

SECTION 2: THE BOARD

2.1 An Accountable Board Ensures That:

- They engage with, and consider the needs of the Resident Council residents, and the governing bodies of the Resident Council (i.e., City Wide , PHA, and HUD), and plan effectively for the Resident Council and its resources;
- Resident Council has adequate systems and structures to report and comply with required reporting and regulations, accessing support and advice where required, which is inclusive of properly managing all funds/money as a non-profit organization;
- The Resident Council complies with its governing Constitution and Bylaws, contractual agreements, and the governing bodies of the City Wide, PHA, and HUD and make sure that it financial management systems and fundraising activities are appropriate and in alignment (inclusive of budgeting);
- They have assessed the major risks faced by the Resident Council, have taken appropriate action to reduce these risks, are satisfied that the level of risk faced is acceptable, and informed the Resident Council of such findings and decisions.

2.2 Officer Code of Ethics

A Code of Ethics is often used in non-profit organizations. This Code explains the expectation of all Resident Council and City Wide officers.

Goal: To establish a set of principles and practices of the Resident Councils and City Wide officers that will set parameters and provide guidance and direction for officer conduct and decision-making.

Code of Ethics: Officers of the Resident Councils and City Wide are committed to observing and promoting the highest standards of ethical conduct in the performance of their responsibilities for the Council. Officers pledge to accept this code as a minimum guideline for ethical conduct.

Accountability

1. Faithfully abide by the Constitution and Bylaws and policies of City Wide and Resident Councils.
2. Exercise reasonable care, good faith and due diligence in organizational affairs.
3. Fully disclose, at the earliest opportunity, any information that may result in a perceived or actual conflict of interest.
4. Fully disclose, at the earliest opportunity, information of fact that would have significance in Council decision-making.
5. Remain accountable for prudent fiscal management to residents, the Resident Council, City Wide, PHA, and the nonprofit sector, and where applicable, to HUD and other governmental funding bodies.

Professional Excellence

6. Maintain a professional level of courtesy, respect, and objectivity in all Resident Council and City Wide activities.
7. Strive to uphold those practices and assist other Council members in upholding the highest standards of conduct.

Personal Gain

8. Exercise the powers invested for the good of all residents of the Resident Council and City Wide rather than for his or her personal benefit.

Equal Opportunity

9. Ensure the right of all residents to appropriate and effective services without discrimination on any basis.

Confidential Information

10. Respect confidentiality of sensitive information known due to Council service.

Collaboration and Cooperation

11. Respect the Community Building of opinions as expressed or acted upon by the Resident Council and City Wide officers, committees and membership, and formally register dissent, as appropriate.
12. Promote collaboration, cooperation, and partnership among Council members and others.

— Based on the “Sample Code of Ethics Statement” from the National Council of Nonprofit Associations, www.ncna.org

2.3 Resident Council Action Schedule

Council shall be encouraged to review their mission statement on an annual basis

April	Change signers on bank account by the end of term. Review By-laws for any needed changes. Renew Memorandum of Understanding (MOU). Installation of officers Prepare for Spring Event.
May	Hold Spring Event.
June-July	Resident Council prepares for financial audits.
August	Required Resident Council financial audits completed. Annual Officer Training. Incoming officers work on budget for current fiscal year. Nominating starts for candidates. Post requirements to be nominated for office. Post HUD 30 day Notice of Election and any other election paperwork immediately after August Resident Council Meeting. Nominations open in August, close in September.
September	At Resident Council Meeting, Resident Council reviews and approves all stipends, transportation amounts, and other recurring transactions for current fiscal year and the budget. Resident Council also posts proposed budget for fiscal year thirty (30) days before October Resident Council meeting. Vote on any proposed Bylaw changes. Resident Council Meeting starts on _____. RPC/PHA Grant funds released to the Resident Council from PHA after completion of Resident Council audit. (Funds may not be received from PHA until October.) Funds only released by the City Wide Council to the Resident Councils when: <ol style="list-style-type: none">1. Election is complete.2. MOU is complete.3. Financial records are audited and accepted.4. Proposed budget in process.
October	Election Judge presents slate of candidates at Resident Council Meeting. Nominations are open at the Resident Council Meeting, then closed; the election Judge presents the slate of any additional nominees to Building Manager to assure candidates are lease-compliant. Post the list of nominees, after hearing from the Election Judge, 30 days before November election date. Also post HUD 30 day Notice of Election.

November	Elections of Resident Council officers.
December	December is typically a busy month for people. Try to avoid any major council issues other than the December Resident Council Meeting.
January	Vendor contracts should be reviewed noting your contract renewal date. The <u>Contract for Services</u> in the Resident Council Guide <u>must be used</u> . Work on Resident Council budget for current fiscal year. Post any proposed Bylaw changes thirty (30) days before September Resident Council meeting.
February-March	Officer Training

2.4 Incoming and Outgoing Officers

It is the responsibility of the incoming and outgoing officers to work with the incoming/outgoing officers to provide continuity of Resident Council business.

Incoming officers are installed and take office at the start of the new fiscal year, April 1, following an election (October-December). (An officer must be installed before assuming office).

During the transition period between elections and the new fiscal year starting, the outgoing Treasurer is expected to work with the incoming Treasurer to keep him/her informed of all financial issues. The incoming Treasurer is expected to work with the outgoing Treasurer, partially as a learning process.

2.5 The Board Meeting

Notices of the upcoming Board (Board) Meeting must be posted at least 7 days in advance. Any resident is also able to attend this meeting to bring an issue or concern to the Board. The Board usually meets once a month, about one week before the Resident Council meeting, to plan the agenda for the Resident Council meeting. They talk about any information or problems to include in the agenda for the Resident Council meeting. The Committee chairs should also attend this meeting. **Minutes must be taken at this meeting on any action taken by the Board.**

Write out the agenda for each meeting. (*See Sample Resident Council Agenda.*)

- Follow the order that is suggested.
- Ask the secretary to check the minutes from the previous

meeting to see if there is any unfinished business that needs to be included under **Old Business**.

- Allow for Committee reports.
- Ask what information the Board has received since the last meeting that needs to be discussed by the entire Resident Council under **New Business**. Additional new business may arise at the Resident Council meeting.
- If you contacted a guest speaker for the meeting, include the name in the agenda and make sure to reconfirm the date and time of the meeting and when you wish him/her to speak and for how long. Placement of guest speakers to follow secretary report.

The Board may discuss any other business and/or information that the members have received. In addition, they should discuss ideas, concerns and problems that the Resident Council has had in order to better plan future guest speakers, meetings and events.

The Board may talk about any of their own ideas that could improve the community. Such ideas should be discussed later at the Resident Council meeting.

The Board may approve smaller expenditures up to the amount indicated in the bylaws. Be sure the secretary makes a record of the decision.

The Board meeting may also be a good time for two signers on the Council's checks to pay any outstanding bills.

Only Board members may vote on an item requiring action.

2.6 Resident Council Meetings

I. Ground Rules

Residents and officers each play a role in your Resident Council Meetings. To keep your meetings on track, use the following "ground rules".

1. We will show respect to ALL persons attending the meeting. This is critical!
2. We will not tolerate verbal or written abuse, threats, intimidation, violence or other forms of harassment against any member of our community. Likewise, we will not accept ignorance, anger, alcohol or substance abuse as an excuse, reason or rationale for such behavior.
3. We will start and end the meeting on time.
4. The meeting presider will recognize only one speaker at a time. Do not speak

until the presider recognizes you.

5. All speakers will stand, when physically able, and use the microphone so that everyone may hear.
6. One to three minutes is standard for each person to get a point across. If time is an issue, a time limit on speaking may be imposed by the presider to facilitate the business of the meeting.
7. Issues and concerns will be discussed during the meeting, not in other areas outside the meeting space. Personal concerns should be addressed to the Building Manager and/or Human Services Coordinator privately.

Any resident in violation of #2 above will be asked to leave the meeting by the PHA staff

Note: Snacks and beverages may be served before or after the meeting, or not at all! However, offering food is often an effective method to increase attendance at meetings. Meals may not be served at Resident Council meetings.

II. Meeting Parliamentary Procedure

At all meetings the Chair/presiding officer shall use the rules of Parliamentary Procedure (*Robert's Rule or Common Consent*) appropriately so that good order and reasonable decorum are maintained, and the business of the meeting goes forward. At times, the technical rules of Parliamentary Procedure may be relaxed as long as the meeting accomplishes its purpose, and the rights of absentees and minorities are protected.

III. The Motion and Common Consent

The motion.

To get business done at a meeting, introduce it as a motion.

1. The motion is made. - "I move that..."

Secretary records the exact wording and who made the motion.

2. The motion is seconded. - "I second the motion."

Secretary records that the motion was seconded (name not necessary).

3. Chair repeats exactly the motion made. - "It has been moved and seconded that..."

4. Chair calls for discussion. - "Is there any discussion?" or "Is there any further discussion?"

Discussion must be orderly.

Ask residents to speak one at a time.

Establish a time limit for discussion, if necessary.

5. Chair calls for a vote. - For, against, or tabled.

This can be a voice vote, show of hands, or ballot.

Example: "All those in favor say yes" and "All those opposed say no."

6. Most motions can be decided by a majority vote.

7. Chair announces results of vote.

Example: "The motion is carried" or "The motion is defeated."

8. Secretary records if the motion was carried, defeated or tabled.

9. Chair determines (appoints or asks for volunteers) who will carry out the motion and by what date.

The motion to amend.

An amendment may be made by anyone who would like to change the motion. An amendment must be directly related to the subject of the main motion. Using the example of the motion to organize a trip to the State Fair, these steps should be followed in making an amendment.

1. A member rises and addresses the Chair.

2. The Chair recognizes the member.

3. The member states his/her proposed amendment. The motion may be amended by adding words, taking away words, or a combination of both.

Example: "I move to amend the motion by adding the date July 5."

4. The amendment should be seconded.

5. The Chair calls for discussion by first repeating the amendment to the motion.

6. The Chair takes the vote on the amendment. If it passes, the motion is voted on as amended. If the amendment is lost, the original motion is then voted on.

The motion to refer to a committee.

If a motion needs further discussion or investigation, a motion may be made to refer it to a committee. For example, if further plans need to be made regarding the trip to the State Fair (transportation, cost, time, etc.), a standing or special committee may be appointed to investigate and prepare for the trip. The committee should be called to make a report at a future meeting.

The motion to discuss at a later time.

If a motion needs further information before it can be decided, a motion may be made to bring it up at a later meeting. This is a better motion instead of making a motion "to table" an issue.

IV. Running Effective Resident Council Meetings

Meetings are vital to the effective functioning of the Resident Council and its ability to carry out its business. They are the means by which the Board exercises its collective responsibility for leading the Resident Council.

A. Planning Meetings

Resident Council Meetings are more productive if they are planned at your Board Meeting. All Board members need to ensure they have read any papers prior to the planning meeting and have added relevant items to the Resident Council Meeting Agenda which was drafted at the Board Meeting.

Plan your meetings effectively by:

- Plan the agenda with the Board. Include items brought to your attention by other residents. Decide the order and timing of the agenda, and who will introduce each item.
- Setting dates (and events) well in advance to maximize the number of

- members available to attend
- Ensuring that the Secretary’s Minutes and Treasurer’s Report are concise and understandable
- Ensuring that the new Agenda is prepared and posted as far in advance of the Resident Council Meeting as possible
- Ensuring that business left over from the previous month is entered as Old Business on the Agenda
- Identifying which agenda items require a decision and which are for information or discussion

B. Effective Chairing -Chairing is a key factor in the effectiveness of meetings.

The role of the Chair is to direct discussion of the Resident Council, ensuring that the objectives of the meeting can be met, and that the Board fulfills its responsibility in consideration of the items on the agenda. This involves ensuring that you are well briefed about each agenda item and that:

- Decisions are taken, recorded and carried out
- The Resident Council’s, City Wide Council, PHA, and HUD policies are applied
- There is full participation of attendees
- The agenda is followed
- There are time limits for the meeting as a whole and for agenda items

C. During the Meeting

- **Communicate.** Make sure each meeting attendee has a copy of the meeting agenda. Start the meeting with your opening ritual. Welcome any new residents. Make necessary introductions of any guests attending the meeting. Acknowledge the absence of any officers who could not attend and make sure the Secretary notes such in the Minutes. Ensure that additions or amendments to the Minutes are recorded. State the objectives of the meeting, if a special meeting, and each item of business. Try to be brief when making a point.
- **Control.** Maintain control of the meeting. Set out any time limits. Allow flexibility and freedom of expression. Keep to the agenda. Ensure time is used effectively. Ensure that proper minutes are taken.
- **Coax.** Ensure full participation. Draw out quieter residents without putting them “on the spot” and discourage those who are monopolizing the meeting. Be prepared to highlight issues that no one else will, and to be the one who always has to ask the awkward questions. This is a good role for the presider, who cannot vote except in the case of a tie.
- **Clarify.** Ensure everyone understands what is being discussed. Summarize. Ensure that if jargon and abbreviations are used, all present understand them.
- **Decision Making.** Ensure that decisions made by the Resident Council are made in the context of the Resident Council’s goals and values and they are recorded, together with who is going to implement them.
- **Guide.** Remember that above all, you are there to guide the meeting.

Steer residents to work harmoniously and purposefully as a team. Keep an eye on time.

D. Decision Making

While the Board is responsible for leading and providing direction to the Resident Council, it is the Resident Council itself which is the “Decision-Maker”. In making any decision, a number of steps are involved, including the following:

- Information – ensure that the Resident Council has read or heard all relevant information.
- The Goal – ensure the Resident Council understands the purpose and it is consistent with the aim and direction of the Resident Council. Agreement on the goal is a crucial stage in decision making.
- Choices – ensure that the Resident Council knows what choices are available and what the constraints are.

There are some situations where it is sensible to delegate the power to make decisions to a committee to work out the details. For example, the Resident Council has approved spending up to \$300.00 for their annual Holiday Party. A committee is formed, and the Resident Council approves, allowing the committee to work out all the details of the Holiday Party, with the constraint that it may not exceed the budgeting amount.

“Decision making is much more effective if the Resident Council establishes what is to be done, how and when it will be done and by whom.”

Generally, items are approved by a motion and a show of hands looking for a majority by consensus is a sufficient way of taking a vote. However, if the show of hands looks close to a divided decision, a vote should be called for again and a count taken of each “for” and each “against”.

Other times, a vote by ballot should be used whenever residents are concerned about the privacy of their decision, such as in an election or when issues are politically “heated”.

Regardless of how decisions are made, all residents should be clear about exactly what has been decided and the decision clearly recorded in the minutes and read back by the Secretary.

Don’t forget. Each Board member and Resident Council member has a contribution to make for effective meetings. All residents should:

- Prepare for meetings
- Use your agenda
- Listen to the speakers
- Learn from other people

- Speak up when you have something to say
- Ask questions if you are unclear or unsure
- Consider all the options and politely share your views
- Abide by decisions which are taken, whether you agree with them or not

E. At the End of the Meeting

- 1 Summarize decisions taken and items where action needs to be continued after the meeting (e.g. who's responsible for what by when).
2. Agree what special items needing additional discussion, etc. will be put on the **agenda for the next** meeting and what work needs to be done, by whom, etc. before the next meeting.
3. Conduct your closing ritual and announce refreshments, if applicable.
4. **Adjourn the meeting.** You do not need a motion to adjourn if there was no further business when you asked the question.
5. Ensure the **Minutes** are written up, reviewed by the presider and/or other officer(s), sent out (or posted) in good time.

2.7 Usual Order of Business

Call to Order

Chair or Presider: **“The meeting will come to order.”**

Introduction

All Officers give introduction (include position title and name). Secretary take attendance.

Minutes of Last Meeting

Chair or Presider: **“The secretary will read the minutes from the last meeting.”**
 After the minutes are read, the Chair or Presider says: **“Are there any corrections or additions to these minutes?”** If there are no corrections or additions, say **“The minutes will stand approved as read.”** (It is not necessary to have a motion for approval). If there are corrections say: **“The secretary will note that correction.”**
 Ask again: **“Are there other corrections?”** Recognize all corrections, then say: **“The minutes will stand as corrected.”**

Treasurer's Report

Chair or Presider: **“We will now have the Treasurer's report.”**
 (After the report is read, the Chair or Presider says :) **“Are there any questions?”**
 Have the Treasurer answer any questions. (The Treasurer's report is not approved

by the residents). Treasurers: The report will be filed for audit.

(The Treasurer is also to give a copy of the report to the Housing Manager and a copy to the Secretary to be included with the Minutes.)

Reports

The Chair or Presider asks for the following reports:

PHA Staff and other Staff Reports:

Housing Manager, other PHA staff, ACOP, or other outside agency representatives may make a report at this time.

Old Business

Chair or Presider: **“The first item of old business on the agenda is . . .”** or **“Is there any old business?”** (Old business consists of problems or concerns that were not completely dealt with at the last meeting. When preparing the agenda for the Resident Council meeting, the Board should include any old business).

New Business

Chair or Presider: **“Is there new business?”** (New business is anything that has not been discussed at a previous meeting, or is a new problem or concern. A motion is the correct way to bring up new business.)

Closing

You may have certain closing practices such as: introduction of new residents, drawing for door prizes.

Adjournment

Chair or Presider: **“Is there any further business? If not, I declare this meeting adjourned.”** A vote is not needed.

(It is not NECESSARY to have a motion to adjourn. You may use a motion if that is your custom, especially if all business has not been completed)

***Note: Remember that the meeting belongs to the Resident Council and you may restrict any speaker to a reasonable length of time. And you may interrupt them if they go overtime. It is your meeting!**

2.8 Council Officers (Chair, Vice Chair, Presider, Secretary, Treasurer and Member at Large)

The Chair, Vice Chair and Presider are meeting leaders and are the same in significance as the other officers. Board Officers do not have control or authority to act on their own or do what they want to do.

I. Duties of the Chair

The main job of the Chair is to make sure the meetings are well planned, orderly and accomplish the business of the Resident Council.

a. The Chair:

- Shall preside at all regular and special Resident Council meetings;
- Shall meet monthly with the Board to establish the agenda;
- Shall request volunteers as needed;
- Shall attend the City Wide Resident Council meetings or designate another officer.

b. You've Been Elected - Now What?

- Meet with the Board.
- Know and understand officers' job.
- Set the agenda for the meeting.
- Review minutes of the last meeting for unfinished business.
- What information needs to be reported?
- What are the issues to be voted on by the residents?
- Become comfortable with the agenda, motions and meeting procedures, wording, etc. PRACTICE!

c. At The Meeting:

- Be ready to call the meeting to order. **START ON TIME.**
- Talk loudly and plainly. Use a microphone for all speakers, if possible.
- Keep the meeting orderly:
 - Follow the agenda.
 - Establish ground rules of behavior, if necessary. Deal firmly with whispering, commotion and frivolous or delaying debate and motions.

- Remind the group to listen respectfully to all speakers. Only one person at a time may be recognized to speak.
- Balance the right of everyone to be heard with the need of the group to move on and stay on schedule.
- Follow parliamentary procedures and assist others to do so.
- Ask PHA staff for assistance, if needed, with procedures or unruly persons.
- Be sure people know what they are voting on; repeat the motion or have the secretary read the motion before taking the vote.
- See that discussion is confined to the merits of the question and that personal comments are avoided.
- Remain calm and deal fairly with all sides regardless of your personal opinion.

II. Duties of the Vice Chair

The Vice Chair will perform all the duties of the Chair when the Chair is absent and shall perform other duties as requested by the Chair and/or the Board. The Vice Chair may be given specific duties in your own bylaws. The Vice Chair presides at the Board and Resident Council meetings.

III. Duties of a Presider

In the absence of the Chair, the Vice Chair presides at the Board and Resident Council meetings. In the absence of the Chair and Vice Chair, another Officer may be elected to preside. The presider must ensure that the Resident Council and Board function properly, that there is full participation during meetings where all relevant matters are discussed, and that effective decisions are made and carried out.

The responsibilities of the presider can be summarized under two areas:

- a. **To ensure the Board functions properly.** The presider is responsible for making sure that each meeting is planned effectively, conducted according to the constitution and that matters are dealt with in an orderly, efficient manner. The presider must make the most of all his/her Officers and “lead the team”.
- b. **To ensure the Resident Council is managed effectively.** The presider must coordinate the Board to ensure that the appropriate policies and procedures are in place for the effective, protective management of the Resident Council.

c. Characteristics of a Good President

- Communication is all-important.
 - Talk out problems, don't let them fester.
 - Ask. Don't give orders.
 - Listen to others.
- Act confident.
- Be approachable.
- Be able to delegate.
- Be impartial and objective.

d. President Do's and Don'ts

A Good President Will:

- Keep calm, even under adversity.
- Strive for consensus, casting his/her vote sparingly.
- Make new residents feel welcome and encourage them to get involved.
- Plan for the future.
- Allow others to take responsibility.
- Make all residents feel valued. Recognition of others is important. Let others know you appreciate what they do.
- Know when to stand down.
- Keep the meeting on schedule.
- Show interest in all viewpoints.

e. A Good President Will NOT:

- Be the person who talks the most at meetings.
- Allow meetings to become unproductive.
- Allow one or two people to dominate meetings.
- Cut people out of discussions.
- Make all the decisions.
- Lose his/her temper.

IV. Secretary

The Secretary plays a key role in the Board. The Secretary is the person who is contacted if there are questions or clarifications regarding any actions taken or decisions made.

a. Characteristics of a Good Secretary

- Able to take accurate and legible summarized notes of meetings.
- Organized, punctual, and able to promptly respond to correspondence.
- Communicates clearly and effectively.
- Able to work closely with the other officers.
- Willing to speak so everyone can hear.
- Shows impartiality, fairness and the ability to respect confidences.
- Approachable and sensitive to the feelings of others.
- Capable of making it easy for others to take over by keeping clear records.
- Knowledgeable about all officer positions, PHA policies, and HUD requirements.
- Makes copies of "How to Make a Motion" and "Resident Council Meeting Ground Rules" to put on each table at your Resident Council Meeting.

b. Duties of the Secretary

The secretary's primary job is to keep an accurate and permanent record of what was decided at meetings, to record and post the Agenda and Minutes for both the Board and Resident Council meetings, and handle any correspondence for the Resident Council. It is especially important to record all motions regarding spending of Resident Council funds.

The Resident Council meeting minutes should be kept in a legible and organized manner. All of your current fiscal year minutes and a copy of your council's Bylaws are kept in the Secretary's Notebook.

It may be necessary for you to refer to the Bylaws of your Resident Council during meetings. It is important to know where your Bylaws differ from the Resident Council Guide, and follow them as relates to your secretarial duties.

The secretary maintains all records according to the "Record Retention Requirements" in the Resident Council Guide.

You must make the minutes available for inspection by Residents and others by appointment. (As a non-profit corporation, all records of the organization must be available to the public, if requested.)

c. Secretary Procedures for Meetings

1. A tape recording of the meetings may be used if you find it helpful. *(The Resident Council may purchase a tape recorder and tapes for this purpose, but only the written minutes are considered official.)*

2. The tapes are only kept for 60 days past the date the draft minutes were approved. Do not rely solely on a tape recorder.
3. Prepare and post the *Resident Council Meeting Notice* at the appropriate times.
4. Post the Resident Council Minutes.
5. Prepare the Agenda in appropriate order for the Chair or Presider to follow.
6. Bring to the meeting the bylaws and minutes from previous meetings.
7. Bring a sign-in sheet for the residents and copies of handouts, if any.
8. Read minutes of previous meeting and any correspondence.
9. Correct minutes of previous meeting, if necessary. Minutes are corrected by making handwritten corrections to the minutes you just read, and the minutes of the current meeting should indicate that minutes were approved “as corrected”. Minutes are always “draft” minutes until approved by the residents.
10. Do not include in the minutes any personal information or opinions. Record what business occurred at the meeting. Do not record information about trivial conversations or events.
11. The first paragraph of the minutes should include the kind of meeting, name of the organization, date, time, presence or absence of officers, whether the minutes of previous meeting were approved or approved as corrected, and the balance in the treasury, noting that the Treasurer’s Report will be filed for audit.
12. The body of the minutes should have a separate paragraph for each subject matter. The name and subject of guest speakers may be given, but no summary of the talk needs to be given. The Housing Manager, ACOP, other PHA staff, and outside agency speakers’ reports are summarized.
13. **All motions**, unless withdrawn, must be recorded in the minutes. It is important to record when residents authorize spending of Resident Council funds. This information is needed for the report on the grants received from the PHA. When the Chair or Presider recognizes the person who wants to make a motion, the person’s first and last name must be recorded. Record the **exact** wording of the motion; if you are unsure, ask. You only need to record the first name of the person who seconds the motion. For greater clarity, motions should include “not to exceed” the amount to be spent. Do not detail the discussion portion of the motion but you must record whether the motion was amended, carried, or defeated. You do not need to record the vote count unless it is very close.
14. The last paragraph of the minutes should give the time of adjournment and should simply read “The meeting adjourned at _____ (am or pm).” You may also wish to record any regular closing procedures, such as winners of drawings.
15. The minutes must be signed by the Secretary or the person who took the minutes.
16. Post the “draft” minutes of the meeting as soon as possible after the meeting.
17. Give a copy of the minutes to the Chair, Treasurer, and Human Services Coordinator. Keep the original copy in your Secretary’s Notebook, along with a copy of the Treasurer’s Report and the Meeting Sign-In Sheet.

V. Treasurer

The Treasurer works to safeguard the Resident Council's finances, with a watchdog role over all aspects of financial management. The Treasurer and the rest of the Board work cooperatively to oversee the Resident Council's finances and other assets. The City-Wide Resident Council is the overseer of the Resident Council finances and has required procedures and reporting requirements in place which must be followed to ensure a continuation of funding. Remember, all members of the Board are accountable!!!

Financial responsibilities can be divided into six broad categories:

1. General financial oversight
2. Funding and fundraising income
3. Financial planning and budgeting
4. Financial reporting
5. Banking, bookkeeping and recordkeeping
6. Control of all other assets

In the Resident Councils, the Treasurer is always responsible for financial reporting, banking, bookkeeping and recordkeeping. The Treasurer, working with the other officers are together responsible for funding and fundraising income, and financial planning and budgeting. All officers are responsible for general financial oversight, although it is the role of the Treasurer to advise and make recommendations to keep the Resident Council out of financial trouble.

a. Duties of the Treasure

The Board is responsible for the finances of the Council. The point person on the Board who manages the finances is the Treasurer. The overall role of the Treasurer is to maintain the Resident Council's financial affairs in good or sound order. They ensure that actual expenses are properly budgeted and documented. They must ensure that the paper or electronic records are safe and secure. Finally, they are responsible for managing the financial reporting of the Council.

The Treasurer, as financial manager, does not need to personally do all the financial duties. But they need to make sure they are assigned to themselves and others. Then they need to make sure all assignments are being completed.

The more specific finance management is covered in the financial section. The Treasurer needs to be familiar with the financial section in order to properly manage the financial affairs of the Council.

The Treasurer is responsible to receive all funds, keep accurate records of all receipts and disbursements, pay bills when due, make a monthly report at all regular meetings, including the balance on hand at the end of each month in each fund, create and present an annual budget for approval, and create

any special reports as requested. The financial records (books) of the Treasurer shall be reviewed monthly by the PHA Human Services Coordinator for the PHA Accounting Department monthly or quarterly.

The overall role of the Treasurer is maintaining the Resident Council's financial affairs, ensuring its actual expenses are in proper ratio to the budget, and ensuring that proper financial records and procedures established by the City-Wide Resident Council, PHA, HUD, and GAAP are maintained.

You've Been Elected - Now What?

- Meet with the Board (all five officers or the five-person Board).
 - Know and understand everyone's job.
 - Determine the three (3) signers on the bank account and which two (2) will be the primary signers.
 - Old bank signers and new bank signers must go to the bank to change signers when the regular term of the treasurer ends.
 - Know what records are kept and where.
 - Meet with the outgoing Treasurer.
- b. Cooperate with the outgoing Treasurer through the end of the audit process

c. Expectations of the Treasurer

General financial oversight.

1. To oversee and present budgets, accounts, and financial statements.
2. To work with the Board and the Resident Council about financial matters.
3. To ensure that appropriate accounting procedures and controls are in place.
4. To ensure any financial recommendations of the City-Wide Resident Council, PHA, or HUD are implemented.

5. To ensure financial records meet the requirements of the

City-Wide Resident Council, PHA, and HUD. To keep all records, including receipts or cancelled checks for the expense, from any monies of the Resident Council. The information is submitted in monthly and yearly reports.

6. The treasurer should make sure all of the financial records are correct and ready for review by an auditor at the end of each term, or if the books are passed to another treasurer during the term.

d. Financial planning and reporting.

1. To present financial reports to the Board and Resident Council.
2. To make financial records available for review at each Resident Council meeting, and as requested by appointment.

3. To advise on the Resident Council's current and future financial status.
4. To advise on the financial implications of the Resident Council's plans.
5. To advise on fundraising activity of the Resident Council.
6. To ensure that there is no conflict with the issuance of new federal funding because current funding is being spent and all compliance requirements are in order.

e. Checks

Keep accurate records on the computer or binder. Make it easier by doing the following:

- Deposit and record checks and cash as soon as possible after receipt. Use the memo line to indicate where the money came from. (*See Deposit Document form.*) All bank deposits must have a bank receipt attached to the Deposit Form.
- Record all checks written immediately and the purpose for the check on the memo line. Have a system to keep a record of the date that the expense was approved by the Resident Council or the Board.
- Balance the check register after every entry.
- The treasurer and one other Officer should sign each check. It is suggested that three Officers are on the signature card at the bank.

- The check register *must* match or reconcile with the monthly bank statement. Make sure all checks and deposits are recorded in the check register.
- Make sure amount of check in check register is the same as the amount written on the check.
- See if all checks have cleared (or been returned to your bank). Check them off in the register.
- See if all deposits are on the statement.
- If it is an interest-bearing checking account, make sure you registered the interest in the check register.
- Record any service charges that were subtracted from the bank balance.
- **If applicable, use the bank reconciliation in QuickBooks to balance your check register to the bank statement. This is critical!**
- All voided checks must be saved and put on a disbursement form.
- Contact the person who was issued the check if a check has not cleared the bank within three (3) months (90 days). If no contact can be made with the individual, contact the bank to request a stop payment and enter the check amount back into the checkbook (be sure to enter any bank charge). A check can be reissued later if the individual finally contacts you.

f. Bills and Vouchers

- Keep a record of all bills and vouchers. Establish a clear paper trail.
- Insist on a receipt or bill when making a purchase or paying for a service.
- Every transaction should include the date, who received or paid, purpose, amount and authorization. If buying from a store, the store receipt must be presented to the treasurer for reimbursement. Only original receipts will be accepted, no copies.
- Use a Disbursement Document to record all purchases and bills paid and attach the receipts or vouchers to the form. If there is no receipt, the individual receiving the payment *must* sign his/her name on the Disbursement Document.

- When paying bills, the treasurer should indicate on the bill or receipt the date of payment and check number used.
- When using cash accounts for fundraisers:
- The Treasurer is responsible for all income the Resident Council receives
- Complete the appropriate cash transaction documents (*See Counting Fundraising Cash Income and Fundraising Event Cash Report.*)

g. Treasurer Report (at each Resident Council meeting)

- Include reporting the check register and/or savings balance and any new purchases. Also list the fund balances which total the check register balance separately.
- Report any un-deposited cash balance from you fundraising event.
- Give clear, accurate reports that residents understand.
- Have the financial records available at meetings for resident review. Make appointments if residents wish to have a thorough review of the financial records (Treasury Book).
- Bring for a vote any spending that is beyond the limit in the bylaws or budget or are special or unique.
- Bring for a vote any payment to a resident for services to protect against the appearance of dishonesty.

h. Support and authorization of the resident

The Board must have the support of the Resident Council before spending their money.

Minimum financial records needed for Audit: Deleted

i. Treasurers Procedures

Because of the complicated Federal Regulations and accounting procedures which must be followed in order to ensure complete, accurate, and accountable bookkeeping, the City-Wide Council has established **REQUIRED** policies,

procedures, and appropriate forms which must be followed. The information is provided to you in this Resident Council Guide for your convenience.

Be sure you understand what is expected of you. If you are unsure or have questions, contact the Resident Council Coordinator as soon as possible.

Treasurers Tasks List (Integrate with Action list & place in appendix)

Some months require special tasks related to finances to be completed. This task list provides detail about what needs to be done when.

EVERY MONTH

- Demand receipts and/or signatures and do not pay or reimburse expenses without approval. Keep the entries in the checkbook current, in date/check order, and keep the “running balance” in the account. **DO NOT USE CHECKS OUT OF SEQUENCE; that is a Generally Accepted Accounting Procedures (GAAP) “no- no”.**
- Make sure each deposit is recorded on a Deposit Documentation Form or print a Deposit Summary and the appropriate documentation (copy of check, check stub, etc.) is attached to the form. Attach the bank deposit receipt. Enter the deposit in the checkbook (manual) and indicate what it was for in the memo line. Put the completed deposit information in the financial record book by month.
- Make sure each expense is recorded on a Disbursement Documentation Form or print a copy of the Check Voucher and the appropriate documentation (receipts, invoices, signatures for stipends, etc.) is attached to the form. Be sure to complete the approval information on the form. Put the completed Disbursement Documentation Form and copy of the Check Voucher in the financial record book by month.
- If using QuickBooks, print a copy of the Balance Sheet by Class Report for the month. This helps you to make sure your financial reports are correct and report correctly how much money you have in each fund. A copy of this must be submitted

monthly to the Council. Put the completed pages in the financial record book.

- Reconcile the bank statement to the checkbook and other reports. Be sure to enter any bank charges or adjustments in the check register; record bank charges, etc.,
- A copy of your Reconciled Bank Statement must be submitted monthly to the City Wide. Put the original completed bank statement and reconciliation in the financial record book. All totals should balance at the end of every month. Monthly Financial Report = Reconciled Bank Statement = Checkbook Balance = Total of all Funds.
- A copy of any minutes must be submitted monthly to the Council.
- Make your current financial record book available for resident review at council meeting. Any resident can request an appointment with you to review the books.
- If you have questions or need help, contact the PHA Management. Don't wait! Call right away!

Jan.-Mar

January through March is the transition period for both the incoming and outgoing Treasurers. Work with the outgoing treasurer, if applicable, to assist in completing the fiscal (financial) year records.

The fiscal year ends March 31st and starts April 1st. The outgoing Treasurer is responsible for making sure that the councils are in order for the annual audit. The newly elected treasurer officially takes over the "books" (the financial records) once the New Year begins.

The Financial Audit cannot be started until the bank statement containing all activity through March 31st has been reconciled.

Set up the system to track the new fiscal year's records; keep records together.

Prepare the proposed budget for the current fiscal year, in conjunction with the other Resident Council Officers and the outgoing treasurer. Review the prior fiscal years' income and expenses and, along with your Board, **prepare a budget to be presented to the full Council at the September meeting. The budget must be posted at least 30 days prior to your October meeting where it will be discussed and voted on.** This is a good

time to make sure your funds are spent to have the greatest impact on the majority of your residents, and not on just a select few. Find out what your residents want, not just what's always been done.

Remember, a budget is a guideline and if you overspend in one place, you must cut expenses in another.

The Resident Council must understand that by approving the budget, they have approved financial expenses for each item up to the dollar amount indicated in the budget for that item and that the Council Board does not need to ask for additional approval as long as the total

Expenditure for each item is within the dollar amount specified for the item in the budget. This disclaimer must be part of the posted proposed budget. The proposed budget needs to be redone using the same procedure until such time as the Resident Council approves it.

If not already completed, Financial Audit must be completed this month by the outgoing Treasurer, otherwise new funding may not be received in the fall.

Post the proposed budget and any proposed bylaw changes.

August

It is suggested that you use the summer to review your bylaws for any changes relating to finances that need to be addressed at the Fall Resident Council Meeting. If changes to the bylaws need to be made, post proposed changes at least 30 days before your fall Resident Council Meeting. Make records available for viewing at the Resident Council Meeting.

Review and/or establish all stipend and reimbursement policies and rates with your Board; present these to the Resident Council at your fall meeting for approval for next fiscal year. Be sure to include the amount in your bylaws that the Council Board may spend without the Resident Council's approval and for what purpose these funds would be spent (this was originally created so that the Council Board could continue the day-to-day operations of the Resident Council throughout the summer when the Resident Council does not meet) and any other financial policies regarding finances. The Council Board may only recommend changes to the Resident Council, which has the final

say and must vote to accept all financial stipend and reimbursement policies and rates each fiscal year. Use any proposed rate changes in your budget.

Nov.-Dec.

Approve the Budget. Approve Stipend schedule of payment if stipends given.

Notify the Resident Council membership at the meeting that financial records may be reviewed by appointment with you at any time.

Report to the Resident Council at your Jr meeting all June, July, and August financial activity;

Present all financial information (budget, policies and rates, etc.) to the Resident Council and obtain their vote of approval; if not approved, continue the process, making adjustments, until all financial information has been approved for the current fiscal year.

Dec-Feb.

Prepare for your January Resident Council Meeting a report to the Resident Council for the first six months of the fiscal year (April through December) showing actual expenses for each budget line item compared to the budget amount (called a budget vs. actual report).

Present at your January Resident Council Meeting a report to the Resident Council for the first six months of the fiscal year (July through September) showing actual expenses for each budget line item compared to the budget amount (called a budget vs. actual report).

End Treasurers Task list for appendix _____

IV. Member-at-Large

Each Resident Council must have, at a minimum, four elected officers. Consult the election guidelines and resident council By Laws.

The responsibilities of the Member-at-Large is other duties as assigned. They are to act as another vice president, secretary and generalist. Able to assist with any office, stepping into a vacant office temporarily, while the election/appointment procedure is underway.