

Handout

Agenda Item 2

Date October 11, 2021

Great District Board Meetings

Ann G. Macfarlane

Professional Registered Parliamentarian

WEBINAR



Jurassic Parliament Mastering meetings using Robert's Rules

Great District Board Meetings

Ann G. Macfarlane, Professional Registered Parliamentarian
Jurassic Parliament

Las Gallinas Valley Sanitary District
By videoconference
Monday, October 11, 2021

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Jurassic Parliament Mastering meetings using Robert's Rules

Our topics

- I. Introduction
- II. Discussion, Point of Order and Appeal
- III. How to do this?
- IV. Motions and Amendments
- V. Who's in charge?
- VI. The right kind of control
- VII. The special problems of special districts
- VIII. Review and next steps

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Jurassic Parliament Mastering meetings using Robert's Rules

I. Introduction

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Jurassic Parliament Mastering meetings using Robert's Rules

Why are we here?

- 1) To empower you to participate in effective board meetings using four fundamental guidelines from parliamentary procedure, and
- 2) To compare Robert's Rules and Rosenberg's Rules

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Jurassic Parliament Mastering meetings using Robert's Rules

After taking this training you will be able to:

- Describe how the authority of the group is greater than any one individual, even the chair.
- Hold effective discussions.
- Make motions and amendments.
- Respond to inappropriate or disruptive behavior.
- Determine which parliamentary authority you prefer.

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Jurassic Parliament Mastering meetings using Robert's Rules

Disclaimer

The material contained in this presentation is based upon the principles and practices of parliamentary procedure. I am not an attorney and nothing in this presentation constitutes legal advice.

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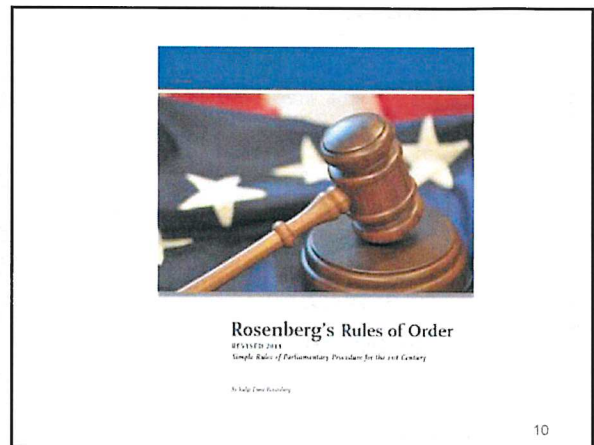
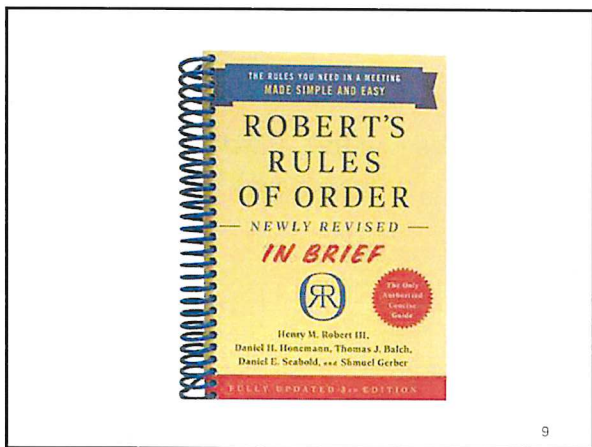
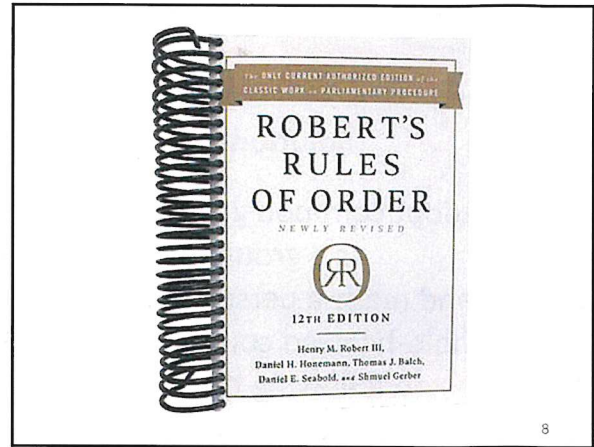
Jurassic Parliament Mastering meetings using Robert's Rules

*Robert's Rules of Order Newly Revised,
12th edition*

Abbreviated RONR
"Rules of Order Newly Revised"

Spiral-bound editions available only from
www.parliamentarians.org

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg and Robert

- Both authorities are based on common fundamentals of parliamentary procedure.
- Under either authority, you can adopt your own additional special rules.
- Rosenberg is simpler.
- Rosenberg gives more authority to the chair.
- Rosenberg has some unfortunate twists.


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Jurassic Parliament Mastering meetings using Robert's Rules

We are better than chimps

- Most adult human beings are peaceful and compliant.
- When group expectations are clear, they will follow them.
- Many of our boards and local governments do just fine.

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 Mastering meetings using Robert's Rules

Solution

Adopt common guidelines
as a group
and make a personal and
whole-hearted commitment
to following them.

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 Mastering meetings using Robert's Rules

Personal? Whole-hearted?

Emotion is the artesian spring
of our being.
It is far more important
than procedure.

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 Mastering meetings using Robert's Rules

Your personal commitment
is essential
to achieving the goal
of better meetings.

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 Mastering meetings using Robert's Rules

II. Discussion, Point of Order and Appeal

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 Mastering meetings using Robert's Rules

Workshop method

- We are in the League of Northwest Dino Cities.
- This is not entirely realistic – it is a fantasy – but there is some overlap with real life!
- We use broad strokes to convey the big picture.
- You are going to be the members of the Coppertown PUD Board of Directors.

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 Mastering meetings using Robert's Rules

Coppertown PUD Regular Board Meeting

Motto: *We do our best for all our customers,
whether we like them or not!*

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 Mastering meetings using Robert's Rules

Watch for

- Rules for discussion
- Inappropriate remarks
- Point of Order and Appeal
- Chair out of line

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 Mastering meetings using Robert's Rules

- In real life, members must be recognized by the chair before speaking.
- In this script, the numbers take the place of recognition.

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 Mastering meetings using Robert's Rules

Raise parking fees?

Banker
Elderly member
Environmentalist
Photographer
Teacher
Chair

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 Mastering meetings using Robert's Rules

Principle of Equality

All members have equal rights, privileges and obligations.

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 Mastering meetings using Robert's Rules

Key Point

Discussion in board and committee meetings is NOT A CONVERSATION.
It is DEBATE and has its own rules.

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 Mastering meetings using Robert's Rules

Fundamental guideline

- **No one may speak a second time until everyone who wishes to do so has spoken once.**

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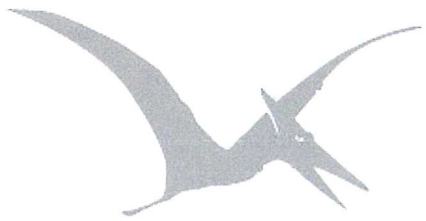
Jurassic Parliament Mastering meetings using Robert's Rules

Why don't we follow this?

- Boards tend to discuss their affairs in conversational mode.
- In conversations, dominant people tend to dominate.
- Agreeable people tend to let them.
- Must have a structure to make sure that everyone has an equal chance to speak.
- This is both fair and efficient.

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Point of Order
flying dinosaur

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Jurassic Parliament Mastering meetings using Robert's Rules

Point of Order

flying dinosaur

- When ANOTHER MEMBER breaks one of the rules, a member may make a POINT OF ORDER.
- Chair rules on the point.

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Jurassic Parliament Mastering meetings using Robert's Rules

Point of Order

- A motion claiming that a procedural mistake has been made.
- According to Robert, can be made only by a member.
- We recommend that staff be authorized also.
- Public may not raise a Point of Order.
- **May interrupt a speaker if necessary.**
- **Must be timely – made at the time of the offense.**

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Jurassic Parliament Mastering meetings using Robert's Rules

Process Point of Order

1. Member: *Point of Order!*
2. Chair: *State your point.*
3. Member: *That remark breaks our rule against interrupting.*
4. Chair: *The point is well taken. Members will refrain from interrupting each other.*

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Jurassic Parliament Mastering meetings using Robert's Rules

Language tip

- Use the "third person" to keep things neutral and lessen conflict.
- Note that the chair states the general rule.
- The chair is speaking on behalf of the rules of procedure.
- **DO NOT SAY "You are out of order" or "You made a mistake."**

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Jurassic Parliament Mastering meetings using Robert's Rules

What is the role of the chair?

It is the duty of the presiding officer to enforce the rules relating to debate and those relating to order and decorum within the assembly.

RONR, Section 47:7

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair doesn't have to say "Point of Order"

- The chair has the duty of maintaining order and decorum, so doesn't need to say "Point of Order."
- Just needs to take appropriate action.

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Jurassic Parliament Mastering meetings using Robert's Rules

When in doubt, ask the group!

- Chair can always ask the group to decide if a point of order is correct ("well-taken") or not.

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Jurassic Parliament Mastering meetings using Robert's Rules

Fundamental guideline

The chair is the servant of the group, and the group is the final authority.

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair subject to same rules

- If the chair breaks one of the rules, a member may raise a Point of Order.
- The chair rules on own behavior, which seems odd, but is the way the system works.

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Jurassic Parliament Mastering meetings using Robert's Rules

Don't weaponize Point of Order!

- You may interrupt to make a Point of Order.
- Sometimes you have to.
- Usually it is NOT NECESSARY TO INTERRUPT, and you should hold back.
- Usually it is best NOT TO CALL A POINT OF ORDER FOR GERMANENESS.

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Jurassic Parliament Mastering meetings using Robert's Rules

No further discussion

- Once the chair has ruled on a Point of Order, the only allowable form of discussion is to appeal the ruling.

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Jurassic Parliament Mastering meetings using Robert's Rules

Appeal

The most important motion in all of Robert's Rules –
and the least known!

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair's rulings can be appealed

- The CHAIR enforces order and decorum.
- The GROUP is the final authority.
- Any TWO MEMBERS can appeal a ruling of the chair (one member appeals and one seconds the appeal).
- EXCEPTION: If the ruling is a matter on which there cannot be two reasonable interpretations, the ruling cannot be appealed.

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Jurassic Parliament Mastering meetings using Robert's Rules

Process Appeal

1. Member A: *Appeal!*
2. Member B: *Second!*
3. Chair: *The chair's ruling has been appealed. The members will decide. All those who believe the ruling should be sustained, please say "Aye."*
4. Members in favor: *"Aye!"*

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Jurassic Parliament Mastering meetings using Robert's Rules

Process Appeal

5. Chair: *All those who believe the ruling should NOT be sustained, please say "No."*
6. Members opposed: *"No!"*
7. Chair: *The ayes have it and the ruling is sustained, OR The noes have it and the ruling is not sustained.*

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Jurassic Parliament Mastering meetings using Robert's Rules

Explaining the Appeal

- Chair must take care in explaining vote to members.
- Basic principle: The chair's ruling stands until it is overturned.
- The question being voted on is, "Shall the decision of the chair be SUSTAINED?"

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Jurassic Parliament Mastering meetings using Robert's Rules

Confusing!

- It takes a **NEGATIVE** vote for the Appeal to win.
- A majority vote in favor of sustaining the chair's ruling, or a tie, means that the chair's ruling stands.
- The chair may vote on the Appeal.

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Jurassic Parliament Mastering meetings using Robert's Rules

Further points

- Point of Order is made by one member, but an Appeal needs a second.
- Point of Order and Appeal are processed immediately. No other business can take place until they are dealt with.
- Points of Order and Appeals do not count against a member's turn to speak in debate.

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Jurassic Parliament Mastering meetings using Robert's Rules

Debatable?

- Point of Order cannot be debated.
- Appeals pertaining to language, decorum, and the order of business cannot be debated.
- When an appeal can be debated, the process is different from anything else in Robert's Rules.

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Jurassic Parliament Mastering meetings using Robert's Rules

Point of Order and Appeal are the heart of democracy



In our view, the motions Point of Order and Appeal are the heart of our democracy. They provide the mechanism to stop distorted, politicized systems like "bess." They are essential for our local

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg makes Appeal simpler

- Under Rosenberg, the body votes directly on whether to approve the Appeal.
- Under Robert, the body votes on whether to sustain the decision of the chair.

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Jurassic Parliament Mastering meetings using Robert's Rules

III. How to do this?

- Seek recognition before speaking.
- No one may speak a second time until everyone who wishes to do so has spoken once.
- No interrupting (in general).
- No sidebar conversations.
- Courtesy and respect are always required.

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Jurassic Parliament Mastering meetings using Robert's Rules

Seeking recognition

- Members must seek recognition from the presider before speaking.

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Jurassic Parliament Mastering meetings using Robert's Rules

Seeking recognition

- Raise your hand and wait to speak until the presider (chair) calls your name, nods at you, or gives some other sign that you have permission to speak (you "have the floor")
- Online, you can use the "raise hand" function or raise your physical hand.
- For Zoom on the telephone, press *9 (star nine).

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Jurassic Parliament Mastering meetings using Robert's Rules

Duty to remain silent


- When you have not been recognized, you have a duty to remain silent.
- The exception is a Point of Order when essential.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rights and Responsibilities of the Member



Weldon L. Merrill, FRP, CFP, has graciously authorized Jurassic Parliament to publish this listing of the rights and responsibilities of ordinary members of an organization. All citations are taken from *Robert's Rules of Order Newly Revised, 11th edition (RONR)*.

Please note that neither the list of member rights nor the list of member responsibilities is intended to be exhaustive. In addition, neither the rights nor the responsibilities are necessarily absolute in every instance. For example, the right to debate may be cut off or limited by motions for the Previous Question or to Limit Debate. And, while a member should not vote on a matter of direct personal interest, under Robert's Rules no member

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Jurassic Parliament Mastering meetings using Robert's Rules

No one may speak a second time...

- until everyone who wishes to do so has spoken once.

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Jurassic Parliament Mastering meetings using Robert's Rules

HOW to do this?

- Chair can keep track of who has spoken and who wishes to speak, using a chart.
- Chair can empower vice-chair to do this – good training for them.
- Use the "round robin."

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Jurassic Parliament Mastering meetings using Robert's Rules

A great method – the “round robin”

- The chair goes around the table, asking each person in turn for their opinion. People may pass.
- Important to have a pencil in hand, to jot down points or questions for when your turn arrives.
- Chair must wait their turn also!
- This rule applies to questions and answers also, and to discussions with staff.
- Don't let any two people “hijack” the meeting.

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SPEAKING CHART

Name	1	2	3	4	5	6	etc.
Garcia							
Jackson							
Juma							
Lee							
Patel							
Smith							
Young							

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Jurassic Parliament Mastering meetings using Robert's Rules

Interrupting

- When a member has the floor, they have the right to speak until they have completed their comments.
- Members may not interrupt each other.
- Chair may interrupt members when necessary to bring them to order.
- Members may interrupt to make a Point of Order when essential.

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Jurassic Parliament Mastering meetings using Robert's Rules

Unfortunate twist

- Rosenberg allows a member to interrupt discussion at any time to withdraw their motion.
- This seems disruptive and unnecessary.
- It is not allowed under Robert. Once a motion has been made, seconded, and stated by the chair, it belongs to the group as a whole.
- A member may ask permission to withdraw their motion.

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Jurassic Parliament Mastering meetings using Robert's Rules

No sidebars or texting

- No “sidebar conversations”
- No whispering!
- No texting to each other or people outside during meetings.
- No posting on social media during meetings.

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Jurassic Parliament Mastering meetings using Robert's Rules

Frustrating

- Structuring discussion in these ways can be frustrating.
- Board members sometimes say, “I wish we could just hash it out and have a free-form discussion.”
- Open meetings laws, and the press of time, mean that usually, this won't serve your board well.
- However...

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Jurassic Parliament Mastering meetings using Robert's Rules

An occasional exception...

- Sometimes there is benefit in the conversational style or “informal discussion.”
- This provides a sparky flow of ideas that can be beneficial.
- It can be useful at study sessions (Committee of the Whole), or in committee meetings.
- Do not make the conversational style your ordinary or “default” style of discussion.

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Jurassic Parliament Mastering meetings using Robert's Rules

Fundamental guideline

Courtesy and respect towards everyone are required.

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Jurassic Parliament Mastering meetings using Robert's Rules

These remarks are inappropriate

1. Personal remarks about other members (except for conflict of interest)
2. Discourteous remarks – insulting language, attacks
3. Inflammatory language
4. Criticizing past actions of the group (unless subject is under discussion, or member is about to propose to amend or rescind the action at the end of their speech)
5. Remarks that are not germane (relevant) to the discussion

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Jurassic Parliament Mastering meetings using Robert's Rules

Inappropriate Remarks on Local Government Councils



If you serve as an elected official on a local government council or board, you should know the types of remarks that are inappropriate during discussion at a meeting. Robert's Rules of Order and the common parliamentary law it is based on require that:

- Members of a council or board must be courteous to one another.

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Jurassic Parliament Mastering meetings using Robert's Rules

Personal remarks

The measure, not the member, is the subject of debate.

RONR, Section 43:21

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Jurassic Parliament Mastering meetings using Robert's Rules

The focus of our meeting is...

- Words on paper.
- Focus on the motions and not on the people who make the motions.
- We recommend that board members take this approach outside the meeting also.
- Focus on actions taken and do not criticize colleagues outside the meeting.

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Jurassic Parliament Mastering meetings using Robert's Rules

Who decides?

- If any question arises whether a remark is appropriate or not, or a comment is germane, the chair rules, subject to appeal.
- The chair may also turn immediately to the group to ask the members to decide.
- Ultimately it is the **GROUP'S CALL**.

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Jurassic Parliament Mastering meetings using Robert's Rules

How to be objective about subjective comments



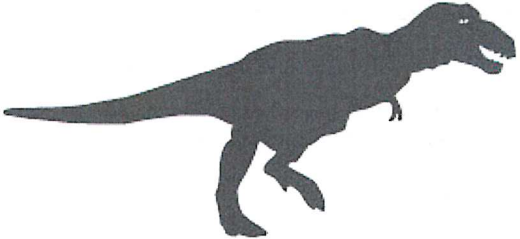
What can you do when your colleagues on a board or council say things that you find offensive? What if they are making subjective statements that hurt your feelings? We are living in tough times for civility. People feel free to say things during meetings that can be offensive and challenging.

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Jurassic Parliament Mastering meetings using Robert's Rules

IV. Motions and amendments

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Main Motion
Tyrannosaurus rex

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Jurassic Parliament Mastering meetings using Robert's Rules

Main Motion

Tyrannosaurus rex

- For public bodies, a main motion is the usual and customary way to start the action of discussion and decision making.

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Jurassic Parliament Mastering meetings using Robert's Rules

When can you make a new motion?

- 1) If the agenda contains a draft motion in an agenda bill, you can move it at the proper time.
- 2) You can make a motion spontaneously when a subject is being discussed, if it is germane.
- 3) You can make a motion spontaneously under "New Business," if your board includes that heading in its agenda.

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Jurassic Parliament Mastering meetings using Robert's Rules

New Business

- Many local governments do not include the agenda item “new business,” because of the need to ensure that action items are thoroughly prepared.
- Sometimes, bodies must publish their preliminary agenda. They may have the right to add items on the spot.
- Adding something may be unwise. The public should know when important topics will be considered.

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Jurassic Parliament Mastering meetings using Robert's Rules

Main Motion

We recommend this sequence:

- Staff presents proposal in writing and answers any questions.
- Motion is moved and seconded.
- Members discuss motion and may amend it.
- Members vote on motion.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg's Basic Motion

- Rosenberg calls this a “basic motion” and recommends the same sequence.

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Jurassic Parliament Mastering meetings using Robert's Rules

Main Motion

Tyrannosaurus rex

- It should be in writing if at all possible.
- It should be clear and unambiguous. Don't say, “I move what he just said!” or “So moved!”
- It should be phrased in the grammatical positive.
- It must comply with the bylaws and the procedural law of the land.
- You may only have one main motion at a time.

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Jurassic Parliament Mastering meetings using Robert's Rules

Fundamental Guideline

One thing at a time

- One subject is discussed at a time.
- Robert's Rules is very linear!
- Chair, and members, must insist on this.

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Jurassic Parliament Mastering meetings using Robert's Rules

How do you introduce a Main Motion?

Three little words:

I move that...

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Jurassic Parliament Mastering meetings using Robert's Rules

Member must be clear

- The member has the responsibility of formulating the motion.
- Don't mix up your ideas about the subject with the motion itself. Save those for debate.

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Jurassic Parliament Mastering meetings using Robert's Rules

Our employees are really under a lot of stress right now, they're worried about an asteroid striking the earth and wiping us all out, and I think that giving them pharmaceutical help would be great, Valium would make a big difference, they deserve our assistance.

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Jurassic Parliament Mastering meetings using Robert's Rules

State the exact motion clearly

*I move that all employees will be issued a monthly supply of Valium **WITHOUT CHARGE.***

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Jurassic Parliament Mastering meetings using Robert's Rules

You can request a moment to write it down

- May I have a few minutes to write this motion down?
- Chair may also request that motion be written.
- Can use 3-part motion forms.

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Jurassic Parliament Mastering meetings using Robert's Rules

Second

Director Smith seconds the motion!

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Jurassic Parliament Mastering meetings using Robert's Rules

Second the motion

- You "second a motion" to show that you would like to talk about it.
- No need to be recognized. Just call out "second."
- It is OK to second a motion you disagree with, if you want to explain why it's a bad idea.

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 Mastering meetings using Robert's Rules

Robert on seconds

- Robert says that a second is not needed on small boards (up to about 12 people).
- However, most local government bodies require a second, and Jurassic Parliament recommends that they do.

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 Mastering meetings using Robert's Rules

Rosenberg on seconds

- Under Rosenberg, the chair has discretion about whether a second is needed.

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 Mastering meetings using Robert's Rules

If no second...

- Under Robert, if there is no second, the chair says:
There being no second, the motion will not be considered.
- Then moves immediately to next item of business.

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 Mastering meetings using Robert's Rules

Clerk should speak up

- If the clerk did not hear who seconded the motion, he or she should speak up.
The clerk inquires, who seconded this motion?
- In general, clerk **MUST** do this when lack of clarity prevents clerk from doing their job, and board must be patient!

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 Mastering meetings using Robert's Rules

Eight steps to process a motion

1. Member makes motion.
2. Another member seconds motion.
3. Presider states motion.
4. Members debate and/or amend motion.
5. Presider restates motion.
6. Members vote on motion.
7. Presider states results of vote, whether motion passes or fails, and what happens next as a result of the vote.
8. Presider states next item of business.

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 Mastering meetings using Robert's Rules

Step #3 is very important!

- Presider **MUST** repeat the motion, or have the clerk repeat it.
- **WHY?**
 - So that everyone knows what we are actually discussing.
 - The text of the motion as stated by chair is the official text.
 - After step #3, the motion belongs to the group as a whole, not to the person who made it.

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair must be precise

- The chair has the duty of repeating the exact words of the motion made by the board member.
- If some change is made, board member should speak up and repeat exact words.
- Other board members should not be speaking at this point – we don't want a "group grope."

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Jurassic Parliament Mastering meetings using Robert's Rules

Don't be hasty

The presiding officer must not permit members to press on so rapidly that the parliamentary steps are abridged or go un-observed. When a motion is made, he must not recognize any member or allow anyone to speak until the motion is seconded and he has stated the question. RONR Section 47:16

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Jurassic Parliament Mastering meetings using Robert's Rules

Step #5 is also very important!

- Chair must repeat the motion before the vote is taken.
- WHY? So that everyone knows what we are actually voting on.
- Have you ever been at a meeting when once the vote is taken, someone says, "What did we just approve?" and no one knows exactly what it was?

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Jurassic Parliament Mastering meetings using Robert's Rules

DISCUSSION

- [blah blah blah]

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Jurassic Parliament Mastering meetings using Robert's Rules

Moving to vote

- When it seems that discussion is finished, chair asks, "Is there any further discussion?" or "Are you ready to vote?"

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VOTING CHART

MOTION	#1			#2			Etc.
	Aye	No	Abstain	Aye	No	Abstain	
Name							
Garcia							
Jackson							
Juma							
Lee							
Patel							
Smith							
Young							

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Changing your vote

- Up until the chair announces the vote, you may change your vote.
- After the chair has announced the vote, you may change it only with unanimous consent of the body.
- After the board has gone on to other business, your vote cannot be changed (according to Robert's Rules).

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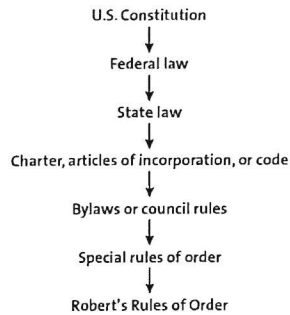
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Other points

- Check your requirements for a vote to pass.
- On a voice vote, the chair must call for the negative vote, even if it seems obvious that the motion is unanimous.
- Robert's Rules says that "to abstain" is to do nothing, and that the chair should not call for abstentions.
- However, local government bodies generally will call for abstentions, and that is fine.

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Abstain

- If you abstain, it means that you aren't taking any position on the matter.
- Of course you must abstain if you have a conflict of interest.
- Some cities have a rule that an abstention is counted as a "yes" vote, or as a "no" vote.
- Jurassic Parliament does not recommend this.

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Conflict of interest

- Determining whether you have a conflict of interest is sometimes complicated.
- For example, under Robert's Rules, a person may vote on something that affects a class of persons of which they are a member. But city rules might be different.
- Please consult your attorney before the meeting, so they can determine the correct situation.

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Recusal

- If you have a conflict of interest, you say, "I recuse myself from this decision because of my conflict of interest."
- "Recusal" is a special form of "abstaining."
- You then leave the room and do not take part in the discussion or vote.
- See MRSC for more detailed information.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg is vague on abstaining

- Rosenberg appears to say that “abstaining” is a type of “voting.”
- This is contrary to Robert, who says that to abstain is to do nothing.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg gives power to chair

- Rosenberg says that if a member says “absent,” the chair decides what this means.
- We believe this is unwise. The group should have a rule, or the group should have the final authority, not the chair.

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Jurassic Parliament Mastering meetings using Robert's Rules

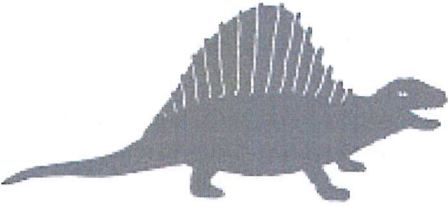
Amendment

Dimetrodon

- You amend a motion to improve it.
- The amendment applies to the main motion.
- The amendment must be germane (relevant).
- Anyone may move to amend, even the person who made the motion.

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Amendment
Dimetrodon

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Jurassic Parliament Mastering meetings using Robert's Rules

Psychiatrist

I move that we amend the motion by adding the words “after receiving a psychiatric evaluation.”

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Jurassic Parliament Mastering meetings using Robert's Rules

If adopted, motion will read:

All employees will be issued a monthly supply of Valium WITHOUT CHARGE, **after receiving a psychiatric evaluation.**

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Jurassic Parliament Mastering meetings using Robert's Rules

Four ways to amend

1. Add or insert words.
2. Strike out words.
3. Strike out words and insert words in their place.
4. Substitute (tricky!).

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Jurassic Parliament Mastering meetings using Robert's Rules

Process Amendment

- The amendment is processed using the same eight steps that we just saw for a main motion.

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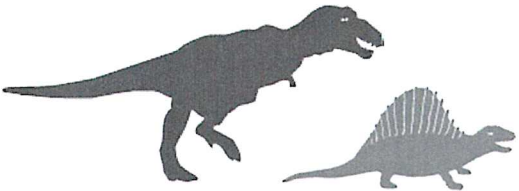
Jurassic Parliament Mastering meetings using Robert's Rules

The challenge is...

- We vote on amendments before we vote on the main motion, in order to make the main motion as good as possible - to **perfect** the motion.

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Amendment blocks Main Motion

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Jurassic Parliament Mastering meetings using Robert's Rules

Fate of the Amendment

- Once the fate of the amendment has been decided, debate continues on the main motion.
- Don't forget to vote on the main motion "as amended."

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Jurassic Parliament Mastering meetings using Robert's Rules

More amendments are possible...

- Once you've dealt with one amendment, you may have others...
- provided that they apply to a *different aspect* of the main motion.
- It takes special actions ("reconsideration") to go back and change something we've already amended.

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Jurassic Parliament Mastering meetings using Robert's Rules

The process continues

- After all amendments have been processed, the body still must vote on the AMENDED MAIN MOTION.

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Jurassic Parliament Mastering meetings using Robert's Rules

Robert on friendly amendment

- People often process “friendly amendment” the wrong way.
- DO NOT turn to maker and seconder to ask if they accept the amendment – this give them improper power.
- Handle this the same as any other amendment.
- Ask, “Is there a second?” etc.
- Once a motion has been stated by the chair, the maker and seconder have same rights as any other member.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg allows “friendly amendments”

- We believe that the maker and the seconder should not have the special right to accept an amendment during discussion – this right should rest with the body as a whole.

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Jurassic Parliament Mastering meetings using Robert's Rules

Other differences on motions

- Rosenberg treats “substitute amendments” differently from Robert.
- Rosenberg treats “reconsider” differently from Robert.
- Rosenberg allows debate on the motion to suspend the rules.

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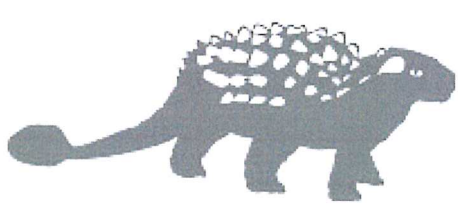
Jurassic Parliament Mastering meetings using Robert's Rules

Only 3 motions

- Rosenberg allows only 3 motions to be active at a time.
- This is an attractive thought, but in practice could be restrictive.

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Refer to Committee
Ankylosaurus

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Jurassic Parliament Mastering meetings using Robert's Rules

Refer to Committee

Ankylosaurus

- Motion sends main motion off to another group.
- Should specify WHICH group it's going to and WHEN it's coming back.
- Any amendments go off with the main motion.

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Jurassic Parliament Mastering meetings using Robert's Rules

Refer to Committee

Ankylosaurus

Two different types:

1. Normally a motion is referred for a **recommendation**.
2. It is possible to refer a motion with **power to decide**, subject of course to the limits of your body's authority to delegate its powers.

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Jurassic Parliament Mastering meetings using Robert's Rules

Process Refer to Committee

- Refer to Committee is processed using the same eight steps we saw for Main Motion and Amendment.

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Jurassic Parliament Mastering meetings using Robert's Rules

When motion comes back

- When motion comes back from committee, the group takes the motion up as it was before it was sent off.
- However, during its discussion and debate, the group can choose to adopt suggestions or recommendations of the committee.

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Jurassic Parliament Mastering meetings using Robert's Rules

Refer to Committee

- This motion and its amendment are referred to the Employee Welfare Committee to study the matter and report back at our next meeting.

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Jurassic Parliament Mastering meetings using Robert's Rules

If it passes...

- We're finished with that motion for now.
- It will come back at the next meeting, along with the committee's recommendation, and we'll take it up then.

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Jurassic Parliament Mastering meetings using Robert's Rules

Robert has 13 motions

- Theoretically, under Robert you could have as many as 13 motions pending at one time.

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Jurassic Parliament Mastering meetings using Robert's Rules

MOTIONS CHARTS

	Rank	Second?	Debatable?	Amendable?	Vote?
PRIVILEGED MOTIONS					
Fix time to which to adjourn	13	Yes	No	Yes	Majority
Adjourn	12	Yes	No	No	Majority
Recess	11	Yes	No	Yes	Majority
Take a question of privilege	10	No	No	No	Chair decides
Call for orders of the day	9	No	No	No	At request of one member
SUBSIDIARY MOTIONS					
Table	8	Yes	No	No	Majority
Previous question or call the question*	7	Yes	No	No	Two-thirds
Limit or extend limits of debate	6	Yes	Yes	Yes	Two-thirds
Postpone to a certain time	5	Yes	Yes	Yes	Majority
Refer to committee	4	Yes	Yes	Yes	Majority
Secondary amendment		Yes	Yes	No	Majority
Primary amendment		Yes	Yes	Yes	Majority
Amendment*	3	Yes	Yes	Yes	Majority
Substitute		Yes	Yes	Yes	Majority

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Jurassic Parliament Mastering meetings using Robert's Rules

V. Who's in charge?

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Jurassic Parliament Mastering meetings using Robert's Rules

Role of chair

- Robert has different rules for small boards (up to about 12 people).
- In a small board, chair may make motions, discuss, and vote, unless law, regulations or bylaws say otherwise.
- We recommend chair exercise restraint by speaking and voting last, and refrain from making motions (this is a Jurassic Parliament suggestion).

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg on role of chair

- Rosenberg says that the chair has the right to debate and vote, but should strive to speak last.
- Rosenberg says that the chair should not make or second a motion unless the chair is convinced that no other member of the body will do so at that point in time.

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Jurassic Parliament Mastering meetings using Robert's Rules

When does chair discuss and vote?

Confusion about the role of the chair at meetings can be widespread. Here are some parameters.

CHAIR OF LARGE MEETING DOES NOT DISCUSS AND VOTE
 When a large assembly (group) is meeting, the chair serves as a facilitator. The chair does not take part in debate (discussion) and does not vote, unless the vote is by ballot. This is a basic and important rule for large groups.

If for some reason the chair feels compelled to speak in discussion, the chair



This chair served the parliament of the University of Edinburgh.

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MOTIONS CHARTS

	Rank	Second?	Debatable?	Amendable?	Vote?
PRIVILEGED MOTIONS					
Fix time to which to adjourn	13	Yes	No	Yes	Majority
Adjourn	12	Yes	No	No	Majority
Recess	11	Yes	No	Yes	Majority
Raise a question of privilege	10	No	No	No	Chair decides
Call for orders of the day	9	No	No	No	At request of one member
SUBSIDIARY MOTIONS					
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Limit or extend limits of debate	6	Yes	No	Yes	Two-thirds
Postpone to a certain time	5	Yes	Yes	Yes	Majority
Refer to committee	4	Yes	Yes	Yes	Majority
Secondary amendment		Yes	Yes	No	Majority
Primary amendment		Yes	Yes	Yes	Majority
Amendment*	3	Yes	Yes	Yes	Majority
Postpone indefinitely	2	Yes	Yes	No	Majority
MAIN MOTION					
Main motion	1	Yes	Yes	Yes	Majority

* Amendment and previous question may be applied to motions higher than themselves.

INCIDENTAL MOTIONS				
	Second?	Debatable?	Amendable?	Vote?
Request for information	No	No	No	Chair responds
Point of order	No	No	No	Chair rules
Appeal	Yes	It depends	No	Negative

BRING-BACK MOTIONS				
	Second?	Debatable?	Amendable?	Vote?
Reconsider	Yes	It depends	No	Majority
Rescind	Yes	Yes	Yes	§
Amend something previously adopted	Yes	Yes	Yes	§
Take from table	Yes	No	No	Majority

§ Majority with previous notice, two-thirds without notice, or majority of entire membership

Jurassic Parliament Mastering meetings using Robert's Rules

Accountability Hierarchy

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Jurassic Parliament Mastering meetings using Robert's Rules

Voluntary Association

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Jurassic Parliament Mastering meetings using Robert's Rules

Key Point

Each member has an equal right to speak and to try to persuade others to accept their view.

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Jurassic Parliament Mastering meetings using Robert's Rules

Key Point

During meetings, the chair controls the process so the group can make the decisions.

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Jurassic Parliament Mastering meetings using Robert's Rules

Fundamental guideline

During meetings, the chair is the servant of the group, and the group is the final authority.

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Jurassic Parliament Mastering meetings using Robert's Rules

You have both types of structure

- The board forms a voluntary association.
- The general manager and staff form an accountability hierarchy.

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Jurassic Parliament Mastering meetings using Robert's Rules

What is each person's individual authority?

All members of a governing board share in a joint and collective authority which exists and can be exercised only when the group is in session.

The Standard Code of Parliamentary Procedure

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Jurassic Parliament Mastering meetings using Robert's Rules

Your duty as a board member

- Debate and determine overall strategy, policy, and legislation for your district.
- Leave the details of operations to the manager and staff.

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Jurassic Parliament Mastering meetings using Robert's Rules

It's OK to disagree

- The fact that people have different opinions is a strength. It's a good thing!
- BUT we tend to identify with our own position.
- When we are defeated, we sometimes take it personally.
- This is a mistake.

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Jurassic Parliament Mastering meetings using Robert's Rules

At the end of the day, the body must unite behind its decision.

- It is a basic democratic principle that the decision of the majority, voting at a properly called meeting, is the decision of the body as a whole.
- The minority must make it their decision as well.
- It's a terrible system—but see Winston Churchill quote...

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Jurassic Parliament Mastering meetings using Robert's Rules

Democracy is the worst system of government in all the world, with the exception of those others that have been tried from time to time.

Winston Churchill

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Jurassic Parliament Mastering meetings using Robert's Rules

The willingness to engage in honest debate and lose on issues you care deeply about reaffirms your commitment to common citizenship.

Cornell Clayton, Washington State University

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Jurassic Parliament Mastering meetings using Robert's Rules

What is the alternative?

*The ballot box is sacred
because the alternative is blood.*

Elias Canetti

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Jurassic Parliament Mastering meetings using Robert's Rules

VI. The right kind of control

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Jurassic Parliament Mastering meetings using Robert's Rules

Three things you must have:

1. Knowledge of how this system works
2. A majority on your board in favor of civility and this system.
3. The personal moxie, chutzpah, energy and drive to put it all into practice.

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair must control who speaks when

- The chair serves as a **BENEVOLENT DICTATOR**, enforcing the rules the group has chosen.
- Individual members must **SEEK RECOGNITION** before speaking.

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Jurassic Parliament Mastering meetings using Robert's Rules

Chair controls who speaks when

- If someone speaks up without being recognized, **STOP THEM.**
- If someone speaks out of turn, **INTERRUPT THEM.**
- If someone makes insulting remarks, **CUT THEM OFF.**

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Jurassic Parliament Mastering meetings using Robert's Rules

Duty to obey the chair

- Members have a duty to obey the chair's directions.
- If they disagree, they can't argue back.
- What can they do?

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Jurassic Parliament Mastering meetings using Robert's Rules

Guide your members by stating the obvious

- You as chair know more about the process than anybody else.
- You must repeat yourself, and state the obvious, to help bring everyone along.

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Jurassic Parliament Mastering meetings using Robert's Rules

Keep things moving! Be brisk! Speak crisply!

- Well, I guess the agenda is adopted...*
- I'll kind of get a thumbs up from the board next week...*

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Jurassic Parliament Mastering meetings using Robert's Rules

CHEAT SHEET

LANGUAGE TIPS FOR MEETING MANAGEMENT

SITUATION	CHAIR CAN SAY
Call to order	"This meeting is the privilege of our association's leadership."
Member's objection	"Without objection, if there is no objection..."
Excessive discussion	"It has been suggested/understood that... if there are no objections?"
If there is no "no" sound	"Since there is no sound, there is no objection, it is so ordered."
For roll call names	"Is there any further discussion on this item? If not, I will call the roll."
Member's objection	<ol style="list-style-type: none"> Member says, "I object." Chair says, "State your point." Member makes a case. Chair says, "The point is well taken," or "The point is not well taken."
When someone says "I think it's time" but can't explain what they mean	"What time has been agreed?"
Process point of information	<ol style="list-style-type: none"> Member says, "Point of information." Chair says, "State your question."

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Jurassic Parliament Mastering meetings using Robert's Rules

When in doubt, ask the group!

- Chair can always ask the group to decide a question.

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Jurassic Parliament Mastering meetings using Robert's Rules

- Chair: *The chair is uncertain about the word "malarkey." The chair will ask the board to decide this matter. All those who believe that the word "malarkey" is insulting, please say "aye."*
- Board members in favor: *Aye.*

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Jurassic Parliament Mastering meetings using Robert's Rules

- Chair: *All those who believe the word "malarkey" is not insulting, please say "no."*
- Board members opposed: *No.*
- Chair: *The ayes have it and the word "malarkey" may not be used, OR the noes have it and the word "malarkey" is acceptable.*

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Jurassic Parliament Mastering meetings using Robert's Rules

HOW to control?

The chair should never get excited.

RONR, Section 47:19

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Jurassic Parliament Mastering meetings using Robert's Rules

WHY do we need rules?

Win/lose is the only game most of us understand. We have a constant unspoken need for domination and actually find no enjoyment in win/win situations.

Richard Rohr, Franciscan author

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Jurassic Parliament Mastering meetings using Robert's Rules

Vision phase one

- Each member expresses their personal views on topics before the board with vigor, energy, commitment, and respect.

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Jurassic Parliament Mastering meetings using Robert's Rules

Vision phase two

- Once the vote is taken, personal opinions and political views are LESS IMPORTANT than the majority vote of the board.
- Members accept the decision and move on without rancor or bitterness.

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Jurassic Parliament Mastering meetings using Robert's Rules

VII. The special problems of special districts

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Jurassic Parliament Mastering meetings using Robert's Rules

Special districts

In the shadows...

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Jurassic Parliament Mastering meetings using Robert's Rules

Special districts

- *Hidden in plain sight: special districts*
- *The special problems of special districts...*
- *Money piles up in special district accounts while critics say many should be dissolved...*
- *Controversy reminds that special districts need reform...*

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Jurassic Parliament Mastering meetings using Robert's Rules

Controversy

- Grand jury cites Fresno School Board for its meetings

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Jurassic Parliament Mastering meetings using Robert's Rules

"Northwest Nice"

- In many nonprofit organizations, there is a strong need for everyone to get along.
- In Seattle we call this "Northwest Nice."
- People are reluctant to contradict each other, or even to speak up at meetings.
- You have to fight this tendency!

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Jurassic Parliament Mastering meetings using Robert's Rules

Fiduciary duties

- Duty of care
- Duty of loyalty
- Duty of obedience

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Duty of care is critical for nonprofit board directors

By Ann Marfariane | March 13, 2018

Guest post by Colette Collier Trohan. Directors of nonprofit boards will find this outline of their duty of care an invaluable guide.

Do you remember being a teenager and ignoring the potential consequences of your actions? Did anyone ever look at you and ask "What were you *thinking*!!!" You weren't expected to be a perfect child, but you were being asked to take a reasonable amount of care to make good decisions. In a way, that's what boards do with the duty of care.



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Jurassic Parliament Mastering meetings using Robert's Rules

Duty of care

- A director has the duty of exercising the diligence a reasonable person would use in carrying out his or her duties.

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Duty of loyalty

- A director has the duty of furthering the interests of their organization, and may not take action to undermine or harm its moral stance or business interests.

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Duty of obedience

- A director has the duty of obeying the agreed-upon rules and guidelines established by the organization.
- A director may propose changes, but is bound by the rules until they are changed.

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Your job

- Your job is to bring your very best judgment to the work of the board.
- This means giving serious thought to the issues, and going deep inside yourself, even if it makes you uncomfortable.
- It also means going wide and looking at the broad conditions facing your organization.

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Groupthink

- A psychological phenomenon that occurs within a group of people in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome.
- The practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility.

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The wisdom of crowds?

- Under the right conditions, groups can make **BETTER** decisions than any single individual.
- Under the wrong conditions, they can make **FAR WORSE** decisions.

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What are the right conditions?

- When every member is expressing their true, independent judgment.
- Don't think to yourself, "Oh, I probably don't understand the issue," or "I'm sure this policy is OK because the others support it."
- **ASK YOURSELF** what you personally think.

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Jurassic Parliament Mastering meetings using Robert's Rules

VIII. Review and next steps

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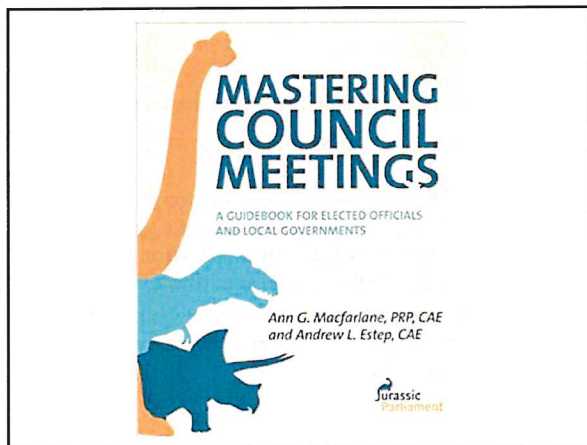
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www.jurassicparliament.com
ann@jurassicparliament.com
 206-542-8422

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Jurassic Parliament Mastering meetings using Robert's Rules

After taking this training you will be able to:

- Describe how the authority of the group is greater than any one individual, even the chair.
- Hold effective discussions.
- Make motions and amendments.
- Respond to inappropriate or disruptive behavior.
- Determine which parliamentary authority you prefer.

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Jurassic Parliament Mastering meetings using Robert's Rules

Four fundamental guidelines

1. The chair is the servant of the group, and the group is the final authority.
2. All members have equal rights, privileges and obligations. To ensure this, no one may speak a second time until everyone who wishes to do so has spoken once.
3. Courtesy and respect are required.
4. One thing at a time.

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Jurassic Parliament Mastering meetings using Robert's Rules

Follow four fundamental guidelines for successful meetings

Robert's Rules of Order includes **four fundamental guidelines** that will create successful meetings. They are easy to say but take some effort to apply, since prevailing culture is often very different. Run your meetings according to these guidelines so your meetings—and your organization—will flourish.


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Jurassic Parliament Mastering meetings using Robert's Rules

The chair is not in charge of your meeting

It is a little-known fact that ultimately it is the board that is in charge of your meeting, not the chair. According to the principles of parliamentary procedure and Robert's Rules of Order, the chair runs the meeting while subject to the will of the body as a whole.



This is very different from the workplace, the military, or many other institutions in our society. Those institutions are structured as an **ACCOUNTABILITY HIERARCHY**, in which everyone reports through the appropriate channels, to the **BOSS** at the top of the pyramid. The boss makes the ultimate decisions and is responsible for the organization's performance.

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Jurassic Parliament Mastering meetings using Robert's Rules

Rosenberg and Robert


- Both authorities are based on common fundamentals of parliamentary procedure.
- Under either authority, you can adopt your own additional special rules.
- Rosenberg is simpler.
- Rosenberg gives more authority to the chair.
- Rosenberg has some unfortunate twists.

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Jurassic Parliament Mastering meetings using Robert's Rules

Essential Guidelines for Special District Boards



Follow these essential guidelines of parliamentary procedure to take the pain out of your meetings, hold productive discussions, and serve your district and community better.

BASICS
A quorum must be present for business to be done. Usually a quorum means a majority (more than

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Jurassic Parliament Mastering meetings using Robert's Rules

Why are we here?

- 1) To empower you to participate in effective board meetings using four fundamental guidelines from parliamentary procedure, and
- 2) To compare Robert's Rules and Rosenberg's Rules

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Jurassic Parliament Mastering meetings using Robert's Rules

Disclaimer: Nothing in this presentation constitutes business or legal advice.

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PO Box 77553, Seattle, WA 98177
Tel: 206-542-8422
Email: ann@jurassicparliament.com Web: www.jurassicparliament.com

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PARKING FEES IN PUD LOTS

6 attendees: chair, banker, elderly member, environmentalist, photographer, teacher

[Note that the numbers are a substitute for being recognized.]

1.	chair	There is continuing pressure on our parking spaces in the lots that our PUD owns. The staff has reviewed the matter carefully. As you know, our current rate is \$2 per hour. The staff recommends that the new fee be set at \$20 per hour. Does anyone care to make that motion?
2.	environmentalist	I move that parking fees be set at \$20 per hour.
3.	photographer	Second!
4.	chair	Very well, it has been moved and seconded that the parking fees be set at \$20 per hour. We will now have discussion on the motion. Environmentalist, as the maker of the motion, you have the right to speak first.
5.	environmentalist	Well, I'm a believer in public transportation myself. I think that this increase will lessen congestion and also force more people to take buses or walk. It's a good idea for the environment and for our PUD.
6.	chair	Further discussion? The chair recognizes the Elderly Member.
7.	elderly member	<i>[speaking angrily]</i> I think this is a terrible idea! We've just learned that we have a \$10 million surplus! Why would we increase parking fees and burden our customers this way?
8.	environmentalist	<i>[speaking passionately]</i> Do you know that the parking fees in most areas of the League are \$15 per hour? We are so far below the market that it's ridiculous.

9.	elderly member	Well, that's not a reason to go crazy and lay this burden on our customers. Many elderly dinosaurs are really feeling the pinch. Our current tough economic times have hit them hard.
10.	environmentalist	There's no point being an old softie and begging for sympathy for the down-and-out. If they had an ounce of gumption they would have saved up for their old age.
11.	elderly member	What a hard-hearted comment! Some day you might be OLD AND WRINKLED AND POOR yourself – have you no compassion?
12.	environmentalist	All I have to say to you about that is NONSENSE, APPLESAUCE AND BALDERDASH!
13.	banker	Point of Order!
14.	chair	State your point.
15.	banker	These members are monopolizing this discussion. Under Robert's Rules, no one can speak a second time until everyone who wishes to do so has spoken once.
16.	chair	The point is well taken. Members must speak in turn. Thank you, Banker. Further discussion?
17.	photographer	This is likely to generate terrible publicity for our utility. There could be a big backlash. I speak against the motion.
18.	banker	I see those arguments, but I think we have to be prudent. I guess on balance I'm in favor of this proposal.
19.	chair	Honestly, I think that you dinosaurs are just living in the past. We ought to be preparing to have driverless cars, not raising the rates for our parking lots! You're just a bunch of HAS-BEENS!
20.	elderly member	Point of Order, Chair!

21.	chair	State your point.
22.	elderly member	That is an insulting remark. According to Robert's Rules of Order, all of us are obliged to speak with courtesy and respect, INCLUDING THE CHAIR!
23.	chair	Oh, the point is well taken. The chair apologizes for the remarks. Further discussion?
24.	banker	<i>[speaking angrily]</i> In my opinion, this board is CLUELESS! We have our heads stuck in the concrete. Given the way the stock market is trending, our surplus could just disappear. I hope everyone will agree to raise those rates.
25.	environmentalist	You know, I've heard better discussions in my daughter's kindergarten class! It's clear that we don't have the sharpest knives in the kitchen drawer here.
26.	elderly member	Point of Order!
27.	chair	State your point.
28.	elderly member	The members are insulting all of us by those remarks.
29.	chair	The chair will rule that the comments are indeed insulting. Members will kindly refrain from such improper statements.
30.	teacher	<i>[speaking intensely]</i> I have to say that I don't think all these rules are a good idea. They are keeping us from expressing our true opinion! You're an OUT-OF-DATE DINOSAUR yourself, Chair.
31.	chair	The chair will rule that the words "out-of-date dinosaur" are insulting and may not be used.
32.	teacher	APPEAL!
33.	environmentalist	Second!

34.	chair	Very well, the ruling of the chair has been appealed and seconded, so the members will decide. The chair has ruled that the words “out of date dinosaur” are insulting. All those who believe that this ruling should be sustained, please say “aye.”
35.	chair, banker, elderly member, photographer	Aye!
36.	chair	All those who believe that the ruling should not be sustained, please say “no.”
37.	teacher, environmentalist	No!
38.	chair	The “ayes” have it, the motion passes, and the ruling of the chair is sustained. Members may not use this term. Further discussion?
39.	photographer	If we do this, our customers are likely to come and throw eggs at our houses—or even worse! I’m dead against it.
40.	chair	Any further discussion? Hearing none, we’ll take the vote. All those in favor of raising the parking fees to \$20 per hour, please say “aye.”
41.	chair, banker, teacher, environmentalist	Aye!
42.	chair	All those opposed, please say “no.”
43.	elderly member, photographer	No!
44.	chair	The “ayes” have it, the motion passes, and we will raise the parking fees to \$20 per hour.