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**Policies and Procedures Manual of the Residents' Council**

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**Charlestown Residents' Council**

**Updated March 2024**

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## 1. ORGANIZATION OF THE RESIDENTS' COUNCIL

The Residents' Council follows the structure laid out in the Bylaws of the Charlestown Residents' Association and in these Policies and Procedures for Assistants to Officers.

### A. Officers and related positions

- 1) The officers of the Council are President, Vice President, Secretary, and Treasurer (Bylaws, Article V, Section 1).
- 2) These four officers constitute the Executive Committee (Bylaws, Article VI, Section 1).
- 3) The President may appoint a Council member as Assistant Treasurer and shall appoint a Council member as Assistant Secretary, who can serve in the absence or incapacity of the elected Treasurer or Secretary, respectively. The Assistant Treasurer and Assistant Secretary may attend Executive Sessions and participate in the considerations of the matter(s) at hand.
  - a. If a vote is to be held on a matter and the elected Treasurer or the elected Secretary is present in an Executive Session, the Assistant Treasurer or Assistant Secretary, respectively, shall not have a vote in the matter.
  - b. If a vote is to be held on a matter and the elected Treasurer or the elected Secretary is not present in an Executive Session, the Assistant Treasurer and Assistant Secretary, respectively, shall have a vote in the matter since they are acting in the absence or incapacity of the elected officer.
- 4) The President shall appoint a Parliamentarian (Bylaws, Article V, Section 3, point 5).
- 5) The Past President of the Council shall serve as an ex-officio, non-voting member, for one year following his or her term.

### B. Committees

- 1) The Council operates with the following standing committees: (Article VII, Section 2):
  - Benevolent Care Fund and Foundation,
  - Bylaws, and Policies and Procedures,
  - Communications,
  - Conservation,
  - Dining Services,
  - Finance,
  - Grounds,
  - Health Services,
  - Housekeeping,
  - Legislative/Political,
  - Maintenance and Engineering,
  - Residents' Council Nominating and Elections,

Resident Life,  
Safety and Security.

- 2) In addition, Special Committees and/or Task Forces may be appointed by the President as needed. They are disbanded once their final reports have been presented.

## **2. POLICIES AND PROCEDURES OF THE RESIDENTS' COUNCIL**

### **A. Appointment of Assistant Chairs**

If the President has not assigned a Council member as Co-Chair to a Committee, the Chair of each Standing Committee may select an Assistant Chair from the committee members who can substitute for the Chair when needed. The name and contact information for such assistants shall be furnished to the President and Secretary.

### **B. Meetings of The Residents' Council**

#### **1) Monthly Meetings**

- a. The regular monthly meetings of the Residents' Council shall be open to residents of the community as observers of Council business. The Council President or his/her designee shall serve as the presiding officer to chair the monthly meetings. For at least 15 minutes immediately following the adjournment of the formal meeting, residents shall be invited to direct a brief statement or question to the Council concerning a matter affecting residents. Residents shall be asked to identify themselves by name and unit. Responses may be offered by Council members, or the presiding officer may refer the matter to an appropriate officer or committee. The presiding officer may, if necessary, limit the time allocated to each speaker.
- b. The Executive Director of Charlestown, or a designated representative, shall be invited to attend each regular monthly Council meeting and the annual meeting of the Association. The Director may present a formal or informal report to the Council and, if appropriate, be asked to respond to questions by Council members or resident observers.
- c. At each regular meeting, the Chair of each committee, or in the absence of the Chair a designated member of the committee, shall present a brief oral report summarizing salient actions and general activities of the committee. These oral reports shall not substitute for the written monthly report required of each committee.

- d. The Chair of each committee of the Council shall prepare a written monthly report of the activities of the committee and shall submit copies of the report to the members of the Executive Committee, including any assistant officers. The President shall set guidelines for receipt of the committee agendas, minutes, and reports.
- e. The presiding officer may establish time limits for each person engaged in presentation or debate of a measure before the Council. At the request of the speaker, the presiding officer may grant an extension of such limits; or the speaker may request an extension from the Council, which may be granted by majority vote.

## 2) Work Sessions

Each month there shall be a Work Session held by the Council members. This meeting shall be a closed session. The President may invite outside speakers. The agenda for the meeting shall be determined by the President. At the discretion of the Executive Committee, the Secretary shall prepare minutes to be distributed to members of the Council. The Secretary shall maintain copies of the minutes. A report of the outcome of the work session may be presented at the monthly Council meeting.

## 3) Special Meetings

- a. Special meetings of the Council may be called at the discretion of the President or at a specific request of a majority of the Council. The agenda for the meeting shall be determined by the requester, and proceedings shall be limited to that agenda.
- b. Attendance at special meetings is limited to elected members of the Council and such other residents and staff members as may be invited by the President or by the majority of the Council members.
- c. A record of the date of such meeting, the persons attending such meeting, and a record of motions and voting results thereof shall be retained by the Secretary. Any final action of the Council at such a special meeting must be formally announced at the next regular meeting of the Council and published in the minutes of that regular meeting.

C. Honoraria and Memorials

1) Honoraria

- a. The President or other officer or member of the Council may propose that the Council extend an honorarium to an outgoing officer or member of the Council in recognition of that individual's service to the Council and Association. Such honoraria may be in the form of a suitable gift to the honoree or a cash donation to the Benevolent Care Fund or to a suitable charitable organization suggested by the honoree.
- b. The President or other officer or member of the Council may propose that the Council extend an honorarium to an individual who has made a significant contribution to the welfare and benefit of Charlestown's residents or in recognition of that individual's service to the Council and Association. Such honoraria may be in the form of a suitable gift to the honoree or a cash donation to the Benevolent Care Fund or to a suitable charitable organization suggested by the honoree.

- 2) Memorials – The President or other officer or member of the Council may propose that the Council provide a memorial contribution in memory of a deceased officer or member of the Council, or the spouse of such officer or member, in recognition of that individual's service to the Council and Association. Such a memorial shall be in the form of a cash donation to the Benevolent Care Fund or to a suitable charitable organization suggested by the family of the deceased member.

3) Amount of an Honorarium or Memorial

- a. The amount of an honorarium or memorial for a President of the Council shall be in the amount of \$ 100.00.
- b. The amount of an honorarium or memorial for any other officer, member of the Council, or spouse shall be in the amount of \$ 50.00.
- c. The amount of an honorarium or memorial for any other individual proposed to receive such recognition shall be determined by the Council but be guided by the amounts designated above.

#### D. Council Corrections to Bylaws

- 1) Background – At the Residents' Association meeting on 7 February 1997, a motion was adopted "...to authorize the Residents' Council, without requiring approval by the Association membership, to make minor corrections to the Bylaws (such as a typographical error)."
- 2) Procedure to be followed in proposing and adopting other corrections and amendments:
  - a. Any officer or member of the Council may propose a correction to the Bylaws. Such a correction must be in the nature of a typographical or grammatical correction that does not alter the intent of the original text. The proposal must be submitted to the President in writing, showing exactly the correction intended and the purpose of the correction.
  - b. The President shall refer the proposed correction to the Chair of the Bylaws, Policies, and Procedures Committee for review. The committee shall review the proposal and consider it for adoption. The committee may recommend adoption or rejection of the proposed correction or may recommend adoption of an amended version of the correction.
  - c. The committee shall report its recommendations to the Council. If the committee recommends affirmative action on the original proposal or an amended version thereof, the committee shall be prepared to submit a formal motion to the Council adopting the correction to the Bylaws.
  - d. To be adopted, a correction to the Bylaws must be approved by a two-thirds vote of the Council members present and voting at a Council meeting at which a quorum is present.
  - e. If adopted, the correction shall be made in the official copy of the Bylaws maintained by the Secretary of the Association.

#### E. Changes to Policies and Procedures Manual

- 1) The Bylaws and Policies and Procedures Committee may propose changes to the Policies and Procedures Manual to the Council.
- 2) To be adopted, a change must be approved by a majority vote of a Council Work Session meeting at which a quorum (11 members) is present.
- 3) If adopted, the change shall be made in the official copy of the Policies and Procedures maintained by the Secretary of the Association.

F. Resolution of Tie Votes in Council Elections

- 1) This rule applies when, in an election for Council membership under Article IV, Section 3d of the Bylaws of the Association, two or more candidates have the same total vote count. Tie votes must be resolved before election results can be finalized and published. This rule establishes the fundamental concept for the resolution of such tie votes. The Nominating and Elections Committee shall follow this procedure in resolving tie votes between candidates. The final decision will be by a random method such as a coin flip.
- 2) Documentation of the resolution of tie votes must be included with all other documents of election results.

**3. CUSTOMARY PRACTICES OF THE RESIDENTS' COUNCIL**

A. Council Committees

The Residents' Council functions under the direction of the President through a series of Standing and Special Committees. An elected member of the Council, appointed by the President, chairs each committee. Each Chair may appoint members of the committee in accordance with the Policies and Procedures. Each committee meets at the direction of its Chair. Standing Committees normally meet monthly. Special Committees may require a different schedule of meetings to accomplish the purposes established by the President for that committee. Each standing committee shall submit agendas, minutes, and reports to the Executive Committee, including assistant officers, as requested. Committee chairs shall maintain the committee's approved minutes, reports, member email lists, and other relevant information to be provided to the succeeding chairs. Committee chairs may establish subcommittees. Each committee shall prepare an Annual Report on the Committee's activities and accomplishments, including its efforts towards sustainability (see Supplement J). Committee chairs shall provide the Secretary with the final approved minutes.

Committee Responsibilities:

Benevolent Care Fund and Foundation Committee focuses attention on the Benevolent Care Fund and the Benevolent Care Foundation and their importance to residents. It collaborates with the Philanthropy Director to assess and advise in developing programs and activities that assure the Fund and Foundation are sufficient to serve the needs of residents in need of benevolent care. The sitting Committee Chair shall be a member of the Benevolent Care Foundation.

Bylaws, and Policies and Procedures Committee reviews existing Bylaws as circumstances dictate and prepares any changes requiring a vote by the



Residents' Council or the Residents' Association, maintains and updates the Policies and Procedures Manual, and provides revised copies to the Council.

Communications Committee uses all available means of communication to publicize activities of the Residents' Council. The Chair of the Website Subcommittee is not required to be a member of the Council but shall report to the Communications Committee Chair.

Conservation Committee searches for ways to conserve resources including suggestions from the residents, cooperates with management to encourage efficient resource usage, encourages the conservation of resources, supports green initiatives, and reports the results and status of all such activities to the Charlestown Community.

Dining Services Committee assesses and advises on all aspects of dining service and catering by meeting regularly with the Director of Dining Services in order to enhance the dining experience of the Charlestown resident community. Its current subcommittees are Dietary Focus, Atrium, Chesapeake/Shortline, Fireside, and Abbey/Terrace.

Finance Committee monitors and reviews financial matters pertaining to Charlestown Community, Inc., keeps residents informed of significant developments, promotes ways to reduce waste and control expenses, and annually submits recommendations to the Administration for capital projects and general improvements.

Grounds Committee reviews with the Grounds Department the natural and landscaped outdoor environment of the Charlestown campus, including flora and fauna, assesses the use of external community resources, and maintains contact with functioning groups such as the Nature Trail Club and the Invasive Plants Group.

Health Services Committee promotes the health and well-being of the residents of Charlestown by working with the independent living and extended care professional staff through consultation, collaboration, and promotion of health-related programs for the community. Members of the Health Services Committee act as liaisons to Wilton Overlook, Caton Woods, and Home Care. The liaisons attend their meetings to report to the Health Services Committee any pertinent issues.

Housekeeping Committee focuses on the cleanliness and aesthetic aspects of indoor public common areas of the Charlestown campus and supports the housekeeping staff.

Legislative/Political Committee acts as non-partisan contact with legislative delegations and agencies (for example, Maryland Department of Aging and senior interest groups), keeps residents informed of developments, and coordinates politically-related events.

Maintenance and Engineering Committee works with and advises General Services regarding the functioning and condition of structural, mechanical, and electrical elements on the Charlestown campus.

Nominating and Elections Committee coordinates all aspects of recruitment, publicity, and the election process for membership to the Residents' Council as described in the Association's Bylaws.

Resident Life Committee examines all aspects of community living, suggests ways to improve the overall quality of life for residents, and initiates action to support pleasant, productive, and harmonious living.

Safety and Security Committee assesses internal and external safety and security-related incidents and issues, advises Security and General Services, and educates Charlestown residents in consultation and collaboration with security staff and management.

#### B. A Typical Council Meeting (Outlined)

A Residents' Council's monthly meeting is held at 3:00 p.m. on the first Tuesday of the month at a location arranged by the President. In the event of a conflict, an alternate date is selected.

The usual agenda

1. Call to order and any introductory remarks by the President or presiding officer
2. A moment of silent reflection
3. Approval of minutes (Any significant correction should be given to the Secretary in writing in advance)
4. Reports of Officers
5. Reports of Standing Committees
6. Reports of Special Committees
7. Unfinished Business
8. New Business
9. Adjournment of the formal meeting
10. Announcements, reports, or comments by the Executive Director or designee
11. Questions or comments from the floor

C. A Typical Council Committee Meeting (Outlined)

1. Welcome
2. Approval of Minutes
3. Questions for Staff if present
4. Announcements
5. Subcommittee Reports
6. Old Business
7. New Business

D. Association Dues and Collection Procedures

According to the Bylaws of the Association (Art. III, Sec. 3), "The Council shall determine and may collect a nominal amount of dues per resident annually. The payment of dues shall not be a requirement for membership." The Council has determined the dues to be at least \$2.00 annually for each resident in independent living. The collection of dues shall be the responsibility of the Treasurer, using the following procedures.

1) Collection Method

Annually residents in independent living shall receive a dues collection packet containing a letter and a pre-addressed return envelope. Dues should be sent to the Residents' Council Treasurer in the return envelope.

Distribution of the dues collection packet shall be made to individual cubbies and should be scheduled for the week before the dues collection campaign begins. Those paying dues shall be asked to enclose their payment in the pre-addressed envelope and forward it to the Residents' Council Treasurer. The duration of the campaign shall be one month.

2) Collection Dates – Annually in March, the Council President and Treasurer shall set dates for collection of dues.

3) Publicity – The Treasurer shall arrange for appropriate publicity to ensure that the residents have advance notice of the dues collection process. At least three weeks before the scheduled dues collection period, the Treasurer shall make arrangements for suitable notices to appear in the Monthly Calendar and the Sunburst. At least a week before the dues collection, the Treasurer shall arrange for notices to appear on community bulletin boards and on Channel 972.

- 4) Evaluation – The Treasurer shall evaluate the effectiveness of the dues collection process and the overall results of the dues collection (including the percentage of residents who paid dues). If indicated, the Treasurer shall make or recommend changes in the process for the following year.

E. Association Financial and Audit Requirements as set forth in the Bylaws

- 1) Financial Records – A record of all transactions involving the receipt and disbursement of Council funds will be maintained by the Treasurer. The "Books" may be maintained in either ledgers or computer files. They must show the date, the amount, the nature of the transaction, and the authority and identification of requesting documents. The supporting documents, referenced to the transaction, must be kept in an orderly manner suitable for audit. The end of the month "Book Balance" with the input/outflow activity and the bank statement reconciliation of the previous month's "Book Balance" must be reported at the regular monthly Residents' Council Meeting.
- 2) Audit Requirements – The Council fiscal year is from September 1st through August 31st of the following year. An audit team, appointed by the Council President, shall audit the Council's financial records at the conclusion of each fiscal year. The Treasurer shall supply the audit team with the financial records, all supporting data, and the statement from the bank for the close of business dated August 31st of the current year. The President shall report the results of the audit to the Council no later than the regular December Council Meeting. (See Article V, Section 3 a 6 of the Bylaws).

F. Association and Council Facilities

- 1) Council Office — The Residents' Council maintains an office in Herbert's Run, unit 142, for use by the Council and its committees. The office is a vacant studio apartment, furnished with tables and chairs, and is suitable for small- and medium-sized committee meetings. The unit includes a bathroom and limited closet space to be used primarily for storage of Council materials. Use of the office is restricted to the Residents' Council and its committees. For further information, contact the Secretary of the Council.
- 2) Copying and Reproduction – In the interest of sustainability, members are encouraged to share information electronically, if possible, and to limit single sided and color printing. When there is material to be reproduced for distribution to Council members, to members of a Council Committee, or for general distribution to all or a segment of the residents of the community on behalf of the Council, there is a choice of three procedures.

- a. For limited distribution to the Council or to a Committee, Council and committee members owning a computer and printer may type and reproduce the material and may subsequently request reimbursement by the Council Treasurer for the cost of the paper and ink.
- b. A page or two of material to be reproduced for Council members or committee members may be presented to the receptionist at any lobby desk for reproduction. It must be identified as Residents' Council business. Reception desks may only reproduce up to 20 copies, and members should not ask the receptionist to exceed that restriction.
- c. All other group-related requests come through the Community Resources office for processing. Two weeks' advance notice is required. If difficulties arise in processing such requests, the requestor should contact an officer of the Council.

#### G. Suggestions for Recruiting Residents' Council and Committee Members

- 1) Residents' Council — The recruitment of candidates for the Residents' Council is the responsibility of the Nominating and Elections Committee. Council members who believe that they have recognized potential candidates among Council committee members, members of other community organizations, or members of the resident community at large should recommend such persons to the Nominating and Elections Committee for consideration when that committee is actively engaged in its undertaking.
- 2) Residents' Council Committees — The recruitment of residents to serve on the various committees of the Residents' Council is the responsibility of the Chair of the committee. In some cases, the Bylaws of the Association or Policies and Procedures of the Council may affect the composition of certain committees. Council members, who believe that they have recognized potential committee members among members of other community organizations or members of the resident community at large, should recommend such persons to the Chair of the most appropriate committee. Committee Chairs, who are seeking potential committee members, should make their needs known to other Council members, especially advising such members when seeking potential committee members with specific knowledge, skills, or experiences.
- 3) Project Volunteers — Certain Council committees occasionally have need for resident volunteers to carry out specific short- or longer-term projects, although not formally appointed to the committee itself. Committee Chairs, who have need of such resident volunteers, should make such needs known at regular Council meetings. Committee chairs shall provide specific information

about the nature and duration of the assignment to assist members in recommending such residents. Members who know of such residents, should communicate this information to the appropriate committee that is seeking, or may be seeking, such volunteers.

- 4) Publicity — Council committee chair, who are seeking regular members for committee service or seeking project volunteers for committee activities, should take advantage of the numerous media opportunities within the Charlestown community. Such communication devices might be used effectively to announce specific activities or projects and to seek volunteers to staff them.

#### H. Transitions Between Terms of Office

- 1) The terms of office of both the officers and members of the Council are established in the Bylaws of the Association. This segment is intended as guidance to both outgoing and incoming officers and members on important elements that will hopefully make the transition between administrations clear and effective.
- 2) The following election activities occur in August
  - a. Election of new officers at the August Residents' Council Meeting (first Tuesday of August)
  - b. Election of Council members (Wednesday preceding the second Monday of August)
  - c. Annual Residents' Association Meeting (second Monday of August)
  - d. Installation of new Council officers and members
  - e. End of term for Council officers and Council members completing three-year terms
- 3) Transition responsibility for officers is made easier by the fact that incoming officers are already serving members of the Council. These officers should hold frank and open discussions with their replacements to discuss such matters as current and future committee assignments of remaining members and their performance in those assignments, potential assignments for incoming new members, the status of significant continuing issues before the Council, the relationships between the Council and Management, any financial issues, and the transfer of material assets such as records, keys, etc. Incoming officers should contact both new and remaining Council members to determine their interests in future committee assignments. The President should be prepared to announce committee assignments at the September meeting.

- 4) Transition responsibilities for other members of the Council depend upon whether their term is continuing or ending. For those who are continuing, it is customary for committee Chairs to tender their resignations as Chairs and await the decisions of the new President as to future committee assignments. For those who are ending their term on the Council, this is, of course, automatic. In either case, committee Chairs have a responsibility to ensure that all committee records are current, that a roster of committee members is prepared for the next Chair, and all such material is transferred to the next Chair. It is also expected that committee Chairs, whether remaining or outgoing, would make themselves available to the next Chair for at least a brief transition discussion of committee activities.
  
- 5) Transition responsibilities for new members of the Council are primarily related to preparing themselves for this experience. They should contact the new officers and assure them of a willingness to participate in transition activities. They should consider the duties and responsibilities of the various committees of the Council and be prepared to express their interests (or lack thereof) in respective committee assignments. They should recognize that the Chairs of Council committees are always Council members, and that they may be required to accept a position of Chair of a committee other than their expressed or desired choice.

#### **4. RESIDENT MEMBER BOARD OF DIRECTORS APPLICATION PROCESS**

- A. The Board of Directors is the governing body of the non-profit Charlestown Community, Inc. Maryland state law requires that all continuing care retirement communities (CCRC's) have one resident member. Charlestown's Board has elected to have two resident members with full voting privileges. The term of office is three years. Board members are not compensated.
  
- B. The appointment of residents to fill these positions rests with the Charlestown Board of Directors. In making such appointments, the Board of Directors considers nominees proposed jointly by the Residents' Council and the Executive Director.
  
- C. The Board of Directors of Charlestown has approved a statement of the "Charlestown Community, Inc. Board Responsibilities and Mission" (Supplement H) which outlines what is expected of all Board members.
  
- D. Resident members have a unique "inside" view of the community. To be able to provide that insight, it is desirable that resident member candidates.
  - 1) Have been a resident for at least one year and

- 2) Have served on the Residents' Council or have volunteered in a capacity at Charlestown that would afford the opportunity to gain an understanding of the relationship between the Council and Administration and the Administration and the Board of Directors.
- E. The following establishes the procedures that the Residents' Council shall follow in proposing such nominees.
- 1) The Council appoints a Special Board of Directors Nominating Committee.
  - 2) The Committee solicits application letters from the entire community.  
(Supplement I is a sample letter to solicit candidates for the Board of Directors.)
  - 3) Residents may nominate themselves or another resident.
  - 4) The Special Nominating Committee will review the applications and prepare a slate of no fewer than five candidates, if available.
  - 5) The Council will review the applications and interview the candidates. The Council will, by secret ballot, select three from the slate to be presented as Council nominees to the Executive Director.
  - 6) The Executive Director will forward the names to the Board for interviews.
- F. Application
- 1) The letter of application must include a statement as to why the person wishes to become a Board Member and a statement of willingness to serve on the Board of Directors.
  - 2) Other information that would help to evaluate an application would include:
    - Contact information (building and apartment number, telephone number and email address)
    - length of time as a resident of Charlestown.
    - educational background.
    - volunteer or paid work before or since moving to Charlestown.
    - specific skills useful for service on the Board.
    - leadership roles held previously or since moving here.
    - particular experiences relevant to effective Board service.



## **5. COUNCIL CALENDAR YEAR**

The monthly meeting of the Council is held on the first Tuesday of each month. The monthly work session is held on the Monday following the Council meeting. Activities below relate to monthly Council meetings unless otherwise indicated.

### **SEPTEMBER**

1 – Association and Council Fiscal Year begins

Committee assignments are confirmed by the President.

Each committee submits a budget to the Treasurer and the name of the committee assistant chair to the President and the Secretary.

President appoints audit committee per Bylaws, Article V, Section 3 subsection a point 6.

Board of Directors meeting

### **OCTOBER**

The Treasurer presents the annual Association budget to the Council for approval.

### **NOVEMBER**

Board of Directors meeting

### **DECEMBER**

### **JANUARY**

President appoints Chair of the Nominating and Elections Committee.

### **FEBRUARY**

### **MARCH**

Treasurer and President establish dates for annual dues collection for the Residents' Association.

Board of Directors meeting

### **APRIL**

Collection of Association dues, on dates established in March

### **MAY**

15 – Deadline for receiving election nominations by petition of five or more residents. By-laws Article 4, Section 2e.

### **JUNE**

Chair of the Nominating and Elections Committee presents a list of nominees for election to the Residents' Council at the monthly meeting.

The President appoints a special committee to prepare the slate of Council Officers for the following year.

**JULY**

The President's special committee presents a slate of Council Officers for the following year to the Residents' Council at the monthly meeting.

**AUGUST**

Election of Council Officers for following year by the Residents' Council members

Wednesday preceding the second Monday - Election of Council members by residents

Second Monday – Annual meeting of Residents' Association

End of term for Council Officers and for Council members completing a three-year term

Installation of new Council Officers

Introduction of new Council Members

Outgoing treasurer submits accounts for audit per Bylaws, Article V, Section 3 subsection d . 5

31 – Association and Council fiscal year ends

## Supplement A: Parliamentary Procedure

Parliamentary procedure began in England and came to America with the settlers. It became uniform in 1876 when Henry M. Robert published his manual on parliamentary law. The eleventh edition of *Robert's Rules of Order, Newly Revised* was published in 2011, and editions are updated every ten years. It can be adapted to fit the needs of any organization. The second edition of an abbreviated version, *Robert's Rules of Order, Newly Revised, in Brief* was published in May 2011, containing "...rules you need in a meeting made simple and easy," with references to the eleventh edition. Council members may find it beneficial and less complex than the full edition. The President, Secretary, Chair of the Bylaws, Policies and Procedures Committee, and Parliamentarian hold copies of the full edition. Parliamentary procedure brings efficiency, courtesy, democratic rule, protection of rights, justice, and clear guidelines for procedures during the conduct of a meeting. Everyone should know the basic rules as part of good manners.

The Bylaws of the Charlestown Residents' Association chose *Robert's Rules of Order, Newly Revised* as the parliamentary authority for the Association and the Council. The Bylaws of the Association are the basic rules relating to the Association itself and take precedence if an inconsistency from Robert's Rules occurs.

The Bylaws of the Association provide that the President appoint a parliamentarian. In the absence of a Parliamentarian, the President shall appoint a Council member to serve as Acting Parliamentarian. The Parliamentarian is a consultant to the officers and members of the Council. The Parliamentarian attends regular meetings of the Association and the Council and may provide advice to the presiding officer on matters of parliamentary procedures.

## **Supplement B: Acronyms and Organizations**

**CARF - CCAC** - The CARF International family of organizations, including CARF, CARF Canada, and CARF-CCAC, is an independent, nonprofit accreditor of health and human services. Through accreditation, CARF assists service providers in improving the quality of their services, demonstrating value, and meeting internationally recognized organizational and program standards. Charlestown is not certified.

**CCI** - Charlestown Community, Inc. operates as a continuing care retirement community regulated by the Maryland Department on Aging. It is a Maryland non-stock corporation and is qualified as a 501(c)(3) not-for-profit organization. It is governed by an independent Board of Directors.

**CCRC** - Continuing Care Retirement Community. A CCRC offers a secure and protected environment for seniors, providing access to medical and nursing services, should a resident require such service. A CCRC is often a large campus that includes separate housing for those who live independently, in assisted living facilities that offer more support, or in nursing home care for those requiring complex care and assistance. Residents can move from one housing choice to another as their needs change. The Maryland Department of Aging is the agency charged with administering the continuing care laws. The principal continuing care laws are located at Title 10, Subtitle 4, of the Human Services Article (“HSA”), Annotated Code of Maryland, and Code of Maryland Regulations (COMAR)32.02.01.

**Department of Aging** – This agency of the State of Maryland has principal responsibility over continuing care retirement communities within the State of Maryland. The department is headed by the Secretary of Aging appointed by the Governor. It has a Continuing Care Advisory Committee (CCAC) composed of providers, residents, and persons with ancillary expertise (e.g., actuaries, attorneys) who advise the Secretary. It also administers all Senior Centers with their varied, state-wide programs.

**Erickson Senior Living (ESL)** - formerly known as Erickson Retirement Communities has been headquartered in Baltimore, Maryland, since 1983. The company's core business is developing and managing campus-style retirement communities. ESL is one of the largest operators of continuing care retirement communities in the United States. Charlestown Community, Inc. was the first CCRC developed by the company. The Charlestown Board of Directors has contracted with Erickson Senior Living to manage the community.

**LeadingAge Maryland** - LeadingAge Maryland is the state affiliate of LeadingAge, the not-for-profit aging services organizations. Their national partner, LeadingAge, is an association of 6,000 not-for-profit organizations dedicated to expanding opportunities for the aged. Together, the organization advances policies, promotes practices and conducts research that supports, enables, and empowers people to live fully as they age.

**ifeSpan Network** - Lifespan is a senior care provider association in the Mid-Atlantic region, representing more than 300 senior-care provider organizations in Maryland and the District of Columbia. Lifespan members include not-for-profit and for-profit facilities providing care and services to seniors across the continuum of care including independent living, assisted living, nursing facilities, continuing care retirement communities, subsidized senior housing, community-based and hospital-based programs.

**MaCCRA** - Maryland Continuing Care Residents Association is an organization of CCRC residents that represents the interests of residents of continuing care retirement communities within the state. MaCCRA works with the National Continuing Care Residents' Association.

**MSCAN** - Maryland Senior Citizen Action Network is a statewide coalition of advocacy groups, service providers, and faith-based and mission-driven organizations. MSCAN advocates policies that meet the housing and care needs of Maryland's low- and moderate-income senior citizens.

**NaCCRA**-National Continuing Care Residents Association is a national organization of older adults living in CCRs and of organizations in CCRCs representing older adults. NaCCRA's purpose is to promote, protect and improve the CCRC lifestyle. Charlestown is a member of NaCCRA.

**SHIP** - Senior Health Insurance Program. Volunteer counselors are certified by state and county to aid seniors in making health plan choices. SHIP helps Medicare beneficiaries of any age in understanding their health insurance benefits, bills, and rights.

**United Seniors of Maryland** - United Seniors of Maryland (USM) is a consortium of organizations and individuals that advocates to preserve and enhance the mental, physical, and financial well-being of Maryland Seniors. USM advocates on legislation and is a key player on State Boards, Commissions, and Task Forces. Member organizations include state and local governments, non-profits, associations, area agencies on aging, unions, provider groups interested in the welfare of seniors, retirement communities, and other consumer groups as well as individual members. Charlestown is a member of USM.

## Supplement C: Past Chairs or Presidents of the Residents' Council

\* Departed

**1983-84** Virginia Mahon\*

**1984-85** John Farrell\*

**1985-86** Philip Vail\*

**1986-87** Jean Taylor\*

**1987-88** Gordon Turner\*

**1988-3/89** Gordon Turner\* (partial term)

**3/89-9/89** William Rovecamp\* (partial term)

**1989-90** George Kenney\*

**1990-91** George Kenney\*

**1991-92** Robertson McDonald\*

**1992-93** Allan Fundi\*

**1993-94** Robert McIntire\*

**1994-95** James Cosby\*

**1995-96** Donald Wilson\*

**1996-97** Marie Brinsfield\*

**1997-98** James Gengler\*

**1998-99** Janet Shaw\*

**1999-00** Richard Sleeper\*

**2000-01** Teresa Bosco\*

**2001-02** Jackie Palmer\*

**2002-03** Janet Shaw\*

**2003-04** Joseph Booker

**2004-05** Robert (Bob) Mitzel\*

**2005-06** Francis (Pete) Shinnamon\*

**2006-07** Forrest Calhoun\*

**2007-08** William Armstrong\*

**2008-09** Ruth V. Brown\*

**2009-10** Naomi McAfee

**2010-11** Charles Denton

**2011-12** Charles (Chuck) Meuche\*

**2012-13** Ralph Strong

**2013-14** Pat Kasuda

**2014-15** Phyl Lansing

**2015-16** Ann MacKay

**2016-17** David Douds

**2017-18** Stephen Harders

**2018-19** Wendel Thompson

**2019-20** Anne Erfle

**2020-21** Walt Howe

**2021-22** Pat Rudolph

**2022-23** Maria Izquierdo-Whitaker

## **Supplement D: Guidelines for Political Activity at Charlestown**

All residents have a right to pursue political interests or not to be involved in political activity. Within the boundary of harmonious living in our close-knit community, the following guidelines are recommended:

1. Residents interested in candidates for public office may gather with like-minded persons in their apartments, private dining areas, or a reserved activity room on campus.
2. Residents may announce their activity via emails with the caveat that individuals may opt out of receiving such emails.
3. Residents may send literature about their candidate(s) to specific interest groups in plain envelopes through campus mail.
4. Residents may place bumper stickers on their cars.
5. Residents have the right to wear political apparel, such as caps, badges, and T-shirts, in public areas.
6. Meeting announcements (what, where and when) of political interest (not including campaign literature) may be posted on bulletin boards. (Any flyers that appear on the bulletin boards must be approved by the Community Resources Manager – Resident Handbook, p. 36)
7. No political signs or literature may be posted or distributed in Common areas, on exterior windows, and on patio doors.
8. Residents may post political information within their personal space, including apartment doors and shelves with consideration of harmonious living.

NOTE: We do not allow any residents to solicit products or distribute political candidate literature to Residents via the cubbies or under apartment doors. (Resident Handbook, p. 37)

(Adopted by the Residents' Council on 1-5-2016, #7 revision approved 4-5-2016) need page and most recent revision

## Supplement E: Residents and The Erickson Way

### Our Mission

At Charlestown Retirement Community, we share our gifts to create a community that celebrates life.

### Our Vision

We do our part to make Charlestown Maryland's most sought-after address for seniors who want to enrich their lives and lifestyles in a vibrant community. We do our part to make Charlestown attractive for staff members who want to serve with talent, compassion, and dedication in a values-driven environment. We do our part to make Charlestown a happy, healthy, and hospitable retirement community for all residents.

**Respect and Caring** – We encourage and practice cordial and responsive interactions with residents and their family members, staff, and others on campus. We endeavor to maintain positive relationships even under difficult circumstances.

**Diversity, Inclusion and Belonging** – We seek to understand and embrace a wide variety of traditions, cultures, and preferences. We show openness to welcome everyone.

**Friendliness and Enthusiasm** – We smile, say hello, and greet people by name. We accentuate the positive aspects of living in community rather than dwell on negatives.

**Integrity** – We do the right thing by addressing and/or reporting unethical and inappropriate behavior. We practice truth and honesty and refrain from generating rumors and/or passing them on.

**Responsibility** – We practice good stewardship when using the community's resources. We cooperate so that issues for both residents and employees are addressed in a timely manner and resolved with a sense of urgency.

**Excellence** – We build lasting relationships within the community, both residents and staff, by putting others first. We make suggestions for streamlining processes and improvement in services and efficiency.

**Teamwork** – We gratefully recognize and acknowledge the value of everyone's contributions to personal growth and harmonious living. We seek and respond openly to feedback in order to make Charlestown an ever-better community.

Adopted by the Charlestown Residents' Council March 7, 2017.



**Supplement F: Guidelines for Religious Expression at Charlestown**

*All residents have a right to pursue religious expression or not to be involved in religious activity. Since residents do not all share the same faith group, the following guidelines are suggested for harmonious living at Charlestown Retirement Community*

1. Residents interested in religious activities may gather with like-minded persons in their apartment, private dining areas, or a reserved activity room on campus.
2. Residents may announce their activity via literature by campus mail or emails with the caveat that individuals may opt out of receiving such.
3. Residents have the right to wear religious apparel or jewelry in public.
4. Meeting announcements (what, where and when) of religious interest may be posted on bulletin boards and on channel 972 following the existing policies outlined in the Resident Handbook.
5. Other than traditional holiday displays, no resident-sponsored religious signs or literature may be posted or distributed in public places, hallways, laundry rooms, elevators, and dining rooms.
6. Residents may decorate their door and shelf with religious content with consideration of harmonious living. Any decoration should stay within the doorframe and the shelf to the side of the door.
7. Residents wishing to develop religious programs should adhere to the Charlestown Religious Programming Guidelines Community TV Channel 972 dated March 13, 2017.

Adopted by Charlestown Residents' Council – March 13, 2017

## **Supplement G: Resident Grievance Policy**

### **I. Purpose**

The Board of Directors of Charlestown Community, Inc. has established this grievance procedure in compliance with Chapter 694, HSA 10-428 of the 2009 Maryland Legislative Section, which requires the provider of a continuing care facility to establish an internal grievance procedure to address a subscriber's (residents) or group of subscriber's grievance.

### **II. Scope**

All Residents, or Group of Residents, are eligible to file a grievance with management to resolve disputes. (For the remainder of this Policy, the term "Resident" will include "Group of Residents"). This policy applies to all Community Residents who present a request for a formal resolution of an issue or problem that has not been resolved through alternative means.

### **III. Policy**

- A. Residents are encouraged to communicate their needs, complaints, recommendations, and/or concerns to the various departments, management and/or the Residents' Council to facilitate problem resolution before exercising these grievance procedures.
- B. The grievance process should be utilized only in circumstances when an issue or problem is not resolved. The Resident must submit in writing, to the Executive Director of the community, a written grievance. The letter must describe the issue and the reason for requesting a grievance investigation and the letter must also indicate whether the Resident requests a meeting with management to present the grievance.
- C. Once the Executive Director receives the letter, the Administrative Assistant will log the grievance investigation request into the complaint tracking log. The Executive Director will respond in writing to the Resident within 5 days, acknowledging receipt of the grievance and informing the Resident of the grievance process. A Resident who files a written grievance may request a meeting with management to afford the Resident the opportunity to present the Resident's grievance. If a meeting is requested, the meeting will be held within 30 days after receipt of the written grievance. From the date of receipt, the Executive Director will have 45 days to complete the investigation, have a meeting with the Resident if requested and respond in writing to the Resident.
- D. The Executive Director will assign the grievance investigation to an appropriate staff member. If applicable, the individual assigned will be an individual who either supervises or is independent from the individual(s) whose action or inaction is the alleged cause of the grievance. The investigator may interview those concerned, examine records pertaining to the complaint, or otherwise determine issues and/or

facts relating to the grievance. The investigator will prepare written findings of the investigation and submit them to the Executive Director. The Executive Director will initiate action to alleviate or remedy any serious ongoing adverse condition during the period of investigation.

- E. Once the investigation is complete, the Resident and the Grievance Panel will convene if the Resident has requested a meeting with management. The grievance panel will normally consist of the following membership:
  - 1. Board Representation
  - 2. Management Representation
  - 3. Residents' Council Representation
- F. At the conclusion of the grievance panel discussion, the Resident will be reminded that the results of the meeting will be communicated to the Resident in writing within the 45-day time frame from receipt of the grievance letter.
- G. The grievance panel will review the findings of the investigation, consider the presentation by the Resident, and make a determination.
- H. The Executive Director will communicate in writing to the Resident the result of the grievance.
- I. The letter from the Executive Director communicating the results of the grievance process will include information indicating that within 30 days after the conclusion of the grievance process, Resident or Provider may seek mediation through one of the Community Mediation Centers in the State of Maryland or another mediation provider. If the Resident or Provider seeks mediation, the mediation will be nonbinding and neither the Resident nor the Provider may be represented by counsel. Resident and Provider will split the costs of the mediation, if any.
- J. If, in mediation, there is no agreed upon resolution, either party may appeal to the Board of Directors, in writing within 10 days of the completion of the mediation process. The decision of the Board of Directors, when rendered, shall be considered final.

Resident Life Committee Revision - 10/5/2009 Board  
Approval - 11/5/2009

## Supplement H: Charlestown Community, Inc. Board Responsibilities and Mission

### Background

In 1981 John Erickson had a vision that the Sulpician Seminary Campus could be converted into a retirement community. Although most retirement communities at that time targeted only the upper income market, his vision was of a community that all seniors, including teachers, policemen and public servants, could afford, and a community that featured reasonable monthly fees, fee-for-service extras and a refundable entrance fee. This model of retirement community was unique at the time.

Mr. Erickson's vision became his mission, and between 1982 and 1983, Mr. Erickson created several organizations to carry out his early vision. Mr. Erickson created an Erickson entity to own the "Campus" (the Sulpician Seminary Campus with carve outs for the Chapel, Priests' Residence and certain other encumbrances on the land). He created another Erickson entity, Erickson Retirement Communities, to be the developer, marketer and manager of the new retirement community. And he also created an independent entity, Charlestown Community, Inc., as a Maryland *nonstock* corporation to have overall responsibility for the new Charlestown Retirement Community. He envisioned Charlestown Community Inc. contracting with Erickson Communities as its manager to fulfill this mission.

Under the terms of Charlestown Community, Inc.'s (Charlestown's) governing documents, and as required by law, supervision of Charlestown's affairs is vested in its board of directors. In accordance with those governing documents, the board of directors consists of fifteen (15) persons, two (2) of whom are selected from among the Charlestown Community's residents. Other board members are persons with experience of value to the Board and the greater Charlestown Community, including its residents and properties. As provided in Charlestown's governing documents, the board is required to appoint successors to the directors.

Charlestown's board of directors is ultimately responsible for all matters affecting Charlestown; however, Charlestown has since its inception contracted with a management company (originally Erickson Retirement Communities and then Erickson Senior Living), to carry out the day-to-day management and supervision of Charlestown's operations through Charlestown's and Erickson's employees. Historically, Charlestown's board of directors has relied upon the manager for its range and depth of experience and have developed a collaborative contractual relationship which the board believes has helped assure a safe, welcoming, and good value for our residents. Likewise, when the board has a concern about an operational or managerial matter, it first has approached Erickson to hear its position on the matter, and then go in-depth only when Erickson has not reassured the board that it has addressed the concern.

In 2019 the board of directors hired an outside consultant to evaluate whether Charlestown should sign another long-term management agreement with Erickson Living, or consider self-management or a contract with another manager. The result of the in-depth evaluation led to the consultant recommend that Charlestown retain Erickson Living as its manager based on financial, operational, and reputational factors.

## **Our Mission**

Charlestown's charitable mission means the purpose of Charlestown to create and maintain a community that is affordable to middle income seniors while providing high quality services all in furtherance of Charlestown's charitable purposes within the meaning of Section 501 c (3) of the Internal Revenue Co. The board explains its mission as follows: *Charlestown's mission is to provide a home for life in a vibrant senior community where residents and staff flourish.*

## **The Responsibilities of the Board**

As indicated above, Charlestown's board of directors has the duty to direct and oversee Charlestown's management and affairs.

To fulfill its duties, the board undertakes, among other things, the following functions, among other things:

- determining Charlestown's mission and providing oversight of the community so that Charlestown's can fulfill its mission
- engaging, the executive director and management and evaluating their performance
- working with the manager in strategic and organizational planning, and approving the final strategic and organizational plans which align with Charlestown's mission and goals
- providing oversight regarding the community and its management, in general, including financial management and compliance with applicable laws
- fully engage in identifying and securing the financial resources and partnerships necessary for the organization to advance its mission and charitable purposes
- Identify potential risks that could impact the organization's mission and sustainability.
- promoting fundraising and resource development
- overseeing Charlestown's programs and the delivery of services, including the quality of resident life and healthcare
- assessing board performance as the governing body of the organization
- ensuring legal and ethical integrity

## **Director Duties and Responsibilities**

In carrying out her or his duties, each director, according to Maryland law, must act in good faith, in a manner that the director reasonably believes to be in the best interest of Charlestown, and with the care that an ordinarily prudent person in a like position would use under similar circumstances. The board is the ultimate authority with regard to Charlestown's affairs.

In that regard, each individual board member is expected to:

- know and support Charlestown's mission, policies, programs, and needs and be informed with regard to Charlestown's affairs, including by reading board materials, and keep confidential all information concerning the community and its affairs which the board member learns as a result

- 
- understand the challenges and opportunities facing Charlestown to secure quality senior living for all of our residents and to support our partners and contractors in achieving our mission
  - faithfully read and understand the organization's financial statements and board materials in advance of meetings, attend board meetings, and come to meetings prepared to collaborate with other board members and the management team to promote the best interests of the community
  - serve as active advocates and ambassadors for the organization, including treating all board members, management personnel, and other community stakeholders with respect—we value collaboration and hold each other accountable to high standards in how we conduct our business as a board
  - leverage connections, networks, and resources to develop collective action to achieve Charlestown's mission and the recruitment of board members
  - give a meaningful personal financial donation or other support to the charitable foundation as each member is able
  - help identify personal connections that can benefit the organization's fundraising and reputational standing
  - participate fully in one or more board committees
  - engage in learning opportunities to better understand Charlestown and senior living
  - abide by the legal duties and laws regarding nonprofit governance

## Supplement I: Sample Letter to Solicit Candidates for the Board of Directors

Dear Charlestown Resident,

The Charlestown Board of Directors has notified the Residents' Council that a position on the Board is currently available for residents of the community. A Special Nominating Committee has been appointed by the Council and the Committee urges all residents who have an interest in becoming a Board member to submit a Letter of Application for the position. Charlestown needs the talents of all our residents and the Committee hopes that many will be willing to seek these positions.

The Board of Directors of Charlestown has approved a statement of the "Charlestown Community, Inc. Board Responsibilities and Mission" ( attached ) which outlines what is expected of all Board members. Maryland law requires that the board of directors of a Continuing Care Retirement Community (CCRC) have at least one member who is a resident. Charlestown's Board has elected to have two resident members with full voting privileges. Resident members have a unique "inside" view of the community. To be able to provide that insight it is desirable that resident member candidates have

- been a resident for at least one year and
- have served on the Council or have volunteered in a capacity at Charlestown that would afford the opportunity to gain an understanding of the relationship between the Council and Administration and the Administration and the Board of Directors.

The Council's Policies and Procedures provide the following process for filling available Board positions:

- The Council appoints a Special Nominating Committee;
- The Committee solicits application letters from the entire community;
- Residents may nominate themselves or another resident;
- The Special Nominating Committee selects application letters and sends the list to the Council;
- The Council interviews a selected number of nominees and decides which applicants' names will be forwarded to the Executive Director, who forwards the names to the Board.
- The term in office is three years and Board members are not compensated.

The Special Nominating Committee requests all interested residents to provide an application letter to be sent to the Chair of the Special Nominating Committee (<NAME OF COMMITTEE CHAIR>) or any Committee member by (<DATE>). The letter of application must include a statement as to why the person wishes to become a Board Member and a statement of willingness to serve on the Board of Directors. Other content might include:

- Contact information (apartment number, phone number, email address)
- length of time as a resident of Charlestown;
- educational background;
- volunteer or paid work before or since moving to Charlestown;
- specific skills useful for service on the Board;

- leadership roles held previously or since moving here;
- particular experiences relevant to effective Board service.

The Special Nominating Committee hopes that many residents will respond to this call for Board nominations. If you are not interested in applying, you may know someone you could recommend to the Special Nominating Committee. If so, please submit that name to any member of the Committee.

Sincerely,

<Committee Members>



**Supplement J: Sustainability Policy**

As a Council, we are committed to fostering a sustainable future through thoughtful actions and decisions. We prioritize the conservation of natural resources and strive to create a resilient and thriving community that harmonizes with nature for generations to come. Each Committee will report their sustainable accomplishments and will include them in their end of year report.

Passed by the Residents' Council 8/7/2023