Midwest Association of Housing Cooperatives

The MAHC Messenger

Sept - Oct 2021

The Midwest Association of Housing Cooperatives is getting ready for next year. We are traveling to the Mile High City to hold our conference in Denver, Colorado. As we get ready to go, we will be continually releasing information about 2022 as it comes up. Make sure to check the website, your emails, and your mail boxes to make sure that you're being kept up to date on what's happening in the MAHC organization.

In Denver we will be staying in the Sheraton Denver if you want to get a head start on checking out the area. As always MAHC will have details coming out about the hotel and city as we get closer to the dates.

The Midwest Association of Housing Cooperatives will have a vendor table at the National Association of Housing Cooperatives conference. If you're there, come see us!

Please read through this newsletter for all the updates, information, and good reading that it contains.

Important Dates:

MAHC @ Denver: May 21st-25th 2022

What will I read?

About the (New) President:

Blaine Honeycutt, President. Formerly known as the vice-president, Honeycutt is now acting as MAHC's board President.

Blaine is looking forward to continuing to grow with MAHC and work to make sure that we are expanding, gaining members, and offering the best educational experiences that we can.

As president he is going to make sure to involved in all aspects of the day-to-day, more than he already was! He is already taking charge and figuring out what the next steps are in working towards next year and beyond.

Blaine has been with the Midwest Association of Housing Cooperatives for 23 years. He has been attending the MAHC conferences for 30 years.

Blaine has been the president of Georgetown Place Cooperative for 28 years and he has lived in that community for 30 years. From time alone you can see that Blaine Honeycutt is dedicated to the cooperative community and how much work he is willing to put in. We look forward to working with him and seeing how MAHC will continue to move forward with him as the president.

-Cindy London-Allen

MAHC Flashback

Did you know?

MAHC's 2008 Annual Conference took place in Las Vegas, Nevada!

There were 316 attendees from 81 different co-ops!

About the (New) Vice-President:

First of all, it is with great pride and honor that I accepted the nomination and votes of confidence to serve as Vice President of the Midwest Association of Housing Cooperative (MAHC). Many thanks to my fellow Board Directors/Members, as we move forward to serving our many cooperatives who depend on MAHC' S guidance, education and trainings to better serve their communities. I will do my best to provide the leadership and thoughtfulness to our organization to continue to deliver the best services possible.

Secondly I would like to thank Richard Berendson , our prior President/ Vice President for all he has done for MAHC, you couldn't have asked for a better servant than him. We wish him well through his retirement and other endeavors. Rich Berendson and Marlene Dau took bold creative steps to advance the Education Department of the MAHC Conferences. We, the directors, now must carry on their visions that housing cooperatives become more informed entities to help all housing cooperatives grow and with the ability to sustain our communities for years to come. Let's keep the spirit going by working together, to committing ourselves to do the best we can in a cooperative spirit, with knowledge gratitude and a big smile. We're moving forward, and with everyone's support, we can make it happen. We're looking forward to seeing everyone in Denver Colorado in 2022! Let's make it happen, Thanks again, Karen Mitchell

– Karen Mitchell, MAHC Vice-President

We are thrilled to share with our **MAHC** partners the news that Kirkpatrick Management *of* Michigan overwhelmingly voted that the company is a **TOP WORK PLACE**, as recognized by the Detroit Free Press in 2019.

Marlene Dau: Certified Cooperative Specialist

The passing of Marlene has been hard on many hearts. She was an extremely valued and loved member of the cooperative community and she was at the very core of MAHC. We know that she touched many lives and that she lived to make sure that education reached each and every person who needed it. Marlene worked to create the CCS class, something that everyone could take and become certified in cooperative knowledge. She would secretly pay the class fee for people whose co-ops could not afford it. She knew the importance of education, and she wanted to share it.

In Marlene's memory, MAHC has created a fund: The Marlene Dau Certified Cooperative Specialist Class Fund. We are accepting donations in her name to send those in need to the class to be certified when they can't afford it themselves. Each class donation is $350 and will go directly to someone who needs it. In the office we will be putting a plaque up for each donation surrounding a photo of Marlene. In addition, we have renamed the class "The Marlene Dau Certified Cooperative Specialist Class". Her name and her memory are important, and we want to make sure that it lives on. Please help us make sure that people are continually educated in her memory. Contact the MAHC office with questions or to make a donation.

Thank you.

-MAHC Office

Counselor's corner:

Despite all the training and resources available out there, it still never ceases to amaze me how difficult it can be for some Board Members to follow their fiduciary duty to keep things quiet and confidential. As the old adage goes: 'loose lips sink ships.' I can tell you first hand that nothing can kibosh a lawsuit quicker than when a director violates their duty and talks out of school. Nothing like the other side getting a look at your playbook, right?. If it happens, be prepared to lose cases and incur needless legal fees for matters that could have been won had everyone towed the line. Things that are said in the board meeting room need to stay there, especially in executive session. If your professional team can't rely on things to be kept quiet, they are going to have a hard time advising you and implementing strategies to protect the best interests of the cooperative.

What can you do to prevent this ? Make sure you have a solid Confidentiality and Code of Ethics agreement in place that all Board Members must sign and which should be signed on yearly basis. Not only does it provide protections, but it also is an annual reminder of their duty, in case anyone was starting to forget.

What can be done if there is a violation:

1. Censure the offending director which publicly admonishes them for their actions.
2. Removal process: If the violation warrants more drastic action, the Board can pass a resolution to put the violating director in front of the membership for a removal vote.

We have these Confidentiality/Code of Ethics Agreements in place for a reason. If any director refuses to heed its importance, then the remaining board members need to find others that will. Your lawyer needs your help, or else the membership will be wasting money, not to mention the likelihood of insurance premium increases for claims that can result, directly and indirectly, from these types of fiduciary violations. It's much better to keep the horse in the stable, because it's much harder to corral them back in.

– Creighton Gallup, Attorney with Pentiuk, Couvreur & Kobiljak, P.C.

KINDNESS

By Karen Harvey CCS
MAHC Board Member

Dear Co-op Family,
We are all living in such different, tumultuous times. None of us would have ever expected to deal with the things that our families have had to endure over the past few years. Many of us have lost family members, homes, and battled illness. Many have friends and family members in the military here on home soil and abroad. Addiction and suicide are rampant. Families are feuding over political preferences and health choices. To get the vaccine or not?

None of it came with an instruction manual. We had to move in troubled waters very quickly and figure out ways to deal with it all and move forward.

As Board Members, it was up to us to ensure that the safety, health and well-being of our members and employees was made our top priority. We continue to do everything in our power to stay on top of all information pertinent to Corona virus, other illnesses, wild fires, floods, weather patterns, and a plethora of issues.
How do we do all of this? There is not a conflict resolution class in the world that could've prepared us for what we've had to deal with.

We come from all walks of life, beliefs, and backgrounds. Some of us serve as professionals, some serve as board members. We have had many heroes surface to protect and help our families. They were maybe doing a "porch drop" of groceries or medicine, teaching someone how to do a zoom doctors visit, whatever was needed.

Tempers are short. Things are said that may be perceived differently than intended.

So, again I ask, how do we do this? I don't have the answers. I do know this; we have to search our hearts. We need to remember that we never know what those who cross our paths are dealing with. We need to always be kind and love and help one another like never before.

Please Stay Safe, Stay Well, And, As Always, Stay Blessed!

Sincerely,
Karen Harvey, MAHC Board Member

The Mile High City.

Denver, Colorado is home to food, fun, and sun. The city boasts 300 days of yearly sun, mild temperatures, and low annual precipitation. So, when we go, plan on sunglasses, sunscreen, and no umbrella when you're outside! We will be in Denver May 21st – May 25th, which means it will be a bit on the chilly side, so do pack a sweater, especially because meeting areas tend to be a little colder than the other areas of the hotel. Denver is known for being a very visitor friendly area and being walkable. If there is anywhere that you need to travel to, there is a shuttle that runs up and down the Main Street to travel you up and down the shopping district downtown.

We will be holding the CCS class the 21st and 22nd of May before the bulk of the conference gets underway. The CCS is something that you need to register for along with registering for the conference for an additional fee. Look in your email inboxes in the coming future for all of the information about the upcoming conference. We will be updating you regularly on what to expect and all there is to know about the 2022 Annual Conference.

– Cindy London-Allen, Marketing Coordinator

BIOGRAPHY

CHAD P. MUSGROVE

CHAD P. MUSGROVE is an Associate Director with Lument, a subsidiary of ORIX Corporation USA. Mr. Musgrove is well versed in cooperative (included Limited Equity co-ops) and multifamily finance after having begun his Lument tenure in the firm's New York headquarters in 2011. He enjoys helping board members and multifamily investors understand how Lument's products can provide much needed debt solutions to refinance the property's underlying mortgage often to reduce the interest rate and fund repairs or capital improvement projects at the property. Many cooperatives are unaware of the ability to obtain long-term (10, 15, 20, or even 30yr terms) financing coupled with interest only periods and repayments based on 30yr amortizations with interest rates under three percent today.

Mr. Musgrove relocated to Miami in 2014 to expand the firm's commercial lending footprint in Florida and the southeast. He currently oversees structured financing of Conventional Agency and Small Balance production for Lument in Miami. Mr. Musgrove has structured more than $1 billion in loans for the New York and Miami teams.

Prior to joining Lument, Mr. Musgrove was an Associate Consultant for Auriemma Consulting Group, where he was responsible for business development within the Industry Roundtable division with duties spanning the facilitation and support of the mortgage banking debt collections, credit card, and investment sectors. Before joining Auriemma, Mr. Musgrove was a research associate for Coleman Research Group where he performed specific primary research in identifying market trends that covered sector-specific topics pertaining to real estate, mortgages, and other merchant services for buy-side institutional investors.

He is a volunteer for various non-profit organizations and sitting board member of Rebuilding Together Miami-Dade and the Real Estate Lenders Association Miami. When he is not volunteering, he enjoys spending time with his wife and two children.

Mr. Musgrove holds a Bachelor of Arts degree in economics from Columbia University.

CHAD P. MUSGROVE | CHAD.MUSGROVE@LUMENT.COM | 305.714.3196 | LUMENT.COM

MAHC Flashback

Did you know?

That from 1963-2021 MAHC has had 8 presidents. In order they are:

- C. March Miller II
- James J. Tahash
- Paul Harris
- Dr. Herman E. Curtis
- Almeda L. Ritter
- William Magee
- Richard Berendson
- and now, Blaine Honeycutt.

Hometown Hero:

We have recognized several people as Hometown Heroes this past year. We wanted to announce these people during the conference so that we can celebrate them in the way that they deserve. As that was not possible, we are going to be acknowledging them here and in person. They are Dawn Miles from Troy Manor Cooperative, Levia E. Heffner from Grandville Cooperative, Tailor Made Property Services, Jim Hermsen from Three Fountains East Cooperative, Jerome Rayford from Fountain Court Cooperative, and Ms. Veronica Payne from Bethel Terrace Cooperative.

These Heroes were nominated by people in their community who noticed them acting in ways that impacted everyone for the better. It's important in trying times that there are people willing to put in the extra work to make sure that the community is better for it. We want to thank the un-nominated heroes, also. The people who work extra hard, lend a hand, open their home, help put those who cannot help themselves. Thank you to everyone that helps, even if you were not nominated here, we hope you know that people notice the good that you do. The best actions can go unnoticed. The Midwest Association of Housing Cooperatives is happy to announce these Hometown Heroes, and we hope that it helps you to start noticing the heroes in your own community.

-Cindy London-Allen

From Inside New Orleans

Our plane arrived in New Orleans Friday Afternoon. When we arrived at the hotel the shuttle driver said that this was the last run from the airport. The Hilton was saying that things would be okay and we would be safe. NOLA was evacuating. The Hilton maintained that once the storm passed everything would go back to normal. The city was empty on Saturday; all the shops, restaurants, and transportation were closed.

The hurricane, Ida, arrived mid-afternoon Sunday. At 6pm we lost all power, save for some emergency lights in the main hallway of the first floor. A PA alarm announced the emergency and that we should evacuate the hotel. The wind outside was 107MPH. After walking down 23 flights of stairs to get to the front desk, they said it was okay and that we could go back to our rooms and that we just lost power and all was well. The hallways and stairs were illuminated by glow sticks tossed onto the ground by staff. We got back to the 23rd floor using a functioning service elevator. I carry a flashlight when I travel, it was the only light we had in our room. Monday morning there was no wind, no rain, and Ida was gone.

7am Monday morning we were all woken up by a PA announcement saying that we must come to the front desk and sign a paper to evacuate. If you didn't sign the paper, you were told that you would be on your own but you couldn't stay there.

I had Betty, my wife, start packing our bags. After making the 23 floor trek down to the front desk the workers told us that we were being relocated to another city. We asked where, when, and how. Their answer was "I don't know" and that we had to leave by 6pm. I then had to go back up the 23 flights of stairs, it was rough.

We tossed things in our suitcases not knowing how we would get them downstairs. I heard a "Hello" outside of our room and a bellman asked us if he could help us with our luggage and he got us to the first floor with all of our belongings. I offered him some cash but he said no. When we turned to leave, I stuffed some in his pocket anyway. There were these three bellman that were our angels, they took care of us. We had been told that the backup generator would power one elevator, one light in each room, and that we would be fed. The managements disaster plan seemed to be lacking.

The hotel had suffered little to no damage except for the loss of power. Now people were gathered in groups on the first floor. We had light from a large wall of windows and power from a few electrical outlets that worked in the main hallway. People were charging phones and trying to call home. The conversations were “iffy”on the phone but texting seemed to work okay. Everyone was trying to contact their loved ones and let them know that we were safe and unhurt. The bellmen were handing out small flashlights. The lights became handy because the working restrooms had a few glow sticks, which were dim by now, and the stalls were pitch black.

Rich had water, pop, and snacks for the conference breaks. Dale, our driver, and a bellman brought them down from the 26th floor and they were shared with everyone. Not all the people gathered on the first floor were members of MAHC, and that didn’t matter. We were all in the same boat.

Mid-afternoon Rich called the local TV station to advise them of our situation. When the reporter arrived Management would not allow them inside. The interviews took place outside. Both Rich and the general Manager spoke. (see it: WGNO 3 “Local Hotel Tells Guests to Leave”) Shortly after that the hotel suddenly knew where we were being evacuated to and when. We would be given breakfast at 7am and buses would arrive at 7:30am to take us to Houston. We then started to change our flights home to be out of Houston.

Breakfast was an energy bar, fruit, and a bottle of water. The three buses arrived at 9am. As we left, there was a semi with two large generators parked out front of the hotel.

We now had a comfortable seat, air conditioning, and an outlet to reliably charge our phones. Our driver made the five hour trip in four, When we arrived at the Houston Hilton we were met with a line of clapping hotel staff. They had snacks, lemonade, and a welcome sign for us. It was very emotional. I’m sure we were a sight!

When we got to our room Betty turned on every light, lowered the AC, and took a hot shower. The tension was finally washing away. After a hot dinner we had a comfortable nights sleep. Our flight home was on Thursday. We spent Wednesday unpacking and repacking to see if we left anything in New Orleans. We didn’t. (Continued on the next page).

From Inside New Orleans: Contd

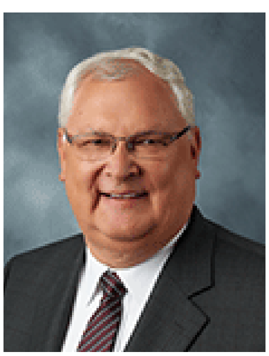
What did we learn?

Ida was a first time experience for MAHC. We learned a lot about ourselves and others. We helped and were given help by people we didn't know. When the need is great people unite. The diversity of the first floor was an asset, not a problem. We each bring something to the table. Our MAHC philosophy and training helped us through this challenge. Good communication is very important. People need to know what's next. Stay calm and help whenever possible.

It was an experience of a lifetime. We were not in danger. Not knowing what was next created tension and it was a little scary. We all made it home safe and sound. I am looking forward to the 2022 conference in Denver. I want to put names to the faces from Ida, then, I was to give y'all a big hug.

– Mike Reading, Safe in Kansas

MAHC's Newsletter Committee



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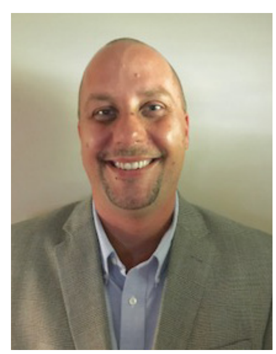


Associate Editor
Monte Huston

How to Use SWOT

SWOT is a frequently used tool in the planning process. It stands for:

Strengths
Weaknesses
Opportunities
Threats

Boards have found that the SWOT method encourages input and facilitates discussions vital for strategic planning. It is really broken down into two sections:

The strengths and weaknesses part helps board members think of and identify issues that affect the organization internally. For example, within the organization are the resources available for accomplishing the goals, and is there a communications plan in place to inform members?

The opportunities and threats part ask board members to focus on external factors. These could include government regulation, population trends and competition.

Often the best use of the SWOT method is to mail a brief survey to the participants of the strategic planning meeting. This gives everyone time to independently consider the organization and any outside influences. Then, at the meeting the participants can discuss their findings and a group consensus of the primary SWOT factors can be listed or agreed upon.

By waiting until the planning meeting to undertake the SWOT process, you may have good discussions, but little individual thought is offered. The advance notice gets leaders interested in the planning process and gives them an interesting assignment.

– Bob Harris, CAE

About the (New) Treasurer:

Monte Huston has been on the MAHC board for five years and he is continuing to be a great member of the team as he steps up to be the Treasurer for the MAHC board of directors. Along with being on the board of directors for the Midwest Association of Housing Cooperatives he has also been of the board of Grandview Square Cooperative, in Indiana, for 15 years.

Monte is a proud member of the cooperative housing community. When asked 'What is something you like/ appreciate about cooperative living?' he replied "I appreciate the efforts of cooperatives in keeping housing affordable for the membership."

We look forward to working with Monte even more than we already were!

– Cindy London-Allen, Marketing Coordinator

To all MAHC Members,

Mortgage interest rates are at a historically low point when compared to the last 50 years. This situation has come about because the Federal Reserve has attempted to flood the market with liquidity to counter the slowdown in the US economy due to the COVID-19 pandemic. As everyone is aware, unemployment sky-rocketed last year and it was, and still is, imperative that our government do whatever is necessary to keep the gears of our economy going as much as possible given the headwinds we are all facing as a nation.

For cooperative members, this may be an excellent opportunity to consider whether it is the right time to refinance your existing long term fixed rate mortgage. Many coops that funded their 30-year Fannie Mae mortgage back in the early 2000 period (actually loans funded prior to 2007) now have a relatively small 1% prepayment penalty that is required to be paid to pay off their existing mortgage. These 30-year mortgages were funded in the 6% to 7% range back in the 2000 period, but now can be refinanced today in the 3.50% range resulting in considerable interest expense savings. Not only could the coop enjoy a lower interest rate, but with a new mortgage additional funds can be made available for Capital Improvements. The mathematics aline and build a strong case to consider rewriting your high interest rate mortgage today.

In the past, the large prepayment penalty (called yield maintenance) prohibited the ability to prepay high interest rate mortgages, but any Fannie Mae mortgage that is 15 years or older now has a 1% prepayment penalty (this 1% is based on the current loan balance, not the original loan size). To refinance, be aware there are additional costs to originate the new mortgage such as an application fee for 3rd party reports (appraisal, environmental report, and other 3rd party costs like Arbor legal, processing fee, etc. Typically costing approximately \$15K - \$20K), along with a .75% Loan Origination Fee based on the new mortgage amount.

Net, net, net the monies saved in interest in just one year (going from say a 6.50% mortgage to a 3.50% mortgage = 3% savings in the first year alone!) will easily pay for the costs of originating a new mortgage.

Your friends,

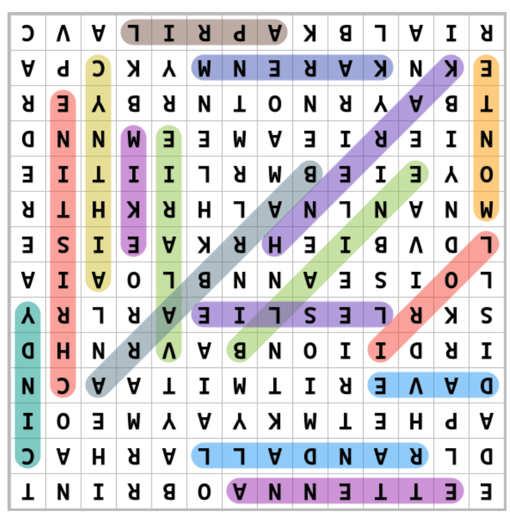
Paul Meyer – Bristol Capital Group
Mike Jehle - Arbor Commercial Mortgage

CCS at Georgetown Place Cooperative

The Certified Cooperative Specialist class is a unique learning opportunity and we are so glad whenever a new batch of students attends the class. This past October there was a CCS class held at Georgetown Place Cooperative in Taylor Michigan. There were only eight attendees, but the instructors still taught like it was a full house!

The room was all eyes and ears during both days of the class, and we know that because everyone in attendance passed the class! The world now has eight more Certified Cooperative Specialists. Each attendee went home with a pin and a plaque representing their cooperative knowledge.

– MAHC Office



Puzzle on back page.

MAHC Website Updates

The MAHC website is getting an update right now!

There is already one new feature, which is an on-line donation form that can accept most forms of payment. This is going to make it a lot easier for us to catalogue incoming donations as well as making it easier for those who wish to donate to the Midwest Association of Housing Cooperatives.

Coming soon is going to be a "store" tab where we will have our publications for sale on-line. In the store there will also be listings for ad spaces. Both of those things will be able to be paid for by card right on the website. Once we receive your order we will get it in the mail ASAP.

As the year comes to an end, the website will also be getting crucial conference updates for 2022. Once the new information is updated on the site the front page will let you know where to look for all the most recent conference information. We are looking to get the information up by the end of November.

– Cindy London-Allen

MAHC Messenger Ad Placements and Conference Special 2022

Advertise your company in our newsletter with a half page ad placed in every publication. Each MAHC Messenger is sent out to all of our members and they love to see our professionals and we know that you want to be seen.

A MAHC Messenger half-page ad placement costs $800
A MAHC Messenger full-page ad placement costs $1,200

The Conference Special is a set of ad placements which includes:

- 1 full-page ad in the conference book
- 1 Vendor table at the conference
- 1 conference registration
- 1 year 1/2 page ad in the newsletter
- 1 Ad in the PowerPoint shown at the Awards Luncheon
- 1 half page listing in our sponsor directory
- 1 listing in sponsor directory printed in the conference book

The conference Special is $2,500.

If you're interested in any of these opportunities please contact the MAHC office at 734-955-9516 or london@mahc.coop.

AUTHORITY FOR MANDATORY VACCINATION OF MEMBERS?

On September 15, 2021, it was reported that a Florida landlord is requiring all tenants to show proof of corona-virus vaccination in order to lease an apartment or renew an existing lease. Recently, the White House mandated vaccination for private corporations with at least 100 employees as well as all federal employees, federal contractors and health workers at Medicaid and Medicare funded facilities. But a lingering question remains as to whether such a mandate could be required of housing cooperative members and residents.

There is a clear difference between a commercial enterprise and a multifamily residential property such as a housing cooperative. Housing cooperatives, unlike rental properties, are owner occupied and governed by a board of directors; they are creatures of statute and the law provides that they are membership based and governed by an elected board of directors. Most bylaws of cooperatives provide that its Board has all the legal rights provided by law and under the Bylaws of the cooperative that are not otherwise left to the membership to decide upon. Additionally, most Bylaws further provide that Boards are permitted to make such rules and regulations necessary for the use and occupancy of the premises so long as those rules and regulations are not in contradiction with the Articles, the Bylaws or State law.

AUTHORITY Contd.

For the most part, cooperative boards have been able to create reasonable rules governing the use of the premises including the use of common facilities. As we saw in 2020, most if not all cooperatives chose to lock-down community laundry facilities, gyms and pools in part due to local health department and state mandates to curb the spread of corona-virus. Those types of mandates also included mask mandates and social distancing in all common areas including the management office, lobbies, and when applicable, elevator use; but those restrictions stopped at the Members' front doors since a Board's powers do not reach into the personal living space of another member resident. Simply put, boards have limited authority and there is no legal authority that gives a board the right to make mandatory vaccination over a person's health or medical choices. Masking and common area regulations are one thing but taking jurisdiction over an individual's health is entirely another.

While being vaccinated is not a constitutionally protected class under fair housing and therefore not likely to result in a fair housing violation, why risk it. One distinction cooperatives need to consider is that a rental property is different because the landlord controls the business; in a housing cooperative setting, the membership, which elects the board, ultimately controls those decisions that will impact the entire property. Mandatory vaccination is therefore not something that is within any board's direct control even though it arguably falls within a board's legal authority to make rules for the use and occupancy of the premises. Ultimately such a decision should be brought before the entire membership for a vote and permit the majority to make a determination as to whether the cooperative should be taking on the job of policing vaccination status of all of its members and residents. A bylaw amendment would likely be necessary as well as strict policy measures for the collection and protection of sensitive personal health information of every single member and resident. One breach and the cooperative, it management and its board members could be on the receiving end of a lawsuit.

If mandatory vaccination is something a cooperative is considering bringing before its membership, then both the economic and non-economic costs of enforcing such a mandate must be considered, namely, the concern that the cooperative would be collecting sensitive medical information from its members and residents and maintaining the confidentiality of such information. This tied with the risk of physical confrontations as well as a mass exodus of members and revenue must be seriously weighed and considered before any decision is made.

For now, masking and social distancing policies are a board's best tools for combating the spread of corona-virus. This coupled with an appropriate COVID plan including sanitation and common area usage are available tools for a any cooperative to combat the spread of the corona-virus. Should a cooperative wish to explore more options however, it is best to consult with your cooperative attorney to see what options are available and what the legal risks are versus any benefit to your community.

– April Knoch, Attorney with Pentiuk, Couvreur & Kobiljak, P.C.

Call it Anything but a Committee

No matter what you call them, committees are a group of people working to advance a project or effort.

Committees supplement efforts of the board and staff. They are a proving ground for the future leaders. Their expertise can be invaluable and their collaboration can produce significant results. Yet, committees have fallen out of favor for many reasons.

- Unproductive meetings and minimal results.
- Members are too busy to volunteer.
- Too many committees with no clear alignment to the strategic plan.
- Committes working by themsleves, having minimal interface.
- Lack of committee resources or support by liaisons or staff.

Committee Trends

Organizations are reducing or elimination all but the essential committees. Standing committees named in the bylaws are being replaced with new forms of work groups. At a minimum, organizations are reviewing the roster of committees to consider what can be merged, eliminated or enhanced. Every committee should align with the strategic goals.

Call it Anything but a Committee Contd.

Terminology
Standing committees are identified in the bylaws and continue during a term of office (usually a year or two). Ad hoc committees and task forces are short term appointments to achieve an assigned task, and then disband upon completion. Volunteers with limited time prefer short term assignments.

Successful Committee Practices

- Every committee has a mission or a purpose.
- Current year charges are made including deadlines and performance measures.
- A chair is appointed with a vice or co-chair to ensure sustainability.
- A notebook or committee portal is maintained to provide to the successive leaders.
- Liaisons from board or staff are available to support and advocate.

Other names for committees include:

Special Interest Group – A forum for like minded constituents to share information and undertake projects

Quick Action Teams – Similar to task forces but designed to be even shorter in scope and duration

Commissions – Prestigiously appointed to report on a topic or issue within a set time

Work Group – Likely to make volunteers shudder when they are asked to join a committee starting with 'Work'

Councils – Often made up of specialties or like-minded individuals

Project Teams – Group assigned to manage a task that advances a larger project

Think Tanks – Collaborative groups creating a scholarly paper or high level outcome

When it comes to committees, it is highly appropriate to scuttle the phrase "we've always done it that way" to consider new models for engaging volunteers in projects.

– Bob Harris, CAE

100+ Tips for the Incoming President (or anyone)

"Don't take yourself so seriously"...and other nuggets of presidential advice!

Responsibilities to the Organization

1. The first three months of your term are the most time consuming.
2. Two months before you take office often has the highest dividend for planning your year.
3. The association belongs to the members, not to you.
4. Contact a new member to serve on an important project, program or committee; you'll be surprised years later when they recall that you were first person to ask them to take a leadership role.
5. Be able to recite the mission statement – memorize it.
6. Volunteers want to make meaningful contributions – consider yourself as a conduit or facilitator.
7. The president and the executive director work best as equal partners.
8. Serve food at meetings; but avoid too much sugar.
9. Don't ask the staff to do anything personal for you. They are paid to manage the association – not to manage you.
10. Do away with "tired committees;" establish quick response task forces when they are needed.
11. You are the elected president; not the king or queen.
12. When you spend money, always be ready and able to justify that it is in the best interest of the organization.
13. Know the law and the code of ethics – don't break either.
14. If you write your president's message in the newsletter – do it with intelligence and good grammar, don't ask staff to write your message. Consider that it will be in

the association's permanent history.
15. Your term is most likely only 365 days; then you are history.
16. Visit the members in person or make personal calls to let them know you're a good listener and care; invite their participation.
17. Really know the bylaws and policies.
18. One of your roles is to develop future leaders.
19. On the board, you represent the association; not yourself or your firm.
20. Reserve a portion of each board meeting for futuristic "thinking."
21. No one can do this job alone; build your team early in the process.
22. Understand financial statements; insist on an annual audit.
23. Watch what you say at the podium... never hurt anyone with words.
24. You'll need to communicate effectively during your term – get the training necessary.
25. Let the vice president or president-elect learn as much as possible during your term.
26. Avoid accepting gifts that may create an impropriety – set high standards for your year.
27. Give members a reason to come to and enjoy your meetings.
28. Encourage 100% accountability among your volunteer leadership team.
29. On average, only 5 to 15 percent of your members/stakeholders care to serve in leadership positions.
30. Hold a leadership retreat before your term begins.
31. Today's members are innovative and expect their association to be similar.
32. Take antitrust concerns seriously. Penalty is jail time and more.
33. Understand you are leading a professional organization; not a social club.
34. Be up front with your executive director on all issues.
35. Respect your executive director, he or

she is a true professional.
36. Ask your executive director's advice before you do something controversial.
37. Defend the board's position as your own, even if you didn't agree with it.
38. Remember to consider diversity and inclusivity as you make appointments and build your leadership team.
39. Streamline board meetings with well planned agendas, consent agendas and rules of order.
40. Every association has red ants – learn to deal with them.
41. Attend at least one meeting of each of your committees; as a show of support – not to run the meeting.
42. Study the organizational chart; if you don't have one – create it so that you understand the proper flow of information and hierarchy.
43. Remember that many of your board members were told, "You won't have to do anything when you get on the board!"

Desirable Traits and Communications

44. Be the leader your members will respect and trust for years to come.
45. Show respect for time. Meetings should start and end as announced.
46. Take your role, but not yourself, seriously.
47. Avoid secrets and promote transparency.
48. Listen to the whispers and you'll avoid the shouting.
49. You can't please everyone but strive to be respected by everyone.
50. Don't neglect your family or business. They need to be there and healthy when your term is complete.
51. Stay physically fit – stress kills.
52. Be flexible. It's not important that you always win.
53. Praise in public; criticize in private or not at all.
54. Contribute to the association's causes and urge others to follow your lead.
55. Be happy...smile a lot.
56. Never say, "We have always done it that way" or "we tried that once before."
57. Don't operate in a vacuum – know the strategic direction and operation of related parent and learn to work with members of different age groups, interests, work settings and cultures.

Chapter organizations (including any subsidiaries.)

58. Promote diversity.
59. Desire to be inclusive --- dismantle the "good ole' boys club" image.
60. If you aren't moving forward, you are losing ground; you'll find a year will be over quick.
61. Never use your position for personal gain.
62. Never jeopardize anything said to you in confidence.
63. Tell meaningful stories but not stupid jokes; anything inappropriate stated in meetings and e-mail will bite you.
64. Everyone's opinion counts, especially if you are on the opposite side.
65. Mix and mingle with the members before every meeting; avoid head-table-snobbishness.
66. Call on other leaders (past and present) for counsel; you're not in this alone.
67. Admit your mistakes; no one has ever done this job perfectly.
68. Don't be embarrassed to say, "I don't know."
69. Even a blank sheet of paper has two sides; be a good listener to others' input.
70. Consider taking "the road less traveled."
71. Mistakes are the basis for experience.
72. Make a point of introducing yourself often to people of influence; reach out to

meet others.
73. Change will happen whether you are ready or not; don't fight it.
74. Allocate time to read, read and read.
75. Communicate, communicate, and communicate. And then again.
76. Members don't always read. Sometimes you need to communicate in a different way; plan on communicating your most important messages at least 3 times to be understood.
77. Own up to hurdles that may occur during your term; don't let surprises ruin your term.
78. Be the organization's main cheerleader.
79. Have the courage to admit someone else may have a better idea than you.
80. Attitude is everything.
81. The process of how you do it is often as important as what you do.
82. Don't take criticism personally.
83. If you promise to get back with a member, do it the same day, if possible.
84. Don't procrastinate on the hard decisions. Nobody appreciates a fence-sitter.
85. Give credit often to volunteers, staff, etc.
86. Follow the KISS theory – Keep It Simple (Stupid)
87. There is a better way to do most everything – don't reject new ideas (and technology).
88. Respond promptly to email and telephone calls.
89. Promote the organization by wearing a lapel pin and use the logo appropriately.
90. Don't shrink like a violet when the difficult times come. They, too, will pass.
91. Invite everyone to enter with their opinions, but to expect to leave with a decision.

Outcomes

92. Your job is to advance the existing strategic goals; not to make a to-do list of projects you want to do during your year.
93. You've heard the adage – "Ask a busy person if you want to get the job done…"
94. Do fun things frequently during your term – life is short!
95. Remain focused! You'll find it easy to get off track.
96. Put the important items at the top of meeting agendas.
97. Have fun by keeping a journal and taking pictures.
98. Perception is reality.
99. Review your accomplishments every three months and make course adjustments.
100. Membership is voluntary; you want to end your term with more members than when you started.
101. Get the association involved in a project that has societal benefit.
102. Follow through with your promises and hold your leadership team accountable.
103. Celebrate small successes; they will add up by the end of your term.
104. Don't major in minor things. Give each issue only the time it is worth.
105. The road to success always has a few bumps.
106. Consider yourself as the steward of the organization whose outcomes will be remembered for years, decades or longer.
107. Two or three home runs will be considered a successful year.
108. Don't take your eyes off the goal.
109. If you're not at the table, you're probably on the menu!

– Carolyn Gardner & Bob Harris, CAE

MAHC Board and Staff Names

E	E	T	T	E	N	N	A	O	B	R	I	N	T
D	L	R	A	N	D	A	L	L	A	R	H	A	C
A	P	H	E	T	M	K	Y	A	Y	M	E	O	I
D	A	V	E	R	I	T	M	I	T	A	A	C	N
I	R	D	I	I	O	N	B	A	V	R	N	H	D
S	K	R	L	E	S	L	I	E	A	R	L	R	Y
L	O	I	S	E	A	N	N	B	L	O	A	I	A
L	D	V	B	I	E	H	R	K	A	E	I	S	E
M	N	A	N	L	N	A	L	H	R	K	H	T	R
O	Y	E	I	E	B	M	R	L	I	I	T	I	E
N	I	E	R	I	E	A	M	E	E	M	N	N	D
T	B	A	Y	R	N	O	T	N	R	B	Y	E	R
E	K	N	K	A	R	E	N	M	Y	K	C	P	A
R	I	A	L	B	K	A	P	R	I	L	A	V	C

VALARIE
MIKE
LORI
KARENH
RANDALL
KARENM
CINDY
CYNTHIA
MONTE
APRIL
BARBARA
BLAINE
ANNETTE
CHISTINE
LESLIE
DAVE

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MIDWEST ASSOCIATION OF HOUSING COOPERATIVES