Chronological History

of the development of

THE AMERICAN LEGISLATORS’ ASSOCIATION
“ALA”

THE COUNCIL OF STATE GOVERNMENTS
“Cosgo”

and their associated agencies

This chronological table lists a few of the high lights in the growth of the Council of State Governments since the idea of organization for systematic, comprehensive cooperation between the state governments and between federal and state governments was first conceived in 1922.

Although much of this material is repeated in the History which follows, we feel that it is time that a complete record in chronological form be available for governmental officials and for research students.

In each future volume of the Book of the States we will publish a full history only for the biennium immediately preceding publication.

1922

August

Plans for a national organization of state legislators and of nation-wide organization for interstate cooperation begun by Henry W. Toll, a member of the Colorado Senate.

1925

December 21

Letter to each member of the legislature of each of the 48 states (7,500 legislators), proposing the organization of the American Legislators’ Association, and enclosing the January number of “The American Legislator,” mailed by Mr. Toll from Denver. This was the first time in American history that a periodical devoted to the problems of the state legislatures had been undertaken.

January 20

February number of the monthly leaflet mailed to 7,500 legislators, with name changed to “The Legislator.”

May 21, and June 10 respectively

Nomination and election ballots sent to 7,500 legislators, and Senate and House Councils thus elected in each of the 48 states.

May 3

Project endorsed by Denver Bar Association.

May 5

Project endorsed by Law Club of Denver.

May 14

Project endorsed by Colorado Bar Association.

June 1

First number of “The Pennsylvania Legislator” issued by Senator George Woodward.

July 13

Project endorsed by the National Conference of Commissioners on Uniform States Laws, meeting in Denver.
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1927

August 31—September 1, 2

Second meeting of the Association at the Hotel Lafayette, Buffalo, New York. Practically no attendance.

1928

July 25, 26, 27

Third meeting of the Association, in Seattle, Washington, attended by eight legislators representing eight states. Robert L. Patterson of California elected second president. Mr. Toll became executive director (honorary).

September, October, and November

Informal applications for financial assistance made orally by Mr. Toll in conversations in New York and Chicago with the chief executives of the Spelman, Rosenwald, Carnegie, Commonwealth, and Twentieth Century foundations—and thereafter continued intermittently.

1929

February 1

Clearing house for Legislative Reference Bureaus more fully developed in "The Legislator." ALA issued the first comprehensive list of the Legislative Reference Services of the 48 states ever published.

August 30

First formal applications to Spelman Fund, Rosenwald, Carnegie Corporations, Twentieth Century, and Commonwealth foundations.

October 23

Fourth Annual Meeting of the American Legislators' Association, at the Hotel Peabody, Memphis, Tennessee, attended by legislators from nine states.

1930

January 10

Provisions of Spelman Fund grant partially arranged in conversation between Mr. Beardsley Ruml for the Fund, and Mr. Toll for the ALA.

January 23

First Spelman Fund appropriation to the ALA granted for $40,000. This was the first grant of the Spelman Fund to
any organization connected with the subsequently developed "Chicago Group." From this date onward, the Spelman Fund made various grants toward the general maintenance and toward special projects of both the ALA and the Council of State Governments.

March 29
First issue of the ALA periodical in magazine form, with new name: "State Government." This was the first time that a magazine devoted to this subject had been undertaken.

June 15
Board of Managers revised ALA Articles.

October 17
Chicago Secretariat opened—consisting of two small rooms at the southeast corner of the ground floor of 850 East 58th Street. Staff: Mr. Toll, Miss Casmon, and Mr. Hallett, all from Denver. ALA was the first governmental organization to occupy quarters at 850 East 58th Street.

November 7
First Directory of the legislators of the forty-eight states published by the ALA.

November 10, 11, 12
Fifth Annual Meeting of the ALA at the Statler Hotel, Cleveland, Ohio, at which eight states were represented.

November 24
Rosenwald Foundation grant for $15,000. This was the only grant from the Foundation.

December 13
First federal appropriation bills to permit an annual appropriation of $40,000 to the American Legislators' Association's legislative reference services and kindred activities, introduced by Senator Frederick Steiwer, of Oregon, and by Congressman Robert Luce, of Massachusetts.

January 10
Carefully revised directory of the Legislative Reference Services of the various states published.

January 16
Colorado adopted a resolution commending the work and purposes of the American Legislators' Association. On subsequent dates, similar resolutions were adopted in the legislatures of all of the states. See February 18, 1937.

February 1
Newly organized Public Administration Clearing House opened its offices at 850 East 58th Street. Director, Louis Brownlow. In the planning of this agency the ideology of the ALA was largely drawn upon.

November 9, 10, 11
Sixth annual meeting of ALA, Buffalo, New York, at which nine states were represented. William B. Belknap, of Kentucky, elected third president of the Association.

December 15
Second federal bills to permit a $40,000 annual appropriation, introduced by Senator Steiwer and Representative Luce.

January 1
American Municipal Association, founded in 1924, opened its offices at 850 East 58th Street. Director, Paul V. Betters.

April 1
American Public Welfare Association; founded in 1930, opened its offices at 850 East 58th Street. Director, Frank Bane.
Municipal Finance Officers' Association, founded in 1906, opened its offices at 850 East 58th Street. Director, Carl H. Chatters.

Bill reported favorably by House Library Committee.

First regular weekly bibliographical bulletin issued by the American Legislators' Association. This bulletin was gradually expanded, and its editing later transferred to the Joint Reference Library of the "850 group," which has continued to issue it regularly.

First "Research Bulletin" issued by the ALA.

Seventh Annual Meeting of ALA, at the New Willard Hotel, Washington, D. C., eight states represented.

Regional conference of North Carolina, South Carolina, Georgia, Kentucky, and Tennessee legislators and state officials, organized by the ALA, convened at Grove Park Inn, Asheville, North Carolina, for three-day meeting. This was the first public step in the organization of pre-session conferences of state legislatures in American history.

Governmental Research Association, founded in 1915, opened its offices at 850 East 58th Street. Secretary-treasurer, Robert M. Paige.

Pre-session conference of the South Carolina legislature, organized by the ALA, convened in the House of Representatives at Columbus, for a two-day session.

Pre-session conference of the Tennessee legislature, organized by the ALA, held at the Andrew Jackson Hotel, Knoxville.

Pre-session conference of the West Virginia legislature, organized by the ALA, held in the House of Representatives at Charleston.

First General Assembly opened a two-day meeting at the Shoreham Hotel, Washington, D. C. Thirty-one states represented. A letter urging the governors and legislators of the various states to assist the ALA in the organization of this Assembly had been previously issued by President-elect Franklin D. Roosevelt. The opening address was delivered by the President of the United States, Herbert Hoover.

Interstate Commission on Conflicting Taxation established at the First General Assembly. Chairman, Senator Seabury C. Mastick of New York.

Third federal appropriation bill for $40,000, HJR 19, introduced by Hon. Robert Luce.

First meeting of the Interstate Commission on Conflicting Taxation, Chicago.

Conference between the Commission and The Congressional Joint Committee on Taxation of the House Ways and Means, and Senate Finance Committees. Plan for organiza-
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June 28
Public Administration Service, founded in 1933, opened its offices at 850 East 58th Street. Director, Donald C. Stone.

October 20, 21
Seventeen-state Northeastern Bus and Truck Conference, organized by the ALA at the request of the Pennsylvania legislature, held in the House of Representatives, Harrisburg. Eighth Annual Meeting, ALA.

October 22
Articles of organization of the Council of State Governments presented to Board of Managers by Mr. Toll, and adopted by the Board, Penn-Harris Hotel, Harrisburg.

November 1
National Association of Housing Officials, founded in 1933, opened its offices at 850 East 58th Street. Director, Coleman Woodbury.

November 22
International City Managers’ Association, founded in 1914, moved its offices from 923 East 60th St., Chicago, to 850 East 58th Street. Director, Clarence E. Ridley.

December 12, 13
Pre-session conference of the Kentucky legislature, organized by ALA, held at the University of Kentucky, Lexington.

1934

April 9
Federal appropriation, bill reported favorably by Hon. Kent Keller, Chairman of the House Library Committee. (Bill later passed unanimously but died without action in Senate Library Committee.)

May 18, 19
Ninth Annual Meeting, ALA. Interstate Commission on Conflicting Taxation met in Washington, D. C.

1935

January 18, 19, 20
Organization meeting of the “Planning Board” of the Council of State Governments, Shoreham Hotel, Washington, D. C., to consider methods for developing the Council.

January 21
Senate Joint Resolution No. 3 for the creation of a New Jersey Commission on Interstate Compacts, consisting of five citizens to be appointed by the governor, introduced by Senator Joseph G. Wolber.

February 1
American Society of Planning Officials, founded in 1934, opened its offices at 850 East 58th Street. Director, Walter H. Blucher.

February 5
Fourth federal bill, to permit an annual appropriation of $40,000, HJR 156, introduced by Hon. Robert T. Secrest.

February 15
First edition of the first volume of the “Book of the States” published by ALA and Cosgro. The first time that a volume in the nature of a combined yearbook for the 48 state governments had ever been published.

February 28
HJR 156 reported favorably from Library Committee.

February 28
Tenth Annual Meeting ALA, Mayflower Hotel, Washington, D. C.
Meeting of Second General Assembly under the joint auspices of ALA and the Council of State Governments at the Mayflower Hotel, Washington, D. C. Forty-one states were represented by 159 delegates.

New Jersey Resolution as revised by Mr. Toll, substituted by Senator Wolber. As revised it provided for a standing committee on Interstate Cooperation in the Senate of five members, a similar committee in the House, and a New Jersey Commission on Interstate Cooperation consisting of those five senators, the five representatives, plus five administrative officials appointed by the governor. It provided that it should be the function of this Commission to perfect the participation of the state as a member of the Council of State Governments, to deal with all types of interstate cooperation. It provided for the issuance of a call to each of the other states to establish a similar commission. This Resolution has served as the basis of every subsequent resolution or statute establishing a Commission on Interstate Cooperation.

New Jersey Commission on Interstate Cooperation established by the legislature by adoption of Resolution of March 4.

Colorado Commission on Interstate Cooperation established by the legislature by similar resolution.

New York Joint Legislative Committee on Interstate Cooperation established by the legislature by resolution.

Civil Service Assembly, founded in 1906, opened its offices at 850 E. 58th Street. Director, G. Lyle Belsley.

Nebraska Commission on Interstate Cooperation established by the legislature by resolution.

North Carolina Commission on Interstate Cooperation established by the legislature by resolution.

Florida Commission on Interstate Cooperation established by the legislature by resolution.

Pennsylvania Commission on Interstate Cooperation established by the legislature by resolution.

Tax Revision Council meeting at Mayflower Hotel, Washington, D. C.

First Nation-wide Assembly of Commissioners on Interstate Cooperation, Stevens Hotel, Chicago, Illinois, at which 36 delegates, representing 22 states, were present. Staff now numbered 14 full-time members, and numerous members of a joint staff of the Chicago group of organizations.

New Hampshire Commission on Interstate Cooperation established by statute. This was the first time that such a Commission was established by statute.

The National Association of Attorney-Generals at its annual meeting at the Biltmore Hotel, Los Angeles, adopted a resolution requesting Council of State Governments to constitute its Central Secretariat as the research agency and clearing house of the Association. President, Raymond T. Nagle.
July 29-August 1  National Association of Secretaries of State at its annual meeting in St. Paul, Minnesota, adopted a resolution requesting the Council of State Governments to constitute its Central Secretariat as the research agency and clearing house for the Association. President, Enoch D. Fuller.


September 16  The Council of State Governments opened its New York Secretariat, to serve primarily the states of New York, New Jersey, Pennsylvania, and Delaware. Mr. Hubert R. Gallagher was transferred from the Central Secretariat to become District Representative of the Council in charge of this office. This was the first time that an office had been established to assist a local group of states.

October 11, 12  Delegates of forty states convened at the Interstate Crime Conference at the House of Representatives, Trenton, New Jersey. The Interstate Commission on Crime was established. Chairman, Richard Hartshorne, of New Jersey.

November  Third edition of first volume of the “Book of the States” published, with the addition of 212 pages of proceedings of various interstate conferences organized by the Council. This was the first time that a “Yearbook of Interstate Proceedings” had been published. The volume now contained 505 pages.

November 22, 23  New Jersey and New York Commissions on Interstate Cooperation met at Hotel Pennsylvania, New York City, to establish a closer relationship and to discuss fields for cooperative undertakings.

November 30-December 2  Meeting of Interstate Commission on Crime to draft technical statutory provisions held in the building of the Bar Association of the City of New York.

1936:

January 1  The operation of the Central Secretariat was transferred from ALA to COSGO, with no change in its actual organization or functioning. All assets and liabilities of the Association were transferred to, and assumed by, the Council. All financial accounting was now consolidated, with special ledger accounts for numerous organizations and agencies, including accounts for all affiliated interstate commissions.

January 9  Ohio Commission on Interstate Cooperation established by the legislature by resolution.

January 25, 26  COSGO’s first Regional-Highway Safety Conference of nine states. Called by the New York Joint Legislative Committee on Interstate Cooperation and organized by the Council’s New York District Secretariat. Held in New York City at Hotel Pennsylvania.

January 31, February 1  Regional Milk Control Hearing of five states, called by New York, New Jersey, and Pennsylvania Commissions on Interstate Cooperation, organized by the Council’s New York
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February 5
District Secretariat. Held in New York City at Hotel Pennsylvania.

February 14
Fifth federal bill to permit $40,000 annual appropriation, HJR 481, introduced by Hon. Robert T. Secrest.

February 28, 29
The Council’s first Regional Conservation Conference, New York City.

February 28, 29

March 4
South Carolina Commission on Interstate Cooperation established by statute.

March 4
New Jersey Commission on Interstate Cooperation established by statute.

March 6, 7
Council’s first Regional Interstate Conference on Transients and Settlement Laws, 21 states, called by New Jersey Commission on Interstate Cooperation, held in Assembly Chambers, State House, Trenton.

March 7
Kentucky Commission on Interstate Cooperation established by statute.

March 13
Indiana Commission on Interstate Cooperation established by the legislature by resolution.

March 20
Council’s first Regional Water Resources Conference, called by Pennsylvania Commission on Interstate Cooperation and Cosgo for regional planning. Sixty-two conferees from five states met at the Bellevue-Stratford Hotel, Philadelphia.

March 23
Virginia Commission on Interstate Cooperation established by statute.

March 27
Congressional HJR 481, introduced February 5, reported favorably by the Library Committee of the House of Representatives. Report prepared by Hon. Kent Keller, Chairman.

March 28
Mississippi Commission on Interstate Cooperation established by the legislature by resolution.

April 3, 4
Meeting of the subcommittees on planning of the state Commissions on Interstate Cooperation in the northeastern area, together with members of the National Resources Committee in Philadelphia, at the Bellevue-Stratford Hotel. The Interstate Commission on the Delaware Basin was organized at this meeting.

April 15
Alabama Commission on Interstate Cooperation established by the legislature by resolution.

April 16, 17, 18
Second Nation-wide Assembly of Commissioners on Interstate Cooperation, Shoreland Hotel, Chicago. Seventy-four delegates, representing twenty-nine states and the federal government, were present. This meeting was participated in by all of the active members of the National Resources Committee, Frederic A. Delano, Charles E. Merriam, Beardsley Ruml, and Henry S. Dennison, and by their executive officer, Mr. Charles Eliot.
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The Interstate Commission on Social Security was established at this meeting.

April 18
Eleventh Annual Meeting of ALA. Senator Henry Parkman, Jr., elected fourth president.

May 7
Rhode Island Commission on Interstate Coöperation established by statute.

May 8, 9
Tax Revision Council meeting—Hearing Room, Ways and Means Committee, House of Representatives, Washington, D. C. The Secretary of the Treasury of the United States presiding as chairman, and the chairmen of the House Ways and Means Committee and of the Senate Finance Committee participated as members.

May 30
Mr. Toll, member of the American Committee of the International Union of Local Authorities, and member of the American Committee of the International Institute of Administrative Sciences, sailed for Europe to attend the Joint Congress of the Union and the Institute in Berlin and Munich.

June 1
Secrest appropriation bill reached on Consent Calendar; unanimously passed by the House. Referred to Senate Library Committee; died without action.

June 9
The Interstate Commission on the Delaware-Basin opened its offices—a suite of three small rooms, at 308 Franklin Trust Building, Philadelphia—David W. Robinson transferred from Central Secretariat to Philadelphia, and appointed acting director of the Commission.

June 20
West Virginia Commission on Interstate Coöperation established by statute.

June 26, 27
Organization meeting of the Council's Interstate Commission on Social Security. Nine states were represented. Traymore Hotel, Atlantic City, New Jersey.

July 13-16
Annual meeting of the National Association of Secretaries of State, Albany, Hyde Park, and New York City.

July 31

August 21
Interstate Commission on Crime meeting, Boston. Attended by forty-two official delegates representing eighteen states and the federal government.

August 23, 24
Annual meeting of the National Association of Attorney-Generals, Boston.

September 26
Meeting of the New York Committee on Interstate Coöperation. Called by the New York Committee on Interstate Coöperation (Subcommittee on the Delaware River) in coöperation with Hon. Wendell Phillips, mayor of Port Jervis,
October 2, 3

Regional Conference on Problems of the Delaware Basin (known as "Incodel"), at Buckwood Inn, Shawnee-on-the-Delaware. Two hundred fifty delegates attended from New York, New Jersey, Pennsylvania, and Delaware, representing federal, state, county and municipal units of government.

October 21

Committee of National Conference of State Liquor Administrators presented application for the Council of State Governments to act as clearing house for their organization.

November 1

Systematic services for the attorney-generals established by the opening of the Attorney-Generals' section of the Central Secretariat. Hon. Raymond T. Nagle, former president of the National Association of Attorney-Generals, resigned as attorney-general of Montana to become member of the Council's staff in charge of this section.

November 1

Similar services for the Secretaries of State established by the opening of the Secretaries of State Section of the Central Secretariat, under the direction of staff member, Stewart G. Wilson.

November 16-18

Governor's Conference, St. Louis, Jefferson City, and Kansas City, Missouri. Mr. Toll, as executive director of Cosgo, as an official member of the Governors' party, accompanied Governor Carey A. Hardee, Secretary of the Conference, and delivered an address at the session of the Conference, held in the Missouri Senate Chamber on Nov. 17.

November 21


December 11

Meeting of the Interstate Commission on the Delaware Basin in Trenton to determine program for immediate future. Budget and allocation of financing among the states agreed upon.

December 19

Regional Conference on Liquor Control, six states represented. Called by New York Committee on Interstate Cooperation, organized by Council's New York District Secretariat, held at Hotel Biltmore, New York City.

1937

January 8-9

Regional meeting of the Commissions on Interstate Cooperation at which nine states were represented, New York City.

January 21-24

The Third General Assembly, called by Cosgo, met at the Mayflower Hotel, Washington, D.C. As president of the Council of State Governments, Governor Paul V. McNutt presided at the opening meeting. In the program, four governors, two cabinet members and the Vice-President of the United States took an active part. Two hundred and sixty-five delegates officially representing forty-six states were present. This was also the third nation-wide conference of
Commissioners on Interstate Cooperation and the two sets of conferences thus merged.

The meeting of the Interstate Commission on the Ohio Basin, at which nine states and the federal government were represented, was held at the Deshler-Wallick Hotel, Columbus, Ohio. The organization of this commission was authorized January 23 at the Third General Assembly. This meeting was organized in a period of eight days, and established a new precedent for speed in bringing together official representatives of state governments.

Temple University conferred honorary degree, LL.D., upon Mr. Toll, Executive Director, as a recognition of the contribution of the American Legislators' Association and the Council of State Governments to the formation of a more perfect union.

The Maine legislature was the forty-eighth which adopted a resolution endorsing the American Legislators' Association. This completed the official sanctioning of the ALA which was begun in 1931.

Indiana Commission on Interstate Cooperation established by statute.
Ohio Commission on Interstate Cooperation established by statute.
Wyoming Commission on Interstate Cooperation established by statute.

The second meeting of the Interstate Commission on the Ohio Basin, at which nine states and the federal government were represented, was held at the Claypool Hotel in Indianapolis, Indiana.

Arkansas Commission on Interstate Cooperation established by statute.
South Dakota Commission on Interstate Cooperation established by statute.
New Mexico Commission on Interstate Cooperation established by statute.
Oregon Commission on Interstate Cooperation established by statute.

Georgia Commission on Interstate Cooperation established by statute. This was the twenty-fourth Commission on Interstate Cooperation established, and this action completed the membership of half the states in the Council of State Governments.

Montana Commission on Interstate Cooperation established by statute.

A regional Highway Safety Conference was held in New York City.

Ground-breaking ceremony for the building to house governmental organizations at the corner of Kenwood Avenue and The Midway, Chicago, with Cosgo staff participating.
West Virginia Commission on Interstate Coöperation established by statute.

North Carolina Commission on Interstate Coöperation established by statute.

Pennsylvania Commission on Interstate Coöperation established by statute.

Hon. Paul V. McNutt, president of the Council of State Governments, sailed for Manila, Philippine Islands, to undertake his duties as High Commissioner to the Philippine Islands. Hon. Mark Graves, vice-president of the Council, active throughout the preceding decade in the development of ALA and of Cosgo, became acting president of the Council of State Governments.

Vermont Commission on Interstate Coöperation established by the legislature by resolution.

Colorado Commission on Interstate Coöperation established by statute.

Minnesota Commission on Interstate Coöperation established by statute.

Iowa Commission on Interstate Coöperation established by the legislature by resolution.

Maryland Commission on Interstate Coöperation established by statute.

Oklahoma Commission on Interstate Coöperation established by statute.

Massachusetts Commission on Interstate Coöperation established by statute.

Connecticut Commission on Interstate Coöperation established by statute. This was the thirty-second Commission, and this action completed the membership of two-thirds of the states in the Council of State Governments.

Wisconsin Commission on Interstate Coöperation established by statute.

Michigan Commission on Interstate Coöperation established by the legislature by resolution.

Mr. Toll, member of the American Committee of the International Union of Local Authorities, and member of the American Committee of the International Institute of Administrative Sciences, sailed for Europe to attend meetings of the Union and the Institute in Paris.

Illinois Commission on Interstate Coöperation established by statute.

Federal bill, SJR 182, to permit $150,000 annual appropriation, introduced by Senator Robert M. LaFollette, Jr., and referred to the Committee on Education and Labor.
NEW BUILDING

Center for public officials on Chicago’s Midway will house The Council of State Governments.
CHAPTER VI

The Central Secretariat

A Service Agency: Clearing House for Agencies of the Council and Coordinating Center for its Activities

The various Divisions of the Central Secretariat will be discussed in chapters seven through eleven.

No wheel can function without a hub, nor can an organization exist without a synthesis of its ideas and activities. The Central Secretariat exists as the hub in the wheel of the groups which make up the Council of State Governments.

Locations and Facilities

The Central Secretariat is located in Chicago, a pivotal point from which contact is maintained easily with the forty-eight state governments and research agencies. The offices, at 850 East 58th Street, adjoin the campus of the University of Chicago, and have access to the unusual facilities found around a great research center. The University libraries are available to the staff of the Secretariat, and singular opportunities are available for conference with experts in governmental fields who are working in various University departments.

Seventeen other organizations interested in public administration have also established secretariats in the same building as the Central Office of the Council. Each of these organizations is in a separate field, but has been able to cooperate with the other in many ways. Since the primary aim of each of these agencies is the improvement of government, coordination of their activities renders them the more efficacious. Inquiries coming in on special subjects are passed on to the organization best equipped to give an adequate answer, and the ability to exchange specialized information greatly increases the effectiveness of each organization. The various organizations thus allied are discussed in chapter XXVII.

The impetus which has carried forward the work of the Council has caused a steady growth of its Central Secretariat. From modest beginnings in two rooms of the 850 Building, it has expanded to a floor space of eight rooms, housing the sixteen members of the Chicago Staff, and will soon have its quarters in a new building being erected on the Midway at Kenwood Avenue and 60th Street. In 1936 the Spelman fund granted $1,000,000 for the construction, on University property, of this new building, which will house the entire group of National Governmental Organizations.

Services

The secretarial services of the Central Office entail constant attention in order to maintain complete and accurate lists of all state and federal legislators, as well as lists of the following state officials:

- Governors
- Secretaries of State
- Attorney-Generals
- Governors' Secretaries
- Legislative Presiding Officers
- Clerks of the Lower Houses
- Secretaries of the Senators
- Legislative Reference Bureaus
- Tax Commissioners
- Planning Officials
- Commissioners on Uniform State Laws

Contact and coordination among the member organizations is facilitated by the maintenance of membership lists of names and addresses for all commissions and committees. Most mailing is done from the Central Office. The chairman of any commission or committee desiring to circulate his own members, or the members of any other group, merely specifies the groups to which he wishes the material to go, and addressing is done by the secretariat.