the fact that people carry out their own ideas the best of anyone. If there are two ideas alike, choose the one that will be best carried out. People will feel a personal responsibility to prove their ideas and plant new ones.

- 24. BE CAREFUL WITH WORDS-** Plan your words ahead of time. Use careful voice inflections. By passing up a subject, misunderstandings occur. Any thoughtless remarks are remembered.
- 25. SOME GRIPING HELPS-** This should be done in small doses. Gripping serves as a safety valve, even for the perfect executive. Personal or vicious remarks are not good and should be rooted out.
- 26. PEOPLE ARE ESSENTIAL-** Use every opportunity to build up a sense of importance in your subordinates for their work. People like to think their jobs are important and they feel essential.
- 27. GIVE PEOPLE GOALS-** They need a sense of direction, something to strive for and to achieve. They need to know where they are going, what they are doing, why they need to plan intelligently and work efficiently. This will foster a sense of elation in their day to day work and long-range goals. Have them study cost operation, salary structures, promotions and any pertinent information about a department, company or industry.
- 28. KEEP YOUR PEOPLE INFORMED-** They need advance notice. The members of a team are entitled to know what is going on.
- 29. LET SUBORDINATES DECIDE-** Give your subordinates a chance to take part in decisions, particularly those affecting them. If they take part in decisions they will be enthusiastic about them. If their decisions are agreed upon, they'll back it. Even if they are not agreed upon they will still back the decision chosen because they were considered.
- 30. ADVISE WHERE THEY STAND-** The days of "treat rough-tell nothing" are gone. The ratings of people are good if they are discussed with them to bolster weak points and clear-up misunderstandings. Once a year talk on their strong and weak points.

## **ESTABLISHING GOOD PRESS RELATIONS**

A Lodge Publicity Chairperson is engaged in public relations so it is up to you when you become Exalted Ruler to consider this person in that light. This isn't to be a person who delivers canned publicity. To be successful, this Chairperson should be skillful in maintaining good relations with the Lodge members on one hand and with the press and broadcasters on the other. If at times there appears to be a distinct clash of viewpoints, it is up to the Publicity Chairperson to find a good compromise. It becomes incumbent on you to consider the person for this position to be the Lodge's "Public Relations" Chairperson because their scope of interest and responsibilities are greater than just preparing publicity.

It is essential that cooperative relationships be developed with all newspapers, radio and television stations in a Lodge's jurisdiction. They comprise the press as we know it today. One of the principal functions of this Chairperson is to maintain favorable relations with the press; they become, in effect, the "Press Relations Chairperson." As such, they must at all times be candid and straightforward with their contacts. If the contacts lose confidence in the Chairperson, the Lodge loses, not the press. This person should never try to conceal or mislead, while serving the Lodge to the best of their ability within the limits of the authority given to them by the Lodge and the Statutes of the Order. If the press becomes interested in matters that cannot be discussed or divulged, the Press Relations Chairperson should say so frankly.

As soon as possible, get acquainted with editors and radio and TV news directors and program directors. Find out what kind of articles and other material they want, how they want it and when. Learn deadlines. Know when editors are busy and should not be disturbed, and when they have time to talk. Let them know that you are on the job to serve them and when they want special information or any help on a story, the Press Relations Chairperson will be happy to give it.

Don't be a space or time hog. A splendid way to ruin your press relations is to beg constantly for publicity, to complain about not getting publicity or to criticize the way a story was handled. No one loves a bore. On the other hand, you should be quick to express thanks and appreciation for a well-handled story. But be sincere about it. Don't try to buy favor with a meal or a drink. Being genuinely hospitable in the Elk tradition avoids any quid pro implication that would reflect on the ability and integrity of the press.

### **PLANNING A PUBLICITY PROGRAM**

The first thing a Press Relations Chairperson needs to remember is that unless authorized to do so, they are not the spokesperson for the Lodge on matters of policy. That role is filled by the Exalted Ruler or other duly authorized person. What this chairperson should concentrate on is his knowing the subject at hand as thoroughly as possible, the Lodge, the State Association and the Grand Lodge, in order to present materials to editors and others with authority. In this way, the press will know that they can depend upon the accuracy of what is said.

This Chairperson must exercise great tact and patience and spend considerable time and effort to build up the necessary cooperation from the news sources --- the Officers of the Lodge and the other Chairpersons. In turn, the Lodge Officers and all Committee Chairpersons should make sure that the Press Relations Chairperson is fully informed of all activities well in advance so that they can plan the best publicity coverage. All Lodge publicity should be channeled through the Press Relations Chairperson. The Officers or other Chairpersons should not release stories independently or skirt the Press Relations Chairperson. To do this will reduce the effectiveness of the Chairperson and confuse and annoy editors.

It is essential that the Publicity Chairperson maintain a schedule of upcoming events during the Lodge year. This will help in planning the treatment of the press release for the event, making arrangements for pictures, deciding on when to write and release the stories, and also to keep publicity flowing smoothly instead of jamming up the press with several stories at one time. There is plenty of competition for newspaper space and broadcasting times as it is, without competing with yourself. The Press Relations Chairperson, who is thoroughly familiar with a subject, has organized a publicity program and developed the cooperation of the Lodge Officers and Committee Chairpersons, has made a good start toward a successful publicity operation for the lodge and for the whole Order.

### **PREPARING PRESS COPY**

If the Press Relations Chairperson is not a professional writer, they should not try to write like one, although there is no law against learning and improving. The point is, it is much better to present the facts – completely, accurately, clearly, and neatly, and let the

editor take it from there. There are, however some basic points that the volunteer Press Relations Chairperson should follow to their great advantage.

Your stories should always be typed on your Lodge's official stationery or a special letterhead that identifies it at a glance as bearing news from your Lodge. Always use 8 ½ x 11-inch paper and double space the copy, using only one side. Your name, address and telephone number should appear at the top of the first page, preferably at the left, to help editors get further information or fast verification if needed.

Make an original copy (not a carbon) for everyone who is getting your story and don't fold your releases but deliver or mail them flat. Editors will love you.

### **JUST THE FACTS**

Be straightforward. Use short sentences and frequent paragraphs to tell what happened and when, or will happen if it is an advance story on something coming up. Don't editorialize. For example, instead of writing "A large crowd attended..." write that "One hundred and fifty Elks, and their wives..." Use full names the first time in a story for proper identification, then Mr. Smith, or just "Smith" thereafter. Avoid nicknames as it is undignified and can confuse; so can the use of abbreviations except for such common terms as the states and months of the year. Even these, however in broadcast copy, should be spelled out.

Begin a story about half-way down the page. If the story runs two or more pages, the word "more" should be typed at bottom of page one and succeeding pages. At top right of page two and succeeding pages type an identifying phrase such as "Elks Youth Day...Page 2." Indicate the end of a story with the traditional "30," or -0-, or a similar closing device so that whoever handles your story will know that there isn't any more and will not have to worry about having possibly lost a page.

Avoid release dates – "For release in afternoon papers of June 6," for example-unless absolutely justified to protect against possible error that might follow premature publication. It's pretentious to use a release date when it is obvious that the story might just as well be published any time the editor chooses instead of at your whim.

A final work of caution: Never guess. If you don't know – find out, and omit any material you cannot verify.

### **PHOTO TIPS**

Pains should be taken to obtain photographs that have interesting subject matter. Avoid the banal and monotonous – for example, people arranged in tight rows or lined up close to a wall, especially one with a strong pattern. It can't be helped sometimes, but careful planning will help to avoid these mistakes. Make a news photo more interesting by giving it a central focus that will attract the eye.

Technically, photos should have well-contrasted tones of light and dark for good reproduction and should have a glossy finish. Most editors prefer photos that are 8 inches by 10 inches but 5x7 may be acceptable to some.

Photos are fragile and should be treated with care and respect. Whether mailing or delivering a photo by hand, it should be protected by stiff backer or shipboard or equivalent. Never fold a photo or damage it with paper slips or staples. The Source of a photo should appear on the back lightly written in soft pencil or lightly stamped near the bottom, not across the face.

Caption each photo. Captions should be typed, glued to the back of the photo at the bottom, with the copy to the front and folded over the photo. Taping or gluing a caption across the back of a photo risks damage to it, and makes it difficult for editors to handle it. Keeping file copies of photos, properly identified and dated will yield rich dividends in the future.

### **TIMING IS IMPORTANT**

Get your material in promptly – while it is still news – if it is a story about something that has happened, or well in advance if it is a story of an event coming up. Don't rush in at the last minute with a story that you should have been turned in yesterday. Be prompt.

There is no better way for a Press Relations Chairperson to help their cause than by suggesting to editors and broadcasters good, sound ideas for feature stories, pictures, or programs. They are receptive to interesting ideas that are practical and will appreciate having them. If they are not used at the time, they will turn up later. Beware, however, of running in with unsound ideas, obviously thought up in the vague hope of getting on the air or into the paper. Trouble lies that way.

# The page below is designed to be cut out and inserted in Robert's Rules of Order

## The Grand Lodge Statutes & By-Laws Supersede Robert's Rules in the following instances:

1. A Quorum is 9 members, at least 2 being elected officers.
2. The Order of Business must be adheres to, except that #8 to #17 may be transposed with the Lodge's consent.
3. Decisions of Chair may be overturned only by a 2/3 majority.
4. No nominations at election meeting unless no name for office.
5. Votes for members not nominated are BLANK ballots.
6. Nominating committees are prohibited.
7. Exalted Ruler shall not be ex-officio member of any committee except the Board of Trustees.
8. These motions are always out of order:
  - Limit Debate
  - Adjourn
  - Adjourn Meeting
9. All motions to rescind require a 2/3 majority.
10. To withdraw motion requires consent of second, before motion state by Chair (after statement, Lodge's consent required).
11. Previous question refers always to all notions before Lodge.
12. 3 members calling "Question" requires previous question to be put to the Lodge for vote.
13. Chair MAY require all motions to be submitted in writing.
14. All resolutions MUST be submitted in writing.
15. No member shall speak more than one time on Questions of Appeal, except by general consent.
16. No member shall speak more than two times on any matter before the Lodge, except by general consent.
17. Power of the Chair to appoint all non-elected Officers and Committee Members cannot be abridged.

## TABLE OF MOTIONS (B.P.O.E.)

Type	Motion	Object	Applies to..	In Order			Debatable?	Vote?	Note:
				When	Member	Requires			
				Other	has Floor?	2nd?			
Privileged	1 Recess	Take a recess	n/a	No	Yes	Yes	Yes	Maj	Debate limited to motion
	2 Question of Priv.	Protect Rights	n/a	Yes	No	No	No	None	
Incidental	Appeal	Reverse Chair Decision	n/a	Yes	Yes	Yes	Yes	2/3's	Must be made immediately. Debate limited to 1 app. member
	3 Suspended Rules	Temp. susp. of procedures	n/a	No	Yes	No	No	2/3's	Limited to application
	3 Point of Order	Correct Parl. mistakes	All Parl. acts	Yes	No	No	No	No	
	3 Inquiry	Information	n/a	Yes	No	No	No	None	
	3 Withdraw Motion	Withdraw Motion	All motions	No	consent	No	No	Maj.	After stated by Chair
	3 Object of consid	Kill motion	Main motion	Yes	No	No	No	2./3's	Must be made immediately.
	3 Division of Ques	Separate consideration	Main amend.	No	No	No	No	None	
	3 Division of Ass.	Counted for Ballot Vote	Voice or open vote	Yes	No	No	No	None	
Subsidiary	4 Lay on table	Temp postponement	Main	No	Yes	Yes	No	Maj.	
	5 Previous question	Stop debate on all motions	Debatable motions	No	Yes	Yes	No	2/3's	3 call "Quest" force motion.
	6 Post. Stated	Postpone consideration to another meeting	Main	No	Yes	Yes	Yes	Maj.	Debate limited to motion
	7 Recommend	Return to Committee	Main	No	Yes	Yes	Yes	Maj.	Debate limited to motion
	8 Refer to Committee	Refer to committee	Main	No	Yes	Yes	Yes	Maj.	Debate limited to motion
	9 Amendment	Change wording	Main, 1st amend.	No	Yes	Yes	Yes	Maj.	
	10 Postpone indefin.	Defeat motion	Main	No	Yes	Yes	Yes	Maj.	
Main	11 Main Motion	Action by Assembly	n/a	No	Yes	Yes	Yes	Maj.	
	11 Take from Table	Resume consideration	Tabled business	No	Yes	Yes	Yes	Maj.	Same or following session
	11 Reconsider	Reconsider Action		No	Yes	Yes	Yes	Maj.	Mover must have voted prev. side, same session
	11 Rescind	Repeal Action	All Main: Aff on 6-10 All past bus. on which no action taken	No	Yes	Yes	Yes	Maj	

**PROGRESS OF MAIN MOTION**  
**(B.P.O.E.)**

Main Motion	Consideration Stopped by	Modified By	Consideration Postponed By	Debate Stopped By	Motion Defeated By	Motion Passed By
Statement of Desire Action	Out of Order No Second Withdrawal (3)	Restatement Amendment (9) Amendment to Amendment (9)	Lay on Table (4) Postpone ot Definite Day (6)	Previous Question (5)	Failed to get majority Postpone Indefinitely (10)	Passed by Required Majority
	Object to Consideration	Division of Question (3)	Recommitt (7) Refer (8)			