

Operating Manual

PREFACE

This operating manual is provided as a working guidebook for elected and appointed PHMA Board Members, Officers, Service Vice Presidents, Regional Directors, Chapter Presidents, Chapter Officers, and International Staff. PHMA officials holding copies should provide them to their successors or return them to the PHMA HQ, 154 Ft. Evans Rd NE, Leesburg, VA 20176. Replacement copies may be obtained from the Deputy Executive Director. Revised editions are planned for every two years (odd years) at the annual Board meetings.

At the International level, PHMA is a combination of volunteers, part and full-time paid contracted staff, and elected Board members who share the responsibility for the operation of the Association. The integration of these efforts is accomplished by the Executive Director. The Executive Director, based on the policies and guidance of the Board of Directors, is tasked to implement and execute policy, and conduct day-to-day administration of all PHMA operations. The Executive Director reports to the President of the Association and also receives operational/working guidance from the Executive Vice President.

The various sections of this manual, together with the more detailed appendices at the end, form a comprehensive collection of information about the policies and operating features of PHMA International, its Regions and Chapters.

This manual interprets the By-Laws of the Association, expands and clarifies policy and sets bi-annual goals for the Association.

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**BY-LAWS OF THE PROFESSIONAL HOUSING MANAGEMENT
ASSOCIATION**

ARTICLE I - NAME

SECTION 1. The name of this Association shall be the "Professional Housing Management Association" which shall be an International Association.

SECTION 2. The abbreviation "PHMA" may be utilized on financial or contractual documents to represent the Association. When used with the approved logo, it may be utilized by members on personal items.

SECTION 3. Headquarters for this Association shall be located at 154 Fort Evans Rd NE, Leesburg, VA 20176, or as established by the Board of Directors

ARTICLE II – VISION/MISSION/OBJECTIVES

SECTION 1: The PHMA Vision is to serve as a catalyst in inspiring housing professionals and their organizations to build and revitalize for the future. We improve our world by committing and channeling the talents and energies we possess to provide Quality Communities for all the members of the Armed Forces and their families.

PHMA will achieve this vision by providing the highest quality training and professional opportunities for its members. The membership in return shall dedicate their knowledge and job skills to ensuring our customers are provided only the highest quality service and housing.

This Vision is people oriented. Simply put, it means that we stake our future on our people: our customers, our staff and our leadership. Rather than only directing people in accordance with rules and regulations, our objective is to create an environment that will allow our people to apply their focus and full resources to the accomplishment of the job.

SECTION 2. The Mission of PHMA is to contribute towards better quality housing for our military members and their families by continuously raising the level of proficiency and professionalism within the Military Services' housing profession through improved communications and networking; education and training; certification; and professional recognition.

SECTION 3. The Objectives of the Association shall be as follows:

- To develop and provide quality housing management training programs.
- To publish a professional periodical to provide and share information to enhance the quality of available housing services, and to make known the views of the Association and its members.
- To provide recognition for professionalism in both housing management, and service to PHMA through annual awards.
- To provide a scholarship program to be called the PHMA Scholarship Program in recognition of service to PHMA and to encourage professional education for members and their families.
- To assist members in developing, maintaining, enhancing, and advancing their professional status.
- To administer a multi-level Certification Program for members.
- To publish and review standards of conduct and professionalism in housing management.
- To charter and set standards for local chapters of this Association.
- To promote ideas and concepts for the improvement of housing management in the Federal Service to Government officials, organizations, legislative bodies, and the private sector.

SECTION 4. The Credo of the Association shall be as follows:

We, the members of PHMA believe that:

- Those seeking housing assistance are the most important people with whom we deal.
- Our primary responsibility is to respond to our customers' housing needs as expeditiously and efficiently as possible, consistent with sound management policies and procedures.
- Housing employees must have a positive, can-do attitude, tempered with common sense, patience, and compassion.
- We share a common goal with our customers: promotion of better housing programs. In pursuit of that goal, we must refuse to accept mediocrity, or to be overwhelmed or stymied by “bureaucracy.”

- As housing professionals, we all share the continuing responsibility to maintain and improve our professional skills.

SECTION 5. The Standards of Conduct of the Association shall be as follows:

All PHMA members pledge themselves as follows: "I pledge myself to:

- Provide and maintain the highest level of service to my customers.
- Never accept, directly or indirectly, money, favors, gratuities, entertainment or anything of value that might affect or be perceived as affecting my impartiality or influencing my housing management decisions.
- Comply with the principles and objectives of the PHMA as contained in its By-laws, Credo, Standards of Conduct, and Standards of Professionalism."

SECTION 6. The Standards of Professionalism of the Association shall be as follows:

All PHMA members, regardless of the position in which they are currently employed, must be committed to:

- Assuring individual and personal attention is given to each customer in the most efficient, effective, courteous and businesslike manner possible.
- Seeking to maintain harmonious relationships with all persons requesting housing assistance, occupants of housing, civilian contractors, private sector housing professionals, and fellow workers.
- Attempting to find, develop, and employ more efficient and economical ways of accomplishing housing tasks.
- Doing all within their power to ensure responsible, multi-year programs for all Government housing facilities to be built, maintained and managed to the highest standards, but no less than private sector new construction, standards.

ARTICLE III - MEMBERSHIP

SECTION 1. All members must agree to subscribe to the Credo, Standards of Conduct and Standards of Professionalism of the Association. Memberships are not transferable.

SECTION 2. Regular (voting) membership is open to all Federal, civilian or military, and private-sector employees who are or were involved in the profession of housing or lodging management.

SECTION 3. Regular Life (voting) membership is as defined at Section 2, and is for life.

SECTION 4. Associate (non-voting) membership is open to spouses of regular members and individuals who are not involved in housing but who desire to support the Association.

SECTION 5. Associate Life (non-voting) membership is as defined at Section 4, and is for life.

SECTION 6. Corporate Sustaining [Silver, Gold and Platinum] (voting) membership is open to any Federal organization, private company or agency, or individual, not eligible for regular membership, who desires to advance the professionalism of housing management. Membership is available to individuals, commands, activities, or offices. Membership by a senior command, parent company, etc., does not bestow membership on subordinate commands or companies. The Corporate Gold membership includes five individual memberships for corporate staff.

SECTION 7. Honorary (non-voting) membership may be granted by the Board of Directors of this Association to any individual and/or organization that contribute significantly to enhancing the goals or objectives of this Association.

SECTION 8. The initiation fee for all classes of membership other than Corporate Sustaining and Honorary shall be \$5.00. Initiation fees are paid only once, unless a member becomes delinquent, in which case a "renewal fee" of \$5.00 shall be charged to reinstate membership. Such fees may be waived by any member of the Board of Directors of this Association for special events such as membership drives, training seminars, or conferences.

SECTION 9. Membership includes an annual subscription to *Defense Communities* valued at \$25.00. The rate for a "non-member subscription" to *Defense Communities* is \$100.00 annually.

SECTION 10. Annual dues are as shown below in the first quarter column and shall be paid on a calendar year basis. Bills will be provided in October of each year. Payment is due on or before 1 January of each year.

SECTION 11. Any member whose dues are not paid by 31 March of each year will be dropped from membership until such time as a \$5.00 renewal fee and full calendar year dues are paid.

IF JOINING DURING:	1ST QTR	2ND QTR	3RD QTR	4TH QTR
	<i>Jan-Mar</i>	<i>Apr-Jun</i>	<i>Jul-Aug</i>	<i>Sep-Dec</i>
GS-5/BELOW*				
REGULAR (ANNUAL)	\$20.00	\$15.00	\$10.00	\$5.00
ALL OTHER REGULAR (ANNUAL)	\$30.00 (2 yrs \$50)	\$25.00	\$10.00	\$10.00
REGULAR (LIFE)	\$300.00	\$300.00	\$300.00	\$300.00
ASSOCIATE (ANNUAL)	\$20.00	\$10.00	\$10.00	\$5.00
ASSOCIATE (LIFE)	\$300.00	\$300.00	\$300.00	\$300.00
CORPORATE SUSTAINING (SILVER)	\$500	\$500	\$500	\$500
CORPORATE SUSTAINING (GOLD)	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
CORPORATE SUSTAINING (PLATINUM)	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
HONORARY	No Charge			
<i>* Including Alumni or Equivalent Grades</i>				

ARTICLE IV - OFFICIALS

SECTION I. There shall be a Board of Directors composed of 12 officials elected from the general membership of the organization, in addition to the President and the Executive Vice President. Five appointed Service Vice-Presidents, six appointed Regional Directors, and all elected Chapter Presidents shall serve as Associate Members of the Board of Directors. Regular board members and associate board members shall be referred to together as the Full Board of Directors.

SECTION 2. The 12 elected members of the Board of Directors shall be nominated by a nominating committee appointed by the President, and chaired by the Executive Vice-President, and be elected by the general membership by written ballot. The Nominating Committee, as possible, shall consist of members appointed by the President as follows: three regional directors, three chapter presidents, and two members-at-large. The Nominating Committee is responsible for: soliciting nominations from the general membership to serve on the Board of Directors; ensuring that nominated individuals will serve if elected; compiling biographical sketches of candidates; and publishing an election ballot, including biographical data, in *Defense Communities* at least 60 days prior to the election.

SECTION 3. The President, who shall also serve as Chairman of the Board, may be elected from the general membership, the Board of Directors, or may be recruited from outside the organization, in order to ensure rotation in Service background, expertise in housing, and ability to oversee this large and diverse Association. Whatever the venue of the nominated President, he/she must be elected by vote of the Full Board of Directors. When the elected President is not a sitting member of the Board of Directors at the time of election, the elected President shall become a Director by virtue of election to the office, and the elected Board shall increase by one for the next 2 years.

SECTION 4. The Executive Vice President shall be elected from the general membership or the Board of Directors. He/she shall, like the President, be elected by vote of the Full Board of Directors to a 2-year term. When the elected Executive Vice President is not a sitting member of the Board of Directors at the time of election, the elected Executive Vice President shall become a Director by virtue of election to the office, and the elected Board shall increase by one for the next 2 years.

SECTION 5. Each elected member of the Board of Directors, except for the President and Executive Vice President, will serve a 6-year term. Every 2 years, four members will be elected to 6-year terms. The President shall serve a 2-year term and is eligible to run for reelection. No director may serve (by election) more than 12 consecutive years on the (elected) Board of Directors.

SECTION 6. Every 2 years (from within their ranks), following the election of officers, the Directors will elect, by a simple majority vote, the following principal officers: Secretary, Comptroller, Director of Information, and Director of Chapter and Regional Operations. No Director shall be eligible to serve more than three consecutive terms (6 years) as the same principal officer. Any principal office is automatically opened when an incumbent is not re-elected or resigns from the Board. The President may fill the vacancy by appointment to serve out the term of office.

SECTION 7. Every 2 years, alternating with the election of International Officers, the President shall appoint Chairpersons of the following four Standing Committees: Awards, Membership, Plans and Programs, and Training. These Chairpersons shall be appointed from among the members of the Board of Directors.

SECTION 8. Every 2 years, coinciding with the election of international officers, a regional director from each of the six regions shall be appointed as an associate director to the Board of Directors by the Executive Council from among nominees provided by the Director of Chapter and Regional

Operations and the Region Chapter Presidents. Regional directors shall serve for a 2-year term and are eligible for reappointment.

SECTION 9. Every 2 years, coinciding with the election of international officers, a vice-president for each Service shall be appointed as an associate director to the Board of Directors by the Executive Council from among nominees provided to the Executive Council by the Board or the General Membership. Service vice-presidents shall serve for a 2-year term and are eligible for reappointment.

SECTION 10. In the case of resignation from the Board of a service vice-president, or regional director, such a vacancy may be filled by the President.

SECTION 11. Associate directors have all of the rights and privileges of director, except that they may neither be elected to principal office nor appointed as standing committee chairperson. They shall serve as associate directors for as long as they hold their elected/appointed positions, not to exceed 12 consecutive years.

SECTION 12. The Board may also appoint associate directors from time-to-time to carry out special functions, such as serving as Historian.

SECTION 13. The Executive Director and Deputy Executive Director, provided for in Article IX, shall be considered non-voting members of the Board.

ARTICLE V - GOVERNING BODIES

SECTION 1. All affairs of the Association shall be as managed by the Board of Directors. Membership on the Board is discussed in Article IV.

SECTION 2. Functions of the Board of Directors shall be to develop long-range policies and to carry out Association programs. Specific functions of the Board of Directors are discussed in Article VIII.

SECTION 3. The President, Executive Vice President, Secretary, Comptroller, Director of Information, and Director of Chapter and Regional Operations constitute the Executive Council, which conducts business during periods when the Board of Directors is not in session. Three members shall constitute a quorum. The Executive Council may not establish, set aside or modify policy set by the Board of Directors without the express written consent of the President who shall report any such action at the next meeting of the Board of Directors. The Executive Council is empowered to acquire, by contract or direct hire, an Executive Director to carry out the policies of the Association. The duties, tenure, and compensation for that position will be determined by the Executive Council. The Executive Director may hire other staff to carry out the various functions of the Association and set their compensation within the approved annual budget.

SECTION 4. A Regional Director may form a regional organization to carry out the functions of ARTICLE VII, Section 6. The Organization will be an intermediate organization between PHMA International, and local chapters within that Region. The Regional Director will form an organization with those positions, functions and persons that he determines are necessary to carry out the Organization's purpose.

ARTICLE VI - MEETINGS

SECTION 1. The Board of Directors shall select, and notify members of, the time, place, and date of each annual and special meeting of the members. Notice shall be given to the members of any annual or special meeting of the members not less than 10 or more than 60 days before the date of the meeting, except that notice of a members' meeting to act on an amendment of the Articles of Incorporation, a plan of merger, a proposed sale of assets pursuant to Virginia Code section 13.1-900 or the dissolution of the corporation shall be given not less than 25 or more than 60 days before the meeting. Notice shall be given only to members entitled to vote at the meeting for which notice is given. The notice for a special meeting shall state the purpose or purposes for which the meeting is called. The notice for an annual meeting does not need to state the purpose or purposes for which the meeting is called. The Board of Directors shall designate the record date for all meetings of the members, which date shall not be set earlier than 70 days before the scheduled date of the meeting. For a period of 10 days prior to each meeting of the members, a list of members and their addresses shall be available for any member to inspect at the corporate offices during regular business hours.

SECTION 2. The annual meeting of the Board of Directors shall be held at a time, date and place selected by the Board of Directors. Special meetings of the Board of Directors may be conducted, as appropriate. Such meetings may be called by any board member, the President, or any two principal officers, provided a minimum of 7 days notice is given.

SECTION 3. Any 10 directors/associate directors shall constitute a quorum for the purpose of conducting Board business. For the annual meetings of the Full Board of Directors, a minimum of 10 members will constitute a quorum.

SECTION 4. General membership meetings shall be held at least bi-annually, as scheduled by the Board of Directors. The time and place for these meetings will be published in *Defense Communities* at least 2 months prior to the meeting.

ARTICLE VII - LOCAL CHAPTERS

SECTION 1. This Association may have local chapters in each individual community in which the Secretary of the Association, under the authority of the Board of Directors, issues a charter. Each local chapter shall bear the name "Professional Housing Management Association, Local Chapter No."; each local chapter shall bear a number in order of seniority as to the date of organization. Requests for local chapter charters must include a listing of 10 or more regular members in good standing with the Association, or must include valid membership applications with appropriate fees for 10 regular memberships. All requests for local chapter charters will be submitted to the Regional Director for that Region accompanied by a charter fee of \$25.00. The Regional Director will forward the request to the Secretary.

SECTION 2. Local chapters will adopt their own constitution and by-laws, utilizing the standard Constitution and By-Laws provided by the Association, with appropriate local modifications. Local chapter by-laws may not conflict with the by-laws of the International Association. Local chapter officers shall serve for 2-year terms. Elections will be held to coincide with elections to the International Board of Directors of the Association (every 2 years).

SECTION 3. Local chapters will establish activities, which further the aims of PHMA and will report at least annually on their status and achievements, as required by the Board of Directors.

SECTION 4. No chapter will permit membership in their organization by an individual or organization who is not a member in good standing of this Association.

SECTION 5. Each chapter will pay annual dues to the Association in the amount of \$25.00. These will be due on 1 January each year. Any chapter not paid by 31 March of each year will receive a notice of arrearage and will have three months to pay their dues. If dues are not paid by 1 July, the Chapter Charter will be revoked. Reinstatement will be at the pleasure of the Board of Directors, upon submittal of an application for re-issuance and the sum of \$25.00 as a renewal fee in addition to the annual dues.

SECTION 6. The Board of Directors will assign local chapters to regions. Regional directors shall coordinate the affairs of the Association within their designated regions.

SECTION 7. Local chapter presidents shall, by virtue of their election to that office, be associate members of the Board of Directors.

ARTICLE VIII - FUNCTIONS AND DUTIES OF DIRECTORS

SECTION 1. The Board of Directors shall:

- Carry out the objectives of the Association.
- Develop overall program planning to include specific annual goals, special programs, and functions.
- Conduct conferences and training, as necessary.
- Oversee and direct recruitment.
- Convene the Board of Directors as necessary, or upon written request of 10 percent of the regular membership.
- Review and adjudicate any disciplinary matters, which may arise.
- Review and adopt an annual operating budget for the Association.
- Take such other administrative actions as deemed in the best interest of the Association.

SECTION 2. The President, who also serves as Chairman of the Board, shall function as the Chief Executive Officer (CEO) of the Association, and shall exercise supervision over the affairs of the Association, subject to review of the Board of Directors. He/she shall represent the Association to senior Service and Department of Defense officials, members of Congress, and community officials. The President is responsible for working with the Board to create and implement policies, goals, and objectives of the Association. The President is also responsible for an annual evaluation of the achievement of the goals and objectives.

SECTION 3. The Executive Vice-President shall be the parliamentarian of the Association; shall be responsible for the currency and accuracy of the by-laws; shall act for, and serve in the absence of the President, as required. He/she shall chair the Nominating Committee. As requested by the President, duties include review of committee and officer actions and programs, providing assistance to Board members on questions of policy, and annual evaluation of the achievement of the goals and objectives of the Association.

SECTION 4. The Secretary shall:

- Issue charters for local chapters.
- Solicit input for, develop and issue meeting agendas for the Executive Council and Board meetings.
- Have custody and properly maintain official files and documents, with the exception of financial records.
- Conduct Association correspondence pertaining to that office.
- Conduct other business of the Association under the general policies of the Board of Directors.
- Be responsible for securing transcripts or minutes of all meetings of the Board of Directors or the Association.

- Receive ballots from all international elections or votes of the Association membership and certify to the President the results thereof. In the case of elections to the Board of Directors, insure a vote tabulation which results in maintaining a minimum of two (2) members of each Service (Air Force, Army, Marine Corps, and Navy) as members of the Board.

SECTION 5. The Comptroller shall:

- Be responsible for oversight of official financial files prepared and maintained by the Executive Director, including related documents of the Association and required IRS reports.
- Be responsible and establish rules and regulations for receipt and disbursement of Association funds by the Executive Director in the name of the Association.
- Direct the preparation of an annual financial report of the Association by the Executive Director, and after review, submit it to the Board of Directors and the Membership.
- Direct the solicitation of budgetary requirements from all members of the Board of Directors and employees of the Association.
- Direct the preparation of a 2-year budget request by the Executive Director, and, after review, submit it for approval by the Board of Directors.
- Direct the preparation of interim financial reports as may be required throughout the year and, after review, submit them to the Executive Council.
- Be responsible for appropriate audit and review of the entire financial process.

SECTION 6. The Director of Information shall:

- Be responsible for directing policy relating to publication and printing of the Association's official publication (*Defense Communities*) and all other publications and printing requirements authorized by the Board of Directors.
- Be responsible for assessing the content and value of *Defense Communities*, and recommending that views of the Association are known to appropriate organizations, changes or modifications in its operations.
- Be responsible for ensuring agencies or individuals, including membership is kept advised of the actions of the Board and/or the Association.
- Be responsible for issuing press releases, directing the inclusion of the selected articles for *Defense Communities*, maintaining liaison with all Committees and Principal Officers, and writing speeches and/or providing material for Board members to use when they visit Chapters and/or other associations or groups.

SECTION 7. The Director of Chapter and Regional Operations shall:

- Be responsible for overseeing the operations of all Regions and Chapters of PHMA.
- Annually, review the status of chapters and regions based on their performance throughout the year, and report to the Board of Directors those chapters and regions, which require assistance, or recognition for their accomplishments.

- Establish programs for chapters and regions to carry out during the year and provide assistance, as requested by individual chapters or regions.
- Approve, on behalf of the Board of Directors, requests for the establishment of new chapters.
- Be responsible for the provision of training to new chapter officers, and refresher training for other chapter officers, annually, at the Professional Development Seminar.

ARTICLE IX – THE EXECUTIVE DIRECTOR and DEPUTY EXECUTIVE DIRECTOR

The Executive Director shall be tasked by the Association as the individual responsible to the Board of Directors for operation of the Association. The Executive Director shall:

- Be responsible for the administrative and business operations of the Association, subject to review by the Executive Council.
- Report to the President, but also receive operational/working guidance from the Executive Vice President.
- Maintain a close working relationship with the Executive Council and regularly contact Board members.
- Contract for all functions and positions required to carry out the administrative, financial, and training requirements of the Association.
- Determine the most reasonable and cost effective way to translate PHMA goals into products and services.
- Be specifically authorized to execute contracts and other legal documents on behalf of the Association, specifically including, but not limited to: annual income tax returns; annual state corporate reports; annual business tax forms; insurance policies for the association; convention center contracts; hotel contracts; and corporate bank accounts.
- Be responsible for creating, maintaining, and annually reviewing the Association's program of scholarships. Duties include actual selection of scholarships on an annual basis, securing and presenting awards, and ensuring the integrity of the selection process.
- Be authorized to update the Operating Manual to reflect the most current operating procedures of the Association. The Operating Manual shall be reviewed annually and changes provided to the Full Board of Directors for comments and/or concurrence within 5 days of receipt of the proposed changes. No response assumes concurrence.

The Deputy Executive Director shall:

- Act for the Executive Director in his/her absence.
- Report to the Executive Director.
- Receive operational/working guidance from the Executive Director.
- Attend Board Meetings and Executive Council Meetings as a non-voting member.
- Oversee the Certification/Training Program
- Oversee the Association Website.
- Develop and maintain good working relationships with the Chapters.

ARTICLE X - APPOINTED DIRECTORS

SECTION 1. The Service Vice-Presidents shall:

- Conduct organizational work within their Service.
- Be a contact between their Service leadership, membership, and the Board of Directors.
- Advise and assist in matters of policies and procedures affecting their Service.
- Ensure senior military and civilian personnel within their respective Services are familiar with the objectives, goals and achievements of PHMA.
- Inform PHMA of respective Service events at which the Association should be represented to familiarize Service personnel with Association objectives.
- Coordinate within their Service leadership a "state of the union" address at the annual seminar on key housing issues within their Service

SECTION 2. The Regional Directors shall:

- Meet semi-annually with, and correspond regularly with, the Director of Chapter and Regional Operations.
- Attend chapter meetings throughout the year and communicate regularly with chapter presidents and others where geographic separation makes regular attendance infeasible.
- Work with chapters to develop successful programs for meetings and special events and share the same with other regions.
- Ensure internal communications and board activities are regularly provided to chapters to maintain a good communication flow.
- Ensure chapter activities are publicized and provided to *Defense Communities*, as well as to appropriate PHMA newsletters, etc.
- Develop award and other programs within the Region and encourage nominations to both regional and international levels.
- Work with other directors in their respective areas to strengthen regional and chapter operations.
- Work with chapters and International to ensure prompt payment of annual chapter dues.

SECTION 3. The Standing Committee Chairpersons and their Committees shall:

- **Awards.** Be responsible for creating, maintaining, and annually reviewing the Association's program of awards. Duties include actual selection for awards on an annual basis, securing and presenting awards, and ensuring the integrity of the selection process.
- **Membership.** Be responsible for all membership drives, including renewals, new members and new chapters. Duties include specific reviews of status, reasons why old members do not renew, and specific recommendations to the Board on how, when and where to hold membership events.

- **Plans & Programs.** Be responsible for coordinating with other directors in developing short- and long-range programs to support Association objectives; recommending programs to the Executive Council for consideration, approval and implementation; and conducting annual reviews of Association objectives, policies, training programs, award programs and scholarship programs to evaluate effectiveness in supporting Association goals. Duties include an annual report to the Executive Council.
- **Training.** Be responsible for representing the views of the membership on the need for training courses planned for sponsorship by PHMA; responsible for maintaining direct liaison with the respective Service housing schools and training efforts to ensure PHMA optimizes training opportunities between the Services and avoids duplication of effort in training sponsored by the Association. Responsible for ensuring the training sponsored by PHMA is consistent with individual career development strategies, needs of the Services, and needs of the Membership.

ARTICLE XI - REVENUES

SECTION 1. Revenues shall be received by the Executive Director or the Deputy Executive Director in such a manner as approved by the Board of Directors and may include initiation and renewal fees, dues, assessments, and income derived from the sale of products, from payment for services provided, and from fees charged for programs sponsored by the Association.

SECTION 2. Fees, dues, and assessments may be levied to the membership in the amounts set forth in the By-laws. All funds of the Association shall be deposited in a federally insured depository.

SECTION 3. The Board of Directors may levy special assessments upon regular members. Such action will be taken only when, within the judgment of the Board, these assessments are reasonable and necessary to intensify or carry on the objectives of the Association. However, in no event shall there be more than two assessments levied during any 12-month period; and no assessment shall be in an amount higher than \$10.00.

SECTION 4. The *Executive Director*, under the general direction of the Board of Directors, and Comptroller shall direct disbursements.

SECTION 5. The financial accounts of the Association shall be reviewed, bi-annually by a member of the Board of Directors, other than the Comptroller, as appointed by the President. At least every 6 years, the financial policies and procedures of the Association shall be reviewed, as necessary, by an independent Certified Public Accountant or Agency.

ARTICLE XII - GENERAL

SECTION 1. There shall be one vote for each voting member. Voting members are defined as regular and sustaining corporate members. No regular member shall be entitled to vote unless all fees, dues, and assessments are paid and current at time of voting. Proxy voting shall not be permitted at any general membership meeting or election.

SECTION 2. Proxy voting shall be permitted at any Board of Directors or other meeting of any subgroup of the directors or officers. Proxies shall be effective when received by the Secretary of the Association and may be revoked only by the receipt of notice of revocation to the Secretary of the Association. The death or incapacity of any member of the Board of Directors shall not affect the validity of the proxy until the Secretary of the Association is notified of the death or incapacity. Proxy voting at local chapter meetings, other than at elections, may be accepted if such action is justified to and approved by the Regional Director.

SECTION 3. The Board of Directors is hereby empowered to change, add, or delete any of the foregoing sections of these By-laws when such changes, additions, or deletions are considered in the best interests for the operation and management of the Association.

SECTION 4. Changes proposed by Membership. Changes proposed by a minimum of 10 percent of the voting membership must be considered by the Board of Directors within 30 days of the receipt of the proposed change, addition, or deletion bearing the signatures of the petitioning members. Such petition for change, addition or deletion shall be submitted to the Association Secretary. The Secretary shall forward the petition to the Board of Directors for their consideration and shall publish the results of the Board's action in the first subsequent publication of the Association.

SECTION 5. This Association may affiliate with, or accept affiliation of, other organizations with a common interest, as approved by the Board of Directors.

SECTION 6. The Association is authorized to conduct such programs of insurance as may be approved by the Board of Directors.

SECTION 7. These By-laws may be amended by a simple majority of the Full Board of Directors voting on the proposed amendment(s).

SECTION 8. The voting upon any proposed amendment shall be conducted by the Secretary. The Secretary shall report the result of such votes in the next issue of the Association's official publication (*Defense Communities*). The Secretary shall then publish the revised By-laws and make distribution to the Board of Directors at the next annual meeting.

SECTION 9. In the event of a tie vote of the Board of Directors, the Chairman of the Board shall cast the deciding vote. The Chairman may also vote to make a tie vote.

**PROFESSIONAL
HOUSING
MANAGEMENT
ASSOCIATION**



SECTION 10. This Association and its Chapters will use Robert's Rules of Order in the conduct of all business, provided there is no conflict with this Document, which takes precedence.

SECTION 11. “Services” as used in the By-laws include the United States Coast Guard.

I THE ASSOCIATION

1. HISTORICAL OVERVIEW:

1973

The Association was founded in 1973 as the International Association of Professional Housing Management (IAPHM), with 163 Charter Members (see Defense Communities July/August 1993 article “An Association Is Born” and July/August 1998 article “PHMA Through the Years: Yesterday, Today, and Tomorrow”). It was conceptualized in the early morning hours in a hotel room in Atlanta, GA in May where a Joint Service Housing Referral Conference was being held. The co-founders were Billyray Ring, Bob Boyett, Neal Brown and Walter T. Giles. Brig. Gen. Walter T. “Deke” Giles, USA Retired, was elected President, Bob Boyett Executive Vice President, Neal Brown, Vice President and Billyray Ring Secretary/Treasurer. Also, Billyray E. Ring became Chairman of the Board of Directors and served in that position from 1973 to 1984, at which time he became ‘Chairman Emeritus’. The organization was chartered on July 1st.

The first IAPHM newsletter was know by its association name and was printed in October; Mike Shires was the editor.

The first IAPHM Award winners were: Housing Management Officer of the Year, Catherine K. Miller, Norfolk, VA; Housing Project Manager of the Year, Mr. Joe D. Russo, Sigonella, Sicily, Italy; Outstanding Achievement and Professionalism, Billyray E. Ring, Pensacola, FL; Housing Referral Officer of the Year, Jeannette Lowe, Pascagoula, MS.

The charter members were:

John W. Allen	Deke Giles	Barbara A. Olsen
Dewaine K. Andersen	Wayne C. Goff	Fannie J. O’Neal
Marvin L. Bailey	Manuel Gomez	Rose D. Palzer
Mary S. Bailey	Eileen F. Grene	John B. Parker
James L. Baker	Robert E Hannume	Jean M. Patton
Iva M. Beard	Bette Henslee	Marcus A. Petterson
Joyce Beasley	James B Hester	Cornelius P. Pikey
Awilda Belew	Beverly Hodge	Bernard J. Quinn
Bob Bell	Robert C. Holes	Ronald C. Raduechel
William V. Bennett	James T. Horan	M. A. Ricketta
John Bernstein	Ann K. Hutter	Billyray E. Ring
William Billings, Sr.	Naomi Jarmen	Luther A. Robertson
Ray Bowen	J. B. Johnson	Dewey L. Rorie
Sally Bowers	Dean Jones	Donald E. Rose
Ron Bowersox	Steve Joyce	Paul M. Rozzero
John Bowman	Ray J. Juray	Joe Russo
Bob Boyette	Norma P. Kahn	James J. Sammon

**PROFESSIONAL
HOUSING
MANAGEMENT
ASSOCIATION**



Clarence Bozeman
Dennis C. Braaten
A. L. Bradley
Ray Brantley
Allen A. Broadhead
Larry Brooks
Waddell Brooks
Neal Brown
Russ Bucca
Richard Burgess
Edward J. Casey
Richard Cates
Irene Chang
Ernest Cribb
Robert Cogbill
Lavonna Creeden
Rudolph J. Czoka
Ernest T. D'Ambrosio
William M. Davis
R. A. Davis
Barbara Davidson
D. Denman
Walt Dodgers
Stanley P. Domeier
Mike Dominick
Juliet Drew
Eugene DuBois
Phillip Dunmire
Jim Dunson
Teresa Durbin
Nita K. Evans
Calvin J. Fallgatter
Kenneth Fehring
Rosemary Ferguson
"Bo" Floyd
Henry T. Fortner
Alice Garvin
Vera Gilbert

June Karling
Ralph Kemp
Virginia M. Kennedy
Mary Kidd
Monica Kimzey
Mary Kirkman
R. Dean Lamm
Harvey E. Landis
Charles F. Lange
Evelyn J. Lange
Alton D. Lanier
Marjorie B. Lightner
Cecil W. Lockwood
Jeanette R. Lowe
John E. Maxwell, Jr.
Mills B. McAfee
Denis P. McDaid
George F. McKimmie
Anna A. McMillan
Karl R. Meadows
Dolores A. Meier
St. Julian Melchers
Margaret G. Merle
James P. Millican
Catherine Miller
James B. Moore
Robert S. Moore
Richard J. Morrage
Thomas P. Morrison
Grady Motley
Vernon K. Mullen
Holger W. Munson
Len Nash
Grover Nix
Sam Noory
Mary E. Oakman
David L. Oehlsen
William P. O'Leary

Charles F. Saunders
Albert Schihara
Jacob S. Schneider
R. W. Sharpley
Joe W. Sherman, Jr.
Opal C. Sherrill
Mike Shires
Annie L. Smith
James E. Stead
George Stubblefield
Averial L. "Bud" Stark
Donna J. Stone
Dale Stoy
Michael J. Sullivan, Jr.
M. D. Summerford
George Susewind
Dorothy Swanson
Virginia Terreson
David E. Thompkins
Elizabeth A. Thompson
Derrith M. Tichenor
George F. Townsend
Bilie J. Trant
Franklin H. Underhill
Richar W. Vogel
Irene Weaver
Ray Wells
Grady L. White
Sam Whitehurst
Paul E. Whitman
Harriette Ann Wilder
E. A. Wilkerson
Pearl Lew Wong
Saul Wynshaw
Joyce K. U. Yushioka
Elmer Zartman

1974

The first election ballot was mailed to members. The newsletter became IAPHM “Newscaster”. Award Winners were: Housing Management Officer, Cecil W. Lockwood, Army, Lawton, OK; Housing Project Manager, Aerial L. (Bud) Stark, Sr., Navy, Norfolk, VA; Housing Referral Officer Specialist, Barbara A. Olson, Air Force, Wichita Falls, TX.

1975

IAPHM recognized by all branches of the service. David E. Tompkins, Army, became President. Award Winners were: Housing Management Officer, Walter H. Dodgers, Navy, Pensacola, FL; Housing Project Manager, Ann K. Hutter, Marine Corps, Oceanside, CA; Housing Referral Officer Specialist, Mary Jo McCann, Air Force, Rantoul, IL; Recruiter of the Year, Julius A. Zeigler, Navy, Pensacola, FL.

1976

Association’s name changed to Professional Housing Management Association (PHMA). The Constitution and By-Laws ratified and accepted by the membership, establishing four categories of membership: regular, associate, supporting and alumni. Membership reached 400. Newsletter was changed to “Profiles” and “ProNotes”. Award Winner was: Outstanding Achievement and Professionalism, David E. Tompkins, Housing Officer for Army Health Services Command.

1977

Arthur St. John, Marine Corps, became President. Second Annual Summit Meeting held January 17-19 in Norfolk, VA.

1978

Publication Office relocated from Pensacola, FL to Charleston, SC with Walter Dodgers as Publications Director. Award Winners were: Housing Management Officer, Eleanor R. Linder, Air Force, Tyndall Air Force Base, Panama City, FL; Housing Project Manager, Awilda G. Belew, Navy, NAS Whiting Field, Milton, FL; Housing Referral Officer Specialist, Yvonne Spring, Navy, Naval Station, Charleston, SC.

1979

Dean Jones, Navy/Air Force, became President. First Chapter formed in Charleston SC with 26 members, Chapter One with Mike Shires as the charter president. Newsletter published as ProNotes; Profiles abandoned. First Coast Guard member joined. Membership reached 500. Third Annual PHMA Executive Conference held July 10-12 in Charleston, SC with Rear Adm. D. P. Hall, Commandant, Sixth Naval District as keynote speaker.

Office of Personnel Management asks PHMA to review proposed 1173 series standards. PHMA response reflects concern with attempts to include HRO positions in the 301 series and adamant position that all HRO positions must be part of 1173.

Award Winners were: Housing Management Officer, Horace A. Brissette, Army, HQ, ALMC, Ft. Lee, VA; Housing Project Manager, Andre M. Chapelle, Army, NATO/SHAPE, Support Group, European Theater; Housing Referral Officer Specialist, David Preston, Air Force Sheppard AFB, TX; Recruiter of the Year, Pat Coleman, Army, Ft. Bragg, NC.

1980

Fourth Annual Executive Conference held July 28-29 in Charleston AFB, SC. Office of Secretary/Treasurer divided into two positions. Changes to By-Laws placed 12 elected members on the PHMA Board. Membership reached 600.

Five Chapters formed:

- 1 Charleston, SC
- 2 Tidewater, Norfolk, VA
- 3 Tarheel, Fayetteville, NC
- 4 St. Louis Arch, Scott AFB, IL
- 5 Capital, Washington, DC

Award Winner were: Outstanding Achievement and Professionalism, H. Dean Jones, Air Force, Scott AFB, IL; Housing Management Officer, Elijah Wilkerson, Army, HQ 21st SUPCOM, Germany; Housing Project Manager, Harry E. Siegrist, Air Force, Charleston Air Force Base, SC; Housing Referral Officer Specialist, Paul E. Whitman, Marine Corps, USMC Camp Pendleton, CA; Recruiter of the Year, Jimmie D. Flanagan, Coast Guard, Huntington Beach, CA.

1981

The Kaiserslautern/Ramstein, Germany Chapter No. 6 became the first overseas Chapter. Fifth Executive Council Conference held in Washington, DC 2-4 November. "Billeting Officer of the Year" added to award categories.

Award Winners were: Outstanding Achievement and Professionalism, Walter H. Dodgers, Army, Germany; Housing Management Officer, Brian K. Fawn, Army, Europe; Housing Project Manager, Joseph J. Pastucha, Navy, NAS Pensacola, FL; Housing Referral Officer Specialist, Karol P. Mijal, Jr.,

Air Force, Luke AFB, AZ; Billeting Officer, Capt. Shirley W. Patterson, Air Force, Scott AFB, IL, (first military to receive a PHMA Award).

1982

Louis Binick, Army, became President. Membership reached 769. Annual dues increased to \$20. Sixth Executive Council Conference was held November 1-4 in Springfield, VA.

Award Winners were: Outstanding Achievement and Professionalism, Louis Binick, Army, Washington, DC; Housing Employee of the Year, Giesla E. Freitag, Local National, Army, Germany; Housing Management Officer, Robert H. Rossander, Air Force, Langley AFB, VA; Housing Project Manager, Hubie E. Mims, Army, Germany; Housing Referral Officer Specialist, Betty J. Hagan, Air Force, Bergstrom AFB, TX; Billeting Officer, John N. Middlemas, Army, Germany.

1983

First PHMA Chapter sponsored training workshop held at Travis AFB, CA; sponsored by Northwest Cascade Chapter Number 10. Featured speaker Brig. Gen. Louis Buehl, HQ US Marine Corps. First general membership directory published. Seventh Executive Council meeting held in Washington, DC 1-3 November. Membership reached 792.

Award Winners were: Most Outstanding Housing Professional, Lee Harris, Army, Germany; Most Outstanding Achievement for PHMA, Sharon L. Bonar, Navy, NAS Whidbey Island, WA; Housing Management **Officer**, Frank H. Barton, Navy, Pearl Harbor, HI; **Housing Project Manager**, Melvin L. Weiss, Jr., Army, HI.

1984

Jon Moore, Navy, became President and Chairman of The Board. Billyray Ring elevated to "Chairman Emeritus". President assigned tasks for 14 areas of concern to PHMA members. First worldwide PHMA Annual Training Conference held in St. Louis, MO, January 17-19. Hosted by Chapter 4, St. Louis Arch. Attendance was 73 with 11 guests/speakers.

Board established PHMA Scholarship Fund with a goal of \$10,000 to be placed in an interest bearing account. Plans set to award first \$1,000 scholarship in 1987 to dependant of PHMA member pursuing a college level education. Board established four regions: European, Eastern U.S., Western U.S., Hawaii and West Pacific. Chapter chartering kits developed. Constitution and By-Laws changed to allow Chapters to be formed with "10 members in good standing or applications for same." Board votes to sell advertisement in ProNotes and convert to a magazine format. Membership reached 1,000. PHMA letterhead stationery and envelopes were made available to members. Blue Logo was added to ProNotes. Chapters numbered 15 (9 U.S. and 6 overseas). Eighth Executive Council meeting held Charleston SC, 4-8 June.

Award Winners were: Founder's Award, Lee Harris, Army, Germany; Deke Giles Award, Bette Henslee, Navy, Charleston, SC; Housing Management Officer, Dieter Seidel, (local national) Army, Germany; Outstanding Director of Housing, Josephine Wills, Air Force, Plattsburg AFB, NY and Charles Van Dam, Air Force, Holoman AFB, NM; Housing Project Manager, Sharon L. Bonar, Navy, NAS Whidbey Island, WA; Housing Referral Officer Specialist, Kathleen Halavik, Navy, Newport, RI; Billeting Officer, Gary Marte, Marine Corps, Camp Pendleton, CA; Outstanding Local Chapter Officer, Joe Edmond, Air Force, Scott AFB, IL.

1985

Second Worldwide PHMA Training Conference (Theme: *In Search of Excellence*) held February 11-15 in Williamsburg, VA; 380 attendees and 12 vendors. Conference received DoD endorsement from Robert A. Stone, Deputy Assistant Secretary of Defense (Installations). Keynote speaker the Honorable Dr. Lawrence J. Korb, Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics). Mr. Robert Stone featured speaker. U.S. Senator Robert C. Byrd (D-WVA) banquet speaker.

Alfred G. Almeida hired as first PHMA Administrator. PHMA became automated. Headquarters address established as P.O. Box 10352, Alexandria, VA. ProNotes begins accepting personal and business ads. Membership reached 1,416.

Award Winners were: Housing Management Officer, Moses L. Meadows, Navy, Norfolk, VA; Outstanding Director of Housing, Michael J. Haze, Army, Germany; Housing Project Manager, Suzanne G. Edge, Army, Ft. Bragg, NC; Housing Referral Officer Specialist, Rosemary M. Lowe, Air Force, Bergstrom AFB, TX; Billeting Officer, Thomas J. Lowery, Air Force, Wright-Patterson AFB, OH; Outstanding Local Chapter Officer, William C. Bullard, Army, Ft. Bragg, NC.

1986

Constitution and By-Laws modified to include Director of Publications as member of Executive Council. PHMA Scholarship fund tops \$10,000 goal. First \$1,000 scholarship awarded to Oralee K. Ekberg, daughter of Eldon L. Ekberg. First ad appeared in ProNotes.

Lt. Gen. E. R. Heiberg, III, USA became the first Chief of Engineers to become a member of PHMA and the highest, ranking officer member. Maj. Gen. Scott B. Smith, USA very active as European Regional Director.

Newly formed Chesapeake Bay Chapter 31 signed up PHMA's 1800th member, MS Olga Perkins working at Aberdeen Proving Grounds.

First European PHMA Training Seminar held at Berchtesgarden, West Germany, November 12-14. Guest speakers included Lt.Gen. Thomas D. Ayes, Deputy Comdr. in Chief, US Army Europe & 7th Armory in Heidelberg, West Germany; Brig. Gen. John R. Harty, Director of Engineering and Services, DCS HQ U.S. Air Force in Europe, Ramstein AB, West Germany.

Award Winners were: Founder's Award, Jon R. Moore, Navy, Alexandria, VA; Deke Giles Award, Maj. Gen. Scott B. Smith, Army, Germany; Housing Management Officer, CMS Donald M. Johnson, Air Force, Randolph AFB, TX; Outstanding Director of Housing, Gwen Knueven, Navy, NDW,

Washington, DC; Housing Project Manager, Betty J. Williams, Air Force, Luke AFB, AZ; Housing Referral Officer Specialist, Theodore E. Caruso, Air Force, Aviano AFB, Italy; Billeting Officer, Ingeborg Schaller, Army, Grafenwoehr, Germany and Donald G. Sapp, Air Force, Lowry AFB, CO; Outstanding Local Chapter Officer, Sami A. K. Odeetalla, Army, Stuttgart, Germany; Fannie J. O'Neal Award, Jon R. Moore, Navy, Washington, DC; Recruiter of the Year, Charles E. Straley, Navy, Jacksonville, FL; Greatest Contributions to ProNotes by a Member During 1986, Fannie J. O'Neal; Sustained Service to ProNotes, 1986, Bette Henslee; Scholarship, Oralee L. Ekberg, \$1,000.

1987

George C. Onderdonk, Marine Corps/Navy, became President. Third Worldwide Training Seminar, (theme: "Excellence – The Search Continues") held January 26-30 in Williamsburg, Virginia with over 800 in attendance and 30 vendors. Noted speakers: Rep. Pat Schroeder (D-CO) member of the Armed Services Committee; Dr. Lawrence J. Korb, Dean of the Graduate School of Public and International Affairs at the University of Pittsburgh; Maj. Gen. Robert J. Dacey, Army Assistant Chief of Engineers; Brig. Gen. Joseph A. Ahearn, Air Force Deputy Director of Engineering and Housing Services; Rear Adm. Paul Reason, Commander, Naval Base Seattle, WA. The first "Activity Fair" chaired by Bette W. Henslee was held. The Military Club & Hospitality Magazine covered Seminar in their magazine issue.

ProNotes publishing moved to Washington, DC with Fannie O'Neal as editor. ProNotes becomes a magazine with color added and first issue had two paid advertisements with Nancy Wilkerson as editor. First full page ad was "Fresh Appeal Ltd." Jennie Hibbert became the new PHMA Administrator, in September. Attorney hired to incorporate PHMA under Virginia law. Professional audit of financial records completed. Contractor hired to handle Williamsburg 89 Trade Show. Constitution and By-Laws changed to have Chapter Officers' terms extended to two years to coincide with new International elections. Membership exceeded 2000.

Chapter 9 received in behalf of PHMA the largest single donation to the Scholarship Fund of \$1500 from W. D. "Bill" Humphrey, VP & Division General Manager for EBSCO Industries, Inc.

Award Winners were: Deke Giles Award, Robert Rossander, Air Force, Germany; Housing Management Officer, June Stockli, Air Force, Germany; Outstanding Director of Housing, Biagio (Ben) Saletto (posthumously), Army, HI; Housing Project Manager, Brenda Sue Robinson, Air Force, Germany; Housing Referral Officer Specialist, Clara Ishii, Army, HI; Billeting Officer, William Bullard, Army, Ft. Bragg, NC; Fannie J. O'Neal Award, Karen Kubel; Scholarship, Elizabeth Barney, \$1,000.

1988

Executive Council signs official document requesting the Commonwealth of Virginia to incorporate PHMA. Virginia law firm is retained as PHMA's "registered agent." Changes made to the Constitution and By-Laws to include the incorporation with the Commonwealth of Virginia. Chapter Officer Training (COTS) developed. *ProNotes* became *Defense Housing* and to be published bimonthly. Long range planning committee established. PHMA up to 40 Chapters.

Second European Training held Bad Kissingen, W. Germany May 24-27 with 300 attendees.

Award Winners were: Deke Giles Award, H. Dean Jones, Army, Ft. Belvoir, VA; Housing Management Officer, Rossie Payne, Marine Corps, Washington, DC; Outstanding Director of Housing, Hal Wise, Marine Corps, El Toro, CA; Housing Project Manager, Ruffin Rhodes, Air Force, Bergstrom AFB, TX; Housing Referral Officer Specialist, Johann Huemer, Army, Germany; Billeting Officer, Sammie Irby, Marine Corps, Beaufort, SC; Outstanding Local Chapter Officer, Kenneth Day, Army, Ft. Bragg, NC; Fannie J. O'Neal Award, Judy Seymour, Bergstrom AFB, TX; Scholarships, Michele Culp, \$1,000; Amanda Perrygo, \$1,000.

1989

A. Wilkerson, Army, became President. Fourth Training Seminar held in Williamsburg, VA January 23-27 with 875 attendees and 60 vendors participating. Theme was: "Training – Key to Success". Distinguished speakers were: Congressional Representative Beverly Byron; Dr. Robert S. Wood, Dean of Center for Naval Warfare Studies; Robert Stone, Deputy Assistant Secretary of Defense for Installations; Vice Admiral J.M. Boorda, Chief of Naval Personnel/Deputy CNO (Manpower, Personnel & Training); Maj. Gen. Peter J. Offringa, Assistant Chief of Engineers, Office of the Chief of Engineers, Air Force; Brig. Gen. Michael Downs, Director, Facilities & Services Division, Installation & Logistics Department, HQ Marine Corps; Richard Johnson, Professor of Management, AF School of Civil Engineering; Dr. Robert F. Delaney, President of RFD Group – Lobbyist. First Chapter Officer Training (COTS) conducted as part of the Seminar. "Washington Wrap" by Robert Delaney added to Defense Housing. A resource video library established by PHMA Administrator. Life membership approved for alumni members at \$30. By-Laws modified to allow restructuring of Board Officer Billets. Membership reached 2000.

Award Winners were: Founder's Award, Bette Henslee, Navy, Retired, Charleston, SC; Housing Management Officer, Betty L. Bates, Navy, Norfolk, VA; Outstanding Director of Housing, Ronald J. Stuard, USMCA, Germany; Housing Project Manager, Verna Flahive, Air Force, Germany; Housing Referral Officer Specialist, Joyce P. Godfrey, Army, Ft. McPherson, GA; Billeting Officer, Susannah M. Howard, Air Force, Shaw AFB, SC; Scholarships, Jeffrey L. West, \$1,500; Kathleen M. Lonigan, \$1,000.

1990

European Training Seminar held February 5-9 in Wuerzburg, West Germany. Col. Thomas N. Goode, USAF (Senior Vice President) became first military member to serve on Board. PHMA up to 47 Chapters.

Award Winners were: Founder's Award, Robert & Letha Rossander, Air Force, Europe; Deke Giles Award, Sharon L. Bonar, Army, Washington, DC; Housing Management Officer, David A. Falls, Navy, Philadelphia, PA; Outstanding Director of Housing, Rebecca Wood, Navy, NS Mayport, FL and Shelby Appleby, Marine Corps, Beaufort, SC and Edward H. Thiessen, Army, Ft. Sill, OK and Jerry W. Berry, Air Force, Germany; Housing Project Manager, Lillian M. Botos, Army, Kwajalein, Republic of the Marshall Islands; Housing Referral Officer Specialist, Norma J. Crosby, Air Force,

Shaw AFB, SC; Billeting Officer, Sandra J. Evans, Army, Ft. Riley, KS; Outstanding Local Chapter Officer, Alvin Sherman, Army, Ft. Campbell, KY; Fannie J. O'Neal Award, Kathy Camp, OSD, Washington, DC and Edward Nidever, OSD, Washington DC; Marion "Mike" Shires Award for Chapter/Region Contribution to Defense Housing, Peachtree Chapter, Ft. McPherson, GA.

1991

Col. Thomas N. Goode, Air Force, became President and the first military to do so. Fifth Training Seminar held in Williamsburg, VA January 27 - February 1 with over 1,000 attendees and 100 Trade Show booths. Theme was: "Quality Communities of the Future". Opening ceremony speaker Philip Crosby (Author – "Quality is Free"). Other speakers: Col. Edward Hubbard, USAF (Ret), CEO of Positive Vectors Inc.; J. Daniel Howard, Under Secretary of the Navy; Rear Adm. David E. Bottorff, Civil Engineer Corps, US Navy; the Hon. Susan Livingstone, Assistant Secretary of the Army (Installations, Logistics and Environment); Lt. Gen. Henry J. Hatch, Chief of Engineers and Commander, U.S. Army Corps of Engineers; Maj. Gen. Peter J. Offringa, Assistant Chief of Engineers, Pentagon, Washington, DC; Maj. Gen. Joseph A. Ahearn, Air Force Director Engineering and Services, Office of the Deputy Chief of Staff for Logistics and Engineering, HQ U.S. Air Force, Washington, DC; Dr. Jerry B. Harvey, Professor of Management Science, George Mason University; Dr. Robert S. Wood, Dean of Center for Naval Warfare Studies (master of ceremonies).

By-Laws changed to extend regular (voting) membership to all managers of residence properties. Executive Council approved the addition of Regional Directors. Sharon Bonar became Editor of *Defense Housing*. Stratton Publishing and Marketing begins publishing *Defense Housing*. Jon Moore officially became Business Manager as an unpaid volunteer and resigned from Board.

Award Winners were: Housing Management Officer, Gail Proffitt, Navy, Norfolk, VA; Outstanding Director of Housing, Sandra Houser-Reynolds, Air Force, Whiteman AFB, MO; Housing Project Manager, Charles R. Williams, Army, Ft. Riley, KS; Housing Referral Officer Specialist, Joanna Marie McGuirk, Army, HI; Billeting Officer, Capt. Mark J. Tharp, Air Force, Germany; Outstanding Local Chapter Officer, Nancy Houck, Navy, Norfolk, VA; Scholarships, Joanne Jones, \$1,500; Robert D. Randall, \$1,000.

1992

First PHMA Professional Development Workshop held March 10-12 in Colorado Springs, CO. Theme – "Maintaining Quality Communities in the 1990s". Over 1,000 attendees and 46 vendors. Featured speakers: Mr. Sean O'Keefe, Department of Defense Comptroller; Lt. Gen. Henry Hatch, USA Chief of Engineering & Cdr USA Corps of Engineers; Tom Sullivan (author – "If You Could See What I Hear"); Rita Davenport, Motivational Speaker; Dr. Gerald B. Kauvar, Principal Director of Installations.

European Regional Housing Seminar held February 22-24 in Bad Kissingen, Germany.

Award Winners were: Founder's Award, Col. Thomas Goode, USAF Retired; Deke Giles Award, Dean Stefanides, Army, Washington, DC; Housing Management Officer, Gwen Kneuen, Army, Washington, DC; Outstanding Director of Housing, Stephen Russell, Marine Corps, Camp

Pendleton, CA and Joe Dunn, Army, Germany; Housing Project Manager, John Borodko, Air Force, Holloman AFB, NM; Housing Referral Officer Specialist, Cathy Selikna, Navy, Pensacola, FL; Billeting Officer, Greta Rindner, Army, Germany; Outstanding Local Chapter Officer, Ian (Sandy) Clark, Army, Ft. Ord, CA and Margaret Stricklen, Navy, Norfolk, VA; Outstanding Chapter, Tidewater Chapter 2, Norfolk, VA and Redwood Chapter, CA; Recruiter of the Year, Charles E. Straley, Navy, Jacksonville, FL and Joyce Godfrey, Army, Ft. McPherson, GA; Scholarships, David A. Firn, \$1,500 and Lisa A. Jambra, \$1,000 and George W. Braun, \$1,000.

1993

Col. Robert E. Cahill, Marine Corps, became President. Professional Development Seminar VI held January 31 February 4 held in Williamsburg, VA. Theme: “Creating Your Future”. Over 1,000 attendees and 80 vendors. Noted speakers: Dr. Charles Garfield, (author – “Peak Performers: The New Heroes of American Business”); Dr. Marvin Cetron, a highly acclaimed futurist; Dr. Lawrence Korb, Director of Center for Public Policy Education. Hall of Fame Award adopted for retirees. Treasurer’s position became “Comptroller”.

Award Winners were: Deke Giles Award, Rodney Brown; Headquarters Housing Management , J.O. Park, Army, Heidelberg, Germany; Outstanding Director of Housing, Vernona Aslim, Army, Vilsek, Germany and Vecky Anderson, Marine Corps, Twenty-Nine Palms, CA and Anne Baker, Navy, NAS Whidbey Island, WA and Sheila Schwartz, Air Force, Scott AFB, IL; Family Housing, Barbara Burnham, Air Force, Kelly AFB, San Antonio, TX; Housing Referral Officer Specialist, Dolores Shifflet, Marine Corps, Quantico, VA; Billeting Officer, John Ramos, Army, Stuttgart, Germany and M.C. Steven Cole, Navy Naval Submarine Base, San Diego; Outstanding Local Chapter Officer, Jo King, NAS Meridian, MS; Scholarships, George E. Braun,\$1,500; Russell D. White, \$1,000; Michelle L. Randall, \$500; Christina C. Maples, \$500.

1994

Second Professional Development Workshop held Colorado Springs, CO. Theme: “The Dynamics of Diversity”. Keynote speaker: Dr. Mae Jemison, Astronaut. Other noted speakers: Bill Kirkby-Jones, Australian Defence Housing Authority; Brig. Gen. Robert Herndon, Army, HQ Director of Facilities & Housing, Washington, DC; Rear Adm. David Nash, Navy, Commanding Officer Naval Construction Battalion; Maj. Gen. James McCarthy, Air Force, HQ Civil Engineer; Col. Hank Rudge, HQ U.S. Marine Corps; Patricia Fripp (author- “Get What You Want”). European Regional PHMA Training Seminar held April 24-28 in Heidelberg, Germany. Buyer’s Guide published in Defense Housing. Membership surpassed 3100.

Award Winners were: Deke Giles Award, Joe C. Edmond, Air Force, Scott AFB, IL; Headquarters Housing Management, Joseph C. Ward, Navy, Charleston, SC; Outstanding Director of Housing, Harry D. Brown, Navy, Naples, Italy and Peter B. Andrysiak, Army, Ft. Knox, KY and Fred T. Sullivan, Marine Corps, Quantico, VA and John Busca, Air Force, Yokota AB, Japan; Family Housing, Christine W. Wikoff, Navy, Naval Submarine Base, Bangor, WA; Housing Referral Officer Specialist, Dawne C. Brooks, Navy, Norfolk, VA; Unaccompanied Housing/Lodging, Donald L.

Mercer, Army, Ft. Knox, KY; Outstanding Local Chapter Officer, Rosalind L. Mathis, Navy, Norfolk, VA; Scholarships, Andrew J. Landahl, \$1,500; Jaime I. Wendel, \$1,000; Danielle L. Culp, \$500; Darcy Y. White, \$500.

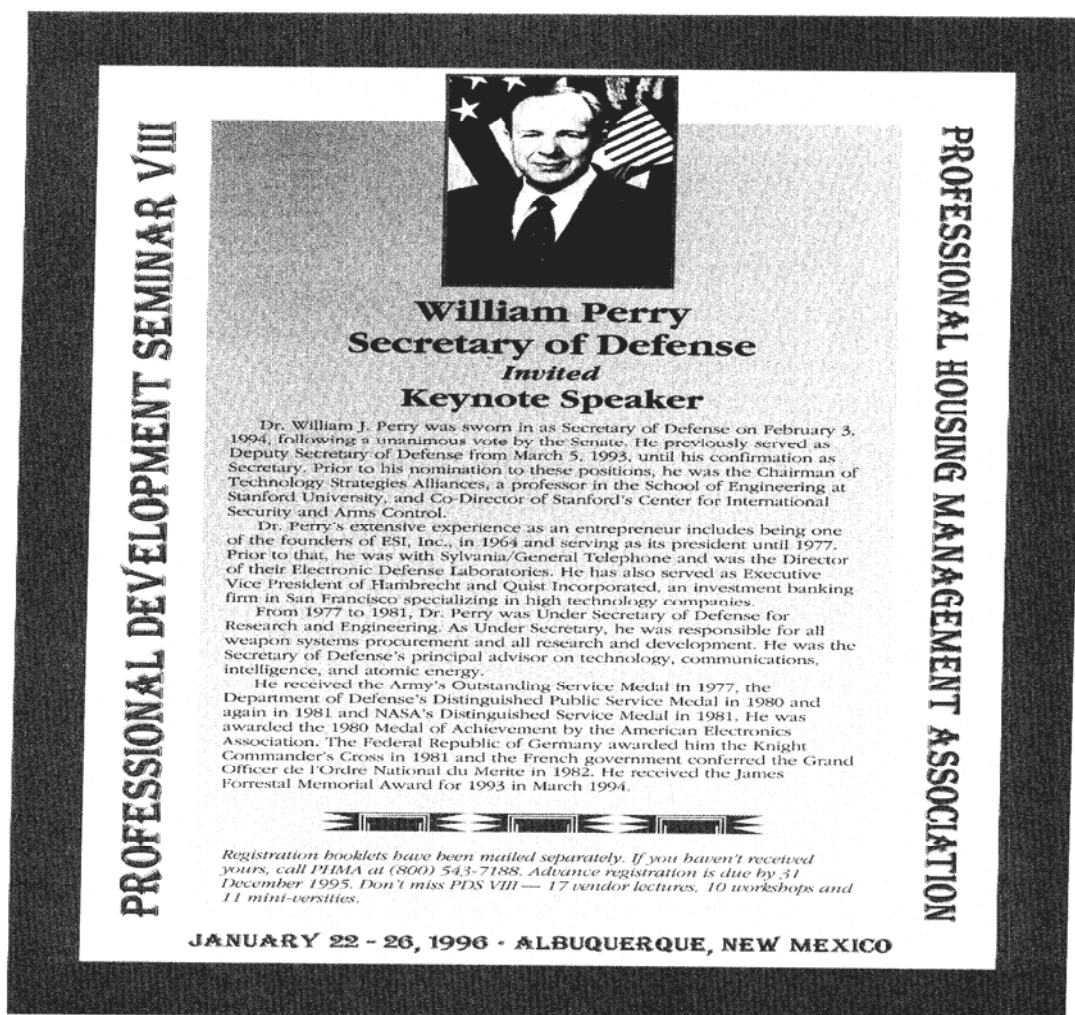
1995

Marianne “Mimi” Drew, former Deputy Assistant Secretary of Navy for Force Support & Families, became President. Professional Development Seminar VII held February 27 - March 3 in Atlanta, GA. Theme: “New Thinking For Quality Defense Housing”. Attendance was 1,300 with 140 booths. Featured speakers: Tom Peters (author- “In Search of Excellence”); Honorable Yvonne Harrison; Honorable Duncan Holiday, Navy; Brig Gen. Robert Herndon, Army; Rear Adm. Louis Smith, Navy, Vice Cdmr. NAVFAC; Dr. Robert Wolff, Air Force, Deputy Air Force Civil Engineer; John Hagan, Navy, MPCON.

Award Winners were: Deke Giles Award, Mimi Drew, President PHMA; Headquarters Housing Management, Ed Ewell, Air Force, Langley AFB, VA; Outstanding Director of Housing, Debbie Haguewood, Marine Corps, Albany, GA and Roger Johnston, Air Force, Aviano AB, Italy and Betty Bates, Navy, Norfolk, VA and Patricia McCaskill, Army, Ft. Jackson, SC; Family Housing, Sandy Clark, Navy, San Francisco Bay, CA; Unaccompanied Housing/Lodging, Senior Master Sergeant John Garcia, Air Force, Hickam AFB, HI; Outstanding Local Chapter Officer, Mary Ann Burgess, Army, Ft. Jackson, SC.


1996

Professional Development Seminar VIII held January 22-26 in Albuquerque, NM. Video taped keynote address from Secretary of Defense – William J. Perry. Other featured speakers: Robert Bayer,



PROFESSIONAL DEVELOPMENT SEMINAR VIII

PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION



William Perry
Secretary of Defense
Invited
Keynote Speaker

Dr. William J. Perry was sworn in as Secretary of Defense on February 3, 1994, following a unanimous vote by the Senate. He previously served as Deputy Secretary of Defense from March 5, 1993, until his confirmation as Secretary. Prior to his nomination to these positions, he was the Chairman of Technology Strategies Alliances, a professor in the School of Engineering at Stanford University, and Co-Director of Stanford's Center for International Security and Arms Control.

Dr. Perry's extensive experience as an entrepreneur includes being one of the founders of ESI, Inc., in 1964 and serving as its president until 1977. Prior to that, he was with Sylvania/General Telephone and was the Director of their Electronic Defense Laboratories. He has also served as Executive Vice President of Hambrecht and Quist Incorporated, an investment banking firm in San Francisco specializing in high technology companies.

From 1977 to 1981, Dr. Perry was Under Secretary of Defense for Research and Engineering. As Under Secretary, he was responsible for all weapon systems procurement and all research and development. He was the Secretary of Defense's principal advisor on technology, communications, intelligence, and atomic energy.

He received the Army's Outstanding Service Medal in 1977, the Department of Defense's Distinguished Public Service Medal in 1980 and again in 1981 and NASA's Distinguished Service Medal in 1981. He was awarded the 1980 Medal of Achievement by the American Electronics Association. The Federal Republic of Germany awarded him the Knight Commander's Cross in 1981 and the French government conferred the Grand Officer de l'Ordre National du Merite in 1982. He received the James Forrestal Memorial Award for 1993 in March 1994.

Registration booklets have been mailed separately. If you haven't received yours, call PHMA at (800) 543-7188. Advance registration is due by 31 December 1995. Don't miss PDS VIII — 17 vendor lectures, 10 workshops and 11 mini-versities.

JANUARY 22 - 26, 1996 - ALBUQUERQUE, NEW MEXICO

Deputy Assistant Secretary of Defense for Installations; Robert B. Pirie, Assistant Secretary of Navy for Installation & Environment. Defense *Housing Magazine* changed name to *Defense Communities*.

Award Winners were: Founder's Award, Moses Meadows, Navy, Norfolk, VA; Deke Giles Award, Louis F. Bain, Army; Outstanding Senior Housing Manager, Nelson Cowan, NAF El Centro, CA and Katie Halvorson, HQ USAF, Pentagon and Margaret Lanoie, Coast Guard Air Station, Cape Cod, MA and Dave Buffum, Marine Corps Base, HI and Brenda Pike, Ft. Sill, OK; Outstanding Housing Employee, Phyllis Greer, NAS Patuxent River, MD and Jeannine Carlson, Brooks AFB, TX and Joyce C. Canaday, Marine Corps Recruit Depot, Parris Island, SC and Frances Godwin, Ft. Bragg,

NC; Scholarships, Jaime Wendel, \$1,500; Jenora Sue Howard, \$1,000; Kelly J. LeBeau, \$500; Michael L. Waller, \$500.

1997

Brig. Gen. Robert Herndon, USA Retired, became President. Professional Development Seminar IX held January 27-31 in Atlanta, GA with 1,200 attendees and 199 booths. Featured speakers: Joel Barker (author – “Future Edge – Discovering the New Paradigms of Success”); Mark Victor Hansen (author – “Chicken Soup for the Soul”); Alvin Toffler (author “Future Shock & Creating a New Civilization”). Details of Certification Program published by Millennium Group, Inc. and program launched. WEB site launched. Jon Moore’s title changed to Executive Director.

Award Winners were: Founder’s Award, E.A. “Wilkie” Wilkerson, U.S. Army Retired; Deke Giles Award, Sharon Bonar, Navy; Outstanding Senior Housing Manager, Jerry Andrews, Air Force and Birgitt Seymour, Army and Jeanne Koontz, Coast Guard and Richard Engle, Marine Corps and Michael A. Pedone, Navy; Outstanding Housing Manager, Ada Favorite, Coast Guard; Outstanding Housing Employee, Barbara Hamer, Air Force and Ed Mary Hoefl, Army and Estelle Rourke, Coast Guard and Diane Avila, Navy. Outstanding Chapter Officer, Carolyn Jones, Navy; Outstanding Chapter Member, Gail Proffitt, Navy.

1998

Professional Development Seminar X held February 22-27 in Tulsa, OK with 1,700 attendees and 260 booths. Theme: “Bridging the Gap”. Army/PHMA sponsored first Industry Forum on military family housing with 200 attending. Celebrated 25-year anniversary of PHMA. Keynote speaker: Denis Waitley (author – “Being the Best”). Other featured speakers: Adm. J. Paul Reason, Navy; Mr. Saul Pleeter, Director OSD Pay & Compensation; Dr. David Hyde, Director for Congressional & External Relations, Deputy Assistant Secretary Defense; Maj. Gen. Lupia, Air Force; Maj. Gen. Stewart, Marine Corps; Rear Adm. Lou Smith, Navy; Rear Adm. Nash, Navy; Maj. Gen. Whaley, Army; John Hagan, Navy MCPON.

PHMA completed partnership agreement with the National Association of Housing and Redevelopment Officials (NAHRO); joint letter disseminated. First Privatization Symposium held October 6-8 in Dallas, TX. *Defense Communities* won Apex 98 Award of Excellence for publication excellence. Sustaining Membership split into Silver and Gold; seven Corporate Gold members accepted. Corporate membership was at over 150. Regular membership ended the year at 3,402.

Award Winners were: Founder’s Award, Mr. Ed Thiessen, Army; Deke Giles Award, Mr. John Junge, Private Sector; Outstanding Senior Housing Manager, Mr. Herb Levin, Coast Guard and Mr. Joe Fitts, Marine Corps and Mr. Charles Roberts, Navy and Mr. George McKimmie, Army and Ms. Ruby Modica, Air Force; Outstanding Mid-Level Manager, Mr. Scott Donham, Coast Guard and Ms. Mary Stetson, Marine Corps and Mr. Micheal Rhodes, Navy and Ms. Debbie Reynolds, Army and Ms. Zanaida Travers, Air Force; Outstanding Housing Employee, Mr. Mike D’Agostino, Coast Guard and Mr. Eugene Johnson, Marine Corps; Chapter Achievement Award, Aloha Chapter # 14 and Cabrillo Chapter #16; Outstanding Chapter Officer Award, Mr. Oliver West, Heidelberg, Germany;

Outstanding Chapter Member Award, Ms. Roxanne Davis, Norfolk, Virginia; Chapter with Most New Members, Chapter #57, Sigonella, Sicily; 1998 Membership Drive Awards, First Place – European Region, Second Place – Western Region, Third Place – Eastern Region. Scholarships, Timothy H. Price, \$1,500; Reid T. Takamiya, \$1,500; Jillian K. Speake, \$1,000; Brent T. Williams, \$1,000; Natalie A. Bonanno, \$1,000.

1999

Professional Development Seminar XI held February 15-19 in Louisville, KY. Theme: “Entering the New Millennium”. Keynote speaker was Sheila Murray Bethel – author, speaker, television personality, and businesswoman. Over 1800 total attendees, 245 trade show booths with 161 companies participating. Approximately 50 Navy Lodge staff members attended for the first time. Closing speaker was David R. Oliver, Jr., Principal Deputy Under Secretary of Defense for Acquisition and Technology. Other featured speakers – Dr. Lawrence J. Korb, Vice President and Director of Studies at the Council on Foreign Relations; Major General Eugene Lupia, Air Force Civil Engineer; Rear Admiral Michael W. Shelton, director, Facilities and Engineering Division, staff to Deputy Chief of Naval Operations (Logistics); Ms. Janet C. Menig, Deputy Assistant Chief of Staff for Installation Management, Chief of Staff, Army; Rear Admiral Robert C. Olsen, Jr. Director of Personnel Management for the Coast Guard; Major General Geoffrey B. Higginbotham, Deputy Chief of Staff for Installations and Logistics, Headquarters, US Marine Corps.

The Board of Directors approved the following changes to the By-Laws: Corporate Sustaining [Silver and Gold] with the fee schedule. Increase the number of Service Vice Presidents from four to five to accommodate the Coast Guard Vice President. The Board added an “Advisor on UPH” and two “Advisors on Private Sector.”

The PHMA Operating Manual revised, updated and issued. To date the Certification Program had resulted in over 350 people trained and 43 certified.

Award Winners were: Founder’s Award, Dean Stefanides; Deke Giles Award, Joe N. Fitts; Outstanding Senior Housing Manager, Ian A. Clark, Marine Corps and Richard Howard, Navy and Donald L. Mercer, Army and Jerry Berry, Air Force; Outstanding Mid-Level Manager, Ronald Chapman, Coast Guard and Donna Velez, Marine Corps and Claire M. Mikko, Navy and George Georgalis, Army and Aleta Morrison, Air Force; Outstanding Housing Employee, Evelyn L. Norton, Coast Guard and Geraldine Gauch, Marine Corps and Michael Ellis, Army and Carole Y. Crouse, Navy and Kay A. Coker, Air Force; Outstanding Chapter Officer Award, Suzanne G. Edge, Tarheel Chapter; Outstanding Chapter Member Award, Sherald Takahashi, Cabrillo Chapter; Special Recognition Award, Brenda Robinson, Certification Chairperson. Scholarships, Courtney E. Lotfi, \$1,500; Erin B. San Angelo, \$1,000; Terra M. Corrigan, \$1,000; David Montosi, \$1,000.

2000

Professional Development Seminar XII held February 14-18 in Dallas, TX. Theme: “Back To The Basics: Service, Quality and Value Through 21st Century Technology”. Keynote speaker was General Colin Powell, USA Retired. Over 1800 total attendees, 270 trade show booths with 161

companies participating. Approximately 50 Navy Lodge staff members attended for the first time. Closing speaker was David R. Oliver, Jr., Principal Deputy Under Secretary of Defense for Acquisition and Technology. Other featured speakers – Dr. Lawrence J. Korb, Vice President and Director of Studies at the Council on Foreign Relations; Major General Eugene Lupia, Air Force Civil Engineer; Rear Admiral Michael W. Shelton, director, Facilities and Engineering Division, staff to Deputy Chief of Naval Operations (Logistics); Ms. Janet C. Menig, Deputy Assistant Chief of Staff for Installation Management, Chief of Staff, Army; Rear Admiral Robert C. Olsen, Jr. Director of Personnel Management for the Coast Guard; Major General Geoffrey B. Higginbotham, Deputy Chief of Staff for Installations and Logistics, Headquarters, US Marine Corps.

The PHMA Board voted to provide the initial seed money to launch the Military Housing and Lodging Institute (MHLI).

PHMA and the University of Maryland co-sponsored a Career Information Exchange session. Firms were made available to review individual Sills Assessment Inventories and advice members of their strengths and weaknesses for private sector related positions.

PHMA applied for and received tentative approval from the International Association of Continuing Education (IACET) on 6 April 2000 to become an Authorized Provider of Continuing Education Units (CEUs). After an on-site review by an IACET Representative, PHMA/MHLI were granted unconditional status as an Authorized Provider of CEUs in December. Accordingly all trainees attending PHMA or MHLI training will be awarded CEUs.

Award Winners were: Founder's Award, Katie Halvorson; Deke Giles Award, John Bowman; Outstanding Senior Housing Manager, Karen Ayers, Marine Corps and Stephen B. Joyce, Navy and Charlie Williams, Army and Roger Johnston, Air Force; Outstanding Mid-Level Manager, Marion Dukes, Marine Corps and Kate Kerr, Navy and Richard Ybarra, Army and Clarence Duran, Air Force; Outstanding Housing Employee, Donna Herndon, Marine Corps and Gabriele B. Shelley, Army and Tony Caliendo, Navy and SSgt Jill R. Salemno, Air Force; Outstanding Chapter Officer Award, Joe Fitts, Cabrillo Chapter; Outstanding Chapter Member Award, Mary Stetson, Cabrillo Chapter; Scholarships, Billyray E. Ring Memorial - Courtney E. Lofti, \$1,500; Dan Maxey Memorial – Robert A. Price, \$1,500; Nicholas C. Morello, \$1,000; Jason A. Spencer, \$500; Mark W. Spencer, \$500; Katherine L. Spencer, \$500.

2001

Professional Development Seminar XIII was held January 21-26 and it was back to Louisville, KY. The Seminar was held at the recently enlarged Kentucky International Convention Center (KICC). Theme: "Feet On The Path, Eyes On The Summit". Keynote speaker was Dr. Jeff Salz – author, speaker, cultural anthropologist, and Mountaineer. Over 1700 total in attendance, 270 trades show booths with 160 companies participating and over twenty trainers.

Minor changes to the Bylaws and the Operating Manual were approved by the Board. The PHMA Operating Manual revised, updated and issued.

The Executive Council approved Certification Program restructuring with changes to be implemented February 1, 2002. A "Functional Level" of Certification was added with emphasis on

“functional” training. Training requirements for both Levels One and Two were modified. MHLI as the training arm of PHMA developed new training requirements.

PHMA and IREM entered into a partnership agreement and signed a Memorandum of Understanding. The objective being to create a continuum of education and certification for military housing managers which will:

- Establish professional standards across service lines
- Transfer between services as the education and certification standard for military housing managers
- Recognize employees at all levels from facilities and referral staff to directors and from career beginning through senior levels of experience
- Be recognized by both the public and private sectors
- Have academic credibility
- Eliminate the uncertainty of overlapping standards and complex options
- Lead to future partnerships between PHMA and IREM in responding to government requests for proposals for education for military housing professionals
- Create growth in membership and financial opportunity for both organizations

Award Winners were: Founder’s Award, ; Deke Giles Award, ; Outstanding Senior Housing Manager, , Marine Corps and , Navy and , Army and , Air Force; Outstanding Mid-Level Manager, , Marine Corps and , Navy and , Army and , Air Force; Outstanding Housing Employee, , Marine Corps and , Army and , Navy and , Air Force; Outstanding Chapter Officer Award, , Chapter; Outstanding Chapter Member Award, , Chapter; Scholarships, Jillian Speak, \$1,500; Brian Kinchen, \$1,500; September McKimmie, \$1,000; Daniel Dutton, \$1,000; Courtney Lotfi, \$1,000.

Professional Development Seminar XIV held February 4-8 in Dallas, TX. Theme: “Delivering the Promise to Our Customers”. Keynote speaker was John Cassis, Featured speaker was Debra Fine, . Over total attendees, trade show booths with companies participating.

2002

Professional Development Seminar XV held 20-24 January 2003 In Nashville, TN at the Opryland Resort. Theme: Sharpened Skills Create Tomorrow’s Opportunities. Keynote speaker was Mark Towers and Featured Speaker was astronaut Mike Mullane. Our incoming President Mike Shelton attended. We had over 1000 attendees with 240 booths representing over 150 companies. Award Winners were: Outstanding Housing Employee- Elbert Newman, Army, Beth-Ann Perry, Navy, Joseph Curley, Marine Corps, Joseph Kovach, Air Force, Frank Borsellino Coast Guard. Outstanding Mid Level Housing Manager- Sherry Oslie, Army, Paul Petroski Navy, Mary Lynn DiLullo Marine Corps, Barbara Burnham Air Force, Ruby Hackleman Coast Guard. Outstanding Senior Housing Manager- Jared St. John Navy, Sandy Randolph Marine Corps, Debra Caspell Air Force, Peter Maldini and Wayne Canfield Coast Guard. Outstanding Chapter member- Doroty Presa Cabrillo Chapter and Linda Jo Wynn Crystal Coast Chapter. Outstanding Chapter Officer Hans

Heiser Cabrillo Chapter. Chapter Achievement Award- Cabrillo Chapter. Deke Giles Award Geert Jan Hendriks, Founders Award Ted Lipham, Special Recognition Award Mike Small.

2003

Professional Development Seminar XVI held 26-30 January 2004 in Denver Colorado at the Adams Mark Hotel. Theme: “Unlock Your Potential Manage For Success”. Keynote speaker was Patricia Fripp and OSD was the Featured Speaker,

Award Winners were: Outstanding Housing Employee- So Yong Yi Army, Danna Riddley Navy Ralph Nakamoto Marine Corps, Debbie Perez Air Force, William Sosa Coast Guard. Outstanding Mid Level Housing Manager- Miguel Guzman Army, Ann Holland Navy, Paige Bohan Marine Corps, Karen Largent Air Force, Kevin McDonald Coast Guard. Outstanding Senior Housing Manager- Michael Ackerman Army, Linda McGinn Navy, Patricia Kawahakui Marine Corps, Ginger Speake Air Force, Bruce Blackman Coast Guard. Outstanding Chapter Member Catherine Harper, Cabrillo Chapter. Outstanding Chapter Officer Alice Gladden NCR Chapter, Chapter Achievement Award Last Frontier Chapter and Farthest North Chapter. Deke Giles Award Barbara Lehman, Founders Award Birgitt Seymour. Outstanding Services in support of PHMA PDS XVI Lisa Tychsen. The Board approved the purchase of an office building to house the Corporate Headquarters. PHMA moved into their new building at 154 Fort Evans Rd NE, Leesburg, VA 20176 in September.

2. LEGAL STATUS:

PHMA is incorporated as a non-profit organization under the Internal Revenue Code, Section 501(c)(06) and is registered in the state of Virginia. PHMA files annual corporate reports to the Virginia State Corporation Commission. Accordingly, PHMA is subject to the laws of the State of Virginia in regard to all aspects of corporate activity.

Under Federal Internal Revenue Code, the Association is considered tax-exempt as a 501(C)6 Trade Association but files an annual Form 990. Local Chapters of PHMA are not required to file individual IRS forms, unless they exceed \$25,000 in income annually. If they use the Association's federal tax number [which can be obtained from the Executive Director], they are required to provide the Director with annual income and expense information (each April 1st).

Under Virginia law, the individual liability of officers of the Association is normally limited to an amount equal to the cash compensation received in the preceding twelve-month period. Therefore unpaid Directors generally have no liability. Chapter and Regional officers would generally be subject to the laws of the state in which they operate.

Chapter 252, Sub-Chapter 1 of the Federal Personnel Manual provides agencies guidelines for dealing with professional associations such as PHMA. In general, agencies' relationships with professional associations vary according to the degree of similarity between the agencies' mission and goals and the objectives of the association involved. Agencies may grant privileges to associations such as use of agency internal mail services and facilities for meetings. Agencies may also facilitate employee membership by permitting the use of agency equipment; authorizing payment of employee expenses to attend training activities; and use of a liberal leave policy for meeting attendance. Allotment of dues is also authorized. Interpretations of these policies are made by individual federal agencies.

The Office of Government Ethics issued the Standards of Ethical Conduct for Employees of the Executive Branch, which became effective on February 3, 1993. These standards set the boundaries for federal employee participation in private organizations, such as PHMA (SAME, ASMC, etc.). The DoD Joint Ethics Regulation has been issued. Generally, DoD personnel are prohibited from engaging in official activities which impact financially on private organizations in which they are active members, or in which they are, or within the last year were, officers, directors or the like. Questions regarding these standards should be addressed to individual agency counsels.

3. ORGANIZATIONAL LEVELS:

The Association is comprised of four distinct organizational levels: International, Geographic Regions, Local Chapters and the General Membership.

The International Association is headquartered at 154 Fort Evans Rd NE , Leesburg, VA.

Six geographic regions have been identified for the Association: European, Northeastern, Southeastern, Central, Western, Far East and Pacific. Each region is headed by a regional director who is appointed for a 2-year term by the Executive Council with nominations from the Director of Regional and Chapter Operations and the Region Chapter Presidents. Regional Directors exist to coordinate the affairs of the Association within their designated regions and are associate directors of the association.

Local chapters are groups of individuals in local communities who desire to organize under the authority of the International Association to further the Vision, Objectives and Goals of the Association. Charters are issued by the Secretary of the International Organization, upon the recommendation of the Regional Director and the Director of Regional and Chapter Operations.

Chapter & Regional Operations - A minimum of 10 regular members (who must also be members of the International Organization) is required to maintain a local chapter, which will adopt its own By-laws in compliance with those of the International Organization. To maintain their status in good standing, chapters are required to pay annual dues of \$25.00 and report at least annually, via the Regional Director, to the Director of Chapter and Regional Operations on their achievements.

Because of the geographic dispersal of housing organizations throughout the world, many International PHMA members are not located near existing, PHMA Chapters. While PHMA members should be encouraged to join chapters when possible; however there is no requirement to belong to local chapters. International members should be welcomed at all PHMA sponsored events.

If desired, International members may affiliate with a local chapter to receive newsletters, etc., even though they do not reside within the geographic area of that chapter. Such affiliation is encouraged.

Active Chapters for the year 2004 are:

Charleston	South Carolina
Tarheel	North Carolina
Barbarosa	Kaiserslautern, (Ramstein), Germany
Heidelberg	Heidelberg, Germany
Northwest Cascade	Washington State
Hawaii-Aloha	Hawaii
Cabrillo	Southern California/Arizona/Nevada

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Gulf Coast Area	New Orleans, LA
Sea Island	Beaufort, SC
Frankonian	Wuerzburg, Kitzingen, Bamberg, Ansbach
ARRIRANG	Korea
South Pacific	Okinawa
Farthest North	Wainwright, AK
Crystal Coast	Camp Lejune, Cherry Point, NC
Old Dominion	Northern Virginia
Thousand Islands	Northern New York State
KAW Valley	Kansas
Kristal	Amberg, Vilseck, Bindlach, Bayreuth, Hohenfels, Grafenwoehr
Neapolis Naples	Naples, Italy
Sigonella Sicily	Island of Sicily, Southern Italy

Membership is composed of DoD and Homeland Security employees, private sector employees and executives who engage in providing housing needs to military members and their families. Categories of membership are covered in the By-Laws.

4. INTERNATIONAL ASSOCIATION:

Board Members:

President (2-year term)
Executive Vice President (2-year term)
12 elected Directors (6-year term)
Regional Directors (2-year term)
Chapter Presidents (2-year term)
Service Vice Presidents (2-year term)

10 Principal Officers:

President
Executive Vice President
Comptroller
Secretary
Director of Information
Director of Chapter and Regional Operations
Director of Awards
Director of Membership
Director of Plans and Operations
Director of Training
2 Members at Large

Executive Council: (non-voting members of the Board)

Executive Director
Deputy Executive Director

Appointed Board Members:

Director of
Central Region
Western Region
European Region
Northeastern Region
Southeast Region
Pacific Region
Vice Presidents of the Services (Army, Air Force, Navy, Marine Corps, Coast Guard)

5. MEMBERSHIP AND FEES:

There are four general classes of membership in the International Association: Regular, Associate, Corporate Sustaining and Honorary. All members must agree to subscribe to the Credo and Standards set by PHMA. The classes are described as follows:

Regular (voting) membership is open to all Federal employees, civilian, military (active or retired) and private-sector employees, who are involved, either directly or indirectly, in the profession or support of military housing management.

Corporate Sustaining (voting) membership is open to all Federal organizations, private companies or agencies, or individuals not eligible for regular membership who desire to advance the professionalism of housing management. There are three membership classes: Silver, Gold and Platinum. Membership is available to individuals, commands, activities, or offices. Membership by a senior command, parent company, etc., does not bestow membership on subordinate commands. This type of membership is also referred to as “Corporate” and it is available to companies and agencies desiring to contribute to the goals of PHMA. Special benefits are provided for Corporate Silver members as follows:

- Special Exhibitor Discounts at the annual PDS Trade Expo:
- Exhibitor booth selections are made available before non-member exhibitors
- Subscription to *Defense Communities* for the Corporate POC
- Discounted Advertising in *Defense Communities*
- You are listed each issue in our Corporate Member Section under one heading
- Permission to use “Member of PHMA” and the PHMA Logo on your printed company materials

Corporate Gold members are provided the following special additional benefits:

- Special Exhibitor Discounts at the annual PDS Trade Expo
- Choice of booth selections before Corporate Silver Members
- Annual Meeting with the PHMA Board of Directors
- Priority consideration for inclusion on Advisory Committees.
- Five free individual memberships to your staff
- Identification as Gold Member in *Defense Communities* Corporate Sustaining Members Section under three headings
- Corporate Gold Spotlight Article published in *Defense Communities*.
- Hyperlink to respective websites from the PHMA website.

In addition to the benefits for Corporate Silver and Gold members, Corporate Platinum members receive the following benefits:

- Special Exhibitor Discounts at the annual PDS Trade Expo

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- Choice of booth selections before Corporate Gold and Silver members
- Annual briefing for CEOs by Military Services-General/Flag Officer/SES-level leadership
- Invitation to all PHMA Executive Council Meetings
- Individual Memberships for up to 100 Company employees directly engaged in Military Housing
- 50% discount on Corporate Silver or Gold Memberships for any Privatized Housing Project by your company.
- Five complementary individual registrations at the annual PDS for the entire week.

Associate (non-voting) membership is open to family members of regular and regular life members.

Honorary (non-voting) membership may be granted by the Board of Directors of the Association to any individual and/or organization who contributes significantly to enhancing the Goals or Objectives of the Association for a specified period of time, lifetime or otherwise determined.

All new members pay a one-time \$5.00 initiation fee. Any member of the Board of Directors (including Associate Directors) may waive the initiation fee for any special event. Membership includes a subscription to *Defense Communities*. Dues are not deductible on income tax returns as contributions to a charity, but may be included as an itemization of professional expenses.

For 2005 dues structure, please refer to the By-laws.

6. MEETINGS:

The International Association meets at least annually, pursuant to the State of Virginia code. The annual meeting of the Board of Directors shall be held at a time, date and place selected by the Board of Directors. Special meetings of the Board of Directors may be conducted as appropriate. Any 10 Directors/Associate Directors shall constitute a quorum for the purpose of conducting Board business. For the annual meetings of the members, a minimum of 10 members will constitute a quorum.

The Executive Council usually meets monthly, at a time and place set by the Council. A simple majority of the Council members constitutes a quorum for the conduct of business. Council meetings are open to the general membership or to other Directors or Associate Directors.

At all meetings of PHMA there shall be one vote for each voting member. Proxy voting is not permitted at any meeting of the general membership or for elections. Proxy voting is permitted at Board and Council Meetings, as long as the Secretary has been notified in writing in advance and the person issuing the proxy is alive and has not rescinded the proxy in writing. Proxy voting at local Chapter meetings, other than at elections, may be accepted if such action is justified to and approved by the Director of Regional and Chapter Operations.

7. PRINCIPAL ACTIVITIES:

PHMA is a society of civilian, military and private sector employees that provide housing and related services for uniformed and civilian members of the Services. PHMA, in order to assist its membership, engages in four principle activities:

Education and Training Activities: PHMA and MHLI sponsor an annual worldwide Professional Development Seminar, which includes presentations, workshops, and courses on current high profile issues. As a part of PDS, PHMA/MHLI host Industry Forums and Symposiums that focus on current issues. On a recurring basis PHMA/MHLI offer a variety of technical and proficiency based training opportunities. Also as a part of education and training, PHMA supports the Scholarship Programs, which benefits members and their family members. Annually, the Association will award a minimum of five scholarships for up to \$2,000 to full time students who are either a member of PHMA or a family member of a current member. Additional scholarship awards may be approved by the Executive Council upon recommendation of the Director of Awards.

Professional Recognition: The annual Awards Program gives recognition to a cross section of deserving PHMA members for their outstanding efforts in delivering housing services to our military families. These awards include, but are not limited to: Outstanding Housing/Billeting Employee, Outstanding Mid Level Housing Manager, Outstanding Senior Housing Manager, Outstanding Chapter Member, Outstanding Chapter Officer, Chapter Achievement Award, Executive Director's Superior Staff Award, The President's Excellence Award, Deke Giles Award for Service to PHMA, PHMA Founder's Award for Service to PHMA and to the Profession

Communications and Networking: Recognizing the importance of benchmarking and on-line information relevant to the administration of housing programs, PHMA publishes a bi-monthly magazine (*Defense Communities*) for its membership. This award-winning magazine raises awareness to issues that impact housing operations and reports important updates on significant housing issues. Another form of communicating with members is through the PHMA WEB-SITE WWW.PHMA.COM. This site among other things carries job listings and corporate links.

Certification: PHMA sponsors a multi-level Certification Program. It recognizes the need for certification among entry level and long-term employees. Certification requires completion of certain designated courses and the passing of a comprehensive examination.

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II. THE STAFF:

1. SUMMARY OF KEY STAFF POSITIONS:

The International Association's day-to-day business is conducted by paid staff (contractors) who serve to carry out the policies and programs of the Association. The positions are filled by independent contractors who perform a variety of functions for the Association.

The Executive Director, under the provisions of PHMA By-laws Article IX, is the contractor who functions as a coordinator for all efforts related to the operation of the Association. The Executive Director does not make, but recommends, policy, to the President, the Executive Council and to the Board. The Executive Director exercises broad discretion in carrying out his/her responsibilities, so long as he/she is within budgetary constraints and within policy guidance set forth by the President, the Executive Council, the Board of Directors and the By-laws of the Association.

The Deputy Executive Director acts during the absence of and on behalf of the Executive Director. The incumbent also oversees the programming, planning and administration of the Certification and Training Programs. The Deputy Executive Director develops and maintains good working relationships with the Chapters. The Deputy Executive Director oversees and tracks budgets and financial entries. The Deputy Executive Director also oversees staff for the Association Website

The PHMA Office Manager acts during the absence of and on behalf of the Deputy Executive Director. The Office Manager reports to the Executive Director and the Deputy Director and receives operational/working guidance from the Deputy Director. The Office Manager assigns tasks and guidance for the staff, coordinates office workflow and maintains office procedures.

The Editor of *Defense Communities* is the contractor who is responsible for the Association's bi-monthly publication. Working under the general guidance and review of the Executive Director, the Editor sets the tone of the publication and solicits as well as approves articles for inclusion in the publication. The Editor is the Association's point of contact with the Publisher, and has broad discretion with regard the contents of individual issues.

Staff Associates are contracted to perform all operational duties which are required to achieve the objectives of the Board A primary staff associate handles coordination of the Certification Program, contents of the website, internal financial reconciliation and the Defense-wide base mailing lists. Various other taskings are contracted for through the Executive Director, including staff support of the annual Seminars and Trades Expos; Certification and other training sessions; computer software and hardware support; and other required services.

2. DUTIES AND GOALS OF THE EXECUTIVE DIRECTOR:

Contracts for all work required to execute the annual budget and goals of PHMA. Executes contracts and administers such contracts.

Meets with contractor personnel on a periodic basis to review their performance against contract specifications; to evaluate their effectiveness in delivery of the end product; to assist as required; and to maintain up-to-date information on project(s) status.

Meets with the PHMA legal Counsel no less than annually, to review status of the Corporation and discuss specific items which may require resolution.

Maintains control over the PHMA inventory of equipment and supplies.

Together with the Comptroller and based on sound accounting practices, maintains a fiscal check and balance between receipts and disbursements of PHMA funds.

Subject to review by the Comptroller, maintains PHMA income and expense records; pays bills and effects collection of all outstanding revenue; and ensures preparation of annual tax, associated forms and records.

For the Comptroller, prepares quarterly income and expense summaries (including status against budget); receives input and recommends annual budgets; and coordinates with all elected Board members.

Attends monthly and special meetings of the Executive Council and the Board of Directors, and reports on the general status of ongoing efforts and special projects.

Meets or communicates regularly with individual members of the Executive Council to secure their input and to respond to questions in their area of responsibility.

Works with individual officers and chairpersons on an “as requested” basis to assist with ongoing actions within their areas of responsibility.

Organizes and carries out annual training seminars, including the annual trade show. Ensures all training complies with the IACET CEU policy statements for the purposes of issuing CEUs. Secures hotel and meeting space, as well as required contracted services, and coordinates on behalf of PHMA with the Military Services and the PHMA Board of Directors on all related matters.

Serves as the liaison for all training initiatives, jointly or independently conducted by PHMA and MHLI. Promotes MHLI training opportunities within PHMA.

Reviews and maintains appropriate and adequate computer support for PHMA and for contracted staff, as required. This support includes hardware and software.

Directs and coordinates special and recurring workload, such as, but not limited to, the Certification Programs, a PHMA Website, Regional and Local Training Seminars, etc.

Maintains and assists to keep current various documents of PHMA, such as, but not limited to, the By-laws, Operating Manual, Incorporation Papers, Income Tax Data, etc. Where specific officers

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of PHMA are responsible for such documents or tasks, the Executive Director provides appropriate advice and support.

3. DUTIES AND GOALS OF THE DEPUTY EXECUTIVE DIRECTOR:

Works on and completes assigned special projects as may be determined by the Executive Director.

Maintains a current, knowledge of PHMA goals, objectives and ongoing initiatives.

Assists the Executive Director with executing the objectives, as adopted by the PHMA Board.

In the absence of the Executive Director, addresses all administrative or operational issues, as required.

Oversees the Training Program with responsibility for scheduling courses, arranging lodging and setting up course locations. In concert with the Executive Director, develops new courses based on membership needs and training surveys. Serves as the Association point of contact with IACET for all matters. Ensures that the approved certification criteria is applied fairly in all cases; ensures that all policies germane to IACET CEU administration are in compliance. Has overall responsibility for complying with IACET criteria for issuing CEUs.

Oversees the duties of other contracted staff,

Provides the official address for PHMA International.

Provides custody and maintenance of official files and documents of the Association.

Collects, responds to and distributes PHMA incoming mail.

Maintains the PHMA membership database and chapter officer listings.

Collects dues from all regular members and chapters.

Posts payments for certification classes; tuition for seminars, training classes and workshops; payments for *Defense Communities*; and payments from corporate members.

Makes bank deposits to the PHMA central account.

Provides listings, membership information and chapter information upon request.

Mails out application forms, invoices for dues and various official PHMA correspondences.

Purchases PHMA supplies and logo items and ships to conference locations, as required.

Solicits information from the Services for use on the Association Website. Monthly, reviews all material to be placed on the Website.

Serves as the PHMA point of contact with the webmaster.

Weekly, reviews the Website to ensure information displayed is current and provide a monthly status report.

Obtains and maintains current mailing lists for all Services' activities.

Maintains a listing of current PHMA elected and appointed board members.

Maintains a listing of military construction projects, as submitted in the President's Budget.

Serves as the PHMA Program Manager for the Training Program and, as such, maintains the official files for enrollment and application for the Certification Program. Maintains a (secure) file of all course attendees earning CEUs and upon a written request from a member, provides, within 2 weeks of the request, a complete record of CEUs earned. Within 3 weeks of course completion, mails to members certificates of completed training along with information of the CEUs earned.

Solicits quality feature articles.

4. DUTIES AND GOALS OF THE EDITOR – *DEFENSE COMMUNITIES*:

Receives and prepares material for publication. Proofs, edits and forwards to publisher.

Rejects questionable material submitted for publication. Keeps PHMA Executive Director and Director of Information informed on questionable material.

Represents PHMA at negotiations with printer, publisher and other publication contacts. with regards to rates and prices for publications.

Proofs blue line from the printers/publisher for accuracy and final review.

Develops network of authors and reporters for *Defense Communities*.

Develops and publishes printing schedules for the Editorial Calendar.

Provides current information on the Services to publisher in support of facts for calendar and media kit.

Submits annual budget for *Defense Communities* with explanation of major expense items exceeding \$1,000 each.

Provides responses for reports, summaries and information required by the US Postal Service.

Provides cost summary for each issue of *Defense Communities*.

Develops brochures and prepares correspondence for President's signature on bulk mailings.

Manages *Defense Communities* address database and respond to requests for mailing labels.

Attends all meetings requested by PHMA Executive Director.

As requested, secures printing quotations from at least two sources for any PHMA requirements during the year (by-laws, seminar brochures, etc.)

Responds to all correspondence with regard to publication of *Defense Communities*, corporate sustaining memberships, authors of articles, accounts payable, etc.

As requested, attends PHMA sponsored seminars or other training events on behalf of *Defense Communities*.

Performs special, non-routine taskings relating to *Defense Communities*, as required.

5. DUTIES AND GOALS OF THE HISTORIAN:

Serves as the official recorder and custodian of PHMA historical chronology and provides relevant information within 2 weeks of a request.

6. DUTIES AND GOALS OF OTHER CONTRACTOR EFFORTS:

PROFESSIONAL DEVELOPMENT SEMINARS (Actual personnel are subject to change.)

Jon Moore, Director PDS, is responsible for the entire Seminar and all staff efforts. Questions and decisions should be handled at the lowest possible staff levels, but can be resolved here. Preliminary planning includes coordination with the Military Services and logistical and staff efforts. Specific areas of direct on-site involvement include: VIP room assignments; Board events, sponsorship, instructors, and educational contents.

Mona Pearson, Deputy Director, is responsible for overseeing registration, assembly, trade shows, logistics, on site workers and finance.

Roger Seymour, Executive Assistant PDS, is responsible for the overall theme of the seminar, most educational efforts, and audio visual requirements. Preliminary planning focuses on the attendee brochure, instructors, speakers and group events. On-site areas include: speaker/workshop leader materials; speakers, instructors, group events, and the FLASH.

Rick Worrell, Food and Beverage is responsible for all food and beverage events. Preliminary planning focuses on development of a budget and liaison with the hotel food and beverage personnel on pricing and selection of menus for all events. Specific areas of on site involvement include: all food and beverage events, including planning and execution of the Hospitality Night event.

John Bowman, Coordinator – on-site workers, is responsible for the overall direction and control of workers on-site, including paid personnel and volunteers. Preliminary planning includes review of workers required. On-site duties include checking workers in and out daily; ensuring availability of workers based on the daily schedule; supervising “off-duty” workers; ensuring workers have appropriate breaks and meals; and paying workers, as required. Additionally, assists with assembly of generic bags and registration materials; is in charge of pre-paid registration and bag distribution; and is responsible for flags on tables for Services luncheons.

Al Almeida and Ruthie Ratchford, PHMA Booth Directors, are responsible for the successful operation of the PHMA booth. On-site duties include set-up and operation of the booth; providing membership information and taking applications; selling selected items; and providing general information.

Tom Snoich, Computer Support, is responsible for control of all computer related operations (except Trade Show materials which will be handled by Mona Pearson). Preliminary planning includes ensuring the operational status of programs for certificates, badges (coordinates to support Mona Pearson), business cards and schedules and review of computer hardware contracts for on-site rental. On-site duties include set-up, operation and control of the computer room; allocation of equipment to staff; assistance to the PHMA information center with production of business cards; and production of the FLASH.

Monique Jenkins, Trade Expo Coordinator, is responsible for trade show operations. Preliminary planning includes the marketing of the booths and coordination of piping, draping and trade show events and activities. On-site duties involve the operational control of the Trade Expo, exhibitor registration and exhibitor bag assembly.

Kathy Cooper, Registration and Finance, is responsible for entering all local registrations, both new and corrections, into the computer master file and reconciling with Mona Pearson, the deposits received during registration, including cash, checks, money orders and credit card payments. Works with Mona Pearson, Services representatives for central funding reconciliations, and produces a list of non-paid registrants, which is matched with available DD 1556s and prepares invoices. She produces lists of paid and non-paid attendees and of attendees for exhibitors. Her responsibilities also include reconciling funds with Moses Meadows and entries into the PHMA Financial System.

Tom Booze, Logistics Support Manager, is responsible for: procuring, shipping, receiving and issuing of supplies, materials and equipment, to include phones, radios, copying machines, snacks/drinks, and staff uniform shirts; determining requirements for, and procuring, receiving and placing signs; collecting and providing service photos to Hollins for mounting in the Parade of Housing Display and returning photos to the Services; arranging for supplemental printing services and submitting/collecting/distributing printed material; distributing class handouts and critiques to classrooms and collecting completed critiques; receipt, packing materials, supplies and equipment for return shipping; collecting and arranging for return of leased equipment to include computer equipment, copiers, phones and radios. Preliminary planning includes review and editing of the staff manual, determining requirements for and procuring leased equipment, expendable materials and supplies, signs, uniform shirts and conference attendee bags, including contents; preparing shipments, and Parade of Housing instructions.

Ruthie Ratchford, PHMA Booth Assistant, is responsible for assisting in the PHMA booth and exhibitor registration. Preliminary planning includes familiarization with the staff manual and schedule. On-site duties include assisting with the preparation/operation of the PHMA Booth and performs other office duties as assigned.

The Editor, Defense Communities, is responsible for coverage and articles for *Defense Communities* and for planning and execution of the President's Reception and Dinner.

Moses Meadows, Finance, is the head cashier for registrations and works with assigned personnel to maintain a central spreadsheet on income/expenses in order to be able to reconcile amounts received and disbursed.

III. APPENDICES

A: PHMA FINANCIAL OPERATIONS

Outline

1. Overview of The Financial Process
 - Budget Input (Executive Director & Board Members)
 - Budget Review/Approval (Comptroller & Board)
 - Budget Execution (Executive Director)
2. Operating Guidelines for Approved Budgets
 - Board Member Authority and Responsibility
 - Executive Director Authority and Responsibility
 - Comptroller Authority and Responsibility
 - Executive Council Authority and Responsibility
 - Board Authority and Responsibility
3. Procedures
 - Income/Deposits
 - Expenses/Disbursements
4. Bank Accounts
5. Credit Cards
 - Merchant Account
 - Held By
6. Annual Federal Income Tax

1. Overview of the Financial Process: PHMA develops and operates its financial programs on a 2- calendar year basis. At each board meeting, the Board approves an operating budget for a specific calendar year and a tentative budget for the subsequent calendar year.

a. Budget Input: In November of each year,, the Executive Director, on behalf of the Comptroller, solicits input from board members on their financial requirements for the next 2 calendar years. Each board member is provided a copy of actual, current-year expenditures, and the tentative budget for the coming year, as previously approved by the Board. Board members will provide their requirements, rounded to the nearest \$100, using the following budget classes, and explaining in general terms the purpose/need for the expenditure, as required.

Awards, Equipment Buys, Expendable Supplies , Gifts (Logo Items), Hardware, Labor Purchase Services, Miscellaneous, Per Diem, Phone,Postage, Printing, Items to Sell, Scholarships, Software, Self Training Subscriptions, Transportation.

The Executive Director is responsible for input relating to staff and recurring association expenses and programs, such as *Defense Communities*, Certification, Annual Professional

Development Seminar, etc. Input is received, summarized and provided to the Comptroller in mid-December. In mid-January, actual expense data for the previous year is also provided to the Comptroller.

b. Budget Review/Approval: Annually in January, the Comptroller reviews and analyzes the submitted budget material, including the prior year actual expenses. The Comptroller then develops final budget recommendations and provides them to individual Board members and to the Executive Director at least two weeks prior to the annual Board meeting. At the annual Board Meeting, the Comptroller is responsible for presenting and defending budget recommendations, which are subsequently passed by the Board of Directors as an approved budget for the current year and a tentative budget for the next year.

c. Budget Execution: Subsequent to the approval of the annual budget, the Executive Director is authorized, subject to the specific limitations discussed under the Operating Guidelines Section, to operate the Association and to execute the approved budget. The Executive Director provides quarterly updates of income and expenditures to the Comptroller, via Quicken data disks.

2. Operating Guidelines for Approved Budgets: The following operating guidelines establish the level of responsibility and authority for execution of approved PHMA budgets.

a. Board Member Authority and Responsibility: Individual Board members are authorized to draw funds against their budget, so long as their general rate of funds expenditure does not exceed quarterly allocations of funds. It is assumed that funds are being used for the reasons requested in the approved budgets. It is the responsibility of individual Board members to advise the Executive Director when unforeseen and unbudgeted requirements occur. Board members requesting more than \$1,000 or 20% of their annual budget should justify such requests with a brief, written explanation. Board members may order airline tickets from the PHMA travel agency, so long as the tickets were purchased at least two weeks in advance of the travel or where the tickets do not exceed \$500 for an individual trip. Receipts for individual expenditures below \$100 are not required, but individual items exceeding \$50 will be identified. All receipts will be maintained by individual board members in their official files and be available for 5 years on an as requested basis.

b. Executive Director Authority and Responsibility: The Executive Director is authorized to disburse funds on behalf of PHMA, against an approved budget and is further authorized to deviate from the budget up to an amount not to exceed 25% of any given line item, or up to 10% of the total budget, without further approval from the Comptroller or the Executive Council. The Executive Director, acting for the Board, is authorized to question individual expenditures from Board members, staff or any PHMA contractor, and may, at his discretion, request additional information or justification, as deemed appropriate. The

Executive Director is authorized to withhold disbursements at his discretion, unless otherwise directed by the Comptroller or President.

c. Comptroller Authority and Responsibility: The Comptroller is the principal review authority for the execution of the budget, including monitoring income and expense against budget and the intent of the Board. The Comptroller receives and reviews quarterly updates, and makes such random reviews of financial procedures and expenditures as deemed appropriate. In this regard, the Comptroller is responsible for such audits, both internal and external, as deemed appropriate and/or directed by the Board. Periodic, in depth review of the financial procedures and operations, by the Comptroller, Board members, and other appointed association members, alleviate costly external audits. The Comptroller, without further review by the Executive Council or the Board, may authorize line item deviations up to 30% and total budget variations up to 15%. Amounts in excess of this authority will be referred to the Executive Council. The Comptroller is also authorized to approve disbursements questioned by the Executive Director, so long as the total dollar value of the item in question does not exceed \$2,000. The Comptroller may also have the Executive Director withhold disbursements, which he believes should be held in abeyance, pending review by the Executive Council. (SEE ALSO COMPTROLLER FUNCTIONS, DUTIES and GOALS)

d. Executive Council Authority and Responsibility: The Executive Council, acting for the Board of Directors, is responsible to ensure the fiscal integrity of the Association. Financial reviews are primarily of a policy nature and/or are concerned with performance during a given calendar year against the approved budget. The Executive Council, through the Comptroller, directs periodic review of the operating procedures, including internal and external reviews of sound accounting practices.

e. Board Authority and Responsibility: The Board of Directors is responsible for review, analysis and passage of annual budgets as described in the overview of the financial process. Their interest is to ensure that the goals of the Association are funded for execution and priorities are set to maintain fiscal integrity.

3. Procedures: The following financial procedures establish the manner in which PHMA funds will be managed by the Executive Director. PHMA finances are managed using the Quicken accounting program, which records all transactions against functional categories (such as income from or expenses of PDS), as well as classes of transaction (such as CY 200X income or postage expense). The established categories are provided as Attachments 1 & 2 — Income Categories and Expense Categories. Accounting Classes are also shown in Attachment 3.

a. Income/Deposits: They are recorded against specific PHMA accounting categories, based upon the source of the funds. All funds transactions are received by the PHMA head

office. All funds for deposit are provided to the Deputy Director for recording and processing, generally within 10 days or less of receipt. Credit card charges are also provided to the Deputy Director, who completes the necessary paperwork. The Deputy Director uses a proprietary PHMA software program to record all income, by category and source name. A summary deposit voucher is prepared by the Deputy Director, and subsequent to the bank deposit, a copy of the bank deposit slip, the summary deposit voucher, and a computer generated detail sheet is provided to the Executive Director, for recording in Quicken. The Executive Director retains each deposit batch on file (attached to and reconciled against subsequent bank statements). The proprietary software program is the official detail record of income and shows name, check or credit card number, date of deposit, etc. (It is from this program that membership dues are billed and recorded.)

(1) The Deputy Director is responsible to the Executive Director for ensuring collection of monies due.

(2) The Executive Director is responsible for entry of deposits into the Quicken program and for reviewing funds collected and due. Funds collected and deposited shall be reconciled monthly against the monthly bank statements and filed for use in preparation of annual tax information.

b. Expenses/Disbursements: Are recorded in Quicken against expense and accounting class categories by the Executive Director, as disbursements are made to individuals or companies. Board members may use optional PHMA Form 1001-96R (see Attachment 5) to request disbursement or they may submit itemized bills against their budgets. Companies and contractors submit invoices for payment. The Executive Director follows prescribed procedures for writing checks for PHMA so long as the amounts paid conform to the approved budget. The Comptroller shall approve in advance items above the amounts specified below and/or not in compliance with approved budgets.

- Payments to board members in amounts up to \$1,000 each, against requests.
- Payments to non-staff contractor invoices for items/services ordered for PHMA.
- Payments to staff contractor in amounts specified for purchased services (monthly fees) in accordance with individual contracts, in addition to monthly reimbursable expenses in amounts up to \$1,000.
- Payments of advances for professional services (e.g., speakers), printing or postage for PDS expenditures, in amounts up to \$15,000.
- Payments of bi-monthly costs for publishing *Defense Communities* in an amount up to \$28,000.
- Transfers of funds between checking and money market, as required to maintain a minimum checking balance of \$25,000, up to the amount of \$50,000.

The Executive Director is responsible for reviewing the posting of individual transactions to ensure they reflect accurately the appropriate cost category against the approved budget. Cancelled checks are reconciled against the monthly bank statement and are filed with these statements, as are supporting requests/justification documents or invoices.

4. Bank Accounts: PHMA currently maintains bank accounts as described below:

- An interest bearing checking account with Suntrust Bank, the primary PHMA bank account used for receipt and disbursement of all funds.
- A Money Market account with Suntrust Bank, a primary savings account.
- Two Certificates of Deposit with Suntrust Bank, an original savings account and a scholarship account.
- A regular checking account with Bank of America, used for operating at PDS locations where Suntrust does not have offices and as an operating account for the European Region of PHMA.

5. Credit Cards:

a. PHMA has merchant accounts with American Express and with Visa/Master Card. These accounts are used primarily for payments of tuition at PDS, but may also be used to charge dues or other amounts owed to PHMA. PHMA pays a monthly fee and a percentage (varying) of the monthly charges, as do other merchants.

b. VISA Credit Cards are currently held by the President, the Comptroller, the Executive Director, the Deputy Executive Director, the PDS Logistics Manager, and the Food and Beverage Manager. The cards are for use in obtaining goods and services for PHMA, in accordance with approved budgets. Primary use is for travel and per diem expenses, supplies, and as necessary for services.

6. Annual Federal Income Tax:

Federal tax returns, including forms 1099, are prepared by the firm of Updegrove, Combs, McDaniel and Wilson, 5 Loudoun St, SW, Leesburg, VA based on materials provided by the Executive Director.

State Corporation Commission and Other Local Filings: Annual filings with the State Corporation Commission are prepared by the Attorney of Record, Mr. Kenneth F. Parks, 604 King Street, Leesburg, VA 20177.

Income Categories

Advertising	Income	Non-Magazine Ad Income
Assessment	Inc	Special Assessments
Chapters	Sub-group	Chapter Assessments
Members	Sub	Member assessments
Avail Funds	Inc	Checking Acct Funds
Balance	Inc	Beginning CY Balance
CD Interest	Inc	CD Interest
Certification	Inc	Certification Enrollee
Check Credit	Inc	Checking Account Credit
Check Interest	Inc	Checking Account Interest
Defense Communities	Inc	Defense Housing Income
Ad Income	Sub	Ad Income
Subscriptions	Sub	Subscription Sales
Other Income	Sub	Misc. Other Income
Donations	Inc	All Donations
General	Sub	General Donations
Scholarship	Sub	Scholarship Donations
Dues	Inc	All Dues
Chapter Annual	Sub	Chapter Annual Dues
Chapter Initiation Fee	Sub	Chapter Initiation Fee
Chapter New	Sub	New Chapter Dues Only
Corp Annual	Sub	Corporate Annual Dues
Corp Initiation	Sub	Corporate Initiation Fee
Corp New	Sub	Corporate New Dues
Member Annual	Sub	Member Annual Dues
Member Initiation Fee	Sub	New Member Initiation Fee
Member New	Sub	New Members Dues
Repayment	Sub	Replace Bad Dues Check
Miscellaneous	Inc	Miscellaneous Income
Money Market Interest	Inc	From Savings
Refund	Inc	Refunds to PHMA
Sales Income	Inc	All Sales Income
Labels-Members	Sub	Member Labels
Labels Office	Sub	Housing Office Labels
Logo Items	Sub	All Logo Sale Items
Old Equip	Sub	Sales of Old Equipment
Savings Interest CDs	Inc	Savings Acct Interest from CDs
Service Forums	Inc	Stand Alone Forums
Army Dallas	Sub	Dallas 98
Army Tacoma	Sub	Tacoma 99
Service Forums Other	Sub	Other Forums
Training	Inc	All Training Efforts
Annual Seminar Exhibitor	Sub	PDS Exhibitor Fees
Annual Seminar Hotel	Sub	PDS Hotel Deposits
Annual Seminar Misc.	Sub	PDS Hotel & Misc. Income
Annual Seminar Tuition	Sub	PDS Tuition
An Wk Exhibitor	Sub	PDW Exhibitor Fees
Annual Workshop Misc	Sub	PDW Hotel & Misc. Income
An Workshop Hotel	Sub	PDW Hotel Deposits

An Workshop Tuition	Sub	PDW Tuition
Contract	Sub	RM Associates Tuition
Industry Forum	Sub	Forums at PDS

Expense Categories

Bank Charges	Expense	All Bank Charges
AMEX Fee	Sub-group	AMEX Fee
Bad CC #	Sub	Bad Credit Card Number
Bad Checks	Sub	Bounced Checks
Credit Card Charges	Sub	Credit Card Charges
FDIC	Sub	Monthly FDIC Charge
Other Bank	Sub	Other
Refund Amex	Sub	Refunds Made on AMEX
Refund VISA	Sub	Refunds Made on VISA
Visa Fee	Sub	Visa/MC Fee
Board Meetings	Exp	Meeting Expenses
Board Members	Exp	Board Members
Alumni	Sub	Alumni
At L #1	Sub	At-Large # 1
At L #2	Sub	At Large # 2
Awards	Sub	Awards
Chairman of the Board	Sub	Chairman Emeritus
Members	Sub	Membership
Plans-Programs	Sub	Plans & Programs
Training	Sub	Training
Classes	Exp	All Educational Training
Contract	Sub	RM Associates Services
Other	Sub	Other Workshops
PDS Current	Sub	Current Year Seminar Cost
PDS Next	Sub	Next Year Seminar Cost
PDW Current	Sub	Current Year Workshop Cost
PDW Next	Sub	Next Year Workshop Cost
Classes Other	Sub	Other PHMA Courses
Defense Communities	Exp	Defense Communities Magazine
Ex Council	Exp	Executive Council Members
Chap-Regional Operations	Sub	Chap & Regions Op
Comptroller	Sub	Comptroller
Information	Sub	Information
President	Sub	President
Secretary	Sub	Secretary
Senior VP	Sub	Senior VP
Gifts	Exp	Gifts to Outside Agencies
Historian	Exp	Historical Files
Legal Expenses	Exp	Attorney or Corporate Fees
Nominations	Exp	Nomination Committee
Other	Exp	Miscellaneous Expense
Prior Year	Exp	Expenses from past Budget
Regional Director	Exp	Regions of PHMA
Central	Sub	Central
Eastern	Sub	Eastern

PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION



European	Sub	European
Far East	Sub	Far Eastern Region
Pacific	Sub	Pacific
Western	Sub	Western
Repayments	Exp	Refund Erroneous Income
Savings	Exp	CD/Money Market
Scholarship	Exp	Scholarship Yearly Winners
Staff	Exp	All Staff Members
Administrator	Sub	Administrator
Billings Def Com	Sub	Billings for Defense Communities
Business Manager	Sub	Business Manager
Certification	Sub	Certification, Web & Labels
Deputy Executive Director	Sub	Deputy Executive Director
Editor, DC	Sub	Editor, Defense Communities
Executive Director	Sub	Exec Director
Graphics	Sub	Graphic/Printing & Design
Internet Site	Sub	PHMA Website
Misc. Staff	Sub	Other Staff Duties
TRANSFER	Exp	TRANSFER
Vice-President	Exp	Vice Presidents
Air Force	Sub	Air Force
Army	Sub	Army
Marine Corps	Sub	Marine Corps
Navy	Sub	Navy
Coast Guard	Sub	Coast Guard
VOID	Exp	VOIDED CHECK

Income and Expense Classes

<u>Item</u>	<u>Detail</u>
AV Rentals	Audio Visual Rentals
Avail Funds	Checking Acct Funds
Awards	All Awards & Gifts
Bank Charges %	Credit Card Fees
Bank Charges Monthly	Monthly Credit Card Fees
Bank Expenses	Monthly Bank Expenses
Bank Fees	Other Bank Fees
Bank Returned Credit Card	Bad Cards
Bank Returned Checks	Bad Checks
CY 1997	1997 Income
CY 1997 AMEX	1997 AMEX Income
CY 1997 VISA/MV	1997 VISA/MC Income
CY 1998	1998 Income
CY 1998 AMEX	1998 AMEX Income
CY 1998 VISA/MV	1998 VISA/MC Income
CY 1999	1999 Income
CY 1999 AMEX	1999 AMEX Income
CY 1999 VISA/MV	1999 VISA/MC Income

PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION



CY 2000
CY 2000 AMEX
CY 2000 VISA/MV
CY SAVINGS
Dues
Equipment Buy
Equipment Lease
Expend
Gifts
Hardware
Hotel Deposits
Hotel Services
Instructors
Internet
Labor
Misc.
Per Diem
Petty Cash
Phone
Postage
Printing
Purchased Educational Services
Purchased Services
Refunds
Rentals
Repair
Sale Item
Scholarship
Seminar

2000 Income
2000 AMEX Income
2000 VISA/MC Income
TRANSFER FROM SAVINGS
Dues to Other Associations
Buy Equipment
Lease Equipment
Supplies & Disposables
Items to Give Away
Computer Purchases
Hotel Room Deposits Only
Purchased Hotel Services
Speakers/Instructors
Internet Fees
Hourly Job Wages
Miscellaneous Other Items
Travel Per-Diem Expenses
Petty Cash Account
All Phone Charges
All Postage
All Printing
Purchased Educational Services
Purchased Services - General
All Refunds
Rentals - Short Term
Fix Equipment & Hardware
Items to Sell
Scholarship Payments
Seminar Services

Item

Software
Staff Train
Subscripts
Tax
Transport
Transfer
Undistributed
Void

Detail

All Software Buys
Staff Training Courses
Subscriptions
All State or Federal Tax
All Transportation
Transfer Between Accounts
Items Not Yet Categorized
Void

Methods of Tracking Payments and Monies Due

1. Membership and Income Program: The PHMA uses a proprietary software program to track membership and income for the Association. All funds deposited to PHMA accounts are entered into this database, and are identified against specific deposit codes, with dates and amounts. Information in the database is at the individual check level, showing the source name of the funds, the check number, and the reason for the deposit against the categories of income. The database is available for audit or review at any time, and a copy is updated and reviewed by the Executive Director on a monthly basis.
2. Certification Data Base: Information on personnel enrolled in the PHMA Certification program is maintained in an Access file. Enrollment requests are only possible if they are accompanied by a check. Personnel information in this database may be verified against the membership/income records.
3. Defense Communities Billing Spreadsheets: The Publisher of *Defense Communities*, Stratton Publications, sends invoices to companies for advertisement in individual issues of the magazine. Copies of the invoices, as well as a spreadsheet showing a summary of the invoices. PHMA staff tracks the invoices, re-issues invoices if they have not been paid after 2 months, and advises the Executive Director of invoices 4 months overdue.

PHMA Disbursement Record

ACTUAL CANCELLED PHMA CHECK GOES HERE

(See Quicken Monthly Check Register for Details of Budget Account and Budget Class)

The above disbursement was for PHMA use and is

- in accordance with the currently approved budget.
- has been approved by the President or Executive Council.
- has been approved by the Comptroller.
- has been approved by the Executive Director.
- This check has been reconciled with the Bank statement and entered in Quicken.
- An invoice or request for payment is attached.
- An invoice is not available, but the check is certified for payment for the reason shown.

**Comptroller approval (if required)
Executive Director or Staff Signature**



B: BOARD MEMBERS AND TERMS

TERMS OF ELECTED PHMA BOARD OF DIRECTORS

* President	Michael W. Shelton	Dec 31, 2006
* Executive Vice President	Elijah A. (Wilkie) Wilkerson	Dec 31, 2006
Member at Large	Joyce VanSlyke, Army – 2004	Dec 31, 2010
* Secretary	Alice Gladden, AF(Ret) - 2004	Dec 31, 2010
Chairperson, Plans and Programs	Walt Kelly, Private Sector – 2004	Dec 31, 2010
Member at Large	Connie Lotfi, AF - 2004	Dec 31, 2010
* Chairperson, Membership	Ken Day, Army – 2000	Dec 31, 2006
Chairperson, Information	John Perrygo, Navy – 2000	Dec 31, 2006
Chairperson, Awards	George Mino, Army – 2003 (appointed to Board to replace Oliver West)	Dec 31, 2006
Member at Large	Tom Chapman, Private Sector 2000	Dec 31, 2006
Member at Large	Margaret Barr, MC – 2000	Dec 31, 2006
Chairperson, Chapters/Regions	Darlene McCoy – 2004 (Appointed to replace Sandra Randolph)	Dec 31, 2008
Member at Large	George McKimmie, Army – 2003	Dec 31, 2008
Member at Large	John Junge, Private Sector – 1996	Dec 31, 2008
* Comptroller	Barry Scribner, Private Sector – 2002	Dec 31, 2008

(Chairperson, Training – not filled)

Notes:

* Executive Council Members

Year shown after the name indicated year in which elected/appointed to the Board.

Will be updated when the results of this year's elections are announced.

C: BOARD MEMBER SELF-EVALUATION FORMS

NAME

OFFICE-COMMITTEE-POSITION

FOR CALENDAR YEAR: _____

Yes No

- | | | |
|--|-------|-------|
| 1. Wrote at least 3 articles for Defense Communities this year. | _____ | _____ |
| 2. Have maintained regular contact with board members. | _____ | _____ |
| 3. Briefed at least one member of Senior Leadership on PHMA this year. | _____ | _____ |
| 4. Joined a local PHMA chapter or already belong. | _____ | _____ |
| 5. Visited and spoke at one chapter other than own. | _____ | _____ |
| 6. Attended all Board meetings and actively participated | _____ | _____ |
| 7. Kept well-versed in PHMA matters. | _____ | _____ |
| 8. Actively participated with any other chairperson. | _____ | _____ |
| 9. Encouraged/assisted in recruiting. | _____ | _____ |
| 10. Wore PHMA lapel pin and promoted PHMA logo visibility | _____ | _____ |
| 11. Submitted written budget to the Treasurer 60 days prior to attending the annual meeting. | _____ | _____ |
| 12. Submitted goals and objectives for next year to the President at least 60 days before the annual Board meeting. | _____ | _____ |
| 13. Submitted brief narrative self evaluations of annual performance to the President 30 days prior to annual meeting. | _____ | _____ |
| 14. Brief narrative of any of above items which are marked "NO". | | |
| 15. Accomplish specific goals established for 2005-2006 (please elaborate). | | |

[TO BE UPDATED TO MATCH GOALS]

D: BOARD MEMBER ANNUAL REPORTS

NAME

OFFICE - COMMITTEE - POSITION

FOR CALENDAR YEAR: ____.

1. PLEASE COVER THE SPECIFIC ACCOMPLISHMENTS OF YOUR POSITION TO INCLUDE EFFORTS TOWARDS THE 2005-2006 GOALS REFLECTED IN THIS OPERATIONS MANUAL.

2. PLEASE COVER "REPORTS" YOU OWED TO THE BOARD.

3. PLEASE COVER OTHER ITEMS, WHICH REQUIRE BOARD DISCUSSION.

**PROFESSIONAL
HOUSING
MANAGEMENT
ASSOCIATION**



E: GUIDE ON "WHO TO CALL"

<u>Name/Address</u>	Duties	Phone	Fax	Email
Jon Moore 154 Fort Evans Rd NE, Leesburg, VA 20176	Executive Director- Oversees all efforts relating to the operation of the Association ,	703.771.1888 ext. 4	703.771.0299	jonrmoo@earthlink.net
Mona Pearson 154 Fort Evans Rd NE, Leesburg, VA 20176	Deputy Executive Director-Oversees day to day administration and finance work, website and chapters	703.771.1888 ext. 3	703.771.0299	phmainfo@earthlink.net
Sharon Bonar 914 164th St, SE Millbrook, WA 98012	Outgoing Editor, Defense Communities Articles, Advertising	425.379.5796	425.379.5796	defense.communities@verizon.net
Birgitt Seymour 544 Windspirit Circle Prescott, AZ 86303	Incoming Editor, Defense Communities Articles, Advertising	928.443.7383	928.443.0141	phmadefensecommunities@earthlink.net
Kathy Cooper 154 Fort Evans Rd NE, Leesburg, VA 20176	Registrar- registration for events and membership	703.771.1888 ext. 2	703.771.0299	phmaoffice@earthlink.net
Monique Jenkins 154 Fort Evans Rd NE, Leesburg, VA 20176	Trade Expo Coordinator-Corporate Member Dues and listings	703.771.1888 ext.1	703.771.0299	phmaadmin@earthlink.net
Roger Seymour 544 Wind Spirit Cir, Prescott, AZ 86303	PDS Staff Assistant- Speakers, Training, Events, AV	928.443.7383	928.443.0141	rogerseymour@earthlink.net
Rick Worrell 6071 Ansley Court Manassas, VA 20112	Sponsorship, Food and Beverages	703.680.7049	703.878.3913	rworrell@mhli.org

F: CHAPTER OPERATIONS

GUIDE FOR HAVING CHAPTERS

The four major topics that must be considered in forming and establishing a Chapter are:

- Attributes of an Ideal Chapter:
- Minimum Standards for Successful Chapters:
- Value of an Individual Joining a Chapter:
- Value of Chapters for PHMA:

a. Attributes of an Ideal Chapter:

- Regular quality meetings; creative and fun activities
- Train and develop strong leaders and housing professionals
- Includes military and civilian housing professionals from all sources
- Conducts fund-raising events
- Good internal/external communications promoting PHMA
- Community Service
- Supportive and involved
- Provides recognition
- Recruits new members and growing membership
- Has a sense of purpose
- Has by-laws and constitution and is responsible and accountable to PHMA International

b. Minimum Standards for Successful Chapters:

- Four meetings per year (includes one general membership meeting)
- Membership from mixed functional areas, as appropriate for the Chapter
- Supportive of PHMA International as evidenced by timely submissions and by adhering to PHMA International By-laws and Constitution (Submit Chapter By-Laws and Constitution to PHMA International for review)
- Training events twice a year
- Minimum officers: President Vice-President, Secretary, and Treasurer
- Financially solvent
- Minimum of 10 members in good standing (constantly)
- Add 10% *new* members annually (calendar year). Exception *for* installations affected by reduction in force and/or base closure

c. Value of any Individual Joining a Chapter:

- Networking (with other services/agencies/organization – public and private)
- Travel
- Avenue for international communication
- Personal satisfaction of belonging to a professional organization
- Pride
- Leadership training and development
- Professional Certification
- Career advancement (face time)
- Add more private sector and non-Defense: What's in for me (WIFM)

d. Value of Chapters for PHMA:

- Broad-based input and feedback
- Local community visibility
- Creates vertical organization
- Platform for PHMA International (strengthened by chapter /local visits)
- Strengthens organization
- Enhances recruitment
- Increases member involvement
- Influence at installation/community level
- Provides leadership opportunities
- Local training opportunities
- Provides community service

GUIDANCE FOR CHAPTER FORMATION

1. Contact a Family Housing and Lodging employees within your area. Identify at least 10 people who are PHMA members or who want to join PHMA and form a local chapter. Promote the International membership as a prerequisite for forming a local chapter. Meet and obtain the necessary information to prepare the application. The following requirements will be needed to submit a request for a chapter charter:
 - a. List at least 10 PHMA International members or potential members who desire to form a local chapter.
 - b. Obtain PHMA membership applications, initiation fees and dues from those people who are not already members of PHMA.
 - c. Collect \$25 for the chapter charter fee.
 - d. Select a name for the Chapter, which may reflect the geographic region in which your Chapter will be located.
 - e. Prepare a constitution and by-laws for the Chapter. A sample is attached to assist you.
 - f. Select a chapter coordinator or President Pro Temp to be in charge of organizing the Chapter and contacting PHMA during the organization period. Obtain the complete mailing address and phone number.
2. Send all of the above by letter to the Secretary, PHMA. A sample letter is attached to assist you.

SAMPLE LETTER FOR REQUESTING NEW CHAPTER

Date

Dear Mr./Ms (insert PHMA International Secretary's name here)

It is requested that a charter be issued to establish a Chapter of PHMA to be known as the _____ Chapter, which will include the specified geographic area covered.

The following requirements have been met and are enclosed:

- a. List of names and addresses of ten or more charter members of the Chapter.
- b. PHMA membership applications for ----- of the charter members of the Chapter who are not already PHMA members, and their Initiation fees and dues in the amount of \$.
- c. The amount of \$25 for the Chapter charter fee, made payable to PHMA.
- d. A copy of the Chapter constitution and by-laws.
- e. The Chapter coordinator is:

Name

Address

Phone number (local/DSN)

Very truly yours,

Chapter Coordinator

CHAPTER ORGANIZATION

INTERNATIONAL LEVEL

The PHMA International Board publishes standard By-laws, which will be used for all levels by filling in the appropriate information pertaining to specific needs of particular chapters. When additions are made, care must be taken to ensure no conflict exists with PHMA International By-laws.

REGIONAL LEVEL

Local chapters fall within geographic boundaries of regions, headed by regional directors. Responsibilities of regional directors are to coordinate the affairs of the Association within their designated regions.

CHAPTER LEVEL

1. Organization

This is the basic component of the entire PHMA organizational structure. Chapters should be the foundation and lifeline of PHMA International. They must be dynamic, informative and purposeful. Chapters receive guidance from PHMA International and from the Regional Directors in the form of publications and support. To ensure conformity to common goals, the formation of new chapters must be carried out in accordance with policies approved by PHMA International.

Chapters should be formed to assist members in developing, maintaining, enhancing and advancing their professional status; and to share ideas and concepts for the improvement of housing management with the Federal Services, organizations, and legislative bodies.

2. Election of Officers

Election of the local Chapter officers shall take place within 30 days after the Chapter Charter has been received. An elected official must be a regular or alumni member of PHMA International in good standing. Any person who was employed in family housing or lodging at the time of retirement may remain a member of PHMA International as well as the local Chapter.

After election of officers/board members, the PHMA International Chairperson for Chapter and Regional Operations is to be notified as follows:

- (1) Name of Chapter.
- (2) Date charter approved.
- (3) How often meetings are to be conducted.
- (4) Roster of officers including addresses and telephone numbers.

The Chairperson will ensure that the Secretary, PHMA International is notified. An article on the chartering of the Chapter shall be submitted to the Editor of *DEFENSE COMMUNITIES*.

3. Responsibilities of Chapter Officers and Standing Committees

President – Responsibilities

Preside at all meetings.
Ex-officio member of all committees (except nominating).
Plan and direct meetings.
Assist committees in developing goals and objectives.
Ensure plans are in best interest of Chapter.
Work closely with other Chapter officers and committee chairpersons.
Ensure Chapter budget is carefully administered.
Cosign checks with treasurer (if applicable).
Keep vice—president completely informed.
Ensure secretary’s records are accurate.

Vice-President — Responsibilities

Be on call at all times to substitute for the President.
Special assignments.

Secretary — Responsibilities

Keep, publish, and maintain an accurate record of proceedings of Chapter meetings.
Send out notices of meetings, membership cards and ballots for elections.
Maintain file of incoming and outgoing correspondence, legal or official records.
Assist president in conduct of meetings.
Preside at meetings in the absence of the president and vice—president.
Read minutes of previous meeting.
Sign minutes of meetings.
Prepare agendas of meetings.

Treasurer — Responsibilities

Receive, properly bank, and record all Chapter income.
Pay all duly authorized expenditures.
Keep detailed record of all income and expenses.
Prepare financial reports.
Works closely with other Chapter officers.
Collect dues.
Ex-officio member of all committees.
Organize financial records for annual audit.

Board of Directors — Responsibilities

General management of the Chapter.
Authorize audits and expenditures.
Pass upon eligibility of applicants for membership.
Act as legislative body.
Approve annual budget.
Review new plans and proposed activities.

Standing Committees

Membership includes one chairperson and two other members at a minimum.

Nominating Committee - Nominates individuals for Chapter office.

Membership Committee - Interests prospective members to join Chapter.

Program Committee - Obtains speakers and arranges programs.

Publicity Committee - Prepares advance notices of meetings, special activities and prepares news articles which report accomplishments of Chapter in various publications.

Social Committee - Obtains entertainment or organizes social activities for Chapter.

Ways and Means Committee - Provides ways and means of meeting Chapter expenses.

Historical Committee - Prepares and maintains the official historical records of Chapter.

4. Meetings

Meetings must be held regularly. Below is an example of a business meeting to assure productivity and interest:

The Presiding Officer is prepared, has an adequate agenda and is familiar with parliamentary procedures. He/she shows confidence in handling business. The Secretary ensures minutes were well written and are read. The Treasurer gives a concise financial report and assures bills were turned in for payment. Reports by committees are brief, yet adequate, and business is introduced, if action is needed. The agenda should be informative and helpful to the Chapter and ensure program assignments are well thought out and understood by participants.

Below is a suggested order of business to follow at regular Chapter meetings:

Call to Order
Introduction of Visitors
Dinner/Lunch
Speaker/Program
Minutes of Last Meeting
Treasurer's Report
Committee Reports
Business
Unfinished
New
Adjournment

5. Membership Status

If at any time, a Chapter's membership falls below 10 members for a period of 90 days, or has had only one meeting during a 6-month period, the local Chapter President or Secretary or Treasurer shall notify the President of PHMA, International in writing within 10 days of the 90-day or 6-month period, respectively relative to the applicable condition(s). When a chapter becomes inactive, the number of the Chapter will not be reassigned. Should the Chapter be reactivated at a later time, the number will again become effective. The President and Treasurer of the local Chapter are responsible for the disbursements of funds by the Chapter. Upon inactivation, all debts incurred must be paid. Thereafter, any funds remaining in the Treasury shall be transferred to the Treasurer, PHMA International.

6. Dues

Local Chapters will determine the amount of dues needed to operate and achieve the goals of the Chapter.

7. Chapter and Meeting Reports

Forms have been established for easy reporting on the formation of the Chapter and for reporting on all Chapter meetings. These forms should be completed on a timely basis. Meeting report forms should be sent to the PHMA International Chairperson for Chapter and Regional Operations within 5 days from the date of the meeting. Blank Chapter and meeting report forms are included.

8. Chapter Goals

The objectives of the PHMA International Association should be regarded as long-term objectives, for which PHMA members and the Chapters should continually strive. In addition, each Chapter should, at least annually, establish short-term goals and review the status of their long-term objectives. What do you want your Chapter to do this year? Certainly one recommended goal should be to hold at least two business meetings with guest speakers. Other short-term goals should enhance the long-term stated objectives of the local Chapter and PHMA International.

Some goals for consideration:

Report Chapter or area housing and lodging items of interest to *Defense Communities*.

Articles for *Defense Communities* at least once each quarter.

Guest speakers and subject matters.

Local public service projects.

Chapter awards program or one or more nominations of deserving individuals from local to national award.

Attendance by at least (#) of local members at the next national training conference.

Increase in membership by a specified number or percentage prior to a specific date.

President, Vice President to write letters to International or *Defense Communities* on suggestions for improvements or status of Chapter goals.

President or Vice President to attend International Board Meeting.

Chapter members visit other field level housing offices.

Raise \$_____ for PHMA scholarship fund by a specified date.

Develop and maintain Chapter history and meeting reports.

Send Chapter report and meeting reports to Chairperson for Chapter Operations within 5 days of Chapter meeting.

Develop items of Chapter interest for regional or international pursuit. Publish a chapter membership roster and keep it current.

PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION
CHAPTER REPORT

CHAPTER NUMBER _____ AND NAME: _____

NUMBER OF MEMBERS IN CHAPTER: _____ DATE CHAPTER FORMED: _____

FREQUENCY OF MEETINGS: _____

CHAPTER OFFICERS (NAME AND ADDRESS):

PRESIDENT: _____

VICE PRESIDENT: _____

SECRETARY: _____

TREASURER: _____

TYPES OF COMMITTEES (e.g. Program, Membership, etc.):

HAVE YOU ESTABLISHED ANNUAL GOALS FOR YOUR CHAPTER? YES NO

IF YES, WHAT ARE THEY? _____

POINT OF CONTACT FOR PHMA CHAIRPERSON FOR CHAPTER OPERATIONS:

(NAME, ADDRESS, PHONE NUMBER(S) AND EMAIL

ADDITIONAL COMMENTS:

Signature, Title, and Date

PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION
MEETING REPORT

CHAPTER NUMBER AND NAME: _____

DATE AND PLACE OF MEETING: _____

NUMBER OF MEMBERS IN CHAPTER: _____

NUMBER OF ATTENDEES AT MEETING: _____

GUEST SPEAKER: _____

TOPIC(S) OF DISCUSSION AT MEETING: _____

NOTEWORTHY VISITORS AT MEETING:

COMMITTEE REPORTS (If applicable): (e.g. Program, Membership, etc.):

OTHER COMMENTS:

Signature and Date

**CONSTITUTION
PROFESSIONAL HOUSING MANAGEMENT ASSOCIATION**

ARTICLE I - NAME

SECTION 1. The name of this organization shall be the “Professional Housing Management Association, ---“(name) Chapter (#)” and shall be an affiliate of the PHMA International Organization.

SECTION 2. Headquarters for the Chapter shall be located at the address of the presiding President in the (name) area.

ARTICLE II - OBJECTIVES

SECTION 1. To fully support the objectives of the PHMA International Organization, as outlined in Article II of the By-laws.

SECTION 2. To promote cooperation and understanding between the various branches of the Services engaged in housing management in the (name) area.

SECTION 3. To recognize members who contribute their time and efforts in such a manner which is of considerable benefit to the local (name) Chapter and bestow recognition upon the professional field of housing as a whole.

ARTICLE III - MEMBERSHIP

SECTION 1. All members shall be PHMA International members and must agree to subscribe to the standards of conduct and professionalism of the Association. Memberships are not transferable.

SECTION 2. Regular (voting) membership is open to all Federal employees, civilian or military, active or retired and private-sector employees, who are involved, either directly or indirectly, in the profession or support of military housing management.

SECTION 3. Regular Life (voting) membership is as defined at Section 2, and is for life.

SECTION 4. Associate (non-voting) membership is open to family members of Regular and Regular Life members.

SECTION 5. Associate Life (non-voting) membership is as defined at Section 4, and is for life.

SECTION 6. Honorary (non-voting) membership may be granted by the Board of Directors of the Association to any individual and/or organization who contribute significantly to enhancing the goals or objectives of the Association.

SECTION 7. The initiation fee for all classes of membership other than Honorary shall be \$5.00. Initiation fees are paid only once, unless a member becomes delinquent, in which case a "renewal fee" of \$5.00 shall be charged to reinstate the membership. Such fees may be waived by any member of the Board of Directors of the Association for special events such as membership drives, training seminars, or conferences.

SECTION 8. Annual dues are as shown below in the first quarter column and shall be paid on a calendar year basis. Bills will be provided in October of each year. Payment is due on or before January 1st of each year.

SECTION 9. Any member whose dues are not paid by March 31st of each calendar year will be dropped from membership until such time as \$5.00 renewal fee and full calendar year dues are paid.

ARTICLE IV – OFFICERS

SECTION 1. Officers shall be elected from within the general membership.

SECTION 2. President - The President shall function as the Executive Administrator of the Chapter and shall exercise supervision of the affairs of the Local Chapter, subject to review of the Board of Directors. The President shall insure that all financial records are correct and accurate. The President shall preside over and conduct all chapter meetings and shall perform all duties normally incident to the office of the President. The President will appoint all committees, except the nominating committee, which will be selected by the Board of Directors.

SECTION 3. Vice President - The Vice-President shall officiate in the absence of, or when requested by, the President. When officiating, the Vice-President shall function in all capacities normally performed by the President.

SECTION 4. Secretary - The Secretary shall be responsible for:

- a. Recording minutes of each Board of Directors' and Local Chapter meetings.
- b. Custody and maintenance of official files and documents of the Local Chapter.
- c. All Local Chapter correspondence.

SECTION 5. Treasurer - The Treasurer shall have the following responsibilities:

- a. Preparation and presentation of written statements of financial condition of the Local Chapter at each Chapter meeting.
- b. Receipt, disbursement and accounting for all incoming Chapter funds and applications for PHNA International membership.

c. Disbursements shall be made by the Treasurer under the general direction of the Board of Directors. Disbursements other than normal/routine shall be approved by the Board of Directors.

d. Submission of an annual financial report of the Local Chapter to the Board of Directors and membership.

SECTION 6. Members-at-Large - Members-at-large are members of the Board of Directors, elected by the membership, and are charged with the responsibility of presenting to the Board of Directors matters directly concerning general membership. They will be recognized as official voting members of the Board of Directors.

ARTICLE V - MEETINGS

SECTION 1. Local Chapter meetings will be conducted XX

SECTION 2. The President may conduct other meetings as deemed appropriate. Requests for such meetings called by the President or 10% of the voting membership shall be presented to the President stating the purpose and objectives. An official report of the meeting shall be submitted to the Secretary for record and all meetings will be open to the general membership.

ARTICLE VI - GOVERNING BODIES

SECTION 1. Membership - All affairs of the Chapter shall be as directed by the Board of Directors. Administration of the Chapters affairs shall be carried out by the Board of Directors consisting of the principal officers, who are identified as President, Vice-President, Secretary, and Treasurer and three Directors-at-Large.

SECTION 2. Functions - The Board of Directors shall be presided over by the President, and their functions shall be to:

- a. Develop long-range policies and to outline chapter programs.
- b. Develop overall program planning to include objectives, special programs, and functions.
- c. Develop overall professional standards for the Chapter.
- d. Conduct conferences and training as necessary.
- e. Recommend such other administrative action as deemed in the best interest of the Chapter.
- f. Review and adjudicate all disciplinary matters which may arise.
- g. Ensure that all directives and resolutions of the Chapter are put into effect.

SECTION 3. Election of Board of Directors - The Board of Directors shall be nominated by a committee prior to election. The nominating committee will submit their nominations to the Secretary. The outgoing President will present selections to the voting membership, with

other nominations accepted from the floor. Officers, who shall be elected bi-annually to coincide with PHMA International election of officers, will be President, Vice-President, Secretary, and Treasurer. Immediate past president will serve on the Board of Directors as a Member-at-Large, along with two members elected by the general membership.

ARTICLE VII – STANDING COMMITTEES

SECTION 1. In addition to the four principal officers, every 2 years, coinciding with elections, the President will appoint directors to chair the following standing committees:

(LOCAL CHAPTERS DECIDE WHICH COMMITTEES THEY ESTABLISH AND INCLUDE THEM IN THIS SECTION. PLEASE REFER TO PHMA INTERNATIONAL BY-LAWS FOR AN EXAMPLES. THIS SECTION MAY BE OMITTED IF THERE WILL BE NO STANDING COMMITTEES IN THE LOCAL CHAPTER)

ARTICLE VIII - REVENUES

SECTION 1. Fees, dues, and assessments may be levied to the membership in an amount set forth in the By-laws. All funds of the Chapter shall be deposited in a Federally insured depository by the Association's treasurer.

SECTION 2. The financial accounts of the Chapter shall be audited annually as directed by the Board of Directors. Audit will be conducted prior to the inception of newly-elected officers.

ARTICLE IX - AFFILIATION

SECTION 1. This Chapter may affiliated with or accept affiliation of other organizations with a common interest, as approved by the Board of Directors in accordance with PHMA International Organization.

ARTICLE X - CONSTITUTION

SECTION 1. This Constitution, unless otherwise provided, shall become effective immediately.

SECTION 2. This Constitution may be amended by a majority of the voting membership voting on the proposed Amendment.

SECTION 3. The voting upon any proposed amendment shall be scheduled to be conducted at a general membership meeting. Adopted amendment(s) will be published in a revised constitution and distributed to the membership by the Secretary.

ARTICLE XI - AWARDS

SECTION 1. This section should describe any awards to be presented by the local Chapter, such as special achievement award or Outstanding PHMA local Chapter member award. It

should also describe how the member will be selected for the award, such as secret ballot of the general membership.

ARTICLE XII - BY—LAWS CHANGES

General — Petition for proposed changes, additions, and deletions will be submitted by a minimum of 10 percent of the voting membership to the Chapter Secretary. The Secretary shall forward the petition to the Board of Directors for consideration. Results of the Board's action shall be published and furnished to the general membership at the next regularly scheduled meeting.

ARTICLE XIII — MEETINGS

SECTION 1. Closed Door Sessions - There will be no closed-door sessions. All Board of Director's meetings will be open to the general membership.

SECTION 2. Board of Directors' Meetings - The Board of Directors will meet XX

SECTION 3. General Membership — General membership meetings will be held XX

SECTION 4. Special Meetings — Special meetings may be tailed at the direction of the President when deemed necessary to resolve problems concerning the general membership.

ARTICLE XIV - QUORUM

It is hereby established that a minimum of 1/2 members from the general membership and 2/3 members from the Board of Directors be present at general membership meetings before a quorum is established.

ARTICLE IX — DISTRIBUTION

The Secretary will furnish copies of the Constitution and By-laws, including amendments, to the PHMA International Organization.

G: DEFENSE COMMUNITIES - GUIDELINES



Author's Guideline

We welcome your articles for possible submission in Defense Communities. Following are some guidelines to assist you in preparing your article for publication:

GENERAL INFORMATION

Frequency of Publication: Six times each year.

Goals: Improving knowledge and abilities in the management of housing military members and their families. Provide information on latest equipment, products, supplies and services in facilities maintenance; office equipment; private sector housing; lodging and unaccompanied personnel housing. Maintain an open line of communication for members to share lessons learned, awards, special events, chapter news and training updates.

Audience: Military and civilian career housing management specialists; administrative and executives. Membership comes primarily from Department of Defense and members from Coast Guard, HUD, Real Estate industry, and housing business-related companies.

Subjects of Particular Interest: New technology in facilities maintenance; increasing efficiency and effectiveness on the job; customer relations; training; automation; personal and professional development.

ARTICLE SPECIFICATIONS

Outlines: Consider first submitting a detailed outline of any article you are proposing.

Length: 6 to 10 double-spaced, typed pages for feature articles and 3 double-spaced, typed pages for First Person articles (see "Other Possibilities" at right).

Form: You may submit articles as typed hard copy or on floppy disks (3 1/2) using Microsoft Word .doc software or send file as an e-mail attachment to XXXXXXXXXXXX.

Cover Page: Include a cover page with your manuscript, including your name, address, phone number, title, activity/installation, and any other biographical information you feel is appropriate.

Sidebars and Boxes : Include sidebars of tips, pointers, and lists of resources where applicable.

Tone: Write in a personal, direct tone in active voice. Include practical examples where possible.

Artwork: We will consider black-and-white or color photos, color slides, charts, graphs, and other artwork. If you want your artwork returned, include a self-addressed envelope. See Digital guidelines under separate attachment.

OTHER POSSIBILITIES

Case Studies: We are eager to receive case studies from housing management specialists in the field. Let us know how you solved a problem, handled a new challenge, or gained a professional edge.

First Person: First Person articles represent a personal opinion on a topic of interest to housing managers. If you submit an article for First Person, please include a photo of yourself (preferable black and white). We will consider your article whether or not you send a photo.

EDITORIAL PROCEDURES

Review and Acceptance Process: We attempt review manuscripts and notify authors of our decision within 3 weeks of receipt.

Originality: Aside from certain book and magazine excerpts or reprints from newsletters, Defense Communities accepts only previously unpublished manuscripts.

Product Endorsements: We reject articles that are disguised product releases. Authors may identify specific products or services but must mention them sparingly within an article of broader content.

Payment: We are unable to pay authors, except for specially commissioned pieces. We consider articles as contributions to the advancement of the military housing profession. Authors do receive full bylined credit and complimentary copies of the magazine in which their article appears.

Copyright: All published material is copyrighted by Defense Communities under the provision of “work made for hire.” Rights will be returned to the author following publication, if requested.

Galley Review: We do not provide authors with galleys or any other edited form of their manuscripts. We reserve the right to alter any accepted manuscript for clarity and adherence to Defense Communities editorial style. For example, we commonly alter headlines, subheads, and article tone to improve readability and clarity. Manuscript submission implies author agreement with this policy.

Guidelines for Digital Photo Submission

Defense Communities is pleased to accept digital photos provided they are of optimal quality for printing and meet the following format guidelines. If you have any questions, contact Angela Angerosa at Stratton Publishing & Marketing.

1. **Resolution:** Magazine printing requires high-resolution photography. **Resolution must be 266 to 300 dpi** (dots per inch). To achieve this, the digital camera must be set on high resolution at the time the photo is taken AND at the time the image is transferred to the computer. It is possible to take a large (for example, 9" x 12") image at 150 dpi and reduce it down to 3"x 4" at 300 dpi. The reverse is not true however; photos cannot be blown up without loss of data; image quality will be compromised significantly.
2. **Format:** Images may be saved as JPG, TIF, PCX or BMP—with **JPG or TIF preferred**. *Important — when saving as JPG, choose MAXIMUM quality.*
3. **RGB or CMYK:** RGB is screen or computer mode. It is how digital cameras take pictures. CMYK is necessary for magazine printing. *Defense Communities* can convert RGB images to CMYK.
4. **Cover Photo:** Due to the large size needed, **digital photos are not acceptable for use on the cover of *Defense Communities*.**
5. **Transmission:** Preferred—Zip Disk or CD-ROM.
6. **Electronic Transmission:** Because of occasional file corruptions that can occur during electronic transmissions, **no more than one uncompressed photo per e-mail should be sent at a time.**
7. **Photo Identification:** Please name digital photos in a simple and logical system. For example, if the article is by John Smith, name the photos smith1.jpg, smith2.jpg, etc.

8. **Charts and Graphs:** **PDF files are preferred for charts and graphs.** EPS or Adobe Illustration files work too. Do not submit TIF or JPG or PowerPoint format.

9. **Image Editing:** Artifacts or defects in images will be corrected by *Defense Communities*.