

Maryland Federation
of Republican Women

FALL CONVENTION 2026



Dear Members and Guests,

It is my pleasure to welcome each of you to Fall Convention. I am grateful for your presence here today and for the time, energy, and expertise you bring to this organization.

I would like to thank each and every one of you for your continued leadership and dedication to MFRW. It's hard to believe it's November already! It's been extremely busy and challenging leading up to the election. It's now time to breath, reflect and start fresh.
Let's review just a few of your accomplishments during 2026:

- Membership 1407 vs 1308 increase of 7.5%
- Bay Club Membership 47 vs 41 increase of 14.5%
- Leadership attendance 79 vs 74 increase of 6.7%
- Red Scarf attendance 100 vs 96 increase of 4.1%
- Spring Board attendance 83 vs 61 increase of 36%
- Fall Event registration 53 vs 41 increase of 37.1%

I am so immensely proud of our Clubs and each member. Across Maryland we have increased membership, attended numerous events, manned booths at local and state fairs, attended RNC in Dallas, participated in parades, made phone calls, knocked doors for candidates and voter turnout!
Let's continue to strive for growth in our clubs across this state. In the months ahead, we will continue to focus on strengthening our initiatives, enhancing collaboration, and identifying opportunities to expand our impact. Success will require thoughtful planning, open dialogue, and a shared commitment of excellence.

I encourage all of us to approach today's discussions with a spirit of cooperation and purpose. By working together and drawing on our collective experience, we can continue to grow our organization, make informed decisions that will benefit our organization and expand our impact in Maryland.

I would also thank to thank our Fall Convention Sponsor's: Dirk Haire, Gary Ruddell, Senator Mike McKay, Senator Justin Ready, Delegate Jim Hinebaugh, Delegate Kathy Szeliga, Delegate Ryan Nawrocki, Pat Leone, Anne Koutsoutis and Montgomery Federation of Republican Women.

Thank you again for being here and for your continued commitment. I look forward to a productive and inspiring meeting.

With appreciation and determination,

Luanne

Luanne Ruddell, President
Maryland Federation of Republican Women

Maryland Federation of Republican Women

Business Meeting

November 7, 2026

AGENDA

WELCOME
PRAYER - Karen Tully
PLEDGE of ALLEGIANCE - Jana Hobbs

Martha Jenkins, President of National Federation of Republican Women

LEADERSHIP INSTITUTE – Leslie Hubert/ Aaron Evans: The Art of Productive Disagreement

Guest Speakers:

- Nicole Harris, Chair of Maryland Republican Party
- Nicolee Ambrose, National Committeewoman for Maryland
- Senator William Folden
- Delegate Jessie Pippy

Board of Directors meeting

- Call to Order
- Roll Call/Credentials Report – Jana Hobbs, Recording Secretary
- Adoption of 2027 Budget – Vikki Birkett, Finance Chair (Page 19-21)
- Approval of Minutes Fall Board 2025 - Jana Hobbs, Recording Secretary (Page 5-18)
- Site for Spring Board – Kathryn Jerrard, Program Chair
- Site for Fall Board – Kathryn Jerrard, Program Chair
- Election of Treasurer (Page 65-68)
- Adjournment

General Session

- Call to Order
- Approval of Meeting Rules (Page 3-4)
- Approval of Agenda
- Finance Report - Anne White, Assistant Treasurer (Page 22)
- Bylaws Committee Report - Jean Delcher, Chair - Three Proposed Bylaw Amendments (Page 23-25)

STANDING COMMITTEE REPORTS

- Legislative – Ella Ennis, Deborah Yatsuk, Co-Chairs (Page 53-54)
- Fundraising - Anne Rutherford, Chair
- Membership - Melita Friend, Membership Chair
- Political Activities - Maria Sofia, Chair

SPECIAL COMMITTEE REPORTS

- Americanism - Karen Tully, Chair – Contest Winner
- Awards – Melita Friend, Chair
- Literacy – Liz Mumford, Chair
- Trumpeter - Anne White/Carol Randall, Co-Chairs

NEW BUSINESS

- Leadership scheduled for January 9th, Renditions in Bowie, Maryland.

ADJOURNMENT

MFRW Fall Convention
MEETING RULES

CELL PHONES – LOUD TALKING

All cell phones must be turned off or placed on vibrate. There shall be no loud conversations during the meeting. Those wishing to have a private conversation should move outside the meeting room.

DISCUSSION / DEBATE

A member must give her name and club affiliation when recognized by the chair.

No member shall speak for more than 2 minutes without the general consent of the voting members present. If there is an objection to the general consent, a formal vote must be taken, with a 2/3 vote required to extend the time for not more than 2 additional minutes.

No member may speak a second time until all others who wish to speak have had the opportunity to do so. No member may speak more than twice on the same issue and only if time allows.

Debate on each substantive issue shall be limited to 15 minutes except for issues that were preapproved for a longer period of time.

MOTIONS

A motion not on the agenda will be considered under New Business.

It must be:

1. Introduced by a member of the voting body,
2. Seconded by a member of the voting body, and
3. Submitted in writing to the Recording Secretary to ensure accuracy in stating the motion and recording it in the minutes.

TIMEKEEPERS

A timekeeper shall be appointed by the president to serve at the meeting.
The timekeeper shall indicate to each speaker a 30-second warning before the expiration of the time allowed.

VOTING

Pursuant to Article VI, Section 1(A) of the MFRW Bylaws, the voting body of the MFRW Board of Directors shall be the elected officers, the regional chairmen, the regional vice chairmen, the president (or proxy) of each club, all standing committee chairmen, and all former MFRW presidents who are regular members in good standing of a MFRW club.

VOTING: General Session (per MFRW Bylaws, Article X11

Section 3

A. A local club and its members must be in good standing to be eligible for representation at the state convention.
B. The voting members of the MFRW state convention are the MFRW Board of Directors, credentialed delegates and former MFRW Presidents who are regular members in good standing of a MFRW club.
C. Delegates are elected by each club in proportion to its membership, as certified by the MFRW Treasurer as on June 30th of the year of the Convention.
D. Each club is allowed one (1) delegate for each five (5) members.
E. Official MFRW credentials forms must be sent to the Recording Secretary at least one week before the convention.
F. Fifty (50) voting members (Board of Directors, credentialed delegates, and former MFRW Presidents who are regular members in good standing of a MFRW club) shall constitute a quorum.

Section 4

The annual state convention shall be open to all members of the MFRW and visitors, but only accredited delegates shall be entitled to a voice and a vote. Each delegate is entitled to one vote.

Maryland Federation of Republican Women
Fall Convention
October 25, 2025
MINUTES

Fall Convention was opened at 10:00 a.m. with the Pledge of Allegiance following the prayer breakfast and remembrance ceremony for members who have passed since Fall Convention 2024.

The **Board of Directors meeting** was called to order. Recording Secretary Melissa Brown announced receipt of 5 proxies for club presidents and, following roll call, that quorum was met. Spring Board 2025 minutes were approved as presented. The Board granted approval for Spring Board 2026 on Saturday, May 2nd in the Central or Montgomery region. The 2026 budget was adopted as presented. The Board of Directors meeting was adjourned.

General Session was called to order immediately following adjournment of the Board of Directors meeting. Meeting rules and agenda were approved as presented. All but 2 guests met voting eligibility requirements.

Treasurer Anne White reported the balances below at 17 October 2025. Bay Club 2025 brought in $4,510 from 41 contributors (26 individuals + 15 clubs). The Legacy Fund Advisory Committee has recommended and the Executive Committee has affirmed a $20K transfer to operating checking to cover the costs of Leadership 2026, Red Scarf Day 2026, and ½ Early Bird reimbursements to those attending the NFRW Biennial Convention.

Legacy Fund -- Checking		$ 568.21
Legacy Fund		$215,248.38
MORGAN STANLEY	$ 215,816.59	
Zelle		$ 4,065.32
Savings		$ 11,309.56
Checking		$ 14,126.66
WELLS FARGO	$ 29,501.54	
	$ 245,318.13	
	17-Oct-25	

STANDING COMMITTEE REPORTS

Bylaws Committee Chair Liliana Norkaitis reported receipt, review and acceptance of 3 suggested changes to the MFRW Bylaws:

1. Reference Legacy fund uses -- passed.
2. Letters of interest submitted directly to the Nominating Committee -- passed.
3. Designation of NFRW Biennial Convention at-large delegates and alternates - failed.

Maryland Federation of Republican Women
Fall Convention
October 25, 2025
MINUTES

Legislative – Ella Ennis shared thoughts for General Assembly 2026, including how Governor Wes Moore and Democrat legislators will address the budget deficit.

Membership -- Linda Stine Flint, Chair / Maria Sofia, Assistant Treasurer ○ 1,306 members at 17 Oct 2025 (vs. 1,154 in 2024 / 1,208 in 2023) ○ 8 clubs have achieved the NFRW's 70K goal (25% membership increase over 2023) -- Allegany, Calvert Leaders, Frederick, Garrett, Harford, Rural, Upper Montgomery, Wicomico Conservative ○ Newly organized club -- Washington County Republican Women's Club ○ Howard County Republican Women -- leadership has moved from the area -- will be deactivated at December 31st -- club charter and monies held for 3 years by MFRW pending re-activation

SPECIAL COMMITTEE REPORTS

- Americanism – Jean Hruz suggested that members mail President Trump brief "Thank You" messages, especially at times when his bold leadership is misrepresented by Democrats and legacy media.

- Literacy – Liz Mumford -- asked clubs to share a list of books they have donated as part of NFRW's Mamie Eisenhower Library Project over the past several years and other M.E.L.P. activities and communities they have organized or participated in.

- Trumpeter – Anne White -- next deadline: December 1st -- be sure to identify all individuals in photographs

UNFINISHED BUSINESS

- Members were reminding of the NFRW Endorsement Policy

- Ann Hand pin raffle winning ticket was drawn -- $605 proceeds will be forwarded to Chesapeake Charities for The Diana Waterman Scholarship

Maryland Federation of Republican Women
Fall Convention
October 25, 2025
MINUTES

- Report of the Nominating Committee was presented by member Lisa Herman. A motion to suspend the rules and elect those officers with no floor challenge passed unanimously. A written ballot was held for 1st Vice President, with Maria Sofia receiving 71 votes and Vikki Birkett receiving 34 votes.

	Committee	*Floor*
	nominee	*Nomination*
President:	Luanne Ruddell	
1st Vice President:	Maria Sofia	Vikki Birkett
2nd Vice President:	Linda Stine Flint	
3rd Vice President:	Anne Koutsoutis	
4th Vice President:	Jana Barberio	
Recording Secretary:	Jana Hobbs	
Corresponding Secretary:	Rebecca Tittermary	
Treasurer:	Susan Brainerd	
Assistant Treasurer:	Anne White	

NEW BUSINESS

MFRW officers for the 2026-2027 term of office were elected at the Biennial Convention in late September:

President:	Martha Jenkins (NC)	Member-at-large:	Chelle Davis (VA)
1st Vice President:	Karen Newton (TX)	Member-at-large:	Christine Peters (NH)
2nd Vice President:	Lorie Legere (OK)	Member-at-large:	Laurel Stiffler (KS)
3rd Vice President:	Keri Abernathy (MS)	Secretary:	Cindy Casaus (AZ)
4th Vice President:	Judy Barlow (AL)	Treasurer:	Heidi Parker Martin (LA)

Maria Sofia shared an artificial intelligence presentation (*Don't be afraid of AI*), demonstrated its use to compose a press release for Fall Convention, and took audience questions.

Marie Boshoff spoke on the "Orange Ballot" effort to counter the teacher union-backed "Apple Ballot".

Meeting was adjourned at 2:26 p.m.

ADDENDA: Credentials Report, approved 2026 Budget, Bylaws proposals #1 and #2

Maryland Federation of Republican Women
Fall Convention
October 25, 2025
MINUTES

				Board of Directors meeting										
				CREDENTIALS REPORT										
				FALL CONVENTION 2025						Mbrs 6/30/25	# of Credentialed Delegates	Club President	other Board members	CLUB TOTAL POSSIBLE
CLUB		**21**	**ELECTED OFFICERS**		**CLUB PRESIDENTS**	**15**								
Patuxent	President	1	Sharon Carrick	Allegany County Republican Women	~~Charity Friend~~					30	6	*1 via proxy*	1	7
Garrett	1st Vice President	1	Luanne Ruddell	Republican Women of Anne Arundel County	~~Anne Rutherford~~					16	3	*1 via proxy*	4	7
Upper Mont	2nd Vice President	1	Vikki Birkett	Republican Women of Baltimore County	Louise Baker	1				113	22	1	2	25
Wico Cons	3rd Vice President	1	Jana Hobbs	Republican Women of Calvert County	Tisha Stone					11	2	1		3
Harford	4th Vice President	1	Liliana Norkaitis	Republican Women Leaders of Calvert	~~Jana Barberio~~					49	9	*1 via proxy*	3	12
Anne Arund	Treasurer	1	Anne White	Caroline Courty Republican Women's Club	Lynn Faulstick	1				15	3	1		4
Anne Arund	Assistant Treasurer	1	Maria Sofia	Republican Women of Carroll County	Kim Zentz	1				10	2	1		3
Anne Arund	Recording Secretary	1	Melissa Brown	Republican Women of Cecil County	Christel Petrizzo					22	4	1	1	6
Wico Cons	Corresponding Secretary	1	Becca Tittermary	Republican Women of Charles County	Stacey Lehn					10	2	1		3
			REGIONAL CHAIRS	Chesapeake Republican Women	Laurie Plemons	1				35	7	1		8
Patuxent	Central Region	1	Brenda Yarema	Chevy Chase Women's Republican Club	Lorraine Kuchmy	1	Proxy - Kerry August			115	23	1	2	26
Worcester	Eastern Region		Sandy Zitzer	Republican Women of Frederick County	Cindy Rose	1				23	4	1		5
Chevy Chase	Montgomery Federation		Anne Koutsoutis	Garrett County Republican Women's Club	Patty Hammond	1				102	20	1	2	23
Baltimore	Northern Region	1	Kathryn Jerrard	Harford County Republican Women	~~Linda Stine Flint~~	1	Proxy - Diana Sadowski			86	17	1	2	20
Calv Ldrs	Southern Region	1	Jana Barberio	Hopkins Women's Republican Club	Gail Thies	1				12	2	1		3
Garrett	Western Region	1	Melita Friend	Howard County Republican Women	Lisa Feinberg					16	3	1		4
			REGIONAL VICE CHAIRS	MD Republican Women Empowered	Kendel Ehrlich					11	2	1		3
Severna Pk	Central Region	1	Marilyn Cowan	Patuxent Republican Women	~~Marilyn Akinfolarin~~					13	2	1	2	5
Worcester	Eastern Region	1	Beth Rodier	Potomac Women's Republican Club	Karin Walker	1				117	23	1		24
Rural	Montgomery Federation	1	Patsy Dillingham	Rural Women's Republican Club	Elizabeth Ohmen	1				55	11	1	1	13
Chevy Chase	Montgomery Federation		Nancy Griffin	Republican Women of St Mary's	Lynn Delahay					43	8	1		9
Cecil	Northern Region		J.T. Wilson	Severna Park Republican Women's Club	Amy Leahy	1	Proxy - Kim Weir			83	16	1	1	18
Calv Ldrs	Southern Region	1	Donna Zupancic	Republican Women of Taneytown	Robin Frazier					11	2	1		3
Allegany	Western Region	1	Charity Friend	Upper Montgomery Republican Women's Club	~~Vikki Birkett~~	1	Proxy - Brigitta Mullican			68	13	*1 via proxy*	1	14
			STANDING COMMITTEES	Wicomico Conservative Republican Women	~~Jana Hobbs~~	1	Proxy - Susan Beachamp			24	4	*1 via proxy*	2	6

n/a	Bylaws		~~Liliana Norkaitis~~	Republican Women of Worcester County	Jean Delcher	1		147	29	1	2	32
n/a	Communications		~~Becca Tittermary~~					**1,237**	**239**	**21**	**26**	**286**
n/a	Finance		~~Anne White~~	***Strikethrough = duplicate***								
n/a	Fundraising		~~Maria Sofia~~									
Calv Ldrs	Legislative	1	Ella Ennis	**MFRW Bylaws, Article XII**								
Harford	Membership	1	Linda Stine Flint	Voters = credentialed delegates + Board members (Sec 3B)								
n/a	Political Activities		VACANT Anne Rutherford	(voice and vote)								
Anne Arund	Program			Club -- 1 delegate per 5 members @ June 30th (Sec 3C)								
			PAST PRESIDENTS	Quorum = 50 voting members (Sec 3F)								
Baltimore	Past President	1	Carol Randall									

Proposed 2026 BUDGET

Maryland Federation of Republican Women

Anne White, Treasurer

$	5,050	Income Total		$ 4,510	$ 5,050	$ 4,824	$ 4,210		
$	(500)	Expense		$ -	$ (216)	$ -	$ (477)		
$	**4,550**		**Bay Club**	**$ 4,510**	**$ 4,834**	**$ 4,824**	**$ 3,733**		
	60 @ $60			*61@$60*					
$	3,600	Income (reg, sponsors& vendor)		$ 3,735	$ 3,419	$ 9,205	$ 2,170		
$	1,000	Sponsors		$ -	$ 185	$ 1,000	$ -		
$	(2,500)	Expense		$ (1,838)	$ (5,844)	$ (4,758)	$ (1,795)		
$	**2,100**		**Spring Board meeting**	**$ 1,897**	**$ (2,240)**	**$ 5,447**	**$ 375**		
	60 @ $100			*est. 60 @ $125*	*72 @ $70*	*64 @ $60*			
$	6,000	Income		$ 7,500	$ 5,735	$ 8,670	$ 8,503		
$	(4,000)	Expense		$ (4,034)	$ (6,497)	$ (3,517)	$ (9,744)		
$	**2,000**		**Fall Convention**	**$ 3,466**	**$ (762)**	**$ 5,153**	**$ (1,241)**		
$	15,000	Income		$ 1,370.00	$ 850	$ 5,150	$ 5,790		
$	2,500	Sponsors		$ 760.00	$ 655	$ -	$ 2,300		
$	(8,000)	Expense		$ (324.00)	$ (1,149)	$ (3,520)	$ (8,213)		
$	9,500		**Brunch / Tea/ Fall on the Farm / Luncheon**	**$ 1,806**	**$ 356**	**$ 1,630**	**$ (123)**		
$	1,000	Income		$ 900.00	$ 1,000	$ 1,306	$ 602		
$	(200)	Expense		$ -	$ (200)	$ (688)	$ -		
$	800		**MFRW fundraisers (raffles)**	**$ 900.00**	**$ 800**	**$ 618**	**$ 602**		

INCOME SUMMARY						
$ 18,950	Bay Club & events income (net)	$ 12,579	$ 2,989	$ 17,672	$ 3,346	
$ 250	Contributions -- Legacy Fund	$ 255	$ 250	$ 200	$ 150	
$ 200	Contributions -- general (closed club capture)	$ 3,000	$ 200	$ 150		

$ 200	Contributions -- closed club / funds surrender						
$ 7,000	Dues ($25 per member minus $20 to NFRW)	$ 6,615	$ 6,160	$ 6,100	$ 6,485		
$ 350	Interest income	$ 700	$ 351	$ 366	$ 687		
$ 100	Pins	$ 83	$ 31	$ 101	$ 340		
$ 2,000	Raffles (net)	$ 900	$ 260	$ 1,900			
$ 300	Miscellaneous income	$ 10	$ 19	$ -			
$ 100	Red Scarf Day sponsors	$ -	$ 100	$ -			
$ 1,000	Scarves & shirts&Totes	$ 475	$ 400	$ 2,478	$ 3,268		
$ 3,000	Income & Distributions -- Morgan Stanley	$ 2,949	$ 13,735	$ 7,312	$ 4,069		
$ 18,500	Unrealized Gain (Loss) -- Morgan Stanley	$ 19,762	$ 16,185	$ 22,400	$ 16,618		
$ 45,360	**TOTAL INCOME**	$ 47,328	$ 40,680	$ 58,680	$ 34,964		
	Number of members -- paid to NFRW	1,305	1,154	1,220	1,424		

Proposed Budget		Actual 9/15/25	Actual	Actual	Actual
2026	**MD Federation of Republican Women**	**2025**	**2024**	**2023**	**2022**
	BAY CLUB AND EVENTS				
$ 4,950	Bay Club dues (41)	$ 4,510	$ 4,950	$ 4,730	$ 4,180	$ 100	Other income
	(donations)	$ -	$ 100	$ 94	$ 30		

Proposed 2026 BUDGET

Maryland Federation of Republican Women

$ 3,000	President's expenses	$ 2,577	$ 2,123	$ 693	$ 2,837
$ 750	Executive Board expenses	$ 250	$ 688	$ 27	$ -
$ 4,000	Accounting services (QB and accountant fee)	$ 1,204	$ 3,944.63	$ 3,535	$ 2,760
$ 1,000	Committee expenses (Standing & Special)	$ 46	$ 1,161	$ -	$ -
$ 2,500	Communications -- texting	$ -	$ 871	$ 2,490	$ 477
$ 500	Communications - Mail Chimp (email)	$ 586	$ 501	$ 277	$ -
$ 175	Communications -- video conferencing	$ 174	$ 150	$ 172	$ 905
$ 100	Communications -- other (website, domain, etc)	$ 300	$ 1,153	$ 4,325	$ -
$ 750	Communications -- Trumpeter / Call	$ 655	$ 514	$ 823	$ 1,231
$ 210	Insurance & bonds	$ 205	$ 210	$ 205	$ 215
$ 305	Legislative Day2 visits	$ 303	$ -	$ -	$ -
$ 4,600	Leadership Conference venue and materials	$ 4,464	$ 6,162	$ 5,128	$ 4,130
$ 200	Memorials	$ -	$ 1,000	$ -	$ -
$ 500	Miscellaneous expense	$ 296	$ 29	$ 658	$ -
n/a	NFRW Convention -- reimburse attendees	$ 6,750	n/a	$ 6,438	n/a
n/a	NFRW convention -- trading pins	$ 1,598	n/a	$ 244	n/a
$ 500	NFRW - donations (funds/scholarships/fundraisers)	$ 50	$ 50	$ -	$ -

$ 1,000	NFRW -- Regents membership	$ 1,000	$ 1,000	$ 1,000	$ 1,000	
$ 350	Payment costs (PayPal, Stripe, credit card)	$ 310	$ 300	$ 171	$ 288	
$ 220	PO Box -- annual rent	$ 210	$ 200	$ 194	$ 182	
$ 3,000	Political education	$ -	$ -	$ -	$ -	
$ 500	Postage	$ 567	$ 378	$ 180	$ 705	
$ 500	Printing	$ 320	$ -	$ -	$ 34	
$ 8,000	Red Scarf Day venue & materials	$ 7,865	$ 6,686	$ 9,509	$ 5,680	
$ 1,300	Quick Books Online	$ 1,205	$ 1,116	$ 685	$ 1,008	
$ 1,000	Scarves & shirts - convention apparel	$ 753	$ -	$ 1,148	$ 4,097	
$ 500	Office supplies & software	$ 121	$ 75	$ 1,231	$ 218	
$ 4,100	Taxes (on Legacy investment revenue)	???	$ 1,396	$ 3,317	$ 4,032	
$ 39,560	TOTAL EXPENSES	$ 31,810	$ 29,708	$ 42,449	$ 29,798	
$ 6,590	Rainy Day Fund	$ 15,517	$ 10,972	$ 16,231	$ 5,166	

Anne White, Treasurer

Proposed Budget		Actual 9/15/25	Actual	Actual	Actual
2026	MD Federation of Republican Women	2025	2024	2023	2022
	EXPENSE SUMMARY				
	Mileage reimbursement (federal rate) $ 550	1,248	NFRW meeting expenses		
	Other expenses	$ 779			

Bylaws Amendment #1 – MFRW Spring Board 2025

Name: MFRW Bylaws Committee

Submitted by: Liliana Norkaitis, Chair

Date: 15 March 2025

RATIONALE FOR PROPOSED CHANGE

Ensure appropriate use of Legacy funds

BYLAWS ARTICLE AND SECTION BEING ADDRESSED

Article IV Section 8 – Duties of the MFRW Treasurer

PROPOSED CHANGE

Add a specific reference to the use of Legacy funds

EXACT WORDING OF BYLAW AS PROPOSED

Bolded text has been added.

Article IV – MFRW Officers and their Duties

Section 8 – Duties of the MFRW Treasurer

The Treasurer shall:

A. *Have custody of the corporate funds; keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Corporation; deposit all MFRW funds upon receipt from Assistant Treasurer, and other chairman who receive income for events (e.g. Bay Club, Legacy Fund) and deposit them in the name of Maryland Federation of Republican Women in a bank(s) account(s) as may be designated by the Executive Committee.*

B. *Disburse funds of the Corporation according to the budget approved by the MFRW Board of Directors, taking proper vouchers for such disbursements.*

a. Ensure that disbursements from the Legacy Fund are in compliance with the "Implementation" provisions of the Legacy governance document dated January 23, 2025.

Bylaws Amendment #1 – MFRW Spring Board 2025

C. Keep accurate records, receipts and vouchers of all income and disbursements. These records will be open to inspection by the Board of Directors.

D. Prepare treasurer's reports of all transactions for the Executive Committee, Board of Directors, and conventions.

E. Be bonded. MFRW will pay the premium for the bonding of the Treasurer for the faithful discharge of her duties.

F. Serve as a member of the Finance Committee.

G. At the end of her term, pass all MFRW books, papers and records of whatever kind, in her possession, to the succeeding Treasurer.

H. Perform such other duties as may be assigned by the MFRW president.

Bylaws Amendment #2 – MFRW Convention 2025

Name: MFRW Bylaws Committee

Submitted by: Anne White

Date: 14 June 2025

RATIONALE FOR PROPOSED CHANGE

Unnecessary duplicate effort

BYLAWS ARTICLE AND SECTION BEING ADDRESSED

Article IX Section 3 – Nominations

PROPOSED CHANGE

Section 3-C: Strike “Corresponding Secretary” and replace with “Nominating Committee”

Section 3-D: Strike “Corresponding Secretary” and replace with “Nominating Committee Chair”

EXACT WORDING OF BYLAW AS PROPOSED

Bolded text has been added.

Article IX – Nominations Section 3

A. Within 14 days following the MFRW Spring Board of Directors meeting in the odd-numbered years, a call for letters of interest shall be posted on the MFRW website and distributed to members via the MFRW email list.

B. The announcement shall include the offices to be filled, the Bylaws sections that delineate the duties of each office, and the email address and deadline for submission.

C. Those interested in serving as an elected officer of the MFRW shall electronically submit their letter of interest to the MFRW ~~Corresponding Secretary~~ ***[Nominating Committee]*** *within 30 days of the website posting and email announcement.*

D. After the submission deadline and at least 14 days prior to the meeting of the Nominating Committee at which letters of interest will be reviewed, the MFRW ~~Corresponding Secretary~~ ***[Nominating Committee Chair]*** *will forward submissions to all members of the Nominating Committee.*

2027 PROPOSED MFRW BUDGET

	A	B	C	D	E	F	G	H
1		Number of members -- paid to NFRW	1407		1305	1154	1220	1424
2	**Proposed**			**Amended Budget**				
3	**Budget**		**2026 to date**	**Budget**	**Actual**	**Actual**	**Actual**	**Actual**
4	**2027**	**MD Federation of Republican Women**	**9/30/2026**	**5/7/2026**	**2025**	**2024**	**2023**	**2022**
5		**BAY CLUB AND EVENTS**						
6	$ 5,500	Bay Club dues (47) in2026	$ 5,170.00	$ 4,950.00	$ 4,510.00	$ 4,950	$ 4,730	$ 4,180
7	$ 100	Other income (donations)	$ -	$ 100.00	$ -	$ 100	$ 94	$ 30
8	$ 5,600	Income Total	$ 5,170.00	$ 5,050.00	$ 4,510.00	$ 5,050	$ 4,824	$ 4,210
9	$ (500)	Expense	$ -	$ (500.00)	$ -	$ (216)	$ -	$ (477)
10	**$ 5,100**	**Bay Club**	**$ 5,170.00**	**$ 4,550.00**	**$ 4,510.00**	**$ 4,834**	**$ 4,824**	**$ 3,733**
11								
12	*75 @ $75*		83@$75	*60 @ $60*	*61@$60*			
13	$ 5,625	Income (reg & vendor)	$ 6,225.00	$ 3,600.00	$ 3,735.00	$ 3,419	$ 9,205	$ 2,170
14	$ 1,000	Sponsors	$ 1,775.00	$ 1,000.00		$ 185	$ 1,000	$ -
15	$ (5,000)	Expense	$ (6,349.92)	$ (2,500.00)	$ (2,072.35)	$ (5,844)	$ (4,758)	$ (1,795)
16	**$ 1,625**	**Spring Board meeting**	**$ 1,650.08**	**$ 2,100.00**	**$ 1,662.65**	**$ (2,240)**	**$ 5,447**	**$ 375**
17								
18	*70 @ $75*		70@$30 and $45	*60 @ $100*	*119@125*	*72 @ $70*	64@60	
19	$ 5,250	Income (reg. & vendor) **ACTIVE**	**$ 630.00**	$ 6,000.00	$ 14,920.00	$ 5,735	$ 8,670	$ 8,503
20	$ 1,350	Friday Dinner & LI Seminar	**$ 450.00**					
21	$ 1,000	Sponsors	$ 1,100.00	$ -	$ -			
22	$ (5,000)	Expense (so far)	$ (175.00)	$ (4,000.00)	$ (14,993.71)	$ (6,497)	$ (3,517)	$ (9,744)
23	**$ 2,600**	**Fall Convention**	**$ 2,005.00**	**$ 2,000.00**	**$ (73.71)**	**$ (762)**	**$ 5,153**	**$ (1,241)**
24								
25	$ 15,000	Income	did not host a	did not host a	did not host a	did not host a	did not host a	$ 3,090
26	$ 2,500	Sponsors	luncheon	luncheon	luncheon	luncheon	luncheon	$ 2,300
27	$ -	Erhlich Books	in 2026	in 2026	in 2025	in 2024	in 2023	$ 460
28	$ (8,000)	Expense						$ (6,345)
29	**$ 9,500**	**Luncheon**	**$ -**	**$ -**	**$ -**	$ -	**$ -**	**$ (495)**
30								
31								
32	$ 1,000	Income	$ 600.00	$ 1,000.00	$ 900.00	$ 1,000	$ 1,306	$ 602
33	$ (200)	Expense	$ -	$ (200.00)	$ -	$ (200)	$ (688)	
34	**$ 800**	**MFRW fundraisers (raffles)**	**$ 600.00**	$ 800.00	**$ 900.00**	**$ 800**	**$ 618**	**$ 612**
35								
36			54@40					

2027 PROPOSED MFRW BUDGET

	A	B	C	D	E	F	G	H
2	Proposed			Amended Budget				
3	Budget		2026 to date	Budget	Actual	Actual	Actual	Actual
4	2027	MD Federation of Republican Women	9/30/2026	5/7/2026	2025	2024	2023	2022
37	$ 2,000	Income	$ 2,160.00	$ 1,000.00	$ 1,475.00	$ 710	$ 5,150	$ 2,700
38	$ 500	Sponsors	$ 575.00	$ 1,000.00	$ 775.00	$ 770		
39	$ 500	Raffle	$ 1,725.00	$ 500.00				
40	$ (500)	Expense	-1889.33	$ (500.00)	$ (420.22)	$ (1,947)	$ (3,520)	$ (1,408)
41	**$ 2,500**	~~Tea/Luncheon/Brucnh/Fall on the Farm/~~**Cruise**	**$ 2,570.67**	**$ 2,000.00**	**$ 1,829.78**	**$ (467)**	**$ 1,630**	**$ 1,292**
42								
43		SUMMARY INCOME						
44	$ 22,125	Event income (net) total from above activites	$ 11,995.75	$ 11,450.00	$ 8,828.72	$ 2,166	$ 17,672	$ 543
45	$ 250	Contributions -- Legacy Fund	$ 200.00	$ 250.00	$ 300.00	$ 250	$ 200	$ 150
46	$ 200	Contributions -- general (closed club capture)		$ 200.00	$ 3,000.00	$ 200	$ 150	
47	$ 7,000	Dues ($25 & fee paid to MFRW less $20 to NFRW)	$ 7,035.00	$ 7,000.00	$ 6,540.00	$ 6,160	$ 6,100	$ 6,485
48	$ -	Fundraising webinar 6-9-21		$ -	$ -	$ -	$ -	
49	$ 350	Interest income	$ 475.25	$ 350.00	$ 699.82	$ 351	$ 366	$ 687
50	$ 100	Pins	$ 20.00	$ 100.00	$ 83.00	$ 31	$ 101	$ 340
51	$ 2,000	Raffles (net)	incl above	$ 2,000.00	$ 900.00	$ 260	$ 1,900	
52	$ 300	Miscellaneous income		$ 300.00	$ 10.00	$ 19	$ -	
53	$ 100	Red Scarf Day sponsors	$ -	$ 100.00	$ -	$ 100	$ -	
54	$ 1,000	Scarves & shirts&Totes	$ 630.00	$ 1,000.00	$ 475.00	$ 400	$ 2,478	$ 3,268
55	$ 25,000	Transfer from Legacy Fund	$ -	$ 15,000.00	$ 14,500.00	$ 21,000		
56	$ 3,620	Income & Distributions -- Morgan Stanley	**$ 2,714.64**	$ 2,500.00	$ 2,864.00	$ 538	$ 0	$ 4,757
57	$ -	Unrealized Gain -- Morgan Stanley	**$ 1,950.19**	$ 1,500.00	$ 1,241.41	$ 14,373	$ 580	$ (26,966)
58	**$ 62,045**	**TOTAL INCOME**	$ 25,020.83	**$ 41,750.00**	**$ 39,441.95**	**$ 45,848**	**$ 29,547**	**$ (10,737)**
59					$ 18,668.72			
60		SUMMARY EXPENSES						
61	$ 9,500	President's expenses (incl NFRW conv 2027)	$ 5,485.29	$ 7,500.00	$ 3,210.19	$ 3,273	$ 693	$ 2,837
62	$ 1,000	Executive Board expenses	$ -	$ 1,000.00	$ 250.00	$ 688	$ 27	
63	$ 4,000	Accounting services	invoice to come	$ 4,000.00	$ 4,709.00	$ 3,944.63	$ 3,535	$ 2,760
64	$ 400	Bank charges	$ -	$ 400.00	$ 310.00	$ 162	$ -	
65	$ -	Closed clubs -- reversion	$ -	$ -	$ -	$ -	$ -	
66	$ 1,000	Committee expenses (Standing & Special)	$ 65.18	$ 1,000.00	$ 46.08	$ 1,161	$ -	
67	$ 2,500	Communications -- texting	$ -	$ 2,500.00	$ -	$ 871	$ 2,490	$ 477
68	$ 575	**Communications - Mail Chimp (email)**	$ 370.80	$ 500.00	$ 586.35	$ 501	$ 277	
69	$ 175	Communications -- video conferencing/Zoom	$ 164.70	$ 175.00	$ 174.29	$ 150	$ 172	$ 905
70	$ 1,000	Communications -- other (website, domain, etc)	$ 1,007.78	$ 100.00	$ 75.00	$ 1,153	$ 4,325	

2027 PROPOSED MFRW BUDGET

	A	B	C	D	E	F	G	H
2	**Proposed**			**Amended Budget**				
3	**Budget**		**2026 to date**	**Budget**	**Actual**	**Actual**	**Actual**	**Actual**
4	**2027**	**MD Federation of Republican Women**	**9/30/2026**	**5/7/2026**	**2025**	**2024**	**2023**	**2022**
71	$ 750	Communications -- Trumpeter / Call	$ 506.78	$ 750.00	$ 655.15	$ 514	$ 823	$ 1,231
72	$ 256	Insurance & bonds	$ 256.00	$ 210.00	$ 205.00	$ 210	$ 205	$ 215
73	$ 900	Legislative Day2 visits	$ 839.71	$ 305.00	$ -	$ -	$ -	$ -
74	$ 6,000	Leadership Conference venue and materials	$ 5,243.13	$ 4,600.00	$ 4,256.96	$ 6,162	$ 5,128	$ 4,130
75	$ 200	Memorials	$ -	***0 .00***	$ 605.00	$ 1,000	$ -	
76	$ 500	Miscellaneous expense	$ 30.25	***$ 307.50***	$ 296.20	$ 29	$ 658	
77	$ 7,500	**NFRW Convention -- reimburse attendees**	$ -	$ -	$ 6,750.00	$ -	$ 6,438	$ -
78	$ 500	NFRW - donations (funds/scholarships/fundraiser	$ -	***$ 250.00***	$ 50.00	$ 50	$ -	
79	$ 1,000	NFRW Regents membership	$ -	$ 1,000.00	$ 1,000.00	$ 1,000	$ 1,000	$ 1,000
80	$ 350	Payment costs (PayPal, Stripe)	$ 274.42	$ 350.00	$ 310.08	$ 300	$ 171	$ 288
81	$ 1,600	Trading Pins - NFRW convention	$ -	$ -	$ 1,598.00	$ 250	$ 244	$ 442
82	$ 225	**PO Box -- annual rent**	**$ 62.50**	***$ 62.50***	$ 210.00	$ 200	$ 194	$ 182
83	$ 1,000	Political donations	$ -	$ 2,500.00	$ -	$ -	$ -	
84	$ 1,000	Political education	$ -	***$ 500.00***		$ -	$ -	
85	$ 500	Postage	$ 214.00	***$ 250.00***	$ 566.90	$ 378	$ 180	$ 705
86	$ 500	Printing	within event	$ 500.00	$ 320.37	$ -	$ -	$ 34
87	$ 1,000	Public relations & marketing	$ -	$ 1,000.00	$ -	$ -	$ -	
88	$ 9,000	Red Scarf Day venue & materials	$ 8,578.45	$ 8,000.00	$ 7,865.41	$ 6,686	$ 9,509	$ 5,680
89	$ 1,680	**Quick Books Online**	$ 1,550.70	$ 1,300.00	$ 1,204.70	$ 1,116	$ 685	$ 1,008
90	$ 1,000	Scarves & shirts - convention apparel	$ -	***$ 250.00***	$ 752.95	$ -	$ 1,148	$ 4,097
91	$ -	Scholarships & awards	$ -	$ -	$ -	$ -	$ -	
92	$ 500	Office supplies & software		***$ 300.00***	$ 120.51	$ 75	$ 1,231	$ 218
93	$ 4,100	Taxes	to come	$ 4,100.00	$ 878.81	$ 1,396	$ 3,317	$ 4,032
94	$ 60,211	TOTAL EXPENSES	$ 24,649.69	**$ 43,710.00**	**$ 36,128.14**	**$ 31,271**	**$ 42,449**	**$ 30,240**
95	**$ 1,834**	**EXCESS/(DEFICIT)**	**$ 371.14**	**$ (1,960.00)**	**$ 3,313.81**	**$ 14,577**	**$ (12,902)**	**$ (14,769)**
96								
97		***COLUMN D - ITALICIZED NUMBERS = AMENDED BUDGET ITEMS 2026***						
98								
99		BLUE NUMBERS INDICATE MORE INFO TO COME FOR 2026						
100								
101								

MFRW FINANCE REPORT

9/30/2026

BANK ACCOUNTS		
Legacy Fund -- checking		
Bank balance	$	593.49
Legacy Fund		
Bank balance	$	221,382.66
Wells Fargo -- checking (1939)		
Bank Balance	$	17,857.45
Wells Fargo -- savings (7332)		
Bank balance	$	14,791.79

Bay Club	
47 members	$5,170

Bylaws Amendment #1 MFRW Fall Convention 2026

Name: Treasurer's Duties

Submitted by: MFRW Bylaws Committee
Jean Delcher, Chair

Date: August 16, 2026

RATIONALE FOR PROPOSED CHANGE

Address process change in receipt of MFRW funds

Club dues and annual club fee are now sent directly to the Treasurer (not the Assistant Treasurer) or transmitted via Zelle directly into the checking account.

BYLAWS ARTICLE AND SECTION BEING ADDRESSED

Article IV, Section 8

A. *Have custody of the corporate funds; keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Corporation; deposit all MFRW funds upon receipt from Assistant Treasurer, and other chairman who receive income for events (e.g. Bay Club, Legacy Fund) and deposit them in the name of Maryland Federation of Republican Women in a bank(s) account(s) as may be designated by the Executive Committee.*

PROPOSED CHANGE

- Reword to better define the Treasurer's duty to ensure that all funds received have been deposited into the appropriate MFRW bank account.

- Remove wording duplicated in Item C -- "*keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Corporation"*

EXACT WORDING OF BYLAW AS PROPOSED

A. Have custody of the corporate funds and ensure that all MFRW funds have been deposited into the bank account belonging to the Maryland Federation of Republican Women appropriate for the designated source or intended use of those funds.

Bylaws Amendment #2 – MFRW Fall Convention 2026

Name: Finance Committee Membership

Submitted by: Patuxent Republican Women
Marilyn Cowan, President

Date: August 16, 2026

RATIONALE FOR PROPOSED CHANGE

Better define membership of the Finance Committee

BYLAWS ARTICLE AND SECTION BEING ADDRESSED

Article VIII, Section 1

A. *The Finance Committee along with the MFRW First Vice President, the Treasurer and Assistant Treasurer shall prepare a budget for the upcoming year to be presented at the Fall Board of Directors Meeting, preceding the Annual Convention.*

PROPOSED CHANGE

- Change “along with” to “shall consist of” -- add “for inclusion in the Call to Convention and vote” at the Fall Board of Directors Meeting…
- Add “one MFRW member designated by the President” and the MFRW President to the Committee membership as currently defined
- Define quorum
- Modify sentence structure to incorporate changes

Note: The President, as an ex-officio member of the Committee pursuant to Bylaws Article IV, Section 4(F), has a vote but is not counted when determining the number required for a quorum or whether a quorum is present [RONR (12th Ed) 47:20].

EXACT WORDING OF BYLAW AS PROPOSED

The Finance Committee shall consist of the MFRW President in her ex-officio capacity, the First Vice President, the Treasurer, the Assistant Treasurer, and one MFRW member designated by the President. A majority of Committee members (excluding the ex-officio member) shall constitute a quorum. The Committee shall prepare a budget for the upcoming year for inclusion in the Call to Convention and vote at the Fall Board of Directors Meeting preceding the Annual Convention.

Bylaws Amendment #3 – MFRW Fall Convention 2026

Name: Corresponding Secretary Duties

Submitted by: MFRW Bylaws Committee
Jean Delcher, Chair

Date: September 1, 2026

RATIONALE FOR PROPOSED CHANGE

Update the actual duties of the Corresponding Secretary because some listed are the duty of the President

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BYLAWS ARTICLE AND SECTION BEING ADDRESSED

Article IV section 7A and 7D
7A. Send notices for all meetings.
7D. Notify new clubs of their admission to membership

PROPOSED CHANGE

Remove 7A and 7D and relist existing duties

EXACT WORDING OF BYLAW AS PROPOSED

The Corresponding Secretary shall:

A. Conduct correspondences as may be requested by the President or Board of Directors.

B. Compile a Directory annually for distribution to all members of the Board of Directors.

C. Work with Recording Secretary to certify all voting members and proxies at Board of Director and Convention meetings.

D. Perform such other duties as may be assigned by the MFRW President.

CLUB COUNT

2020	2021	2022	2023	2024	2025	2026	Club	Charter #	NFRW Awards as of 6/15/2026
18	38	21	15	14	30	33	Allegany Co. RW	31004704	Liberty Builder's/Patriot
39	42	43	25	24	16	21	RW of Anne Arundel Co.	31003337	**Signer's Circle**/Liberty Builder's/Patriot
140	178	189	144	127	120	120	RW of Baltimore Co.	31002859	
29	40	17	18	13	11	16	RW of Calvert County	31002958	**Signer's Circle**/Liberty Builder's/Patriot
38	35	40	17	48	50	43	RW Leaders of Calvert	31004603	
19	21	28	21	18	17	23	Caroline County RWC	31000390	**Signer's Circle**/Liberty Builder's/Patriot
17	30	31	16	10	13	22	RW of Carroll County	31003448	**Signer's Circle**/Liberty Builder's/Patriot
12	41	36	28	20	24	15	RW of Cecil Co.	31000218	
23	26	13	25	15	10	16	RW of Charles County	31005105	**Signer's Circle**/Liberty Builder's/Patriot
65	79	76	62	54	41	60	Chesapeake RW	31005005	**Signer's Circle**/Liberty Builder's/Patriot
135	119	112	111	111	120	113	Chevy Chase WRC	31000659	
23	30	29	20	12	27	39	RW of Frederick County	31003520	**Signer's Circle**/Liberty Builder's/Patriot
62	65	84	81	92	105	95	Garrett Co. RWC	31004054	
115	113	81	76	41	108	141	Harford Co. RW	31001247	**Signer's Circle**/Liberty Builder's/Patriot
11	11	10	13	12	12	11	Hopkins WRC	31001423	
13	14	14	12	14	13	15	Patuxent RW	31000117	Liberty Builder's/Patriot
128	134	131	110	91	118	87	Potomac WRC	31002358	
29	27	33	42	37	56	62	Rural WRC	31002662	Liberty Builder's/Patriot
92	110	112	98	37	43	37	RW of St. Mary's	31003156	
27	33	42	37	87	86	81	Severna Park RWC	31003965	
11	12	11	11	12	11	13	RW of Taneytown	31003760	Liberty Builder's/Patriot
10	24	35	32	54	76	106	Upper Montgomery RWC	31005306	**Signer's Circle**/Liberty Builder's/Patriot
						44	Washington County RWC	31000126	Liberty Builder's/Patriot
13	19	17	19	22	24	34	Wicomico Conservative RW	31000118	**Signer's Circle**/Liberty Builder's/Patriot
130	135	146	145	153	150	161	RW of Worcester Co.	31003384	
1,199	1,376	1,351	1,178	1,118	1,281	1,408			
						UPDATED 10/10/2026			
							Inactive Club(s)		
32	28	44	30	26	16		Howard Co. RW	31001581	
4	21	12	12	11	11		MD RW Empowered	31000116	
52	55	19					Mid Shore	31002099	
2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**Club**	**Charter #**	
1,287	1,480	1,426	1,220	1,155	1,308				

Maryland Federation of Republican Women

Maryland Republican women began to organize as soon as women won the right to vote in 1920. In June 1921, fifty Republican women from throughout Maryland gathered in Baltimore for an organizational meeting and returned home to form clubs in their neighborhoods. In 1938, Maryland was one of eleven state federations that joined together to form the National Federation of Republican Women.

As we said “goodbye” to 2025, there were 26 federated clubs and 1,306 members of the Maryland Federation of Republican Women. We will begin 2026 with 25 federated clubs.

VISION

The Maryland Federation of Republican Women (MFRW) is committed to a tradition of empowering women from all backgrounds to serve as leaders in political, governmental, and civic arenas. We are the strongest unified group of voting Republican women in Maryland.

MISSION

The mission of the MFRW is to support its affiliated clubs in their efforts to function efficiently, harmoniously and optimally in achieving the purposes of this organization. The MFRW also provides support and resources to empower women to establish new clubs.

PURPOSE

Purposes of this organization are defined in Article II of our Bylaws:

- Increase the effectiveness of women in the cause of good government;
- Disseminate information to its affiliated clubs;
- Inform the public through political education and activity;
- Foster loyalty to the Republican Party at all levels of government;
- Promote the principles of the Republican Party;
- Work for Republican candidates in all elections, including non-partisan elections;
- Support the objectives and policies of the Republican National Committee; and
- Perform any lawful activity not inconsistent with the foregoing.

VALUES

The MFRW and its affiliated clubs ascribe to the highest ethical standards. We respect, appreciate and value diverse perspectives, build relationships based on trust, and relate to others as individuals without regard for role, authority, skill, or experience.

ORGANIZATIONAL STRUCTURE

NFRW

National Federation of Republican Women

Governance: National Federation of Republican Women Bylaws (amended Sep 2025)

MFRW

Maryland Federation of Republican Women

Governance: Bylaws -- Maryland Federation of Republican Women Inc (amended Oct 2025)

WESTERN REGION
Allegany County RW
RWC of Frederick County
Garrett County RWC
RWC of Taneytown
Washington County RWC

NORTHERN REGION
RW of Baltimore County
RW of Carroll County
RW of Cecil County
Harford County RW
Hopkins WRC

SOUTHERN REGION
RW of Calvert County
RW Leaders of Calvert
RW of Charles County
RW of St Mary's

MONTGOMERY FEDERATION
Chevy Chase WRC
Potomac WRC
Rural WRC
Upper Montgomery WRC

EASTERN REGION
Caroline County RWC
Chesapeake RW
Wicomico Conservative RW
RW of Worcester County

CENTRAL REGION
RW of Anne Arundel County
Patuxent RW
Severna Park RWC

<u>Governance of affiliated clubs</u>

National Federation of Republican Women Bylaws (amended Sep 2025)
Bylaws -- Maryland Federation of Republican Women Inc (amended Oct 2025)
Club bylaws

RW = Republican Women
RWC = Republican Women's Club
WRC = Women's Republican Club

MFRW Executive Committee 2026-2027

MFRW Bylaws, Article VIII, Section 1

The Executive Committee is composed of the MFRW elected officers, the MFRW regional chairmen, and any past MFRW presidents willing and able to serve who are regular members in good standing of an MFRW club.

OFFICERS and PAST PRESIDENT

President
Luanne Ruddell
(301) 501-0444
luanneruddell@yahoo.com

1st Vice President
Maria Sofia
(301) 335-4762
msofia9412@gmail.com

2nd Vice President
Linda Stine Flint
(410) 322-2650
lindastineflint@gmail.com

3rd Vice President
Anne Koutsoutis
(301) 384-3715
koutsa1@verizon.net

4th Vice President
Jana Barberio
(301) 848-0110
jana@barberio.com

Treasurer
Vacant

Assistant Treasurer
Anne White
(410) 212-1025
whitesk8s@comcast.net

Recording Secretary
Jana Hobbs
(410) 726-5223
jana@wicomicogopwomen.org

Corresponding Secretary
Rebecca Tittermary
(410) 430-3693
Becca1@me.com

Past President
Sharon Carrick
(301) 464-1954
sha54ron@verizon.net

The regional structure (detailed in Bylaws Article V) ensures that every region has voting representation at Executive Committee meetings and on the MFRW Board of Directors.

Election of regional chairs and vice chairs usually takes place at a regional meeting or caucus prior to a statewide meeting. Any full member of a good standing of a club in that region is eligible.

The **REGIONAL CHAIR**:

- Represents the region as a voting member of the MFRW Executive Committee and the Board of Directors
- Communicates monthly with the region's club presidents and reports on clubs' activities to the MFRW Executive Committee
- Mentors clubs in her region, providing information and advice as needed
- Connects Republican women interested in membership with a club in her region
- Attends meetings and events for the clubs in her region when possible (visiting each club at least once per year)
- Acts as a conduit between MFRW leadership and the clubs in her region, sharing updates, issues and other pertinent information
- May install newly elected club officers in her region
- Encourages qualified Republican women to run for office.

The **REGIONAL VICE CHAIR**:

- Represents the region as a voting member of the Board of Directors
- Performs the duties of the Regional Chair when she is absent or unable to perform those duties
- Performs such other duties assigned to her by the Regional Chair or the MFRW Executive Committee.
- Serves as a voting member on the MFRW Board of Directors.

While we try to allow time for **REGIONAL MEETINGS** at our statewide events, additional meetings can be held and are encouraged. These have been held in the past to offer campaign training, to present speakers of regional interest, and to offer an opportunity for fellowship among clubs.

REGIONS currently include these clubs:

- Western – Allegany, Frederick, Garrett, Taneytown, Washington
- Northern – Baltimore, Carroll, Cecil, Harford, Hopkins
- Southern – Calvert, Calvert Leaders, Charles, St Mary's
- Montgomery Federation (with 2 Vice Chairs) – Chevy Chase, Potomac, Rural, Upper Montgomery
- Eastern Shore – Caroline, Chesapeake, Wicomico, Worcester
- Central – Anne Arundel, Patuxent, Severna Park

REGIONAL CHAIRS

MFRW Bylaws, Article V

The MFRW Executive Committee, in consultation with the regional chairmen and affected clubs, and with approval of the Board of Directors, shall assign each local club to one of the six (6) regions.

Each of the six (6) regions shall have a regional chairman and up to two (2) vice chairmen, not to exceed two (2), as necessary to conduct the business of the region.

CENTRAL

Chair	(410) 940-8259	Brenda	Yarema	brendayarema@verizon.net
Vice Chair	(202) 257-4989	Marilyn	Cowan	funketimi@aol.com

EASTERN SHORE

Chair	(443) 253-5730	Sandy	Zitzer	szitzer68@gmail.com
Vice Chair	(443) 668-8864	Beth	Rodier	brodier@comcast.net

MONTGOMERY FEDERATION

Chair	(301) 919-7277	Sandy	Tuttle	s.alexandratuttle@gmail.com
Vice Chair	(301) 974-7606	Lori	Jaffe	Lorijaffe75@yahoo.com
Vice Chair	(240) 426-1837	Martha	Hale	Mlhale6@verizon.net

NORTHERN

Chair	(410) 812-4325	Amy	Wagner	amywagner1@comcast.net
Vice Chair	(919) 987-5498	Jutilia (J.T.)	Wilson	jutilia@yahoo.com

SOUTHERN

Chair	(301) 769-1246	Linda	Crandall	lbcrandall@icloud.com
Vice Chair	(410) 903-4076	Stacey	Lehn	rwcc.staceylehn@gmail.com

WESTERN

Chair	(301) 616-7507	Melita	Friend	mlfriend@shentel.net
Vice Chair	(240) 727-5277	Charity	Friend	charityfriend12@yahoo.com

STANDING COMMITTEES

Article VIII Section 1 of the MFRW Bylaws establishes eight standing committees.
The chair of each standing committee is a voting member of the MFRW Board of Directors.

Feel free to contact the committee chair with questions and suggestions or if you would like to join the committee.

Bylaws – Jean Delcher, Chair delcherjean1@gmail.com

- The Bylaws committee assists clubs with their bylaws, accepts suggestions for changes to the MFRW bylaws, and presents recommendations for bylaw changes to the Executive Committee, the Board of Directors, and to the membership at convention.

Communications – Melissa Brown, Chair melabrown2486@gmail.com

- The Communications committee publicizes MFRW events and the Republican platform. They manage our communication channels (Facebook, Twitter, MailChimp, etc) and keep members advised.

Finance – Vikki Birkett, Chair vbirkett@msn.com

- The Finance committee proposes a budget, tracks income and expenditures throughout the year, and presents financial recommendations to the Executive Committee.

Fundraising – Anne Rutherford, Chair annerutherford@verizon.net

- The Fundraising committee identifies and coordinates fundraising opportunities and organizes donor programs and special events.

Legislative – Debbie Yatsuk, Co-Chair dyatsuk418@gmail.com
Ella Ennis, Co-chair eee437@comcast.net

- The Legislative committee monitors bills proposed by federal and state legislators, providing written and oral testimony. They research topics of interest and publish literature that presents the Republican position and the basis for that position. The committee uses MFRW's communication channels to inform others about bills of concern and show them how they can participate in the legislative process.

Membership – Melita Friend, Chair mlfriend@shentel.net

- The Membership committee researches membership programs and activities, conducts membership contests, and helps clubs increase their membership by sharing ideas that have been successful for other clubs.

Political Activities – Maria Sofia, Chair msofia9412@gmail.com

- The Political Activities committee offers guidance to clubs and individual members for election activities, promotes voter registration and voter contacts, coordinates campaign management activities, and coordinates MFRW efforts with local, state and federal campaigns. The Political Activities chair is the MFRW's contact with our Republican legislators and the Maryland Republican Party.

Program – Kathryn Jerrard, Chair kjerrard11@gmail.com

- The Program committee scouts locations for statewide events, works with relevant committee chair(s) to determine needs, and presents to the Executive Committee (location, costs, logistics, etc.) for a final decision. The committee oversees logistics at the event.

SPECIAL COMMITTEES

Article VIII Section 2 of the MFRW Bylaws allows the MFRW President to establish those special committees deemed necessary to accomplish the work of the organization.
The chair of each special committee is a non-voting member of the MFRW Board of Directors.

Feel free to contact the committee chair with questions and suggestions or if you would like to join the committee.

We currently have 4 special committees:

Americanism – Karen Tully, Chair carefitz@comcast.net

- The Americanism committee explores opportunities to inspire patriotism in our members and our communities by fostering respect for the American flag and allegiance to the United States, its customs and its institutions. They are a resource for club programs and volunteer opportunities.

Awards – Melita Friend, Chair mlfriend@shentel.net

- The Awards committee receives and verifies annual club awards submissions then presents MFRW club achievement awards at our Spring Board of Directors meeting. The committee also facilitates submission of the NFRW's biennial club and state awards, which are presented every two years at NFRW's Biennial Convention.

Literacy – Liz Mumford, Chair lmumford2009@gmail.com

- The Literacy committee is your source for activities (book club, hosting an author, essay contest, etc.) that promote literacy. Clubs are encouraged to donate books to local libraries, senior centers and similar organizations.

Trumpeter (MFRW's quarterly newsletter)
Carol Randall cbkrandall@yahoo.com Anne White whitesk8s@comcast.net

- Share articles and photographs of club activities. Deadline for submissions is generally the 1st of the month – March, June, September, and December.

It·s time to RENEW or INITIATE your BAY CLUB membership for 2026.
Join at mfrw.org or mail your $110 check payable to ·MFRW·

and your contact info to MFRW, 1913 Martins Cove Court, Annapolis MD 21409.

There are currently 26 individual and 15 club members of the 2025 Bay Club.

The BAY CLUB is a donor group supporting the work of the Maryland Federation of Republican Women. It is open to all -- MFRW members, friends, family and businesses.

Your 2026 membership will fund MFRW efforts to increase the effectiveness of women in the cause of good government, inform the public through political education and activity, and elect Republicans at all levels of government.

Bay Club members enjoy special events, often coinciding with MFRW's Spring Board meeting and Fall Convention. Members also receive a printed copy of the *Trumpeter*.

Membership is valid January 1 through December 31, 2026.

2026 Bay Club Members

Nicolee Ambrose
Jana Barberio
Valerie Borek
Linda Bradley
Sharon Carrick
Sylvia Darrow
Jean Delcher
Lynne DeMinco
Valerie Ferrell
Carol Frazier
Melita Friend
Martha Hale
Patty Hammond
Lisa Herman
Jana Hobbs
Jean Hruz
Kathryn Jerrard
Anne Koutsoutis
Amy Leahy
Carol Randall
Beth Rodier
Gary Ruddell
Luanne Ruddell
Anne Rutherford
Diana Sadowski
Veronica St. Clair
Linda Stine Flint
Karen Tully
Amy Wagner
Anne White
Kathy Wright
Brenda Yarema
Sandy Zitzer
Donna Zupancic

RW of Baltimore County
RW of Calvert County
RW Leaders of Calvert
RW of Cecil County
RW of Charles County
Chevy Chase WRC
RW of Frederick County
Garrett County RWC
Harford County RW
Montgomery Co Federation of RW
RW of St Mary's
Wicomico Conservative RW
RW of Worcester County

You can contribute at mfrw.org or mail your check payable to ·MFRW·

and your contact info to MFRW, 1913 Martins Cove Court, Annapolis MD 21409.

The **LEGACY FUND** is the brainchild of former MFRW President Betty Jane Carroll (2003-2005), an endowment created by Board resolution on April 16, 2005 to provide perpetual financial support for the organization. Once the Fund reached its base endowment of $100,000, the MFRW has been able to utilize earnings to support trainings and educational opportunities related to leadership, participation in the legislative process, and election activities.

Those earnings annually support MFRW's Leadership Conference and Red Scarf Day, free to all MFRW members. The fund also allows the MFRW to reimburse a portion of registration costs to members attending the NFRW Biennial Convention. And, of course, there are income taxes on the earnings.

Earnings in excess of $100,000 can be used for:

- Leadership development for MFRW members
- Educating MFRW members on issues of interest to the Federation
- Skills training for MFRW members
    - Campaign management
    - Communication (oral and written)
    - Lobbying
    - Media relations
    - Outreach skills to increase membership
- Scholarship opportunities
    - State and national meetings
    - Trainings that benefit the Federation

In the past, earnings have been used for:

- MFRW's annual Leadership Conference – free to members
- MFRW's annual Red Scarf Day in Annapolis – free to members and Maryland's Republican legislators
- ½ "Early Bird" registration for MFRW members attending the NFRW's Biennial Convention
- Income taxes on Fund earnings

Maryland is the only state federation in the National Federation of Republican Women with such a funding mechanism. We are forever indebted to Betty Jane Carroll for her foresight and tenacity in bringing the Legacy Fund to fruition.

A minimum $25 club contribution to the Legacy Fund and/or The Diana Waterman Scholarship Fund is a required element (#11) for the 3 highest MFRW Achievement award levels – Black-Eyed Susan, White Oak, and Maryland Shield.

REPUBLICAN CONTACTS

NATIONAL FEDERATION OF REPUBLICAN WOMEN (NFRW)
www.nfrw.org
124 N Alfred St
Alexandria VA 22314
(703) 548-9688

Martha Jenkins President
mjenkins@nfrw.org

CONGRESSMAN Andy Harris
(official business -- scheduling)
www.harris.house.gov
1536 Longworth House Office Bldg - Washington DC 20515
(202) 225-5311

(campaign or political requests)
www.andyharris.com
PO Box 426
Stevensville MD 21666
(443) 693-7244

SENATE REPUBLICAN CAUCUS
www.mdsenategop.com
info@mdsenate.org
(410) 841-3561 (301) 858-3561

Senate Minority Leader
Senator Steve Hershey
Senate Minority Whip
Senator Justin Ready

MARYLAND REPUBLICAN PARTY
PO Box 631, Annapolis MD 21401
(443) 906-3534
www.mdgop.org
info@mdgop.org

MDGOP Leadership
Chairman – Nicole Beus Harris
1st Vice Chair – Dwight Patel
2nd Vice Chair Kathleen Smero
3rd Vice Chair – Richard Collins
Secretary – Mark Uncapher
Treasurer – Chris Rosenthal

NATIONAL COMMITTEEWOMAN
Nicolee Ambrose
nicolee@nicoleeambrose.com

NATIONAL COMMITTEEMAN
David Bossie
davebossie@yahoo.com

REPUBLICAN NATIONAL COMMITTEE (RNC)
www.rnc.org
(202) 863-8500
310 First Street SE, Washington DC 20003

HOUSE REPUBLICAN CAUCUS
www.mdhousegop.org
info@mdhousegop.org
(410) 841-3401
(301) 858-3401

MFRW Board of Directors

- Voice and vote
  - MFRW Executive Committee -- elected officers, the regional chairs, and all former MFRW presidents who are regular members in good standing of a MFRW club.
  - Regional vice chairs
  - President of each club
  - Standing committee chairs

- Voice but no vote
  - Special committee chairs
  - Parliamentarian, General Counsel, and the Sergeant-at-Arms.

PAST MFRW PRESIDENTS

2022 – 2025	Sharon Carrick		
2018 – 2021	Diana Waterman	1970 – 1971	Lucille Potts
2016 – 2017	Liz League	1966 – 1969	Sylvia Herman
2014 – 2015	Carol Randall	1964 – 1965	Katherine Rinehart
2010 – 2013	Ruth Umbel	1960 – 1963	Mary Hepburn
2006 – 2009	Patt Parker	1958 – 1959	Mary Ann Beall
2004 – 2005	Betty Jane Carroll	1954 – 1957	Mary Jane Richardson
2000 – 2003	Marilyn Dankner	1951 – 1953	Lorene Bowlus
1997 – 1999	Ann Horner Granados	1949 – 1950	Mrs. Fred E. Fisher
1995 – 1996	Mary Frances Parrish	1947 – 1948	Frances J. Kline
1991 – 1994	Barbara Powell	1945 – 1947	Mrs. W. David Tilghman
1989 – 1990	Janet Greenip	1941 – 1945	Margaret D'Unger
1987 – 1988	Janet Steed	1939 – 1941	Eva Chase
1984 – 1987	Irene Peterson	1935 – 1939	Edna P. Payne
1982 – 1983	Arlene Baybutt	1931 – 1935	Lula E. Powell
1978 – 1981	Fleur Bresler	1926 – 1931	Clara C. Holmes
1976 – 1977	Joan Beck	1925 – 1926	Eva Chase
1972 – 1975	Jane Hanks	1921 – 1925	Mrs. George E. Wright

MARYLAND'S NATIONAL COMMITTEEWOMN

In 1924, women were given equal representation on the
Republican National Committee with a rule change providing for a
National Committeewoman and National Committeeman from each state.

2013 – present	Nicolee Ambrose	1958 – 1965	Mrs. Robert O. Bonnell
2002 – 2012	Joyce Lyons Terhes	1948 – 1958	Bertha S. Adkins
1996 – 2002	Ellen Sauerbrey	1940 – 1948	Lula E. Powell
1988 – 1996	Helen Bentley	1936 – 1940	Mrs. William P. Lawson
1984 – 1988	Helen Chamberlain	1931 – 1936	Mrs. Calvin Gabriel
1972 - 1984	Louise Gore	1924 - 1931	Mrs. Bladen Lowndes Sr
1965 - 1972	Katherine Massenburg Rinehart		

The Diana Waterman Scholarship Fund

An annual scholarship to a college bound young woman from Maryland
planning to study political science or comparable field of study
with the intent to bring people together for the greater good.

c/o Chesapeake Charities
101 Log Canoe Cir Ste O
Stevensville MD 21666

AWARDS

Awards are presented to clubs that demonstrate excellence in membership development, campaign activities, community relations, programs, and club functions.

Awards requirements provide a blueprint for your club's programming and activities. Utilizing both the MFRW and NFRW award forms in planning makes your job much easier!

Club Presidents and Awards Chairs should review awards forms NOW to determine the requirements and plan club programs and activities accordingly.

MFRW Club Achievement Awards are presented annually at a statewide meeting for activities completed during the prior calendar year. Each award level has 10 scoring opportunities. There are 3 mandatory items at each award level.

	ORIOLE	BLACK-EYED SUSAN	WHITE OAK	MARYLAND SHIELD
Level	1	2	3	4
Minimum	4 of 10	5 of 10	6 of 10	7 of 10

MFRW also presents awards for Community Service (Caring for America), Literacy, Political Volunteer Hours and Special Recognition for Newsletter, Website, Meetings, and Political Events.

Submit applications to Awards Chair Melita Friend at mlfreind@shentel.net – by **March 15th**

NFRW Achievement Awards will be presented at NFRW's 2027 Biennial Convention for activities completed in 2026 and 2027. Awards are determined by a point system:

225 - 249 points	Bronze award
250 - 274 points	Silver award
275 - 299 points	Gold award
> 300points	Diamond award

The NFRW awards form is available on the NFRW website:

nfrw.org → Members → General Resources and Forms → Awards Forms

Information on these additional awards are also available on the Awards page:

Armed Services ◦ Caring for America ◦ Literacy and Education
Membership ◦ Political and Campaign ◦ Public Relations

NFRW club achievement awards must be submitted to MFRW President Luanne Ruddell (luanneruddell@yahoo.com) no later than June 1, 2027

BYLAWS

Robert's Rules of Order – §§ 2, 56 and 57

Bylaws establish an organization's basic structure and manner of operation. The content of an organization's bylaws has important bearing on the rights and duties of its members.

Bylaws:

- *Define the primary characteristics of the organization*
- *Prescribe how the organization functions*
- *Include all rules that the organization considers so important that they:*
  - *Cannot be changed without previous notice to the membership and the vote of a 2/3 majority, and*
  - *Cannot be suspended.*

The only limitations upon the rules that such a body can thus adopt might arise from the rules of a parent body (NFRW Bylaws and MFRW Bylaws)*, or from national, state or local law affecting the particular type of organization* (IRS restrictions on 527 political organizations).

Updated MFRW Bylaws can be found at :

mfrw.org → About Us → Governance -->

MFRW Bylaws (amended October 25, 2025)

Club Bylaws and Bylaws Information

Below this heading, you will find club bylaws listed by region.

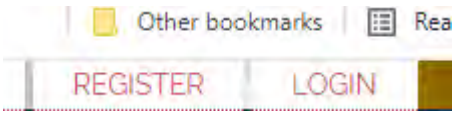
NFRW Bylaws can be found at:

nfrw.org → Login → Members → Committee & Issue Resources → Bylaws

Download the NFRW Bylaws [PDF, 26 pages, amended September 2021]

Do you need member access to these websites?

mfrw.org – select REGISTER



nfrw.org → Login → Need Login Help? → Not registered?

BYLAWS

Maryland Federation of Republican Women, Inc.

Founded June 10, 1921
Incorporated September 10, 1999

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ARTICLE I – NAME

The name of this Corporation shall be the Maryland Federation of Republican Women, Inc. (MFRW).

ARTICLE II – PURPOSES

The purposes of the Corporation shall be to:

A. Increase the effectiveness of women in the cause of good government;
B. Disseminate information to all local clubs;
C. Inform the public through political education and activity;
D. Foster loyalty to the Republican Party at all levels of government;
E. Promote the principles of the Republican Party;
F. Work for Republican candidates in all elections, including non-partisan elections;
G. Support the objectives and policies of the Republican National Committee; and
H. Perform any lawful activity not inconsistent with the foregoing.

ARTICLE III – MEMBERSHIP

Section 1 -- Member in Good Standing:

A. An individual member in good standing is one whose current dues are paid in an MFRW local club and who supports Article II of these Bylaws and all MFRW policies.
B. A club in good standing is one whose current dues and service charge have been paid to the MFRW and to the National Federation of Republican Women (NFRW).

Section 2 – Eligibility

A. Full Membership in the MFRW shall be extended to individual registered Republican women who join a local MFRW club.

B. Republican women who have a full membership in a MFRW local club are eligible for Associate Membership in other local clubs upon payment of the required annual club dues. Dues for Associate Members do not include charges for MFRW or NFRW membership as those charges have already been paid with the dues to their primary club. Associate Members cannot hold office, vote or be counted for the purpose of determining the number of delegates to National or State Federation Meetings or Conventions.

C. Republican men are eligible for Associate Membership upon payment of the required annual dues to the local club. They cannot hold office, have a voice or vote or be counted for the purpose of determining the number of delegates to national or state federation meetings or conventions.

Section 3 -- Requirements for local clubs

A. MFRW and each of its local clubs, including Virtual/E-Clubs which meet through utilizing technology, may be admitted to and continued in NFRW membership if their bylaws are not in conflict with the NFRW or MFRW Bylaws and the purposes of those organizations.

B. Neither MFRW nor any of its local clubs, including Virtual/E-Clubs which meet through utilizing technology, nor an individual member that advocates a split party ticket or supports a candidate running on an opposition ticket, shall be admitted to or continued in membership.

C. Dues and service charges must be paid in accordance with MFRW and NFRW deadlines.

D. Only members with full membership in a local club, including a Virtual/E-Club which meets through utilizing technology, and who are in good standing, are eligible to be delegates or alternates to a MFRW or NFRW Meeting or Convention and shall be counted from only one local club for the purpose of representation.

E. The word “Republican” shall be included in the title of all local clubs, including Virtual/E-Clubs which meet through utilizing technology. Local clubs, including Virtual/E-Clubs which meet through utilizing technology, shall not use the word “Federation” in their titles, but may use the word “Federated.”

F. A voting member shall have but one (1) vote, even though she may be entitled to vote in either of several capacities. She may not give her right to vote in one capacity to another member in order to circumvent the “one person, one vote” rule.

G. Election of officers in all local clubs, including Virtual/E-Clubs which meet through utilizing technology, must occur so that the new officers take office at the beginning of the fiscal year, January 1.

Section 4 -- Local Club Application Requirements

A. There shall be no limit to the number of local clubs that may be organized within an area. Local clubs shall consist of ten or more Republican women who form a permanent organization, adopt bylaws in compliance with the MFRW and NFRW bylaws, pay MFRW and NFRW dues and service charges and hold at least five (5) meetings within a twelve (12) month period if unusual circumstances prohibit more frequent meetings.

B. An application for membership in MFRW and NFRW, together with a copy of the club's bylaws, the names and addresses of its members, along with the first year's annual dues and service charges, shall be sent to the Chairman of the MFRW Region who shall present the application to the MFRW Executive Committee for action. Upon approval by a majority vote of the Executive Committee, the MFRW Treasurer/Assistant Treasurer will forward the appropriate dues and fees to NFRW.

C. A local club shall be in good standing of the NFRW and MFRW for at least six (6) months prior to be eligible for representation at convention. The six (6) month period begins on the date the MFRW President notifies the NFRW President in writing, by mail, fax or email, that the local club's bylaws have been approved at the state level and the local club's dues and service charge have been received by the NFRW office.

Section 5 -- Removal and Reinstatement of a Local Club to MFRW Membership:

A. A two-thirds vote of the MFRW Executive Committee is required for removal of any federated local club from membership, after the local club has received notification of the reason(s) in writing, and efforts have been exhausted to repair the infringement.

B. A local club may be removed from membership for any of the following reasons after the club has received notification of the reason(s) in writing and efforts have been exhausted to repair the infringement:

1. Bylaws which are in material conflict with the MFRW or NFRW Bylaws
2. Non-payment of dues for the total membership and the current service charge
3. Failure to support the Republican Party ticket, advocating a split ticket, supporting a candidate on an opposition ticket or actions which are in conflict with MFRW and/or NFRW Bylaws
4. Failure to comply with MFRW and/or NFRW membership rules
5. Affiliation with a political organization which is not officially recognized as working in concert with the MFRW, NFRW and the Republican National Committee.
6. Failure of a club as an entity to remain neutral during a Primary election, including social media posts and comments, press, and any statements made under the title of the club.
7. Any act or omission intended to cause or have the effect of causing damage to the MFRW or its reputation.

C. Upon dissolution or removal of any local club, for any reason, all of its assets, records, charter and all other material objects belonging to the club shall be sent to MFRW. None of the assets shall be distributed to any individual officer or member of the club.

D. All funds of the club will be deposited in an escrow account by MFRW. If at the end of three (3) years the club has not been reinstated, the funds will become part of MFRW's general fund and all other records will be given to the MFRW historian who will determine their disposition.

E. The right to the use of the name of a dissolved club will revert to MFRW.

F. A local club may be reinstated by filing an application with payment of dues for at least ten (10) members, the NFRW service charge and upon approval of two-thirds (2/3) vote of the MFRW Executive Committee.

ARTICLE IV – MFRW OFFICERS AND THEIR DUTIES

Section 1 – Officers

Elected officers of the MFRW shall be President, First Vice President, Second Vice President, Third Vice President, Fourth Vice President, Corresponding Secretary, Recording Secretary, Treasurer, and Assistant Treasurer.

Section 2 – Eligibility

A. Elected and appointed MFRW Officers, Regional Chairmen and Vice Chairmen, and members of Standing and Special committees shall be local federated club members in good standing.
B. Only one MFRW Vice President shall serve from any Region during the same term of office.
C. A candidate shall run for only one office in an election.
D. No elected Officer shall serve for more than two (2) consecutive terms in the same office.

Section 3 -- Term

The MFRW Officers shall be elected at the MFRW Convention in the odd numbered years. The term will be for two (2) years beginning January 1 following their election through December 31 of the second year, regardless of the date of installation. They serve until their successors are elected.

Section 4 – Duties of the MFRW President

A. The President shall be the chief executive officer of the Corporation; shall be charged with the general and active management and direction of the activities of the Corporation; and shall see that all orders and resolutions of the Board of Directors are effectuated
B. The President of MFRW shall serve as Chairman of the Board of Directors and shall preside at meetings, including meetings of the Board of Directors; shall appoint a Sergeant-at-Arms, a Parliamentarian, a General Counsel, an Historian, and members of all committees, except as herein otherwise provided; shall chair the Executive Committee; shall have general supervision and direction of all other Officers and shall see that their duties are properly performed; may sign MFRW checks; and shall perform such other duties as the Board of Directors may direct.
C. The President shall submit an annual report to the Board of Directors.
D. The President shall represent MFRW on the NFRW Board of Directors by attending meetings, make necessary reports and participating in NFRW activities. She shall also lead the MFRW delegation at the NFRW Conventions.
E. The President shall represent MFRW on the Executive Committee of the Maryland Republican Party. She shall attend meetings, make reports of the MFRW activities, and act as a liaison between MFRW and the Maryland Republican Party.

F. The President shall be an ex officio member of all committees with the exception of the Nominating Committee; shall have the general powers and duties of the chief executive officer of a corporation; shall have the power to sign contracts as authorized by the Board of Directors; and perform such duties as properly required of her by the Board of Directors.

Section 5 – Duties of the MFRW Vice Presidents

The Vice Presidents, in their order, shall perform the duties of the President in her absence or inability to perform her duties; and they shall perform such other duties as may be assigned to them by the MFRW President. The First Vice President shall be a member of the Finance Committee.

Section 6 -- Duties of the MFRW Recording Secretary The

Recording Secretary shall:

A. Record and report quorums for all MFRW Executive Committee meetings, Board of Directors meetings, and conventions.
B. Record the minutes of all meetings of the MFRW Executive Committee, the Board of Directors, and conventions.
C. Prepare and maintain a permanent record book of all Minutes, and other documents.
D. Perform such other duties as may be assigned by the MFRW President.

Section 7 – Duties of the MFRW Corresponding Secretary The

Corresponding Secretary shall:

A. Send notices for all meetings.
B. Conduct correspondence as may be requested by the President or Board of Directors.
C. Compile a Directory annually for distribution to all members of the Board of Directors.
D. Notify new clubs of their admission to membership.
E. Work with Recording Secretary to certify all voting members and proxies at Board of Director and convention meetings.
F. Perform such other duties as may be assigned by the MFRW President.

Section 8 – Duties of the MFRW Treasurer The

Treasurer shall:

A. Have custody of the corporate funds; keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Corporation; deposit all MFRW funds upon receipt from Assistant Treasurer, and other chairman who receive income for events (e.g. Bay Club, Legacy Fund) and deposit them in the name of Maryland Federation of Republican Women in a bank(s) account(s) as may be designated by the Executive Committee.
B. Disburse funds of the Corporation according to the budget approved by the MFRW Board of Directors, taking proper vouchers for such disbursements.
    a. Ensure that disbursements from the Legacy Fund are in compliance with the "Implementation" provisions of the Legacy governance document dated January 23, 2025.

C. Keep accurate records, receipts and vouchers of all income and disbursements. These records will be open to inspection by the Board of Directors.
D. Prepare treasurer's reports of all transactions for the Executive Committee, Board of Directors, and conventions.
E. Be bonded. MFRW will pay the premium for the bonding of the Treasurer for the faithful discharge of her duties.
F. Serve as a member of the Finance Committee.
G. At the end of her term, pass all MFRW books, papers and records of whatever kind, in her possession, to the succeeding Treasurer.
H. Perform such other duties as may be assigned by the MFRW president.

Section 9 -- Duties of the MFRW Assistant Treasurer The

Assistant Treasurer shall:

A. Receive all MFRW dues, service charges and funds.
B. Keep the membership statistics for MFRW.
C. Record and report membership information to MFRW and NFRW
D. Record and transfer all funds to MFRW Treasurer, for deposit.
E. Serve as a member of the Finance Committee.
F. Perform other duties as assigned.

Section 10 – MFRW Officers' and Committees' Records

All Officers, Regional Chairmen, Regional Vice Chairmen and Committee Chairmen shall deliver all MFRW records, files and properties to their respective successors at the end of their terms, and at least within one month after retiring from office unless otherwise directed by the President or Executive Committee.

ARTICLE V – MFRW REGIONS

Section 1 –Organization of affiliated clubs

MFRW affiliated clubs shall be organized as follows:

A. Statewide Virtual Club
B. Local clubs organized into six (6) regions:
    1. Eastern Shore
    2. Montgomery County Federation
    3. Northern
    4. Central
    5. Southern
    6. Western

Section 2 – Assignment of Clubs to Regions

The MFRW Executive Committee, in consultation with the regional chairmen and affected clubs, and with approval of the Board of Directors, shall assign each local club to one of the six (6) regions.

Section 3 -- Regional Chairman and Vice Chairman

Each of the six (6) regions shall have a regional chairman and up to two (2) vice chairmen, not to exceed two (2), as necessary to conduct the business of the region.

Section 4 -- Election of Regional Officers

A. At the annual regional conference prior to the convention held in odd numbered years, a nominating committee, composed of one member from each club in the region, shall be elected by the region to select a slate for chairman and vice chairman of that region.
B. Election of Regional Chairman and Vice Chairmen of each region shall occur at a regional meeting or caucus prior to the MFRW Convention.
C. Members in good standing of clubs in the region shall be eligible for consideration.

Section 5 -- Term of Office

The term of office for Regional Chairmen and Regional Vice Chairmen shall be two years beginning January 1 following their election.

Section 6 -- Installation

All Regional Chairmen and Regional Vice Chairmen shall be installed at the annual Convention in odd-numbered years.

Section 7 – Regional Responsibilities

A. Regional Chairmen shall act as a conduit of communication and information between the Executive Committee, the Board of Directors and the region she represents. She shall attend all Executive Committee and Board of Directors meetings and shall be counted as a member of each respective quorum.
B. Regional Chairmen shall call one or more annual conferences of the region at a suitable place within the region. These conferences shall be with the cooperation of the regional vice chair(s) and the local club presidents. The Regional Chairman shall notify the MFRW Executive Committee of the date of such conferences.
C. A Regional Vice Chairman shall perform the duties of the Regional Chairman in her absence or inability to perform her duties and perform such other duties as shall be assigned to her by the Regional Chairman or the MFRW Executive Committee. She shall serve on the Board of Directors and will be counted as a member of the quorum for the meetings. She shall attend meetings of the Executive Committee in the absence of the Regional Chairman, shall vote for the region in the absence of the Regional Chairman, and shall be counted as a member of the quorum when substituting for the Regional Chairman.
D. The annual regional conference in odd-numbered calendar years shall be convened prior to the MFRW Spring Board of Directors meeting. At that meeting one member shall be elected to serve on the MFRW Nominating Committee. Each Regional Chairman will present her region's selection at the Spring MFRW Board Meeting.

ARTICLE VI -- MFRW BOARD OF DIRECTORS

Section 1 -- Members of the Board of Directors

A. The voting body of the MFRW Board of Directors shall be the elected officers, the regional chairmen, the regional vice chairmen, the president of each club, all standing committee chairmen, and all former MFRW presidents who are regular members in good standing of a MFRW club.

B. The non-voting members of the MFRW Board of Directors shall be Chairmen of Special Committees, the Parliamentarian, the General Counsel, and the Sergeant-at-Arms.

C. Any club president who is unable to attend an MFRW Board of Directors meeting may name a proxy to represent her club at the meeting. The proxy named must be a full member in good standing of the Club she is representing. An official proxy form will be sent to each club president with the official call to all BOD meetings. The proxy must be signed by the club president. (In the event of the president's incapacity, a vice president of the Club may sign the proxy.) The issued proxy must be presented to the MFRW recording secretary and validated before the proxy may vote. Each proxy is valid for only one BOD meeting. Subsequently, if the club president finds that she will be able to attend the BOD meeting, the proxy will be voided, and the club president will be allowed to vote.

Section 2 -- Duties of the Board of Directors The Board

of Directors shall:

A. Consider for approval the program of action as presented by the MFRW President.

B. Select the sites for the MFRW Conventions from recommendations presented by the MFRW Executive Committee.

C. Vote on all MFRW policies and procedures recommended by the MFRW Executive Committee.

D. Adopt the MFRW annual budget and is responsible for all operations involving financial obligations on the part of MFRW, provided that no debt or liability shall be incurred in excess of the regular income of the MFRW.

E. Fill any vacancy in an elective office and confirm interim appointments made by Executive Committee under Article VII, Section 2(C), at its next meeting following the vacancy, or at a special meeting called by the President. Notice of such vacancy shall be sent with the Call for the BOD meeting, or if the vacancy occurs after the Call is issued, by letter, fax or email.

F. Adopt rules for the transaction of its business provided they do not conflict with these bylaws or standard parliamentary procedure.

Section 3 -- Meetings of the Board of Directors

A. Regular meetings of the MFRW Board of Directors shall be held twice a year, once in the Spring and once in the Fall, prior to the state convention.

B. Special meetings may also be held at the call of the President or upon written request of seven (7) members of the Board, provided the purpose of the meeting is stated in the Call. No other business may be transacted at that time. At least ten (10) days' notice of the time and place of the meeting shall be given.

C. At least thirty (30) days' notice of meetings shall be given to each member of the Board, except for special or emergency meetings for which a timely notice shall be required.
D. One-third of the voting members of the Board shall constitute a quorum.
E. In the event a properly called Board meeting has to be cancelled due to circumstances beyond the control of the MFRW, then it shall be acceptable to hold said Board meeting by conference call, Skype or approved electronic means, with seven (7) days' notice being given to the members of the Board of Directors. This section does not apply to a meeting required by these Bylaws that has not already been called.

ARTICLE VII – EXECUTIVE COMMITTEE

Section 1 -- Members

The Executive Committee is composed of the MFRW elected officers, the MFRW regional chairmen, and any past MFRW presidents willing and able to serve who are regular members in good standing of an MFRW club.

Section 2 -- Duties

A. It shall be responsible for the transaction of MFRW business between meetings of the MFRW Board of Directors, provided that the Executive Committee shall not make any new policies or change existing policy established by the MFRW at its BOD or Convention meetings
B. It has the right to make expenditures on behalf of MFRW as long as those expenditures are provided for in the Annual MFRW Budget.
C. It shall confirm the MFRW president's recommendations for chairmen of standing and special committees.

Section 3 -- Meetings

A. It shall meet monthly or at the Call of the President. It shall make a complete report of its activities at each regular meeting of the MFRW Board of Directors Meeting.
B. Special meetings of the Executive Committee may be called by the president or upon written request of a majority of members of the Executive Committee. At least seven (7) days' notice shall be required for special meetings.
C. Regular meetings may be dispensed with, for cause, upon a majority vote of the Executive Committee.
D. A majority of the Executive Committee shall constitute a quorum.
E. A vote of the Executive Committee may be conducted between meetings by mail, phone, fax, email, or other electronic means and ratified at the next Executive Committee meeting. Responses from a majority of Executive Committee members will constitute a quorum with a majority of votes in the affirmative passing a motion (the same requirements as for a regular meeting).

ARTICLE VIII – COMMITTEES

Section 1 -- Standing Committees

The MFRW Standing Committees shall be Bylaws, Communications, Finance, Fundraising, Legislative, Membership, Political Activities, and Program.

A. The Finance Committee along with the MFRW First Vice President, the Treasurer and Assistant Treasurer, shall prepare a budget for the upcoming year to be presented at the Fall Board of Directors Meeting, preceding the Annual convention.
B. The Bylaws Committee shall be authorized to initiate amendments to the bylaws in order to conform to the NFRW Bylaws; to eliminate existing inconsistencies; to clarify the text or improve the form. All proposed amendments shall be submitted in writing to the Chairman of the Bylaws Committee sixty (60) days prior to BOD meetings and conventions.

Section 2 -- Special Committees

MFRW Special Committees, including the Resolutions Committee, shall be appointed by the president, as deemed necessary to accomplish the work of the organization. The Chairmen of Special Committees shall have a voice but no vote at Board of Directors meetings.

Section 3 -- Duties

Programs of action (guidelines) for each standing committee and special committee shall be prepared by the Executive Committee and shall be available to each committee chairman for guidance.

ARTICLE IX – NOMINATIONS

Section 1

A. A Nominating Committee consisting of one member elected from each region will be presented at the MFRW Spring Board of Directors meeting in the odd-numbered calendar years.
B. Any member of the Nominating Committee wishing to be considered for election shall be immediately and automatically removed from the Nominating Committee and replaced by another MFRW member from her region.
C. No two members may serve from the same Region.

Section 2

A. It shall be the duty of the Nominating Committee to nominate one candidate for each office.
B. No two Vice Presidents may be from the same region.
C. No person may run for more than one office simultaneously but submissions under Section 3(c) of this article may express an interest in more than one office.
D. Each candidate must be contacted and be willing to serve.

Section 3

A. Within 14 days following the MFRW Spring Board of Directors meeting in the odd-numbered years, a call for letters of interest shall be posted on the MFRW website and distributed to members via the MFRW email list.
B. The announcement shall include the offices to be filled, the Bylaws sections that delineate the duties of each office, and the email address and deadline for submission.

C. Those interested in serving as an elected officer of the MFRW shall electronically submit their letter of interest to the MFRW Nominating Committee within 30 days of the website posting and email announcement.
D. After the submission deadline and at least 14 days prior to the meeting of the Nominating Committee at which letters of interest will be reviewed, the MFRW Nominating Committee Chair will forward submissions to all members of the Nominating Committee.
E. In the absence of interest for a particular office, the Nominating Committee may reach out to individuals who did not submit a letter of interest.
F. The Nominating Committee shall interview all who expressed interest in an office.

Section 4

Nominees shall be members in good standing within the MFRW.

Section 5

A. The Nominating Committee shall submit the slate of names, together with the affiliated clubs they represent. to the MFRW President to include with the mailing of the Call for the state convention.
B. The Nominating Committee shall submit a list of all submissions sorted by office to the Recording Secretary for inclusion in the minutes.

ARTICLE X – ELECTIONS

Section 1

Nominations, with the consent of the nominee, may be made from the floor at the Biennial Convention.

Section 2

The election of MFRW officers shall be by ballot unless there is only one candidate for each office, in which case it may be by voice vote. A majority vote will elect.

Section 3

The election of Regional Chairmen and Vice Chairmen will be by ballot unless there is only one candidate for each office, in which case it may be by voice vote. A majority vote will elect.

ARTICLE XI – DUES AND SERVICE CHARGES

Section 1

Per capita dues and service charges shall be assessed by MFRW sufficient to cover remittance due and payable to NFRW. Changes in the MFRW annual dues shall be by recommendation of the Board of Directors and majority vote of the delegates at an annual state convention.

Section 2

Dues are payable to the MFRW Assistant Treasurer beginning January 1 of each year. Membership expires each year on December 31. Renewal of membership must be received by the NFRW by March 1 of the following year for the member to remain in good standing.

Payments must be received according to the deadlines set by MFRW and NFRW, if a local club and members wish to be represented at meetings and conventions. See Article III, Section 4(C).

Section 3

The MFRW fiscal year shall be from January 1 through December 31.

ARTICLE XII – CONVENTIONS

Section 1

The annual state convention of the MFRW shall be held in the Fall, the date and time determined by the Executive Committee for approval by the Board of Directors.

Section 2

The purposes of the Convention will be stated in the Call, which must be sent by the President to all clubs thirty (30) days prior to the meeting, i.e., election of officers, receiving required reports; transaction of other business.

Section 3

A. A local club and its members must be in good standing to be eligible for representation at the state convention.
B. The voting members of the MFRW state convention are the MFRW Board of Directors, credentialed delegates and former MFRW Presidents who are regular members in good standing of a MFRW club.
C. Delegates are elected by each club in proportion to its membership, as certified by the MFRW Treasurer as on June 30th of the year of the Convention.
D. Each club is allowed one (1) delegate for each five (5) members.
E. Official MFRW credentials forms must be sent to the Recording Secretary at least one week before the convention.
F. Fifty (50) voting members (Board of Directors, credentialed delegates, and former MFRW Presidents who are regular members in good standing of a MFRW club) shall constitute a quorum.

Section 4

The annual state convention shall be open to all members of the MFRW and visitors, but only accredited delegates shall be entitled to a voice and a vote. Each delegate is entitled to one vote.

ARTICLE XIII -- PARLIAMENTARY PROCEDURE

The rules contained in the current edition of Roberts Rules of Order Newly Revised shall govern the MFRW in all cases to which they are applicable and in which they are not inconsistent with these bylaws.

ARTICLE XIV -- AMENDMENTS

These bylaws may be amended by a two-thirds vote at an annual state convention, provided the amendment has been proposed by the Bylaws Committee or an MFRW local club, and was submitted in accordance with Article VIII, Section 1(B). Proposed amendments will be included with the call for the state convention.

ARTICLE XV – INDEMNIFICATION

The MFRW shall indemnify to the fullest extent authorized or permitted by the State of Maryland, any person made, or threatened to be made a party to an action, suit or proceeding by reason of the fact that said person is or was an officer, employee or member acting in good faith on behalf of MFRW.

ARTICLE XVI – DISSOLUTION

In the event of the dissolution of this organization by a majority vote of the Board of Directors, all of its assets remaining after payment of all costs and expenses of such dissolution shall be distributed to the National Federation of Republican Women (NFRW). None of the assets shall be distributed to any member or officer of this organization.

PREVIOUSLY
Amended 15 Oct 2023
Amended 12 Nov 2022
Amended 14 Nov 2020

Maryland Federation of Republican Women

2027 LEGISLATIVE PRIORITIES

BUDGET, TAXES AND SPENDING

Current and projected programs and budgets are unsustainable. Urgent and detailed reconsideration of current and projected spending levels, taxes, and fees is needed to provide essential services at a cost that Marylanders' can afford. Legislative Audit findings and recommendations for state programs need to be implemented. Grant programs need documented outcomes.

CLIMATE / HOUSING / TRANSPORTATION

1) Modify Maryland's Climate Pollution Reduction Plan to reflect balanced energy policies that provide citizens multiple, reliable, and affordable energy choices.

a. The timeline for new and increased energy sources is out of sync with increased demand required to meet Plan mandates. Lost capacity from early coal-powered plant retirements has been ignored and has contributed to higher energy bills.

b. Mandates are extremely costly and unfairly limit citizens' rights to choose where and how they live (e.g. all electric homes, electric vehicles only).

c. Zoning decisions allowing increased density or auxiliary dwelling units in communities of stand-alone single-family homes must remain with local government, not usurped by the State.

d. The plan burdens businesses, especially agriculture and manufacturing, with costly modifications (e.g. the "clean-heat" standard) that will lead to higher prices for everyone.

e. Allowing conversion of agricultural and forest land to solar-power generation betrays years of citizen and local government efforts and dedicated funds to preserve agricultural and forest land.

2) Allocation of Transportation Trust Funds between roads & bridges and mass transit needs rebalancing to reflect actual usage. Farebox recovery rates (bus/subway) are too low: Baltimore 7.7%/6.1%; WMATA 5.7%/15.6% (2023).

3) The electric vehicle surcharge represents far less than a fair share of transportation construction and maintenance costs when compared to fuel tax with its annual automatic CPI increases paid by gas and diesel vehicles. A replacement (not additional) funding source is needed for the gas tax.

PUBLIC SAFETY -- Support for law enforcement and public safety requires that we:

1) Support increased training for police officers in non-lethal methods of restraint and control of individuals or groups, including training for de-escalating tense or potentially violent situations.

2) "Back the Blue" – Recruitment and retention have been negatively impacted by overzealous press, activists, prosecutors, and unfair punitive legislation, resulting in understaffing and reduced enforcement.

3) Develop and implement effective tests for drug intoxication distinct from alcohol intoxication. Statistics must differentiate between drug intoxication and alcohol intoxication.

4) Restore automatic referral of juveniles to adult court for the most serious and violent crimes. Require stricter oversight and completion of remediation by juveniles who commit serious and violent crimes.

5) Strengthen penalties for those who:

a. Physically attack bystanders, police, or other protesters.

b. Set fires, destroy private or public property with graffiti or physical destruction, or participate in looting and theft during protests, demonstrations, or riots.

c. Use lasers or projectiles with the intent to obstruct or harm others.

PRESERVE INDIVIDUAL CONSTITUTIONAL RIGHTS & FREEDOMS

1) Protect individual right to free speech and expression and free practice of religious beliefs.
2) Respect citizen rights to own, keep and bear firearms.

Maryland Federation of Republican Women
2027 LEGISLATIVE PRIORITIES

ELECTION INTEGRITY

1) SUPPORT

a. Government-issued photo ID requirement for voter registration and voting

b. Vote count accuracy and security

c. Annual cleansing of voter rolls for ineligible voters and those who have died or moved.

2) OPPOSE

a. Ranked choice voting and approval voting

b. Mid-decade Congressional redistricting to facilitate gerrymandering for political gain.

CULTURE OF LIFE

1) SUPPORT

a. Protection for pain-capable unborn children as a compelling interest of the state.

b. Education and action to address the deadly rise in fentanyl trafficking and fentanyl overdoses.

c. More effective treatment (vs. incarceration) for opioid addiction.

2) OPPOSE

a. Physician-assisted suicide or "death with dignity" legislation.

b. All attempts to apply the "Right to Reproductive Freedom" constitutional amendment to gender affirming care or to restrict parental rights as they relate to reproductive care for minors.

EDUCATION

1) SUPPORT

a. Altering the *Blueprint for the Future* to require that students perform at grade level, remove extra layers of bureaucratic control, and remove constraints on parental involvement (require parental knowledge or consent for education, social and health services).

b. Fewer administrators / more teachers - fewer consultants / more tutors and reading and math coaches.

c. Education reform emphasizing the basics, with the goal of every child performing at grade level.

- MCAP grade level proficiency rates for the 2025-2026 school year (grades 3-8):
    - Language arts – 51.7%
    - Mathematics – 27.1%
    - Science—31.7%
- Reading -- 33% NAEP proficient – 8th grade students (2024)

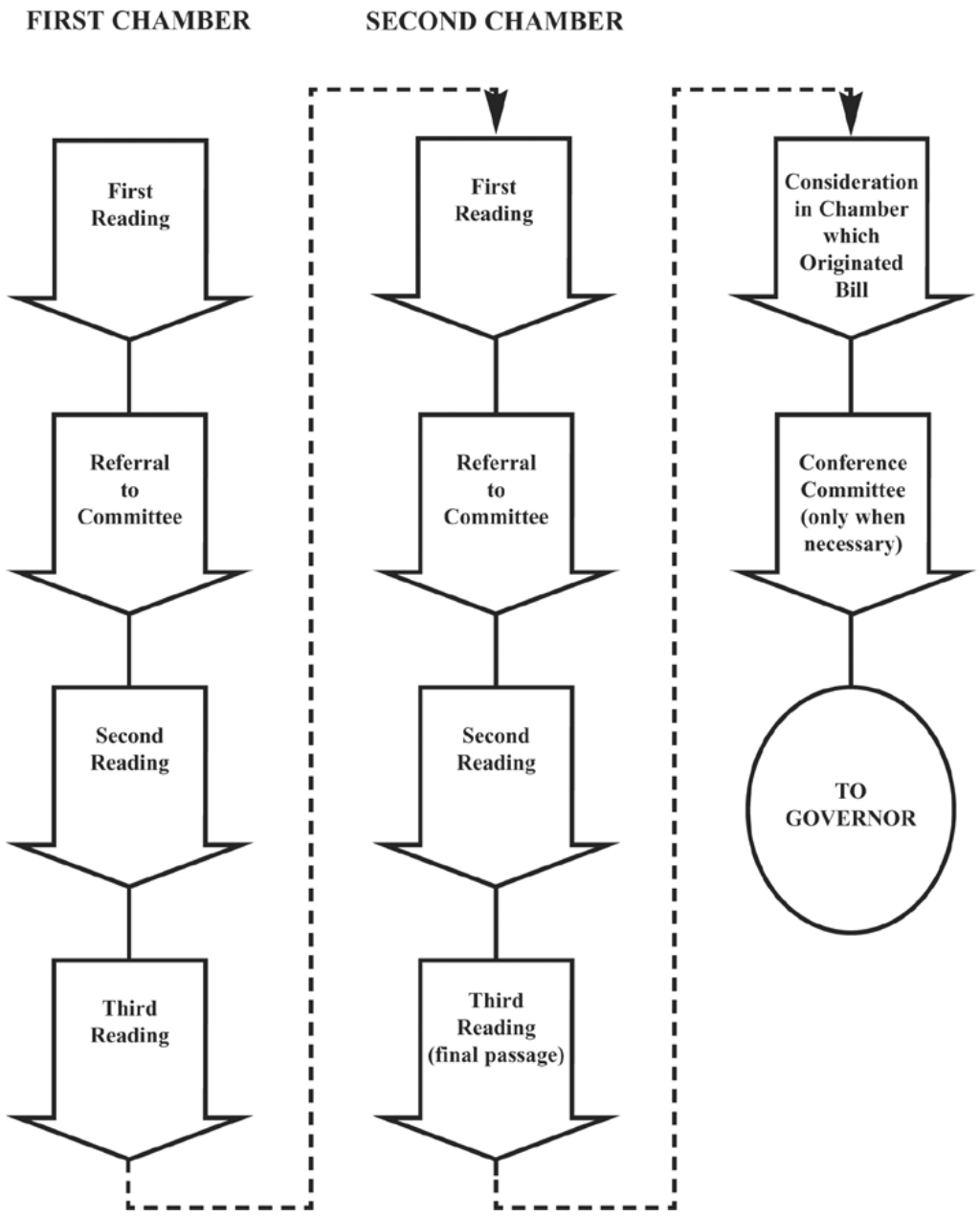
d. School choice (vouchers, charter schools, home schooling). Approve Maryland to participate in the new Federal Education Scholarship tax credit program.

e. Reduce chronic absenteeism (missed more than 10% of school year) -- 25.5% of MD students in 2025.

f. Limit girls' competitive sports to biological girls. Disproportional muscle mass and other physiological advantages in trans-identifying males increase the danger of life-altering injuries to biological girls and give trans-identifying males an unfair competitive advantage.

2) OPPOSE teaching, counseling, or promoting gender transition in schools, including agreements between Boards of Education and hospitals and clinics for "gender-affirming" counseling, treatments, or surgeries for children under age 18.

The Progress of a Bill



The legislative process, the mechanism through which the laws of Maryland are enacted, is dynamic and complex. One hundred and eighty-eight men and women are elected every four years to serve in the State's legislative branch to enact laws that protect the interest of Marylanders. Legislation introduced in the General Assembly is a legislator's response to the needs or desires of his or her constituency.

In Maryland, an idea or concept must pass through many processes before it becomes law. Citizens of Maryland must approach their legislators to introduce a bill. If the legislator agrees to sponsor the legislation, the bill is drafted by the Department of Legislative Services, reviewed by the legislator, and prepared for introduction. Bills or resolutions may be introduced in advance of regular sessions.

First Reading: When the session convenes, the Reading Clerk reads the numbers and titles of the bills being introduced and indicates the committee to which they have been referred by the presiding officer.

Referral to Committee: The committees meet daily during the session to receive testimony and take action on bills referred to the committee. Since the legislature is instrumental in integrating public demands with public policy, citizens are encouraged to present their views on the proposed bills by mail or by personal appearance. Lobbyists representing organized interest groups, officials from State agencies, local government representatives, and other interested citizens speak at these hearings, to either oppose or support the proposed legislation.

The Department of Legislative Services prepares a fiscal analysis for each bill, and these fiscal notes are considered during the committee deliberations.

Second Reading and Floor Consideration: The bill is reported back to the floor by the committee with its recommendation (favorable, unfavorable, favorable with amendment, or rarely, no recommendation). If the bill is amended by the committee, a vote is taken on the amendment, and if passed, another vote is taken on the bill as amended. Committee action may be reversed, but this is infrequent.

Amendments can then be offered from the floor by any member. After all amendments are considered, the presiding officer orders the bill to be printed for its third and final reading.

Third Reading: The bill must be printed in its final version with all amendments included for third reading. No amendments may be presented on third reading in the bill's chamber of origin, and the bill must be passed by a majority of the elected membership.

Second Chamber: The procedure follows a pattern identical to that of the chamber in which the bill originated, except amendments may be proposed during third reading, as well as during second reading. If not amended in the second chamber, final passage may occur without reprinting.

Consideration of Bills Originating in One Chamber and Amended in the Second Chamber: If amended in the second chamber, the bill is returned to the chamber of origin where a vote is taken on a motion to concur or reject the amendments. If concurrence is voted, a final vote is taken on the bill as amended, and action is complete. The bill is reprinted, or enrolled, to include the added amendments before it is presented to the Governor.

If the amendments are rejected, two courses of action are possible: 1) the amending chamber may be requested to withdraw its amendments or 2) upon refusal to withdraw the amendments, either chamber may request a conference committee to resolve the differences between the two chambers.

Conference Committee: Three members from each chamber are appointed to a conference committee by the presiding officers to reach a settlement on the proposed legislation. A report of a conference committee goes back to both chambers to be adopted or rejected without amendment. If the conference committee report is adopted, the bill is voted upon for final passage in each house. If the conference committee report is rejected by either house, the conference committee may be directed to reconvene, new members may be appointed, or the bill fails.

Presentation of Bills to Governor: Except for constitutional amendments and the budget bill, presentation of all bills to the Governor is mandatory. The budget bill becomes law upon its final passage and cannot be vetoed. Bills must be presented to the Governor within twenty days after adjournment of a session, and in the case of such bills, the Governor may veto within thirty days after presentation. If the Governor does not veto a bill, it becomes law. The Governor may not veto a constitutional amendment.

Veto Power: The power to override a veto rests with the legislature. If a bill is vetoed during a regular session, the veto message is considered immediately. If a bill presented after the session is vetoed, the veto message must be considered immediately at the next regular or special session of the legislature, except that the legislature during the first year of a new term may not override a veto. A three-fifths vote of the elected membership in each house is necessary to override a veto.

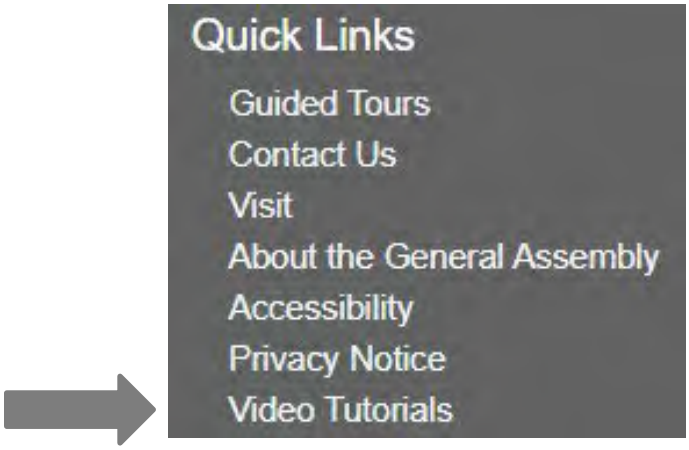
GENERAL ASSEMBLY 2027

Jan 13 · General Assembly convenes

Apr 12 · General Assembly adjourns

HERE'S HOW YOU CAN UTILIZE THE MGA WEBSITE TO MONITOR LEGISLATION

https://mgaleg.maryland.gov/mgawebsite/

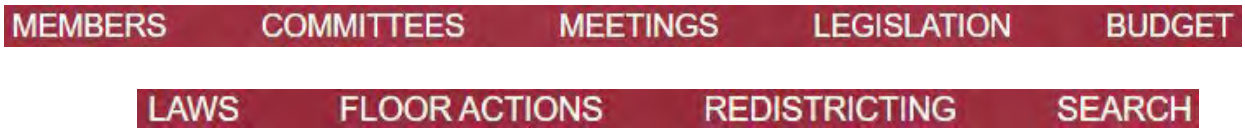


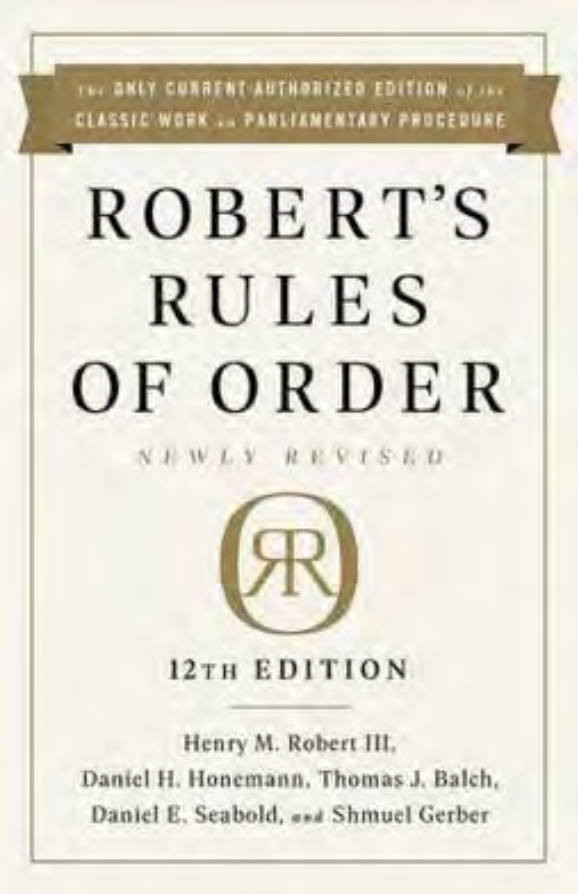
At the bottom of the Home Page, you will find a link to Video Tutorials – a great place to start (especially **):

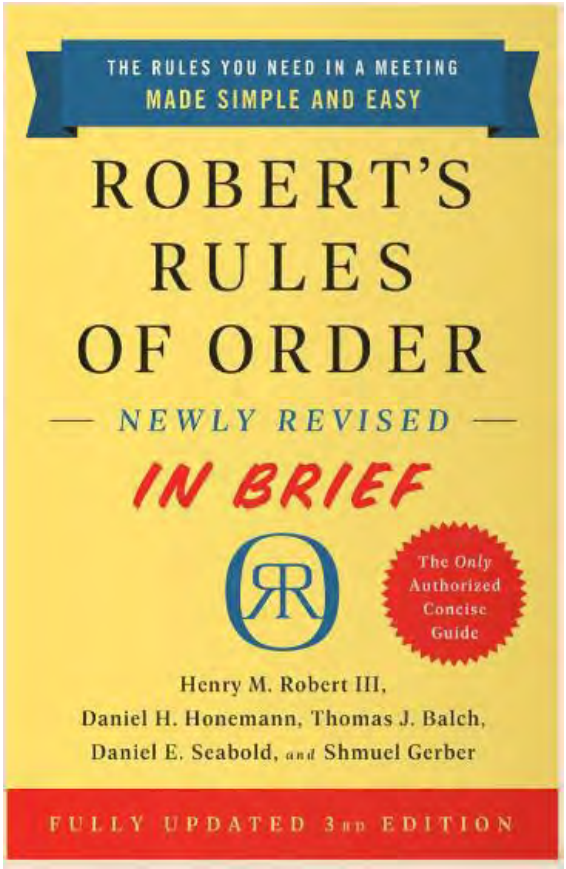
- Intro to the MGA website
- Understanding a bill page
- Searching for bills
- Finding a legislator
- Searching media
- Bill tracking lists
- MyMGA New Account
- Witness sign up

Once you have reviewed the tutorials, spend some time exploring each of these headings.

There is a tremendous amount of information available on the MGA website.







The *Robert's Rules of Order Newly Revised* 12th Edition is the foremost authority on parliamentary procedure, and the *Robert's Rules of Order Newly Revised In Brief* 3rd Edition is the only authorized concise guide.

https://robertsrules.com/

ROBERTS RULES CHEAT SHEET

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Adjourn	"I move that we adjourn"	No	Yes	No	No	Majority
Recess	"I move that we recess until…"	No	Yes	No	Yes	Majority
Complain about noise, room temp., etc.	"Point of privilege"	Yes	No	No	No	Chair decides
Suspend further consideration of something	"I move that we table it"	No	Yes	No	No	Majority
End debate	"I move the previous question"	No	Yes	No	No	2/3
Postpone consideration of something	"I move we postpone this matter until…"	No	Yes	Yes	Yes	Majority
Amend a motion	"I move that this motion be amended by…"	No	Yes	Yes	Yes	Majority
Introduce business (a primary motion)	"I move that…"	No	Yes	Yes	Yes	Majority

The above listed motions and points are listed in established order of precedence. When any one of them is pending, you may not introduce another that is listed below, but you may introduce another that is listed above it.

To:	You say:	Interrupt Speaker	Second Needed	Debatable	Amendable	Vote Needed
Object to procedure or personal affront	"Point of order"	Yes	No	No	No	Chair decides
Request information	"Point of information"	Yes	No	No	No	None
Ask for vote by actual count to verify voice vote	"I call for a division of the house"	Must be done before new motion	No	No	No	None unless someone objects
Object to considering some undiplomatic or improper matter	"I object to consideration of this question"	Yes	No	No	No	2/3
Take up matter previously tabled	"I move we take from the table…"	Yes	Yes	No	No	Majority
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to…"	Yes	Yes	Only if original motion was debatable	No	Majority
Consider something out of its scheduled order	"I move we suspend the rules and consider…"	No	Yes	No	No	2/3
Vote on a ruling by the Chair	"I appeal the Chair's decision"	Yes	Yes	Yes	No	Majority

The motions, points and proposals listed above have no established order of preference; any of them may be introduced at any time except when meeting is considering one of the top three matters listed from the first chart (Motion to Adjourn, Recess or Point of Privilege).

PROCEDURE FOR HANDLING A MAIN MOTION

NOTE: Nothing goes to discussion without a motion being on the floor.

Obtaining and assigning the floor -- A member raises her hand when no one else has the floor:

- The chair recognizes the member by name

How the Motion is Brought Before the Assembly

- The member makes the motion: *I move that (or "to")* ... and resumes her seat.
- Another member seconds the motion: *I second the motion* or *I second it* or *second*.
- The chair states the motion: *It is moved and seconded that ... Are you ready for the question?*

Consideration of the motion:

1. Members can debate the motion.
2. Before speaking in debate, members obtain the floor.
3. The maker of the motion has first right to the floor if she claims it properly.
4. Debate must be confined to the merits of the motion.
5. Debate can be closed only by order of the assembly (2/3 vote) or by the chair if no one seeks the floor for further debate.

The chair puts the motion to a vote:

1. The chair asks: *Are you ready for the question?* If no one rises to claim the floor, the chair proceeds to take the vote.
2. The chair says: *The question is on the adoption of the motion that ... Those in favor, say 'Aye'.* (Pause for response.) *Those opposed, say 'Nay'*. (Pause for response.) *Those abstained please say 'Aye'.*

The chair announces the result of the vote.

1. *The ayes have it, the motion carries, and* ... (indicating the effect of the vote) or
2. *The nays have it and the motion fails*

WHEN DEBATING YOUR MOTIONS

Listen to the other side
Focus on issues, not personalities
Avoid questioning motives
Be polite

"Motion" is the noun -- "*The question is on adoption of the motion that..."*

*"*Move" is the verb -- "*I move that..." "It is moved and seconded that..."*

Robert's Rules of Order [RONR (12th ed.) 61.1] states that "*an organization…has the ultimate right to make and enforce its own rules, and to require that its members refrain from conduct injurious to the organization or its purposes"*.

We welcome all Republican women into our organization. We are an organization that does not discriminate based on race, religion, ethnicity, age, or otherwise. We understand that this will mean a diversity of interests and opinions.

The goal of the Maryland Federation of Republican Women is to provide an open and supportive environment for civil discourse, where all sides of an issue are examined and members feel comfortable expressing differing views. It is imperative that we work together in a respectful and collaborative way to provide our members with the opportunity to learn, engage, and flourish in the political process.

This Code of Conduct is intended as a guide to acceptable behavior that includes respect for the individual and an environment free of abusive, offensive or harassing behavior. All members are expected to observe the highest standards of civility in their conduct.

Everyone deserves to be treated with dignity and respect. Everyone should feel comfortable speaking her mind, so long as the communication is respectful, impersonal (not directed at or about a specific individual), and devoid of malice.

A culture of open and honest communication brings out the full potential in each member which, in turn, contributes directly to the positive impact that we make in our mission.

Ethical behavior is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. The MFRW Executive Committee and club leadership has the added responsibility for demonstrating the importance of this Code through their actions.

Audit of Treasurer's Records

MFRW will pay for the audit and review of the Treasurer's accounts.

Endorsement Policy

It is recognized that members of our organization are politically active and should be engaged in the support of Republican candidates. It is further recognized that building quality relationships with our elected officials are critical to our mission.

The MFRW has adopted this policy to specifically address endorsement of candidates during election cycles:

- The President and Campaign Activities Chair (or equivalent) of the MFRW and all affiliated clubs shall not publicly endorse any candidate for public office in any primary, runoff, special, or non-partisan race where two or more known Republicans are in the race.
    - Examples of endorsements or public displays of support include block walking, door knocking, phone banking, handing out literature, sending emails, displaying signs on personal property, donating funds or attending fundraising events, and social media posts.

- No endorsement or evidence of support by any member shall be issued using the affiliation, logo, state/club name, or stationery of the MFRW or any local club of the MFRW.

- This policy does not apply to an individual running for delegate to the Republican National Convention for one of the presidential candidates.

- An officer of the organization who is a candidate, or whose spouse or family member is a candidate, shall be exempt from this rule. However, they may not use the name, logo or stationery of the MFRW or their local MFRW club in their support of that candidate.

- Clubs may distribute (either hard copy or through digital mediums) information on all Republican candidates in a contested Primary race (such as fundraisers, press releases, and events) so long as they ensure it is done in a fair and equitable manner.

Suggestions include:

- Create a separate “Candidate’s Forum” club Facebook page (and other digital mediums) that includes a disclaimer (i.e., “Items posted on this page are for informational purposes only and do not represent an endorsement by this club”) and allow all Republican candidates to post on the page.
- Emails forwarded by the club on behalf of Republican candidates in a contested Primary should include a similar disclaimer and be done in a fair and equitable manner:
  - Invite candidates to participate in a weekly club email that contains information/invitations.
  - Make sure that all candidates are aware of the club policy (content, format, deadlines) for having their information included.

- With non-partisan races, confirm party affiliation using the voter data software and support our Republican candidates running in the non-partisan races. Contact your local Central Committee or the MDGOP if you need help with this.

Letters to the Editor

MFRW encourages its members to write letters to the editor. However, a member’s title and MFRW stationery cannot be used unless the MFRW President and a majority of the Executive Committee have approved the statement for release to the media.

Membership lists

The members of MFRW authorize their President to submit the lists of members to *bona fide* Republican candidates for public or party office, upon request by the candidate and at their expense, unless otherwise instructed by the individual local club president(s).

Reimbursement of President’s Expenses

MFRW will reimburse the President (or her appointed representative) for travel at the current federal mileage reimbursement rate and other reasonable and approved expenses incurred on her behalf.

Run for Office

It is the policy of MFRW to encourage its members to run for party and public office. In the event the MFRW President is elected to public office, she shall immediately resign as President.

Charity Salling
Baltimore County, Maryland
443-813-2275 • sallingcharity@gmail.com

September 5, 2026

Dear MFRW Members,

I am writing to express my interest in the Treasurer position. When I saw the email and this opportunity, I immediately felt that it was a position that aligned extremely well with my professional experience, organizational skills, and desire to become involved in something meaningful now that both of my children are in college.

I believe I would be an excellent fit for this role because I bring a combination of **professional bookkeeping experience, actual Treasurer experience, attention to detail, and a strong history of community involvement**. For the past 10 years, I have handled the bookkeeping and financial administration for two general contracting companies, Akors LLC and Arundel Engineering. I am an expert in **QuickBooks Desktop Enterprise** and proficient in **QuickBooks Online**, and I am comfortable managing financial records, reconciliations, reporting, filings, insurance documentation, and other administrative responsibilities.

In addition to my professional experience, I served as **PTSA Treasurer for Dulaney High School during 2025–2026**, where I managed the organization's financial records, presented monthly Treasury reports, and handled fiscal year-end responsibilities. I also previously served as **Treasurer for a Congressional campaign**, giving me experience with financial reporting, filings, and the compliance responsibilities that come with managing organizational funds.

My involvement in the community has also given me a strong understanding of what it takes to responsibly manage an organization's finances while working collaboratively with a committee and its members. Over the years, I have served in numerous leadership and fundraising positions, including PTA and PTSA leadership, Booster Club activities, Cub Scouts and Boy Scouts, and large fundraising events. I have helped organize events that raised thousands of dollars and understand the importance of accurate records, accountability, transparency, and making sure every dollar is handled responsibly.

I am particularly interested in the Treasurer position because it offers the opportunity to contribute in a meaningful and practical way. I enjoy working behind the scenes, keeping things organized, making sure the numbers are accurate, and providing the financial structure that allows an organization to operate successfully. I am not looking for a title—I am looking for an opportunity where my skills can genuinely be useful.

I also believe my familiarity with **Maryland filings, OneStop, insurance requirements, and related reporting responsibilities** would allow me to step into the position with a strong foundation and become productive quickly.

I would welcome the opportunity to bring my financial experience, dependability, and organizational skills to this position. I am confident that my combination of professional bookkeeping expertise and hands-on Treasury experience would make me a strong asset to the organization.

Thank you for taking the time to consider my application. I would appreciate the opportunity to discuss the position and how my experience could contribute to its continued success.

Sincerely,



Charity Salling

Baltimore County, Maryland | 443-813-2275 | sallingcharity@gmail.com

SUMMARY

Experienced financial and administrative professional with 10 years of bookkeeping experience supporting two general contracting companies, combined with hands-on service as a PTSA Treasurer and Congressional Campaign Treasurer. Expert in QuickBooks Desktop Enterprise and proficient in QuickBooks Online, with experience managing financial records, reporting, filings, insurance documentation, and compliance requirements. A proven, trusted steward of organizational finances with extensive community leadership and fundraising experience.

EDUCATION

University of Maryland
B.S., Business Marketing *1996*

EXPERIENCE

Bookkeeper & Financial Administrator 10 Years
Akors LLC & Arundel Engineering

- Manage all bookkeeping and financial recordkeeping for two general contracting firms.
- Maintain accurate financial records, transactions, reconciliations, and supporting documentation.
- QuickBooks Desktop Enterprise Expert; proficient in QuickBooks Online.
- Support financial reporting, business filings, insurance documentation, and compliance requirements.
- Experienced with Maryland OneStop, state filings, and related filings.
- Support businesses serving both commercial and government clients.

PTSA Treasurer 2025–2026
Dulaney High School

- Managed PTSA financial records, transactions, and financial documentation.
- Supported accurate financial reporting and responsible stewardship of organizational funds.
- Presented monthly Treasury report and handled fiscal year end duties.

Treasurer 2019–2020
Congressional Campaign

- Managed campaign financial records and treasury responsibilities.
- Handled required financial reporting and filings.
- Developed familiarity with campaign finance administration and compliance requirements.

TECHNICAL SKILLS

QuickBooks Desktop Enterprise
QuickBooks Online
Bookkeeping
Financial Reporting
Budget & Fund Management
Maryland Filings
OneStop
Insurance Documentation
Campaign Finance Administration
Fundraising

Compliance
Recordkeeping
Administrative Support

COMMUNITY LEADERSHIP & FUNDRAISING

Dulaney High School: PTSA Recording Secretary (2024–2025) • PTSA Treasurer (2025–2026) • Robotics Team Parent (2022–2026) Towson High School: Sports Booster Committee Member (2021–2025) • Bull Roast Co-Chair (2021–2025) • Media Co-Chair (2024–2025) Cromwell Valley Elementary School PTA: Parent Committee Member • Spring Fling Co-Chair • Annual Silent Auction Co-Chair Boy Scouts — Troop 742: Committee Member • Fundraising Chair • Pancake Breakfast Fundraiser Leader • Mulch Fundraiser Grub Leader Cub Scouts: Committee Chairperson

PROFESSIONAL NOTE

Successfully re-entered the workforce after more than 10 years as a stay-at-home parent and established a 10-year professional tenure managing bookkeeping and administrative responsibilities for two general contracting companies.

MARYLAND FEDERATION
WELCOMES
LEADERSHIP INSTITUTE

LESLIE HUBERT

Leslie Hubert is a Wisconsin-based political strategist, trainer, and grassroots leader with extensive experience in campaign management, voter engagement, and candidate development.

After beginning her career as a history teacher, Leslie transitioned into politics and assumed senior roles in several of Wisconsin's most competitive campaigns. In 2022, she served as a Regional Political Director for U.S. Senator Ron Johnson's reelection campaign, overseeing grassroots efforts in a reegion where voter turnout increased by as much as four percent.

She later served as Grassroots and then Political Director for the Republican Party of Wisconsin and as Wisconsin State Director for the Trump campaign during the 2024 election cycle.

Today, Leslie serves as the Midwest Deputy Director for the Leadership Institute, where she recruits, trains, and develops candidates, activists, and community leaders. In this role, she has created and led training programs focused on campaign strategy, fundraising, persuasive messaging, voter contact, digital communications, and grassroots organization.

Leslie holds a bachelor's degree in history and social studies education from Evangel University and a master's degree in American history from American Public University, A Wisconsin resident and mother of four, she draws on her experience as an educator, campaign professional, and grassroots organizer to help prepare the next generation of effective leaders.

AARON EVANS

Aaron Evans is President of Winning Republican Strategies (WRS), a national Republican consulting and voter engagement firm based in Central Virginia. Aaron has successfully advised over 100 races since 2005 and has developed a record of winning tough races from state to federal levels in swing districts across the country.

He received his M.Div. in Leadership from Liberty University, has a Master's Certificate in Documentary Filmmaking from George Washington University, and is a graduate of the Political Leaders Program at the University of Virginia's Sorensen Institute for Political Leadership. Aaron currently resides in Ruckersville, VA with his wife and 3 sons.

NFRW Women of INFLUENCE

RECRUIT ★ ENGAGE ★ EMPOWER

Strong Women. Stronger Clubs. A Brighter Future.

RECRUITING PERIOD NOW OPEN

JULY 5

The NFRW Women of Influence recruiting period began July 5, and clubs can now begin entering their recruitment data. I encourage every club to participate and make sure your members receive credit for the women they are bringing into our organization.

Your club can start entering this data now. Anyone in need of assistance can reach out to me directly to schedule support:

mlfriend@shentel.net

AWARDS CHAIR REPORT

2026 – 2027 NFRW CLUB ACHIEVEMENT AWARDS

It is also time to start planning for the NFRW 2026 – 2027 Club Achievement Awards data collection. Don't wait until the deadline approaches to start looking at the requirements.

Use the award topics as a roadmap for your club. These categories can help you identify new activities, strengthen existing programs, increase member involvement, and ultimately build stronger, more active clubs.

Let's keep recruiting, engaging, and growing.

We have a lot to celebrate—and there is still plenty of time to make 2026 an outstanding year for MFRW membership!

LEGACY FUND

Report of the Legacy Fund Advisory Committee

7 Nov 2026

In 2005, the Board of Directors of the Maryland Federation of Republican Women established the MFRW Legacy Fund, an endowment whose earnings would be used to further the purposes of the organization.

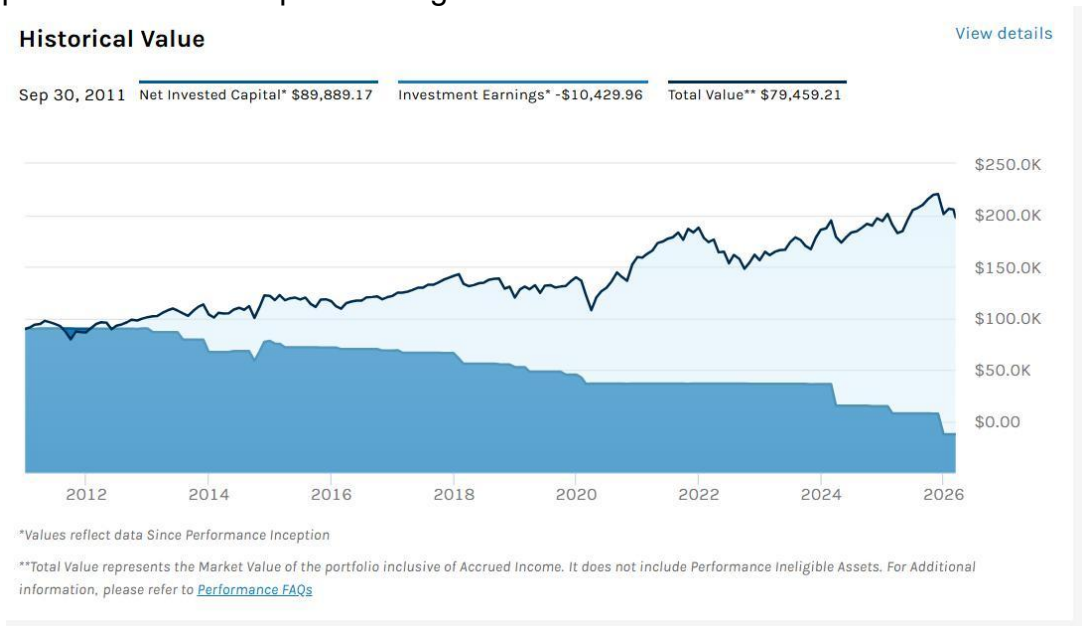
Account balances at 11/03/26 totaled $216,294.59. Earnings in excess of $165,000 (*original $100K indexed to the CPI at 5-year intervals from inception*) can be used for:

- Leadership development for MFRW members
- Educating MFRW members on issues of interest to the Federation
  - Skills training for MFRW members
  - Campaign management
  - Communication (oral and written)
  - Lobbying
  - Media relations
  - Outreach skills to increase membership
- Scholarship opportunities
  - State and national meetings
  - Trainings that benefit the Federation

Earnings have been used for:

- MFRW's annual Leadership Conference -- free to members
- MFRW's annual Red Scarf Day -- free to members and Republican legislators
- 1/2 "Early Bird" registration for members attending NFRW's Biennial Convention
- Income taxes on Fund earnings

Fund performance -- inception through 2025:



LEGACY FUND

Report of the Legacy Fund Advisory Committee

7 Nov 2026

The events in the chart below are expenditures specifically identified in the governance document as allowed uses of excess funds and do not require a vote by the Advisory Committee or the Board of Directors. A transfer to Wells Fargo checking is usually requested in mid-December (projected $6K for Leadership + $9K for Red Scarf Day).

Leadership Conference	Red Scarf Day		
$ 5,025	$ 5,680	2022	
$ 5,012	$ 9,461	2023	
$ 8,165	$ 6,686	2024	
$ 4,464	$ 7,865	2025	Average
Average	Average		Annual
$ 5,666	$ 7,423		TOTAL
			$ 13,090

In September, the Legacy Fund Advisory Committee recommended and the Board of Directors approved two funding proposals. Total cost was $9,200. Below are the results at October 20th:

1. GOTV text campaign to 411,605 registered Republican women

   114 women completed MFRW's *Member Interest* form
   174 potential election integrity cases were identified

2. Mail-in ballot chase text program to 68,668 Republican requesters whose ballot had not yet been returned

   165 potential election integrity cases were identified
   3,784 "opted out" -- just 5/100ths of 1 percent of recipients

The Advisory Committee agreed that these efforts qualified for funding under each of the four *Purposes* in the Legacy Fund governance document:

- Increasing the effectiveness of women in the cause of good government;
- Disseminating information to MFRW's federated clubs;
- Encouraging Republican women to run for elective office, providing campaign education and volunteer support; and
- Working for Republican candidates in all elections.

<u>Legacy Fund Advisory Committee</u>

Sharon Carrick
Carol Randall
Luanne Ruddell
Maria Sofia
Anne White