

WORKING WITH DISTRICT GOVERNING BODIES

The success of a soil conservation district depends mainly upon the activity of its governing body. An aggressive, wide-awake governing body results in an active and effective district. Many district governing bodies do a fine job of discharging their responsibilities, but others do not.

Getting district governing bodies to assume proper leadership in the affairs of a district is the concern of the State Soil Conservation (Districts) Committee, the state conservationist, the extension soil conservationist, county agent, and district conservationists. The State Soil Conservation Committee is the agency in the best position to give them guidance, but SCS personnel can be of considerable assistance in this activity.

Since the procedures and plans of operation set up by district governing bodies greatly affect Service cooperation, the Service has a very definite interest in their functions.

Following are some specific things which can be done to help members of governing bodies discharge their duties more effectively:

1. Encourage them to make all decisions on questions of policy and district administration.

How can that be done? One way is to ask them for their decision instead of making it for them. If Service personnel are asked by district supervisors (commissioners or directors) for recommendations, they should give all the facts bearing on the question, suggest several alternative solutions, and leave the decision to the supervisors. Most people develop an interest in things they have to make a decision about. This leads to the question, "How do district governing bodies find out what are their duties and responsibilities?"

2. With all new governing bodies and periodically with old ones, arrange for a review and discussion of the State districts law, particularly with regard to their responsibilities.

It would be fine if arrangements could be made for a representative of the State Soil Conservation (Districts) Committee to lead the discussion, especially in new districts. If a member of the State Committee could be induced to lead a discussion of the state law in a district, it might be as enlightening to him as to the local supervisors. This is one suggestion that is double-edged, and the results will be felt in the State Committee as well as in the local district. If this is not possible, perhaps the state conservationist or extension soil conservationist could do it. If no one from outside the district is available, the district conservationist should not

hesitate to help. Merely reading the state districts law aloud and discussing parts of it will usually get the results. Some State Soil Conservation Committees feel that their job is finished when district organization is completed, while others recognize their responsibilities in advising on the operation of districts. Perhaps it would be appropriate for the state conservationist to take this activity up with the State Committee.

3. The State Committee should encourage local governing bodies to assume responsibility. How?

Some State Committees write periodically to all members of governing bodies in the state with timely news of what is going on in various districts. They mention names, places and specific activities.

Some states have an annual meeting of all district governing bodies, with a well-prepared program.

In the pre-district educational period, the State Committee, the Extension Service, and others assisting them have a good opportunity to create the proper attitude as to the self-governing aspects of soil conservation districts. If this feature of districts is stressed properly from the beginning, it will be easier to get the desired interest from the district supervisors after they are elected.

It will help if the supervisors of a district can visualize the comparison between their organization and that of a corporation. Farmers in the district are the stockholders, and the supervisors are elected to represent them in the management of the organization's affairs. This concept suggests the idea of holding an annual meeting of all stockholders. At the first meeting the supervisors may be seated at a table in the front of the room (or at a separate table if it is a dinner meeting.) The chairman points out that the supervisors, having been elected to represent the farmers in the district, want advice from those present about the soil conservation problems of the county and how they should be handled. On a blackboard the secretary lists all the ideas suggested and discussed. Participation of Service personnel in this meeting should be limited to supplying factual information which will stimulate discussion and make sure important problems are considered. The technician is most effective who devotes his efforts to working with the supervisors before the meeting and making sure they have all the facts they need to conduct the meeting successfully.

Out of this meeting will come the information on which the governing body will rely in administering the affairs of the district. Subsequent annual meetings should include a supervisors' report of progress during the year, and suggestions from the floor as to changes, improvements, and additions to the work plan for the next year.

Many of these suggestions concern the work of the state conservationist with the State Committee, but the man assigned to assist the district in preparing the program and work plan can be quite helpful during that operation if he proceeds properly. Suggestions pertinent to this activity are contained in mimeographed release numbered III-499, "Programs and Work Plans of Farmers' (Not Our) Soil Conservation Districts." But most of these suggestions presuppose that district supervisors are willing to meet regularly and at times often. How can they be interested in attending meetings? Here are a few methods that are working.

4. Governing body develops an "order of business."

No one likes to go to a meeting that drags out, has no order, and accomplishes nothing. Well-planned and well-conducted meetings will do much to bring people back to subsequent ones.

Last winter the State Soil Conservation Committee of Michigan discussed this question and asked the state conservationist, as an advisory member of the Committee, to prepare material that it could send to the governing bodies for their guidance in conducting meetings, taking care of financial matters, and directing the over-all work of the district. The attached outline, prepared in the regional office, is suggested as a guide for the Committee in setting up its recommendations. You will note that it is termed a "Brief" for want of a better name. The reason for giving so much detail is to help the secretary answer questions of organization which might arise, without having to hunt through the law.

When a satisfactory "order of business" has been developed for meetings, it is important that the officers of the district function. Service personnel may need to work with the officers in advance of each meeting to achieve this, but the time thus spent will pay big dividends.

An excerpt from the Michigan monthly report for August 1943 states: "In order to expedite the handling of district affairs at the regular monthly meetings, several district chairmen are now cooperating with the district conservationists and are preparing an agenda for their directors' meeting, which agenda is mailed to each director about three days previous to the directors' meeting. This not only speeds up handling regular district business, but also tends to keep the discussion on the beam." On September 11 he sent each district conservationist the attached exhibit.

5. Have agenda for meeting prepared in advance by chairman or secretary (with assistance of district conservationist if necessary).

In each meeting provide for a report (preferably by a member of the supervisors, even though it may largely be prepared by SCS technicians) on the progress of the soil conservation program. Also give some technical information about soil conservation, so the supervisors are sure to know more about the technical program than the other farmers in the district.

Here's the way it works in one district we know about: The district conservationist and the president get together before the meeting (preferably a day or two) to outline the things to be discussed so the chairman will be familiar with them. The president should never say, "Now, Mr. County Agent (or Mr. District Conservationist), what do you want us to do?" It is not a question of what the district conservationist or county agent wants, but of what the governing body thinks should be done.

During one meeting the district conservationist reported that in a certain part of the district he had run into a land management problem where the rotation called for too much corn without at least using certain supplemental practices. The farmers recognized this as a problem. The district conservationist presented the problem to the governing body for consideration. It was agreed to have a man from the Farm Management Department of the College come down and, together with the county agent, the district conservationist, and one or two members of the governing body, make a study of the problem. The group presented its recommendations to the governing body, the report was accepted, and served as a guide to Service personnel.

During another meeting of this governing body, one member raised the question about gully erosion eating back into the fields from the highways. It was agreed to ask the county highway engineer and township road commissioners to meet with the board to discuss the problem. Please note that the district conservationist did not issue the invitations but that they came from the chairman of the governing body. A mutual understanding was reached in this case.

In addition to presenting soil conservation material in meetings of district governing bodies, much good work can be done by the district conservationist in his day-to-day personal contacts with the individual members of the board. Each man usually has a special interest in some part of the program. By working on this special interest, it is possible to develop that individual into an effective leader for the activity. For example, in one district where drainage is important, one of the supervisors has a lot of tile drained land on his farm. He is considered somewhat of an authority on tile drains by farmers in the district. From time to time he has given farmers information on tile outlets that is not in line with technical recommendations. Here is a case where personal work in the field with this man might result in directing his influence into channels that would promote a sound drainage program in the district, instead of resulting in the confusion of conflicting information as between the supervisor and the technician.

Another means of giving the governing body soil conservation information that is effectively employed is to place in the hands of each supervisor short, concise statements covering the more important practices and measures set up in the program and work plan of the district. These sheets serve as reference material to the supervisors after the practices have been discussed in the meetings of the

governing body. The possession of this information gives these men a feeling of confidence in their discussions of soil conservation practices with farmers throughout the district.

6. Encourage an interchange of ideas and information between governing bodies of different districts.

On a state-wide basis, the state conservationist working through the State Committee, will have to assist in these arrangements -- newsletters, excerpts from district annual reports, etc., will help. Within a work group the district conservationist could assist in arranging joint meetings from time to time between the supervisors of the various districts in the work group. It is suggested that a member of the State Soil Conservation Committee be invited to these joint meetings.

The following report is from Work Group 14 in Illinois:

"On September 29 there was a meeting of boards of directors from three districts, farm advisers, and SCS personnel. This meeting was held at Belleville and 20 persons attended. All of the directors from the Randolph and Shiloh-O'Fallon districts were present and three from the Jefferson county district. The farm advisers from Randolph and St. Clair counties and Mr. Alfred Tate, assistant extension soil conservationist, were present, along with the three work unit leaders and myself. I am enclosing with this report an outline of this meeting. I wish to take this opportunity to make a few comments regarding the subjects that were discussed. One concerned the matter of director responsibilities and in this discussion the matter of mileage allotments was brought up. It was the general feeling of those present that every attempt should be made to work within these allotments and that general policies should be set up in order that this might be done. The group then expressed the feeling that if, after a thorough attempt had been made, it was impossible to do the work and to keep within these allotments, the boards of directors should do whatever they could to increase these allotments in an amount necessary to satisfactorily carry on their programs.

"In further discussing the duties of the directors, it was brought out that it was their responsibility to seek the advice of all persons or agencies, but in the final analysis to determine their own policies regarding the operation of their districts. Mr. Fred Bergmann brought out very well the fact that if districts were to retain local control, it would be absolutely necessary for the local boards of directors to take the lead and initiative in working out their own problems and not to 'pass the buck' to some one else.

"Mr. Secor, farm adviser from Randolph county, explained the timber marketing association that is now being formed in that county. There was considerable interest in this as all the people attending thought that an association of this kind would result in a direct benefit to soil conservation.

"Because Mr. Don Lee, farm adviser from Jefferson county, was not present, Mr. Tate led a discussion on education. In this discussion it was brought out that there was a dire need for conservation in schools. There were two lines of thought on this, one being that this education should start at a state level, and the other was that it should start locally in a county. Jefferson county district is already starting to work with the county superintendent of schools and so is St. Clair. Mr. Secor invited Mr. Tate down to help him get something started in Randolph county.

"Mr. Paul Gilbert, secretary-treasurer of the Jefferson County Soil Conservation District, explained how they were operating with other agencies and summed up the matter of cooperation with other agencies by explaining that a good understanding of each other's programs is the basis of all cooperation. He cited several examples in Jefferson county of how all agricultural agencies were working together.

"Group planning was discussed by Mr. B. W. Tillman, farm adviser from St. Clair county, and a very lively discussion ensued. I believe a lot of good came out of this discussion. One thing that was pointed out was the necessity of local group leaders carrying on these groups after the agreement was signed.

"Mr. Rickenberg, chairman of the district directors of Randolph county, also led a discussion on what steps a new district should take. It was interesting to note that one of the recommendations made as a result of this discussion was that starting practices should be considered before complete farm plans.

"Problems concerning equipment were also discussed. I believe that one error made in outlining this program was that too many subjects were outlined for discussion. As a result, it was only possible to hit the highlights.

"In concluding this report, I would like to mention that everybody present took a part in the discussion, and it was expressed that future meetings would be in order. No definite plans were made for these future meetings, but I believe that at least two or three a year will be held."

7. Some governing bodies make it a policy to meet in different parts of the district and invite local farmers to sit in on the meeting.

Following the formal part of the meeting, they ask for questions from the floor and always have an interesting subject "up their sleeve" for discussion. In one district they asked local businessmen who own farms, the banker, the secretary of the Chamber of Commerce, etc., to meet with them. (The supervisors must be on their toes with this group.) It not only gives outsiders an insight into the functioning of a district, but also develops leaders among the board members.

Creating interest in different parts of the district is always a good subject for board discussion and helps to insure applications for assistance coming in from these areas. No doubt this will lead to the use of assistant supervisors or township leaders, or whatever they may be termed.

8. Arrange for governing bodies to review, study, and analyze selected farm plans and recommend improvements.

This is handled in many different ways, but one precaution is that it should never be allowed to consume all the time of the governing body to the slighting of other important parts of the work.

In some instances they have assigned certain parts of the district to each member of the governing body. Oftentimes all the farm plans to come up for approval for any one such area are sent to that individual for his review prior to the meeting. Some supervisors have become so interested in this that they often visit the cooperator's farm so they can learn first-hand about the plan. Other governing bodies select one or two plans from the group to be approved and review them carefully. The district conservationist sometimes selects farm plans involving new or unusual technical problems for discussion by the governing body. Other supervisors hold their meetings in a neighborhood where a plan is to be approved -- perhaps on the actual farm so that they can see it with the plan.

Here's a suggestion that seems to have merit. So far it has not been employed, but it would certainly give a feeling of responsibility to the members of the governing body who followed it. When the farmer and the planner have completed the farm plan, and it is ready for signature, have some member of the governing body take it to the farmer, review its provisions with him, and obtain his signature on the agreement. This practice should not be undertaken on every farm but would be desirable occasionally.

9. Encourage the use of all help available from other agencies (State, local, and Federal). When outside help is required, it is important that the supervisors arrange for it rather than having Service personnel ask the other agency to assist. (See attached paper presented by A. M. Hedge at the Chicago Conference of State Conservationists and Extension Soil Conservationists, August 3, 1943.)
10. Provide for definite responsibilities and duties for each member of the governing body and assistants.

One district supervisor we know about never showed much interest -- in fact, he rarely attended the meetings of the board. Finally the district decided to open a marl pit and to buy a dragline. The district conservationist was asked to inspect a dragline which was for sale and to make a report on its condition and value. Knowing that this supervisor was quite well informed on machinery and

interested in its operation, the district conservationist invited him to go along to determine the condition of the machine. As a result, this man has become one of the most active supervisors on the board and is in charge of equipment for the district.

In some districts the governing body is organized with a chairman, a vice-chairman, a secretary, a treasurer, and an equipment supervisor. When the board is composed of five men, this gives each a definite function. A variation in organization might provide for a number of permanent standing committees on which board members would be chairmen, with other leaders throughout the district making up the membership of the committees. Such committees might deal with the educational activities of the district, work priorities, and special activities of various sorts.

11. Provide funds to be handled by the governing body. This may be done through state or local appropriations, or through profits from some enterprise appropriate to the district program. Handling money gives a sense of responsibility.
12. Promote some "action" activity under the district program. Anything that will show progress and action will help to hold interest.

Such activities include the operation of special equipment, special demonstrations, drainage, wildlife projects, cooperative wood marketing, special courses on conservation in the public schools and vocational agriculture departments, where the members of the governing body appear before classes and talk about the conservation program on their own farms, contour plowing contests, terrace construction contests, planting bees, etc.

13. Build up the governing body in all publicity as the supervisors of the district activities. Ask them to arrange community meetings and to preside.
14. Ask for a decision by the supervisors on priority of work in accordance with the terms of the supplemental memorandum. In one district where the governing body was not very active, this question was particularly troublesome to SCS technicians. When the problem was put up to the supervisors, they not only met their responsibilities toward it in fine shape, but went on to assume toward the whole program a much more active "directional role" than previously.
15. Ask various members of the governing body to write news stories occasionally or to participate in radio broadcasts. Technicians may have to help them at first but they will catch on quickly. Supervisors also should be called upon to talk to public school groups, civic clubs, etc.
16. Ask governing bodies to arrange for exhibits at fairs and other places. They should arrange for space and decide on the kind of exhibit they want to use.

During a recent meeting of a governing body a question arose con-

cerning an exhibit at the county fair. The chairman said, "Mr. District Conservationist, what are you going to do about it?" The well-worded, polite reply was that it was not what the district conservationist was going to do but what were they, as the governing body, thinking about it and going to do about it. However, he assured them that the representatives of the Service would lend their full support.

17. Encourage governing bodies to make periodic field trips over the districts to observe specific problems and results of control measures, and to recommend improvements. After an unusually hard rain is a good time for the supervisors to visit farms and to compare the effectiveness of the protection offered on treated farms with untreated. Such trips have proved very effective in focusing the interest and attention of district supervisors on the problems of the district and their solutions. On the first trip the technician may have to pick up the various members of the board and take them around the county in his car, but after a trip or two of this kind, experience indicates the supervisors are likely to go on their own and even take along other interested farmers. (Of course, all this may have to be shelved for the duration while restrictions on driving exist.)

These suggestions are merely a compilation of ideas and examples of procedures being used successfully at various locations throughout the Region. No doubt there are many others, and it is hoped that each state will arrange for a discussion of these points with the district conservationists, so the best ideas for each work group may be developed.

UNITED STATES DEPARTMENT OF AGRICULTURE
Soil Conservation Service

East Lansing, Michigan
September 11, 1943

To: All District Conservationists
From: E. C. Sackrider, State Conservationist
Subject: Assistance to Districts

I know that many of you go through considerable agony in watching the directors handle their regular monthly meetings, and I know that several of you are following different procedures in trying to help them speed up the meeting and keep it "on the beam."

Mr. Hildebrand at Muskegon has worked out a procedure that he seems quite satisfied with and he thinks it really helps. He thinks that it helps to keep the meeting moving and get it closed up by the time the janitor comes around to close the building at midnight.

Mr. Hildebrand asks the secretary of the district to meet with him several days previous to the directors' meeting and they work up an agenda for the meeting such as the attached. This is then sent to all directors by the secretary two or three days previous to the meeting.

It serves two purposes as I see it, One is to again call their attention to the meeting and, secondly, to have them do a little thinking about the business to be handled at their meeting. I think that Hildebrand's plan, or a similar one, could well be adopted by all operating districts.

enc.

(Copy)

The regular monthly meeting of the Directors of the North Muskegon Soil Conservation District will be held at the Laketon Township Hall, September 6, 1943.

In an effort to cover as much business as possible during the meeting, the following outline is suggested.

1. Reading of the minutes
2. Treasurer's report and any bills (Charles Horton)
3. Nursery report - Operating cost 1943 by Hans Agard
Plans for tree lifting, etc., by Jesse Hathhorn
Proposed seed beds for 1944 by Jesse Hathhorn
4. Unfinished business
Report on repairing of old pump by Jesse Hathhorn
5. New business
 - a. Prospective cooperators - report by each director
 - b. Educational activities - suggestions by each director as to news articles, etc.
 - c. Living snow fence - report by Jesse Hathhorn
 - d. Drainage at nursery - suggestions
 - e. L. U. land report - W. H. Hildebrand
6. Technicians' report on month's activities and review of agreements signed.

Milton Van Frank
Secretary

COPY

HOW OTHER ORGANIZATIONS ARE WORKING WITH SOIL CONSERVATION DISTRICTS

In the beginning of the soil conservation district movement, the Extension Service and the Soil Conservation Service were often the only agencies cooperating with the local governing body. This situation is rapidly changing, and at present throughout the region we have evidence of at least 29 other agencies cooperating with districts. This cooperation is sometimes covered by a formal memorandum of understanding, sometimes by correspondence, and very often by a simple verbal understanding. Regardless of the arrangements that may exist, the important thing is that district governing bodies are rapidly assuming their rightful place in coordinating and correlating the efforts of all agencies -- Federal, State, and local -- working within the districts.

Here are some examples of this cooperation which have come to our attention. Doubtless there are many other cases we have not heard about, and I will appreciate it if the various State representatives here will complete the record for us by mentioning those cases I may overlook in this discussion.

In Michigan, the Future Farmers of America assisted in reconnaissance surveys in districts, helped set up the district office, and planted trees on windblown areas; a cooperative fruit exchange furnished office space free of charge; local granges provided buildings for meetings, and assisted in reforesting public lands; township and county officials appropriated money for expenses of operating the office and nursery, secured title to tax delinquent land, and leased it to the districts for development and operation.

The State Department of Conservation supplies trees and furnishes a technician to develop wildlife plans on cooperators' farms, maintains fire towers, fire control crews, and furnished planting stock; the FSA gave work grants to clients with the understanding the value of the grant was to be worked out doing conservation work on land under the supervision of the district, made loans to district cooperators to carry out conservation plans and to dig marl; the TVA furnished fertilizer for demonstrations; the U. S. Forest Service gave technical assistance in developing planting plans on school and other public lands; the public schools have established and developed school forests, sponsored soil conservation night schools, and assisted in operating district nurseries; the Farm Bureau has assisted in reforesting public lands.

Local Chambers of Commerce are furnishing office space and heat free of charge; NYA furnished labor for office work, layout in the field, and surveys; County Welfare furnished labor for work in the nursery; the county sheriff furnished jail labor for work in the nursery; BPI carries on a program for eradication of alternate hosts for white pine blister rust on district cooperators' farms; WPA approved a work project; a local auto agency loaned a tractor for nursery work, put on a demonstration for quack grass control, and made available transportation for a tour to visit an SCS demonstration project. Other agencies cooperating with districts in Michigan are county highway departments, newspapers, banks, production credit associations, AAA, farm loan associations, county drain commissioners, rod and gun clubs, fish and game clubs, local ladies' clubs, and the telephone company.

Reference was made above to development of public lands. Mainly, the public lands with which districts in Michigan have been concerned are owned by the counties, townships, or public schools. In some instances these lands are under long-term leases to the districts, providing for development, protection, and operation by the governing bodies. In other instances the land is under cooperative agreement as it would be if privately owned. Lately the U. S. Government has entered into a long-term lease with three districts, whereby several thousand acres of land acquired under the LU program of the Soil Conservation Service comes under the management of the districts.

The fact that I have enumerated the agencies which are cooperating with districts in Michigan does not mean that a similar situation does not exist in the other states of the region. Many, if not all, of these cooperative arrangements exist in the other states. In Minnesota and Iowa, districts have entered into memoranda of understanding with the State Departments of Conservation, in contrast to the informal arrangements made in other states. Memos have also been executed in Minnesota providing for district assistance in the establishment of living snow fences and involving private landowners, county and state highway departments, and railroads.

In Iowa, Indiana, and Illinois, bromegrass seed is being produced and distributed to cooperators in districts through an arrangement with the experiment stations, Extension Service, and the Seed Certification Association.

Reference has been made to the appropriation of money by county and township officials to help bear the expense of operating districts. In some states the legislature is also making appropriations to the State Soil Conservation Committee to be used for the benefit of local districts. An interesting angle on the appropriation of public funds for districts is the attitude in Illinois. There the feeling has developed that the counties in which districts are organized benefit directly from the operation of the districts; therefore, the funds for their expenses ought to come from the county instead of from the state.

Paper presented at conference of state conservationists and extension soil conservationists in Chicago, Illinois, August 3, 1943, by A. M. Hodge, Chief, Regional Project Plans Division, SCS, Milwaukee, Wisconsin.

SOIL CONSERVATION SERVICE

Brief*

ARTICLE I

Section 1 - Name and Location:

The name of this Soil Conservation District is the _____
and its location shall be _____,
State of _____.

Section 2 - Purpose:

To engage in conserving soil resources and preventing and controlling soil erosion by such means as set forth in the State Act.

Section 3 - Membership:

By law, a District being a governmental subdivision of the state, any land occupier, which includes any person, firm, or corporation who shall hold title to, or shall be in possession of any lands lying within the district, whether as owner, lessee, renter, tenant, or otherwise, is a member.

Section 4 - Meetings of Membership:

No definite plans for such are set up under this Act. The need for such meeting will be determined by the Directors and may be called by the State Committee.

ARTICLE II

Board of Directors

This shall consist of five members, two to be appointed by the State Soil Conservation Committee, and three to be elected by the membership.

Section 1 - Appointed Members:

The two appointed members are to meet qualifications set forth in the state law (Section 7). They are to serve three years, except for the first two appointed - one serves for one year and the other for two years.

Section 2 - Elected Members:

The three elected members are to serve for three years from time of election or until their successors are elected.

- a. Qualifications. I find no reference as to if they have to be landowners, or can be land occupiers, or it may be that under

*This material is only suggestive, and no doubt it will need to be adjusted to conform to each state districts law.

the Michigan constitution, since this is a governmental subdivision of the state, any legal voter who resides within the district boundaries is eligible.

- b. Procedure for Nomination. Each candidate must be nominated by petition signed by 25 or more landowners (not land occupiers). A landowner can sign more than one petition.
- c. Election. All occupiers of land (See Article 1, Section 3, for definition) may vote.
- d. Rules and regulations for nomination and voting. These are set up by the State Soil Conservation Committee, and each district is to be guided by them.

Section 3 - Vacancies in Board of Directors:

The selection of successors to fill unexpired term, or for a full term, shall be made in the same manner in which the retiring directors shall respectively have been selected. Rules for such are to be set by State Soil Conservation Committee.

Section 4 - Meetings of Board of Directors:

No definite time has been specified by the Act. Thus each Board of Directors will be free to set any definite date and make rules relative to called meetings as to who can call such, etc. (Why doesn't the State Committee make suggestions here?)

- a. Quorum. A majority of the Board of Directors shall constitute a quorum, and the concurrence of a majority in any matter within their duties shall be required for its determination.
- b. Compensation for Directors. A Director shall receive no compensation for his services, but he shall be entitled to expenses. (Ref. Act, Item 7, Paragraph 2)

Section 5 - Organization of Board of Directors: (Ref. Act, Sec. 7)

The Directors shall designate a chairman and may, from time to time, change such designation. He shall preside at all meetings and in his absence the vice-chairman shall act, if such has been designated. (Here is place for the State Committee to make a recommendation, or for each district to include its by-laws.)

b. The Directors shall designate such other officers as are deemed necessary as secretary, or secretary-treasurer, and vice-chairman. They can, under the Act, employ a secretary. The secretary does not have to be a member of the Board.

c. Temporary officers. During the absence or disability of any officer, the Board of Directors may appoint another member to act temporarily in his stead.

Section 6 - Removal of Directors:

Any Director may be removed by the State Soil Committee upon notice and hearing, for neglect of duty or malfeasance in office, but for no other reasons. (Ref. Act, Sec. 7, Paragraph 4)

Section 7 - Delegation of Authority by Board of Directors:

The Directors may delegate to their chairman, to one or more Directors, or to one or more agents, or employees, such power and duties as they may deem proper. (Ref. Act, Sec. 7, Paragraph 3)

Section 8 - Surety Bonds:

The Directors shall provide for the execution of surety bonds for all employees and officers who shall be entrusted with funds or property.

Section 9 - Keeping of Records:

The Directors shall provide for keeping of a full and accurate record of all proceedings and of all resolutions, regulations, and orders issued or adopted; and shall provide for an annual audit of accounts of receipts and disbursements. (This could be expanded to cover methods of handling money.)

Section 10 - Duties of District Directors:

Those powers as described in Section 8 of the State Act will be inserted here and used as a guide to the Directors. Others may also be added.

Section 11 - Order of Business:

The order of business at all meetings of the Board of Directors shall be as follows:

- a. Roll call
 - b. Reading and approving of minutes of last meeting
 - c. Report of Secretary
 - d. Report of Treasurer - including presentation of bills for action and any approval of bills paid in conformance with district regulations.
 - * e. Report of directors and committees
 - f. Unfinished business
 - g. Accomplishment report since last meeting and to date. (Well to have chairman give this)
 - h. Reports of representatives of cooperating agencies
- * Where assistant directors or committeemen have been appointed and are present they should be called upon.

- i. New business (All motions should be written by the Secretary and read back to the group before a vote is taken.)
 - 1. Discussion of calendar of activities set forth in work plan for next period, and need for any adjustments to meet goals set. (It may be better for this to come under "g" above.)
 - 2. Educational plans as tours, news articles, etc.
 - 3. Other new business, as cooperation with other agencies.
- j. Review of applications and plans for reaching same through groups or otherwise.
- k. Review of agreements approved or to be approved since last meeting.
- l. Presentation of some problems of interest.
- m. Adjournment, after establishing date and place of next meeting.

Section 12 - Suggestions for Recording Minutes:

- a. Show date and place of each meeting
- b. State whether regular or special meeting.
- c. State name of presiding officer.
- d. Show names of members present and that they do or do not constitute a quorum.
- e. Show names of representative of cooperating agencies present and other visitors, if not too numerous.
- f. Both Secretary and President should sign the approved minutes of former meetings.
- g. All motions should be recorded exactly as made, including the names of the directors making and seconding motion, and the results of the vote on the motion. (Note: Roberts Rules of Order do not require the name of the seconder.)
- h. The treasurer's report should be approved and copy filed with secretary.
- i. Authorization for the expenditures of any funds made available to the district should be clearly set forth in the minutes; what is to be done, who is to do it, and what limitations are imposed, if any.
- j. The text of any reports made to the committee should be stated in the minutes. If a written report is given, a copy should be filed with the Secretary.

ARTICLE III

ADDING ADDITIONAL TERRITORY
(Ref. Act, Sec. 5, Item h)

Section 1:

Where total number of land owners in the proposed areas for addition

is 25 or more, the same procedure shall be followed as for forming a district.

Section 2:

Where a total number of landowners in the proposed area is less than 25, no petition can be filed with state committee until at least a majority of said landowners have signed the petition. In such case, only a hearing need be held; and, if approved by state committee, a referendum need not be held.

ARTICLE IV

ADOPTION OF LAND USE REGULATIONS
(Ref. Act, Sec.9)

Section 1 - Formulation of Same:

The Directors shall have power to formulate.

Section 2 - Adoption of same:

- a. The Directors may conduct public meetings and hearings on same before final draft is drawn.
- b. The Directors must hold a referendum, as provided in the Act. All land occupiers are entitled to vote.
- c. The Directors cannot enact such regulations unless two-thirds of votes cast in the referendum are favorable. Even though a favorable vote is cast, the Directors are not required to enact such regulations.

Section 3 - Enforcement of Land Use Regulations:

The Directors will be guided by procedure set up under the Act, Section 9.

ARTICLE V

DISCONTINUANCE OF DISTRICTS
(Ref. Act, Section 15)

Section 1:

Any time after the district has been in existence for at least 5 years, 25 owners of land within the district can file a petition for its discontinuance with the State Committee.

Section 2:

The Committee may conduct public hearings on the petition, but within 60 days after the petition is filed it must give due notice of the holding of a referendum.

All landowners within the district shall be eligible to vote.

Section 3:

The State Committee cannot determine that the continued operation of the district is practicable and feasible unless at least a majority of the votes cast in the referendum have been cast in favor of continuance of such district.

The State Committee can, if it deems advisable, determine that the district should be discontinued even though the vote is favorable for its continuation. (See Act, Sec, 15, Paragraph 2)

Section 4: Procedure for Closing Up a Discontinued District's Affairs:

The Directors will be guided by the Act, Section 15.

ARTICLE VI

AMENDMENTS TO BY-LAWS

Section 1:

These by-laws may be amended, altered, or repealed in any manner not inconsistent with the State Act under which a Soil Conservation District is formed, by a majority vote of the Directors at any meeting lawfully convened; but no motion or resolution amending, altering, or repealing any by-laws shall be adopted at a meeting of the Directors held on the same day it is offered.