

KENA SHRINERS

2012

Leadership Handbook





Daniel S. Tomasian
Potentate
2011

KENA SHRINERS

A.A.O.N.M.S.
FAIRFAX, VIRGINIA

P.O. Box 456
Merrifield, VA 22116-0456
703-573-4202
Recorder@Kena.org

December 10, 2011

Kena Unit and Club Leaders,

You have been honored through election to lead your unit or club. To be an effective leader, you need to be knowledgeable of Shrine Law, Kena Bylaws, your Unit/Club Bylaws, Kena's Policies and Procedures, and much more. The best source to find answers to your questions is the 2012 Kena Leadership Handbook. Thanks to Illustrious Don Moore, P.P., who has painstakingly reorganized and edited previous Leadership Handbooks in order to provide you an **easy, quick resource on how to be a knowledgeable and effective leader.**

The 2012 Leadership Handbook is a reference book. I recommend that you scan through the Handbook so you will know the type of information that it contains. Then if an issue arises, look in the Handbook for the answer. During 2012 the Colonel of the Units will address a different section of the manual at each monthly meeting, so bring your Handbook to the meetings. As an available reference guide for you and your members, I recommend that you keep this Handbook in your unit/club room.

Becoming familiar with the contents of the 2012 Leadership Handbook will enable you to more effective and have a great year.

Feel the excitement of being a Kena Shriner Leader and share your enthusiasm with your members. Enthusiasm is contagious.

Bennie Bough
Chief Rabban

Bennie E. Bough
Chief Rabban

Ralph O. Bartlett
Assistant Rabban

Thomas H. Loftis
High Priest & Prophet

James D. Marshall
Oriental Guide

Eduard Z. Reiter
Treasurer

Granville C. Canard, Jr.
Recorder



THE SHRINERS' CREED

***Shriners believe in God** and that He created man to serve His purposes, among which is service to others in His name. We believe that care for the less fortunate, especially children who suffer from burns and crippling diseases, is our institutional calling.*

***We are patriots**, each willing to serve his country with fidelity and courage. We cherish independence under law and freedom with responsibility. We honor family. We respect our parents, wives, and children. We should instill in our children the tenets of this creed and the heritage from which it emanates.*

*As individuals **we pledge ourselves to integrity, virtue, and nobility of character**. Our intentions will be honorable, our relations will be trustworthy, and our spirit forgiving of each other. As brothers we offer each other fraternal affection and respect. Together we will support each other in adherence to this creed, so that we and our communities will be the better because of our fraternity and its principles.*

*As Shriners **we look beyond ourselves to serve the needs of others, especially children who cannot help themselves**. We believe Shriners Hospitals to be the world's greatest philanthropy, and we covenant with each other to support its "temples of mercy" with spirit, time, talent, and means.*

**Kena Shriners
2012 Leadership Handbook**

Foreword

This handbook is a leader's guide to the effective management and administration of Kena Shriner's (Kena) units and clubs. Your members should be made aware of its existence and apprised of its content. For their convenience, you may wish to reproduce a copy to be kept in your meeting room.

Inasmuch as Kena is a voluntary organization, it is natural for many members to presume they are free to attend a few unit, club or temple meetings and one or two temple events during the year. This can be a formidable challenge to unit and club leaders trying to persuade members to be more active. To be successful, you must, set the example. If their leader is lackluster, the troops will follow suit.

As a presiding officer, you are expected to attend Temple meetings, the Council of Units and Clubs, ceremonials, parades and fund-raising events. With the exception of the meetings of the Council, you are also expected to persuade your members to do likewise. Additionally, you should strive to attend, and encourage your members to attend, the annual convention of the Mid-Atlantic Shrine Association (MASA) and, if at all possible, the Imperial Session of Shriners International.

The Potentate accepted you as the chosen leader of your organization with the expectation that you will put forth your best efforts, and fully support Kena programs and activities. Those who elected you undoubtedly did so with the expectation that you will serve them well and that you will "hit the ground running" when you're installed in office. It's hoped that you will do so and that you will recognize the significant contribution made by the ladies in supporting your organization.

Overall, Shrine temples and their members are governed by the directives of the Imperial Potentate, his General Orders, and the bylaws of Shriners International (Iowa corporation for fraternal operations; Colorado corporation for charitable). The Kena bylaws, standing resolutions and the directives of the Illustrious Potentate are specific to Kena operations.

Your organization's bylaws, as approved by the Potentate, are its official charter to organize, meet and operate. You must recognize that any motion proposed in your meetings that is contrary to bylaws is improper and out of order. Any deviation from bylaws requires the Potentate's approval of a written request for dispensation.

As part of the approval process, your bylaws are reviewed by the Jurisprudence and Bylaws Committee to ensure they contain no provisions contrary to superior bylaws and that they include the elements deemed essential by *Robert's Rules of Order*TM. Revisions to your bylaws must also be submitted for review and, if approved, become effective on the date they are signed by the Potentate.

Sections of the bylaws of Shriners International and the General Orders of the Imperial Potentate are either incorporated or cited in this handbook where appropriate. Kena Shriners' bylaws and your organization's current bylaws are included at appendices A and B respectively.

It is in your best interest to become familiar with these documents; *Robert's Rules of Order* and the content of this handbook. You should have a copy of it, your organization's standing rules and *Robert's Rules of Order* handy during your meetings.

Finally, and perhaps most importantly, as Shriners we are all obligated to conduct ourselves in a manner consistent with the precepts of Freemasonry and to abide the laws of this land.

Table of Content

2012 Leadership Handbook

Foreword

CHAPTER 1 – Leadership Overview.....	1
Section 1 – Duties and Conduct (General)	
Setting Goals for your Organization	
Performing Administrative Duties	
Presiding at Meetings	
Keeping Order.....	2
Ensuring Fairness and Impartiality.....	3
Protecting the Rights of your Members.....	4
Becoming an Effective Presiding Officer	
Legal and Ethical Considerations	
Section 2 – Specific Duties, Responsibilities and Conduct.....	5
Conducting Effective Meetings.....	7
Preparation	
Promptness	
During Meetings	
Model Agenda.....	9
CHAPTER 2 – Unit and Club Visitations.....	11
Visits by the Potentate	
Visits by the Elected Divan	
Visits by Imperial, Shrine Association and Officers of other Temples	
Invitations for the Potentate and Divan to attend social functions	
CHAPTER 3 – Scheduled Meetings.....	13
Temple Stated Business Meetings	
Annual Elections	
Special Temple Meetings (Called)	
“Open” Temple Meetings	
Joint Board of Directors, Executive Committee & Kena Holding Corp.	
Board of Trustees	
Council of Units and Clubs	
CHAPTER 4 – Temple Activities and Events.....	15
Easter Egg Hunt	
Family Picnic	
Breakfast with Santa	
Chili Cook-Off	
Dinner-Dance Honoring Unit and Club Leaders	
Ceremonials.....	16
Sweethearts Luncheon	
Council of Units & Club’s Oyster Roast	
Masters and Wardens Breakfast-Lunch	
Potentate’s Ball	
New Year’s Eve Party.....	17
Shrine Football Game	

Table of Content

2012 Leadership Handbook

Potentate’s Trip.....	17
Parades	
Temple Officer’s Installation & Reception	
Unit and Club Functions	
CHAPTER 5 – Membership.....	19
The Three R’s of Membership.....	20
2012 Membership Plan	
SAMSAR Awards Program.....	21
CHAPTER 6 – Shrine Law.....	23
Governing Documents	
Shriners International Bylaws	
Imperial Potentate’s General Orders	
Kena Shriners Bylaws	
Kena Standing Rules and Resolutions	
Orders of the Illustrious Potentate.....	24
Unit and Club Bylaws	
CHAPTER 7 – Organization of Kena Shriners.....	25
Elected Divan.....	26
Board of Directors	
Kena Holding Corporation	
Board of Trustees	
Executive Committee	
Elected Representatives	
Imperial Representatives.....	27
MASA Representatives	
Appointed Divan	
Other Appointed Positions	
Standing Committees	
Council of Units and Clubs.....	28
Units	
Clubs	
CHAPTER 8 – Elected Divan Assignments.....	29
Chief Rabban	
Assistant Rabban	
High Priest and Prophet	
Oriental Guide	
CHAPTER 9 – Financial Matters.....	31
Temple Budget	
Unit and Club Budgets.....	32
CHAPTER 10 – Contracts.....	33
CHAPTER 11 – Publications and Electronic Communications.....	35

Table of Content

2012 Leadership Handbook

Kenagram.....	35
Kena Directory.....	36
Kena Website	
Kena ListServ	
E-Mail.....	37
CHAPTER 12 – Use of Kena Facilities.....	39
Security of Buildings and Grounds.....	40
Security for Sponsored Functions	
CHAPTER 13 – Major Activities and Fund-Raising.....	41
“Puppet Pappy’s”	
Fund-raising.....	42
Fund-raising for fraternal purposes	
Fund-raising for charitable purposes	
Statements of purpose and disclosure.....	43
Financial Records	
Notification of Nobility	
Discipline	
Other fund-raising activities.....	44
CHAPTER 14 – Shriners’ Hospital Operations.....	45
One-Hundred Million Dollar Club	
Permanent Contributing Membership (PCM).....	46
Gold Book Certificates	
Donor Relations: Endowments, Wills and Gifts Program	
Hospital Transportation Funds.....	47
Shepherds Club.....	48
CHAPTER 15 Insurance	49
Basic Temple Insurance	
Certificates of Insurance.....	50
Insurance Questions	
CHAPTER 16 – Shrine Protocol.....	51
Introductions and Recognitions	
Dress Code.....	52
Formal	
Semi-formal	
Sport.....	53
Casual	
Seating at Unit or Club Functions	
Protocol Seating	
Open Seating	
Seating Diagram.....	55
The Fez and Fez Etiquette.....	56
The Salaam	

Table of Content

2012 Leadership Handbook

Prayer.....	57
Shrine Pledge of Allegiance	
Proper Display of National Flags	
In an auditorium	
At parades.....	58
In front of Shine Temples and Club buildings	
Half-staff	
Shrine Lapel Pins	

APPENDICES

Kena Shriner Bylaws	A
Unit (Club) Bylaws	B
Unit (Club) Membership and Financial Statement	C
Annual Report of Shrine Clubs and Temple Units	D
Unit (Club) Inventory for Insurance Committee & Parade Vehicle Insurance Certification	E
Fund-raising Activity Permit	F
Procedure for Submission of Kenagram Articles	G
Application for Use of Temple Facilities	H
ABC License Information	
"To Do" List for Ordering Vendor Deliveries to Kena	
Clean-up Expectations when using Kitchen or Dining Room	
Kena Holding Corporation Facilities Rental Contract	I
Territorial Jurisdictions – Virginia Temples (Article 91 Shriners International Bylaws)	J
MASA Temples and dates of Charters	K
Kena Past Potentates	L
Imperial Officers Jul 2011-Jul 2012 (Extract General Orders No. 1)	M
Unit and Club Meeting Days & 2012 Potentate's Calendar	N

CHAPTER 1 - LEADERSHIP OVERVIEW

Section 1 – Duties and Conduct (General)

This Section extracts sections of *Robert's Rules of Order*¹ pertaining to leading, administering and managing a fraternal, social or business organization.

[For the purposes of this handbook, “president” is used as a synonym for “Unit Head”, “Director”, or “Club President.” Similarly, “organization” is sometimes used in place of “unit” or “club.” Editorial comments are bracketed].

“The office of president and its duties vary according to how an organization is structured by its bylaws. Primarily, the office of president includes fulfilling a leadership role by setting goals or a specific tone for the organization, performing administrative duties as assigned by its bylaws and presiding at meetings.

Whatever the structure of an organization, the president only has authority to do only the things that are assigned to that office by its bylaws. Sometimes presidents misunderstand their role in the organization; believing that the members have given them free reign to run the organization any way they please, thus setting up a dictatorship. His three primary duties are:

Setting Goals for the Organization. The president is the most important officer for determining the focus and actions of his organization. The primary responsibility of the president is presiding at meetings. *The legislative power is vested the organization's members.*

Performing Administrative Duties. The chief administrative duty of the president is to represent the organization. The president signs legal documents; supervises the officers and members and presides at meetings. [Much of the organization's routine administration is delegated to other elected officers (e.g., Secretary and Treasurer) and appointed committees.] These duties vary between organizations and should be stated in their bylaws or standing rules.

Presiding at Meetings. As a presiding officer the president's key duties are to:

- Keep order
- Be fair and impartial
- Protect the rights of all members

Keeping Order. To keep order in a meeting the president must be thoroughly familiar with the organization's bylaws, [standing rules], and parliamentary procedure. The president has the following specific responsibilities:

- The president should be familiar with the basic rules of calling a meeting to order; how to establish and follow an agenda or order of business; the proper steps in making, debating and voting on motions; and the different classes or type of motions and how they are ranked.

Kena Shriners 2012 Leadership Handbook

- The president *and the secretary* should prepare the agenda together. The president should be familiar with any unfinished business and any new business that must appear on the agenda. If the proposed business is controversial, the president must anticipate and prepare to handle problems that may arise during the meeting.
- If standing committees are to give reports, the president should call the committee chairmen prior to the meeting to see if they have anything to report. At the meeting, the president should then call on only those that indicate in advance that they have a report.
- At the meeting the president or the secretary should have a copy of the organizations bylaws, [standing rules,] and the adopted parliamentary authority. The president should have a working knowledge of those documents [particularly basic parliamentary procedure].
- The president should call the meeting to order on time and determine that a quorum is present before proceeding with the meeting. (The *president* does not have to announce that a quorum is present [but he does have to ensure that the quorum is maintained for the duration of the meeting].
- The president should announce all business in the proper sequence and entertain every motion that is in order. If in doubt about why a member rises, the *president* can ask: ---“For what purpose does the member (Noble) rise?”

If a member rises to do something that is not in order at that time, asking this question allows the president to stop the incorrect procedure immediately without wasting the assembly's time. If it is in order, the president allows the member to proceed. This keeps business going in the right direction. [NOTE: providing the members a copy of the written agenda can forestall most “out of order interruptions.”]

- The president should come to the meeting with paper and pencil to write down motions as the members make them. The president should restate each legitimate motion before allowing discussion, and again before taking a vote. The president ensures the rights of the members to debate the motion by allowing each side fair representation during controversial issues and by keeping debate to reasonable time limits. The president takes the vote on motions and must know the appropriate vote required for the different classes of motions [i.e., simple majority, two-thirds, unanimous]. He announces the result of the vote so that all members know what action is taken and, if adopted, who is responsible for carrying out the action.
- The president should rule on any development that does not follow correct procedures (for example, motions that are not in order at a certain time, a debate that gets off the subject, and any effort by members to deprive others of their rights to debate and/or make motions). The president must entertain all appeals to his rulings and let members vote on the appeal. The president has an obligation to answer any member's questions about the discussed business or any parliamentary inquiries about procedure.

Kena Shriners 2012 Leadership Handbook

- The president declares the meeting adjourned by vote of the assembly at the end of the program [or by unanimous consent, i.e., if there is a *lull* in the deliberations and it appears there's nothing further to consider, the president may state: "since there appears to be no further business and if there is no objection, I declare the meeting adjourned"].

Ensuring Fairness and Impartiality. The most important principle that all presiding officers must remember is that they represent **all** the members, not just a select few and not just those with whom they *agree*. The duty of the presiding officer is to keep control of the meeting, but more than that, he is to see that during debate, all the facts—pros and cons—come out in the discussion so that the assembly can make an informed decision. No member should feel that the presiding officer takes sides, but rather that the officer allows the assembly, through democratic process, to arrive at the will of the majority. To ensure fairness and impartiality, the president adheres to the following rules:

- In a business meeting, the president may not make motions or enter into debate. [He may however, enjoin the members to make a specific motion by *entertaining a motion*; e.g., "*I will entertain a motion to...*" However a response of "*so moved*" from someone who does not have the floor is not a proper motion and is unacceptable—the desired action must be presented from the floor as specific motion, e.g., "I move that...."]

The president may enter into debate only if he leaves the chair and lets the vice president or another officer preside [e.g., a past president]; that is, the president [temporarily] surrenders the [gavel]. If the presiding officer steps down and enters debate, he must stay out of the chair [not take up the gavel] until the motion has been disposed of either temporarily or finally.

The president also steps down from the chair and lets the vice president or another officer preside when a motion has direct personal or monetary interest, or when he is censured. However, the presiding officer may stay in the chair during nominations and elections when he is not a candidate for office or is being considered in a motion with others—for example, if there is a motion to send delegates to a convention and the president is nominated as one of the candidates.

- The president may vote only if: 1) his vote would break a tie vote; 2) his vote would create a tie vote; or 3) the vote is by secret ballot.
- The president may give information, correct misinformation, and help members with parliamentary procedure. He is obligated to help members phrase motions, even when he is opposed to the motion. When giving information or correcting misinformation, the president states: "The chair has information that...." He should never say that a member is lying or wrong, but should simply state the facts and let the members decide what the truth is.
- If possible, the president sits down when a member is assigned the floor. If there is no place to sit, or if the members can't see the president when he is seated, the president stands back from the lectern.

Kena Shriners 2012 Leadership Handbook

- The president is responsible for enforcing the rules and decorum of debate and for alternating debate between the pros and cons in a controversial situation.
- The presiding officer always refers to himself in the third person when talking to the members. For example the presiding officer may say ...”The chair rules the discussion is out of order at this time.”

Protecting the Rights of the Members. A truly effective president protects the rights of the members by personally following the laws. The president upholds the bylaws and other rules of the organization and enforces them by informing the members when bylaws are ignored or disobeyed. [***The president must rule out of order any motion that conflicts with the bylaws or other governing documents of the organization, as well as any motion that violates local, state or national government law.***] If members propose a motion that conflicts with the bylaws, the president should rule the motion out of order and explain the procedure for amending the bylaws, if doing so is possible. If members propose a motion that violates parliamentary rules, the president should rule it out of order and then explain the proper procedure that helps the members accomplish their goals. The president protects the assembly from frivolous or dilatory motions, (undemocratic ways of delaying business) and from any attempt by members to push an action through without following the democratic process.

Becoming an Effective Presiding Officer. The president should cultivate certain qualities in order to be an effective presiding officer. In fact, every member of an organization should strive to represent these qualities, because at times (e.g., when the president is absent) other members [officers] may need to preside at these meetings. The primary qualities of an effective presiding officer are:

- **Good judgment**—knowing when to strictly enforce the rules and when strict enforcement impedes the flow of business.
- **Teachability**—the willingness to learn the correct procedures and use them fairly and judiciously.
- **Active listening skills**—what are members saying and what signals they are giving the presiding officer to help the officer expedite the business?
- **Calmness**—the ability to keep peace if the meeting becomes turbulent.
- **Humility**—not taking offense if the members correct what the presiding officer is doing or if they appeal from the decision of the chair.
- **Firmness**—staying the course and following proper procedures when necessary and not allowing members to take shortcuts when doing so impedes the rights of a member of the assembly.

Legal and Ethical Considerations. Although the president is given the power to sign legal documents and to represent the organization, he should *never* bind the organization to contracts that the members have not previously agreed to by vote; nor should he speak to an issue in public without the permission of the organization. By acting without the organization’s permission, the president invites the members to begin proceedings for his removal from office.

¹[pgs. 144-152] *Robert’s Rules of Order Simplified and Applied (2d Edition)*

**Kena Shriners
2012 Leadership Handbook**

Section 2 – Specific Duties, Responsibilities and Conduct

As the principal officer of your organization, you must:

- Keep your members informed of the Potentates policies and keep them current on what's going on at Kena.
- Comply with and firmly enforce Kena Shriners bylaws (Appendix A) and those of your own organization (Appendix B).
- Verify that all your members are Shriners in good standing before permitting them to attend meetings and participate in activities. For units, possession of a current Kena membership card is mandatory; for clubs, possession of a current membership card from any recognized temple is sufficient. At the beginning of the year you should require your secretary or recorder to compare his membership records with the temple Recorder's records.
- Starting with an initial report due in February, ensure that a Membership and Financial Statement (Appendix C) is submitted to the Temple Recorder by the 5th workday of each month. Negative or "no change" reports are required.
- See that an Annual Report of Shrine Clubs and Temple Units (Appendix D) is submitted to the temple Recorder by the first workday of February. This report must be correct in all respects to allow our auditor to file the temple's federal and state tax returns. You must ensure that the financial records of your unit or club are archived for a period of at least seven (7) years.
- Ensure that a year-end inventory of equipment, room furnishings, privately-owned vehicles and equipment used in parades, etc. is provided to the temple Recorder by the first workday of February. A sample format is provided at Appendix E.
- Obtain approval of the Executive Committee before entering into any contract, written or oral, or allow your members to do so without proper authority.
- Obtain an approved Fund-raising Activity Permit (Appendix F) before organizing ANY fundraiser, you must first obtain an approved Failure to do so may result in the suspension of your unit or club and seizure of all proceeds from the event.
- If your fund-raiser is for the benefit of Shriners Hospitals, the concurrence of the Imperial Potentate or his designee is required. ALL monies raised from an approved function, minus allowable expenses, must be reported on the appropriate Imperial form. Net profits must be immediately turned over to either the Shriner's Hospitals for Children or the Burns Institutes. With prior approval, a portion of the net profit may be retained for immediate deposit into the Patient Transportation Fund.
- Notify the temple Recorder of your desire to sponsor a child into the Shriners Hospitals treatment program so that the Recorder can provide the necessary application form and assist you in completing it.

Kena Shriners 2012 Leadership Handbook

- Inform the Colonel of Units and obtain the Potentate's permission before participating in parades or public exhibitions not sponsored by the temple. Additionally, unless a prior agreement exists, the Kena Recorder must obtain authorization from other temples for events to be held in locations other than that in Kena's area of exclusive jurisdiction (Appendix J). Mid-Atlantic Shrine Association (MASA) temple Potentates have traditionally granted blanket permission to their counterparts.
- Verify that motorized vehicles or trailers used in parades or exhibitions have the required insurance before allowing their participation and, if a vehicle is privately owned, that the owner/member's personal vehicle insurance is current.

You, or in your absence, one of your line officers must:

- Attend Temple business meetings
- Attend Leadership Council meetings
- Relay pertinent information from these meetings to your members either orally or in writing; preferably both.

One of your most important duties is MEMBERSHIP! — To see to it that the membership of the temple and your organization increases and that your members stay active. An aggressive “invitation to join” campaign is a “must” and should be continuous, not for just the few weeks preceding a ceremonial. With the ever-increasing demands on everyone's free time, you need to sell yourself and your unit or club to novices and the Nobles with no unit or club affiliation.

Innovative and effective communications encourage members to attend. Exciting news and interesting programs for meetings should be mentioned in the notices sent to members to encourage their backing. Visible and enthusiastic members are a magnet for attracting new members. People are attracted to and want to be associated with energetic, active people!

One way to improve participation and support is mailing a newsletter to your members. Some units and clubs separately mail information to their members' ladies. Both are effective ways of increasing participation by your members.

Periodic phone calls to your inactive members to ask about their welfare are a sure way to encourage them to attend meetings. A phone-tree system to remind members of upcoming meetings and events is also very helpful tool for obtaining good attendance.

Have written handouts to give to prospects; Invite them to attend your meetings or a function as guests. Some use video tapes of their members performing in competition and at parades.

Outlying clubs should plan well ahead of time, choose a nice meeting place, and select good and effective speakers.

Another primary duty is to assist the potentate in keeping your members up-to-date on the workings of the temple and to keep the potentate aware of the activities of your organization. One of the best methods to keep your officers and members informed is to regularly attend the temple meetings and those of the Council of Units and Clubs. As a leader, you need to be active yourself, to learn the system and keep abreast of ongoing temple activities and programs. All members, especially your officers should be asked to attend temple business meetings.

Kena Shriners 2012 Leadership Handbook

Continually remind your members of their value to Kena and why we exist—to have fun while we support Shriners hospitals for children!

Conducting Effective Meetings

The basic objective of a meeting is to conduct business in an impartial, orderly, and expeditious manner. An interesting meeting starts promptly, expedites business, adjourns quickly and encourages attendance.

It is a very dissatisfying experience to sit through a poorly conducted meeting. Such meetings usually stem from (a) the presiding officer's failure to prepare for it and (b) the absence of a written agenda. Do not let the meeting stagnate by allowing rambling, irrelevant discussions among members that have not properly obtained the floor. Two indispensable elements for productive meetings are *preparation and promptness*.

Preparation

- Make sure each member receives the meeting notice.
- Prepare a written agenda (distribute an abbreviated version to the members).
- Try to visualize the meeting, and anticipate any problem that may arise.
- Know the Bylaws and appropriate Operational Instructions of your Unit or Club.

Promptness

- Call to order (always start the meeting on time)
- Stick to the agenda (keep the business flowing)
- Strive to limit the meeting to an hour or less.

Rules of order and parliamentary procedure are essential for properly conducted meetings. Your meetings should embrace the protocol established for deliberative bodies by Robert's Rule of Order; the Newly Revised [10th Edition], is recommended.

During Meetings

- Be prompt. Do not wait for late arrivals.
- Make it clear that you are there to guide the meeting—not to impose your will. You preside at the pleasure of your members and are there to serve them.
- It's your job to enforce your Bylaws. (Make sure you know them!)

Kena Shriners 2012 Leadership Handbook

- Clearly restate all motions to the members before allowing discussions. Do so again, before putting the question for a vote.
- Acknowledge would-be speakers fairly. The basic rule of order in is that only one person speaks at any given time, and no one may address the assembly, unless he has been recognized by the chair (“has the floor”). It is the presiding officer that decides who gets to speak and when.
- Don’t entertain or encourage unnecessary motions —expedite business by using the technique of unanimous consent, e.g. “If there is no objection, I order the bills paid;” If there is no objection, I declare the minutes approved as presented; If there is no objection, I declare the meeting adjourned....”

Some organization’s Bylaws prescribe an order of business; others may allow variance if the meeting is preceded by a dinner or if there is to be a guest speaker. Always consult with guests to determine when they would like to speak; they may have another engagement and may be unable to stay for your entire meeting. In the absence of an order of business in the bylaws, by default, the one prescribed by your adopted parliamentary authority (i.e., Robert’s Rules) applies.

A written agenda is THE most powerful tool for expediting business meetings. Skeleton copies should be available to the members so that they know what to expect and when it’s proper to introduce topics or make remarks. The outline on the following page may be used for this purpose. You and your officers need a more detailed version, so those copies contain additional, specific details.

**Kena Shriners
2012 Leadership Handbook**

MODEL AGENDA

- CALL TO ORDER
- PRAYER
- PLEDGE OF ALLEGIANCE
- ROLL CALL
- RECOGNITION OF VISITORS AND TEMPLE OFFICERS

You must insist that proper Shrine protocol is observed whenever the Potentate or visiting Divan members are present. Introduce all visitors and invite them back.

- APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING
- COMMUNICATIONS (usually given by Secretary)
- FINANCIAL REPORT (usually given by Treasurer)
- APPROVAL AND PAYMENT OF BILLS
- COMMITTEE REPORTS
 - Presiding Officer
 - Other Officers
 - Standing Committees
 - Special Committees
- ELECTION OF NEW MEMBERS
- UNFINISHED BUSINESS - Items or discussions carried over from the previous meeting that requires decisions or action.
- NEW BUSINESS - Most important or urgent items should be brought up first so that they will have priority over other matters.

VOLUNTARY REMARKS AND ANNOUNCEMENTS (“For the Good of the Order”)

ADJOURN

**Kena Shriners
2012 Leadership Handbook**

[Reserved]

CHAPTER 2 – UNIT AND CLUB VISITATIONS

Visits by the Potentate

The Potentate may make informal, unannounced visits to your meetings. Notwithstanding, protocol is in order – 3 raps and the offer of the gavel. The Potentate's Aide will provide advance notice of any formal visits planned by the Potentate.

Visits by the Elected Divan

Unit and Club leaders are encouraged to invite members of the elected divan to their meetings. No regular schedule exists for them to visit to units and clubs on specific dates; however, if you want to have a divan officer at a specific meeting or event, the Potentate should be advised. The Potentate has, however, directed the progressive divan members (Chief Rabban, Assistant Rabban, High Priest & Prophet and Oriental Guide) to visit a unit and club of their choosing each month. (This is in addition to attending meetings of their own units or clubs) *After their visits, they will relay to the Board of Directors any comments, requests for assistance, suggestions or complaints the unit or club wishes to be brought to their attention.*

Area Shrine Clubs (e.g., Battlefield, Loudoun, Piedmont, Patriot, and Winchester) will be visited at least quarterly by members of the elected divan. Specifically, the Chief Rabban, Assistant Rabban, High Priest and Prophet, and the Oriental Guide will each officially visit the Clubs twice annually.

Visits by Imperial officers, Shrine Association officers, & officers of other Temples

Units and Clubs may not extend Invitations to any Imperial Officer, Officers of another Temple, Shrine Association Officers, etc., who are not members of a Unit or Club operating under charter of Kena, without prior written notice to and consent of the Potentate of Kena Shrine.

Invitations for the Potentate and Divan to attend social functions

Invitations to attend a Unit or Club social function extended to the Potentate and elected Divan should be individually addressed in writing (a general announcement, flyer, or e-mail **is not a proper invitation**). If any cost is to be incurred, the invitation should clearly state the amount. If the invitation is complimentary, the person at registration should be notified to avoid embarrassing the guest.

Invitations may be sent either to the Potentate or the Potentate and the elected divan. Invitations may not be extended to individual Divan officers or only the divan (excluding the Potentate).

The only exception is when a Divan officer is a regular member of your unit or club and is being invited as such. When the Potentate is invited, his personal aide must also be invited.

A proper invitation must include the date, time, location, and dress code. It should also state "Fez to be worn" or "No Fez required."

**Kena Shriners
2012 Leadership Handbook**

If your function is not being held at Kena, it is imperative that written directions and/or a street map be provided. Don't assume that everyone is familiar with an off-site location and knows how to get there.

NOTE: You must obtain the Potentate's permission prior to holding events outside Kena Shrine facilities.

CHAPTER 3 – SCHEDULED MEETINGS

TEMPLE STATED BUSINESS MEETINGS

Second Monday except for July and August.

ELECTIONS

Second Monday in December

ANNUAL MEETING

Second Monday in January

SPECIAL TEMPLE (CALLED) MEETING:

At the call of the Potentate (with advanced notice)

“OPEN” TEMPLE MEETINGS

May be held periodically at the call of the Potentate in place of a regular stated business meeting to allow non-members to attend. It usually features a dinner, a guest speaker and a presentation about the Shrine and its Hospitals

JOINT BOARD OF DIRECTORS, EXECUTIVE COMMITTEE & KENA HOLDING CORPORATION

First Monday

BOARD OF TRUSTEES

At the call of the Board President

COUNCIL OF UNITS AND CLUBS

First Wednesday

Other meetings and the Potentate’s calendar are provided at Appendix N.

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

CHAPTER 4 – TEMPLE ACTIVITIES AND EVENTS

When children are present at Temple events, discretion must be exercised in the display and consumption of alcoholic beverages.

Easter Egg Hunt

This annual event is for the children and families of Nobles as well as for our patients, local disadvantaged children and their families. Traditionally it is jointly sponsored by the Legion of Honor and the Kena Klowns. It is held on the Saturday before Easter and typically features light refreshments, a visit from the Easter Bunny, and a traditional egg hunt. Units are asked to have their members donate hollow plastic Easter eggs filled with jelly beans or pennies, etc., to be used for the egg hunt and deposit them at the Legion's unit room. ***Colored, hard-boiled eggs are not permitted and soft candy is not to be used to fill the hollow plastic eggs.***

Family Picnic

This annual event is hosted by the Potentate and the Divan for Nobles and their families. The food and entertainment are provided at no cost to attendees. Our Past Potentates and Council of Units are tasked to assist the host with this event. Various games, rides, and activities are provided for the amusement of the children.

Breakfast with Santa

This annual breakfast buffet is prepared by the members of the Divan and their ladies. It is usually held the second or third Saturday in December and a nominal fee is charged. Santa and other Christmas characters (Kena 500 members in costume) are present for pictures and for the children's enjoyment.

Chili Cook-Off

The Chili Cook-Off is an annual event sponsored by the Council of Units and Clubs to foster competition for the titles of best chili and best presentation (decorations). The "best chili" winner, the best presentation winner, and the "runners up", are announced. A nominal fee is charged at the door for those who dare to taste the HOT STUFF. For those not so daring, there are other foods (hot dogs, hamburgers, beans) provided.

Dinner-Dance Honoring Council of Units and Clubs

This event is sponsored by the Temple and is held early in the year in honor of the newly elected and installed leaders. All Nobles and ladies are invited. Unit and Club leaders are admitted free of charge.

Kena Shriners 2012 Leadership Handbook

Ceremonials

These are usually Friday evening-all day Saturday events where novices are initiated and introduced to members and guests. Traditionally, an open house is hosted on Friday night to allow the novices and their families to visit our facilities. The units and clubs usually have their rooms open, serve snacks and beverages and explain the benefits of membership. Initiation ceremonies for novices begin Saturday morning and last until early afternoon; the novice's ladies are usually invited to a luncheon. In the evening a dinner/dance is held for the enjoyment of the newly created Shriners and their ladies, members of the temple and distinguished guests. Each newly created Shriner and his lady are received by the Potentate, introduced to the assembly and officially welcomed into the Kena family. Ceremonials are dedicated to a member of the temple and his lady in recognition outstanding service to Kena and they are the Temple's honored guests for the festivities.

Sweetheart's Luncheon

In December the Kena Sweethearts (widows) are usually invited to a luncheon to honor them and express our appreciation for their contribution to our great fraternity and philanthropy. This event is sponsored by the Temple. The Council of Units and Clubs usually provides the funding.

Council of Units and Clubs Oyster Roast

The Oyster Roast, sponsored by the Council of Units and Clubs, is usually held the first Saturday in January. Fantastic food! This is one of Kena's most popular and well-attended events. All the units and clubs provide staffing for the event. The income from it subsidizes numerous other activities, e.g. the M.A.S.A. convention, breakfast with Santa, patient's parties, and much more.

Masters and Wardens Breakfast/Lunch

In January, Kena traditionally hosts a festive board for the Masters and Wardens of local Masonic Lodges. This gathering strengthens our ties with our Lodges and some of the brothers who may not be Shriners by breaking bread with them while apprising them of our activities and promoting our great philanthropy.

Potentate's Ball

This is the premier event of the year for Kena and is almost always formal. Kena's past potentates and dignitaries from other temples (e.g. Potentates, divan and past potentates) and important Masonic leaders are invited. Hotel accommodations are necessary for out-of-town guests, but a complimentary hospitality suite is provided for the all invited guests and members of Kena.

Kena Shriners 2012 Leadership Handbook

New Year's Eve Party

At year's end, we join together in fund and fellowship to usher in the New Year and congratulate the new leaders that were elected at our December stated meeting; the formal installation usually occurs later in January.

Shrine Football Game

During their annual homecoming or early in the fall, Shenandoah University traditionally sponsors a Shriners night and provides free admission to all Shriners wearing their fez. This event is a great publicity event that Kena Nobles and their guests have taken advantage of during previous years. The coordination and organization of the event is handled by the Winchester Shrine Club.

Potentate's Trip

Each year the Potentate usually sponsors one or more excursions or a cruise for the enjoyment of Kena Nobles and their families. An orientation and promotional presentation is typically held by the Chief Rabban in the fall preceding his elevation to the office of Potentate. This provides the lead-time needed to organize the event(s) and for the Nobles to make plans and reservations.

Parades

Scheduling, organizing and announcing Kena-sponsored parades are the responsibility of the Colonel of Units. Unit and Clubs desirous of participating in unsponsored parade must obtain the Potentate's permission to do so. This is usually accomplished through correspondence to the Potentate through the Colonel of Units.

Temple Officer's Installation & Reception

This annual January event is traditionally hosted by the incoming potentate's unit or club. Kena sponsored event supported by the incoming Potentate's Unit or Club. The reception immediately follows the public installation of officers.

Unit and Club Functions

Units and Clubs hold various functions throughout the year that are typically advertised in the Kenagram. The preferred date(s) for these functions need to be cleared with the Chief Rabban well in advance of his installation as Potentate to avoid scheduling conflicts. If the event requires use of a temple facility, reservations need to be coordinated with the Rental Agent through the Chief Rabban. *The precedent is to give Units and Clubs first priority for the use of our facilities if their reservations are requested by the announced cut-off date; thereafter, it is "open season" with priority given to outside rentals. **Don't procrastinate in reserving your preferred dates—you could be very disappointed***

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

CHAPTER 5 - MEMBERSHIP

Shriners International has approximately 360,000 members which is significantly less than its high of nearly 1 million members a few decades ago. As a member of the Kena Leadership Team, ***your number one priority IS membership***. Units and clubs are without question the backbone of the temple membership program because they are the affinity groups that establish the personal relationships and camaraderie needed to attract and retain new members. Unit and Club leaders should set a specific membership goal and appoint a membership chairman to work with the Temple Membership Committee to develop a strategic plan for recruiting and retaining active members.

Four avenues are available for adding members to our rolls; specifically by:

- **Association:** The Noble is a member of another Temple and also joins Kena thereby being a member of two Shrine Temples. He must pay dues to both Shrine Temples, but only pays the Imperial per capita fee and the hospital assessment to his “mother temple.”
- **Affiliation:** The Noble is demitted from his “mother” temple and becomes a member of Kena.
- **Creation:** A Master Mason who is not a Shriner and petitions for membership.
- **Restoration:** A former member that has been demitted or suspended for nonpayment of dues and seeks restoration by reapplying for membership and paying his dues.

The primary avenue is through creations. This is where we need to do our “selling” — SELL our purpose, SELL our activities, and SELL our programs.

Conversely, we lose members in three ways:

- **Visits by the Black Camel (deaths):** We cannot prevent this.
- **Demit (voluntary resignations):** Some nobles resign (seek demits) while they are still in good standing for the purpose of joining another temple. Others because they have chosen to become inactive for a period of time with the intention of reapplying for membership at a later date (moving out of the area temporarily because of job-related reasons, or when his finances improve, etc.). Still others because of disenchantment or disappointment – their membership experiences haven’t met their expectations. *Follow-up here is particularly important and this is an area where you can help immensely by determining what’s up with demitted members.* Some may not reapply because they have lost interest in membership because of a prolonged period of inactivity that preceded their resignation and was perhaps the very reason for it.
- **Suspension for non-payment of dues (NPD):** *This is another area where units and clubs can help immensely by keeping up with their members.* If a member has been inactive for a while, call or write to him and find out why. What’s his financial and health situation? It’s not just the people with limited or fixed incomes that end up suspended

Kena Shriners 2012 Leadership Handbook

NPD. It's also members that have lost interest and enthusiasm through prolonged periods of inactivity and little or no contact from the unit or club.

The three R's of Membership

- **R**ecruiting: Regular attendance and meetings and functions of the local lodges and the two rites are essential. They are the only source of new members. Be visible, wear your Shrine lapel pin, and form relationships with these brothers. Don't be afraid to ask why a brother isn't a Shriner. Sometimes that's all that it takes – showing interest in having them be a part of Shrinedom. Sell the philanthropy. As most important, form and develop new friendships.
- **R**etention: As leaders, we must provide functions and activities that are attractive and varied enough to keep our members interested. "Same old, same old" is counter-productive and will make members apathetic.
- **R**estoration: We must continue to talk with former members about their importance in relation to the work of our hospitals and the continued viability of our temple, units and clubs.

2012 Membership Plan

The goal is to increase Kena membership by 10%.

The Divan and the Membership Team can't succeed without your help! Together we can again experience a net gain in 2012. Let's get out there and find those Lodge brothers that we want to ask to become a Noble. The 2012 initiation fee will again be reduced to ninety-nine dollars and some units and clubs are repeating their offer to pay \$50 of that fee for novices who join their organization. Our theme for the year is "Fun with a purpose" (helping Shriners Hospitals for Children).

Knowledge is power, but action is vital. There's an old adage that says "if you don't know where you're going, any road will lead you there." The Membership Committee has the roadmaps to lead us to where we want to go—a five-year plan and a short-term action plan. These plans are based on seven critical factors for success. They are: Masonic relations, Mentoring, Recruiting, Retention, Families, and Shriners Hospitals for Children, Community Outreach, Communications and Training. But the key ingredient is you!

The Shrine offers camaraderie, pageantry, philanthropy and family activities. We are dedicated to caring for the less fortunate; especially children suffering from burns and crippling diseases. If we truly demonstrate this is our institutional calling, we can attract others to join in and our fraternity will grow.

Remember we are Freemasons first! Our main source of new members is our symbolic lodges. A strong Masonic relationship is therefore imperative. We must attend our lodges to cultivate the relationships that lead to new applications for Shrine membership.

The Lodge Visitation Program and "Shrine Nights" show our support to lodge brothers and can persuade them to reciprocate. On Visitations there are no speeches or promotion of the Shrine—just fraternal fellowship. Shrine Nights are where speeches and promotion are appropriate; conversations about the Shrine should center on our philanthropy as well as fun and fellowship.

Kena Shriners 2012 Leadership Handbook

We have a Lodge Ambassador Program whereby our members provide liaison between Kena and their Lodge. Ambassadors listen to and carry back the thoughts and ideas of their lodge members, and most importantly, how we can help their lodge.

In another endeavor, we hope to arrange for Masonic degree work to be conducted at our facilities. We are continuing the program for inviting non-Shriners and their families to open-house social events.

First-line signers of petitions for membership are asked to mentor the new member. Retaining members should be our easiest job; but for lack of a mentor, many after joining, decide the Shrine isn't for them and leave. They need someone to guide and teach them the ropes. They need to be persuaded to join an affinity group (a unit or club) where they can quickly get into the swing of things. It is often said that if new Nobles become actively involved during the first six months of membership they will stay. The way to get them involved is to match their interests with a like-minded Unit or Club. ***We need to make every Noble feel that he is important, needed and welcome.***

As part of our community outreach we will recruit speakers to visit service clubs such as Rotary, Kiwanis, Lions, Elks, Optimists, etc. to acquaint them the philanthropy, fellowship and fun associated with the wearing of the Fez.

Better Masonic relations, mentoring new Nobles and community outreach can result in the growth and retention of our membership. Being a recruiter can be a very rewarding experience. There is gratification in helping to build the next generation of leaders and leaving a legacy by imparting a wealth of Shrine knowledge to newcomers. To better support the "*World's Greatest Philanthropy*" we must accept the challenge to build the "*World's Greatest Fraternity*."

SAMSAR Award Program

The SAMSAR program rewards Nobles actively recruiting new members, restoring former members and transporting/escorting outpatients to Shriners Hospitals for Children. These activities earn them the right and privilege of wearing the SAMSAR— an attractive personal Jewel that identifies them as active supporters of the membership and hospital programs.

SAMSAR awards are based upon the accumulation of qualification points for specific actions:

First-line signer on a petition (Creation)	100 points
Second-line signer on a petition (Creation)	50 points
First-line signer on an affiliation petition	50 points
Second-line signer on an association petition	50 points
First-line signer on a restoration petition	100 points
Each Hospital Trip	100 points

<u>Samsar Awards</u>	<u>Cumulative Points</u>
Scimitar on Ribbon	500
SAMSAR Crescent	1,000
Red Bar	1,300
Yellow Bar	1,600
Emerald Jewel Star	2,000

For each additional 1000 points a Ruby insert in the Emerald Jewel Star is awarded.

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

CHAPTER 6 - SHRINE LAW

Shrine Law is a collective term for the bylaws, rules, regulations, and edicts of Shriners International and Kena temple; it does not include the law of the land. Shrine Law not only governs the day-to-day administration and operations of our Order, but it also establishes standards of conduct for temples, units, clubs, and individual members.

Governing Documents

- Shriners International Bylaws:
 - The fraternity (Iowa Corporation)
 - The hospitals (Colorado Corporation)
- General Orders of the Imperial Potentate
- Kena bylaws
- Kena standing rules and resolutions
- Orders of the Potentate
- Unit and club bylaws

Shriners International Bylaws

These are the primary regulations that govern the operation of the fraternity and its hospitals. They are adopted and amended by the Representatives to the Annual Imperial Session of Shriners International. A current copy of this document is available in the Recorder's Office.

Imperial Potentate's General Orders

Each year, immediately following his enthronement, the Imperial Potentate issues General Orders Number 1 announcing special rules that will apply to various specific programs during his term and his committee and other appointments. General Order No. 1 also announces legislation ratified at the Annual Imperial Session. General Orders do not supplant the Imperial bylaws but have nearly the same effect within the specific context of the areas they cover. Additional General Orders may be issued at any time during the year and, if so, are announced at temple meetings as they are received. Copies are available for review in the Recorder's Office.

Kena Shriners Bylaws

The Kena bylaws were first approved in 1952. They have since been amended several times to assimilate policy and procedural changes adopted by our Nobles or to incorporate, *ipso facto*, changes in Shriners International bylaws affecting temple operations.

Kena Standing Rules and Resolutions

If circumstances warrant it, standing rules are established for certain activities or procedures, e.g. policies for use of the Sunshine Fund; reimbursement for out-of-pocket expenses.

Kena Shriners 2012 Leadership Handbook

Standing rules originate as proposed resolutions at temple business meetings and must be adopted by vote of the members present and voting before they take effect. When ratified, they have the same effect as an approved bylaw, but are usually more provisional in nature and may expire automatically after a certain time or occurrence of an event. Others may be superseded or rescinded by a subsequent resolution when their purpose is deemed to have been served. Depending upon the nature of the resolution, adoption may require a simple majority or a two-thirds majority, and it may be necessary for it to be laid over until the next meeting for action. Again, depending upon their nature some proposed resolutions do not have to be laid over.

Orders of the Illustrious Potentate

While the Potentate usually does not issue formal, written orders, he has that prerogative.

Unit and Club Bylaws

Unit and club bylaws must be approved by the Potentate before they become effective. The same is true of proposed amendments. Bylaws and amendments submitted for approval are subjected to the scrutiny of the Jurisprudence and Bylaws Committee to assure that they contain no provisions contrary to the Kena bylaws or those of Shriners International. The Committee then forwards their comments and recommendations to the Potentate for his consideration.

Once approved, bylaws and amendments remain in effect until further amended or replaced by a complete revision. Notwithstanding, units and clubs should review their bylaws annually to determine whether revisions are needed. Your written review statement should be provided to the Recorder's office by December 1st attesting that a review was conducted and should either state that no changes are needed, or have attached to it your proposed amendments or revised bylaws as may be appropriate.

[NOTE: This is a change in policy for 2012. Formerly, unit and club bylaws had to be submitted annually for review and approval (even if they contained no changes). The Kena bylaws are being amended to reflect this change.

**Kena Shriners
2012 Leadership Handbook**

CHAPTER 7 - ORGANIZATION OF KENA SHRINERS

Kena was originally chartered as Kena Temple A.A.O.N.M.S. on June 19, 1952 under the auspices of the Imperial Council of North America. Subsequently, both organizations were renamed; Kena Shriners and Shriners International.

Kena is the 163rd Shrine temple to be chartered and has exclusive jurisdiction for initiation of Master Masons residing in Fairfax and Arlington counties. It holds concurrent jurisdiction throughout the State except for areas exclusive to Acca Shriners (Richmond area), Kazim Shriners (Roanoke area) and Khedive Shriners (Norfolk area). See Appendix J.

Temple leadership and overall management authority are vested in its Potentate. He is the Chief Executive Officer responsible for all temple activities including the operations of its units and clubs.

Powers not specifically assigned to the Potentate, other elected divan officers or committees by the temple bylaws or those of Shriners International are reserved for action by the members at temple business meetings.

Kena officers, Representatives, and certain committee members are elected at the December business meeting and officially installed in January. Terms of office are one year unless otherwise indicated.

In order of rank, these elected officers are the Official Divan [the first five offices are progressive]:

1. Potentate
2. Chief Rabban
3. Assistant Rabban
4. High Priest and Prophet
5. Oriental Guide
6. Treasurer
7. Recorder

In order of rank, these officers, selected by the Potentate, are the Appointed Divan:

1. First Ceremonial Master
2. Second Ceremonial Master
3. Director
4. Marshal
5. Captain of the Guard
6. Inner Guard, (or Assistant Captain of the Guard)
7. Outer Guard
8. Assistant Outer Guard
9. Chaplain

Kena bylaws §3.1(a), additionally requires the election of these officers:

1. One (1) member of the Board of Trustees to fill a three (3) year term.
2. One (1) member of the Executive Committee to fill a four (4) year term.

Kena Shriners 2012 Leadership Handbook

3. Four (4) members as Representatives to the Imperial Council.
4. Four (4) members as Representatives to the Mid-Atlantic Shrine Association

Elected Divan

The primary duties and of the elected Divan are prescribed by Article 27 of Shriners International bylaws; additional duties are assigned by the Potentate. In the absence of the Potentate, the Chief Rabban presides.

Board of Directors

The Kena Board of Directors consists of the elected divan and is responsible for maintaining all all-inclusive system for the management of all assets, liabilities and member's equity. The Chief Rabban, in collaboration with other members of the Board, is responsible for preparation of the proposed annual temple budget to be approved by the membership. (§4.8 Kena bylaws)

Kena Holding Corporation

The Kena Holding Corporation (KHC) consists of the members of the elected divan and the immediate past potentate. It is organized and operates under separate bylaws as a non-profit corporation with the purpose of acquiring, owning, selling or otherwise disposing of temple real estate and the construction, maintenance and operation of buildings thereon. (§4.9 Kena bylaws)

Board of Trustees

The Board of Trustees consists of three (3) members, one of whom is elected each year for a three (3) year term. The trustees are the custodians of all securities and investments and, with the concurrence of the Board of Directors, have the power to buy, sell or otherwise change the same when interests of the temple will better be served. (§4.10 Kena bylaws)

Executive Committee

The Executive Committee consists of the elected divan plus four (4) Nobles elected at large. This Committee meets on the call of the Potentate and acts as budgetary advisors to the Board of Directors. (§4.11 Kena bylaws)

Elected Representatives

Representatives to the Annual Imperial Session of Shriners International and the annual convention of the Mid-Atlantic Shrine Association (MASA) are voting delegates elected by their respective temples. Each body requires the attendance of temple-elected representatives to conduct the annual election of its officers and for the legislating such business as may regularly come before the assembly.

Kena Shriners 2012 Leadership Handbook

Imperial Representatives: Kena Shriners, by virtue of the size of its membership is entitled to elect four (4) Representatives. Usually, the Potentate, Chief Rabban, Assistant Rabban, and the High Priest and Prophet are the nominees.

MASA Representatives: The Association bylaws state that official representatives are the Potentate, Chief Rabban, Assistant Rabban and 4 elected Nobles of each member temple. Past potentates of member temples are life representatives.

Appointed Divan

The First and Second Ceremonial Masters, as their titles imply, are in charge of the ceremonial sessions. The Temple Director, with the assistance of the Directors Staff, conducts the second section of the ceremonials. The Marshal escorts all guests and dignitaries and maintains order in the Temple. The Captain of the Guard, Assistant Captain of the Guard, Outer Guard and Assistant Outer Guard provide security. Each officer has additional duties as designated by the Potentate.

Other Appointed Positions

The Chaplain is responsible for the spiritual well-being of the members. The Temple Attorney provides legal advice on contract law and other civil matters. The Colonel and Lieutenant Colonel of Units are in charge of temple-sponsored parades and the Colonel presides at meetings of the Council of Units and Clubs. The Potentate appoints his Aide(s) to assist him during his term. Other appointments may be made at his discretion.

Standing Committees

The Potentate appoints as many committees as he deems necessary to carry on the business of the temple. Traditionally, the following are appointed as standing committees:

- Activities
- Audit
- Hospital
- Youth
- Jurisprudence and Bylaws
- Membership
- Parliamentarian
- Protocol
- Public Relations
- Sick and Distressed
- Special Events
- Insurance
- Legal
- Leadership Search
- Medical

Kena Shriners 2012 Leadership Handbook

Members of the Divan, (elected and appointed) and, in some cases, individual Nobles are given authority to manage specific events such as, the Kena Family Picnic, the Puppet Show/Easter Egg Hunt, fraternal fund-raisers and charity events.

Council of Units and Clubs

The Council of Units and Clubs comprises the presiding officers of Kena units and clubs, the Colonel and Lieutenant Colonel of Units, and a Secretary and Treasurer, all of whom are appointed by the Potentate. The Council is an integral part of the operation of Kena Shriners and depends on the regular attendance and active participation of organizational leaders to implement Kena programs and meet its objectives.

The Colonel of Units presides at Council meetings is responsible to the Potentate for its proper administration. The Council meets monthly; usually on the 1st Wednesday [unless the date conflicts with another temple event]; in which case, it may be moved to the last week of the prior month]. Information pertinent to the operation of Kena and the various Units and Clubs is presented and discussed at these meetings, e.g. details about upcoming parades, fund-raisers, and other Kena activities. The Council sponsors an Annual Oyster Roast and a Chili Cook-off as fund-raisers to support various temple activities.

Units

Membership in Units is restricted to Kena Nobles in good standing and they are under the direct control of the Potentate. (§9.1 Kena bylaws) Control of unit resources, e.g. finances and property are vested in the Potentate.

The term “unit” is a shortened form of “uniformed unit “or “parade unit.” Units and their members are forbidden to solicit or accept rewards or compensation for participating in public parades and exhibitions as Shriners. Public and private appearances by Kena units are not permitted in locations outside Kena’s area of exclusive jurisdiction without the advance consent of the temples with exclusive or concurrent jurisdiction over those locations (Appendix J).

Clubs

Nobles meeting as a club, using any of the emblems of the Order, or having a title designating it as an organization of Shriners, may not be organized or operated without the official authorization of the Potentate of a Shrine Temple. Shrine Clubs are under the control of the Potentate of the authorizing temple. He must approve Shrine club bylaws or amendments thereto before they can be effective. (§9.3 Kena bylaws)

Members of Kena clubs must be Nobles in good standing of a recognized temple. Members are subject to the bylaws and regulations of the authorizing temple as they pertain to club operations, regardless of their temple of membership. (§9.2 Kena bylaws)

Shrine clubs are normally under the control of the Shrine temple having exclusive jurisdiction over the location in which the Clubs are located. If located in an area of concurrent jurisdiction, the closest temple is to be the controlling temple unless otherwise agreed by the temple(s) sharing jurisdiction. (Article 91, Shriners International bylaws.)

CHAPTER 8 - ELECTED DIVAN ASSIGNMENTS

To gain the experience necessary to effectively manage the temple during their reign as Potentate, advancing members of the Kena elected divan are assigned managerial responsibilities for different major events and programs each year. The divan members act as event managers and are assisted by committee chairmen that have agreed to directly supervise the events. In cases where there is no committee chairman, the divan member has direct supervisory responsibility for the project. Committee chairman for these events will be so listed.

*(*Denotes there will be a chairman and committee for that activity).*

Chief Rabban

Kena Budget	Bylaws*
Insurance*	Shepherd's Club Coordination
Puppet Show and Easter Egg	MASA Housing/Hospitality
Hunt *	

Assistant Rabban

Unit/Club Leaders Dance*	PCM/100 Million Club
New Year's Eve Holiday Party	Family Picnic

High Priest and Prophet

Shriners Hospital Pilgrimage	Potentate's Ball
Imperial Session Housing	Masters & Warden's Breakfast

Oriental Guide

Reservation Seating Coordination <i>(all Kena-sponsored events)</i>	Breakfast with Santa
Public/Donor Relations	Ceremonial
Membership	

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

CHAPTER 9 - FINANCIAL MATTERS

Shriners International enjoys a tax exempt status under the Internal Revenue Service (IRS) Code. However, the benefit of this tax exempt privilege can only be sustained if every Shrine Temple and its units and Clubs manage their finances and fund-raising activities as required by the Imperial and IRS Codes relating to fund-raising, expenditures, and accounting.

Some have a misconception that because they have their own separate bylaws Shrine units and clubs are autonomous, self-governing, independent entities. The fact of the matter is that their activities, funds and property are under the control of the potentate of their temple. Units may not be incorporated independently and may not form a holding company to manage their property. Moreover, the money and property of a Kena unit or club must be properly accounted for and handled in the same manner as all other Kena funds. Every Shrine Temple is required to have its Units and Clubs make accurate and complete annual financial reports to the temple Recorder on a standard form acceptable to the auditor. Not only is this method of handling unit and club finances mandated by Shrine Law, but the Internal Revenue Code requires accurate complete accounting for unit and club finances.

Each year Kena must file an informational tax return (form 990) with the IRS. To properly complete this return, a year-end financial statement (Appendix D) must be submitted by Kena units and clubs. They must report all income and assets and income must be separately reported as fraternal (benefit of Kena/Unit/Club) or charitable (benefit of the hospitals). Expenses must be properly accounted for and signed by the individual preparing the form. If the unit or club financial officer is unable to prepare its year-end report due to a lack of expertise or for any other reason, they must have a CPA fulfill the requirement as set forth by the Imperial Council.

Temple Budget

The temple bylaws require the Chief Rabban, in collaboration with the other members of the Board of Directors, to prepare a proposed budget of estimated receipts and disbursements for the ensuing year and submit it to the Nobility for approval. The proposed budget must be completed and published in the Kenagram at least one month prior to the December meeting so that it may be voted upon prior to the election of officers.

Sometime around the last part of September or the early part of October, the Chief Rabban and the Directors begin working up a draft budget for the following year. Once the Trustees and the Executive Committee have commented on the document, it is published in final form and presented to the general membership for ratification.

During the budgeted year, the Recorder, in collaboration with the Treasurer, keeps all accounts, preserves all vouchers and canceled checks. The Treasurer renders a detailed monthly report of receipts and disbursements and a comparative budget statement to the Executive Committee.

If a situation arises where additional funds are necessary or a change in the budget is required, a proposal to do so must be submitted to the general membership for approval prior to making such changes including redistribution of funds (i.e., transfer of monies between budget line items).

**Kena Shriners
2012 Leadership Handbook**

Unit and Club Budgets

Although not obligatory, it is suggested that units and clubs establish their own budget to support the planned activities and operations for the year. As a leader you should develop a list of specific goals and objectives to be used as input for the budget. By doing so, the budget will represent the culmination of your planning by identifying the funds required to meet your goals and objectives. Among your goals should be the specific number of new members you plan to take in during the year; their dues (and initiation fee, if any) will have a direct impact on your budgeted income.

CHAPTER 10 - CONTRACTS

The Potentate must approve all contracts. Sometime during your term as the elected leader of a Unit or Club, you may need to execute a contract of some type. This may range from a simple catering agreement to provide food for an installation banquet to multiple contracts for putting on a major event or fund-raiser. Remember even a verbal agreement to exchange money for goods and services are considered a contract. Verbal agreements should be avoided if at all possible; if you must make such an agreement, it is best to follow up with a letter confirming the terms.

While there is no desire to impose undue restrictions on any unit, club, or Noble in the operation of their organization, defaulting on a contract or obligation could result in the temple becoming liable. Consequently, the Executive Committee must review and pre-approve contracts obligating unit or club funds. Your organization's monthly report of income and expenditures are used by the Committee to evaluate your organization's ability to satisfy its proposed financial obligation.

This committee usually meets the first Monday of the month. You need to plan far enough in advance so that the Committee can act on your application prior to the required signing date for the contract. Under no circumstances is a contract to be executed in the absence of the required Executive Committee approval.

You must consider the "worst case scenario" before proposing a contract to make certain you can satisfy all of its terms and you must enforce limits on spending so that sufficient funds will be available to pay for contracted goods or services.

To protect your organization's financial welfare, its bylaws should have provisions covering contracts, expenditure of funds and prohibiting any member from entering into any verbal commitment to obligate funds without advance approval. Expenditures must be specifically authorized by vote of your members.

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

CHAPTER 11 - PUBLICATIONS AND ELECTRONIC COMMUNICATIONS

Kenagram

The *Kenagram* is the official periodical of Kena Shriners and contains printed official notices and announcements of scheduled events and activities. The Kenagram is published 6 times per year.

The printed version of the Kenagram will be mailed to those members who desire a hardcopy. The hardcopy is usually mailed prior to the first of the issuance month. In addition to official Kena notices, the Kenagram is the medium for distribution of news releases from units and clubs and other items of interest to the Nobility. Although a subscription to the Kenagram is included in your dues, advertisements must be sold to help defray publishing and mailing costs. Donations from individual members are also solicited to help defray publication costs. An electronic version of the Kenagram is also available on the Kena website at www.kena.org.

Units and clubs may submit short columns to broadcast news about their functions. You are encouraged to designate a specific member as your Kenagram columnist. Units and clubs may also purchase advertisements at reduced rates to promote special events and fundraisers.

The Kenagram editors have established the following guidelines to simplify the handling of news articles and to hold down the production costs.

- **Be timely – ALL articles must reach the editor by the deadline date.**
- **Be accurate** - Spell names correctly and verify dates. A Noble is proud of his name. Don't offend him by misspelling it.
- **Be relevant** - As you write, bear in mind that your article will be read approximately three weeks after you wrote it. Emphasize future events. Minimize details about past events.
- **Be Brief - Strive to limit your column to 250 words or less.** Focus on your own unit and club activities. It is wasteful to have several units all commenting on the same function or activity. Because space is limited, do not list individual birthdays or anniversaries each month. Your internal newsletter is the place to promote participation in temple events and recognize birthdays and anniversaries.
- Copy is to be typed in upper and lower on white paper and on one side only **DO NOT USE ALL CAPITAL LETTERS.** Typing in all capital letters requires the article to be retyped (which leaves room for errors to be made). E-mailing your submission is even better.
- Photos are encouraged, especially if they are digital and can be e-mailed. Identify each person in the photograph, giving full names and titles. List names from the left to the right, and indicate first row, second row, seated or standing, etc.

Detailed procedures for submitting Kenagram articles are provided at Appendix G.

**Kena Shriners
2012 Leadership Handbook**

Kena Directory

A printed directory is published annually, usually in February. It contains a listing of the Potentate's appointees, committees, a roster of each unit and club and the name, address and telephone number of every member.

Names and addresses for the directory are solicited from Unit Directors and Club Presidents and they are therefore responsible for the accuracy of this information. This directory is published for the personal use of our members and is not to be used as commercial mailing list. In addition to name and address information, the directory identifies the leader of each unit and club and includes the time and place of their regular business meetings.

The cost of publishing the directory is not included in the temple budget. To offset some of this cost, advertising space is available to units, clubs, individuals, and outside commercial businesses at the following rates. Everyone is encouraged to promote the sale of directory advertising.

Advertising Rates

Full page	\$150
Half page	\$ 75
Third page	\$ 50
Business Card	\$ 30

Kena Website

Kena has a website www.kena.org that publishes temple information for members and the general public. Several units and clubs post information on this website and are responsible for keeping their sections up-to-date. Changes to the website should be forwarded to the Kena Webmaster, email: Webmaster@Kena.org. For additional information call the Kena Webmaster, Noble William J. Baumbach at (703) 323-1939.

Kena List Serv

A ListServ is an automated e-mail broadcast system whereby anyone with an e-mail address on the ListServ can post a message to all other members using a single e-mail address, in this particular case: **Nobles@Kena.org**

The ListServ can improve communications among members of the organization. There are a number of ListServes operating within Kena Shriners; but the Noble's ListServ is the main one. Several of the units and clubs have set up ListServes for their members. All Kena Nobles holding leadership positions are included on **Leaders@Kena.org**.

Specific instructions using the Noble's ListServ and how to join if you have an e-mail address can be found on the Kena Shriner's website; more specifically, http://www.kena.org/List_Server.htm.

Questions about the ListServ or assistance in subscribing should be directed to **Recorder@kena.org**

**Kena Shriners
2012 Leadership Handbook**

E-Mail

Although e-mail is an important communications tool, not everyone has access to a personal computer. Also, sending an email message to your members does not mean that they received or read the message. Therefore, you may need to be selective when using this form of communication. If you are expecting a response to a message, and haven't received one, you should follow-up by an alternate means, e.g. by telephone.

The Temple Recorder manages the Kena e-mail system that goes to all members that have signed up for it. It can be an efficient means of communication among our membership. If you haven't signed up, and wish to do so, send an e-mail to **Recorder@kena.org**.

**Kena Shriners
2012 Leadership Handbook**

[RESERVED]

**Kena Shriners
2012 Leadership Handbook**

CHAPTER 12 - USE OF KENA FACILITIES

Kena Temple's facilities are intended for the exclusive use of its members and their guests who agree to abide by all rules and regulations.

Rooms assigned to Units and Clubs are for the exclusive use of their members and guests and as such are furnished without charge. These rooms may not be used as the regular meeting place for outside organizations without the consent of the unit or club and the written approval of the Potentate. The costs of floor coverings, window treatment, furniture, furnishing, routine maintenance, and upkeep are to be borne by the assigned Unit or Club.

Permission to use any of the Kena facilities, other than your own room, must be approved by the Potentate and the KHC. An application for Use of Kena Temple Facilities is provided at Appendix H. *This Appendix also includes the procedure for obtaining a one-day ABC license, delivery of food items, beer and clean-up requirements.*

There is no charge for use of Kena facilities installation parties or covered-dish dinners; however, there is charge for units, clubs or appendent bodies using these facilities for fund-raising events. All monies due the KHC for the use of facilities by the Units or Clubs shall be in the hands of the Treasurer within one week after the date of the event. If this policy is disregarded the matter will be referred to the Potentate for appropriate action.

A deposit for outside renters is required at time of signing of contract with the balance payable on or before the use of the facilities. No facility use fee may be quoted by anyone other than the President of KHC or his designee. No unit, club or individual is authorized to act as a rental agent or broker for any outside organization.

The KHC will attempt to supply certain commodities as required by renters. The Application for Use of Kena Temple Facilities (App H) has a section for requesting supplies and it should be used to allow ample time to procure them. All requested supplies are to be picked up 24 hours prior to your event.

Music and other entertainment will cease at 12:00 midnight and the building vacated by 1:00 a.m. Exceptions to this rule are the New Year's Eve party, and other special activities approved in advance by the Potentate.

Persons under the age of twenty-one (21) may not be admitted to any social function held in Kena facilities when alcoholic beverages are being served, unless accompanied by a parent or legal guardian. The presiding officer of any Unit or Club who violates this restriction shall be held liable and subject to disciplinary action as deemed appropriate by the Potentate.

Unless sponsoring groups undertake the responsibility, all caterers are required to clean the kitchen, including but not limited to cleaning the stoves and sinks and wet mopping the floors. Permission from KHC or the Potentate must be obtained before caterers may use Kena owned preparation and serving equipment.

The Unit or Club (unless the caterer undertakes to do so) shall set up the tables and chairs. Extreme care should be taken when objects are moved over the ballroom floor, particularly when setting up and breaking down tables and chairs. All damage will be the responsibility of the offending Unit or Club.

Kena Shriners 2012 Leadership Handbook

All decorations used in any of the Kena facilities must be constructed of fire proof material. No decorations shall be attached to any wall, ceiling or floor of the Temple without the prior permission of KHC. In the event any part of the building is damaged as a result of violating this rule, the organization or individuals responsible for the damage shall be held liable for cost of any repairs need. Unless an exception is granted by the KHC, all decorations must be removed no later than the day following an event.

The sponsoring organization will be charged for any cleaning or damage resulting from a violation of this policy.

Security of Building and Grounds

The head of each Unit or Club will be instructed as to the operation of and security of the building. When the person in charge of a special function leaves the building, it is his responsibility to ensure that all exterior doors are secured. Keys to the doors may be obtained from the Recorder or KHC office.

Security for Sponsored Functions

Unit and Clubs may perform their own security for their events. However, if a security officer is required for a function, they are available through the KHC.

CHAPTER 13 - MAJOR ACTIVITIES & FUND-RAISING

As a leader, you need to understand why we have so many fund-raising activities and why we need you and your members to actively support them. Simply put, increased operating costs and declining membership have created a financial disparity and, of necessity, Kena must supplement its reduced income from annual dues just to assure financial survival.

It has been the Board of Directors policy to employ fund-raising events and facilities rentals as the alternative to a general dues increase and/or special assessments. It has become standard practice to rely upon facilities rentals and fund-raising events like the Puppet Pappies, golf tournaments and other activities to cover the dues income shortfall. To compound matters, the costs for repairs and maintenances are growing as our facilities continually deteriorate with the passage of time.

Financial insufficiency is merely a symptom – the “disease” is having too few members compounded by apathetic support of fund-raising activities. Until we can overcome the loss of income through deaths, demits, NPD suspensions and apathy, we must continue to rely on facilities rentals for our livelihood.

When units and Nobles fail to recruit a sufficient number of new members or support temple fund-raisers, they materially (albeit unintentionally) undermine our financial stability. As a leader, it is your job to convey this to your members and emphasize the importance of recruiting and supporting temple fund-raisers.

One of our most important fund-raisers is the Puppet Pappy Program. Every Noble must be encouraged to contribute to it and the following should help you promote it.

“Puppet Pappy’s”

This fun fest and puppet show is not only a major fund-raiser for Kena but also a significant public relations event that benefits the local community. It allows Kena Shriners to provide wholesome entertainment for our patients and other local children and their families. The show lasts for about an hour and is usually staged in conjunction with our Easter Egg Hunt. The Kena Klowns and the Legion of Honor are the host units; the Klowns for the show and the Legion for the Easter Egg Hunt. The Easter Egg event usually precedes the show and afterwards the Legion provides refreshments and the Klowns distribute treats and colored balloons.

Each member of Kena is sent a book of tickets for the show and asked to donate the cost of the tickets. Those who do so are distinguished as a "Puppet Pappy" in recognition of their generosity and their names are also published in the Kenagram. They may use the tickets themselves, pass them out to friends and family, or return them to the temple with their donation. Returned tickets are redistributed to our patients and to social services and churches to distribute to local disadvantaged children.

This is a community service activity that everyone should be proud to be a part of. You should actively encourage all your members to become Puppet Pappy’s. The goal is 100 percent participation.

Kena Shriners 2012 Leadership Handbook

Fund-Raising

It is natural for the public to associate the Fez with Shriners Hospitals for Children. Because of this, meticulous caution should be exercised in conducting fund-raising activities. You must make certain that contributors are not led to believe their donations will be used solely for the hospitals if that isn't the case. An innocent mistake by a single, uninformed but well-meaning Noble could jeopardize the entire Shrine's tax-free status if the media gets involved and exaggerates the mistake. It's imperative that the integrity of our charity and of our fraternity be above reproach. ***Therefore, an approved fund-raising permit (provided at Appendix F) must be obtained by units, clubs or individuals before sponsoring any fund-raising project.***

Your attention is specifically directed to the following sections of Shriners International Bylaws:

§ 335.3 Use of Name "Shriners Hospitals for Children." The use of the name "Shriners Hospitals for Children" or reference to the Hospitals in connection with any fundraising activity by a temple or Noble without the written consent of the Imperial Potentate and the chairman of the board of trustees of the Hospitals is prohibited.

Fund-Raising for Fraternal Purposes

No Noble of this temple (in his capacity as a Shriner), unit or club or affiliated corporation, shall engage in any fraternal fund-raising activity without the express consent of the Potentate of Kena Shriners. (The Kena 500 Unit has court-listed authority to sell Christmas Trees as a fund-raiser and is thereby exempt from this restriction as regards the selling of the trees).

There can be no representation, express or implied, that the proceeds of a fraternal fund-raiser will benefit of Shriners Hospitals for Children.

The Potentate shall carefully examine all phases of the advertising, promotion and solicitation to determine that it complies with Article 35 of Shriners International bylaws.

The Potentate must approve the terms and provisions of any contract for a fund-raising activity after receiving the advice of the temple attorney, and, additionally, considering any restrictions that may be imposed by the Kena Bylaws.

Fund-Raising for Charitable Purposes

No Noble of this temple (in his capacity as a Shriner), unit or club or affiliated corporation, may engage in any charitable fund-raising activity other than for Shriners Hospital for Children. Permission for charitable fund-raising must first be obtained in writing from the Potentate and he, in turn, must obtain the written permission of the Imperial Potentate and the Chairman of the Board of Trustees.

One hundred percent of the net proceeds from charitable fund-raising must be given to Shriners Hospitals for Children except for such portion thereof as may be permitted to be retained for the

Kena Shriners 2012 Leadership Handbook

Shrine Hospital Patient Transportation Fund pursuant to the Special Purpose Funds provisions of any existing General Order.

Kena must report the result of each charitable fundraising activity within 60 days following the completion of the activity to Shriners Hospitals for Children on forms provided to the Recorder. This section shall not apply to exempt activities under 335.4(b) of the Shriners International bylaws [pertains to activities begun prior to January 1, 1948]

Each independent corporation or entity that receives the permission of the Imperial potentate and the Chairman of the Board of Trustees to raise money for Shriners Hospitals for Children, and which does not have its financial accounts audited pursuant to 334.5 of the Bylaws of the Imperial Council, shall have its financial accounts audited by a certified, chartered or licensed public accountant and shall submit such audit report to the Imperial Council within 120 days following completion of the activity.

Statements of purpose and disclosure

Every fund-raising activity must contain factual information on its solicitation material, tickets, programs and documents regarding the use of the proceeds (Appendix F).

There must be compliance with the Revenue Act of 1987 provision of any existing general order by U. S. Temples.

Compliance with applicable laws

It is the responsibility of the Potentate, after receiving the advice of the temple attorney, to determine that there is compliance with all applicable laws in its jurisdiction for the temple's fund-raising activities. This includes compliance with the Financial Reporting on Charitable Funds and activities provisions in the General Orders published by the Imperial Council.

Financial Records

The temple shall maintain detailed financial records, pertaining to all fundraising activities involving Nobles, Clubs, Units, or organizations of Nobles of affiliated or appendent corporations. Details of all revenues and disbursements shall be maintained in such financial records. These records shall be retained for a period of 7 years.

Notification of Nobility

A copy of this section on "fund-raising activities" shall be printed in the Kenagram at least once every calendar year and be available on the Kena website. If there is no publication, then a copy shall be mailed to each Noble in the Temple not later than the last day in March of each calendar year.

Discipline

Any officer, Noble of a Shrine Temple who violates a provision of this section is subject to discipline pursuant to the Bylaws of The Imperial Council.

**Kena Shriners
2012 Leadership Handbook**

Other Fund-Raising Activities

In addition to temple-sponsored fund-raisers, Kena units and clubs sometimes schedule additional events to supplement our income. These are periodically announced in the Kenagram as direct sales advertisements. While some of them are primarily a service convenience for our members, the profits from them help to avert general dues increases or special assessments.

CHAPTER 14 - SHRINERS HOSPITALS OPERATIONS

It takes millions of dollars a year to operate the 19 Shriners Hospitals for Children and 4 Shriners Burn Centers. The medical care given through these Shrine hospitals network has cured or substantially improved the quality of life of approximately 800,000 children - without cost to them or their families. In 2010, for the first time in its long history, Shriners Hospitals and Burn Centers started to accept third-party healthcare insurance payments (private insurance) and co-payments from patient's families. Notwithstanding, treatment continues to be free-of-charge for families without healthcare insurance and/or unable to afford insurance co-payments.

The money used to run these 22 hospitals comes from several sources: the \$5.00 annual hospital assessment paid by each Shriner; monies raised by Shrine fundraising events such as the East-West Shrine Football Game and Shrine Paper sales; and income from the Shriners Hospitals for Children Endowment Fund. The endowment fund provides more than 80-percent of the hospitals' operating income. This fund is supported by the gifts and bequest of Shriners and non-Shriners. As hospital costs increase and Shriners Hospitals continue to provide even more specialized care and conduct additional research, the financial need increases.

There are several misconceptions about donating money to the Hospitals. The first is a belief by too many people, both Shriners and non-Shriners, that if they cannot donate or leave a large sum of money, their gift will not count. This is not true. The 100 Million Dollar Club and the Permanent Contributing Membership (PCM) program are ways to recognize contributions in the \$100 to \$150 dollar range. Second, the belief that Shriners Hospitals for Children already has more than enough money to operate the hospitals. This is far from the truth. Although the Shriners hospitals have over six-billion dollars in assets, much of this amount is "accounts payable" that is, pledged wills and bequests that have yet to be paid. Moreover, it may be many years before the money is actually received by Shriners Hospitals. As you may know, interest rates have been down in recent years and the Shriners Hospitals have felt this pinch. Several hospital facilities are long overdue for renovation and the Hospital Corporation is currently in the process of upgrading all of them. If we were to stop raising money, the endowment fund would be exhausted in approximately 10 years. In order to keep our hospitals operating at their current level, it is vital to the welfare of the patients, our charity and our fraternity to continue to raise money for our hospitals.

There are several ways that Units, Clubs, individual Nobles, and the general public can donate money to the Shriners Hospitals for Children. Five that are discussed here are the 100 Million Dollar Club, the Permanent Contributing Membership (PCM) program, Gold Book Certificates, the Endowment, Wills and Gifts program, and the Temple Transportation fund. There are other programs that administer contributions of \$2,000 or more. Information on these programs is available at the Recorder's Office.

NOTE: All contributions should be processed through the Recorder, so that the Kena has a record of the contribution.

One Hundred Million Dollar Club

The One Hundred Million Dollar Club got its name from an early initiative that had a goal of adding 100 Million Dollars to the endowment fund by having 1,000,000 Shriners each contribute gifts or bequests of \$100 or more.

Kena Shriners 2012 Leadership Handbook

One can become a member of \$100 Million Dollar Club by directly contributing \$100 or more to Shriner's Hospitals for Children, having your will include a bequest of \$100 or more, adding a provision to an existing will leaving \$100 or more to Shriner's Hospitals for Children. Each donor receives a 100 Million-Dollar Club Certificate suitable for framing. By contributing \$100, you can feel like a million knowing that you have helped to insure the future operation of Shriner's Hospitals for Children.

One does not need to be a Shriner to join the 100 Million-Dollar Club. Anyone who contributes \$100 or more through a cash donation, a codicil to their will, or an endowment can become a member. It is up to all of us to promote this program so that our Shriner's Hospitals for Children and Burn Centers will be able to continue to provide first-class medical treatment to children of all races and creeds with orthopedic conditions, severe burns spinal cord injuries, cleft lip and cleft palate. Children 18 years of age and younger are eligible for this care and receive all services in a family-centered environment ***regardless of the patient's ability to pay***. A contribution to the 100 Million Dollar Club is an excellent way to recognize individual members of your organization for their efforts.

Permanent Contributing Membership (PCM)

Only Shriners qualify for membership in the Permanent Contributing Member (PCM) program. Any Shriner, by contributing a one-time lump sum of \$150 to the Shriners Hospital, becomes a PCM. This money is deposited in escrow fund and only the earned interest from it is used to pay that Noble's annual Hospital Assessment in perpetuity. Kena has the highest percentage of its members holding PCMs than any of the other Mid-Atlantic Shrine Centers. One of our Units is 100 percent PCM and each Unit or Club should strive to achieve the same goal. The purchase of a PCM in a Nobles name is a splendid way of recognizing his outstanding service to your unit or club. By becoming a PCM, a Noble's annual dues are reduced by the amount of the annual hospital assessment (currently \$5).

Gold Book Certificates

Gold Book certificates are awarded by Shriners Hospitals in recognition of lump sum contributions of \$500 or more. Several Units honor or remember their Nobles and/or ladies with Gold Book Certificates. Each Shriners Hospitals has on permanent public display a "Gold Book" that lists the names of those who have earned certificates for donating a lump sum of at least \$500 to the hospital. For all individual donors (excludes units and clubs) this is the first step for admission into the Gold Book Society. The Society consists of donors that have made multiple Gold Book contributions cumulatively totaling at least \$2000. For example, membership can be obtained by making four incrementally separate donations of \$500 each. Plaques identifying Society members are permanently displayed at the hospitals.

Donor Relations: Endowments, Wills and Gift Program

The majority of the Shriners Hospitals operating funds come from the endowment fund. The hospital facilities are continually being improved adding new facilities, increasing capabilities for specialization, and increasing research activities. At the same time, the system must meet the constantly increasing operating costs due to inflation—the endowment fund was established for

Kena Shriners 2012 Leadership Handbook

this purpose. Contributions may be made to the endowment fund in a variety of ways. Some of the options are:

- **Life Income Agreement** - donors or their designees create a hospital trust fund from which they receive a portion as annual income during their lifetime. The portion retained in trust may be deducted as a charitable contribution.
- **Real Estate** - may be deeded outright to Shriners Hospitals for Children. A residence or farm may be donated subject to retained life interest.
- **Securities** - contributions may be easily accomplished. If the securities have appreciated in value at the time of the gift, there can be income tax and other advantages to this type of donation.
- **Insurance** - Shriners hospitals may be designated as the irrevocable beneficiary of an insurance policy. The cash surrender value and the annual premium may be deducted as a charitable contribution.
- **Wills** - designations of bequests should clearly indicate Shriners Hospitals for Children Endowment Fund. Bequests under wills serve to reduce estate taxes.
- **Trusts** - Irrevocable charitable remainder antitrust or annuity trusts may be established to provide for lifetime payments to the named beneficiaries. Upon the death of the Surviving income beneficiary, assets would be used by Shriners Hospitals for charitable purposes.
- **Taxes** - The Internal Revenue Code provides for a charitable contribution depending upon the type of gift, of up to 30 percent or 50 percent of the donor's adjusted gross income for the year of the gift.

If you require additional information regarding the Endowment Fund, contact the Chairman of the Endowment, Wills and Gifts Committee listed in the Directory or call the Recorder's Office.

Hospital Transportation Funds

Donations to the Kena Hospital Patient Transportation Fund help defray the costs of transporting patients to and from the Philadelphia Unit of Shriners Hospitals and the Cincinnati and Boston Burn Centers. Kena Shriners is indeed fortunate because of an endowment from the estate of Illustrious Donald L. Black, past potentate and Treasurer emeritus of Kena Shriners. His money was, at his request, placed in a perpetual endowment fund whereby only the interest is drawn off for deposit into our patient transportation fund. As of this time, the escrow has grown to well over \$1,000,000! This has greatly reduced the need for individual donations to the fund.

Units or clubs may instead, if they so desire, donate money to the Kena Van Fund, a supplementary fund related to the transportation of patients. Donations are placed in a local escrow account to be used for replacement of our hospital vans as they become too old or worn to remain in service. The Van fund is not a part of the Kena budget and is therefore solely dependent upon donations from individuals, units and clubs.

**Kena Shriners
2012 Leadership Handbook**

Shepherd's Club

While not a contribution program, the Shepherd's Club operations require use of the transportation fund. The Shepherd's Club is Kena's patient support and hospital service organization. Members are dedicated to transporting outpatients and their families to and from the hospitals, and hosting patients screening clinics. Each of these activities has associated costs. For example, a screening clinic can cost somewhere between \$2,500 and \$4,000. Since the Shepherd's Club is not a fundraising entity, it too relies on donations to fund these patient activities and programs.

Club members provide the drivers for the vans used to transport the patients; the transportation fund provides the money for fuel, highway tolls, meals en route, and overnight lodging for parents and guardians as required. The Shepherd's Club sponsors and provides the official escorts for Kena's annual bus pilgrimage to the Philadelphia Hospital.

CHAPTER 15 - INSURANCE

The Potentate, in compliance with the Kena bylaws and those of Shriners International must appoint an Insurance Advisory Committee. This committee:

Reviews unit and club records of operations and activities, including fund-raising events.

Reviews, analyzes, and when appropriate, appraises all unit and club property both real and personal.

Administers the temple insurance program and evaluates insurance policies in terms of the adequacy their coverage.

Reviews and considers Kena activities and operations to assure that proper coverage exists for all temple operations of and those of its units and clubs.

Basic Temple Operative Insurance

Covers Kena Shriners and its units and clubs for bodily injury and property liability exposures created by the regular activities and normal operation.

Property purchased by the temple or its units or clubs, including equipment, improvements and any enhancements to assigned rooms, furnishings and consumable inventory, vehicles, (licensed) exposures are covered under the terms and conditions of the policy when scheduled within policies issued to Kena.

Separate special event public liability policy coverage must be provided for ball games, carnivals, and other outside fund-raising events. In most cases, the coverage is provided as a separate policy with Kena's regular policy providing secondary or excess coverage. The coverage is to be coordinated by the Insurance Committee.

The sale of liquor is not covered within the liability policy. If liquor is to be sold, special coverage must be obtained.

Kena's Crime Insurance provides bonding for Kena officers and employees required to handle monies as part of their regular duties. The policy provides fidelity and money coverage for all temple activities. If units and clubs handle large sums of money, it is recommended that they too consider purchasing fidelity coverage.

Shrine units and clubs having property, equipment, motorized equipment (including licensed and unlicensed vehicles) not already covered/scheduled in Kena insurance policies may be considered for Kena policy coverage as approved by the Potentate (Recorder's Office). If is not appropriate to be included in Kena's policies, the insurance committee will attempt to secure, for the unit or club separate insurance coverage. Insurance premiums will be paid by the unit or club or as directed by the Potentate.

**Kena Shriners
2012 Leadership Handbook**

Certificates of Insurance and Evidence of Insurance

Kena units and clubs using motorized, licensed or unlicensed equipment or vehicles and equipment not covered by Kena's policies, must annually or semi-annually (as your policy dictates) furnish the Recorder's office, a certificate of insurance for public liability and/or auto liability insurance with combined single limit not less than \$500,000 each occurrence. Recommended coverage shall be not less than \$1,000,000 each occurrence. **A Parade Vehicle Insurance Certification form is provided at Appendix E.**

Certificates of insurance for unit or club special events covered under Kena's policies may call the chairman of the Insurance Committee to have a certificate of insurance issued. This implies that the Potentate has approved the event requiring a certificate of insurance.

It is the responsibility of unit and club officers to make certain that no uninsured vehicle, or one without a certificate of insurance furnished to the Recorder, or one that has expired, is allowed to participate in any Kena-sponsored event. Officials of Kena Shriners (elected officers and all Past Potentates) are also authorized and expected to enforce all insurance requirements.

Insurance Questions

Questions concerning Shrine related insurance coverage and requirements may be referred directly to the Chairman of the Insurance Committee listed in the Kena Directory or, alternatively, the Kena Shrine Recorder.

CHAPTER 16 – SHRINE PROTOCOL

Shriners International was founded as a social organization in 1872. Over the next 140 years, a number of traditions and conventions have evolved regarding the recognition of officers and guests, seating at banquets, the order of lineup in a parade, etc. These practices have been formalized by the Imperial Council and are officially published as *Shrine Protocol*. By definition, “protocol” is a set of rules designed to bring order to meetings and events, recognize the offices held by members, and to make people comfortable in new or unfamiliar surroundings.

As the leader and presiding officer of your unit or club, you are likely to be the host and quite likely the master of ceremonies at your functions. To assist you with introductions and seating arrangements, an abstract of *Shrine Protocol* follows.

Introductions and Recognitions

The proper order of entrance and reception of guests at a Shrine function is:

- Distinguished Masonic guests
- Visiting officers from other temples
- Visiting unit heads and club presidents
- Past directors or presidents of the host unit or club
- Officers of the host unit or club
- Lieutenant Colonel and Colonel of Units
- Appointed divan
- Executive Board and Trustees
- Past Potentates
- Elected Divan
- Potentate

The Potentate is always addressed as Illustrious or Illustrious sir. He may be introduced as “The Potentate of Kena Shrine, the illustrious Sir _____”, or “The Illustrious Sir, _____ Potentate of Kena Temple.” He is always introduced last and should be given the privilege of making the final remarks. The accepted “rule of thumb” is “no one speaks after the Potentate.”

When introducing the Potentate, the person making the introduction should **give three raps** of the gavel signaling the Nobles to stand up; **ladies are not required to stand**.

Past Potentates are addressed as Illustrious Sirs. They are NOT to be referred to as “Past Illustrious (Sir)” or “The Illustrious Sir, Past Potentate of Kena Shrine” or “Potentate of Kena Shrine (year).”

Members of the divan are referred to as Noble. They are addressed as Title, Noble (name) or Noble (name) Title, of Kena Shrine.

When addressing the assembly at a Temple meeting, you should preface your remarks with this salutation: “Illustrious Sir, Illustrious Sirs, members of the divan, and Nobles.” At a unit or club

Kena Shriners 2012 Leadership Handbook

function, the presiding officer is addressed first. For example, “Noble President (Director), Illustrious Sir, Illustrious Sirs, Members of the Divan and Nobles.” At an event where ladies and/or male guests are present, they are added to the salutations after the Nobles, e.g. ...Nobles, ladies and guests” as appropriate.

The elected divan should be introduced by rank in ascending order (i.e., Recorder, Treasurer, Oriental Guide, High Priest and Prophet, Assistant Rabban, Chief Rabban, and the Illustrious Potentate).

The appointed divan should be introduced by rank in ascending order (i.e., Chaplain, Outer Guard, and Captain of the Guard, Marshal, Director, Second Ceremonial Master, and First Ceremonial Master).

Past potentates, should be recognized in inverse order of seniority, i.e. starting the most junior (the immediate past potentate) and ending with the most senior that is present). See Appendix L.

When recognizing visiting officers of other temples, start with visitors from the **youngest** Shrine Temple (according its date charter), and introduce them by rank or title in ascending order. For instance, among Virginia temples the proper order is KHEDIVE, KAZIM and ACCA. The dates of charters for MASA temples are provided at Appendix K. For other temples, see the Imperial Directory that is available in the temple Recorder’s office.

Rarely will you have occasion to introduce Imperial Officers, but if you do, they are introduced last and in ascending order of rank ending with the Imperial Potentate. See Appendix M for ranking.

If you have questions about introductions or recognition of visiting officers from other Shrine Centers, officers of unit associations, officers of Shrine associations, the Grand Master and/or Imperial Officers, contact the Colonel of Units, Lieutenant Colonel of Units, or the Potentate’s Aide for assistance.

Dress Code

The purpose of the dress code is to keep you, your members, and your guests from being embarrassed by showing up at a function in inappropriate attire. Being “overdressed” is just as conspicuous as being “underdressed.” For brevity, one of the following terms should be used on tickets, flyers, and invitations as a “shorthand” indication of the preferred attire. These definitions should be disseminated to your members in the first monthly newsletter issued under your administration. Otherwise, using the abbreviated dress code terminology on invitations, etc., will be meaningless to them.

Formal: Tuxedo (White Dinner Jacket optional May 31 to August 31, plus or minus 15 days; a black tuxedo jacket is always proper), preferred or required. Traditionally, formal attire for a Shriner is tuxedo and Fez. When the invitation indicates “*black tie optional*,” it should be interpreted to mean you have a free choice of either formal or semi-formal attire. *Ladies: long or short evening gown.*

Semi-Formal: Dark business suit with tie or Divan dress outfit. *Ladies: Short cocktail dress, or dressy pantsuit.*

Kena Shriners 2012 Leadership Handbook

Sport: Casual shirt (e.g. Guayabera™ or unit logo shirt), or dress slacks, collared shirt, sport jacket (tie optional). *Ladies: everyday dress, skirt with blouse or sweater, slacks with blouse or sweater, or pantsuit.*

Casual: Unit/Club shirts or open-collared shirt and slacks; Jackets optional. (Denims, shorts, T-shirts, beach wear, etc., only as appropriate for the occasion.)
Ladies: similar attire.

Seating At Unit or Club Functions

Protocol Seating

At banquets and other functions where protocol seating is suitable, the presiding officer and his lady should have the so-called “*honor seat*” i.e., the most prestigious seat with the best vantage point. The Potentate should be seated to the immediate right of the presiding officer; the Potentate’s lady to the presiding officer’s immediate left. The presiding officer’s lady should be seated on the right of the Potentate. Other Unit/Club officers seated at the same table should be positioned right and left in descending order of rank. ***At a rectangular table (e.g., head table), a Lady is never seated at the outside ends.***

The elected divan should have reserved seating. It is up to the unit or club leader to decide whether they will be seated as a group at a so-called “divan table” or seated at separate tables with the members of the unit or club. **In either case, the highest ranking officer at each table should have the “honor seat.” The Potentate and his lady should always be seated with the unit leader.** The Potentate’s Aide is not considered part of the divan and is not usually seated at the same table with the Potentate or at a “divan table.” He should, however, be seated nearby where he will be in the Potentate’s direct line-of-sight.

At “divan tables,” junior officers are to be seated alternately right and left of the honor seat in descending order of rank. That is, the next most senior officer sits to the right of the honor position, the next to the left, etc., until the table is full. In assigning seats, please note that Past Potentates, contrary to popular belief, do not outrank any member of the elected divan. Unless there is “open seating,” place cards or a seating chart should be used to inform arriving guests of their table assignment (e.g., a posted seating chart or diagram). **At the very least, one of your members should verbally inform guests of your desired seating arrangement.** In case of the divan, the Potentate’s Aide should be informed in advance of the event and he will, in turn, inform the members of the Divan of the seating arrangement.

Open Seating

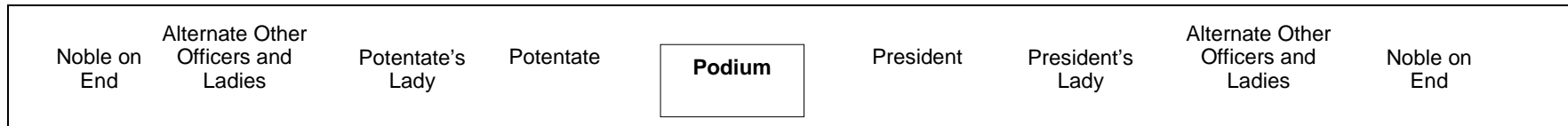
In some instances open seating is obviously the most appropriate, e.g. picnics, sports events, dinner theaters, pot luck dinners. In such cases, the Potentate and his Lady are still to be seated with the presiding officer of the host unit or club. The Potentate’s Aide should be seated at an adjacent table so that he is the Potentate’s direct line-of-sight. Other members of the Divan should be informed as they arrive that seating is open and that no divan tables have been designated.

**Kena Shriners
2012 Leadership Handbook**

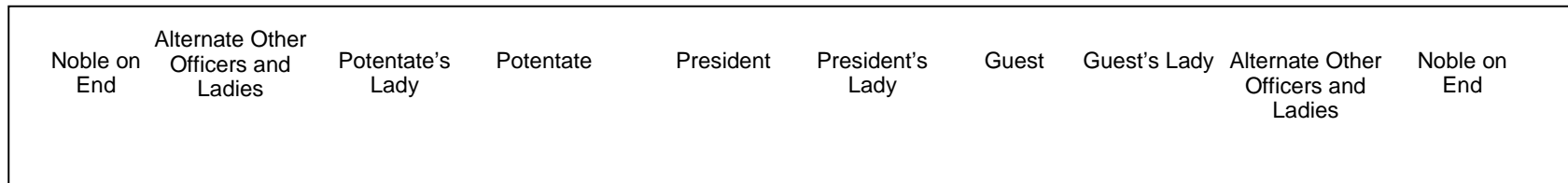
If you have any protocol questions or need additional advice about the Shrine Protocol Seating Chart that follows, contact the Colonel of Units, Lieutenant Colonel of Units, or the Potentate's Aide for assistance.

**Kena Shriners
2012 Leadership Handbook**

UNIT OR CLUB MEETING OR BANQUET WITH THE POTENTATE

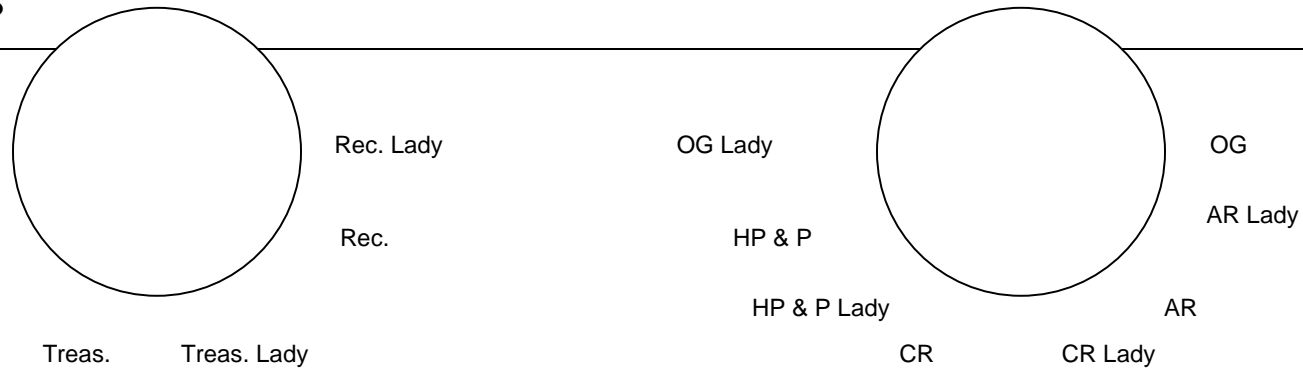


UNIT OR CLUB MEETING OR BANQUET WITH THE POTENTATE AND GUEST



HONOR TABLES

(unless seated among the Nobility)



**Kena Shriners
2012 Leadership Handbook**

The Fez and Fez Etiquette

The Imperial Council has prescribed the Fez as the exclusive type of head covering to be worn by all Nobles of Shriners International when appearing as such. This means that Nobles must wear the Fez at stated (Regular) temple meetings, ceremonials (initiations), Shrine parades and caravans, special Shrine events, or any other Shrine-related activity. The Fez is never worn at a Masonic Lodge meeting. As a Shriner you are particularly admonished never to wear your Fez in any company or place in which you would decline to introduce your mother, wife, sister, or daughter. No other person should be allowed to wear your Fez at any time.

The Fez is not a display case or bulletin board. Badges, buttons, and pins (including the small "crutch pin") are not authorized to be worn on the Fez and doing so is a direct violation Shrine Law.

The titles of Imperial Chaplain, Potentate, Past Potentate, Recorder, Grand Master, and divan officers may be embroidered in small letters in gold or silver bullion, or sewn-on rhinestones on one line beneath the emblem on the Fez. Members of temple units and clubs may likewise have the name of their Unit or Club in a single line beneath the Emblem on the Fez. [Unit and Club officers' titles (past or present) are not authorized.]

Any official appointee of an Imperial Potentate or Potentate may have his title beneath the fez emblem only for the term of his appointment.

The Fez is to be worn in its proper shape without crushing, creasing, or alteration, and a maximum of two pins on the left side to hold the tassel in place is allowed. No other device, ornament, title, wording, or adornment is permitted. It should be worn and adorned only as permitted by Article 13 of Shriners International bylaws. ***When Fezzes are being worn, it is a breach of etiquette to remove your Fez before the Potentate or ranking officer present removes his.*** When attending Shrine function, you should observe when the Potentate removes his Fez or puts it on and follow suit. You are to inform your members of this protocol.

The Salaam

Any Noble addressing a presiding Potentate, should always give the Salaam before speaking. The Potentate will return the courtesy by responding with the Sign of the Order. The Salaam should also be given when entering or departing Temple meeting in session and when approaching the altar to ballot. This courtesy is equivalent to rendering the due guard to the Worshipful Master in open Lodge.

The Potentate and his Divan should always Salaam when receiving the Imperial Potentate or any other Imperial Officer. The Imperial Officer does not Salaam in return but gives the Sign of the Order.

The Salaam is given by the leader of a Uniformed Unit that is performing for the Potentate and the Potentate gives the Sign of the Order in return. No other unit member gives the Salaam.

As an Imperial Officer or Potentate proceeds through an Honor Guard, only the first rank on either side of the aisle Salaam in unison. The remainder of the Honor Guard stands at attention. The Imperial Officer and Potentate may or may not be escorted through the Honor Guard, depending upon the pleasure of either. The escort is always to the left of the officer.

**Kena Shriners
2012 Leadership Handbook**

Prayer

During the offering of a prayer, the Fez should be removed and held in the right hand over the heart with the emblem facing the forward (not facing the floor). The Prayer shall be nondenominational in content.

Shrine Pledge of Allegiance

"I pledge allegiance to my flag and to the country for which it stands, one Nation under God, indivisible, with liberty and justice for all."

All present should stand (if able) and face the flag. The Military Hand Salute is used when reciting the Shrine Pledge of Allegiance and during the singing or playing of the National Anthem of the United States, Canada, Mexico, and Panama. When covered, the military hand salute is given. The Fez is never removed; the military hand salute is to be used.

When uncovered, the right hand should be held over the heart. Ladies should stand (if able), face the flag and place their right hand over their heart.

Proper Display of National Flags

It is the desire of the Imperial Potentate that each Temple of this Order provide and displays at all Shrine parades, functions, and meetings the national flags under which Shrine Temples chartered by Shriners International operate.

It has been noted that many Temples improperly display one or more of the national flags primarily in parades and at meetings.

Most nations designate the position on the right as the position of honor. International usage indicates that when flags of two or more nations are displayed together, they should be flown from separate staffs of the same heights and should be approximately equal in size.

At the headquarters of Shriners International, the flags of the United States and Canada shall be displayed at all times. Flags of other "states," where Shriners International have chartered temples, shall be displayed on a rotating basis for the period of one month.

In An Auditorium

When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the potentate's or speakers right as he faces the audience. Any other flag so displayed should be placed at the left of the potentate or speaker or to the right of the audience.

Kena Shriners 2012 Leadership Handbook

At Parades

When in procession, the flag of the country in which they are being paraded should be either on the **marching right**; that is, the flag's own right, or if there are a great number of other flags, it may be in front of the center of that line. It is strongly suggested that national flags be paraded side-by-side, in front of state, provincial, or other local flags, with the flag of the country in which they are being paraded having the position honor on the **marching right**, in the United States. Other countries should use their country's protocol.

Other flags which Temples may wish to parade should be in a line immediately following the national flags in the following order, beginning on the right: State or provincial flag; Shrine Temple flag; Imperial Potentate's flag; Past Imperial Potentate's flag; and other flags.

One of the most common violations of international flag usage is the dipping of national flags at reviewing stands, during the playing of the National Anthems and other occasions. National flags should never be dipped to any person or thing. However, all other flags should be dipped as a mark of honor.

In Front of Shrine Temples and Club Buildings

When national flags are displayed in front of a Shrine Temple or club building, they should be flown from separate staffs of the same height and the flags should be of approximately equal size. The flag of the country in which they are being displayed should be in the position of honor on the extreme right in the United States, that is, a person's own right as he faces outward of the building's front entrance. Other countries should use their country's protocol.

Half-Staff

When a nation in which the flags are displayed proclaims that its flag should be flown at half-staff, it would be improper to fly the other flags at full staff; therefore, the flags of the other nations should not be flown during that period.

Shrine Lapel Pins

Shrine Pins should be worn on the left lapel of the suit coat or jacket. It should always be worn so that a Noble is always identifiable, proudly and justifiably so, to another Noble, Brother Mason, or the public in general.

**Kena Shriners
2012 Leadership Handbook**

Appendices

Kena Shriners Bylaws	A
Unit/Club Bylaws	B
Unit/Club Membership and Financial Statement	C
Annual Report of Shrine Clubs and Temple Units	D
Unit/Club Inventory for Insurance Committee & Parade Vehicle Insurance Certification	E
Fund-Raising Activity Permit	F
Procedure for Submission of Kenagram Articles	G
Application for Use of Kena Temple Facilities	H
ABC License Information “To Do” List for Ordering Vendor Deliveries to Kena Clean-up Expectations When Using Kitchen or Dining Room	
Kena Holding Corporation Facilities Rental Contract	I
Territorial Jurisdictions – Virginia Temples (Article 91, Shriners International Bylaws)	J
MASA Temples and Dates of Charters	K
Kena Past Potentates	L
Imperial Officers Jul 2011-Jul 2012 (Extract General Orders No. 1)	M
Unit and Club Meeting Days and 2012 Potentate’s Calendar	N



KENA SHRINERS BYLAWS

Adopted by the Kena Membership

November 10, 2003

Approved by Shriners International

November 28, 2003

BYLAWS OF KENA SHRINERS

Preamble

This temple shall be governed by the Articles of Incorporation, Bylaws and General Orders of the Imperial Council, Shriners International. (hereafter the “Imperial Council”) an Iowa corporation and these bylaws not in variance thereof.

ARTICLE 1

Temple Name, Charter, Location, Jurisdiction, Official Seal and Flag

§ 1.1 Name. This temple shall be known and distinguished as KENA SHRINERS in accordance with an Imperial Council resolution adopted at its 128th Annual Session (2002) to substitute the word “Shriners” for the word “Temple” only when used as part of the proper name of a group of nobles chartered by or under dispensation of the Imperial Council. Internal use of the more familiar word “temple” is allowed.

§ 1.2 Charter. Kena Shriners’ charter was issued by The Imperial Council on June 19, 1952 (as Kena Temple) and is its authority to meet and work.

§ 1.3 Location. The official location of Kena Shriners is Fairfax, Virginia as defined in its Charter. A proposal to change its location must be signed by at least 100 members of the temple, presented to the Potentate as a detailed written proposal, and action taken as prescribed by Article 22 of the Imperial Bylaws.

§ 1.4 Jurisdiction. Kena Shriners has exclusive jurisdiction in the counties of Fairfax and Arlington and the City of Alexandria, Virginia and concurrent jurisdiction throughout the state with Acca Shriners, Kazim Shriners and Khedive Shriners, except in cities and counties in the exclusive jurisdiction of other temples in the state as prescribed by Article 91 of the Imperial Bylaws. Waiver of jurisdiction for initiation purposes shall be as prescribed by Article 28 of the Imperial Bylaws.

§ 1.5 Official Seal. The official seal of Kena Shriners shall be as prescribed by Article 20 of the Imperial Bylaws.

§ 1.6 Flag. The official flag of Kena Shriners shall be as prescribed by Article 21 of the Imperial Bylaws.

ARTICLE 2

Temple Membership

§ 2.1 How constituted. Kena Shriners consists of its officers and as many members as it admits.

§ 2.2 Prerequisite for Membership. An application (petition) for membership shall be accepted from any candidate in good standing as a Master Mason of a lodge recognized

Appendix A

by or in amity with the Conference of Grand Masters of North America. Article 23 of the Imperial Bylaws prescribes residence requirements, balloting and initiation procedure.

§ 2.3 Associate Membership. Any Noble in good standing may apply for associate membership by affiliation in Kena Shriners and, if elected, hold associate membership subject to the provisions of Article 23 of the Imperial Bylaws. The applicant need not hold a demit to apply for associate membership. However, his application must be accompanied by written evidence that he is a Noble in good standing and eligible for a demit.

§ 2.4 Retention of Membership. In order to retain membership in Kena Shriners, a Noble must maintain the prerequisite requirement of §2.2, unless otherwise provided herein or by the provisions of the Imperial Bylaws.

§ 2.5 Suspension or Termination of Membership.

(a) Suspension. Rights of membership in Kena Shriners are suspended by:

- 1) Voluntary demission upon payment of all indebtedness, assessments and voluntary obligations to the temple;
- 2) Suspension for nonpayment of dues; or
- 3) Suspension for other cause.

(b) Termination. Membership is terminated by:

- 1) Voluntary resignation upon payment of all indebtedness, assessments and voluntary obligations to the temple by a member who is in good standing and free from charges;
- 2) Expulsion by virtue of actions by the Blue Lodge(s) or under action in accordance with Shrine Law; or
- 3) Death.

§ 2.6 Demit. A demit specifies that at the time of its issue the Noble named therein was (a) in good standing, (b) free from charges, and (c) free from indebtedness, assessments and voluntary obligations to Kena Shriners. A demit may not be withheld from a Noble applying if he meets the requirements of this section. Procedure for the issuance of a demit, its effective date, and its bearing on affiliation is prescribed by Article 23 of the Imperial Bylaws.

§ 2.7 Suspension for Nonpayment of Dues. Kena Shriners may not carry a member the rolls whose dues is more than 2 years in arrears. The temple must either remit his dues or suspend him. A majority of members present at a stated meeting must vote to suspend him. Article 23 of the Imperial Bylaws prescribes specific procedures for suspension and/or restoration.

§ 2.8 Life Membership. Life membership may be awarded to members of Kena Shriners for meritorious service, longevity or prepayment of dues.

(a) Meritorious Service.

- 1) **Past Potentates.** Life membership privileges shall be conferred on Past Potentates of Kena Shriners who complete a full term as Potentate provided they are permanent contributing members (PCM) to the Shriners Hospitals for Children.
- 2) **Nobles.** Life membership privileges may be conferred on Kena Shriner Nobles for outstanding loyalty and services to the temple provided that he holds the Samsar Award, has been a member of the temple for at least 25 years and is a permanent contributing member (PCM) to the Shriners Hospitals. Qualifying members shall be proposed for award at a regular meeting of the temple and referred to a committee of three Past Potentates, two members of the Elected Divan, and two members at large selected by the Potentate. The committee shall render its recommendation at the next regular temple meeting with a 2/3 affirmative vote of those present and voting required for approval.

(b) Longevity. Life membership privileges may be conferred when a member has paid annual dues for a period of not less than 35 years and is a permanent contributing member (PCM) to the Shriners Hospitals for Children.

(c) Dues Prepayment. Life membership privileges may be conferred upon any member of Kena Shriners for a lump-sum prepayment of not less than 20 times the annual dues.

(d) Retention. To retain life membership in Kena Shriners, a noble must uphold the prerequisite requirement of § 2.2.

§ 2.9 Honorary Membership.

(a) By Vote of Temple. Honorary membership may be conferred, as a compliment, upon Nobles who are not regular members of Kena Shriners. Such membership confers no rights or voting privileges and must be ratified by a majority vote of the members present at a regular meeting.

(b) Award by Potentate. The members of Kena Shriners may, by a majority vote at a regular meeting, authorize the Potentate to confer, at his discretion, honorary membership upon visiting contemporaries or other Shrine dignitaries.

(c) Issuance of Cards. Issuance of a regular membership card to honorary members is prohibited; however, emblematical cards and/or certificates may be presented to recognize honorary members.

**ARTICLE 3
Temple Meetings and Ceremonials**

Appendix A

§ 3.1 Stated Meetings. A stated meeting shall be held at least once per calendar quarter on the second Monday of any month except for the months of July and August. The Potentate shall designate the exact hour of all meetings, including the Annual Meeting.

(a) **Elections at December Meeting.** The officers, Trustees, members of the Executive Committee and representatives to the Imperial Council and Shrine Associations shall be elected at the December stated meeting.

(b) **Annual Meeting.** An annual meeting shall be held on the second Monday in January. No ceremonial sessions shall be exemplified at the annual meeting.

§ 3.2 Ceremonial Sessions. The Potentate may call for ceremonial sessions at any time other than at an annual meeting. Unless it is held at the location of the temple, no other business may be transacted at a ceremonial session. Restrictions on holding ceremonials at locations other than at the temple are prescribed by Article 24 of the Imperial Bylaws.

§ 3.3 Special Meetings. The Potentate may call special meetings at any time provided adequate advance notice is given to each member. Such notice must include the date, time, place and location of the meeting, the business to be considered and state that no business other than that announced may be transacted. The Potentate may, at any stated meeting, issue a call for a future special meeting for the single purpose of receiving and balloting on candidate petitions, without any further notification to the temple members.

§ 3.4 Sunday Meetings. No business meeting or ceremonial session of Kena Shriners shall be held on Sunday, except by special dispensation of the Imperial Potentate for good and sufficient cause.

§ 3.5 Place of Meetings. The Potentate shall determine the place of all meetings except as may be otherwise required or restricted by the Imperial Council Bylaws.

§ 3.6 Notice of Meetings. At least one week's notice shall be given of the time and place of all meetings and ceremonial sessions. Notice may be given in the official publication of Kena Shriners or by letter.

§ 3.7 Quorum. A quorum shall consist of 7 members of Kena Shriners entitled to vote, one of whom must be the Potentate, the Chief Rabban, the Assistant Rabban or a Past Potentate of the temple.

§ 3.8 Admission. A Noble may not be admitted to this temple unless he exhibits an official shrine membership card for the current year.

§ 3.9 Rules of Order. Roberts Rules of Order shall govern parliamentary procedure unless otherwise provided by these bylaws or the Imperial Council Bylaws.

§ 3.10 Order of Business. The normal order of business follows. When it is in their best interest to do so, the normal order of business may be altered or set aside by a majority vote of the members present at a temple meeting.

- (a) Opening ceremony.
- (b) Reading of Minutes of previous session.
- (c) Reading of communications.
- (d) Reading of financial statements.
- (e) Reading of petitions for membership
- (f) Balloting on candidates for membership.
- (g) Reports of standing or special committees.
- (h) Unfinished business.
- (i) New business.
- (j) Conferring the ceremonial (when the Potentate decrees)
- (k) Closing ceremony.

ARTICLE 4
Officers

§ 4.1 **Officers.** The officers of this temple are the following:

(a) Elected Divan

- 1) Potentate
- 2) Chief Rabban
- 3) Assistant Rabban
- 4) High Priest and Prophet
- 5) Oriental Guide
- 6) Treasurer
- 7) Recorder

(b) Appointed Divan

- 1) First Ceremonial Master
- 2) Second Ceremonial Master
- 3) Director
- 4) Marshal
- 5) Captain of the Guard
- 6) Outer Guard

(c) Other Appointed Positions shall include but are not limited to:

- 1) Chaplain
- 2) Temple Attorney(s)*
- 3) Personal Aide
- 4) Colonel of Units

* To preclude a conflict of interest, the Temple Attorney(s) may not concurrently serve as members of the Elected Divan.

§ 4.2 **Nomination, Election Order and Appointment.**

Appendix A

(a) Nomination. Candidates for elective offices and Representatives must be placed in nomination from the floor. There shall be no more than one nomination speech for any candidate and the speech may not exceed 3 minutes. Seconding speeches are not permitted.

(b) Election Order. The first 7 officers shall be elected annually in the order in which they are listed in § 4.1(a) and must be Kena Shriners in good standing.

(c) Appointment. The Potentate shall appoint the officers listed in § 4.1(b) & (c).

(d) Term. Unless relieved sooner for cause, elected and appointed officers shall serve a one year term or until their successor in office is installed.

§ 4.3 Term Limit and Qualification of Potentate. A Noble may not serve as Potentate of Kena Shriners for more than 2 years and may not serve as Potentate unless he shall have first served at least one term as either Chief Rabban or Assistant Rabban of Kena Shriners.

§ 4.4 Enthronement and Installation of Temple Officers. The officers of Kena Shriners shall be installed at the Annual Meeting and/or during the month of January at a public ceremony as prescribed by temple resolution. Article 26 of the Imperial Council Bylaws prescribes procedure for the enthronement and installation.

§ 4.5 Duties. Article 27 of the Imperial Council Bylaws prescribes the duties of the officers. The Potentate shall assign the duties of officers not covered elsewhere in these bylaws or those of the Imperial Council.

§ 4.6 Vacancies. Filling vacancies in Elected Divan or elected Representative offices shall be conducted in accordance with Article 25 of the Imperial Council Bylaws.

§ 4.7 Delivery of Records. Each officer shall deliver all books, official papers and other temple property to his successor in office or to such person and at such time as the temple may direct.

§ 4.8 Board of Directors. The Kena Board of Directors shall consist of its Elected Divan and is responsible for establishing and maintaining an all-inclusive system for the management of all assets, liabilities and members' equity of the temple through the budget process, and is assigned responsibility for the budget process in conjunction with the Chief Rabban. The operating budget and all other budgets shall disclose all revenues of the temple from whatever source and all expenses of the temple for whatever purpose. The temple may use other financial officers, however, the duties and responsibilities of such other financial officers are limited to an advisory role to the Board of Directors.

(a) Quorum. Three directors constitute a quorum of the board.

(b) Meetings. The Board of Directors shall meet on the call of the Potentate, who shall be its chairman. He must call the meeting when requested by three directors. Meetings may be conducted in person or by telephone or by other means of communication by which all parties may be connected and all comments and conclusions as well as the vote on any resolution may be heard and or observed by all members present.

(c) Notice. The Recorder shall give not less than 3 days' written notice to each director of the time and place of the meeting. Notice may be waived in writing prior to or subsequent to such meeting.

(d) Budgets. The Chief Rabban, in conjunction with the board of directors, shall prepare and complete the proposed temple budgets for the ensuing year and present it to the membership for action not later than the November stated meeting each year. The Board of Directors shall:

- 1) Report, or cause to be reported, at the appropriate stated meeting of the temple any proposals for amendments to or departures from the budgets and the reasons therefore, and
- 2) Cause copies of the complete budgets for the succeeding year to be made available upon request to each member at least 7 days prior to the meeting at which it will be considered. The proposed budgets shall be in detail and in accordance with the Uniform Chart of Accounts prescribed by the Imperial Council together with the amount budgeted for the preceding year.

(e) Multiple Budgets. These bylaws:

- 1) Provide for both an operating budget and a capital budget, and
- 2) Impose other conditions for the management of its financial affairs not inconsistent with the election or appointment of other financial officers such as an Executive Committee or Board of Trustees. The financial affairs of Kena Shriners may not be vested exclusively in such officers and the actions of all financial officers shall be subjected to review of the temple at a stated meeting.

(f) Unauthorized Acts. Except as specifically provided by these bylaws, the bylaws of the Imperial Council, or resolution of the Board of Directors, ratified by the temple, no unit, shrine club, group of persons, or person has the authority, express or implied, to act as the agent of, to act on behalf of, or by its act or omission, obligate or bind Kena Shriners.

(g) Additional Duties. The Kena Shriners Board of Directors shall have these additional duties:

Appendix A

- 1) Leadership Search Committee. The Board of Directors shall appoint the Leadership Search Committee.
- 2) Kena Holding Corporation. The Board of Directors and the immediate Past Potentate of Kena Shriners shall serve as the board of directors of the Kena Holding Corporation.

§ 4.9. Temple Holding Corporation. A temple holding corporation, specifically the Kena Holding Corporation (KHC) shall be organized under separate bylaws. In the event of incongruity, Kena Shriners' bylaws shall take precedence. This corporation shall solely exist and be operated as a nonprofit corporation, having no purpose other than that of acquiring, owning, selling or otherwise disposing of and mortgaging temple real estate and the erection, maintenance and operation of the buildings thereon. Should it become necessary or desirable to sell the Temple (in whole or part) the holding corporation shall present to the temple a written resolution to authorize it to do so. Such resolution shall be introduced at a regular or special session of the temple and written notice shall be given to all members at least 45 days in advance of the meeting at which the resolution shall be acted upon. A two-thirds affirmative vote of the members present and voting shall be required for adoption.

§ 4.10 Board of Trustees: The Board of Trustees shall consist of three members of the Temple, duly elected for initial terms of one, two and three years respectively. Each year thereafter, as one of the terms expires, a member shall be elected or reelected to serve a three-year term. The Trustees shall be the custodians of all securities and, with the approval of the Board of Directors or the Temple shall have the power to sell, buy or otherwise change the same when in their judgment the best interest of the Temple will be served, unless otherwise ordered by the Board of Directors or the Temple. All investments shall be made in the name of the Trustees of Kena Shriners in legal securities and registered both as principal and interest in the name of the Trustees of the Temple. All such bonds and securities shall be deposited in a safe deposit vault designated by the Trustees, who shall be responsible for their safe keeping and not less than two Trustees shall have access to the opening of the safe deposit box at any time for the purpose of withdrawing or depositing securities. At least quarterly, the Trustees shall report to the Board of Directors all revenues from whatever source and expenses for whatever purpose.

§ 4.11 Executive Committee: The Executive Committee shall consist of the elective officers of the temple and four other members of the temple duly elected for initial terms of one, two, three and four years respectively. Each year thereafter, as one of the terms expires, a noble shall be elected or reelected to serve a four-year term. This committee, shall meet on call of the Potentate, and shall act as budgetary advisors to the Board of Directors. Six members of the committee shall constitute a quorum.

§ 4.12 Unauthorized Acts. Except as specifically provided by these bylaws, those of the Imperial Council, a vote of the temple not in conflict therewith, or resolution of the Board

of Directors, ratified by the temple, no unit, shrine club, group of persons, or person has the authority, express or implied, to act as the agent of, to act on behalf of, or by act or omission obligate or bind Kena Shriners. No contract or indebtedness may be entered into by temple units and clubs or committees without the prior approval of either the Executive Committee or the Chairman of the Board of Directors (Potentate).

ARTICLE 5

Initiation Fee, Annual Dues, Per Capita Tax, Hospital Levy and Assessments

§ 5.1 Initiation Fee. The current initiation fee is \$100. A candidate may not be initiated until this fee is paid in full. The amount of the initiation fee may be changed by a 2/3 affirmative vote of those present and voting. Proposed changes must be presented in writing in the form of a resolution at a stated meeting and laid over to the next stated meeting or to a special meeting called for action thereon. The notice of such meeting must be sent to every member of the temple and must recite the text or substance of the proposal. In no case, may the amount be less than the minimum prescribed in Article 32 of the Imperial Bylaws. (Additional policies are included in Article 32.)

§ 5.2 Annual Dues. The current annual dues is \$65 excluding the annual per capita tax and hospital levy and is payable in advance by January 1st. Life members are exempt from payment of annual dues. Life members not exempted under § 5.3(b) are obligated to pay the per capita tax. The amount of annual dues may be changed by a 2/3 affirmative vote of those present and voting at a stated temple meeting. Proposed changes must be presented in writing in the form of a resolution at a stated meeting and laid over to the next stated meeting or to a special meeting called for action thereon. The notice of such meeting must be sent to every member of the temple and must recite the text or substance of the proposal. In no case, may the amount be less than the minimum prescribed in Article 32 of the Imperial Bylaws. (Additional policies are included in Article 32.)

§ 5.3 Per Capita Tax. *(See also Article 11, Imperial Council Bylaws)*

(a) **Annual Per Capita.** The current per capita tax to the Imperial Council is \$15 per member and shall be added to each member's annual dues.

(b) **Life Per Capita.** A Noble may pay the Temple Recorder a sum equal to 30 times the current annual per capita tax and, thereafter, be exempt from future payment.

§ 5.4 Hospital Levy. The current hospital levy is \$5 per member and shall be added to each member's annual dues (except for Associate Members and PCM).

§ 5.5 Hospital Permanent Contributing Membership. A Noble may obtain for a single donation of \$150 a Permanent Contributing Membership (PCM) in Shriners Hospitals for Children and receive from the temple Recorder a certificate therefore and thereafter be exempt from payment of the annual hospital levy.

Appendix A

§ 5.6 Total Life Membership. A Noble who maintains a life membership, a Permanent Contributing Membership and a Life Per Capita is considered a Total Life Member (TLM) and, as such, exempt from further annual payments.

§ 5.7 Assessments. If the temple receives the written approval of the Imperial Potentate, it may levy an assessment on its members, including life members and total life members, if specifically provided, for purposes general to the membership. The resolution must be adopted by a 2/3 affirmative vote of those present and voting at a stated meeting of the temple. Specific procedures and reporting requirements are prescribed by § 332.7 of the Imperial Council Bylaws.

ARTICLE 6 Fiscal

§ 6.1 Budget. The procedures governing the temple budget, including its requirement, preparation, inspection, adoption, appropriations, amendment, temple reports and Imperial Recorder filing are prescribed in Article 34 of the Imperial Council Bylaws.

§ 6.2 Payment of Obligations. All checks, vouchers or orders for the payment of obligations of Kena Shriners, any sums due the Imperial Council, and any other authorized disbursements shall be signed by one or more officers and countersigned by one or more officers (two signature policy) as determined by a resolution duly adopted by the temple. All check vouchers or requisitions shall support disbursements.

§ 6.3 Monthly Reports. Each Noble, committee, unit or other organization of Kena Shriners that is authorized to incur indebtedness or to collect or disburse funds, shall make a detailed financial report, accompanied by receipts or vouchers to the temple Recorder monthly or at such other times as may be required by him.

§ 6.4 Construction Program and Secured or Long-Term Obligations. Prior to commencement of a construction program or incurring a secured or long-term debt, as defined by the Imperial Council Bylaws, the temple must follow the procedure prescribed by § 334.7 therein.

§ 6.5 Sale of Temple Assets. Kena Shriners or any of its affiliates may not sell, lease, exchange, mortgage, pledge or otherwise dispose of all or substantially all of its property or assets without prior authorization by an affirmative vote of the temple. This shall be done at a stated meeting, or at a special meeting that sets forth in the notice of the meeting, the specific nature of the business to be transacted.

§ 6.6 Fidelity Bond. Kena Shriners shall procure a corporate fidelity bond indemnifying it against loss resulting from infidelity, defalcation or misappropriation by its officers, employees or Nobles, of its funds, assets or property.

§ 6.7 Surety Bond. Kena shriners shall procure surety bonds in the amount of \$250,000 per individual for each temple officer authorized to receive, disburse, handle or safeguard temple funds.

§ 6.8 Insurance. Kena Shriners shall procure adequate and proper fire, casualty, comprehensive public liability and motor vehicle insurance coverage.

§ 6.9 Fiscal Year. Kena Shriners shall arrange its books of account, annual report and audit to conform to the calendar year.

§ 6.10 Indemnification. Each officer, committee member and employee shall be indemnified by the temple for all personal expense reasonably incurred in defending themselves from any proceedings instituted or threatened against them provided the temple votes that they have acted within the scope and capacity of their authority and are not guilty of misfeasance or malfeasance.

§ 6.11 Audit. The temple shall have its financial accounts and those of its affiliated or appendant corporations, including shrine club holding companies, audited by a certified, chartered or licensed public accountant selected by the temple at the close of each year and shall submit a report thereon to the Imperial Recorder as prescribed by Article 34 of the Imperial Council Bylaws.

ARTICLE 7
Appointed Committees

§7.1 Bylaw and Jurisprudence Committee. The Potentate shall appoint a Bylaw and Jurisprudence Committee consisting of the Chief Rabban (Chairman), The Temple Attorney, and three Past Potentates who are learned and experienced in Shrine Law. The Committee shall render opinions on the proper interpretation and application of Shrine Law and act as advisors to the Potentate on such matters. The committee shall review all proposals to amend the temple bylaws and the bylaws of the Kena Holding Corporation, rendering their recommendation for adoption or rejection to the Executive Committee and the temple membership. The Committee shall also assist with the review of Kena unit and club bylaws, if requested by the Potentate.

§7.2 Insurance Advisory Committee. The Potentate shall appoint an insurance advisory committee, consisting of at least 4 members, 3 of whom shall be skilled, and knowledgeable in property and casualty insurance matters, and the fourth member shall be the temple attorney. The committee shall have such duties and responsibilities as assigned to it by the temple and by the Imperial Potentate.

§ 7.3 Leadership Search Committee. The temple Board of Directors shall appoint a leadership search committee consisting of 5 impartial nobles, with preference given Past Potentates, to study the qualifications of possible candidates for elective office in Kena Shriners. This committee shall report their findings to the Board of Directors or to the

Appendix A

temple members in the form of a nomination at a temple election. This committee may also consult with the Chief Rabban on his appointments, if so requested.

§ 7.4 Ad Hoc Committees. The Potentate may appoint such other committees as may be necessary for the operation of the temple's affairs provided their duties do not conflict with any portion of these bylaws or those of the Imperial Council.

ARTICLE 8 Code of Ethics and Prohibited Practices

§ 8.1 Code of Ethics. Kena Shriners, its elected divan, elected representatives, appointed officers and all its Nobility shall be bound by the Code of Ethics prescribed by § 210.7 of the Imperial Council bylaws.

§ 8.2 Unlawful Activities. It is unlawful for Kena Shriners or any unit or club under its control, or any group of its members, or any member acting for or on behalf of the temple, to promote or take part in any engagement or enterprise prohibited by the law of the land.

§ 8.3 Violation of Shrine Law. A temple or Noble may not violate Shrine Law. "Shrine Law" means the articles of incorporation of the Imperial Council, its bylaws and any general or special orders of the Imperial Potentate at the time in effect, and these bylaws. Shrine Law does not include the law of the land.

§ 8.4 Alcoholic Beverages. The consumption of alcoholic beverages by participants in parades and ceremonials is prohibited.

ARTICLE 9 Temple Units and Shrine Clubs

§ 9.1 Temple Units. Temple units are a part of the working corps of Kena Shriners. They are organized and authorized to operate only under bylaws approved by the Potentate. Temple units must be composed wholly of members of Kena Shriners. A Noble may join as many units as he chooses providing plural membership is not prohibited by the bylaws of the units concerned. No unit is permitted to participate in a parade or public exhibition without the express approval of the Potentate.

§ 9.2 Shrine Clubs. Kena Shrine clubs are under the control of the Potentate who must approve any bylaws or amendments thereto adopted by the club before they can become effective. Nobles of other temples may become members of Kena Shrine Clubs so long as they are amenable to the bylaws and regulations of the shrine club and those of Kena Shriners. Article 37 of the Imperial Council bylaws regulates club activities, concurrent jurisdiction, incorporation and organization of holding companies.

§ 9.3 Unit and Club Bylaws. Provisions of the bylaws of Kena Shriners units and clubs may not contradict the temple bylaws or those of the Imperial Council. When changes to

the temple bylaws or the Imperial Council bylaws affect units and clubs, their bylaws are changed, ipso facto, to conform. Bylaws of Kena Shriners units and clubs are valid only during the reign of the Potentate that approved them. Consequently, unit and club bylaws must be renewed annually by submission to the incoming Potentate for his approval.

ARTICLE 10
Official Temple Publication and Staff

§ 10.1 Official Temple Publication. The Kenagram shall be the official publication of Kena Shriners. It shall be published as a periodic newsletter and it shall be proper to promulgate official calls and notices therein.

§ 10.2 Staff. The Potentate shall be responsible for the content of the Kenagram, appoint the editor and approve the editor's selection of staff members. The editor and his staff members shall be known as the "Press Corps."

ARTICLE 11
Amendments

§ 11.1 Adoption and Procedure. The members may adopt bylaws and may adopt amendments thereto if they are consistent with Shrine Law and approved by at least a 2/3 affirmative vote of the members present and voting. Proposed bylaws or amendments must be presented at a stated meeting in the form of a written resolution. The resolution shall be laid over to the next stated meeting or to a special meeting called for action thereon. The notice of the meeting must be sent to every member of the temple and must recite the text or substance of the proposed changes. The Imperial Council must approve adopted changes before they become effective. Article 31 of the Imperial Council bylaws prescribes procedure for filing and approval of temple bylaws.

§ 11.2 Change in Imperial Council Bylaws; Effect on Temple Bylaws.

(a) Automatic Change. When the Imperial Council makes a change affecting Shrine law, and the change affects Kena Shriners bylaws, Kena Shriners bylaws are changed, ipso facto, to conform to those of the Imperial Council.

(b) Temple Action. It is the duty of Kena Shriners to take action to incorporate such changes to its bylaws upon receipt of the printed copy of the proceedings of the Imperial Council from the Imperial Recorder. In the interim, the text or substance of the changes shall be immediately publicized in the Kenagram.



Approved Bylaws

(Substitute Name of Unit or Club)

**Kena Shriners
2012 Leadership Handbook**

MEMBERSHIP AND FINANCIAL STATEMENT

This report covering the prior month is to be submitted to the Temple Recorder by the 5th working day of the month

REPORT OF _____ FOR _____
(Name of Unit or Club) (Month and Year)

PART 1 – FINANCIAL STATUS

Required to be filed for IRS purposes ** Include all assets (e.g. checkbook balance, savings deposit balance, CD value)

Net Balance** at beginning of month: _____ Total Receipts during the month: _____
Total Expenses during the month: _____ Net Balance** at end of month: _____

PART 2 – MEMBERSHIP CHANGES

Please type or print legibly.

Report ALL changes that occurred during the reporting period (e.g. New members names, mailing address, telephone numbers (home, work, cell), email address and spouses first names; names of members that have been dropped, the date and reason therefor (death, demit, suspended NPD) changes of members mailing addresses, email addresses or telephone number(s). Use reverse side if needed. If you know the member's temple membership number, please include it.

ANNUAL REPORT OF SHRINE CLUBS AND TEMPLE UNITS
(File with Recorder)

Name of Shrine Club or Unit	Employer Identification No. (Shrine Clubs only)
Address	Temple Having Jurisdiction
Place of Meetings	Charter or Organization Date
Membership End of Year	Dates Regular Meetings Held

FINANCIAL STATEMENTS

<p align="center">Balance Sheet As of December 31, ____</p> <p align="center">ASSETS</p> <p>Cash - on Hand</p> <p>Cash - Checking*</p> <p>Cash - savings flex account*</p> <p>Certificates of Deposit</p> <p>Accounts Receivable (attach schedule)</p> <p>Inventories for Sale or Use</p> <p>Prepaid Expenses (attach schedule)</p> <p>Investments (attach schedule)</p> <p>Land, buildings & equipment @ cost (attach schedule)</p> <p>Minus accumulated depreciation (____)</p> <p>Other Assets (attach schedule)</p> <hr/> <p>Total Assets</p> <p align="center">LIABILITIES</p> <p>Accounts payable & accrued expenses</p> <p>Mortgages & other notes payable (attach schedule)</p> <p>Other liabilities (attach schedule)</p> <hr/> <p>Total Liabilities</p> <p align="center">MEMBERS' EQUITY</p> <p>Balance, beginning of the year</p> <p>Excess Revenues (Expenses)</p> <p>Balance at end of year</p> <p>Total Liabilities & Year End Balance</p> <p>Members' Equity</p>	<p align="center">Statement of Revenues and Expenses Year Ended December 31 ____</p> <p align="center">REVENUES</p> <p>Code</p> <p>D Contributions Gifts & Donations</p> <p>E Social Activities & Meals</p> <p>F Fraternal Meetings & Visitations</p> <p>G Dues, Initiations Fees & sments</p> <p>H Investment Income*</p> <p>I Fund Raising* (Gross)-Fraternal</p> <p>J Fund Raising* (Gross)-Charitable</p> <p>K Sales Tax Collected</p> <p>L Other Revenues*</p> <hr/> <p align="center">TOTAL REVENUES@ (D through L)</p> <p>1 EXPENDITURES</p> <p>Administrative Costs:</p> <p>1a Telephone and Utilities</p> <p>1b Office supplies and expenses</p> <p>1c Taxes, Licenses & professional fees</p> <p>1d Interest expense on indebtedness</p> <hr/> <p>1 Total Administrative Costs (a-d)</p> <p>2 Building Operations & Maintenance #</p> <p>3 Social Activities & Meals</p> <p>4 Fraternal Meetings & Visitations</p> <p>5 Dues Paid</p> <p>6 Promotion & Publicity</p> <p>7 Charitable Contributions*</p> <p>8 Fund Raising* (Gross)-Fraternal</p> <p>9 Fund Raising* (Gross)-Charitable</p> <p>12 Other Expenditures*</p> <hr/> <p align="center">TOTAL EXPEDITURES (1 through 12)</p> <p>Excess of Revenues/Expenditures</p> <p>Depreciation</p> <p>Net Profit/(Loss)</p>
--	--

Attach detailed schedule. # Exclude depreciation: Provision included in net profit/loss. @ If amount is greater than \$25,000, the Temple's accountant must include this report with the annual 990 group return for this year.

Appendix D

INSTRUCTIONS FOR PREPARING REPORT

1. All information should be PRINTED and this form completed in duplicate. The original should be mailed to the Recorder of the Temple sponsoring the Club or Unit by February 10. Keep the duplicate for your records.
2. The Officers listed should be those in office during the fiscal year covered by the Report, not those assuming office for the current year beginning January 1.

NAME & TITLE	ADDRESS	TELEPHONE
--------------	---------	-----------

3. The financial statements should be prepared on an accrual basis.
4. Check the following items:
 - a) Be sure additions and subtractions are correct and are in agreement with the underlying records.
 - b) The amount entered for "Balance beginning of year" in the Members' Equity section, must agree with the amount reported for "Balance end of year" in the prior year's Financial Statements.
 - c) When the excess revenue (expenses) in the Statement of Revenue and Expenses is added to or deducted from the Members' Equity "Balance beginning of year," the result represents the Members' Equity, end of year. Total assets must equal Total Liabilities & Members' Equity.
5. Revenue accounts:
 - a) There are two types of Shrine fundraisers: Charitable and Fraternal. Fundraising gross revenues must be identified by type. Include on the line "Fundraising (Gross)-(Charitable) (Code J)" the total of all revenues reported on the Shrine Charity Activity Form completed during the year. Total revenues from fundraisers for the benefit of the club or unit should be reported on the line "Fundraising (Gross) - Fraternal (Code I)," The associated expenditures to sponsor the fundraiser are to be reported on the appropriate lines in the EXPENSES section (Codes 8 and 9). Social Activities and visitation (Codes E and F) reimbursements include the gross receipts from sale of tickets, trips, etc. for trips, dances, etc., not held for fund raising purposes.
 - b) Investment income (Code H) should include dividends and interest actually received during the year plus the amount of interest credited to the account as of December 31. Should there be any interest received on monies held for the benefit of S.H.C.C, the interest income must be reported separately from interest income earned on fraternal excess funds. The General Order No. 1 does not allow net proceeds from charitable fundraisers to be held by a club or unit. After a charitable fundraising event and upon written request to, and written authorization by, the Imperial Potentate and Chairman of the Board of Trustees of S.H.C.C. up to 1/2 of the net proceeds may be held by a temple to be used exclusively for hospital patient's transportation expenditures.
6. Expense accounts:
 - a) Fund raising (Codes 8 and 9) expenses include the cost of holding activities listed under 5 (a).
 - b) Social activities and visitation (Codes 3 and 4) expenses include all costs of transportation, lodging, meals, etc., incurred in connection with the activity.
7. Schedules should be attached for the accounts requested. For each checking and savings accounts attached a copy of December 31 and January 31 bank statements. Any other unusual amounts should be supported by schedules or explanations.
8. Underlying accounting records, bank statements, receipt books and invoices should be kept available for inspection and audit for a least four (4) years.

I hereby declare under the penalties of perjury that this authorization (including any accompanying schedules and statement as been examined by me and to the best of my knowledge and belief is true, correct and complete and made in good faith. **Sign Here**

Signature of Officer Preparing Form

Title

Date

UNIT/CLUB INVENTORY FOR INSURANCE COMMITTEE

(Use reverse side or additional pages if needed)

Inventory at Replacement Value as of _____

Unit/Club Name _____ Room No. _____

<u>Number</u>	<u>Description</u>	<u>@Price</u>	<u>Total Value</u>
---------------	--------------------	---------------	--------------------

Room Improvements at Replacement Value:

Room Size (Sq Ft):

Storage Areas (Sq Ft):

Artifacts and Trophies at Replacement Value:

List of Vehicles Owned by the Unit/Club/Temple:

List on Non-Owned Vehicles Used by the Unit/Club/Temple:

Special Events Sponsored by the Unit/Club:

Special Events in Which the Unit/Club Participates:

Appendix E

PARADE VEHICLE INSURANCE CERTIFICATION

As the presiding officer of _____
Unit/Club of Kena Shriners, I request permission for the vehicle described below to be
operated by this organization in public appearances and parades conducted under the
sponsorship of Kena Shriners.

I understand that such permission I granted on condition that proper insurance be in force
at the time this vehicle is operated in any temple-sponsored parade or public appearance
and I agree to give immediate notice if the policy now in force expires, is canceled for non-
payment of premiums or otherwise voided.

This vehicle is presently insured against liability in amounts equal to or greater than the
minimum required by the state in which it is registered and licensed.

Vehicle Description:

(Year, make, and model)

Registered Owner:

(Name, address, city, state, and zip code)

License Tag: _____
(State & Number)

Expires: _____
(Month & Year)

Insured By:

(Agency Name, address & telephone number)

Policy Number: _____

Expires: _____
(Day, Month & Year)

(Signature)

Date Signed: _____
(Day, Month & Year)

(Printed name and title)

FUND-RAISING ACTIVITY PERMIT

Event Date: _____ Event: _____

Event Location: _____

Sponsoring Unit, Club or Committee: _____

If responsibility for this event will be shared by a sponsor or group outside the Shrine, enter the name of the sponsor, group, company, or business with which responsibility will be shared:

Provide a brief description of responsibility arrangements:

There are two types of fund-raising activities: fraternal and charitable. Under Imperial law, printed material and advertisements pertaining to Shrine fund-raising must include factual information about the use of the proceeds. Printed material includes billboards, posters, fliers tickets, programs, etc. Examples: "Proceeds are for the benefit of Kena Temple or (Unit/Club)" or "Proceeds are for the benefit of Shriners Hospitals for Children."

Every fund-raising activity that is **NOT ENTIRELY** for the benefit of Shriners Hospitals for Children shall prominently state on promotional material, tickets, and documents;

"PAYMENTS ARE NOT DEDUCTIBLE AS CHARITABLE CONTRIBUTIONS"

By my signature, I acknowledge the foregoing and that I understand that all fundraising events under the sponsorship of any entity of a Shrine organization must be conducted in compliance with the Revenue Act of 1987. In this connection, I hereby declare that the fundraising event for which this application is being submitted to (check one):

- Raise funds for fraternal purposes
- Raise funds for charitable purposes

(Signature of Applicant)

Date of Application

(Signature of Temple Potentate)

Approved Rejected

(Imperial Officer Responsible)

Approved Rejected

PROCEDURE FOR SUBMITTING KENAGRAM INFORMATION

Electronic input is preferred but hard-copy will be accepted. Hard copies and/or photographs may either be hand-delivered to the temple office or sent by U.S. mail to Kenagram Editor, 9001 Arlington Boulevard, Fairfax, VA 22031-2601 so that they reach the editor by the established deadline. If you have questions, contact the editor at 703-573-4202.

To minimize the probability of typographical errors due to retyping, every effort should be made to submit articles, flyers, and photographs electronically.

Articles

Articles should be 250 words or less.

- E-mail a MS-Word™ file (or send the article as e-mail text) to kenagram@kena.org.
- **Do not use all UPPER CASE LETTERS**, bold, italics, or highlighted shading. Use upper and lower case letters.
- Make sure your article has a “byline” (author).
- Preferred software to be used is MS-Word™. Microsoft Works™ **is not** compatible with Microsoft Word – use the body e-mail message to send an article if you have only Microsoft Works™.

Fliers for Activities/Fund Raisers

- E-mail a MS-Word™ file (or email text) to kenagram@kena.org.
- If you have a hard-copy of a flier, it must be hand-delivered or placed in the US mail so that it reaches the editor prior to the deadline.

Kenagram Deadlines for 2012

These deadlines have been established to allow the Kenagram to be delivered as close to the 1st of the month as possible. It takes approximately 4 days to layout the Kenagram, have it reviewed by the Potentate, and forward to the printer. Printing and labeling requires another 5 business days; and the US Mail (bulk rate), takes approximately 10 days to reach members.

Issue Month	Articles due to Editor
January-February	12/01/11
March-April	02/01/12
May-June	04/01/12
July-August	06/01/12
September-October	08/01/12
November-December	10/01/12

Appendix G

Publishing and distributing the Kenagram is a very expensive. To reduce the printing and postage costs, members may opt to receive the Kenagram via email instead of a hard copy, or, alternatively, because it is now published on the Kena website (www.kena.org), to receive no personal copy at all. Receiving the Kenagram electronically has several benefits: Kena's costs for printing and postage will be reduced and members will get the Kenagram about 2 weeks earlier and in color. Contact the editor, at kenagram@kena.org to get on the distribution list for the electronic version of the Kenagram. **Unit and club leaders should apprise their members of this option and encourage them to use it.**

Paid commercial and private advertisements are another way to reduce publication costs. Unfortunately, the annual income derived from advertisements has typically amounted to less than one-third of our printing costs. The Kenagram is sent to other Shrine Temples throughout the United States so it's important to apprise prospective advertisers that their ads will be seen not only locally but by others that may be relocating to our area.

If you are a Noble who has a business, please use the Kenagram for advertising to let other Nobles know about your business. Help Kena and help yourselves. If you know of any business or individual anyone who would like to advertise in the Kenagram, please have them contact the Temple Office. Advertisements can be purchased semimonthly at the following costs per issue:

Full page	\$200
Half page	\$115
1/4 page	\$ 60
Business Card	\$ 50

Any unit or club selling or referring a new ad will receive a 10% commission or finder's fee.

KENA HOLDING CORPORATION
APPLICATION FOR FRATERNAL USE OF KENA FACILITIES
(Please type or print all entries)

THIS IS A RESERVATION REQUEST THAT MAY BE TERMINATED BY EITHER PARTY PRIOR TO THE AGREEMENT TO USE TEMPLE FACILITIES.

Application Date: _____ ID Number: F _____

Type of Event: _____

Is this a fund-raising event (check one) Yes No
If yes, attach copy of your approved permit.

Unit/Club/Organization Holding this event: _____

Name of Applicant/Contact: _____

Address: _____ E-mail: _____

Telephone: Home: _____ Cell: _____ Work: _____

Date of Event: _____ Number Attending: _____

*Set Up Time: _____ Start Time: _____ End Time: _____

Special Requirements: *Unit/Club/Organization is responsible for presenting a floor plan to the Business Manager; Maintenance Staff will setup and knock down.

Main Building: *Ballroom: Center Sect Left Sect Right Sect
 Dining Room Kitchen

* AN ABC BANQUET LICENSE IS REQUIRED IF LIQUOR IS TO BE SERVED OR CONSUMED IN THE BALLROOM.

ANEK: Main Room Dining Room Kitchen

Parking Spaces: Main Lot Middle Lot Anek Lot

Signature of Unit/Club/Organizational Official : _____
Date

Business Manager Approval _____
Date

Appendix H

ABC LICENSE INFORMATION

Authorized Areas for Consumption of Alcoholic Beverages. According to the Interdepartmental Communication, Region 4, Dept. of ABC Control, 3/20/2003 (on file in the Recorder's office) consumption and storage of alcoholic beverages is allowed in Kena's Main temple building **excluding the main ballroom**, and the entire Anek area.

"Liquor Lockers". Rule 8, of Virginia ABC Licensee Bulletin Volume 56, specifies as a condition of retaining its ABC privileges, that alcoholic beverages owned by its members and left on the premises must be distinguished in an appropriate manner from alcoholic beverages owned by other members. "Liquor lockers" maintained in the unit and club rooms of the temple building must satisfy this requirement by labeling each alcoholic beverage container with a member's name.

Main Ballroom. If you intend to serve or consume alcoholic beverages in the temple ballroom you need to contact the Kena Recorder to get the necessary forms and instructions for obtaining a one-day ABC Banquet License.

If you apply at least 30 days prior to your event, it may be ordered by mail. If you wait until the last minute to apply you may have to go to the Alexandria ABC Office to obtain it.

To secure a one-day license you must submit a copy of your approved Kena Rental Agreement along with your ABC license application.

In summation, the procedure is to:

1. Submit an **Application for Fraternal Use of Kena Temple Facilities** (KHC Form 3) and obtain the Business Manager's approval.
2. Complete an Application for an ABC One-day Banquet License.
3. *Provide the ABC office a copy of your approved fraternal use agreement together with a completed Application for a Banquet License.*

IMPORTANT: Apply for your license at least 30 days prior to your event.

“TO DO” LIST FOR ORDERING VENDOR DELIVERIES TO THE KENA

(Not applicable if Unit or Club representative meets Vendor to accept Delivery)

FOOD & OTHER PRODUCTS

The person responsible for the order must provide the following information to the Recorder's office (703-573-4202):

- Name of vendor,
- Product to be delivered,
- Date and time of delivery
- If COD, arrangements made for payment

If you wish to have the Kena Facility Manager meet and/or pay the vendor, you must contact the Manager at (703) 573-4202 to make these arrangements **before setting up a date for delivery with the vendor.**

BEER

We receive a lot of questions about ordering keg beer. We only have an account with King Wholesalers (703-378-4500) i.e., Kena Temple. Acct. No. 12511.

If you wish to order keg beer, we suggest that you also rent King's tapping/draught equipment. Their equipment is sterilized when you receive it and you do not have to clean it after use. You do, however, have to make a monetary deposit. The deposit is refundable and the following rates* apply:

Cold Plate	\$250
CO2 Tank	\$150
Hand Pump	\$ 50
Tub	\$ 50

- *(Prices are subject to change so be sure to contact King Wholesalers directly to confirm prices)*

King Wholesalers pick up their equipment after your event and usually send you a refund check within a couple of weeks after equipment pickup.

Appendix H

CLEAN UP EXPECTATIONS AFTER USING THE DINING ROOMS/KITCHENS

- ❖ Trash/garbage is bagged and deposited in dumpster - new bags put in trash containers.
- ❖ Tables are cleaned, stacked on carts and returned to storage area.
- ❖ Chairs are cleaned (if necessary), stacked five (5) high and against the wall in the Ballroom/ANEK.
- ❖ Floors are swept and stains mopped in both dining room and kitchen (if used).
- ❖ Kitchen - silver pots, pans, dishes, utensils, etc. are washed and returned to storage area.
- ❖ Dishwasher emptied, screen removed and wiped down.
- ❖ All kitchen surfaces (stove, sink, tables) cleaned.
- ❖ No cleaning supplies or chemicals are to be left in the open.
- ❖ Be sure cupboards are locked if they were used.

SHOULD EXPECTATIONS NOT BE SATISFIED

- ❖ The Potentate will be notified of the shortfalls.
- ❖ The Potentate will contact the Unit/Club leader to provide an opportunity to correct the shortfalls.
- ❖ If the Unit/Club fails to correct the situation within 5 days of notice from the Potentate, the KHC will hire a cleanup crew to correct the situation and will invoice the responsible Unit/Club for those services rendered. However, if another event is scheduled during that period, the cleanup window may be shorter.
- ❖ If requested in advance, the KHC can arrange for cleanup services and invoice the Unit/Club.

TO AVOID PROBLEMS, CLEAN IT RIGHT THE FIRST TIME

KENA HOLDING CORPORATION
 9001 Arlington Boulevard, Fairfax, VA 22031
 Mailing: P.O. Box 456 Merrifield, VA 22116
 703-573-4202

KENA FACILITIES RENTAL CONTRACT (This copy for information only)

Lessee/Renter Information

Contract # R _____

Organization:

Contact Person:

Date of Function:

Address:

Email:

Phone: (h) (c)

Type of Function/number of people:

Time of Function:

Set-up Time:

Start: End:

THIS AGREEMENT OF LEASE entered into this _____ day, _____ by and between the KENA HOLDING CORPORATION (KHC), a Virginia Corporation, hereinafter referred to as Lessor and _____ hereinafter referred to as Lessee.

This contract will be considered effective upon receipt by the KHC of a signed copy with the required security deposit, initial down payment, consent of the Mantua Citizens Association, and acceptance by KHC. Your signatures affixed hereto, indicates your acceptance of the terms and conditions as set forth in this contract and the accompanying EXHIBITS. This contract is not assignable unless specifically stated and agreed to by all parties to the Rental Contract. Breach of this contract will result in loss of deposit and any other penalties stipulated herein, in addition to any other damages to which Lessor may be entitled to by law.

- Lessor shall charge the following rental prices in addition to any other fees stipulated in this Rental Contract at the Kena Shriners facilities of the Kena Holding Corporation (KHC) located at 9001 Arlington Boulevard, Fairfax, Virginia 22031, as indicated below.

TABLE OF FEES

ITEM	AMOUNT	QUANTITY (Hours/Days)	PRICE	TOTAL(S)
3 Hall Section (s) Rental per day	\$7,700.00		\$	\$
2 Hall Section(s) Rental per day	\$5,500.00		\$	\$
1 Hall Section(s) Rental per day	\$3,300.00		\$	\$
Dining Room	\$ 500.00 per day		\$	\$
Kitchen Rental (Cooking)	\$ 750.00 per day		\$	\$
Kitchen Rental (Serving NO Cooking)	\$ 250.00 per day		\$	\$
Use of Parking Lot for outside events	\$ 200.00 per day		\$	\$
Round Tables	N/A		N/A	N/A
Long Tables	N/A		N/A	N/A
Chairs per Round Table	N/A		N/A	N/A
Chairs per Long Table	N/A		N/A	N/A
Paper Covers per Long Table	\$ 5.00 each		\$	\$
Paper Covers per Round Table	\$ 5.00 each		\$	\$
Risers (4' X 8')	\$ 50.00 each		\$	\$
Piping w/drape	\$ 50.00 each		\$	\$
Podium w/microphones	\$ 50.00 each		\$	\$
Lectern w/microphones	\$ 15.00 each		\$	\$
Portable Amp System w/microphones	\$ 25.00 each		\$	\$
Extra Set-up/Take Down Time	\$ 35.00 hourly per employee		\$	\$
Items not included above	As negotiated		\$	\$
Uniformed Sheriffs (Paragraph 13)	\$ 200.00 each		\$	\$
Security Deposit per section (Ballroom)	\$1,000.00		\$	\$
Security Deposit Dining Room	\$ 250.00		\$	\$
Total payment due prior to event date (See Paragraph 3)			\$	\$

KHC Form M1 (15 Nov 2011)

Initials _____

Appendix I

Facilities Rental Contract, R_____ (Continued)

Notes:

- Kitchen includes usage of designated Refrigerator/Freezer, Microwave, Stove/Oven, Sink, and preparation tables. The Lessee is responsible to provide all necessary cooking utensals, pots, pans, and other prepartation items required for food preparation. These items will not be provided by the Lessor.
- If food is served (either prepared in the kitchen or brought in from an outside source) all tables must be covered. Coverings may be provided by the Lessee or purchased from the Lessor.
- Cleaning of facility includes the common areas utilized with the rental of the hall section(s); dining room (if used), and the grounds which includes the parking lot area utilized by the Lessee and the Lessees guests, contractor(s), and vendor(s). The Lessee is responsible for leaving the rented facilities reasonably clean at the end of the rental. This includes taking all trash from the collection cans in the facility to the trash dumpsters located outside the entrance doors to the kitchen area.
- Cleaning of the kitchen includes the entire kitchen if utilized by the Lessee and the Lessees guests, contractor(s), and vendor(s).
- Under no circumstance will propane tanks used for cooking burners be brought into the Kitchen area or other parts of the building.
- There will be **no consumption of food or drink** by any personnel in any part of the entrance lobby area. This includes the consumption of candy, popcorn, snack crackers, or like kinds of food.
- Lessee is responsible to provide prantal control over all children attending a rental event. It is unacceptable to allow children to run out of control throughout the facility causing damage to doors, walls, furniture and the facility in general to include the outside grounds. Lessor has the right to terminate an event before the stated ending time when a situation like this continues without correction.
- All Contractor(s) and Vendors for the purpose of this contract include(s); caterer(s), employees of the caterer, caterer(s) vendor(s)/contractor(s), bartender(s), wedding planner(s), band(s), DJ(s), florist(s), bakery, etc.

KHC will provide free of charge:

- Parking up to **450** spaces,
 - Ice, tables, chairs, and an Event Staff coordinator. Event Staff is **NOT** in lieu of uniformed security personnel.
2. Lessee hereby agrees to pay KHC a date reservation deposit of \$_____ in cash or certified funds at the time of booking (when lease is submitted to the Lessor for approval). In addition, a secutiry deposit of \$_____ will be made when he contract is signed, with the understanding that this deposit, less the cost of damages, is returned within **twenty-one (21) days after the event**. It is further agreed that the reservation is not confirmed and the contract is not valid until payment for the security deposit has cleared the Lessor's financial institution. Equipment and/or food left on premises after event is subject to a **\$300.00 surcharge** deducted from the refundable security deposit for the first day and will be payable in certified funds prior to the release of said property. After the expiration of twenty-four hours following the event, the property, at the sole discretion of the Lessor, will become the property of the Lessor. **See paragraph 5 regarding cancellations.**
 3. Lessee further agrees to pay the full amount of the rental fee to KHC no later than **fifteen (15) days prior to the date** of the rental. In the event the total fee is not paid by the Lessee to the Lessor **fifteen (15) days prior to the rental date**, this agreement shall become null and void and the security deposit plus and all monies already paid shall be forfeited and the Lessee shall have no further claim upon sums paid as deposit for the usage of the facilities. In the event that the Lessee utilizes the facilities for more time than agreed to in the original contract, Lessee will pay the Lessor the additional rental fees within **forty-eight (48) hours from the date** the facilities were utilized by the Lessee. Copies of agreements with all contractor(s)/vendor(s) including **Virginia Alcoholic Beverage Control Board (ABC) License** for your event must be provided to the Kena Holding Corporation **fifteen (15) days prior to the event**.
 4. Lessee agrees to utilize only those areas and items agreed to in the Rental Contract. If any additional area(s) or item(s) is utilized without permission, an additional fee will be charged and deducted from the refundable security deposit at the Lessors discretion. No access is permitted to any other building and/or portion of the rented building not included in the Rental Contract.

Facilities Rental Contract, R_____ (Continued)

5. Below is the refund schedule for cancellations. All cancellations are subject to an administrative fee of **\$125.00**.

- Cancelled 90 + day(s) out: 100% refund minus administrative fee.**
- Cancelled 60 to 90 day(s) out: 75% refund minus administrative fee.**
- Cancelled 30 to 60 day(s) out: 50% refund minus administrative fee.**
- Cancelled 0 to 30 day(s) out: NO REFUND**

6. Lessee agrees to provide, at their own expense, any child care necessary for any children present at the event. Lessee agrees that any and all children will be properly supervised and kept in the rented hall area(s).

7. Lessee agrees that **NO** persons will be allowed on the second floor of the rented building during the event other than Kena Temple members and KHC representatives.

8. Lessee will select choice a) or choice b) below by placing their initials before choice selected:

a. _____ The parties hereto agree that there will be **NO CONSUMPTION OF ALCOHOLIC BEVERAGES OF ANY KIND AT THIS EVENT.**

b. _____ The Lessee will, if able to obtain the necessary license, serve and consume alcoholic beverages at this event. The parties hereto agree that there will be **NO CONSUMPTION OF ALCOHOLIC BEVERAGES OF ANY KIND OUTSIDE THE BUILDING** and the Lessee further agrees that they will take any and all appropriate steps to enforce this provision. Alcohol cannot be served or sold without the express permission from the Kena Holding Corporation and the Virginia Alcoholic Beverage Control (ABC) Board. It is the responsibility of the Lessee to obtain a one (1) day banquet license from Virginia ABC for the date of the event. **The Lessee will show and provide a copy of the permit to the Lessor no later than fifteen (15 days) prior to the event.** The original copy of the license with the State Seal embossed thereon must be displayed in the designated location of the facility during the hours of the event. The Lessee can obtain the necessary license by contacting the Virginia ABC at **703-518-8090**. The Lessor has the immediate right to declare the Rental Contract null and void and terminate said contract and close the event, without notice, should it be discovered that Lessee has violated the Alcoholic Beverage Control License. Lessee agrees to forfeit any rental fee(s) and deposit(s) paid due to any such violations.

UNDER NO CIRCUMSTANCES WILL ANY ALCOHOLIC BEVERAGES BE SERVED TO ANYONE UNDER THE AGE OF 21, ANYONE THAT APPEARS TO BE INTOXICATED, NOR ANYONE WHO SHOULD NOT BE CONSUMING ALCOHOL. NO PERSONS UNDER THE AGE OF 21 WILL BE ALLOWED TO SERVE ALCOHOLIC BEVERAGES. Any intoxicated persons and those serving alcohol to minors will be removed from the Premises by law enforcement personnel.

9. At events where alcoholic beverages are served, **NO** glass containers will be allowed. This includes drink glasses, beer bottles, water glasses or like glass containers. One exception is wine or champagne which is bottled only in glass containers may be served on the tables with the consent of the Lessor at the time the contract is executed. This restriction is a safety consideration for the protection of all attendees.

10. Lessee must provide a **Certificate of Insurance** in the amount of a minimum of \$1,000,000.00 for General Liability and \$1,000,000.00 for Auto Liability naming Kena Shrine et al, employees, volunteers, officers and directors, as additional insureds on a primary and non-contributory basis. Additionally, a waiver of subrogation in favor of the additional insured must be included in the coverage. A separate certificate of insurance is required for each separate entity involved in the rental event. For example, if a band and a caterer are contracted by the Lessee, each entity must provide a certificate of coverage. **The certificate(s) must be surrendered to an authorized member of Kena Holding Corporation at least fifteen (15) days before the event date.**

11. No public advertising of the event outside of your organization shall be permitted. This includes email, internet advertising, web site accessible by the general public, newspapers, news releases to radio or television and/or posting of any notice indicating the use of the Premises. Failure to comply with this restriction will result in cancellation of the event and forfeiture of all monies paid to Lessor.

Appendix I

Facilities Rental Contract, R_____ (Continued)

12. All vehicles for the event will be parked on the premises parking lot. The utilization of the parking lot shall be at the sole risk and expense of the Lessee, guest(s), contractor and/or vender engaged in the event. At no time will the Lessor have any liability for damage to, theft or loss of property of the Lessee, guest(s), contractor and/or vender for the event. Any vehicle parked on the service road, Barkley Drive, or Route 50 is subject to ticketing and/or towing at the sole expense of the Lessee and/or owner(s) of said vehicle(s). Traffic control personnel to manage parking of the vehicles must be hired by the Lessee for **events with more than 500 guests**.
13. Uniformed personnel must be provided by Lessee if alcohol is served and/or sold at the event. **One uniformed security person for events with one (1) to three hundred (300) guests, two (2) uniformed security persons for events with three hundred one (301) to six hundred (600) guests, and four (4) uniformed security personnel with events exceeding six hundred (600) guests.** It is the responsibility of the KHC to secure the required number of uniformed security personnel for the event. Cost for the uniformed security personnel will be borne of the Lessee as shown in the table of fees above.
14. Loud and disturbing noises will not be tolerated. The KHC Event Staff has the authority to ask for noise reduction and if the request is not complied with, the KHC Event Staff has the authority to terminate the event by whatever means necessary and the Lessee will forfeit all monies paid to the Lessor.
15. Lessee acknowledges that should a complaint for any reason (including loud noise, misconduct, etc.) is received in regard to this rental, said rental will be terminated and all monies paid to the Lessor will be forfeited.
16. The Lessee assumes full responsibility for any and all damage(s) to the premises and its furnishings caused by a guest(s), invitee(s), contractor(s) or vender(s) engaged by Lessee, and any other person(s) attending the event. The Lessee, guest(s), invitee(s), contractor(s) or vendor(s) engaged by the Lessee, and any other person(s) attending the event shall not hold KHC or Kena Temple responsible for any direct or indirect injury or damage incurred on the premises during the lease period covered in this contract nor for the theft or damage of property of the Lessee or guest(s), invitee(s), contractor(s) or vender(s) engaged by Lessee, and any other person(s) attending the event described herein, prior to, during or after the event for which the premises is leased.
17. Lessee agrees that the event will be conducted in an orderly manner and in full compliance with all applicable Federal, State, and Local laws, ordinances, and regulations. In addition, full consideration shall be exercised to the comfort and property rights of persons residing in the surrounding neighborhood(s) of the premises.
18. Lessee will provide KHC a tentative floor plan (seating arrangement, dance floor area, table(s) location, displays, etc.) at least **ten (10) business days** prior to the date of the event. A finalized plan must be submitted to KHC **no less than 72 hours prior to the event for final approval by KHC**.
19. By agreement, the Mantua Citizens Association may request that any of the items in paragraph(s) 8 to 15 to be enforced immediately.
20. Lessee, contractor(s) and vendor(s), and guest(s) agree to abide by all Federal, Commonwealth of Virginia, and County of Fairfax ordinances, regulations, and laws; including Noise Ordinances of Fairfax County. Lessee further agrees to hold Lessor harmless from any loss or damage incurred as a result of any violations of ordinances, regulations, or laws.

Facilities Rental Contract, R_____ (Continued)

Checks are to be made payable to: Kena Holding Corporation

The deposit is required with this contract and the balance of \$_____ is due **15 days prior to the event**. The space will not be held more than 5 business days without the minimum required deposit.

LESSOR:

LESSEE:

Approved: Ill. Daniel S. Tomasian
Title: President, Kena Holding Corporation

Agreed: _____
Contracting Party

EXTRACT OF ARTICLE 91, SHRINERS INTERNATIONAL BYLAWS

Territorial Jurisdiction

Virginia

§ 491.1 Acca Shriners. Has:

(a) Exclusive jurisdiction in the city of Richmond and counties of Henrico and Chesterfield.

(b) Concurrent jurisdiction throughout the state with Kazim Shriners, Kena Shriners and Khedive Shriners except in the cities and counties in the exclusive jurisdiction of other temples in the state. *Amend. 1970 1981*

§ 491.2 Kazim Shriners. Has:

(a) Exclusive jurisdiction in the city of Roanoke and Roanoke County.

(b) Concurrent jurisdiction throughout the state with Acca Shriners, Kena Shriners and Khedive Shriners except in the cities and counties in the exclusive jurisdiction of other temples in the state. *Amend. 1981*

§ 491.3 Kena Shriners. Has:

(a) Exclusive jurisdiction in the counties of Fairfax and Arlington and the city of Alexandria.

(b) Concurrent jurisdiction throughout the state with Acca Shriners, Kazim Shriners and Khedive Shriners except in the cities and counties in the exclusive jurisdiction of other temples in the state. *Amend. 1970 1981*

§ 491.4 Khedive Shriners. Has:

(a) Exclusive jurisdiction in the cities of Norfolk, Virginia Beach, Chesapeake, Portsmouth, Suffolk, Newport News and Hampton and the counties of Accomak and Northampton.

(b) Concurrent jurisdiction throughout the state with Acca Shriners, Kazim Shriners and Kena Shriners except in the cities and counties in the exclusive jurisdiction of other temples in the state.

MID-ATLANTIC SHRINE ASSOCIATION
Seniority of Member Temples by Dates of Charter

<u>No.</u>	<u>Name</u>	<u>Location</u>	<u>Chartered</u>
1	MECCA	New York, NY	Sep 26, 1872
5	CYPRUS	Albany, NY	Feb 6, 1877
8	SRYIA	Pittsburgh, PA	Feb 6, 1878
9	PYRAMID	Milford, CT	Feb 7, 1878
16	LU LU	Plymouth Meeting, PA	Jun 4, 1884
18	BOUMI	Baltimore, MD	Jun 4, 1884
24	ALMAS	Washington, DC	Jun 14, 1886
28	ACCA	Richmond, VA	Jun 20, 1887
29	OSIRIS	Wheeling, WV	Jun 20, 1887
36	KISMET	Hicksville, NY	Jun 25, 1888
60	ZEM ZEM	Erie, PA	Aug 16, 1892
63	RAJAH	Reading, PA	Jun 14, 1893
71	IREM	Dallas, PA	Sep 2, 1895
73	SPHINX	Newington, CT	Jun 24, 1896
86	SALAAM	Livingston, NJ	Jul 9, 1903
91	JAFFA	Altoona, PA	Jul 9, 1903
93	ZEMBO	Harrisburg, PA	Jul 14, 1904
94	CRESCENT	Westhampton, NJ	Jun 21, 1905
117	KHEDIVE	Chesapeake, VA	Apr 13, 1910
132	NEMESIS	Parkersburg, WV	May 13, 1913
140	KAZIM	Roanoke, VA	Jun 26, 1917
156	ALI GHAN	Cumberland, MD	Jun 3, 1926
163	KENA	Fairfax, VA	Jun 19, 1952
165	NUR	Wilmington, DC	Jul 16, 1953

Source: MASA Directory, page 42

KENA PAST POTENTATES

Harry Hammond *	1951-52	Russell J. Werle (Mary Jane)	1982
Dr. William Meyer *	1953	Gordon C. Thomson *	1983
Orville Rush * ★★★★★	1954	Frank A. Berry *	1984
David C. Book *	1955	Robert N. "Tex" Vandiver *	1985
George G. Yeatman *	1956	Jack Callahan *	1986
Bernard M. Sutler *	1957	Reynold J. Matthews *	1987
George R. Weaver *	1958	William D. Smith *	1988
Harry W. Bendall *	1959	James S. Riley *	1989
Howard S. Clinkenbeard *	1960	John W. Kidwell * (Carol)	1990
Lyman M. Kelley *	1961	Daniel L. Levin	1991
Donald L. Black *	1962	Lawrence W. Finisecy (Joyce)	1992
Layton S. Sorber *	1963	Darrell A. "Skip" Hamilton *	1993
Edward E. Buckley *	1964	I. Wayne Morefield (Betty)	1994
John E. Posey *	1965	Donald G. Moore (Pamla)	1995
Hyman Brenner *	1966	Joseph L. Wileman * (Nancy)	1996
Austin J. Edison *	1967	Jerry G. Oliver (Sharon)	1997
Ronald M. Clarke *	1968	Napoleon R. Cruz * (Beth)	1998
John R. Wigglesworth *	1969	Kenneth L. Hall (Kay)	1999
Everard A. Marsegila *	1970	Donald E. Smith	2000
William A. Beverly *	1971	Ronald D. Ashby (Jeannie)	2001
Robert A. Duke *	1972	Robert L. Bateman	2002
Bruce B. Morris *	1973	William F. Hendricks (Jean)	2003
Albert G. Shmokler *	1974	D. A. "Jim" Armenakis * (Mary)	2004
William L. Peele *	1975	Arnold F. "Arnie" Brown (Dottie)	2005
Harold E. Elsberg *	1976	DeLano Farmer (Wanda)	2006
Henry A. Davis *	1977	James G. Kincheloe Jr. (Heidi)	2007
Cecil J. Sills *	1978	Richard W. Peppe Jr. (Margaret)	2008
Dr. Ignatius Rutkowski *	1979	Howard M. Sobel (Jeanette)	2009
Fred E. Bridgeman *	1980	Thomas G. Little (Margaret)	2010
Bobby L. Lawhorn * (Joanne)	1981	Daniel S. Tomasian (Karen)	2011

*Deceased ★★★★★ Past Imperial Potentate

IMPERIAL DIVAN OFFICERS FOR 2011 - 2012

- MICHAEL G. SEVERE** (Patty) Imperial Potentate
 Res: 303,460-9796 El Jebel Shriners
 1798 Alpine Drive, Erie, Colorado 80516-4018
 E-Mail: msevere@shrinenet.org
 FAX: 303,460-8816
- ALAN W. MADSEN** (Jan) Deputy Imperial Potentate
 Res: 704,896-7675; Cell: 813,230-0001 Oasis Shriners
 18410 Balmore Pines Lane, Cornelius, North Carolina 28031
 E-Mail: madsenalan@aol.com FAX: 704,896-7679
- JOHN A. CINOTTO** (Margaret) Imperial Chief Rabban
 Ofc: 317,867-3402; Res: 317,867-3280; Cell: 317,727-9822 Murat Shriners
 16868 Oak Manor Drive, Westfield, Indiana 46074
 E-Mail: jacinotto@aol.com FAX: 317,867-3417
- DALE W. STAUSS** (Cheryl) Imperial Assistant Rabban
 Res: 701,757-0722; Cell: 218,779-3442 Kem Shriners
 2514 Augusta Drive, Grand Forks, North Dakota 58201
 E-Mail: dalestauss@hotmail.com FAX: 701, 757-1499
- JERRY G. GANIT** (Lisa) Imperial High Priest and Prophet
 Res: 713,880-0012; Cell: 713,824-7040; Ofc: 713,682-1682 Arabia Shriners
 Lamar Tower 1603, 2929 Buffalo Speedway, Houston, Texas 77098
 E-Mail: jgantt@shrinenet.org FAX: 713,682-4682
- CHRIS L. SMITH** (Ethel) Imperial Oriental Guide
 Ofc: 901,743-7200; Res: 662,895-5198; Cell: 813,468-4400 Wahabi Shriners
 P.O. Box 207, Olive Branch, Mississippi 38654 Overnight:
 8733 Germantown Road, Olive Branch, Mississippi 38654
 E-Mail: csmith@shrinenet.org FAX: Res
 662,895-0451; Bus 901,744-0424
- GENE BRACEWELL** (Katharyn) Imperial Treasurer
 Res: 770,242-7141 or 242-7137; Cell: 404,915-9488 Yaarab Shriners
 Res: 1015 Thimblegate Court, Alpharetta, Georgia 30022
 E-Mail: gbracewell@shrinenet.org FAX: 770-446-3876
- JACK H. JONES** Imperial Recorder
 Ofc: 813,281-8118; Res: 727,866-8450; Cell: 727,458-5515 Egypt Shriners
 P.O. Box 31356, Tampa, Florida 33631-3356
 Overnight: 2900 North Rocky Point Drive, Tampa, Florida 33607
 E-Mail: jjones@shrinenet.org
 FAX: 813,281-7103
- GARY J. BERGENSKE** (Anne) Imperial First Ceremonial Master
 Ofc: 407,875-0000; Res: 407,767-0788; Cell: 407,310-7545 Bahia Shriners
 Ofc: 1101 W. Kennedy Boulevard, Orlando, Florida 32810
 Res: 236 Flame Avenue, Maitland, Florida 32751
 E-Mail: gbergenske@aol.com
 FAX: 407,875-0480
- JIM L. CAIN, SR.** (Patsy) Imperial Second Ceremonial Master
 Ofc: 615,833-0200; Res: 615,834-3037; Cell: 615,347-2250 Al Menah Shriners
 4569 Winfield Drive, Nashville, Tennessee 37211-8553
 E-Mail: jcain@shrinenet.org FAX: 615,834-3037
- JEFFREY L. SOWDER** (Cheryl) Imperial Marshal
 Ofc: 620,637-2228; Cell: 620,583-4228; Res: 620,645-2228 Midian Shriners
 Res: P.O. Box 177, Toronto, Kansas 66777
 Ofc: P.O. Box 95, or 101 S. Stockton Street, Toronto, Kansas 66777
 E-Mail: jsowder@minmixminerals.com
 FAX: 620,637-2614
- WAYNE J. LACHUT** (Janet) Imperial Captain of the Guard
 Ofc: 716,837-3943; Cell: 716,861-5229; Res: 716,839-1297 Ismailia Shriners
 4541 Harlem Road, Amherst, New York 14226-3816
 E-Mail: wlachut@shrinenet.org FAX: 716,836-3356
- JIM R. SMITH** (Alice) Imperial Outer Guard
 Cell: 813,220-5192; Res: 512,864-3875 Ben Hur Shriners
 108 Chuckwagon Trail, Georgetown, Texas 78633
 E-Mail: jrsmith@shrinenet.org

Appendix M

GREG RINDONE (Kendy)..... Imperial Chaplain
Res: 303,694-4052; Cell: 303,918-7299 El Jebel Shriners
4252 E. Caley Place, Littleton, Colorado 80121
E-Mail: rinsick@aol.com FAX: 303,771-3243

IMPERIAL AUDITOR

James L. McConnell, Kem
3003 Walnut Street, Grand Forks, ND 58201
701,772-1250
FAX: 701, 795-6940

GENERAL COUNSEL

Robert O. Kuehn, Medinah 102 N. Cook
Street, Barrington, IL 60010-3275
847, 381-4797
FAX: 847, 381-4789

GENERAL COUNSEL EMERITUS

Theodore Corsones, Cairo 1
Nickwackett Street, Rutland, VT 05701
802, 775-0125
FAX: 802, 773-5727

EXECUTIVE VICE PRESIDENT CHIEF OPERATING OFFICER

Jack H. Jones, Egypt P.O. Box 31356,
Tampa, FL 33631-3356
813, 281-0300
FAX: 813,281-7103

EXECUTIVE VICE PRESIDENT EMERITUS

Charles G. Cumpstone, Jr., Medinah
5509 Salem Square Drive, S., Palm Harbor, FL 34685
727,785-5987

Source: GO No. 1, Shriners International, July 7, 2011, pages 2 and 3

Meeting Days Units and Clubs

AIDE CORPS

Twice annually at the call of the President

CAMEL HERDERS

3d Tues 7:00 p.m. (Dark Jul & Aug)

DIRECTOR'S STAFF

At the call of the Director

GREETERS

1st Wed 7:30 p.m. (Dark Jul, Aug & Dec)

KENA 500

1st Thurs. (following COU* Meeting) 7:30 p.m.

KENA HIGHLANDERS

Every Wed 7:00 p.m.

KENA HILLBILLY UNIT

2d Wed 7:30 p.m.

KENA KLOWN UNIT

2d Wed 7:00 p.m.

LEGION OF HONOR

3d Mon 7:30 p.m.

KENA MOTOR CORPS

2d Wed 7:30 p.m.

RITUALISTIC DIVAN

At the call of the Director

SHRINE BAND

Every Thurs. 7:45 p.m. (in ANEK)

DRUM & BUGLE CORPS

At the call of the Director

GOLF CLUB

At published, scheduled golf outings

KENA CAR CLUB

4th Wed 7:30 p.m. (Dark July)

KENA SHEPHERDS

At the call of the President

KNIGHTS OF MECCA (PAST MASTERS ONLY)

5th Wed 6:30 PM (Dark Dec)

LOUDOUN SHRINE CLUB

2d Wed 6:30 p.m. (Lovettsville)

MULE SKINNERS

4th Wed 7:00 p.m.

PATRIOT SHRINE CLUB

4th Tues 7:30 p.m.

PIEDMONT SHRINE CLUB

3d Thurs. 6:30 p.m.

RETIREE'S CLUB

Last Wed 10:a.m; 3d Wed Nov. (Dark Jul, Aug, Dec)

SEGWAY CLUB

At the call of the President

WINCHESTER SHRINE CLUB

3d Thurs. 6:00 p.m.

YACHT CLUB

3d Thurs. 7:00 p.m.

*COU=Council of Units

APPENDIX N