

FEDERAL ROLE IN TRAFFIC SAFETY

HEARINGS
BEFORE THE
SUBCOMMITTEE ON
EXECUTIVE REORGANIZATION
OF THE
COMMITTEE ON
GOVERNMENT OPERATIONS
UNITED STATES SENATE
EIGHTY-NINTH CONGRESS
SECOND SESSION

**TRAFFIC SAFETY: EXAMINATION AND REVIEW
OF EFFICIENCY, ECONOMY, AND COORDINATION
OF PUBLIC AND PRIVATE AGENCIES' ACTIVITIES
AND THE ROLE OF THE FEDERAL GOVERNMENT**

FEBRUARY 2, 3, AND 10, 1966

PART 3

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FEDERAL ROLE IN TRAFFIC SAFETY

(Pursuant to S. Res. 186, 89th Cong.)

WEDNESDAY, FEBRUARY 2, 1966

U.S. SENATE,
SUBCOMMITTEE ON EXECUTIVE REORGANIZATION,
COMMITTEE ON GOVERNMENT OPERATIONS,
Washington, D.C.

The subcommittee met, pursuant to notice, at 8:30 a.m., in room 3302, New State Office Building, Senator Abraham Ribicoff (chairman) presiding.

Present: Senator Ribicoff.

Also present: Jerome Sonosky, staff director and general counsel; Philip Cook, professional staff member; Robert Wager, assistant counsel; and Esther Newberg, chief clerk.

STATEMENT OF HON. ABRAHAM RIBICOFF, U.S. SENATOR FROM THE STATE OF CONNECTICUT

Senator Ribicoff. The Senator Subcommittee on Executive Reorganization will resume its hearings on the Federal role in traffic safety. It would be proper to review what has happened since the subcommittee began its inquiry 1 year ago. Today there is a new awareness in this country that something must be done to make our highways safer. The public is aroused. There have been important efforts made to learn more about why accidents occur, how they can be prevented, and their tragic effects made less severe.

The situation is vastly different than what it was a year ago. To be frank, when these hearings were announced last year, we were met with a "here we go again" attitude on the part of many. The problem of traffic safety had been with us for a long time. There had been many pious statements, countless educational campaigns, thousands of articles in the press. Meanwhile the carnage on our highways continued to worsen as more and more Americans took to the roads in more and more automobiles.

At our first round of hearings we heard from high officials of the Federal Government. The 646 pages of printed records for those hearings make it perfectly clear that the Federal Government had in fact no real program or policy directed against it for the largest killer in our land. The Federal efforts in the traffic safety field were pitifully small and disorganized and uncoordinated. Even in the traditional Federal field of statistical services there was a woeful lack of activity. We found that the Census Bureau in the Department of Commerce collects no data on traffic accidents. Nowhere in this vast Federal Establishment is there any place one can turn for reliable in-

formation, let alone find a facility to test promising new ideas in the traffic safety field. The subcommittee turned its attention in July from Washington to Detroit, and we heard from the automakers themselves. There was a fair exchange of views, and I like to think that some of the interest in traffic safety flowing from Detroit these days was influenced somewhat by those hearings. Auto manufacturers have made additional funds available to educational institutions for traffic safety research. We can all hope that these expenditures are a prelude to their manufacture of safer cars.

The automakers also made certain items of safety equipment which are required on all Government-purchased cars, standard equipment on all cars sold to the public. As we all know, seat belts, outside rear view mirrors, padded sunshades, backup lights, and other features are now included as standard items, but much more is needed. What about a dual braking system or a collapsible steering column? What must be done to persuade the manufacturers that they have a responsibility to the public to equip every car they build with real safety features?

I am not suggesting that the solution to our highway safety problem lies exclusively with automobile design and safety features. We must continue to build safer highways. We must continue with driver training and enforcement efforts that will produce safer motorists. We must search for new devices and techniques that will ease the burden on the driver and give him that extra margin of safety that can save his life. The problem of highway traffic safety is not simply a technical problem. It is a social problem that clearly deserves the attention accorded other similar social problems which kill or maim our people. Almost 50,000 Americans are now dying each year on our highways and if the present rate of increase continues, that total will rise to 100,000 by 1975, unless we find corrective measures now. We are resuming the hearings today with testimony from Howard Pyle, the distinguished former Governor of Arizona and now president of the National Safety Council. All of us I believe know something about the efforts of the National Safety Council to promote safety on the highways.

I hope that Mr. Pyle can provide us with some detail about those activities and how he views the future. I want to thank you, Mr. Pyle, for being here so early, and my apologies to the press for starting the meeting so early, but there is such a thing as a filibuster, and once the morning hour is over, our rights as to the hearings end too.

Mr. Pyle.

STATEMENT OF HOWARD PYLE, PRESIDENT, NATIONAL SAFETY COUNCIL; ACCOMPANIED BY W. G. JOHNSON, GENERAL MANAGER; HARRY N. ROSENFELD, GENERAL COUNSEL; PAUL F. HILL, ASSISTANT GENERAL MANAGER; GENE MILLER, MANAGER, STATISTICS DEPARTMENT; AND MURRAY BLUMENTHAL, PH. D., MANAGER, RESEARCH DEPARTMENT

Mr. PYLE. Thank you very much, Senator Ribicoff.

I would like to present my two colleagues, Mr. Bill Johnson, our general manager, who has been with the council about 28 years, and our Washington counsel, Harry N. Rosenfield, who is well known, I think, to you and Mr. Sonosky.

IMPORTANCE OF SUBCOMMITTEE'S WORK

Speaking for the National Safety Council and the thousands of individuals and organizations throughout the United States who work with us in behalf of more safety for every man, woman, and child in the county, I want to begin by thanking this committee and you, Senator, for the highly beneficial visibility being given to traffic safety under your dedicated and able leadership. We respect your objective as being a sincerely determined effort to arrive at a carefully considered and wisely conceived means of assisting in the reduction of traffic accidents, deaths and injuries. In the light of our own experience in this work, you can expect that well-meaning and public-spirited citizens may and undoubtedly will differ in good faith as to what course is best to follow under the circumstances. No matter, your stimulation of public discussion and informed focus on this critical and enormously complex problem, and at so high a level of influence, is worthy of the very highest commendation. As for the National Safety Council, we never stop being dissatisfied with the results of our efforts. In turn, we are dissatisfied with the inadequacies of State and local action in behalf of traffic safety. We are dissatisfied with the Federal effort in its appropriate role. We are dissatisfied with the pace of vehicle design improvement by industry and the attitude of the driving public toward automobile safety equipment. We are dissatisfied with the lack of public understanding of the nature of good driving. We are dissatisfied with the tempo of highway improvement and especially the size of the spot improvement program in Federal, State, and local budgets.

We are dissatisfied with the size and quality of the research effort in highway safety and the current status of accident statistics. We are dissatisfied with the strength and effectiveness of the traffic safety community and the reluctance of the private sector of our economy to see to it that traffic safety receives the local financial support it needs.

We are not unmindful, or ungrateful, for what has been done and is being done in support of traffic safety, but we are so sure of what could be accomplished with a maximum effort in every area of responsibility that we cannot help being dissatisfied with less.

So, with your permission, I would like to place most of our emphasis on the kinds of things that can and should be done rather than taking up your time with what has already been done.

As a background to the recommendations we feel should be made, may we submit as appendix 81 a description of the National Safety Council, its congressional charter, and the scope of its operations. As appendix 82 we submit a statement of the traffic safety problem as we see it today.

(Appendixes Nos. 81 and 82 follow :)

EXHIBIT 81

THE NATIONAL SAFETY COUNCIL

The National Safety Council is a voluntary, noncommercial, nonprofit association—the organizing framework of the safety movement in America.

The purpose of the council is to reduce the number and severity of accidents.

MEMBERSHIP ORGANIZATION

The council is chartered as a public service organization by the Congress of the United States, but is completely nonpolitical. It receives no money from city, State, or Federal Government, except through membership dues, purchases of materials and payment for services—the same as any private organization pays.

The council is governed by its board of directors, a large group of men and women fully representative of the Nation in its social, economic, and geographical composition.

The council's trustees are men and women of the highest stature in business and public life. Their responsibility is to conduct solicitation for funds from private and public sources.

The council functions through many conferences, sections, and committees, whose members formulate and direct the specific council program activities necessary to discover the underlying causes of accidents and to determine and apply the most effective measures of control.

The organization of the council and Federal Government representation is shown in the attached chart.

NSC membership is comprised of organizations, companies, and individuals interested in safety. These include industrial, transportation, and insurance companies; schools; local safety councils; trade and labor organizations; farm and civic organizations; and departments of local and National Government. Over 9,000 members are included in these groups from the United States, Canada, and many foreign countries.

Local and State safety organizations altogether number about 400—including full-time staff organizations in states and major cities, and volunteer organizations in smaller communities. All are autonomous organizations, but those affiliated with the council must adhere to approved general operating policies.

The council's nationwide activities are carried on by a volunteer army of more than 3,000 men and women, who serve without pay as council officers and committeemen, because of their interest in safety. In addition, there are thousands of volunteers engaged in local council work.

NSC staff members work as a team with the council's volunteer officers, directors, and members of the various conferences and committees to develop and maintain accident prevention material and programs in specific areas of safety. Those areas include industrial, traffic, home, and public. There are also volunteer staff teams in such areas as public information, publications, membership extension, and field organization. Council headquarters facilities include the largest safety library in the world.

SERVICES

The National Safety Council serves as a national and international clearing-house to gather and distribute information about causes of all accidents and way to prevent them. Through its headquarters and regional offices and its affiliated State and local units, it stimulates continuous and coordinated accident prevention programs. In cooperation with other organizations, and Government at all levels, it stimulates interest in safety in all fields.

Safety information comes from its members, from Government agencies, from research conducted by universities, from professional groups, and from other sources. Its own staff of statistical, educational, and engineering technicians collects and correlates this information enabling it to define accident problems and to prepare or advise on solutions.

This information is published in NSC's many periodicals, pamphlets, booklets, posters, and other educational materials. It offers a complete occupational accident prevention plan, applicable to any industry or organization. The council also issues awards for outstanding work safety achievements made by entire companies or plants, commercial vehicle drivers and others. The council does not manufacture, sell, or approve any safety equipment. Neither does it inspect factories nor write insurance.

The council publishes eight nationally distributed magazines with a total circulation of about 2,500,000. They are:

National Safety News: A general safety magazine devoted largely to occupational safety.

Traffic Safety: Addressed to organizations and leaders in organized traffic work. This magazine has a quarterly supplement, "Research Review."

The Industrial Supervisor: Written and edited for foremen in business and industry.

School Safety: For elementary school teachers.

Safe Worker: For employees in business and industry.

Safe Driver: For drivers of industrial and commercial fleets.

Family Safety: For home and family. Its contents touch on all aspects of off-the-job safety.

Farm Safety Review: For organizations working with the NSC in nationwide farm safety programs.

These publications are produced by the council's staff of writers, editors, artists, engineers, and other safety specialists, with the advice and help of members, committeemen, and recognized authorities on the subjects covered. Newsletters, safety poster designs, safety calendars, school lesson units, and safety films are just a few of the other materials published and distributed by the council.

FINANCING

The direct services that the council provides its members are paid for in membership dues and sales of publications. Industry, business, and individuals contribute funds for activities that are not self-supporting, such as setting up and servicing accident prevention organizations on all levels, and for public service in the fields of traffic, school, home, and farm.

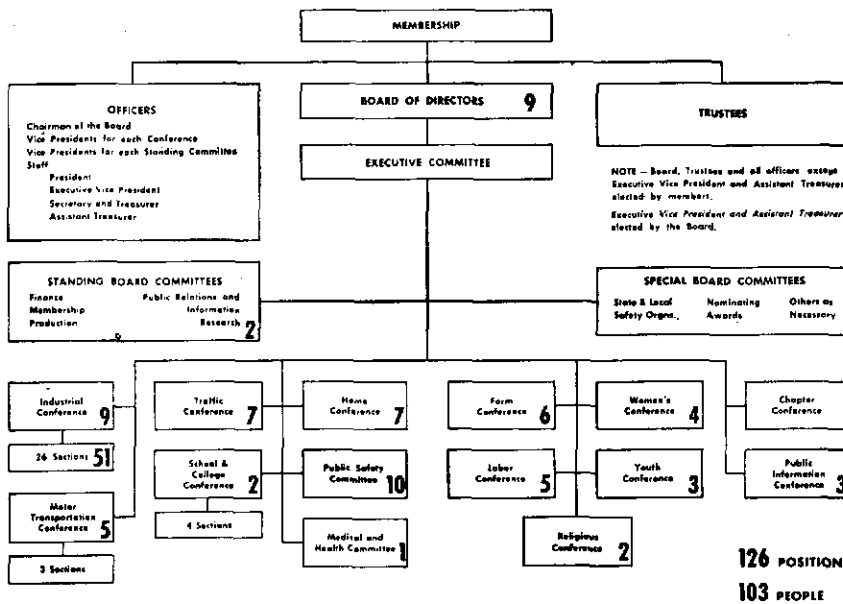
In 1964 the National Safety Council's income totaled \$6,375,000 with the sources divided as follows:

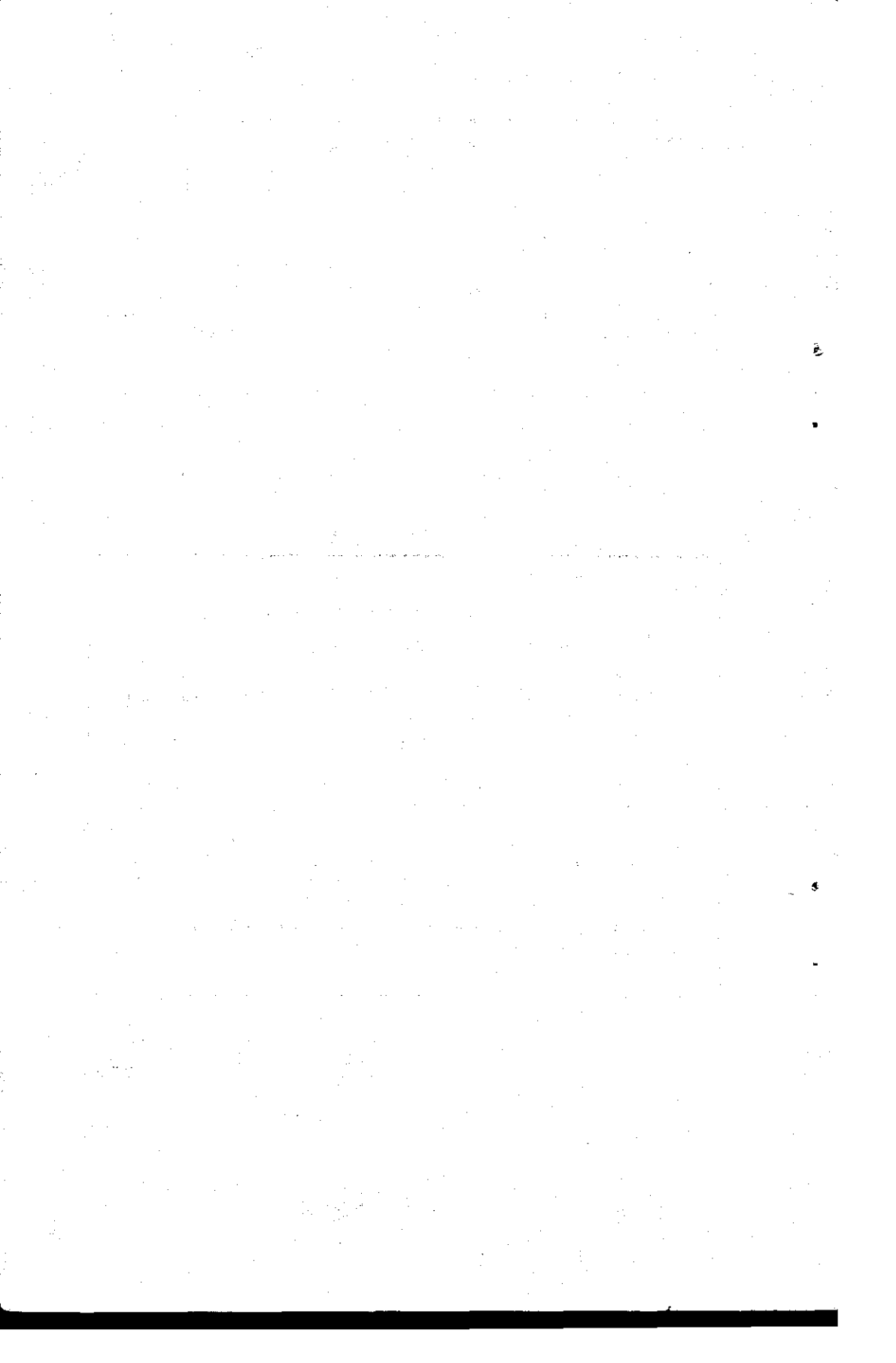
	Percent	Amount
Dues, sales of publications, and services.....	85	\$5,394,000
Contributions ¹	13	858,000
Other income.....	2	125,000

¹ Trustees fund, \$508,000; public service grants, \$348,000.

April, 1965

FEDERAL GOVERNMENT REPRESENTATIVES IN THE NATIONAL SAFETY COUNCIL MEMBERSHIP ORGANIZATION





**CHARTER,
CONSTITUTION,**

and

BY-LAWS

of the

NATIONAL SAFETY COUNCIL

Headquarters Office

425 N. Michigan Ave., Chicago, Ill. 60611

**Organizational History of the
NATIONAL SAFETY COUNCIL**

The National Safety Council was founded September 24, 1913. It operated as an unincorporated association until October 1, 1930, when it was incorporated in the State of Illinois. On August 13, 1953, an Act of Congress created the National Safety Council as a body corporate under federal law.

On December 15, 1953, the Illinois corporation voted to transfer its assets, liabilities, members, trustees, officers, employees, and all activities to the federal corporation. The federal incorporators, at a meeting on December 15, 1953, accepted the transfer, effective January 1, 1954, and adopted a Constitution and By-Laws for the new corporation, which were in conformity with the provisions of the federal Act and were substantially similar to the Constitution and By-Laws of the Illinois corporation, which was legally dissolved in January, 1954.

In this booklet are printed: (1) the Federal Incorporation Act; (2) the Constitution and By-Laws, with revisions to October 27, 1964.

CHARTER

of the

NATIONAL SAFETY COUNCIL

Public Law 259—83d Congress

36 U.S. Code 463

AN ACT

To incorporate the National Safety Council.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That [HERE WERE NAMED 27 PERSONS, THE ORIGINAL INCORPORATORS] are hereby created and declared to be a body corporate by the name of National Safety Council, (hereinafter called the corporation) and by such name shall be known and have perpetual succession and the powers and limitations contained in this Act.

SECTION 2. *Completion of Organization.* The persons named in the first section of this Act are authorized to complete the organization of the corporation by the selection of officers and employees, the adoption of a constitution and bylaws, not inconsistent with this Act, and the doing of such other acts as may be necessary for such purpose.

SECTION 3. *Objects and Purposes of Corporation.* The objects and purposes of the corporation shall be:

- 1) to further, encourage, and promote methods and procedures leading to increased safety, protection, and health among employees and employers and among children, in industries, on farms, in schools and colleges, in homes, on streets and highways, in recreation, and in other public and private places;
- 2) to collect, correlate, publish, distribute, and disseminate educational and informative data, reports, and all other data relative to safety methods and procedures;

- 3) to arouse and maintain the interest of the people of the United States, its Territories and possessions in safety and in accident prevention, and to encourage the adoption and institution of safety methods by all persons, corporations, and other organizations;
- 4) to organize, establish, and conduct programs, lectures, conferences, and other activities for the education of all persons, corporations, and other organizations in safety methods and procedures;
- 5) to organize, and to aid in the organization of, local safety chapters throughout the United States, its Territories and possessions, and to provide organizational guidance and materials to promote the national safety;
- 6) to cooperate with, enlist, and develop the cooperation of and between all persons, corporations, and other organizations and agencies, both public and private, engaged or interested in, or in any manner connected with, any or all of the foregoing purposes; and
- 7) to do any and all lawful acts which may be necessary, useful, suitable, desirable, and proper for the furtherance, accomplishment, and attainment of any or all of the foregoing purposes.

SECTION 4. Corporate Powers. The corporation shall have power:

- 1) to sue and be sued, complain, and defend in any court of competent jurisdiction;
- 2) to adopt, alter, and use a corporate seal;
- 3) to choose such officers, directors, trustees, managers, agents, and employees as the business of the corporation may require;
- 4) to adopt, amend, and alter a constitution and bylaws, not inconsistent with the laws of the United States or any State in which the corporation is to operate, for the management of its property and the regulation of its affairs;
- 5) to contract and be contracted with;
- 6) to charge and collect membership dues, subscription fees, and receive contributions or grants of money or property to be devoted to the carrying out of its purposes;
- 7) to take and hold by lease, gift, purchase, grant, devise, or bequest any property, real or personal, necessary for attaining the objects and carrying into effect the purposes of the corporation, subject to applicable provisions of law in any State (a) governing the amount or kind of real and personal property which may be held by, or (b) otherwise limiting or controlling the ownership of real or personal property by a corporation operating in such State;
- 8) to transfer, encumber, and convey real or personal property;

- 9) to borrow money for the purposes of the corporation, issue bonds therefor, and secure the same by mortgage, subject to all applicable provisions of Federal or State law;
- 10) to use the corporate funds to give prizes, awards, or other evidences of merit or recognition to persons, organizations, associations, or corporations, public or private, for outstanding contributions toward the achievement of the purposes of the corporation;
- 11) to publish magazines and other publications and materials, whether periodic or occasional, consistent with its corporate purposes;
- 12) to organize, establish, and conduct conferences on safety and accident prevention;
- 13) to adopt, alter, use, and display such emblems, seals, and badges as it may adopt;
- 14) to establish and maintain offices for the conduct of its business, and to charter local, State, and regional safety organizations, and to establish, regulate, and discontinue departmental subdivisions and local, State, and regional chapters in appropriate places throughout the United States, its Territories and possessions; and
- 15) to do any and all acts and things necessary and proper to carry out the objects and purposes of the corporation and, for such purpose, the corporation shall also have, in addition to the foregoing in this section and subsection, the rights, powers, duties, and liabilities of the existing corporation referred to in section 18 as far as they are not modified or superseded by this Act.

SECTION 5. *Principal Office; Scope of Activities; District of Columbia Agent.*

- a) The principal office of the corporation shall be located in Chicago, Illinois, or in such other place as may later be determined by the board of directors, but the activities of the corporation shall not be confined to that place and may be conducted throughout the various States, Territories, and possessions of the United States.
- b) The corporation shall maintain at all times in the District of Columbia a designated agent authorized to accept service or process for the corporation, and notice to or service upon such agent, or mailed to the business address of such agent, shall be deemed notice to or service upon the corporation.

SECTION 6. *Membership; Voting Rights.*

- a) Eligibility for membership in the corporation and the rights and privileges of members shall, except as provided in this Act, be determined as the constitution and bylaws of the corporation may provide.
- b) Each member of the corporation, other than honorary and sustaining

members, shall have the right to one vote on each matter submitted to a vote at all meetings of the members of the corporation. The corporation may, by its constitution and bylaws, provide for additional voting rights in accordance with dues paid.

SECTION 7. Board of Directors; Composition; Responsibilities. Upon enactment of this

Act the membership of the initial board of directors of the corporation shall consist of the present members of the board of directors of the National Safety Council, Inc., referred to in section 18 of this Act, or such of them as may then be living and are qualified directors of that corporation, to wit—[HERE WERE NAMED 69 INDIVIDUALS CONSTITUTING THE BOARD OF DIRECTORS OF THE NATIONAL SAFETY COUNCIL, INC., A CORPORATION ORGANIZED UNDER THE LAWS OF THE STATE OF ILLINOIS.]

- b) Thereafter, the board of directors of the corporation shall consist of such number (not less than fifteen), shall be selected in such manner (including the filling of vacancies), and shall serve for such term as may be prescribed in the constitution and bylaws of the corporation.
- c) The board of directors shall be the governing board of the corporation and shall, during the intervals between corporation meetings, be responsible for the general policies and program of the corporation. The board shall be responsible for all finance except as provided for in section 9.

SECTION 8. Officers; Election of Officers.

- a) The officers of the corporation shall be a chairman of the board of directors, a president, three or more vice presidents (as may be prescribed in the constitution and bylaws of the corporation), a secretary, a treasurer, and an executive vice president. The duties of the officers shall be as prescribed in the constitution and bylaws of the corporation.
- b) Officers, except the executive vice president, shall be elected annually at the annual meeting of the corporation. The executive vice president shall be elected by the board of directors in such manner as may be prescribed by the constitution and bylaws of the corporation.

SECTION 9. Trustees. There shall be trustees, whose number (not less than fifteen), method of selection, and term of office shall be as the constitution and bylaws of the corporation may prescribe. The trustees shall have full power and control over such contributed funds as may be raised by them.

SECTION 10. Use of Income; Loans to Officers, Directors, or Employees.

- a) No part of the income or assets of the corporation shall inure to any

member, officer, or director, or be distributable to any such person otherwise than upon dissolution or final liquidation of the corporation as provided in section 16 of this Act. Nothing in this subsection, however, shall be construed to prevent the payment of compensation to officers of the corporation in amounts approved by the executive committee of the corporation.

- b) The corporation shall not make loans to its officers, directors, or employees. Any director who votes for or assents to the making of a loan to an officer, director, or employee of the corporation, and any officer who participates in the making of such loan, shall be jointly and severally liable to the corporation for the amount of such loan until the repayment thereof.

SECTION 11. *Nonpolitical Nature of Corporation.* The corporation, and its officers, directors, and duly appointed agents as such, shall not contribute to or otherwise support or assist any political party or candidate for office.

SECTION 12. *Liability for Acts of Officers and Agents.* The corporation shall be liable for the acts of its officers and agents when acting within the scope of their authority.

SECTION 13. *Prohibition Against Issuance of Stock or Payment of Dividends.* The corporation shall have no power to issue any shares of stock nor to declare nor pay any dividends.

SECTION 14. *Books and Records; Inspection.* The corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its members, board of directors, and committees having any of the authority of the board of directors; and it shall also keep at its principal office a record of the names and addresses of its members entitled to vote. All books and records of the corporation may be inspected by any member entitled to vote, or his agent or attorney, for any proper purpose, at any reasonable time.

SECTION 15. *Audit of Financial Transactions.*

- a) The financial transactions shall be audited annually, at the end of the fiscal year established by the corporation, by an independent certified public accountant in accordance with the principles and procedures applicable to commercial corporate transactions. The audit shall be conducted at the place or places where the accounts of the corporation are normally kept. All books, accounts, financial records, reports, files, and all other

papers, things, or property belonging to or in use by the corporation and necessary to facilitate the audit shall be made available to the person or persons conducting the audit; and full facilities for verifying transactions with the balances or securities held by depositors, fiscal agents, and custodians shall be afforded to such person or persons.

b) A report of such audit shall be made by the corporation to the Congress not later than six months following the close of such fiscal year for which the audit is made. The report shall set forth the scope of the audit and shall include verification by the person or persons conducting the audit of statements of (1) assets and liabilities, (2) capital and surplus or deficit, (3) surplus or deficit analysis, (4) income and expense, and (5) sources and application of funds. Such report shall not be printed as a public document.

SECTION 16. *Use of Assets on Dissolution or Liquidation.* Upon final dissolution or liquidation of the corporation, and after discharge or satisfaction of all outstanding obligations and liabilities, the remaining assets of the corporation may be distributed in accordance with the determination of the board of directors of the corporation and in compliance with the constitution and bylaws of the corporation and all Federal and State laws applicable thereto.

SECTION 17. *Exclusive Right to Name, Emblem, Seals, and Badges.*

The corporation, and its subordinate divisions and regional, State, and local chapters, shall have the sole and exclusive right to use the name, National Safety Council. The corporation shall have the exclusive and sole right to use, or to allow or refuse the use of, such emblems, seals, and badges as it may legally adopt, and such emblems, seals, and badges as have heretofore been used by the Illinois corporation referred to in section 18 in carrying out its program, it being distinctly understood, however, that nothing in this Act shall interfere or conflict with established or vested rights.

SECTION 18. *Transfer of Assets.* The corporation may acquire the assets of the National Safety Council, Incorporated, a corporation organized under the laws of the State of Illinois, upon discharging or satisfactorily providing for the payment and discharge of all of the liability of such corporation and upon complying with all laws of the State of Illinois applicable thereto.

SECTION 19. *Reservation of Right to Amend or Repeal Charter.* The right to alter, amend, or repeal this Act is hereby expressly reserved,

Approved August 13, 1953.

CONSTITUTION
of the
NATIONAL SAFETY COUNCIL

SECTION 1. Name. The name of the corporation shall be National Safety Council.

SECTION 2. Principal Office. The principal office of the corporation shall be located in Chicago, Illinois, or in such other place as may be determined by the Board of Directors as a whole. The corporation shall maintain at all times in the District of Columbia an agent to accept service or process for the corporation.

SECTION 3. Objects and Purposes. The objects and purposes of the Council shall be as detailed in Section 3 of the Council's Charter, established by Public Law 259—83rd Congress, 36 U.S. Code 463. (See page 2 of this booklet.)

SECTION 4. Principles. The Council shall be an independent, non-commercial, non-profit, non-political organization.

SECTION 5. Symbol. The symbol of the Council shall be a green, five-square Greek cross on a circular, white field, with an annular inscription "Green Cross for Safety," the inscription being in white on a green background. The first two words of the inscription shall be above and the last two words below the field. This symbol, together with the words "National Safety Council—Corporate Seal," shall form the design of the corporate seal. The Board of Directors may adopt such other symbols, emblems, seals and badges as it deems desirable.

SECTION 6. Membership.

- a) Council membership shall be open to any person or organization wishing to further the objects and purposes of the corporation and agreeing to its principles.
- b) Members shall be divided into four classes: organizational, individual sustaining and honorary, the latter being chosen by the Board of Directors for the honor of lifetime membership without payment of dues, because of long-continued, praiseworthy efforts in behalf of the Council.
- c) Each individual and organizational member shall have one vote, and organizational members whose dues are more than \$25 yearly shall be

entitled to one additional vote for each additional \$25 of annual dues. Honorary and sustaining memberships shall not by themselves entitle members in these classes to vote.

- d) Voting by proxy shall be permitted. If proxy forms are sent to members, they shall have a space for the member to state how the proxy shall be voted with respect to any constitutional amendment or other question of policy to be presented at the meeting for which the proxy is executed.
- e) Membership dues and services shall be established by the Board of Directors as a whole.

SECTION 7. *Meetings.*

- a) There shall be an Annual Council Meeting to receive reports from the officers, to elect Trustees, members of the Board of Directors, and the elective officers, and to transact other business.
- b) Special Council meetings shall be held upon the call of the President, resolution of the Board of Directors, or petition signed by fifty Council members and filed with the Secretary. No business other than that specified in the call, resolution or petition shall be transacted at special meetings.
- c) Determination of the times and places of Council meetings, and the notice to the members shall be as provided in by-laws.
- d) A quorum shall be a representation of 5 per cent of the total possible votes.

SECTION 8. *Board of Directors.*

- a) The Board of Directors shall be elected by the members of the Council at the Annual Council Meeting. Each director shall hold office as Director for three years, provided that the terms of Directors shall be staggered so that approximately one-third shall expire each year. Any vacancy occurring in the Board of Directors may be filled as prescribed in By-Laws.
- b) The Board of Directors as a whole shall meet at least twice yearly. A quorum of the Board of Directors as a whole shall be thirty-five members. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors as a whole, except where otherwise provided by law, the Constitution, or the By-Laws.
- c) The Board of Directors shall consist of not less than 175 nor more than 225 members, with the exact number for any given period of time being established by the Board of Directors as a whole, within the limits

herein provided. The composition of the Board of Directors shall be as follows:

- (1) Two Directors named by the Trustees.
 - (2) The Chairman of the Board, the President, the Executive Vice President, and the Vice Presidents.
 - (3) From 90 to 125 representatives of the Conferences, with the exact number for any given period of time being established by the Board of Directors as a whole, and the number of representatives of each Conference for any given period of time being established by the Board of Directors.
 - (4) Members-at-large, provided their number shall not exceed that which will, in addition to the other categories of Directors, total the exact number established by the Board of Directors as a whole.
- d)* The Board of Directors shall, during the intervals between council meetings, be responsible for the general policies and program of the Council and have the power to take any necessary steps to attain the Council's objectives. The Board of Directors shall be responsible for finance subject to the Trustees' authority over such contributed funds as may be obtained through solicitations conducted by the Trustees.
- e)* The Board of Directors shall give consideration to proposals by the Trustees relating to the Council's general activities, and shall consult the Trustees in connection with such solicitations from private or public sources to support the Council's general activities as are not conducted by the Trustees.
- f)* There shall be such Standing Committees of the Board of Directors, with such duties, as may be prescribed in By-Laws. Appointments to such Committees shall be made by the Chairman of the Board, subject to confirmation by the Board of Directors as a whole. There may be such other committees of the Board of Directors as deemed necessary by the Chairman of the Board or by the Board of Directors, and appointments to such latter committees shall be made by the Chairman of the Board.
- g)* Between meetings of the Board of Directors as a whole, the written approval of a majority of the Directors voting on any proposal or transaction submitted by the Chairman of the Board in writing shall constitute the act of the Board of Directors as a whole, provided that at least a number equal to a quorum shall vote on such proposal or transaction.

SECTION 9. Executive Committee.

- a)* The Executive Committee of the Board of Directors shall consist of the following: the Chairman of the Board, the President, the Executive Vice President, the Vice Presidents, the two Directors elected after recommenda-

tion by the Trustees, and not more than nine other members of the Board of Directors who shall be appointed by the Chairman of the Board as members-at-large, and be confirmed by the Board of Directors as a whole. Vacancies among the members-at-large may be filled at any time by the Chairman of the Board, and shall be confirmed by the Board of Directors as a whole. The Chairman of the Board shall serve as Chairman of the Executive Committee.

- b) During the intervals between meetings of the Board of Directors as a whole, the Executive Committee shall have and may exercise all the powers of the Board of Directors in the management, direction and supervision of the corporation's affairs, in which specified directives shall not have been given by the Board of Directors as a whole, except those powers specifically reserved in the Constitution and By-Laws, to the Board of Directors as a whole. The act of a majority of the Executive Committee at a meeting at which a quorum is present shall be the act of the Executive Committee, and shall be binding for and on behalf of the Board of Directors in the exercise of the power granted in this section.
- c) The Executive Committee shall meet at least four times yearly, and shall fix its own rules of procedure except that a quorum shall be as prescribed in By-Laws.
- d) At each regular meeting of the Board of Directors as a whole, the Executive Committee shall render a full report of its activities since the last regular meeting of the Board of Directors as a whole, for ratification. No action taken by the Board of Directors as a whole in connection with any activity of the Executive Committee in the exercise of its authority under the Constitution or By-Laws shall affect the acts or rights of third parties in reliance upon the action of the Executive Committee.

SECTION 10. *Officers.*

- a) The elective officers of the Council shall be a Chairman of the Board of Directors, a President, three or more Vice-Presidents as prescribed in By-Laws, a Secretary, and a Treasurer.
- b) The appointive officers shall be an Executive Vice President, and such others as may be determined by the Board of Directors as a whole.
- c) The elective Officers shall be elected annually at the Annual Council Meeting and shall serve until the next election of elective officers.
- d) The Executive Vice President shall be appointed annually by the Board of Directors as a whole, upon nomination of the President concurred in by the Executive Committee. Such appointment shall take place at the first meeting of the Board of Directors as a whole following the Annual Council Meeting.
- e) Vacancies in elective office, and in appointive office filled through ap-