

NATIONAL NAVAL OFFICERS ASSOCIATION, INCORPORATED

OPERATIONS MANUAL



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National Naval Officers Association, Inc
Operations Manual

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This change transmittal corrects the regional assignment of the Bahrain Chapter.

Page - Annex B-1 and B-2

1. Previous regional listing: Other
2. Corrected regional listing: Far East

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This change transmittal contains the following corrections as noted below.

1. Page i – Table of Contents, Chapter VIII, Section D – Removed Chapter Quarterly Report as a required report
2. Chapter III, Tab A – Added Port Hueneme and Yuma to list of chapters
3. Page V2 Section D, subsection 1b & A2 Section C, National Presidents – Corrected CAPT Edward Benford to CAPT Eddie Benford
4. Chapter V – Removed word max from Tabs A, B, C, D, F, G, & H
5. Page V-12 Tab G – Lifetime Achievement Award. Wording change in #5 and #6.
6. Annex A:
 - a. A4 – Outstanding Chapter President – LCDR S. Michelle Layne to Lieutenant Command S. Michelle Layne
 - b. A5 - Changed CAPT Eddie R. Williams Award to CAPT Edward R. Williams
 - c. A6 – CAPT John G. Witherspoon Excellence in Leadership and Mentoring Award – corrected 2010 - Capt Cedric Pringle to Captain Cedric Pringle
 - d. Added 2011 Conference Award Recipients (various pages):
 - e. Added 2012 Conference Award Recipients (various pages)

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CHAPTER 1

INTRODUCTION TO NATIONAL NAVAL OFFICERS ASSOCIATION, INC (NNOA)

A. ORIGIN OF NNOA

The idea of an organization to assist with minority officer recruitment was generated in 1971. LT Kenneth H. Johnson, Advisor for Minority Affairs at the U. S. Naval Academy was assigned to improve the recruitment of qualified candidates from minority communities and to increase minority participation in the Naval Academy's Blue and Gold Program. In 1971, LT Johnson met with CAPT Emerson Emory, CAPT Claude Williams, CDR Emmanuel Jenkins, and CWO James Harris to discuss forming an organization to assist in this endeavor. The Superintendent of the Naval Academy fully supported this idea. In compiling a list of addresses, organizers noted that fewer than 100 officers of every known minority group could be identified and less than 50 of these were African American. On Saturday, July 1, 1972, approximately 45 minority naval officers met at the Annapolis Holiday Inn to discuss the pros and cons of an organization to assist with recruiting minorities. CAPT Emory, senior officer present, chaired the meeting. By the end of the meeting the name, National Naval Officers Association, had been selected by majority vote, the Association's objectives adopted, and the date for the next meeting set for July. CAPT Emory was elected NNOA's first President. The first annual meeting convened in San Diego in July 1973. RADM Charles Rauch, Assistant Chief of Naval Personnel for Human Goals and Mr. John Borroughs, Special Assistant to Equal Opportunity to the Assistant Secretary of the Navy were principal guests. The first Chapter to be chartered was the Annapolis/Maryland Chapter.

Articles of Incorporation were filed with the Washington, DC Recorder of Deeds on 9 June 1975 by CDR John Fauntleroy (JAG) USNR who was also a Washington, DC Superior Court Judge and later served as National President. The organization's founding purposes were (1) improving and assisting in minority recruitment, (2) identifying minority problem areas and bringing them to the attention of pertinent cognizant authorities, (3) encouraging increased minority participation in all areas, (4) promoting camaraderie among members, and (5) assisting in establishing and maintaining a positive image of Naval Services in minority communities. NNOA's Bylaws were adopted by the Membership in 1977. The organization is a 501 (c)(3), non-profit educational organization that is governed by a Board of Directors (NNOA members) who are elected by the membership during the General Assembly of its annual conference.

NNOA's membership has always been open and "no person shall be denied membership in this corporation because of race, creed, color, sex or national origin." Our membership is diverse; composed of active duty, reserve and retired as well as former officers of all grades, Service Academy midshipmen/cadets, and civilians. NNOA is also a member of the Navy and Marine Corps Council. It is sanctioned by the Secretaries of the Navy and Department of Homeland Security (nee Department of Transportation).

B. BASIC POLICY.

1. The National Naval Officers Association, Incorporated (NNOA) is a nonprofit, nonpartisan, and nonsectarian organization. The General Assembly at the annual conference, the Board of Directors, or its Executive Committee establishes the general policies of the Association. The Board of Directors comprises members elected from the General Assembly to lead and manage the administration of the Association.

2. Members of the Association will refrain from using their name or personal activities as members in connection with government politics or international affairs.

C. NNOA Mission Statement

National Naval Officers Association actively supports the Sea Services in the development of a diverse officer corps through recruitment, retention, and career development. NNOA is essential in maintaining operational readiness by providing professional development, mentoring, and support of cultural awareness. NNOA establishes and maintains a positive image of the Sea Services in communities and educational institutions.

NNOA Vision Statement

Strengthening of a diverse officer corps to enhance operational readiness in the Sea Services

Guiding Principles

We are an inclusive organization that seeks diversity in our membership. We value all members and are committed to treating everyone with dignity, respecting individual differences, and affirming organizational and personal strengths. We are "TEAM NNOA" composed of active duty, reserve and retired officers and civilians. We achieve our mission and vision through enthusiastic support and dedicated service at the national and local levels. We are an organization of professionals whose accomplishments are attained through teamwork and accountability. We are dedicated to the professional development of our members. We promote an atmosphere conducive to self improvement and forward thinking. We promote honest, effective, and open communications. We communicate and process information using the best resources and technology available. We are dedicated to help the Sea Services achieve their recruitment, retention, and readiness goals. We recognize achievements and maintain our valued reputation.

National Goals

Goal 1: Training and Education - We will provide realistic, continuous training and information to enhance members' opportunities for success.

Goal 2: Membership - We will actively recruit all eligible individuals and organizations in the accomplishment of the vision.

Goal 3: Partnership - We will establish partnerships and build alliances to accomplish the vision of the organization.

Goal 4: Organizational Administration and Assessment - We will maintain a professional administrative structure and regularly assess organizational effectiveness.

Goal 5: Public Relations - We will conduct a public relations campaign to highlight the accomplishments and benefits of the organization.

Goal 6: Finance - We will sustain sufficient funding to carry out all national operations and programs. For information on programs, sponsorships, advertising, partnerships and joint ventures contact.

D. MEMORANDUMS OF UNDERSTANDING

The NNOA has entered into Memorandum of Understanding with the U.S. Marine Corps, U.S. Navy, and the U.S. Coast Guard. A copy of each can be found at Annex D.

CHAPTER IINNOA ORGANIZATIONA. NNOA ORGANIZATION.

1. Structure. The National Naval Officers Association, Incorporated (NNOA) is organized into regions. In each region there are local Chapters. All NNOA members are members of the National Naval Officers Association and select a local chapter of their choosing. If a member does not join a local Chapter, they are considered to be a member-at-large.

2. Governing Bodies.

a. The General Assembly. The legislative body of NNOA as described in the Articles of Incorporation is the General Assembly. The General Assembly meets at the annual Conference to conduct the Association's business. The meetings of the General Assembly are for NNOA members only.

b. The Board of Directors.

(1) The Board of Directors, elected by the General Assembly, manages the affairs of the Association when the General Assembly is not in session. Between annual conferences, the Board of Directors has full power and authority to act for the Association in all matters pertaining to the affairs of the Association that are consistent with the mandates or actions of the General Assembly and the Articles of Incorporation and Bylaws.

(2) In the event of a national emergency declared by the President of the United States or by Congress a large number of Association members may be involved making it impractical to hold an annual conference. The Board of Directors then has the authority to cancel the conference. The Board of Directors shall be the sole governing body until six months after the national emergency ends. The Board of Directors will then be required to give an accounting of their actions to the members of the Association at the end of the emergency.

(3) The Board has the authority to replace members of the Board who have been disabled, deceased, unable, or unwilling to serve.

(4) The Board of Directors consists of: President, four Regional Vice Presidents, Secretary, Treasurer, Service Representatives for the Marine Corps, Navy, and Coast Guard, a Reserve Representative, a Retired Representative, Historian, Chaplain, Public Affairs Officer, Master-at-Arms, and Membership Director. The Service Representatives are elected by their respective services. The Immediate Past Board President serves by virtue of his/her position and the President appoints the Judge Advocate.

(5) All members of the Board of Directors with the exception of the Judge Advocate and other appointed members to the Board of Directors are voting members.

(6) All members of the Board of Directors shall have or obtain reliable access to the Internet and maintain a valid e-mail address. The members of the Board of Directors are located throughout the USA and overseas. The majority of Board communications are done via e-mail or through messages posted on the organization's website at (<http://www.nnoa.org>). Organizational business such as membership

functions are conducted from the website. A Board member cannot effectively execute his/her board responsibilities without Internet access.

c. The Executive Committee.

(1) The Board may, in the execution of powers granted, delegate certain of its authority and responsibility to its Executive Committee. The Executive Committee shall administer only that business of the Association that has been delegated to it by the General Assembly or the Board of Directors.

(2) The President, Immediate Past President, Regional Vice Presidents, Secretary, Treasurer, and Judge Advocate comprise the Executive Committee.

3. Board of Directors' Qualifications.

a. The responsibilities of the Board of Directors are set forth in the Bylaws and the Handbook for the Board of Directors.

b. Every NNOA Board of Director should be familiar with the Association objectives and programs and knowledgeable of their application from the organization perspective. Officers elected to serve as Board of Directors should have training or experience in the position they represent. The Judge Advocate shall conduct an orientation and training session on the management requirements of a non-profit organization for newly elected officers prior to them assuming their duties. The qualifications for Board of Directors' positions are as follows.

(1) **The President should:**

- (a) Be at least a 0-5 active duty or full-time reserve or retired officer in the Sea Services;
- (b) Be an active regular or Life NNOA member for a minimum of two consecutive years immediately preceding the candidacy;
- (c) Have attended one annual conference in the last three years; and,
- (d) Served as a Chapter Officer or on the Board of Directors within the last 3 years.

(2) **The Regional Vice Presidents should:**

- (a) Be at least 0-4 active duty, reserve, or retired officers of the Sea Services;
- (b) Be active regular or Life NNOA members for at least two years preceding the candidacy;
- (c) Have attended one annual conference in the last three years; and
- (d) Served as a Chapter Officer or on the Board of Directors within the last 3 years.

(3) **The Treasurer must**

(a) Be an active regular, affiliate, or Life NNOA member for at least one year immediately preceding the candidacy;

(b) Have a working knowledge of financial management responsibilities and standard accounting practices including preparation and comprehension capabilities relative to financial reports;

(c) Have a basic knowledge of the Sea Services' accounting practices; and

(d) Served as a Chapter Officer or on the Board of Directors within the last 3 years.

(4) The Secretary should:

(a) Be an active regular, affiliate, or Life NNOA member for at least one year immediately preceding the candidacy;

(b) Have attended one annual conference in the last three years; and

(c) Have served as a Chapter Officer or on the Board of Directors.

(5) The Membership Director should:

(a) Be an active regular, affiliate, or Life NNOA member for at least one year immediately preceding the candidacy;

(b) Have attended one annual conference in the last three years;

(c) Have served as a Chapter Officer or Board of Director; and

(d) Have a working knowledge of some data base software, specifically Access.

(6) **The Historian should** be an active regular, affiliate, or Life NNOA member in the year of the candidacy.

(7) **The Chaplain should** be an active regular, affiliate, or Life NNOA member in the year of the candidacy.

(8) **The Master-At-Arms should** be an active regular, affiliate, or Life NNOA member in the year of the candidacy.

(9) The Public Affairs Officer should:

(a) Be an active regular or affiliate NNOA member in the year of the candidacy; and

(b) Have a working knowledge of print and electronic media communications publications also functional and systematic practices.

(10) **The Service Representatives should:**

- (a) Be 0-4 regular officers, full-time reserve or reservist on active duty of the Sea Service being represented;
- (b) Be an active regular NNOA member for at least one year immediately preceding the candidacy;
- (c) Have attended one annual conference in the last three years; and
- (d) Have served as a Chapter Officer or on the Board of Directors.

(11) **The Reserve Representative should:**

- (a) Be a commissioned or warrant officer who is a reserve (not on active duty) member of the Sea Services;
- (b) Be an active regular, affiliate, or Life NNOA member for at least one year immediately preceding the candidacy;
- (c) Have attended one annual conference in the last three years; and
- (d) Served as a Chapter officer or on the Board of Directors.

(12) **The Retired Representative should:**

- (a) Be a commissioned or warrant officer who is a retired (not on active duty) member of the Sea Services;
- (b) Be an active regular, affiliate, or Life NNOA member for at least one year immediately preceding the candidacy; and
- (c) Have attended one annual conference in the last three years; and
- (d) Served as a Chapter officer or on the Board of Directors.

(13) **The Judge Advocate General should:**

- (a) Be an active regular NNOA member for at least one year immediately preceding the candidacy; and
- (b) Possess a law degree.

4. NNOA Committees. The Association Bylaws provide for standing and ad hoc committees to assist the Board President and the Board of Directors in recurring operations. Each committee shall have at least three members. All committees act in an advisory capacity to the Board.

a. Association Standing Committees.

- (1) Naval, Coast Guard, and Merchant Marine Academy Committee
- (2) The Marine Corps, Navy, and Coast Guard Reserve Officers Training Programs Committee
- (3) Membership Committee
- (4) Public Affairs Committee
- (5) Conference Planning Committee
- (6) Nominations and Elections Committee
- (7) Finance Committee
- (8) Programs Committee
- (9) Articles & Bylaws Committee

b. Ad hoc Committees. The Board President may appoint Ad hoc committees to study and make recommendations on specific subjects or to plan and perform specific functions. The formation of these committees may or may not be directed by the Board of Directors.

5. Annual Conferences and Meetings. Annual conferences and meetings are the responsibility of and hosted by the Board of Directors. Specific activities and requirements of these meetings are discussed in general in Chapter X of this manual and in detail in the Board of Directors' Handbook and the Conference Op-Order.

B. REGIONAL ORGANIZATION. To foster clear and more personal liaison between the Board of Directors and the local membership, regions have been established. Regions are established based on the geographic distribution of the membership and the requirement of the Board of Directors.

1. Regional Composition. The fifty states, Guam, and Japan are assigned to specific regions. Chapters formed in those states or members who reside in a particular state are considered members of the corresponding region. (See ANNEX B)

2. Regional Vice Presidents

a. The Regional Vice Presidents have general supervision over Chapters in the Association. The Regional Vice Presidents will serve as the link between the Board and the Chapters and the members-at-large. The Regional Vice Presidents will visit the Chapters in their region at least once during their term of office.

b. Regional Vice Presidents are elected at the meeting of the General Assembly. The Regions represented by a Regional Vice President are: Eastern, Western, Central, and Far East.

C. CHAPTER ORGANIZATION. Chapters are composed of members organized in accordance with the procedures covered in Chapter VII and VIII of this manual. Chapters are chartered under the provisions of the Association Articles, Bylaws, and Chapter VII of this manual.

1. Chapter Officers. NNOA members elected to office of President, Vice President, Membership Director, Secretary, Treasurer, Historian, and Public Affairs officer lead each Chapter. Additional officers may be elected or appointed to include Parliamentarian, Chaplain and Master-at-Arms. Chapter elections are to be held annually during the month of May and the results reported to the Board of Directors not later than seven days after the elections. Chapter officers are encouraged to participate in the annual Conference and any organizational training workshops.

2. Duties. The duties of Chapter officers correspond to those of the Board of Director counterparts as prescribed in the NNOA Bylaws.

D. NNOA MANAGEMENT OFFICE. The NNOA Management Office consists of person or persons contracted to perform the day-to-day administrative functions of the Association. The Management Office is formed at the discretion of the Board of the Directors and reports directly to the Board President. Specific functions of the Management Office are defined when contracted.

CHAPTER IIIMEMBERSHIP

A. GENERAL. Broadening the membership base is vital to the continued effectiveness of NNOA in accomplishing its goals in support of the Sea Services. A person is considered a member of NNOA in good standing when he/she has paid the Association dues. In cases where local Chapters have established additional local assessments/dues to meet Chapter operational commitments, a member electing to be a member of that Chapter must pay the local assessments/dues. A separate and distinct form should be used for Chapter assessment/dues. However, an individual cannot just pay local Chapter assessments/dues and be considered a Chapter member only. They must first pay Association dues to be considered a member in good standing with NNOA. If a member does not pay their Association dues, that individual is not a member of NNOA and cannot be elected to any office in a local Chapter or on the Board of Directors.

B. MEMBERSHIP TYPES AND FEES. Regular membership is open to any Active duty, Reserve, and Retired officers of the sea services and NOAA. Affiliate membership is open to any Active duty, Reserve and Retired Officers of the other Armed Services, USPHS, and interested civilians. Junior membership is open to Midshipmen, Cadets, and Officer Candidates of the Sea Services. Associate membership is open to any incorporated entity or non profit organization recommended by the Board of Directors. Life membership is open to any individual that meets the criteria of general or affiliate membership. Subscribing Life Member membership is open to any general or affiliate member who desires to convert their membership to a life membership, payable in four installments.

1. The dues structure of the association is as follows.

| | |
|---------------------------------|---|
| Regular Membership: | \$50.00 for 0-3 and below & \$100 for 0-4 and above (annual) |
| Affiliate Membership: | USA & USAF: \$50.00 for 0-3 and below & \$100 for 0-4 \$100.00; for USPHS & Civilians \$100 (annual) |
| Junior Membership: | First year FREE, then \$5.00 per year until commissioned |
| Associate Membership: | \$500.00 (annual) |
| Life Membership: | \$750.00 |
| Honorary Membership: | No fee |
| NNOA Lifetime Achievement Award | N/A |

2. Annual membership dues are due 1 July of each year. The full amount of the annual dues is required for membership renewal during a membership year (July 1 - June 30). The annual dues are prorated for new members only. Dues shall be paid directly to the National Naval Officers Association whenever possible. New members may join and members may renew their membership on-line at <http://www.nnoa.org> by secure credit card payment. Valid printable membership forms can also be downloaded from the web site to mail into the Association's mailing address.

3. Subscribing Life (S-Life) Payment Plan: This plan allows a Regular or Affiliate member to convert their membership to Life Membership by paying the Life Membership fee in four quarterly installments.

- First installment is due with the initial application;
- Second installment is due three months after first payment;
- Third installment is due three months after the second payment; and
- Fourth and final installment is due three months after the third payment (within 1 year of the first payment).

Members are encouraged to pay subscribing life installments on-line at <http://www.nnoa.org>. The member must log on and select the link "Join/Renew Membership." The web site provides an instant secure credit card payment method or a valid downloadable form.

The entire sum must be paid within a one-year period. If full amount is not paid as directed, NNOA will apply the funds paid towards a Regular or Affiliate membership, as appropriate.

C. METHODS OF PAYMENT OF DUES. Dues can be paid using one of the following methods: credit card, check, money order, or cash. Dues must be sent along with the completed membership application Attn: Board Membership Director for immediate processing. Separate instruments should pay local chapter dues. However, if a member uses a single check for both Chapter and Association dues, the chapter shall deposit the funds in its checking account. The chapter should then forward the dues and the membership application to the Board Membership Director within ten working days either by mail or electronic fund transfer. Members are encouraged to pay membership dues directly to the National Naval Officers Association online at <http://www.nnoa.org>. Chapters are discouraged from handling membership dues other than local assessments/dues. Selected Chapter officers can validate a member's financial status in the National Naval Officers Association through the Association website.

D. CHAPTER DUES/ASSESSMENTS. After it has been confirmed that the individual is a member in good financial standing with the organization, the Chapter may collect Chapter dues/assessments in any amount needed for Chapter administrative and other activities. Chapter dues/assessments are primarily used to cover administrative expenses. Many chapters have fund-raising projects that either reduce or eliminate the need for chapter dues. Chapter assessments/dues should be collected using a separate and distinct membership form from the Association membership form. All members, regardless of national membership status, are strongly encouraged to pay Chapter assessment/dues in support of chapter activities.

E. CHAPTER ASSIGNMENT. Each member selects a chapter to affiliate with on the basis of his/her location. If there is no chapter close by in which a member may become involved, or if the member elect not to affiliate with any specific chapter, the member will then become an "At-Large" member within the region of his/her duty station or residence.

F. INCREASING MEMBERSHIP GROWTH. In any professional Association, individual members play a large part in bringing in the new members (recruitment) and obtaining renewals (retention). Membership campaigns will be conducted by all Chapters to recruit and retain members.

1. Official Application Form. An official membership application form is printed in the membership brochure and in most publications of the Association. It is also available on the website. The completed form must accompany the form of payment and sent to the Board Membership Director for processing. A copy of the membership application form is provided at Tab A.
2. Advantages of Membership. The following list suggests advantages that may appeal to potential members. Items are not necessarily listed in order of importance.
 - a. The Association publications include news of the Association, developments concerning the Sea Services within Congress and the Department of Defense, professional development feature articles, and general operational news of the Sea Services.
 - b. The close and constant liaisons of NNOA with appropriate offices of the Department of the Navy (DON), Department of Homeland and Security, the Department of Defense (DOD), and Congress keep the association abreast of all developments affecting the Marine Corps, Navy, and Coast Guard.
 - c. Membership in local chapters affords members the opportunity to stay abreast of current developments in the Sea Services and various subjects of local or national interest from highly qualified speakers at chapter meetings. It also offers the opportunity to become acquainted (on an informal basis) with other Sea Service officers, many of whom very likely to have similar business and professional interests.
 - d. Attendance and participation in annual conferences provide professional development and other career opportunities. The participation by the Service Chiefs and senior Sea Services officers afford the NNOA member direct "face time" with the Sea Services leadership and those actively involved. Participation exposes the member's talents for leadership and performance so essential to career enhancement and advancement.
 - e. Mentoring by NNOA senior and retired officers and Board members yield assistance and guidance on personal matters related to professional growth in the Sea Services.
 - f. Opportunities to network with other members and a forum for community involvement abound. Networking provides development of social and communication skills, professional contacts, and increases one's knowledge of the Sea Services and career specialties.
 - g. Opportunities to submit, from the chapter to the annual conference, resolutions on matters pertaining to national defense and the Sea Services.
3. Public Relations. Successful projects and organizational accomplishments help promote a successful Association. Local news media should be informed of Association and chapter activities and individual member accomplishments. Such public relations are beneficial to the Association at the local and Association level and also give the Sea Services additional "presence" in the area. Efforts in this area should always be coordinated through the Board Public Affairs Officer.
4. Local Liaison. Local commanding officers should also be kept informed of and invited to participate in chapter meetings, special projects, and recognition of individual and chapter accomplishments. The respective Memorandum of Understanding with each sea service should help facilitate solicitation of their support and involvement in NNOA.

5. Chapter Programs. Effective and interesting chapter programs and activities help considerably in attracting and retaining members. Timely and well-planned meetings and programs enable the chapter to present interesting and enjoyable programs which will be reflected in increased retention and growth of chapter members.

6. Follow-up on Prospects. Follow-up is the key to success with all prospects who require "thinking time." With these prospects, review the advantages of membership as many times as necessary.

G. CHAPTER RECRUITING AND RETENTION. To organize an effective membership program, chapters should focus their efforts on:

1. All Marine Corps, Navy, and Coast Guard commands located therein.
2. All eligible active duty, reserve, and retired Sea Service officers, and interested civilians residing within the geographic area.
3. Follow-up contacts with those persons living in the area who have been sent direct mail solicitation material by the Board of Directors and local chapters.
4. Contacting members in the chapter whose memberships are approaching expiration and encourage them to renew memberships.
5. Working with the Board of Directors to identify and recruit potential members in your geographic area.

H. ASSOCIATE MEMBERSHIP PROCEDURES. Associate Membership is open to any incorporated entity or nonprofit organization, hereafter referred to as "the entity", which meets the criteria for membership. The Board of Directors has final approval of all membership recommendations. The intent of the following procedures and policies is to ensure that the recommendation for Associate membership is processed in a fair and equitable manner. The procedure also ensures that the Board of Directors through a majority vote controls all Associate memberships.

1. Criteria for Associate Membership. The entity must have demonstrated the following characteristics to be eligible for Associate membership in NNOA:
 - a. A commitment to improving the recruitment and retention of minorities;
 - b. A commitment to improving the image of the Sea Services in minority communities;
 - c. A commitment to promoting the education and training of minority youth; and
 - d. A commitment to resolving problems affecting minorities in the community.
2. Membership Fee. The initial fee of \$500.00 is due within 15 working days after being notified of approval of the recommendation for membership by the Board of Directors. Subsequent fees are due annually on 1 July. No money shall be collected prior to the approval of the Board of Directors.

3. Who Can Submit Recommendations? Any member in good standing or any active NNOA chapter can recommend an entity for Associate Membership.

4. How to Submit Recommendations. The NNOA member or chapter desiring to recommend an entity for Associate Membership shall submit a letter of recommendation to the Board of Directors. The letter shall state how the entity has demonstrated the above criteria and shall be no more than two typed written pages. It shall include the full name of the entity, address, name of the head of the entity, and point(s) of contact. No money shall be collected prior to the approval of the Board of Directors.

5. Where to Submit Recommendations. All recommendations for Associate Membership shall be submitted to the Board for review and further processing.

6. When to Submit Recommendations. Recommendations for Associate Membership can be submitted to the Board at any time during the year.

7. Actions by the Board of Directors. Upon receipt of a recommendation for Associate Membership, a letter of receipt shall be sent to the member or chapter submitting the recommendation. The letter shall state that verification of the information is in progress and submission of the recommendation to the Board of Directors within the next 30 days after the next Board of Directors' meeting.

a. The Board of Directors shall review a written statement for verification or lack thereof (along with any contradictory information) at the next Board of Directors' meeting.

b. Favorable Board Results. A majority vote of the Board of Directors is required. The entity shall be sent a letter of congratulations and offer of membership acceptance as an Associate NNOA Member. The Board President will sign the letter with copies to the chapter or member who recommended the entity and the Membership Director. The letter will provide information on the Association and its programs; the Association membership and related annual dues; when and where to respond; and other necessary information. The entity must accept or reject the offer of Associate Membership within 60 days of the offer. The Associate Membership Certificate will be forwarded to the entity. The entire fee will be deposited to the Association treasury. The names of all Associate Members shall be published in the *Meridian* or the President's Newsletter.

c. Unfavorable Board Results. A letter of regret signed by the Board President will be sent to the member or chapter recommending the entity for Associate Membership. The letter will state the Board's reason(s) for denial of membership.

I. MEMBERSHIP REPORT. A list of all chapter members is to be recorded on the Membership Report (Tab B). This report is submitted with the other reports to the Board of Directors.



**NATIONAL NAVAL OFFICERS ASSOCIATION
MEMBERSHIP APPLICATION**

Mail Application with payment to:
P.O. Box 10871
Alexandria, VA 22310-0871

| MEMBERSHIP CATAGORIES | MEMBERSHIP DUES | | | | | | | | |
|---|---|--------------------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <p>Regular Member: Membership is open to any active duty, reserve and retired officers of the sea services (USMC, USN, & USCG) and NOAA.</p> | <p>Annual Regular National Membership (Jul 01 – June 30):</p> <ul style="list-style-type: none"> - \$100 for O4 & Above - \$ 50 for O3& Below & All Retired - Discount of 10% for 2-year membership or 15% for 3-year membership - Pro-ration New members only: <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>0-3&Below/Retirees:</u></td> <td style="text-align: center;"><u>0-4&Above</u></td> </tr> <tr> <td>- Sep-Dec: \$37.50</td> <td>- Sep-Dec: \$75.00</td> </tr> <tr> <td>- Jan-Mar: \$25.00</td> <td>- Jan-Mar: \$50.00</td> </tr> <tr> <td>- Apr-Jun: \$12.50</td> <td>- Apr-Jun: \$25.00</td> </tr> </table> | <u>0-3&Below/Retirees:</u> | <u>0-4&Above</u> | - Sep-Dec: \$37.50 | - Sep-Dec: \$75.00 | - Jan-Mar: \$25.00 | - Jan-Mar: \$50.00 | - Apr-Jun: \$12.50 | - Apr-Jun: \$25.00 |
| <u>0-3&Below/Retirees:</u> | <u>0-4&Above</u> | | | | | | | | |
| - Sep-Dec: \$37.50 | - Sep-Dec: \$75.00 | | | | | | | | |
| - Jan-Mar: \$25.00 | - Jan-Mar: \$50.00 | | | | | | | | |
| - Apr-Jun: \$12.50 | - Apr-Jun: \$25.00 | | | | | | | | |
| <p>Affiliate Member: Membership is open to any active duty, reserve and retired officers of the USA & USAF, USPHS, and interested civilians.</p> | <p>Affiliate Annual National Membership (Jul 01 – June 30)</p> <ul style="list-style-type: none"> - \$100 USA & USAF O4+ & USPHS & Civilians - \$ 50 USA & USAF O3& Below & All Retired - Discount of 10% for 2-year membership or 15% for 3-year membership - Pro-ration New members only: <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>0-3&Below/Retirees:</u></td> <td style="text-align: center;"><u>0-4&Above</u></td> </tr> <tr> <td>- Sep-Dec: \$37.50</td> <td>- Sep-Dec: \$75.00</td> </tr> <tr> <td>- Jan-Mar: \$25.00</td> <td>- Jan-Mar: \$50.00</td> </tr> <tr> <td>- Apr-Jun: \$12.50</td> <td>- Apr-Jun: \$25.00</td> </tr> </table> | <u>0-3&Below/Retirees:</u> | <u>0-4&Above</u> | - Sep-Dec: \$37.50 | - Sep-Dec: \$75.00 | - Jan-Mar: \$25.00 | - Jan-Mar: \$50.00 | - Apr-Jun: \$12.50 | - Apr-Jun: \$25.00 |
| <u>0-3&Below/Retirees:</u> | <u>0-4&Above</u> | | | | | | | | |
| - Sep-Dec: \$37.50 | - Sep-Dec: \$75.00 | | | | | | | | |
| - Jan-Mar: \$25.00 | - Jan-Mar: \$50.00 | | | | | | | | |
| - Apr-Jun: \$12.50 | - Apr-Jun: \$25.00 | | | | | | | | |
| <p>Junior Member: Membership is open to Midshipmen, Cadets, and Officer Candidates of the Sea Services</p> | <p>Junior - Free for first year then \$5year until commissioned</p> | | | | | | | | |
| <p>Associate Member: Membership is open to any incorporated entity or nonprofit organization recommended by the Board of Directors.</p> | <p>Associate - \$500</p> | | | | | | | | |
| <p>Life Member: Membership is open to any individual that meets the criteria of general or affiliate membership.</p> | <p>Life Membership - \$750</p> | | | | | | | | |
| <p>Subscribing Life Member: This allows a general or affiliate member to convert their membership to a life membership in four installments.</p> | <p>Subscribing Life Membership – Four quarterly installments in the amount of \$187.50.</p> | | | | | | | | |

Membership Type: _____
 New Renewal Change of Address Request for Information
 Total Amount Due NNOA \$ _____

MEMBER INFORMATION

Name _____
 Rank/Grade/Title/Designator or MOS _____
 Service/Organization _____ Sponsor: _____
 Active Duty Reserve Retired Civilian

Home Telephone: _____ Work Telephone: _____ Cell phone: _____
Home Email Address: _____ Work Email Address: _____

COMMAND/ACTIVITY/WORK ADDRESS:

Address: _____
City / PO OR APO: _____ State: _____ ZIP: _____

HOME ADDRESS:

Address: _____
City / PO OR APO: _____ State: _____ ZIP: _____

| Areas of Interest | |
|--------------------------|--|
| <input type="checkbox"/> | Service Recruiting |
| <input type="checkbox"/> | Mentoring: |
| <input type="checkbox"/> | - Would you like to be a mentor? |
| <input type="checkbox"/> | - Would like to have a mentor assigned to you? |
| <input type="checkbox"/> | NROTC/OCS |
| <input type="checkbox"/> | Youth Tutoring |
| <input type="checkbox"/> | Service Academies |
| <input type="checkbox"/> | NNOA Membership Programs |
| <input type="checkbox"/> | NNOA Membership Benefits |
| <input type="checkbox"/> | Training and Education Committee |
| <input type="checkbox"/> | Membership |
| <input type="checkbox"/> | Other |
| <input type="checkbox"/> | |

| NNOA Chapters | | |
|--------------------------|------------------------|------------------------|
| <input type="checkbox"/> | Albany | Jacksonville |
| <input type="checkbox"/> | Annapolis | Kanto Plain |
| <input type="checkbox"/> | At-Large | Lemoore |
| <input type="checkbox"/> | Atlanta | Memphis |
| <input type="checkbox"/> | Bahrain | Miami |
| <input type="checkbox"/> | Bayou | Monterey |
| <input type="checkbox"/> | Bethesda | New England |
| <input type="checkbox"/> | Big Apple | Okinawa |
| <input type="checkbox"/> | Camp Lejeune | Oklahoma |
| <input type="checkbox"/> | Camp Pendleton | Parris Island |
| <input type="checkbox"/> | Caribbean | Pensacola |
| <input type="checkbox"/> | Charleston | Philadelphia |
| <input type="checkbox"/> | Cherry Point | Port Hueneme |
| <input type="checkbox"/> | Coastal Bend/Gulf Port | Quantico |
| <input type="checkbox"/> | Dallas | San Diego |
| <input type="checkbox"/> | Detroit | San Francisco Bay Area |
| <input type="checkbox"/> | Great Lakes | Tampa |
| <input type="checkbox"/> | Guam | Tidewater |
| <input type="checkbox"/> | Hawaii | Twenty-nine Palms |
| <input type="checkbox"/> | Houston | Washington DC |
| <input type="checkbox"/> | Iwakuni | Yuma |

MISSION STATEMENT

National Naval Officers Association (NNOA) actively supports the Sea Services in the development of a diverse officer corps through recruitment, retention, and career development. NNOA is essential in maintaining operational readiness by providing professional development, mentoring and support of cultural awareness.



Mail application with payment to:
NATIONAL NAVAL OFFICERS ASSOCIATION
P.O. BOX 10871
ALEXANDRIA, VA 22310-0871

| MEMBERSHIP REPORT for period July 1, _____ to June 30, _____ | | | | |
|--|-------------------------------|------------------------------|---------------------------|---------------------------------|
| RANK, NAME, SERVICE | | Date National Dues Collected | Date Local Dues Collected | Comments |
| 1 | RADM (Ret) Jack Pressley, USN | Life Member | 2/5/08 | Local dues paid through 6/30/11 |
| 2 | RDML Beth Harris, USCG | Life Member | 9/3/08 | Local dues paid through 6/30/09 |
| 3 | CAPT (Ret.) John Conners, USN | 7/1/08 | 9/2/08 | Local dues paid through 6/30/09 |
| 4 | CDR Tony Peppers, USCG | 6/30/08 | 7/5/08 | Local dues paid through 6/30/09 |
| 5 | Maj Jerome Denny, USMC | Life Member | 9/2/08 | Local dues paid through 6/30/13 |
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CHAPTER IV

INTERNAL COMMUNICATIONS

A. GENERAL. Organizations must be able to effectively communicate ideas, information, problems, and required actions to its members. Therefore, some means of effective communication is essential.

B. NNOA COMMUNICATIONS.

1. Meridian. This is the Association's quarterly publication prepared and published by the Board of Directors under the guidance and leadership of the Board Public Affairs Officer. The *Meridian* is distributed to all NNOA members in good financial standing, historically black colleges and universities, NROTC units, and senior sea service leadership. This publication:

a. keeps the general membership informed of issues, problems, and actions of concern and interest, and

b. provides NNOA statements of policies, resolutions, news or current issues and actions for the information and interest of government officials, Sea Service officers who are non-NNOA members, and officials of other military associations.

2. President's Teleconference. This is the Board President's communiqué with the Chapter Presidents and other Chapter leadership. It is held quarterly after the Board of Directors meetings and serves to keep the chapters updated on the issues, problems and actions that are of concern and interest to the Association and the Board of Directors.

3. NNOA Membership Rosters. The Board Membership Director provides each chapter with a roster of its members at the beginning of each quarter during the months of October, January, April and July.

4. Operations Manual. The operations manual provides standard guidance and procedures of the Association to strengthen the relationship between Board of Directors, Chapter members, and Sea Service establishments. The manual contains current editions of all authorized and official forms required for use by NNOA members and chapters. All prior manuals and previous forms should be discarded to eliminate confusion. Changes to the operations manual are made periodically as necessary with updates provided not later than the last month of the fiscal year. An electronic copy of the operations manual will be sent to every NNOA Chapter no later than 30 days after an update. It is also available on the organization's website. Any changes to the manual during the fiscal year will be transmitted electronically to all Chapters and also posted on the website.

5. NNOA Web Site. The Board of Directors has established a presence on the World Wide Web. The web site, www.nnoa.org, will be used to publicize the organization to other interested parties. The web site will contain the *Meridian*, summary of the President's teleconference, Operations Manual, Chapter messages, forums, forms, and other documents and information the Board of Directors has approved in support of the Association's public relations program and operation. Chapters are encouraged to submit articles for publication on the web site to the Board Public Affairs Officer. The Board Public Affairs Officer will ensure that the web site is properly maintained.

6. NNOA Web Site privileges. The NNOA membership database may be accessed at the web site for the purpose of updating membership information. Board of Directors, chapter officers, and members of the Association are authorized users. Tab A lists the database access privilege.

7. E-Mail Bulletins. These consist of e-mails to chapter presidents. E-mails will be sent to the chapters by Board members to affect the day-to-day business of the Association. E-mail will also be the means to immediately notify Chapter Presidents of any immediate changes to Association policies or programs. The website is also a venue for selected chapter officers to send bulletins to chapter members.

C. CHAPTER COMMUNICATIONS.

1. Chapter Newsletter. The chapter shall publish a newsletter monthly or quarterly via the chapter's public affairs officer or designated member. The purpose of this chapter newsletter is to provide a medium of communication between the chapter officers and members concerning items of interest, including chapter plans and operations, meetings and implementation of NNOA policies and actions as may be required or desirable. The chapter newsletter shall include:

- a. Required information:
 - Chapter President's Message
 - Summary of chapter meeting minutes
 - Member recognition
 - Hail/Farewell notices
 - Completed chapter activities publicity
 - Messages from Board of Directors
 - Date, time and place of next chapter meeting
 - Announcement of upcoming chapter program/activities
 - Address and phone numbers of Chapter Officers and Board of Directors.
- b. Suggested information:
 - Chapter membership statistics
 - Calendar of events
 - Excerpts from NNOA publications

Copies of the chapter newsletter shall be forwarded to the Board Regional Vice Presidents and the Board Public Affairs Officer.

2. Meridian Articles. Chapters and members are encouraged to submit articles regularly for publication in the *Meridian*. It will help spread the word about chapter accomplishments throughout the Association and the nation. Guidelines for submissions are delineated in Chapter 6, Tabs A – C.

WEB SITE PRIVILEGES

| <u>Office</u> | <u>View</u> | <u>Ability</u> |
|-------------------------------------|---|--|
| <u>National President</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>Regional Vice-Presidents</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Secretary</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Treasurer</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Membership Director</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>Member Administrator</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Add User; Delete User; Reset Password; Modify Member Data, Member Role, Member Status, Payment Date, Member Chapter Affiliation; Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National PAO</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Judge Advocate</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Parliamentarian</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National MAA</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Historian</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>National Chaplain</u> | <u>All Member Data, Reports,</u> | <u>Query Database; Email; Post Website Message and</u> |

| <u>Office</u> | <u>View</u> | <u>Ability</u> |
|-----------------------------------|---|---|
| | <u>Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Events; Edit Own Password & Own Data</u> |
| <u>Service Representatives</u> | <u>All Member Data, Reports, Forms, NNOA Bulletin Board, Event Calendar, Messages</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>Past President (Immediate)</u> | <u>All Member Data, NNOA Bulletin Board/Messages, Event Calendar</u> | <u>Query Database; Email; Post Website Message and Events; Edit Own Password & Own Data</u> |
| <u>Chapter President</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Chapter Member Role & Member Data, Query Database, Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Chapter Vice-President</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Chapter Member Role & Member Data, Query Database, Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Chapter Secretary</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Member Role (Chapter Offices Only), Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Chapter Treasurer</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Member Role (Chapter Offices Only), Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Chapter Membership Chair</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Member Role (Chapter Offices Only), Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Chapter Historian</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Own Password, Own Data</u> |
| <u>Chapter MAA</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Own Password, Own Data</u> |
| <u>Chapter PAO</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Own Password, Own Data</u> |
| <u>Chapter Chaplin</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Own Password, Own Data</u> |
| <u>Chapter Point of Contact</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Member Role (Chapter Offices Only), Submit Chapter Reports, Update Chapter Information, Own Password, Own Data</u> |
| <u>Member (Chapter)</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Own Password and Own Data</u> |
| <u>Member (At-Large)</u> | <u>All Member Data, NNOA Bulletin Board, Event Calendar</u> | <u>Change Own Password and Own Data</u> |

*Member Roles are Chapter or National Offices. National offices can only be added or modified by the National Secretary, Treasurer, Member Administrator, or Super User. Chapter Presidents and Secretaries can change a chapter role of an individual only if that person is a current member of the NNOA. Non-members cannot log on and expired members must renew their membership to access member portion of website.

CHAPTER V

AWARDS AND HONORS

A. GENERAL. NNOA awards are established to (1) recognize the achievements of those who excel in the accomplishments of NNOA goals and objectives; and (2) to motivate other members to assist in the accomplishment of these goals and objectives during the program year, which runs **1 June to 31 May**.

B. AWARDS COMMITTEE. The NNOA awards committee is appointed by the Board President and consists of a representative from each Sea Service, a committee chair, the National Secretary, and the National Membership Director. The National Secretary and National Membership Director will be non-voting members of the board. Voting members will be the Committee chair and each service representative. In the case of a tied vote, the National Staff Judge Advocate will break all ties. Award nominee packages are certified and packaged by the awards committee chair for presentation and review by the awards committee. The awards committee will convene about four weeks prior the Annual Conference to select the Award winners. The report of the awards committee is formally presented to the Board President by the Awards Board chair upon completion of the selection process.

C. AWARDS AND HONORS. Chapters and members in good standing may be nominated for awards and honors listed below to be presented at the Annual Conference.

1. Individual Awards

- a. The Dori Miller Award
- b. The Golden Pen Award
- c. CAPT Sallee P. Kafer Mentoring Award
- d. The Distinguished Service Awards
- e. Outstanding Chapter President Award
- f. The Individual Membership Recruiting Award
- g. CAPT Edward R. Williams Reserve Officer Award
- h. CAPT John G. Witherspoon Excellence in Leadership & Mentoring Award
- i. The HBCUs NROTC Honor Graduates' Awards
- j. The CAPT Charles L. Tompkins Award
- k. LtGen Frank Peterson Leadership Award
- l. The NNOA Lifetime Achievement Award

2. Outstanding Chapter Awards

- a. The Outstanding Chapter Competition Awards
 - (1) Chapter Multi-media Awards
 - (a) Outstanding Chapter Newsletter Award
 - (b) Outstanding Chapter Website Award
 - (2) Established Chapter Membership Award
 - (3) New Chapter Growth Award
- b. Outstanding Chapter Program Award

D. AWARD AND HONORS NOMINATION/SELECTION CRITERIA.

All nominations for awards and honors are due to the Awards Committee on the date established by the Awards Committee Chair. All awards and honors are presented at the National Conference. Nominations are made on forms in Tabs A – I.

1. Individual Awards

a. The Dorie Miller Award is the highest NNOA Award. Doris “Dorie” Miller is noted for his bravery during the attack on Pearl Harbor on December 7, 1941. He was the first African American to be awarded the Navy Cross. It is presented annually to a member who excels in the accomplishment of NNOA goals and objectives. Any Regular, Affiliate or Life member in good standing with NNOA is eligible for this recognition. Judging will be based on outstanding performance documented by specific accomplishments. Nominations are submitted using Tab A.

b. The Golden Pen Award was established in 1989 in memory of Captain Eddie Benford, USN, NNOA president from 1983-84. It is presented annually to a junior officer (0-3 and below) in good standing who excels in the accomplishment of goals and objectives of NNOA. Any active duty or reserve NNOA member in the pay grade of 0-3 and below in good standing with the NNOA is eligible for this recognition. Nominations are submitted using Tab B.

c. The CAPT Sallee P. Kafer Mentoring award is in honor of CAPT Kafer for her significant involvement in the shaping and supporting of numerous Medical Service Corps careers. She was one of the first women to attain the rank of captain in the Medical Service Corps of the United States Navy. This award is presented to an officer who is noted for superlative mentoring of other Sea Services officers. The nominations must be submitted and substantiated by the mentee using Tab C.

d. The Distinguished Service Award will be presented to those members nominated by their chapters and those members nominated but not selected for the Dori Miller, Golden Pen, Individual Membership Recruiting Award, and CAPT Sallee P. Kafer Mentoring award. Nominations are submitted using Tab D.

e. The Outstanding Chapter President Award is presented to the chapter president who displays outstanding leadership. Emphasis is placed on leadership ability and support of the ideas and goals of the

NNOA. The activities of the president during the current program year only are eligible. Submission format is at Tab E.

f. The Individual Membership Recruiting Award is presented annually to the NNOA member recruiting the most members and/or doing the most to improve the growth of NNOA during the period 1 June through 31 May. Selection of this award winner is substantiated by sponsorship of actual members recruited. Submit the name of the member in the chapter who recruited the most members and/or has done the most to improve the growth of the NNOA during the program year. The Chapter President must attach a letter of recommendation for the chapter member nominated listing the names and member number for each newly recruited members and/or description of activities of the nominee that contributed to the membership growth of the NNOA. In addition, the letter should include names of the new members recruited by the nominee. This information is needed because membership forms received by the Board of Directors do not always indicate who recruited the new member. Without this information, the Awards Board will not be able to give proper credit to the nominee. Nominations are submitted via Tab F.

g. The US Coast Guard Representative to the Board of Directors is responsible for coordinating the selection of an USCG Reserve Officer as the recipient of the CAPT Edward R. Williams Award. The senior officer of the Coast Guard at the Annual Conference presents the award on Coast Guard Day.

h. The CAPT John G. Witherspoon for Excellence in Leadership and Mentoring Award is presented to the Board President's selectee at the Annual Conference. CAPT John Witherspoon served the Coast Guard with great devotion and distinction. His career spanned over three decades as he advanced from E-1 to O-6. During this time, he expertly performed a number of assignments throughout the continental United States, Guam, and Hawaii. Captain Witherspoon is remembered as an exemplary leader and professional. A Coast Guard pioneer, he was the first African-American to command a shore unit when he assumed command of VTS Houston/Galveston. **Only Board members are eligible for this Award.**

i. One NROTC Honor Graduate from each Historically Black College and University (HBCU) will be presented with a plaque. The individual HBCU NROTC unit will determine selection criteria. The Historical Black Colleges and Universities, NROTC Outstanding Graduate Award winners shall come from or in conjunction with

- Hampton Roads NROTC Program (Norfolk State/Hampton University/Old Dominion University)
- Atlanta University/Morehouse College/Spellman/Clark NROTC Program
- Prairie View A & M University NROTC Program
- Florida A & M University NROTC program (includes Florida State University and Tallahassee Community College affiliates)
- Southern University and A&M College NROTC program
- Tulane University NROTC program associated with Xavier/Dillard/Loyola/New Orleans Universities
- Savannah State University (includes Armstrong Atlantic State University) NROTC Program

j. The CAPT Charles L. Tompkins Award is presented to an outstanding civilian who has dedicated their life in service to the advancement of diversity. The US Navy Representative to the Board of Directors is responsible for coordinating with the USN Diversity Office on the selection of a recipient. This award will be awarded at the annual conference on Navy Day.

k. The NNOA Lifetime Achievement Award recognizes a member for their lifetime commitment and contribution to enhancing the principles of NNOA and self-sacrifice in devoting their time and energy in the service of NNOA. The candidate should embody and represent the values of NNOA and be well-respected. Their contributions must have a measurable impact on the long-term success of NNOA. Nominees can be posthumous. More information about this award and the nomination form can be found in Tab G.

l. The Lieutenant General Frank Petersen Service Award is presented annually to a Marine Corps Officer who excels at the accomplishment of the mission, vision, and goals of the NNOA. It is in honor of General Petersen for his significant accomplishments during a storied career and the example of professionalism and leadership he provides still today. During the year, the actions of the award selectee must directly assist in the recruitment, retention, and personal development of NNOA members. Actions should also be reflective of national and local goals not limited to actively recruiting new members, professional development, establishing local partnerships that accomplish the vision of the organization, and promoting the goals and accomplishments of the organization within the local military and civilian communities. Any Marine Corps member of the organization in good standing with the national organization is eligible for this recognition. The Marine Corps Representative is responsible to the Board of Directors for coordinating the selection of a Marine Corps officer as the award recipient. The Commandant of the Marine Corps or his designated representative will present the award at the Marine Corps Day Luncheon during the annual conference. The nomination form is available in Tab H.

2. Outstanding Chapter Awards

a. The Outstanding Chapter Competition Awards will be presented to those chapters in each Chapter Group submitting an outstanding chapter competition report demonstrating accomplishments in each of the areas described in Tab I. The awards committee also determines the following awards from the Chapter Competition Report submission described at Tab I.

(1) Chapter Multi-media Awards

(a) The Outstanding Chapter Newsletter Award gives recognition to one overall chapter publishing outstanding chapter newsletters regularly as an effective means of communicating with chapter members and as a public relations tool to promote the NNOA. Materials for nomination are selected from the regular submissions of chapter newsletters to the Board Public Affairs Officer and/or in the chapter competition report submission. More details provided at Tab I, Competition Area 5.

(b) The Outstanding Chapter Website Award gives recognition to one overall chapter maintaining an outstanding chapter website as an effective means of communicating with chapter members and as a public relations tool to promote the NNOA. More details provided at Tab I, Competition Area 5.

(2) Chapter Established Membership Growth will be presented annually to those chapters (one in each group) which show the greatest membership sustainment and growth during the year ending 31 May. Chapters need not apply for this Award. The awards committee will use information contained in the

submitted Membership Report (Chapter 3, Tab B) and the membership database for the period 1 June - 31 May of each year to determine the winner in each chapter category.

(3) New Chapter Growth Awards will be presented annually to the new chapters that show the greatest membership sustainment and growth during the year ending 31 May. Chapters need not apply for this Award. The awards committee will use information contained in the Membership Report (Chapter 3, Tab B) submitted and the membership database for the period 1 June - 31 May of each year to determine the winner in each chapter category.

b. The Outstanding Chapter Program Award gives recognition to one overall chapter with the most outstanding chapter program. Submissions shall demonstrate the chapter's support for the mission of the NNOA and its purposes. Examples of eligible programs are Black History Month programs, youth and tutoring programs, collaborative programs with community organizations to further the NNOA image as a service organization, career development and training programs, and programs in support of officer trainees. More details provided at Tab I, Competition Area 3.

Note: The forms found in Tabs A – I can be found posted on the website (www.nnoa.org) in both Word and PDF format and are auto-fill.

Tab A

**NNOA DORI MILLER AWARD
NOMINATION FORM**

Submit form electronically to awards@nnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing how member excelled in accomplishment of NNOA/diversity goals & objectives) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab B

**NNOA GOLDEN PEN AWARD
NOMINATION FORM**

Submit form electronically to awards@noa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing how JO (<0-3) excelled in accomplishment of NNOA/diversity goals & objectives) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab C

**NOA CAPT SALLEE P. KAFER MENTORING AWARD
NOMINATION FORM**

Submit form electronically to awards@mnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE:** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing the superlative mentoring strategy of nominee and the effect(s) to NNOA/diversity) Max 1 page

MENTEE NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab D

**NNOA DISTINGUISHED SERVICE AWARD
NOMINATION FORM**

Submit form electronically to awards@nnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing member's effort in accomplishment of NNOA/diversity goals & objectives) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab F

**NNOA INDIVIDUAL RECRUITING AWARD
NOMINATION FORM**

Submit form electronically to awards@nnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing the member's recruiting efforts and the effect on NNOA growth) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab G

THE NATIONAL NAVAL OFFICERS ASSOCIATION, INC.
LIFETIME ACHIEVEMENT AWARD

The NNOA Lifetime Achievement Award recognizes an individual for his or her lifetime commitment and contribution to enhancing the principles of NNOA. Candidates should have devoted efforts spanning a decade or more to enhancing a positive image of the Sea Services in the community.

1. The award recipient must be a member of NNOA whose lifetime work is recognized in the field of his/her military service, including contributions to NNOA and related activities that promote the NNOA principles of actively supporting the Sea Services in recruiting, retaining, and developing the careers of minority officers. The recipient selected should embody and represent the values of NNOA and be well-respected and known in his/her professional community and the NNOA community. Nominations may be posthumous. Criteria for judging nominations are:

- The candidate must be an active member of NNOA for the ten years preceding the nomination;
- The influence of the candidate's actions on promoting NNOA goals, objectives, and programs;
- Leadership in NNOA;
- Personal efforts that assisted in increasing or retaining NNOA members;
- Personal efforts that increased NNOA's visibility in the military and/or civilian community;
- Relevant awards or recognition received by the candidate as having been highly committed to NNOA purposes and programs throughout his or her career; and,
- Significant contributions to increasing the growth, development, and prosperity of NNOA and diversity in the Sea Services.

2. NNOA Chapters as well as individual NNOA members are eligible to nominate candidates for the award. Multiple nominations of an individual may be submitted. However, self-nominations will not be accepted.

3. Nominations should clearly describe the various contributions that would qualify the candidate as a lifetime contributor to NNOA, and the Nominator must submit a Narrative of Achievements about the candidate in accordance with the above criteria.

4. Incomplete submissions will not be considered for the award. Additionally, submissions received after the deadline will not be considered. The **nominating deadline is 01 June** preceding the Annual Professional Development and Training Conference. The award will be presented at the National Conference Banquet by the Guest of Honor.

5. All entries will be submitted to the Secretary for distribution to the Executive Committee, who will have oversight of the award process. Additional information may be requested of the nominator during the award process.

6. A presentation to the recipient will be made annually at the Professional Development and Training Conference.

Submissions should be submitted electronically to Secretary@nnoa.org or may be mailed to:

National Naval Officers Association, Inc.
P.O. Box 10871
Alexandria, VA 22310-0871
Attn: Lifetime Achievement Award Nomination

Tab G

**NNOA LIFETIME ACHIEVEMENT AWARD
NOMINATION FORM**

Submit form electronically to awards@nnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing the member's recruiting efforts and the effect on NNOA growth) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab H
NNOA LIEUTENANT GENERAL FRANK PETERSEN SERVICE
AWARD NOMINATION FORM

Submit form electronically to awards@nnoa.org

NOMINEE _____

RANK _____ **SERVICE** _____ **CHAPTER** _____

HOME ADDRESS _____

CITY _____ **STATE** _____ **ZIP** _____

DAY PHONE NUMBER _____ **COMMAND PHONE** _____

Current Year Accomplishments: Be concise & specific (provide actions, results, & benefit detailing the member's recruiting efforts and the effect on NNOA growth) Max 1 page

NOMINATOR NAME/RANK _____

TITLE _____

ADDRESS _____

DAY PHONE NUMBER _____ **DSN** _____

Tab I

OUTSTANDING CHAPTER COMPETITION REPORT

CHAPTER _____ **COMPETITION YEAR** _____

CHAPTER PRESIDENT _____ **DAY PHONE** _____

Submit report electronically to awards@nnoa.org

(Attach to submission)

COMPETITION AREA CHECKLIST

- ρ **COMPETITION AREA 1 – Membership Growth**
- ρ **COMPETITION AREA 2 – Manuscripts**
- ρ **COMPETITION AREA 3 – Chapter Programs**
- ρ **COMPETITION AREA 4 – Monthly Meetings**
- ρ **COMPETITION AREA 5 – Chapter Multi-Media**
- ρ **COMPETITION AREA 6 – Publicity**
- ρ **COMPETITION AREA 7 – Financial**
- ρ **COMPETITION AREA 8 – Sea Services Recruiting and Officer Trainee Support**
- ρ **COMPETITION AREA 9 – Reporting**

INDIVIDUAL AWARDS CHECKLIST

- ρ **Dori Miller Award Nominee**
- ρ **Golden Pen Award Nominee**
- ρ **CAPT Sallee P. Kafer Mentoring Award Nominee**
- ρ **Distinguished Service Awards**
- ρ **Outstanding Chapter President Nominee**
- ρ **Individual Membership Recruiting Nominee**
- ρ **LtGen Frank Peterson Leadership Award Nominee**

Tab I

**OUTSTANDING CHAPTER COMPETITION REPORT
CHAPTER AWARDS COMPETITION GUIDELINES**

ELIGIBILITY

All active members and chapters in good standing are eligible to compete for the Chapter Awards Program. Members and chapters must be in compliance with all Association established reporting and financial obligations to compete.

GUIDELINES

To compete in the Outstanding Chapter Competition, chapters must have submitted reports per Chapter VIII. Chapters must submit the Annual Chapter Competition Report packet attaching all support and substantiating documents for Competition Areas 1-9 outlined in the Form at TAB I. The Chapter with the highest total score after points are awarded and totaled for Competition Areas 1-8 is awarded the First Place recognition. The Chapter with the next highest scorer is 2nd place. All material must be submitted electronically to awards@nnoa.org and must be RECEIVED no later than the date set by the Awards Committee Chair.

CHAPTER STRENGTH (SIZE)

The membership records of the Board Membership Director will be the basis for those competition items based on membership. Members who pay dues between 1 July and 30 June determine chapter strength. Payment of dues must be received by the Board Membership Director to be valid.

Chapter size defined by the Chapter groups below will determine the judging category.

The Chapter Group (A, B, C) will be validated and determined by the chapter’s membership number as of June 1 preceding the conference. Membership numbers that determine Chapter Group is at Table G-1.

Membership Competition Program. Recognition to the chapters who increase their own chapter membership strength is awarded for Established Chapter Growth Award and New Chapter Growth Award.

Recognition to the member recruiting the most members is awarded as the Individual membership Recruiting Award.

TABLE G-1

| Chapter Group | Number of Members | Awards |
|----------------------|--------------------------|--|
| A | 50 and more | 1 st Place 2 nd Place |
| B | 24 – 49 | 1 st Place 2 nd Place |
| C | 23 or less | 1 st Place 2 nd Place |

Tab I

OUTSTANDING CHAPTER COMPETITION REPORT

CHAPTER COMPETITION AREA 1 - MEMBERSHIP GROWTH

The NNOA membership database will be used to compute this award. Therefore, chapters need not attach anything to support this section. Countable members include only those whose dues were paid between 1 July and 30 June. Points for membership will be computed as follows:

To determine net increase:

- Membership as of 1 July of the previous year (A)
- Membership as of 30 June of this year (B)
- Net increase or decrease (B-A)
- Percentage of growth (if positive (B-A)/B)

Points Calculation:

- 20 points X net increase
- + 100 points per reservist or retired member
- + 200 points for each new life or subscribing life member

COMPETITION AREA 2 - MANUSCRIPTS

Recognition gained by a chapter member through publishing increases the NNOA stature in the sea services. Accordingly, one of the NNOA's objectives is to encourage individual members and chapters to deliver and publish professional or technical papers. To qualify for credit under this competition area, an article must contain at least 500 words and somehow pertain to minorities in the sea services. Points can only be claimed once for the same paper even though it may have been published more than once. Articles must be original work for the authors. (i.e. Naval Proceedings, Marine Corps Gazette, NNOA Meridian, Chapter Newsletters, Websites, Diversity Publications, etc.)

Attach copy of the published professional or technical paper as documentation. (500 pts.)

COMPETITION AREA 3 - CHAPTER PROGRAMS

Note: The Outstanding Chapter Program Award is presented to the chapter with the most outstanding chapter program described below. The Chapter Program is defined by the professional development and educational opportunities provided by the chapter. Recognized elements:

1. Professional development via courses, seminars and workshops held in addition to and on different dates from regular chapter meetings. Attendance is not restricted to NNOA members but there must be a minimum attendance of five NNOA members. These activities must be clearly identified as being sponsored by a chapter or jointly sponsored by two or more chapters and/or another group. To obtain credit, a copy of the announcement showing the title, and date and place of the event, together with a list of NNOA members attending must be attached. (200 points per event)
2. Guest speakers provided to other organizations including other NNOA chapters. No one individual may count for more than 200 points claimed. (100 points each; 1500 points maximum)
3. Black History Month Program - describe the program implemented. Attach any program or announcement about the activity. Provide evidence of program's success including number of persons

Tab I

OUTSTANDING CHAPTER COMPETITION REPORT

participating, community impact, Sea Services support, organizations other than NNOA who were involved. (200 points)

4. Youth and Youth Tutoring Programs - furnish general information on how participants are selected; age or grade levels of participants; number of participants (youth and NNOA members); length of program; appropriateness of program; availability of material and equipment; methods of measuring improvement in students; awards program for participating youth. (200 points)

5. Organizational impact and collaboration - demonstrate how the chapter has impacted the local community and accentuated NNOA's image as a service organization. Printed program, announcement or other appropriate paperwork must be attached to substantiate this. (200 points)

6. School visits in support of Sea Services recruiting and community outreach. Provide a list of all school visited conducted during the program year. The list should include the date and place of each event. (200 points per event)

7. Scholarship Program: Chapters having a formal program to present scholarships to community youth are eligible for this recognition. Submit documentation that clearly identifies the chapter's scholarship program and a copy of the ceremony's printed program listing the names of awardees (or scholarship recipients). (500 points)

COMPETITION AREA 4 - MONTHLY MEETINGS

Points will be awarded for monthly membership meetings of the chapter's general membership and/or executive board. Submit announcement(s) of meeting(s). (50 points for each meeting; 1200 points maximum)

BONUS: Any of the meetings listed held jointly with another professional organization (e.g. NAACP, ROCKS, Inc., etc.) qualify for bonus points. The attached documentation must identify relationship with the organizations. (Bonus 50 points)

COMPETITION AREA 5 - CHAPTER MULTI-MEDIA

1. NEWSLETTERS. Chapters are awarded for each newsletter published and distributed to chapter members. For the Outstanding Chapter Newsletter Award, consideration is given on all of the criteria listed below AND quality of layout, journalistic style and quality of publication. Points will be awarded for each newsletter. For the Outstanding Chapter Award, each newsletter can earn up to 250 points if it contains the information listed below:

a. A clearly identified chapter president's message of at least 100 words on any subject that is chapter or professional related. (50 points)

b. Recognition of at least two (2) members' activities, which are professionally related such as a promotion, degrees earned, awards received, etc. (50 points)

c. The date and location of the next general meeting and any future scheduled chapter events. (50 points)

Tab I
OUTSTANDING CHAPTER COMPETITION REPORT

- d. Any announcement of the NNOA Annual Conference will be awarded points credit (50 points)
 - e. A short article of at least 100 words, with the author identified, on any subject related to NNOA goals and objectives. (50 points)
 - f. Fifty (50) points will also be awarded for each newsletter forwarded to the Board PAO or Board of Directors.
2. **WEBSITE.** Chapters are awarded for a progressive and well-maintained website. For the Outstanding Chapter Website Award, consideration is given on all of the criteria listed below AND quality of web design, quality of information, maintenance, user-friendliness, and relevancy of the website. Points will be awarded for the website. For the Outstanding Chapter Award, each website can earn up to 500 points if it contains the information listed below:
- a. A clearly identified chapter president's message of at least 100 words on any subject that is chapter or professionally related. (50 points)
 - b. List of chapter members, mission and history of NNOA. (50 points)
 - c. Link to www.nnoa.org and other related websites for awareness of NNOA events such as annual conference (50 points)
 - c. A membership section listing the types of membership available and methods of payment. (50 points)
 - d. Short articles of at least 100 words, with the author identified, on any subject related to NNOA goals and objectives. (50 points per article)
 - e. A calendar or events section that lists updated chapter events and meetings. (50 points)

COMPETITION AREA 6 - PUBLICITY

This competition area recognizes those chapters and individuals, which promote the NNOA, its mission and programs. Publicity activities described below must be fully documented via attachments clearly identifying the required item(s). Points may be awarded for:

- 1. The publication of a news item on a chapter meeting or other NNOA activity in a local newspaper, announcement on local radio or TV stations (press release required for documentation), daily bulletins or publicity in the NNOA *Meridian*, another chapter's newsletter or a service official publication. (30 points; 3000 points max)
- 2. Performing a minimum of one community event each quarter. (200 points each event)

Tab I

OUTSTANDING CHAPTER COMPETITION REPORT**COMPETITION AREA 7 - FINANCIAL**

1. Chapter maintains a minimum of \$500 in chapter funds at all times. Provide copies of monthly bank statements. (500 points)
2. Chapter makes at least two charitable donations (money or time) per year to NNOA or community based non-profit organizations (e.g. NAACP, UNCF, etc). Provide copies of cancelled check or receipt of payment or letter of acknowledgement of contribution. (250 points for the first two donations; 250 points for each subsequent donation)

**COMPETITION AREA 8 - SEA SERVICES RECRUITING AND OFFICER
TRAINEE SUPPORT**

Points will be given where points of contact can be demonstrated and verified for recruitment activities.

1. Conduct a minimum number of two elementary/high school blitzes per year. Provide a list of all school blitzes conducted during the program year. The list should include the date and place of each event. (200 points per event)
2. Submission of recruiting (officer/enlisted) referrals to each service programs such as NROTC, Sea Service Academies, Sea Service Enlisted Programs, etc.) Provide list of referrals. (100 points)

COMPETITION AREA 9 - REPORTING

Points are provided for the following required reports received by the Board Secretary or Board Treasurer.

1. Chapter Management Information Report (200 points)
2. Chapter Membership Report (50 points)
3. Updated Chapter Bylaws (200 points)

CHAPTER VIPUBLIC AFFAIRSA. OBJECTIVES.

1. General. Every NNOA member can do something positive to accurately inform and influence the attitudes and opinions of senior leadership and the general public. Direct personal motivation and participation is the key to successful efforts. This chapter explains how and what chapter organizations and individual members can do in the field of public affairs toward achieving NNOA's objectives.

2. Board of Directors.

a. The Board of Directors under the guidance of the Board Public Affairs Officer will develop a public affairs program to establish and maintain communications with all chapters and the community. This program will include but not be limited to public affairs policies, issues, projects and programs.

b. A Public Affairs Committee will be established by the Board Public Affairs Officer responsible for the implementation and execution of the NNOA Public Affairs Program worldwide. By definition, NNOA Public Affairs program is any event which gives publicity to the organization. Members of the committee should be strategically located throughout the United States in order to cover a variety of events.

c. The Board PAO will also be responsible for coordinating press conferences and press releases on NNOA issues including those resulting from Board of Directors meetings and annual conferences.

3. Local Chapters. Local chapters shall implement the policies, projects, and programs in their chapters in accordance with NNOA policies and as requested by the Board of Directors and/or the Board Public Affairs Officer.

4. Individual Members. Individual members of the Association should provide maximum assistance in publicizing policies, programs and projects of the Association by informing their chapter and the Board PAO of personal contacts with the media which can be utilized in obtaining maximum media coverage on vital key issues.

B. CHAPTERPUBLIC AFFAIRS OFFICERS: Responsibilities. To assist chapter public affairs officers in the execution of their duties, Tab A contains information and suggestions on forming a chapter public affairs program.

C. COORDINATION WITH OTHER ASSOCIATIONS AND GOVERNMENT AGENCIES.

1. Associations. The National Naval Officers Association maintains continuous close relations with other associations that are oriented toward national defense matters and military personnel. Coordination is accomplished through common membership in multiple association organizations and collaborative meetings on specific issues of mutual interest. NNOA also participates in briefings and conferences conducted by various Departments of Defense and Homeland Defense agencies.

2. Memberships. NNOA is a member of several organizations that meet monthly or, more often when necessary, in the Washington, D.C. area to discuss national issues of mutual interest such as minority

promotion, retention, recruitment etc. Frequently, several associations join together in proposing, supporting or resisting legislation of mutual interest. These organizations are described as follows:

a. Military Organizations. Approximately 30 organizations, with headquarters in Washington, DC, are military service oriented and cooperative in bringing emphasis on strengthening national defense. They are:

- Air Force Association (AFA)
- Air Force Sergeants Association (AFSA)
- American Legion (AL)
- American Logistics Association (ALA)
- American Security Council (ASC)
- American Veterans (AMVETS)
- Armed Forces Marketing Council (AFMC)
- Association of Retired Intelligence Officers (ARIO)
- Association of the U.S. Army (AUSA)
- Blind Veterans Association (BVA)
- Commissioned Officers Association (COA)
- Enlisted Association, National Guard of U.S. (EANGUS)
- Fleet Reserve Association (FRA)
- High Frontier
- Marine Corps League (MCL)
- Marine Corps Reserve Officers Association (MCROA)
- Military Officers Association of America (MOAA)
- Military Order of World Wars (MOWW)
- National Association of Uniformed Services (NAUS)
- National Guard Association (NGA)
- National Rifle Association (NRA)
- Naval Enlisted Reserve Association (NERA)
- Naval Reserve Association (NRA)
- Navy League of the United States (NLUS)
- Non-Commissioned Officers Association (NCOA)
- Reserve Enlisted Association (REA)
- Reserve Officers Association (ROA)
- The ROCKS
- U.S. Army Warrant Officers Association (USAWOA)
- Veterans of Foreign Wars (VFW)

b. Council of Military Organizations (COMO). COMO's purpose is to provide liaison and cooperation in mutual legislative endeavors without denying any member organization its individual prerogatives. All members of COMO seek to resolve differences on details of legislative programs, and to fully support the area of legislative interests. Where basic differences preclude absolute agreement on any one solution by all member organizations on any subject of interest, each organization remains free to pursue its own interests. Member organizations are:

- Air Force Association (AFA)
- Air Force Sergeants Association (AFSA)
- Fleet Reserve Association (FRA)
- Marine Corps League (MCL)

Marine Corps Reserve Officers Association (MCROA)
National Association of Uniformed Services (NAUS)
National Military Families Association (NMFA)
Naval Enlisted Reserve Association (NERA)
Naval Reserve Association (NRA)
Non-Commissioned Officers Association (NCOA)
Reserve Officers Association (ROA)
The Retired Enlisted Association (TREA)
The Retired Officers Association (TROA)
U.S. Army Warrant Officers Association (USAWOA)
Coast Guard C.P.O. Association
U.S. Coast Guard CWO & WO Association

c. Navy-Marine Corps Council. The Secretary of the Navy established the Navy-Marine Corps Council in February 1967. Its mission is to further the collective efforts of the member organizations in areas wherein they have common interests and objectives in support of the Navy-Marine Corps team. The action program of the Council is outlined in NRTCININST 5760.2. The Council meets the first Tuesday of each month at 0900 in the Fleet Reserve Association Executive Building on West Street, Alexandria, Virginia. The members are:

Association of Naval Services Officers (ANSO)
Fleet Reserve Association (FRA)
Marine Corps League (MCL)
Marine Corps Reserve Officers Association (MCROA)
National Naval Officers Association (NNOA)
Naval Enlisted Reserve Association (NERA)
Naval Order of the United States (NOUS)
Naval Reserve Association (NRA)
Navy Club of the United States (NCUS)
Navy League of the United States (NLUS)
Navy Wives Clubs of America (NWCA)
The Bluejackets Association (BJA)
Women Marines Association (WMA)
Women Officers Professional Association (WOPA)

PUBLIC AFFAIRS OFFICER DUTIES

Duties of the PAO

- Develop a chapter internal information, media relations and community relations program
- Make use of the services Fleet Hometown News Program to highlight individual member success stories.
- Handle requests for information about your chapter from the news media and public
- Prepare news releases about your chapter activities, initiatives, and membership coordinating you're your local service PAO and the National PAO as necessary
- Be an active participant in the chapter's special events planning process
- Ensure all material and photography for public release is free of classified information, safety discrepancies, and reflects positively on the chapter, the organization and its mission
- Escort members of the media and host VIP visitors to your chapter
- Obtain PA training for yourself and your chapter members, as feasible
- Conduct media training, as necessary, for your chapter leadership.

Public Affairs Planning Guidelines

Planning is critical to your success as a collateral duty PAO. Since your "real" job requires most of your time, keep your plans simple. Remember:

- The interviewee must listen as well as talk.
- Different people have different information needs and respond to different communication techniques, messages and channels.
- Credibility enhances communication, and credibility is enhanced by telling the **bad** with the good. Chapter PAOs will consult with the National President and the National PAO before releasing any information that would be potentially damaging to the organization or chapter.

The following guidelines will help you fit planning into your crowded schedule. Use these steps to save time now and embarrassment later.

Establish objectives.

- Produce a clearly written statement of public affairs objectives and goals. What are your messages? Through what channels? To what audiences? What are your expected results?
- A lack of clearly defined goals will reduce your program's effectiveness.
- Define your audiences. Identify audiences with whom the chapter must communicate. Your internal audience consists of the entire organization, the chapter, and members of the sea services and senior leadership. This audience is interested in major policies and programs that affect everyone, such as special events and chapter initiatives.

While this audience is important, also consider the smaller groups within your assigned command and surrounding area such as potential new members (military and civilian), and senior leadership. Each group has specific interests and information needs. Define your audiences according to the specific objectives of your program.

Define your messages.

- What message does the chapter and its officers need to transmit?
- They should be directly related to the organization and chapter's leadership objectives and the organization's mission, as well as messages from senior sea service leadership.

Define the message channels.

- What different methods or channels do you and the chapter need to get the word out?

Channels fall into four general categories:

- Printed Material: Meridian, chapter newsletters, Plan of the Day/Week, sea service internal print products, base newspapers or magazines, family-grams, posters, pamphlets, etc.
- Electronic Media: NNOA National website, chapter websites, radio, television (including

command or base closed circuit television), the Internet and Intranet.

- Face-to-Face: chapter monthly meetings, national conventions, command All Hands meetings, Ombudsman meetings.
- Communication Events: special chapter events, mentoring programs, Navy, Marine Corps and Coast Guard Birthday celebrations, Black History Month celebrations, etc.

Other available communication tools include some that are ready made by the sea services such as Navy Newsstand (which contains an online Captain's Call kit), All Hands magazine, and the daily CHINFO Navy News messages. Each contains important information about Navy programs, personnel policies, activities and general news. Ensure these materials are effectively used within your command.

Plan the program.

- It's impossible to say all things to all people by every means, so determine what messages are most important, to whom those messages should be delivered and how best to deliver them.

Construct your program.

- It should reflect the uniqueness of your chapter and the objectives of the organization.
- Don't forget to estimate any costs, man-hours and personnel resources that will be involved in executing your plan. This will help you prioritize and decide which methods will give you the most exposure with the least cost.

Implement the program.

Here are some resources that can help:

- As a chapter collateral duty PAO, you can coordinate with the National Public Affairs Officer on a regular basis. .
- Station/Base staff: You can also ask the host command or local base public affairs office for guidance. They may have photo/video equipment and other facilities. Remember to coordinate external news releases with the host command PAO. For many commands and activities, you are tenants and the host needs to know if you want to invite news media on board.

- Local news media: Local news media outlets may be useful if approached properly and information is correctly submitted. Again, remember to coordinate news releases with the host command PAO before release. Don't be disappointed if the other events that are important to you are not important to the media outlet. Do your best to make it interesting for them, that way, you are more likely to get coverage. For example: While we train Sailors, Marines and Coast Guardsmen to use and maintain highly technical equipment, aircraft ships and submarines, it is the **people** who **really** make that technology what it is.

- Remember, television cameras and photographers require action to make their visuals exciting and marketable. Setting up media to cover equipment with no people using it is the fastest way to kill a story and your support from the media.

Evaluate your program.

- Look for local news media reaction, staff response, etc.
- Try to quantify the results for future reference (how many stories in how many media, etc.).

Change the program.

- Periodically confer with the National PAO, chapter president and vice president to review how things are going, and revise as necessary.

The guidelines presented above are offered to help you get started. Consider them to be a minimum for your chapter to become a contributor to the overall NNOA and sea services public affairs efforts.

Media Operations: What Makes News

Some examples of events or incidents that could have legitimate news value or invite public attention include:

- Outstanding accomplishments by NNOA members
- Awards or achievements of NNOA members
- "First time," "Largest," or "Biggest" tags

- NNOA Mentorship and academic scholarship programs

Media Queries

People are the foundation of our public affairs programs. Telling their stories to the world outside the Navy and NNOA is part of your job. While most of your efforts will be spent on internal communications, when things happen that require you to deal with external media (local, national or international TV, radio and newspaper representatives), they typically happen fast.

You need to be prepared to respond quickly and appropriately, knowing what resources to tap ahead of time. Following high visibility military operations in the U.S. or overseas, news media look for ways of linking their local community to national news. Following the terrorist attacks of September 11, 2001, news media that couldn't immediately cover the war in Afghanistan looked to local commands to provide stories and interviews on the supported operations. Even Junior ROTC students in high schools were sought out for interviews.

Remember, stories of international and national significance are outside your lane as an NNOA chapter PAO and should be referred to service public affairs offices without comment. Contact the National PAO for any further guidance..

Response to Queries (RTQ)

A Response to Query (RTQ) is basically a list of the questions you believe a reporter will ask regarding an issue, along with your responses. Remember, the reporter may know little or nothing about the NNOA or the sea services so the questions may be as simple as, "What do the Sailors learn at MS school?"

When writing your responses, you should strive to begin with an organization or chapter message, weaving it into your response. For example, if you are writing a response to a question

regarding the outcome of a court martial: "While the final decision hasn't been made yet, we are confident that all the facts, both for and against, will be considered and evaluated in an impartial manner. The results will be fair and just. When the results are made available, I will ensure you are informed, in keeping with the provisions of the Privacy Act."

Be sure to work with the National PAO to ensure your RTQ provides proper information to the reporter, without infringing on individual's legal or privacy rights, and that the best interests of the organization and chapter are served.

Media Interviews

- Sometimes you, your chapter officers or chapter members may be asked for an interview.
- Prior to the interview, the National PAO or a full-time PAO should review with you any PA guidance and you should be present during the interview.
- You may decline an interview, but it is often in the best interests of the organization and the Navy to use this means to get information to the public.
- Always record interviews on audio tape so you will have a record of what was actually said.
- It is important to begin the interview by stating (on tape) that you are recording the interview and get the reporter's verbal acknowledgement and approval.
- Publicize good news. If your chapter members have done something special such as adopt-a-school, mentorships program or scholarship presentation, it's worth a release to the news media.

Interview Preparation and Tips:

- Know the medium that you will be working with: TV, radio, or print. Know the specific requirements of each.
- Consult with the National Public Affairs Officer. Have the National PAO play the reporter and practice questions with you. Record or videotape the practice session and critique it.

- Be familiar with your reporter. Know his or her style and the types of questions usually asked.
- Be aware of any breaking news stories. Read the morning paper.
- Prepare 2 or 3 communication points you'd like to get across in the interview. Use people-oriented examples to illustrate those points and practice working them into your answers.
- If in uniform for studio interviews, wear Service Dress Blue. Don't wear nametags or other forms of identification badges; they are distracting. The uniform of the day is appropriate for a waterfront scene or "on the job" interview.
- For interviews by phone (radio, print, or TV), ensure the reporter indicates when you are being taped, and don't forget to record the interview for your records. Whenever you record, ensure you begin the interview by stating (on tape) to the reporter that you are recording, get their acknowledgement and consent, and establish attribution (off-the-record, background, or direct).
- Sunglasses off.

During the Interview:

- Relax. Be yourself. Be friendly.
- Remember that you are an NNOA and Se Service ambassador. Think about NNOA and your service core values in forming your answers.
- Never lie. Tell the truth, even if it is painful. You will maintain credibility by doing so.
- Never say "no comment." If you can't discuss something, explain why – for instance, "The information is classified," or, "An investigation is ongoing." If additional information is requested, get back to the reporter.
- If you don't know the answer to a question, say so. Offer to get back later with the answer, if possible.
- Avoid military or technical jargon. Remember, your audience is the American public.
- Answer directly and give the bottom line up front. Amplify later. Try to keep your answers less than 20 seconds.

- Correct the record. If a reporter makes an error, or has the wrong information, make the correction during the interview.
- Listen carefully to the reporter. Ask for repetition or clarification if necessary.
- Maintain eye contact. Make sure the reporter knows you are interested and paying attention.
- Be expressive and try to be interesting.
- Be humorous, as appropriate. Humor can be one of the best forms of communication, but be careful of "off the cuff" remarks. Humor can also irreparably damage your interview if not tastefully done.
- Maintain a positive attitude.
- Never speak "off the record." Either talk "on the record" or not at all.
- Be prepared to respond to the 5 W's: who, what, when, where, why and also how. Be aware you may not be able to answer all (i.e., accident is under investigation, so "why" may not be determined at time of interview.)
- Always assume that you are on the air, even if you are told that you are off. Technical crews make mistakes.
- Be modest but confident. You are the expert but don't be condescending.
- Use the studio monitor to check your appearance prior to airtime; then maintain eye contact with the reporter, and ignore the monitor, or ask that it be turned off or moved so it won't distract you.
- Never, ever, lose your temper – even if provoked.
- Do not drum your fingers, twiddle your thumbs, tap your feet or act in a nervous manner.
- Don't look around the room for the answer. It gives the impression of discomfort, bluffing or desperation.
- Never speculate or comment on matters beyond your cognizance or responsibility.
- "Anything to add" wrap-up - never pass on this opportunity to get command message in.

After the Interview:

- Thank the reporter for the interview and the opportunity to communicate with the American public.

- Clarify any points that were unclear. Ensure that all information is correct.
- Critique the interviewee's performance.
- Find out when the interview will air or the story will run. Make a copy for the chapter and pass a copy to National Public Affairs Officer.
- If you have promised any "deliverables," information not available during the interview), ensure you get back to the reporter in an expeditious manner.

Articles for Meridian and other publications

Format

- Articles must be submitted electronically.
- Avoid using all-capped typing elements for copy preparation.
- Include chapter name and name address of the writer on all articles.

Style

- Start articles with a dateline, including name of city and state, e.g. (Chicago, IL).
- Capitalize chapter when used in conjunction with the name of a chapter, e.g. (Washington, D.C. Chapter). All other reference to the chapter should be lower case.
- Within the text of the article use lowercase abbreviations in conjunction with the name of a city, town, village, or military base.
- When a month is used with a specific date, abbreviate only Jan., Feb., Aug., Sept., Oct., Nov., and Dec. Remember March, May, June, and July is not to be abbreviated. Format the month, day, and year, set off the year with commas, e.g., (Jan. 26, 1996)
- Use chairperson and spokesperson in regular text.
- Avoid personal opinions and editorial statements, e.g., we thought the program was fabulous.
- If offering an opinion, it should be attributed to someone, e.g. "The program was fabulous," said Navy Cmdr. Will Jones.

Article Content

- Articles should be concise and accurate.

- Do not list chapter officers unless it is a new chapter or committee members.
- Embellishments and frills should not be included.
- The article should be newsworthy and of interest to people outside your chapter. Articles that are not timely and relevant to the current issue will not be used.
- Articles on activities such as special conferences, programs, community service projects, fund-raising campaigns, and scholarships are to be submitted.

News Releases

Releasing a story to the media doesn't guarantee that it will be printed or aired. That is the news organizations' decision which will be based on what's hot and what's not that day in the eyes of news director or editor. Competition for airtime and column space can be intense.

There are several things to keep in mind as you prepare your release which will enhance the chances of it receiving news coverage:

- What's the news value of the story - is it unusual, interesting, marketable?
- Determine the most important basic points you want to communicate (a basic outline), and build on those. Writing should be concise and clear.
- Where should the story be marketed (internal sea service audiences, external news organizations, or a combination of both)?
- Is the story a visual one? Would a video report be better than a printed report? Keep in mind that the sea service news programs are always looking for story ideas.
- Would it be better to invite the media to cover your command's event, or should you write the story yourself for marketing?

Writing the Basic Release

The basic release is written in an "inverted pyramid" style, which puts the most important and basic information first. This information goes into the "lead" sentence. As many as possible of the five Ws (who, what when, where,

and why) and the "how" go up front. This is because editors cut from the bottom of a story, if needed, so the least important information will end up on the floor.

The body of the release expands on the essential facts, giving details, as well as quotes and new information. Keep the message simple,

remembering that private citizens unfamiliar with the sea services need to be able to read and understand it. Your story can be released following coordination with your chapter chain of command, and the National PAO.

Tab B contains sample news release formats.

SAMPLE NEWS RELEASE FORMAT

Chapter or News Release Letterhead**Include Command address**

For further information, contact:
(PAO name)
(PAO phone number)

Release No.:

For immediate release**This Is What a News Release Should Look Like**

(CITY, State) -- This is what a news release should look like. It will also tell you a few things about what should go into a news release.

The body of your release should begin with a dateline in Associated Press (AP) style (see CITY, State above), such as PENSACOLA, Fla. It is recommended that you refer to the AP Style Guide to ensure you're listing rank/rating abbreviations, states, etc., correctly. Editors will often reject copy which doesn't follow AP style.

Your story has a better chance of being used if the editor sees a familiar format. Use the "inverted pyramid" news-writing style (important information first), and make the story as timely as possible.

Don't forget to date your release and include a contact telephone number. Either "For Immediate Release" or a "Release On" date must appear on all your stories. Write in normal paragraphs, with readable print, caps and lower case, suggested margins of one inch.

Try to keep the stories concise. One to two pages is usually enough for a basic news story. Features or major news stories may run longer. As often as possible, forward a photograph along with your story that illustrates what your press release is about. This makes the story more interesting to the reader (and to the editor who is determining whether or not to run your story).

If your release is more than one page, type "--more--" at the bottom center of the page.

-more-

NEWS RELEASE FORMAT 2-2-2

Page 2 begins with a repeat of the story tag, followed by the appropriate page number. As you can see, sentences and paragraphs are short. A sentence should rarely be more than 25 words.

"Quotes can sometimes be a paragraph all to themselves," said Petty Officer 1st Class Suzanne O. Shipmate, a Navy journalist who knows about the subject.

Shipmate also pointed out that, since AP style dictates identifying a Sailor's rank without the rating (for example, Petty Officer 2nd Class vs. MS2), you can add the rating at another point in the story, as was done in the previous paragraph.

If the release includes information regarding the training conducted at the command, a sentence regarding any accreditation for the command and/or course, should be included. This should also have the name of the accreditation organization, such as the Council on Education (COE).

Don't forget to add a stock paragraph about your command at the end. This can describe the command's mission and where it is based.

Just below your story, identify who wrote it: "Story by Lt. John J. Smith, NNOA Quantico Chapter Public Affairs," or, if it was written by several staff members, "Story by Navy Training Command public affairs."

Finally, to let the editor know you have finished the story, type "--USN--", centered, at the end.
Story by (your rank/rate and name)

--USN--

Three types of news releases you may have to prepare during your tour as PAO may include:

- Awards
- Changes of Command
- Retirements

To help you get started, this tab includes templates for these three types of releases. They may also be modified slightly for use with other types of stories, such as promotions, reenlistments, graduations, or commissionings.

These templates contain the basic facts you should include in the story. You may add additional information about the subject's career and/or the ceremony (if applicable). Also, adding quotes from the person you are writing about, and, as appropriate, his or her supervisor, commanding officer, shipmate, or family member, will make your story more interesting.

If you are releasing the story to a local newspaper in a different area than where the event took place, put something in your story to "tie" it to that local area (this gives the newspaper incentive to run it). For example, if a Macon, Ga., native retires from the Marine Corps on Quantico, Va., be sure that you include that fact in your story: "Marine Corps Lt. Col. Susan Buoy, a native of Macon, Ga., recently retired from the United States Marine Corps in a ceremony held at the Marine Corps Base, Quantico, Va."... (and later in the story, if her relatives are still in Macon,) "Buoy is the daughter of John and Betty Buoy of Macon."

Award story

Navy Petty Officer 2nd Class Ready T. Goe of the Ingleside, Texas-based Mine Counter Measure ship USS Chief (MCM 14), has been awarded the Navy Commendation Medal.

Goe, a 23-year-old torpedoman, was cited for "outstanding professional work in keeping the ship's armament and torpedo storage areas ready for sailing."

A 1973 graduate of High Plains High School in LaCrescent, Minn., Goe entered the Navy in 1974 after attending Mess Hall Vocational College.

He is married to the former Georgia Peach of Hertown, Ga., and they reside in Ingleside with their two daughters, Ann and Mary.

USS Chief is the Navy's newest mine counter-measure ship to join the Atlantic Fleet.

Change of Command

On Wednesday, May 30, at 3 p.m., Coast Guard Capt. John Q. Sailor will be relieved by Coast Guard Capt. Jane Seaworthy as the commander, Coast Guard Station Pensacola in a ceremony to be held at the Naval Ceremonies Auditorium onboard Naval Air Station Pensacola, Fla.

Seaworthy was previously assigned as chief of staff for the Commandant of the Coast Guard.

Sailor will retire after nearly 28 years of active duty service.

The Commander, Coast Guard Area Eight, Vice Adm. Michael A. Teacher, will be the guest speaker.

Retirement

Master Chief Petty Officer Michael H. Gray of Navytown, Va., will retire from the Navy Friday, March 15, after 20 years of active duty service.

Gray, a surface-warfare qualified yeoman, was awarded the Navy and Marine Corps Commendation medal for his service on the staff of the Chief of Naval Aviation Training in Corpus Christi, Texas, where he worked as the administrative office supervisor for the past 2 years.

Gray enlisted in the Navy in 1982 after graduating from John Paul Jones High School in Navytown. Throughout his career, he has served on carriers and cruisers homeported in San Diego, Calif., and Norfolk, Va.

Gray, 40, plans to study demolition at Navytown City College after his retirement.

PHOTOGRAPHY GUIDELINES

Photographs

Photographs add life to your story. Remembering a few rules can improve the quality of your photos and your chances of getting them published.

- Most military bases have some type of photo support. If possible, have the experts from the base photography lab shoot photographs for your events.
- Action photos are best for news articles. Group (“line-up”) shots and award type photographs (“grip and grin”) should be used at a minimum.
- People make the best subjects. Relate the person to their job. For instance, don’t take a picture of a student mentor in their workplace. Shoot the photo of the individual teaching a class full of students - that’s why he or she was selected.
- The subject’s face should be seen clearly. Encourage the subject to be as natural as possible for the photo shoot.
- Ensure there are no violations of uniform or safety regulations in the photo.
- If applicable, ensure subjects are using appropriate protective gear.
- Avoid dark backgrounds, especially if the subject is wearing dark clothing or has dark hair or skin.
- Every photo should have a photo credit line identifying who took the photo and their Command, along with a short description that will allow the photo to stand alone from your news story.
- Digital photographs should be minimum high-resolution, 300 d.p.i., 5" x 7".
- Horizontal and vertical formats are acceptable.

Remember the following tips when working with your photographer:

- The subject(s) should not stand with the body and head facing the camera. The person(s) should stand at an angle, with only the head turned towards the camera.
- When shooting the group photographs with seating, have the photographer take the picture waist-up for those sitting in the front row.
- Avoid taking pictures of large groups: 10 or 12 people per picture are sufficient, with the exception of chartering.
- Do not have pictures taken with subjects in front of a cluttered background. Move the subjects to a suitable background

Visual Information Record Identification Number (VIRIN)

- Each image submitted for publication shall be assigned a VIRIN. This will allow the image to be marketed to additional news sources
- The VIRIN shall consist of 15 data elements, in four fields, separated by three hyphens, for a total of 18 characters, organized in the alphanumeric format NNNNNN-A-NNNNA-NNN.
- Field 1 (NNNNNN): The year, month and day of acquisition or origination.
- Field 2 (A): The Service affiliation or status of the acquirer or originator. Service affiliation or status shall be abbreviated:

A = Uniformed member, civilian or contract employee of the Army

N = Uniformed member, civilian or contract employee of the Navy

F = Uniformed member, civilian or contract employee of the Air Force

M = Uniformed member, civilian or contract employee of the Marine Corps

G = Uniformed member, civilian or contract employee of the Coast Guard

D = Other Civilian or contract employee of the DOD

O = to indicate a person not falling into one of the categories above.

- Field 3 (NNNNA): In the case of all categories above except O, the last four numbers of the acquirer's or originator's Social Security Number, followed by the first letter of his or her last name. In the case of category O above, 9999 followed by the first letter of the acquirer's or originator's last name.
- Field 4 (NNN): The approximate order in which each unit of media was acquired or originated by the person identified in Fields 3 and 4 on the day identified in Field 1, starting with 001 and continuing consecutively as necessary up to 999. Field 4 of the VIRIN shall reflect the approximate order of a given person's image acquisition or origination activities on a given day, without regard to variables such as media, so that no two units of media are assigned identical VIRINs.

Example of a VIRIN: The fourth image created and not discarded by PH1 (AW) John Doe, SSN 123-45-6789, on March 23, 1998, would be assigned the VIRIN 980323-N-6789D-004.

- Fields 2 and 3 of the VIRIN for a unit of media created by more than one individual shall reflect the individual who was the lead creator or head of the team responsible for creating the item.
- Copies shall bear the VIRIN of the original, even if conversions between analog and digital, or changes in medium, format, compression, or size occur during the copying process.

PHOTO EXAMPLES

Examples of Appropriate and Inappropriate Photographs

An example of a 'Grip and Grin' shot. This is not the best choice for use in publications or newspapers - give to awardee for their scrapbook. Also, try for an interesting, attractive, professional-looking background.



A better choice for illustrating the story is to show the Sailor at work or participating in the event that is being reported on. It's more exciting than seeing someone hand them an award.

When a Sailor receives an award, it is because of the quality work that Sailor has done for the Navy, or for a special act or accomplishment. Try to take photos that illustrate the subject of the news release or the Sailor's accomplishment, such as participation in a community service project. These are typically more interesting than 'award ceremony' photos, and have a better chance of being published.

Captions

A caption, or cut line, explains what is happening in a photograph. It should be interesting, accurate, and as brief as possible without sacrificing important details.

Use this checklist when writing a caption:

- Is it complete, specific, and easy to read/understand?
- Does it fully and clearly identify who, what, when and where?
- Are all names spelled correctly, with the proper rank/rate/title (as appropriate) for each person in the photo?
- Again, remember to indicate the name and rank/rate (if applicable) of the photographer, along with the name of their organization or command
- The photo credit is typically listed after the caption.
- Never write a caption without seeing the picture!



Beware of 'talking on the phone' photos. Mundane, and you may end up with a shot that doesn't show the person's face.



If your news release is about someone who works primarily in an administrative role, try to get them interacting with people in the office.

CHAPTER VII

NEW CHAPTER ESTABLISHMENT AND DEVELOPMENT

A. RESPONSIBILITIES. The applicable Regional Vice President, the Service Representatives, and the National Secretary are primarily responsible for the establishment and development of new chapters. The objective is to establish an active chapter near a Sea Service activity where there is a viable and potential opportunity for new membership. The achievement of NNOA's purpose and objectives can thereby be enhanced through coordinated chapter organization and activity rather than through fragmented individual efforts. The length of time it takes to establish a new chapter is 6 to 12 months.

B. STARTING A NEW CHAPTER.

1. Phase I - Requirements for Chartering. At least one NNOA member in good standing who is dedicated to the future well being of the Sea Services is required to begin the process. This person must understand the purposes and objectives of NNOA and must motivate other dedicated officers and civilians to form the nucleus to begin the organization process. This person must find and organize a minimum requirement of seven members to establish an "interest group" for chartering a chapter. Having enlisted the required minimum members to be a part of the proposed chapter, the interest group shall formally request the establishment of a chapter via written request to the applicable Regional Vice President (Tab A). The request to charter shall also include:

- a. Written document which demonstrates demographic support for the establishment and longevity of a chapter;
- b. Written support from the commanding officer of the area;
- c. The name, rank, service, and duty station of all interest group and proposed chartering members;
- d. Two potential dates for the chartering ceremony; and
- e. The name of the interest group organizer or point of contact

2. Phase II – Establishing Leadership.

- a. The Regional Vice President will designate the member who volunteers to organize the chapter as Interest Group Point of Contact.
- b. The Regional Vice President shall direct the Board Secretary to provide the interest group:
 - A list of all NNOA members in the potential chapter area;
 - Names and addresses of the Board of Directors;
 - An operations manual;
 - Copies of the Association By-Laws and Articles of Incorporation;
 - Guidelines for Chapter Chartering; and
 - Membership applications and promotional material.

The Regional Vice President will also inform the Service Representatives.

3. Phase III – The First Meeting. It is important that an Executive Board member, preferably the Regional Vice President, attend the first and/or informal organizational meetings to provide positive assistance and guidance. At the first meeting of the interest group, volunteers who will assist with chapter organization should be present. Written minutes should be forwarded to the Board Secretary to document the interest group activities and progress. By the end of the first meeting the interest group should have:

- a. Appointed (or elected) members to assist with membership recruitment and other organizing functions as deemed to be required;
- b. Reviewed the purposes and objectives of the Association and potential for successful viability;
- c. Discussed the advantages of establishing a new chapter in the area;
- d. Instructed all attendees regarding eligibility for NNOA membership;
- e. Distributed membership promotional materials and application forms;
- f. Discussed use of the Association's website (<http://www.nnoa.org>) for new member registration and recruitment;
- g. Instituted action to secure, if feasible, a list of Sea Service officers in the area for use in membership solicitation. If a list is already available, develop and implement a membership recruiting drive; and
- h. Determine the time and place for the next interest group meeting. Establish tasks and goals for attendees to report on at the next meeting preferably no longer than two weeks hence in order to maintain interest and momentum.

4. Phase IV - Conduct of Interest Group. The Interest Group shall:

- a. Enlist the support and assistance of commanding officers in the area for the NNOA;
- b. Conduct a membership drive to encourage local active duty, reserve, retired officers and interested civilians to be involved in the NNOA;
- c. Enlist the assistance of these commanding officers in signing up the members of their staffs for membership;
- d. Conduct at least three monthly meetings enlisting the visitation of a Board member preferably the Regional Vice President to at least one.

5. Phase V - Board of Directors Actions. After a minimum of three months, the Board of Directors Regional Vice President and the Board Secretary shall prepare and affirm the chapter chartering request for its review by the Board of Directors. The package must contain all of the following.

- a. Documentation that in the geographic location of the newly formed chapter, the required minimum number of members for chartering are present and are in good standing to include the growth of the group since its initial letter;
- b. Documentation that the members/Sea Services personnel in the geographic location of the newly formed chapter can support the existence and continuance of an NNOA chapter;
- c. A written recommendation (TAB B) by the Regional Vice President to the Board of Directors;
- d. Written recommendation and statement of support from the commanding officer of the area for the establishment of a chapter;
- e. Copies of the meeting minutes and/or other materials produced by the interest group that assisted in forming support for the chapter and obtaining members.
- f. With due notice, the Board of Directors will review the chapter chartering package and by vote, approve or disapprove the chapter charter;

(1) Favorable Results. The Regional Vice President will inform the interest group of its selection for chartering and propose a chartering date and location where the Board President and/or Regional Vice President can present in a formal ceremony the chapter charter. Upon receipt of approval to establish a chapter, the interest group shall be provided notice of the charter approval and the approved chartering date.

(2) Unfavorable Results. The Regional Vice President will send a letter to the interest group outlining the reasons the board did not approve chartering at this time and the additional actions the group has to take in order for them to obtain approval. When the group is ready, they can resubmit their request. The group should maintain a close relationship with their Regional Vice President to ensure they are on track.

6. Phase VI - Chartering Ceremony Preparation and Elections. The ceremony affirms the purpose of the NNOA and the reason for the establishment of the chapter; affirms the interest group has met all the requirements to become a chapter; issues the actual chapter charter; and installs the newly chartered chapter officers. The chartering of the chapter is the function of the National Naval Officers Association, Inc. Therefore,

- a. The Board President must approve any proposed activity in conjunction with the chartering ceremony;
- b. The Board President and/or Regional Vice President must conduct the chartering ceremony;
- c. Upon approval of the charter from the Board of Directors, the President, Regional Vice President, and Point of Contact of the interest group shall proceed with the chartering preparations that will include:

(1) Sending invitations, on behalf of the Board of Directors to all chapters and to all local Sea Service commands and civilian leaders in the community;

(2) Preparing, budgeting and implementing the chartering ceremony and collaborative event (if desired). The Board President and Regional Vice-President shall approve the collaborative event. See Tab C for guidelines for the chartering ceremony and developing the collaborative event;

(3) Preparing for the first meeting of the chapter shall be made by the Board President, Regional Vice President, and Point of Contact of the Interest Group;

(4) Electing chapter officers from members within the charter member group and establish a chartering ceremony committee to plan and implement the chartering activities. As soon as the election has been held, complete and forward the Management Information Report to the Board Secretary.

7. Phase VII - CHAPTER DEVELOPMENT.

a. Getting Organized and Underway.

(1) The chapter shall hold its first meeting following the chartering of the chapter. The Board President and/or Regional Vice President, and charter members of the newly formed chapter shall attend the meeting. Other Board members may attend. The Chapter Point of Contact shall call a second meeting of his/her Executive Committee (chapter officers) and all other interested officers as soon as possible for effective planning of the affairs of the chapter.

(2) Much of the chapter work should be done by committee(s), and committee chairpersons should report regularly to the chapter point of contact and maintain good communications with the Board of Directors.

(3) Discuss and plan chapter projects and the program for meetings for the entire year; assign subcommittees to carry out the plan.

(4) Implement appropriate joint projects with other Service and civilian organizations in conjunction with events such as Navy Day, Coast Guard Day, Fleet Week, Navy/Community Sabbath, Memorial Day, Armed Forces Day, etc.

(5) Announce the time and place for subsequent meetings. Publish a calendar of NNOA activities for the year. Send copies to the Board of Directors.

(6) Set a schedule of regular Chapter Executive Committee meetings.

(7) Determine the amount of chapter dues or in what manner the expenses of the chapter will be met. Draw up a budget or "target" on which to base chapter dues.

(8) Passing the word is essential for a strong chapter and Association. Telephone, memoranda, news media and word-of-mouth methods of communications must be employed to the greatest extent. A periodic chapter (at least quarterly) newsletter is highly recommended.

(9) Stress membership growth and encourage all members to work at recruiting and retaining new members.

(10) Discuss the establishment of a Local Chapter Website to post Chapter information, meeting agenda's, and articles of events that's transpire throughout the year. All chapters have the option

of working with the Board Web Master to help develop a website from the NNOA website. i.e. www.nnoa.org ex: (<http://www.nnoa.org/chapters/pensacola/pcola.php>)

b. Chapter Activities and Management. It is most important to hold regular meetings and to work out a schedule of chapter activities, including Chapter social events. In this way, new members will recognize tangible evidence of a chapter-in-being. Chapters VIII, IX and XIV are provided to guide the chapter on operations and management issues.

C. REACTIVATING A CHAPTER

1. Dormant Chapter. A chapter may become dormant after establishment if there are not enough members in the area to accomplish NNOA objectives as a Chapter. Chapters must notify the Executive Board in writing if they become dormant. Letter should provide information on the status of active members and status and location of all Chapter funds. Disposition of funds should be agreed upon by majority active Chapter members at the time of dormancy. For example funds may be donated to charity, given to another NNOA chapter, or the Board general operational fund.

2. Reactivating a Chapter. A Chapter that becomes dormant may reactivate via a written or electronic request for re-establishment to the Board. Request will indicate a reactivation effective date, names of elected Chapter Executive Officers and copy of bylaws. If chapter was inactive for a short period of time (less than two years) and have access to past chapter records and have the minimum required members, after notifying the Executive Board, they can elect a board of officers and resume operations. If inactive for more than two years, the chapter will have to go through the same process as if starting a new chapter.

SAMPLE FORMAT FOR REQUEST FOR CHAPTER ESTABLISHMENT/REACTIVATION

Date

From: (Name of Proposed chapter Interest Group Point of Contact)

To: (Name of Board President), President, NATIONAL NAVAL OFFICERS ASSOCIATION

Via: (Name of Regional Vice President), Name of Region Regional Vice President

Subj: CHAPTER ESTABLISHMENT/REACTIVATION

1. It is hereby requested that a charter be granted to establish a new chapter of the NNOA in the area of (City & State).

2. The proposed name of the chapter is _____ Chapter. The proposed chartering dates are _____.

3. The names of the charter members of this chapter are listed below with the membership expiration dates, ranks, and branches of service.

4. The chapter can be sustained by recruitment of officers from (location).

Very respectfully,

Interest Group Point of Contact

RECOMMENDATION TO BOARD OF DIRECTORS FOR CHAPTER CHARTER

Date:

From: (Rank & Name of Regional Vice President), Name of Region Regional Vice President

To: President, National Naval Officers Association, Inc

Subj: CHAPTER ESTABLISHMENT/REACTIVATION

Encl: (1) Supporting material #1
(2) Supporting material #2

1. The enclosed materials are submitted in support of the request for charter for the (name of chapter) Chapter of NNOA.

2. This is forwarded with my **(insert the appropriate adjective)** recommendation for approval/disapproval. **(NOTE: if you are recommending disapproval, state your reasons).**

Sincerely,

Name of Regional Vice President

Copy to:
Board Secretary
Board Treasurer
Interest Group Point of Contact

GUIDELINES FOR ORGANIZING A CHARTERING CEREMONY

A. Establish a Chartering Committee. Establish a small committee to make plans for chapter chartering and collaborative activities. The committee will work closely with the Regional Vice President to develop and implement plans for the chapter chartering event. The committee shall coordinate:

1. Time, place and type of function
2. Publicity
3. Program and speaker if desired
4. Hospitality and entertainment
5. Attendance and invitations
6. Provide the Board PAO with a brief write-up and photographs of the chartering event

B. The Collaborative Event. Collaborative activities (luncheon, dinner, reception) held in conjunction with the chartering have become traditional but are not required. In most cases the purpose of the collaborative activity is to introduce the NNOA to the local community. When such an activity is desired, the Board President must approve the proposed activity, budget, public relations plan and any speaker with oversight by the Regional vice President.

1. Such an activity must be self-sustaining.
2. As this is not an activity of a chapter (the chapter has yet to be chartered) tickets must reflect this as an activity of the National Naval Officers Association, Inc., in conjunction with the chartering ceremony (this is to comply with corporation and IRS regulations);
3. Receipts for such an activity shall be termed "donation" payable to the National Naval Officers Association and must be deposited into an escrow account;
4. The program may include a speaker, preferably the NNOA Board President, a minority Sea Services officer (active duty, reserve or retired), or other individual who will bring some prominence to the affair and relate to the audience the significance of a minority Association such as NNOA.
5. Promotional activities and publicity about such an event must be coordinated through the Board Public Affairs Officer and have the prior approval of the Board President. The material should feature the information about the NNOA, the Board President, and the Point of Contact of the interest group. Copies should be provided to the Board Historian for the archives and the Board PAO for the Association publications.
6. Monies collected to support the chartering activities must be payable to **National Naval Officers Association**. These monies will be deposited in an escrow account in the name of the newly chartered chapter. At the first meeting of the chapter, all monies held in escrow will be turned over to the installed chapter treasurer for establishment of an account in the name of the newly formed chapter.

C. No contracts can be entered into, bank accounts established, tickets or programs printed, or public relations pieces distributed in the name of the newly formed chapter prior to chartering. These items are to be printed in the name of the "National Naval Officers Association" (i.e. the National Naval Officers Association announces the chartering of the chapter) and must have the prior approval of the Board President.

CHAPTER VIII

CHAPTER ORGANIZATION, MANAGEMENT, AND ACTIVITIES

A. ORGANIZATION. NNOA chapters are chartered entities of the National Naval Officers Association. As such, they are entitled to the benefits accrued to the association in the areas of non-profit tax exemption status with the Internal Revenue Service and corporation protection under the District of Columbia. Chapters are accountable to the Board of Directors and must comply with the reporting requirements of its incorporation state and the Internal Revenue Service. Chapters must also comply, where applicable, with all rules and regulations of the DOD and DOHS and the states of their geographic location. Chapters requiring further legal certification (i.e. Foundations) must receive approval from the Board of Directors and proceed under the supervision of the Board of Directors Judge Advocate.

The chapters constitute the "action" level of Association. Therefore, they are responsible for implementing the policy decisions and programs of the Association as determined by the Board of Directors and the General Assembly.

1. Structure. Each chapter shall adopt governing rules for itself deeming them Chapter Constitution and Bylaws. These instruments must be in concert with the Association Articles of Incorporation and Bylaws and must be updated regularly to reflect any amendments adopted by the General Assembly at the annual Conference. A copy of each chapter's constitution and bylaws shall be filed with the Board Judge Advocate and the Board Secretary. The chapter shall retain a copy in the chapter's files and have a copy available at each meeting of the chapter. A sample of a chapter constitution and bylaws is Chapter XIV in this Manual.

2. Chapter Officers. Chapter officers shall correspond to those listed in the Association Bylaws with the exception of the Service Representatives and Regional Vice Presidents. Chapter officers must be in good standing. A member in good standing is one who paid his/her Association dues.

3. Chapter Committees.

a. Executive Committee. This shall consist of the elected officers of the chapter and, when necessary, the chairs of standing or special committees.

b. Standing Committees. As a minimum, chapter-standing committees will consist of the following.

(1) Budget and Finance Committee

(2) Nomination Committee

(3) Fundraising Committee

(4) Programs Committee

c. Special or Ad hoc Committees. These committees are formed based on the annual program needs of the chapter.

B. MANAGEMENT.**1. General.** Successful chapter management depends on close attention to the following:

- a. Electing and appointing committed members with leadership skills as chapter officers and committee chairpersons annually as required;
- b. Conducting a quality chapter officer turnover;
- c. Providing chapter officer training sessions locally and at the annual Conference;
- d. Reviewing the Association Articles of Incorporation, Bylaws, and Operations Manual;
- e. Enforcing (and updating as required) the rules (Constitution and Bylaws) under which the chapter will operate and the Association Articles of Incorporation and Bylaws. The Board Judge Advocate is available for guidance to chapters in these matters.
- f. Establishing and maintaining effective communications;
- g. Establishing and maintaining sound chapter financial operations; and
- h. Motivating participation and support of chapter members through
 - (1) Positive and effective chapter leadership
 - (2) Developing an interesting, enjoyable, and rewarding annual program including regularly scheduled chapter meetings, professional and leadership development programs, mentoring, community action programs, and social activities
 - (3) Effective dissemination of chapter information (newsletters - electronic or print, webpages, etc.)
 - (4) Involvement of and participation by members, spouses and guests in chapter activities
 - (5) Conducting a chapter awards program to recognize chapter officers and members responsible for chapter achievements
 - (6) Establishing mentoring relationships between junior and senior officers

2. Management. Chapters shall perform the following to ensure the successful management of the chapter.

- a. Structure and conduct meetings in an organized manner.
- b. Involve all members in meaningful committee work.
- c. Develop and present regular professional development and/or leadership workshops.
- d. Develop a Chapter Directory/recall with information on each member.

- e. Regularly verify chapter directory and update the Board Membership Director.
- f. Develop a Chapter newsletter (electronic or print) to keep members unable to attend meetings informed. Newsletters may also be used as a tool to inform potential members and other interested persons about the Chapter and the NNOA as a whole.
- g. Develop a sponsor program. Each member new to the area or new potential member would be assigned an active member to assist as needed and keep informed on chapter activities during the transition period (2-3 months).
- h. Develop a recognition program to acknowledge hard working members for their efforts.
- i. Collect and maintain a biographical sketch on every member. This is an excellent tool and resource for mentoring and if published as a section in the newsletter a great way to get to know the membership.

3. Fiscal Matters. The NNOA is a non-profit organization that has been granted 501(c)(3) status from the Internal Revenue Service. Each chapter has been furnished with Employer Identification Numbers (EIN), which recognizes the chapter under the NNOA group exemption classification. New chapters should consult with the Board Treasurer on obtaining an EIN. Chapters use this EIN when seeking tax exemption for appropriate sales transactions (i.e. purchase of goods for chapter use) and chapter activities (i.e. banquet charges at establishments). Each chapter must file an annual financial report with the National Executive Board Treasurer accounting for all revenues and expenditures.

a. Annual Budget.

(1) The chapter budget should be prepared annually by the chapter budget and finance committee, reviewed by the chapter executive committee, and then presented to the chapter membership for approval.

(2) A chapter auditing committee appointed by the Chapter President, consisting of at least two members.

(3) Chapter members other than the chairperson of the budget and finance and the treasurer shall examine the accounts and financial records for the chapter and make a report of its findings annually. A copy of the audit report (Tab A) accompanies the Annual Financial Report.

b. Sources of Chapter Revenue.

(1) Dues: Each chapter of the association may collect from its chapter members' annual dues in such amount as may be determined by the approved chapter budget. Chapter dues should be set at an amount to subsidize the chapter operating expenses.

(2) Chapters may also initiate fund raising activities to augment the chapter operating account and other special accounts like the scholarship accounts. Some typical fundraising activities are listed in Tab B.

4. Chapter Records.

a. Increased membership of the National Naval Officers Association requires the maintenance of proper chapter files by the chapter secretary. Maintaining adequate chapter files provides an accurate

record of chapter activities, past chapter officers, and the details of past chapter history of accomplishments. It is recommended that records be maintained on two separate electronic medium to ensure the safety of the chapter history. All records of the organization will be retained and passed on to the chapter officers who follow. Ease of access to correspondence, records, bulletins, and directives contribute to time savings at chapter meetings and eliminate a necessity for reliance on memory.

b. A turn-over file will be turned over to newly elected officers of the chapter when they take over their new duties.

5. Choosing the Chapter Leadership. Strong, active NNOA Chapters can quickly deteriorate when leadership positions are awarded expediently, in absentia, or as recognition for individual activity, which has involved little organizational skill. A strong chapter is a chapter that has chosen its officers and committee chairpersons for competence in their areas of assigned responsibility.

a. General.

(1) The Right Person in the Right Place. Every NNOA chapter officer should be familiar with the Association objectives and programs, and their application to local circumstances. Committee chairpersons should have training or experience in the position they represent. If not, they should display an enthusiastic interest and initiative to learn the area in which they serve and take every opportunity to acquire the skills and knowledge to do their job. The chapter shall conduct a training session for newly elected officers prior to them assuming their duties.

(2) Using Junior Officers. The traditional acceptance that seniority connotes skill and competence likewise requires that junior officers be trained in acceptance of responsibility and leadership in the active service. This theory is particularly and equally pertinent to NNOA chapter activities. A well-balanced Executive Committee will always include junior officers. This inclusion should also be exercised to balance committee chairperson appointments as well as committee membership.

(3) Developing New Leaders. Effective chapter leadership grows with experience. Current chapter officers will find it worthwhile to look ahead seeking assistance and suggestions from committee chairpersons in the selection of committee members so those individuals can receive training for future chapter responsibility.

(4) Dividends on Leadership Experience. Officers who have successfully administered NNOA chapter activities should not be ignored after their terms of office expire. Appointment to appropriate committee memberships with responsibility for training junior officer members is one way to make use of their experience. Special activities that can capitalize on an experienced officer's broad knowledge should be developed, planned, and implemented. Many chapters have an Advisory Committee of experienced officers to advise the Chapter Executive Committee. Immediate Past Presidents or any members competent in chapter administration should be considered for nomination for service at the Board of Directors level.

b. Nominations.

(1) The Nominating Committee should be selected based on recommendations of the Chapter Executive Committee at least two months before elections are to be held. It is essential to include on the Nominating Committee those members who have taken an active part in chapter and who know what responsibilities are required of each chapter officer.

(2) The Nominating Committee should be cognizant of those abilities and potentials for leadership or such special skills that will enhance the chapter's program and assure its accomplishment. Candidates should have the ability, the time, and be willing to devote both to fulfill the responsibilities of the office.

(3) The Nominating Committee should present a slate at the chapter meeting at least one month before elections. All candidates named by the Nominating Committee or from the floor should carry the recorded consent of the nominee.

c. Elections and Appointments.

(1) Elections should be conducted annually during the month of May. Newly elected officers will assume their duties at the first regular meeting following the annual Conference.

(2) Appointments can be made throughout the year as the need arises.

6. Reports/turnover of all chapter officers. At the end of the year meeting, a written report from every chapter officer should be distributed to the membership and to the Chapter Secretary. A chapter officer turnover should occur no later than 30 days from the change of chapter officer. Chapter officer turnover includes correspondence, records, documents, interim reports, phone lists or points of contact, and outgoing officer recommendations.

C. CHAPTER ACTIVITIES.

1. Development of an Annual Program. Underlying all program planning must be a sense of WHY the National Naval Officers Association exists and WHAT it is trying to accomplish. In planning the year's work, a chapter must set up a program consistent with the objectives of NNOA to challenge the interest of its membership and encourage the participation of all minorities. The NNOA Mission and Vision statements and Guiding Principles should be the reference point for the development of the annual program.

a. Chapters face five challenges, which if properly met, will assure successful results.

(1) Focus Chapter efforts to meet desired goals;

(2) Analyze the situation to determine what is needed to accomplish these goals;

(3) Develop a plan to acquire the resources (personnel and financial) to achieve immediate and long-range goals;

(4) Execute the plan and monitor the impact; and

(5) Measure the outcomes against the goal.

b. When the chapter's proposed program is ready for presentation and adoption, reappraise it with these questions:

(1) Is the Chapter's program in consonance with NNOA's goals and objectives?

- (2) Does the chapter program have a purpose or is it only a mere collection of ideas?
 - (3) Does the program motivate and provide for membership participation and action in raising community consciousness?
 - (4) Is the chapter's program for the ensuing year flexible to meet the organization's requirements?
 - (5) Does the program maximize the capabilities of chapter members?
 - (6) Does the program contribute to improving the image of the Sea Services in minority communities?
 - (7) Does the program provide for the mentoring and development of junior officers?
 - (8) Does the program "outreach" to all Minority Sea Service officers?
- c. Chapter programs shall encompass the implementation of the NNOA mission, objectives, and programs. As such, each chapter shall incorporate into its program:
- (1) Executive Board of Director's Resolutions and Recommendations
 - (2) History and Archives Program
 - (3) Professional Development Projects
 - (4) Mentoring and role model program for local students
 - (5) Cultural Heritage Programs/Projects
 - (6) Membership Drive Months
 - (7) Career Exchange Bank
 - (8) Annual Conference attendance
- d. The NNOA has established the following minimum annual NNOA chapter requirements:
- (1) One monthly meeting (Executive or General)
 - (2) A permanent address (P.O. Box, mail service, etc.)
 - (3) A checking account balance of \$250
 - (4) One professional event per quarter
 - (5) One community event per quarter
 - (6) Two semi-annual fundraiser events

(7) One annual scholarship/grant of at least \$500

(8) Two donations (money or time) to community, clubs, non-profit organizations, etc.

(9) Publication of chapter newsletter with copy sent to the Board Regional Vice Presidents and PAO. As a minimum, each chapter should publish four newsletters per year.

2. Conducting Regular Chapter Meetings.

a. General.

(1) Chapter meetings, like Sea Service commands, clearly reflect the quality of chapter leadership. Chapter meetings provide prima facie evidence of those leadership qualities that characterize a "well-run, happy ship" or a loose disorganized command. Bear in mind, those chapter meetings ARE NNOA to new NNOA members or those who are attending their first meeting. Initial impressions can be and are often lasting. Chapter meetings should start on time; have an agenda, and the appropriate number of handouts (minutes, financial reports, etc.) for all in attendance.

(2) How many NNOA members know the history of the Association, the scope of its program, and the extent of its influences? These elements might well be the subject of the first chapter meeting following each annual Conference. Understanding the significance of NNOA gives meaning to membership and creates pride in chapter activities.

(3) Chapters should create opportunities for friendly social exchange including participation by spouses and guests.

(4) Chapters should make an effort to assure that all NNOA members feel they really "belong." Take time to introduce new members at chapter meetings. New members, especially junior officers and persons of other minority groups, should be given responsibilities to help them feel that they are part of the "team." New members should also be paired with established chapter members and a mentoring relationship started as soon as possible.

(5) Planning for chapter meetings should always include the ideas of committee chairpersons. Each chairperson should have the opportunity to recommend items for the agenda that covers their areas of interest.

b. Chapter Meeting Order of Business. A chapter meeting "Order of Business" is identified in Tab C.

c. Chapter Business.

(1) There is no precise answer to the question: "How much time a chapter meeting should be devoted to business?" Interest and motivation for attendance is reduced when chapter officers burden members with verbose committee reports. Dissemination of such information via the chapter's newsletter, or through special releases mailed to members, followed by a capsule report at meetings tends to work best.

(2) The Executive Committee for the chapter should handle routine business details. Only matters which would affect the chapter's established structure and procedure (e.g., policy, dues, elections,

etc.) should be brought up for discussion to the total chapter membership, and then only after due consideration of, and recommendations by, the Executive Committee.

(3) Controversial matters should be studied and clearly explained before discussion so that when chapter action is taken, it will represent considered judgment. It is extremely important that the rights of every member in good standing are heard and the chapter leadership safeguards proposed items for discussion/action.

d. Scheduling.

(1) It is important that consideration be given to the day and hour for regularly scheduled chapter meetings. The need for this originates in NNOA members' earnest desire to attend chapter meetings.

(2) All chapters can and should have at least an annual – and perhaps a semiannual special event that includes the spouses and guests of members.

(3) All chapters should have at least one meeting devoted to chapter assessment and annual program planning.

3. Developing Community Relations. To improve a chapter's community relations efforts, the chapter should perform the following whenever possible.

a. Analyze the attitudes of the community toward voluntary military service and minorities in the Sea Services. Meet the community leaders. Host an affair that recognizes community leaders, both civic and political. It offers the community the opportunity to be heard and vice versa. This activity should be a part of the chapter program, but is expected to pay for itself.

b. Work with local places of worship and other community organizations to let people know of opportunities within the Sea Services. Participate in local community events such as school visits, Dr. Rev. Martin Luther King Celebrations, tutorial programs, etc. that brings visibility to the Chapter. Adopt a club or group to render services or give gifts, such as senior citizens or nursing homes. Sponsor a little league baseball, football, soccer, basketball, or other sports team by purchasing uniforms. Chapter members could volunteer as coaches.

c. Identify chapter resources, experience, personnel, and availability of time that can be mustered on behalf of a continuing informational service to the community. Conduct community financial seminars whereby the chapter offers community forums with speakers on taxes, investments, financial planning, etc. This works well if done in conjunction with local places of worship. The chapter could also collect baskets of food and distribute them to local nearby families for holiday seasons or through the local Second Harvest or Food bank. This can be accomplished by having attendees donate nonperishable food items at the chapter meetings. The committee then distributes the food.

d. Actively participate in personal excellence and partnership in education programs and mentoring. Many NNOA chapters are presently involved in some type of tutorial program. Emphasis will be placed on developing the skills of elementary, junior, and senior high school students. To do so will require the desire, motivation, and commitment to acquire funding of the caliber to make this important program successful. NNOA's community outreach program is already established nationwide. NNOA

encourages members to actively participate by providing minority officer role models to young minorities. Thus, funding to defray costs associated with trips maybe required.

e. Establish an effective place of worship visitation program. Visits to churches and other places of worship establish a working relationship with the community and provides visibility for the chapter.

f. NNOA has historically supported charities and is deeply rooted in improving the quality of life for all mankind. To continue this great tradition and spirit of NNOA, each of us must rally and do our part. Chapters should encourage members to participate in CFC, UNCF, Habitat for Humanity, Toys for Tots, Special Olympics, and other charities.

4. Membership Growth. NNOA is its members and the members are NNOA. Therefore, adherence to the guidelines discussed in Chapters III and VII facilitate and ensure chapter and association membership growth. The Chapter's President, Treasurer, and Membership Director are responsible for ensuring that chapter members are current with their financial obligations. While most association dues are paid directly online, sometimes a member will pay both association and local chapter dues by a single instrument to the chapter. The chapter should ensure the association dues are forwarded to the National Membership Director within ten days of receipt.

5. Chapter Newsletter/Website. The newsletter/website should provide a summary of the chapter meetings, a calendar of planned events, and include points of interest for members who are unable to attend the chapter meetings. A newsletter also provides an excellent "prospectus" to send to potential members as invitation to attend a chapter meeting and as a handout during community service events. Websites allow members to access chapter information from any computer.

6. Scholarship Awards Program. The National Naval Officers Association is committed to developing and supporting youth to aspire for higher academic education through the establishment of tutorial programs and scholarships. Local chapters are encouraged to establish scholarship programs to support and aide youth in pursuing higher levels of academic education beyond high school level. This section provides some general guidelines for establishing a chapter scholarship fund and criteria for awards.

a. Establishment. Chapters are authorized to establish a scholarship fund with the resources of the membership through separate fundraising activities. All funds raised under advertisement for scholarship fund will not be diverted for routine operational expenses of the chapter. These funds will be fenced for scholarship awards only. If it becomes necessary to withdraw funds from the scholarship account for routine operational expenses, the scholarship account will be reimbursed soonest. These funds can be invested to generate revenue in low risk ventures.

b. Criteria for awards. Chapters should establish award criteria that are consistent with the mission and objectives of the National Naval Officers Association. Criteria for the scholarship award such as financial need, academic standing, extra curricular involvement etc. should be determined by each local Chapter and stated in writing. Chapter members should agree on the criteria for scholarship awards prior to publication to the general public or applicant.

c. Recommended criteria for awards. The following are recommended criteria to be considered when establishing the requirements of a Chapter scholarship awards program.

(1) Two letters of recommendation: one from the principal/guidance counselor of the school at which the applicant is currently enrolled or from which the applicant most recently graduated; and one from pastor, family friend, community leader, or other person who knows the applicant well

(2) Documentation of the applicant's academic record

(3) A statement of financial need, including reference to any other financial assistance they are receiving or expect to receive

(4) A narrative of 200-250 words explaining their academic and career goals, and a statement of how the scholarship will be used.

(5) Confirmation of the institution in which they have been accepted or are already enrolled. (Payment should be made directly to that institution).

d. Procedure for distribution, submission, and review of applications:

(1) Notices of availability of scholarships may be disseminated to educational institutions upon request; educational institutions referred to the committee; educational institutions in the vicinity of the local Chapter; notice in local electronic or print media; and by other methods possible. Care should be taken to advertise in markets that reflect the ethnicity of applicants being sought.

(2) Time period for distribution, collection, and award should be clearly established and disseminated.

(3) Chapters should establish a committee to review applicants based on established criteria and determine awardees.

(4) Upon determination of awardees, selected recipients should be notified as well as applicants who were not selected. Notification can be made by email.

(5) An appropriate presentation ceremony should be held by the Chapter to acknowledge all scholarship awardees. All efforts should be made to get the recipients as much media publicity as possible to include publication in the NNOA Meridian.

e. Determination of funds available. Chapters will determine the amount of funds to be awarded and the number of individuals to be awarded.

D. CHAPTER REPORTS. Chapter reports fulfill the accountability requirements and help the Board of Directors comply with the laws of the incorporation, state, and the Internal Revenue Service. Additionally, chapter reporting provides the Board of Directors information on the progress of chapters, implementation of programs, chapter financial condition, and identification of any problem areas. The following chapter reports are required.

1. Chapter Management Information Report (Tab D) - this report specifies the chapter's meeting date, place, and time; names, addresses and phone numbers of chapter officers. This report shall be filed with the Board Secretary within ten days of election of officers. The report shall be amended when there is a change in chapter meeting logistics, of any chapter officer(s), or chapter officer's contact point during the year. After logging onto the NNOA website (www.nnoa.org), the Chapter President, Vice-President, or Secretary

may also update Chapter information on line. The Chapter President and Secretary web site privileges also allow them to update the records of chapter members in good standing with the Association or members elected to a Chapter office.

2. Chapter Annual Activity Report (Tab E) - filed at the end of each program year and replaces the quarterly reports. This report provides a comprehensive summary of all chapter programs, activities, and identifies outstanding chapter members of the ending program year which ran 1 June through 31 May. This report shall be filed with the Board Secretary by the established deadline. The information garnered from the Chapter Annual Activity Reports comprises an essential element in the development of the Annual Report to the General Assembly and the annual report to the Service Chiefs, which are required by NNOA Bylaws.

3. Chapter Annual Financial Report (Tab F) - this report is essential to the filing of the Association's tax return. The Chapter Annual Financial Report shall be filed not later than 31 October and reports all financial activities of the chapter for the previous fiscal year period (1 October through 30 September).

4. Chapter Constitution and Bylaws - the Chapter's Constitution and Bylaws shall be amended annually as necessary. Following each meeting of the General Assembly, the chapter shall review its constitution and bylaws for consistency with the Association Articles of Incorporation and Bylaws. Amendment of the Chapter Constitution and Bylaws shall be by the method delineated in those documents. Once the amendments have been adopted, the chapter shall file, within 30 days of adoption, the amended document with the Board Judge Advocate General and the Board Secretary. (See Chapter XIV)

E. OBTAINING NNOA MATERIALS.

1. NNOA Materials. NNOA materials carry the registered name and trademark of the association. Some of the materials necessary for the operation of the chapters and to assist in maintaining a professional level of performance may be obtained through the National Secretary or Treasurer (payment required for some items). These materials include but are not limited to:

- a. Duplicate Chapter Charters
- b. Association Articles of Incorporation and Bylaws
- c. Operations Manual
- d. NNOA or Chapter banner
- e. Merchandising items (i.e. shirts, caps, bags, etc. for which chapter pays)

The use of the National Secretary or Treasurer for purchase helps to realize economies of scale resulting from volume purchase.

2. Use of Name and Reproduction of Insignia (Logo). Use of the name "National Naval Officers Association" and reproduction of the NNOA insignia (logo) without permission is a trademark infringement and violators are subject to prosecution. Chapters are allowed to use the name by virtue of their charter and may reproduce or duplicate the insignia (logo) for chapter use only. Chapters should contact the National PAO for original artwork and provide purpose for use of artwork. Individual members may not utilize the NNOA name, insignia (logo), reproduce, or duplicate it without the expressed permission of the National

Board of Directors. Items with the logo can be worn when conducting NNOA business. Remember, we represent NNOA when the logo is used.

Sample Chapter Internal Audit Authorization Letter

Date

To: Treasurer, (name of chapter) Chapter, NNOA

cc: Audit Committee

Subj: INPUT TO THE AUDIT OF CHAPTER FINANCIAL RECORDS

Ref: (a) NNOA Operations Manual, Chapter VIII

1. **Authority to conduct audit:** The Audit Committee was appointed by the President on (date of appointment) in accordance with reference (a), to examine and report on the financial condition of the chapter. The audit will cover the period 01 October to 30 September. The Audit Committee consists of (Name) Chairperson; (Name), member; and (Name), member.

2. **Records to be used in the audit:** The Committee will examine chapter financial records consisting of monthly financial reports, bank statements, receipts and invoices, the budget and the audit report for the previous year. The audit will be conducted on (date of audit). The treasurer will be available to answer questions and provide documents as necessary. Contact the Audit Committee Chairperson if this date is unacceptable.

3. **Input to the Committee's Findings:** Please answer the following questions in preparation for the audit:

- a. How many bank accounts does the chapter have?
- b. Are these accounts in the chapter's name?
- c. What are the name(s) of the financial institutions) where the accounts are located?
- d. Type of accounts (checking or savings)? Are they interest bearing or non-interest bearing accounts?
- e. Are the bank statements reconciled monthly?
- f. Does monthly financial reports include all accounts owned by the chapter?
- g. Are all expenditures of chapter funds supported by appropriate receipts and/or invoices?
- h. Are all checks required to have and do they contain signatures of two chapter officers to expend chapter funds? Who are the signatories?
- i. How are chapter debts paid - checks, debit cards, etc?
- j. Did the treasurer make deposits of funds to chapter accounts within 10 days?

- k. Were dues sent to the Board Membership Director within ten (10) working days of receipt?
 - l. Does the chapter use the tax exemption (EIN) number?
 - m. Have required annual financial reports been filed with the National Board of Directors?
 - n. How are losses (if any) handled?
 - o. What equipment, if any, does the chapter own? What is its condition? Is it being or has it been depreciated? What method of depreciation did you use?
 - p. List all liabilities, if any, and include to whom and for what purpose? Are there sufficient funds in the chapter's accounts to pay for these liabilities?
 - q. Does the chapter have an annual budget?
 - r. What type of pro-forma financial statements does the Chapter Treasurer use to report the chapter financial status, e.g. Income Statement, Balance Sheet, etc.?
 - s. Are all financial transactions auditable and traceable, i.e. do documents answer who, what, when, where, why and how)?
 - t. Are all executive decisions that have potential financial impacts, discussed with the Executive Chapter Officers or do these decisions rest with one or two chapter officers? Who can commit the chapter to financial obligations?
4. Summary: The members of the Audit Committee look forward to working with you to strengthen our chapter and NNOA.

Chapter President

Sample Chapter Internal Audit Report

Date

From: Chairperson, Internal Audit Committee

To: (Name of Chapter) Chapter, NNOA

Subj: REPORT OF AUDIT FOR THE PERIOD 01 OCTOBER 20XX TO 30 SEPTEMBER 20XX

Ref: (a) NNOA Operations Manual, Chapter VIII

1. **Authority to the conduct the audit:** The Audit Committee was appointed by the President on (date of appointment) in accordance with reference (a), to examine and report on the financial condition of the chapter. The audit covered the period 01 October 20XX to 30 September 20XX and was conducted on (date of audit). Present at the audit were Audit Committee members, (list Audit Committee members), and (name of Chapter Treasurer), Chapter Treasurer.

2. **Records used in the audit:** The Committee examined chapter financial records consisting of monthly financial reports, bank statements, receipts and invoices, the budget and audit report for the previous year.

3. **Findings:**

- a. The chapter has two accounts.
- b. The name of the accounts are: NNOA (name of Chapter) Chapter Operating Account, Account # (operating account #); and NNOA Chapter Scholarship Account, Account # (scholarship account #)
- c. Both accounts are with (name of bank or credit union) Bank, (address of bank or credit union).
- d. Account # (operating account number) is a checking account for day-to-day operations. It is a non-interest bearing account with no service charges for writing checks. Account # (scholarship account number) is a savings account to support chapter scholarships. It is an interest bearing account with a monthly service fee.
- e. Bank statements were reconciled monthly.
- f. Each monthly financial report addressed all accounts owned by the chapter.
- g. All expenditures of chapter funds were supported by appropriate receipts and/or invoices.
- h. All checks are required to have and do contain signatures of two chapter officers to expend chapter funds. The signatories on the checks are (list those who have signed for checks).
- i. Chapter debts were paid via checks and debit cards.
- j. The Chapter Treasurer made deposits of funds to chapter accounts within a reasonable time.

k. Were there unreasonable delays (more than ten working days) in sending membership dues to the Board Membership Director?

l. The chapter's EIN or Tax Identification Number exemption was used at the Scholarship Banquet held at the (location of banquet).

m. The required Annual Financial Report was filed with the Board Treasurer on (date of report).

n. The chapter experienced a loss of \$958.11 on its annual scholarship banquet. This loss was covered by profits from other successful events deposited in the chapter accounts.

o. The chapter does not own any equipment; therefore, there was no need to address depreciation.

p. The chapter has liabilities totaling \$3,000.00 from its commitment to grant three (3) \$1,000.00 scholarships this academic year. There are sufficient funds in the chapter's liquid accounts to pay these liabilities.

q. The chapter has an annual budget, which is attached. It exceeded (under-executed) its annual budget by __%, due to unexpected liabilities (income) at the time the annual budget was developed.

r. The chapter does not report on financial pro-forma statements. Financial information is kept in an Excel spreadsheet.

s. The financial transactions have proven to be auditable and traceable.

t. All executive decisions that have potential financial impacts are discussed with the Executive Chapter Officers and do not rest with one or two chapter officers. No one particular person can commit the chapter to financial obligations. Obligations are at the directives of the chapter board.

4. **Summary:** The audit committee found that the chapter's financial records accurately reflect its financial position. The (name of chapter) Chapter is healthy with no noted financial problems.

5. Recommendations:

a. That the chapter continues to explore the feasibility of changing banks to one that provides more favorable banking terms for the chapter.

b. That in preparation of the chapter's annual budget, consideration should be given to sending a representative to the annual national conference, if affordable.

c. That committee chairpersons be required to submit written monthly reports for those programs involving the expenditure of funds to assist in tracking chapter indebtedness. This will alert the chapter to potential losses early enough to make appropriate decisions to minimize such losses.

6. This report is submitted this __th day of (month and year).

Submitted by: (signature of chair), Audit Committee Chair

(signature of member)
Member

(signature of member)
Member

- Encl: (1) Annual Chapter Budget
(2) Account Summaries
(3) Summary of Profits/Losses per Event for 20XX

Copy to:
Chapter President
Chapter Secretary
Board Secretary
Board Treasurer

CHAPTER SAMPLE AUDIT REPORT
Enclosure (2)

ACCOUNT BALANCES (As of 09 September 20XX)

| | | |
|------------------------------|-------------|-------------------|
| I. | ASSETS | Amount |
| Checking Account | \$2,353.19 | |
| Savings Amount | \$2,442.38 | |
| TOTAL ASSETS | | \$4,795.57 |
| II. | LIABILITIES | |
| Commitments for Scholarships | | \$3,000.00 |
| NET WORTH | | \$1,795.57 |

III. ACCOUNT RECONCILIATION

CHECKING ACCOUNT

| | |
|--------------------|-------------|
| Beginning Balance: | \$755.14 |
| Total Credits: | 16,937.31 |
| Subtotal Income: | 17,692.45 |
| Total Debts | (15,339.26) |
| Ending Balance: | 2,353.19 |

Outstanding checks included in the total debts listed above:

| <u>Check #</u> | <u>Date of Issue</u> | <u>Payable to:</u> | <u>Purpose</u> | <u>Amount</u> |
|----------------|----------------------|--------------------|-------------------|---------------|
| 1243 | 8/8/XX | NNOA | Dues | \$100.00 |
| 1251 | 8/9/XX | John Doe | Printing Programs | 50.00 |
| 1256 | 9/5/XX | NNOA | Chapter Banner | 75.00 |
| TOTAL..... | | | | \$225.00 |

SAVINGS ACCOUNT

| | | |
|--------------------|-----------------------|-------------------|
| Beginning Balance: | | |
| Credits: | | |
| | Deposits: | \$3,648.09 |
| | Interest: | 138.17 |
| | Total Credits: | \$3,886.26 |
| Subtotal Income: | | |
| Debts: | | |
| | Checks: | \$4,000.00 |
| | Service Charges: | 102.00 |
| | Total Debts: | \$4,102.00 |
| Ending Balance: | | |

CHAPTER SAMPLE AUDIT REPORT
Enclosure (3)

SUMMARY OF PROFITS/LOSSES PER EVENT FOR 20XX-XX

| | EVENTS INCOME/LOSSES |
|---------------------------|----------------------|
| Scholarship Dance | \$3,238.48 |
| Chapter Picnic | (295.47) |
| Christmas Party | (175.53) |
| Scholarship Banquet | (958.50) |
| NET PROFIT/LOSS ON EVENTS | \$1,808.98 |

FUNDRAISING SUGGESTIONS

1. Each organization, in order to ensure a successful program, must have sufficient funds. Annual fundraising is simply a necessity. The alternative is to dig deep in the pocket.
2. Scholarships for academic excellence are one of the corner stones of NNOA. We must plan in detail these events to ensure success. In other words, success is achieved through hard...W-0-R-K.
3. These ideas listed below are feasible and can be made a reality. The Regional Vice President(s) stands ready to provide additional background and assistance with planning if necessary.

CASINO NIGHT

A simulated Las Vegas style of entertainment affair with roulette wheels, black jack tables, etc.; can be extremely profitable and fun. Fun because you can issue chips to attendees, let them play until their hearts are content, and then raffle off prizes at the end.

HONOR NIGHT/FUNDRAISER

The idea is to have an affair that will honor our members, spouses and community leaders, as well as serve as a fundraiser.

a. Plans:

- (1) Limited sales to public
- (2) Set invitations at \$50, \$60, or \$70 per couple
- (3) Have a sit-down banquet, followed by a dance

b. Possible Income:

- (1) 30 Financial members at \$60/couple = 30 X 60 = \$1800
- (2) Each member will be responsible for a minimum of two additional couples = 60 X 60 = \$3600
- (3) 20 "friends" (couples) of NNOA = 20 X 60 = \$1200

(4) Revenue:

\$1800
3600
1200
\$6600

Expenses: Approximately \$4000.
Profit: Approximately \$2600

Additional sales significantly increase chapter profit.

c. Other Ideas

- (1) The sale of sporting event tickets as part of a group sales program
- (2) The sale of Blue Angel Souvenirs during Blue Angel air shows
- (3) Raffles (where permitted by state law)
- (4) Scholarship Banquets
- (5) Golf tournaments

4. SUMMARY

a. These are some ideas worth exploring. Keep in mind that you should have at least one big fundraiser and some supporting small ones spread throughout the year in order to maximize the effect and profits.

b. The effectiveness of your fundraising will depend on the efforts of each member in the chapter. Fundraisers are dependent on chapter member support should be stipulated as obligatory or optional. Obligatory fundraisers confer participation where a "reservation made is reservation paid" and stress 100% participation of chapter members. An example of an obligatory fundraiser may be the annual scholarship event. Optional fundraisers confer participation where the chapter is hosting the event and the expense of the event is born by the chapter with the fundraising income as "extra income". An example of an optional fundraiser may be chapter picnic. In either case, it will greatly benefit the success of any fundraising effort if the chapter can count on the support of its membership.

c. The above are only suggestions and any fundraisers that prove successful should be submitted to the Board Secretary for publication in the next edition of the Chapter Operations Manual.

SUGGESTED CHAPTER MEETING ORDER OF BUSINESS

The Chapter President brings to all meetings an agenda, Chapter Bylaws, reference book of the parliamentary authority, list of committees, a timepiece, a calendar, supply of paper and a pen. Minutes, financial and any committee reports should be handed out to the members as they arrive to the meeting. This gives the member time to read the minutes while waiting for the meeting to begin. The Chapter President shall conduct the meeting using the following order of business. During the course of the meeting the order of business can be set aside or changed by a two-thirds vote or by general consent.

1. Call to Order.
 2. Invocation.
 3. Introduction of new members and visitors.
 4. Quorum check. The Chapter Bylaws should state the number necessary for a quorum. The check can be done by silent count of members, roll call or sign in sheet at the door. Because it is time consuming, roll call is optional unless definitely stated in By-laws.
 5. The minutes having been distributed, the Chapter Secretary asks if there are any additions or corrections to the minutes. If several sets of minutes are to be approved, they are handled in chronological order. The Chapter President calls for approval and vote.
 6. Chapter correspondence. Chapter correspondence should be summarized, not read verbatim. The Executive Committee's recommendation with regard to action to be taken derived from the correspondence should be stated. Motions arising out of Executive Committee's recommendation should be handled at this time rather than to repeat under new business.
 7. The Treasurer's report having been distributed, the Chapter Treasurer provides specific detail for questionable items. The Chapter President calls for acceptance of the Treasurer's report and vote for acceptance.
 8. Report of Executive Committee. The minutes of the Executive Committee are not read. The matters discussed, including Standing and Special Committee reports and recommendations of the Executive Committee are presented and acted upon.
- Note:** Resolutions formulated in a committee meeting on a matter referred to the committee become recommendations in the committee's report and are handled under the committee report with the Chairman of the committee moving adoption of the committee's recommendation. Resolution formulated in a committee on a matter foreign to that referred to the committee remains formal motions or resolutions introduced by the words, "resolved that," and come up under new business.
9. Special orders, if any.
 10. Unfinished business. The Chapter Secretary advises the Chapter President from previous minutes.
 11. New Business. Introduced from previous item of business or proposed by members.

12. Professional or leadership workshop or mentoring activity should be a part of every chapter meeting. For professional or leadership development seminars utilize the commanding or senior officers in the area. This will facilitate senior officer familiarity with the NNOA when it comes time for permission for funding for conference attendance and other programs.

At this point, the Chapter President does not turn the meeting over to anyone, even if a special person who is introduced by the Chapter President introduces the program. The Chapter President continues to hold the responsibility of maintaining order throughout the meeting.

13. Announcements. The Chapter President always announces date, time and place of next meeting. The Chapter President should also address the pairing of new members with established chapter members (a buddy system).

14. The Chapter President leaves some brief inspiration or professional development with the members.

15. Benediction.

16. Adjournment. The Chapter President may adjourn the meeting, if there is no further business, without requesting a motion to adjourn.

CHAPTER MANAGEMENT INFORMATION REPORT

As of _____

Chapter _____ Region _____

Address _____

Chapter Meeting Day _____

Chapter Meeting Place _____

Chapter Meeting Time _____

Chapter Officers

| Office | Officer Name | Address | Voice Phone E-mail Address |
|---------------|---------------------|----------------|---|
|---------------|---------------------|----------------|---|

President

Vice President

Membership Director

Secretary

Treasurer

Chaplain

Historian

Master-At-Arms

Public Affairs Officer

NATIONAL NAVAL OFFICERS ASSOCIATION
CHAPTER ANNUAL ACTIVITY
Program Year _____

This report summarizes the chapter activities in the program year 1 June - 31 May. The information from this report will be used to develop the Annual Report to the General Assembly and Service Chiefs required by NNOA Bylaws. Submit electronically to Secretary@nnoa.org by June 15.

Chapter _____ **EIN** _____

CHAPTER OPERATIONS

1. Membership Developments and Growth. Indicate the number of members on the chapter roster as of 31 May. _____

Participation in Membership Drive

List the names of new/renewed members claimed during the two membership drives.

Name of top membership recruiter in the chapter _____

2. Professional Development & Community Activities. Describe activities conducted during the program year (event, subject, speaker, approximate attendance, outcomes). Attach program, flyers, and press releases.

3. Joint Chapter Meetings. Describe program of joint chapter meeting(s).

4. Awards.

- a. List chapter and chapter member individual awards/promotions during the program year.
- b. Indicate the names of the scholarship recipients and amount of scholarships awarded during the program year and the college they're attending.
- c. Chapter participation in last year's Chapter Competition Program.
Chapter participation in this year's Chapter Competition Program
- d. List chapter members nominated for this year's Golden Pen and Dori Miller Awards.

5. New Chapter Sponsorship. List newly chartered chapter(s) sponsored during this program year.

Chapter _____ **EIN** _____

6. Newsletter. Indicate months of Chapter Newsletters from June previous year to May of current year published and forwarded to Board Public Affairs Officer.

7. Publicity. Attach publications describing chapter event(s) or promoting NNOA in the local service or civilian community.

8. Sea Services Recruiting. List and describe Sea Service recruiting activities such as high school blintzes, speaking opportunities, career fairs, etc., conducted by the chapter or chapter members during the program year.

9. Reporting. The following requirements have been fulfilled and/or reports have been completed and forwarded to the Board Secretary:

| | |
|---------------|-----------------------|
| <u>REPORT</u> | <u>Date Submitted</u> |
|---------------|-----------------------|

Chapter Management Information Report

Chapter Membership Report

Updated Chapter Bylaws
(Attach current bylaws with this report)

10. Annual Conference Attendance. Indicate the number of chapter members who attended the previous year's Annual Conference. _____

PROGRAM

Describe any program uniquely developed by the chapter to fulfill the mission of the NNOA (i.e., Scholarship, Tutoring, Mentoring, Community Involvement, Professional Development, fundraising, or liaison activities with other nonprofit organizations or Sea Service programs like BOOST, NROTC, etc.)

Chapter President's Signature _____

Typed Name:

**NNOA Chapter Annual Financial Report
Fiscal Year Period Oct, 01__ to Sep 30, __**

CHAPTER: _____

EIN: _____ **TREASURER:** _____

OPERATING FUND

Beginning Cash Balance (Oct 1) \$ _____

Cash received during the year

 Dues

 Local \$ _____

 Association \$ _____

 Interest on savings & temporary investments \$ _____

 Dividends \$ _____

 Donations other than Fundraising \$ _____

 Fundraising Projects (Attach Project Financial Reports) \$ _____

 Other (Including In-Kind) \$ _____

 Uncollected NSF checks \$ _____

TOTAL CASH AVAILABLE DURING THE YEAR \$ _____

CASH DISBURSED DURING THE YEAR

Chapter Operations

 Supplies, postage and printing \$ _____

 Rental or room for meeting place \$ _____

 Expenses for attendance to Annual Conference or Board

 Meeting(s) \$ _____

 Donations to & memberships in other organizations \$ _____

 Memberships dues forwarded to Board Membership Director \$ _____

Program Activities

 Career Development/leadership Training \$ _____

 Scholarship Programs \$ _____

 Community Outreach \$ _____

 Other (explain) \$ _____

Fundraising Expenses \$ _____

TOTAL CASH DISBURSED DURING THE YEAR \$ _____

ENDING CASH BALANCE (Total cash available minus cash disbursed) \$ _____

TRANSACTIONS ASSOCIATED WITH FUNDRAISING

Total Receipts \$ _____ Total Expenditures \$ _____

Total Net Profit/Loss (Receipts minus Expenditures) \$ _____

Disbursement of Profits

Donations \$ _____ Program \$ _____

Scholarships \$ _____ Other (explain) \$ _____

NNOA CHAPTER ANNUAL FINANCIAL REPORT - PAGE 2

CHAPTER _____ FINANCIAL STATUS

CHAPTER ASSETS

| | |
|--------------------------|----------|
| CASH IN CHECKING ACCOUNT | \$ _____ |
| SAVINGS & TEMPORARY | _____ |
| CASH INVESTMENTS | \$ _____ |
| EQUIPMENT | \$ _____ |
| OTHER (explain) | \$ _____ |

TOTAL CHAPTER ASSETS \$ _____

CHAPTER LIABILITIES

| | |
|------------------|----------|
| ACCOUNT PAYABLES | \$ _____ |
| OTHER (explain) | \$ _____ |

TOTAL CHAPTER LIABILITIES \$ _____

CHAPTER Employer Identification Number _____

Attach copy of last fiscal year's Chapter Annual Audit Report.

We, the undersigned, with the knowledge that these statements are to be used for group filing with the U.S. Treasury Department Internal Revenue Service, voluntarily declare that under penalty of perjury that the information provided to the best of our knowledge is true, correct and complete.

Chapter President

Chapter Treasurer

Date _____

Date _____

FOR OFFICE USE ONLY:
 Date Received _____ Board Treasurer Initials _____

CHAPTER IX

CHAPTER FISCAL MATTERS

A. TREASURER'S RESPONSIBILITIES.

1. The financial records of an organization should reflect its fiscal history. Toward this end, a process should be installed that results in the systematic and comprehensive recording of all financial transactions. The process designed to capture this data need not be complex, but rather it should be consistent in its treatment of like fiscal events while being all-inclusive in its scope. The concept of "consistency" also infers that the process be capable of transcending the chapter.

2. While not specifying a particular process, the following criteria for chapter financial systems has been established in addition to the broad standards outlined above.

a. A chapter's fiscal year shall be consistent with that of the Association, 1 October to 30 September.

b. Fiscal operations shall be supported by an annual budget, which will include, at a minimum, projected income and operating expenses. It is advisable that notable special events, which involve financial resources, have separate budgets, which will then be included in the overall chapter's budget.

c. A systematic means of recording income and expenses shall be established in sufficient detail to provide the data necessary to respond to governmental and organizational reporting requirements. This also encompasses the maintenance of supporting documentation (e.g. receipts).

d. There shall be annual internal or external audits. There shall also be an internal audit when there is a turnover of the Chapter Treasurers' office.

e. Assets are to be held in the name of the Association or the chapter. Except for recurring expenses, the Treasurer requires the approval of the Executive Committee to withdraw funds (either via check, credit card, or ATM) or to encumber the Association. Accounts are to be reconciled at least monthly.

3. Within ten days after the annual conference, the Treasurer shall obtain the signatures of the Chapter President, Vice President, and Secretary on a signature card for the bank(s) where accounts are held.

4. Where specific guidance is not provided, as is consistent with the responsibility of any Executive Board member, the responsible chapter officers will exercise due diligence in the discharge of their organizational responsibilities and exercise prudence in the expenditure of the National or Chapter funds.

B. CHAPTER FINANCIAL REPORT.

1. Chapters are subordinates (chartered entities) of the Association. As such, each chapter shall submit an Annual Financial Report (See Tab F in Chapter VIII) to the Board of Directors. This report, which summarizes the financial operation of the chapter for the fiscal year just concluded, shall be filed with the Treasurer by 31 October annually. It is incorporated in the tax exempt report filed by the Association with the Internal Revenue Service.

2. Chapter Monthly Financial Report (Tab A). This report submitted to the chapter members and Chapter Executive Committee should include, at a minimum, the following:

- a. A financial statement listing of all income and expenses during the month, and
- b. The chapter financial status listing assets and liabilities for the year to date.

C. FINANCIAL MANAGEMENT. The following will detail the specific financial action required by the chapter during their conduct of the year's activities.

1. Budgeting.

a. Budgeting is a financial expression and planning of the desired activity limited to the allocated resource available. While not specifying a specific format, the budget should:

- (1) Encompass all activities that require the receipt or expenditure of funds
- (2) Group income and expenditures into logical functions
- (3) Not exceed the allocated resources available (no deficit spending)
- (4) Provide for unexpected contingencies
- (5) Compare last year's expenditures to this year's projections.

b. The Chapter Treasurer should review the previous year's budget for suggestions. Through discussions with the Chapter Executive Committee and the chapter committee chairpersons, the Chapter Treasurer and/or Budget Committee shall create a budget, which shall include the aforementioned items. Chapters must be wary of overextending their budgets by overestimating anticipated revenue/income from fund-raising events. Ensure break-even points are identified in order to thoroughly evaluate the risk of these fund-raising events.

c. The Chapter Treasurer shall submit the proposed budget to the Executive Committee and the chapter members for approval. The Chapter Executive Committee and chapter committee chairpersons should not propose any changes that will imperil the financial condition of the chapter. Once approved, the Chapter should work within the guidelines of the budget. On a periodic basis, the Chapter Executive Committee should provide chapter members a comparison of the actual income and expenses versus the budgeted amounts.

2. Cash Control and Management. Of the various types of real property, cash is the easiest to divert to unauthorized purposes. For this reason, the Chapter will strictly adhere to following.

a. Cash Control Guidelines.

(1) The Chapter will open and maintain a checking or savings account(s) in the name of the Chapter. The Treasurer will require the approval of the Executive Board before he/she can expend funds. In an emergency, the Chapter President can approve the expenditure. The Chapter Vice President and Secretary may act as alternate if the President is unavailable. The Chapter Treasurer should sign all checks. Anyone with approval authority must be an elected chapter officer.

(2) All receipts (income) will be deposited in the chapter checking and/or saving account(s) and entered into the "Receipts Ledger."

(3) All expenditures will be made by check or credit/debit card, entered in the "Expenditures Ledger," and be supported by proper documentation. Use of the debit card requires more internal controls and access to the card should be restricted and monitored closely by the Treasurer, Vice-President, and President. Use of the debit card to withdraw cash should be used as a last resort to obtain cash, unless the funds can be withdrawn without a withdrawal fee from the banking institution.

(4) All government purchases under \$3,000.00 should be made via organizational check, credit card, or debit card. Any purchase over \$3,000.00 should be made via Purchase Order to ensure proper compliance with ordering request and terms and conditions of the purchase order are followed. Although this requires more work, it ensures fiscal and procurement integrity.

(5) Government purchase orders; Requests, Authorization, Agreement, Certification of Training and Reimbursement (DD 1556); and Order for Supplies or Services (CG-5398) should be accounted for and treated as cash. The Chapter Treasurer is responsible for preparing billing invoices. Because of the amount of work associated with a single government purchase order, its use is strongly discouraged.

(6) In cases where checks written to the chapter also contain monies due to National and the local chapter (e.g. national and local dues), the check will be deposited in the local chapter's checking account. The local chapter must then write a check to National (NNOA), and forward it and other supporting documentation to the National Treasurer within ten working days.

b. Cash Management.

(1) The conduct of fiscally sound chapter business demands that consideration be given to the activity's "cash flow." Briefly stated, cash management ensures that cash comes in at a rate and level higher than the cash going out and that cash is available when needed.

(2) The simplest way to generate the data required to support this analysis is by creating two time lines. One will detail the receipt of cash, while the other details its expenditure. The timing of cash receipts should be based on historic data from previous years plus any known income to be generated by fund-raising events. The timing of cash expenditures will be based on information generated during discussions with committee chairpersons and the executive committee. An analysis should be conducted when the year's program and budget have been finalized, as well as whenever a substantive change is made to the aforementioned documents to ensure that projected expenses do not exceed expected income (receipts).

c. Property Management. The chapter will exercise due diligence in safeguarding and caring for all properties under its charge. This includes plaques, computers, electronic devices, and other material or assets used for chapter management or merchandise for sale.

3. Accounting.

a. The following sections will comprise the heart of the chapter's financial record keeping. The detailed recording of income and expenditures will permit the generation of a chapter's fiscal history;

provide the raw data required for IRS compliance; permit budgetary analysis; and verify the soundness of the chapter's financial management procedures. The term "ledger" is used to identify where accounts are kept. How the ledger is kept will be based on the chapter. The ledger can be in electronic form using off-the-shelf software like Quicken®, Quickbooks, Excel, or on paper. If the ledger is kept electronically, it is recommended that back-ups are completed on a monthly basis.

b. Separate/subordinate ledgers must be prepared and maintained for all merchandise, which will include at minimum (1) amount of merchandise purchased and sold; (2) unit price of the purchased merchandise and unit selling price; (3) total cost of purchased merchandise and total cost sold; and (4) profit/loss. The merchandise will be individual line items on the ledger.

c. All fund raising events will have separate budgets and accounting ledgers prepared which will become inclusive to the overall budget and chapter accounting ledger.

(1) Income.

(a) The chapter will record all receipts on a "Receipts Ledger." Tab B is an example of such a ledger page. At a minimum, the following column headings or categories will be used: Date, Name, Total, Payment Method, and Description. The "Description" column will include such elements as Local Membership Dues, Association Membership Dues, Postage, and Misc. Additional headings or categories will be added for events, which generate income (receipts).

(b) Each line should balance. The entries on each line will equal the "Total" column entry (for that line). The total of all the columns, when added, should equal the total of the "Total" column.

(2) Expenditures.

(a) The chapter will record all expenditures in an "Expenditures ledger." Tab C is an example of such a ledger page. At a minimum, the column heading and the sub-headings used under "Description" correspond to the expense groupings contained in the budget.

(b) Each line should balance. The entries on each line will equal the "Amount" column entry (for that line). The total of all the columns, when added, should equal the total of the "Amount" column.

(3) Documentation.

(a) Ledger entries can only be validated through the retention of appropriate supporting documentation. Supporting documentation must be retained for the current year, plus the five prior years.

(b) Receipts and invoices will support expenditure ledger entries. To aid the audit of the chapter financial record, receipts should be affixed to 8½ X 11 pages and annotated with the supported check number. Explanation notes should be used for clarity (when needed). The receipt pages are to be filed in numerical order for easy retrieval. When one check is used to support multiple receipts or if one receipt supports multiple expense categories, an Expense Report sheet (See Tab D) should be used. The report should list each receipt and which ledger column or categories the expense corresponds to.

CHAPTER LETTERHEAD

SAMPLE CHAPTER MONTHLY FINANCIAL REPORT

CHAPTER _____

EIN: _____

INCOME/EXPENSE STATEMENT FOR (MONTH/YEAR)

| | | |
|--|----------|-----------------|
| Beginning Balance | \$ _____ | |
| INCOME | | |
| Dues: | | |
| Chapter | \$ _____ | |
| Association | \$ _____ | |
| Interest & Dividend: | | |
| Interest | \$ _____ | |
| Dividends on investments | \$ _____ | |
| Merchandise (e.g): | | |
| T-shirts | \$ _____ | |
| Coins | \$ _____ | |
| Donations | \$ _____ | |
| Fundraising projects | | |
| Scholarship | \$ _____ | |
| Other (specify) | \$ _____ | |
| TOTAL MONTHLY INCOME | | \$ _____ |
| EXPENSES | | |
| Administrative: | | |
| Supplies, postage and printing | \$ _____ | |
| Room Rental for meeting place | \$ _____ | |
| Executive Board Travel to Meetings/Conferences | \$ _____ | |
| NSF Fee | \$ _____ | |
| Other (specify) | \$ _____ | |
| Chapter Program Expenses | | |
| Chapter Activities (specify) | \$ _____ | |
| Scholarship Awards | \$ _____ | |
| Fundraising Projects (specify) | \$ _____ | |
| Sales Merchandise | \$ _____ | |
| National Disbursements | | |
| Membership | \$ _____ | |
| Other (specify) | \$ _____ | |
| Other (explain) | \$ _____ | |
| TOTAL MONTHLY EXPENSES | | \$ _____ |
| ENDING CASH BALANCE YTD | | \$ _____ |

List of checks written/ATM withdrawals with descriptions and amounts:

SAMPLE CHAPTER MONTHLY FINANCIAL REPORT

CHAPTER NET WORTH STATEMENT

CHAPTER ASSETS & REVENUE

| | |
|--|----------|
| Cash in Checking Account | \$ _____ |
| Savings & temporary cash investments | \$ _____ |
| Value of unused postage, supplies & stationary | \$ _____ |
| Equipment | \$ _____ |
| Other (explain) | \$ _____ |

TOTAL CHAPTER ASSETS \$ _____

CHAPTER LIABILITIES

| | |
|------------------|----------|
| Accounts payable | \$ _____ |
| Uncollected NSF | \$ _____ |
| Other (explain) | \$ _____ |

TOTAL CHAPTER LIABILITIES \$ _____

TOTAL NET WORTH \$ _____

Submitted by: (Name), Chapter Treasurer

SAMPLE RECEIPTS (INCOME) LEDGER

| DATE | SOURCES/ NAMES | METHOD OF PAYMENT | PURPOSE/AMOUNT | | | | TOTAL |
|---------|------------------------|----------------------|----------------|------------------|--------------------|------|----------|
| | | | LOCAL DUES | NATIONAL DUES | BANQUET TICKETS | MISC | |
| 6/10/XX | ENS Jones | Ck # 501 | \$25.00 | \$50.00 | | | \$75.00 |
| 6/15/XX | Hill & Associates | Ck # 7710 | \$125.00 | | | | \$125.00 |
| 8/16/XX | Mr. & Mrs. J. L. Noble | Ck # 505 | | | \$70.00 | | \$70.00 |
| 9/17/XX | Mr. & Mrs. J. J. Carr | Cash | | | \$70.00 | | \$70.00 |
| | | | | | | | |
| Total | | | \$150.00 | \$50.00 | \$140.00 | | \$340.00 |

SAMPLE EXPENDITURE LEDGER

| DATE | PAID TO/ NAMES | METHOD OF PAYMENT | PURPOSE/AMOUNT | | | TOTAL |
|---------|---------------------------|----------------------|------------------|----------|---------|----------|
| | | | NATIONAL DUES | BANQUET | MISC | |
| 6/15/XX | Nat'l Board for ENS Jones | Ck # 123 | \$50.00 | | | \$50.00 |
| 7/15/XX | Hyatt Hotel (Caterer Dep) | Ck # 124 | | \$250.00 | | \$250.00 |
| 8/16/XX | Jones Printing (Program) | Ck # 125 | | \$150.00 | \$75.00 | \$225.00 |
| | | | | | | |
| Total | | | \$50.00 | \$400.00 | \$75.00 | \$525.00 |

CHAPTER X

MEETINGS

A. GENERAL. Board of Directors meetings are the responsibility of and hosted by the Board of Directors. The Board President shall exercise control of all meetings, budgets, and the selection of meeting sites to preclude excessive expense and to encourage maximum attendance of Board members.

B. THE ANNUAL CONFERENCE.

1. Purpose. The annual conference is held during the month of July or August. The annual conference

a. Provides a means for the Board of Directors to report to the membership on the activities of the Association at the board level;

b. Provides professional and career development for attendees and the mentoring of junior officers;

c. Allows changes to be made to Articles of Incorporation and Bylaws;

d. Provides a means for adoption of the Association resolutions and recommendations;

e. Serves as the forum for the election of new Board of Directors; and

f. Provides a means to enhance the image of the Sea Services in the communities near the conference site.

2. Site. Wherever possible, the site of the annual conference should be selected 18 to 24 months in advance of the scheduled conference convening date. The Board of Directors will select the location of the conference and determine the conference dates.

3. Conference Planning Committee. The Conference Planning Committee is minimally composed of the following board members: President, applicable Regional Vice President, Service Representatives, Treasurer, and the local chapter president. The Conference Planning Committee implements the planned and approved program of the annual conference. The Conference Planning Committee shall submit to the Board of Directors for approval:

a. Conference site (city)

b. Conference theme

c. Conference format

d. Registration fee and any other fees

4. Guidelines. All guidance associated with the planning and implementation of the annual conference is contained in the Conference Op-Order. The Conference Op-Order outlines the responsibilities of the members of the Conference Planning Committee and the host chapter. The Conference Planning committee publishes the Conference Op-order. Specific guidance to Board of Directors can be found in the Board of Directors Handbook.

5. Program. The program of the annual conference shall focus on career development and professional and leadership training. Every effort shall be made to secure the participation of the senior service chiefs and senior officers of each sea service in the conference.

6. Presiding Officer. The Board President is the presiding officer of the annual conference and the general assembly. With the support of the Board of Directors, the Conference Planning Committee, and the host chapter, the annual conference shall be conducted in the tradition of a professional military event.

C. REGIONAL MEETINGS.

1. General. The Board of Directors may schedule regional meetings. The Regional Vice Presidents shall recommend proposed dates in cooperation with the host chapter(s). All regional meetings must be held between 15 September 20XX and 30 April 20XX so as not to interfere with the annual conference. They should be no more than three full days in duration.

a. Regional meetings are professional, career development, networking, and learning sessions for NNOA members within the region. The purpose of the mid-year function is to

(1) Present strategies and provide networking options for career progression, professional development, skills enhancement, and leadership training;

(2) Address concerns, resolve problems, and share ideas that achieve effective leadership in chapters and amongst members within the region;

(3) Facilitate direct interaction of the membership in the region with the Board of Directors at a time other than the annual conference; and

(4) Highlight NNOA operational policies and procedures and communicate programs of the Association.

Workshops, lectures, discussions, demonstrations, etc. are the principal means of achieving conference objectives. In all cases, regional meetings will be conducted in a professional, ethical, and fiscally self-supporting manner.

b. The Regional Vice Presidents shall develop and receive approval of the agenda for the regional conference. At least 60 days prior to the opening date of the regional meeting, the agenda, conference location, dates, registration procedures and fees, berthing information, etc. shall also be published and distributed to the membership.

c. All funds shall be collected and disbursed through the Board Treasurer. A complete financial report on each regional meeting should be provided to the Board of Directors.

2. Board of Director Regional Vice Presidents. The presiding officer of a regional meeting is the applicable Board Regional Vice President. If the Regional Vice President is unable to attend, he/she may appoint a senior officer (O-5 and above) to attend. The Board President and other members of the Board of Directors are encouraged to attend each regional meeting. Regional meetings are open to all members of the Association. Within 60 days of the conclusion of a regional meeting, the presiding Regional Vice President shall provide a written summary of the conference including recommendations for the Board of Directors.

3. Local Chapter. The local chapter shall assist the Board of Directors in:

- a. Securing the site of the regional meeting;
- b. Establishing any committees necessary for registration, berthing, hospitality and social affairs, publicity, etc. as needed.
- c. Serving as liaison with local commands and local communities.

4. Funding. Each regional meeting shall be self-supporting with a budget approved by the Board of Directors. The registration fee, if necessary, shall be kept to the absolute minimum required to defray conference administrative and business expenses. Any excess funds from a regional meeting will be added into the Board budget for the fiscal year.

D. THE BOARD OF DIRECTORS MEETINGS.

1. Meeting. The Board of Directors shall meet immediately following the adjournment of the annual conference. The first subsequent meeting shall be within 90 days of the election and allow for orderly transition of the NNOA affairs. All other meetings shall be at such other times during the year as may be determined by the Board President or by a majority of the voting members of the Board.

2. Polling. When necessary, the voting members of the Board of Directors may be polled by electronic mail, mail, or telephone regarding a specific policy or issue when time and circumstances preclude a special meeting.

3. Presiding Officer. The Board President is the presiding officer of the Board of Directors meetings. These meetings are for board members only unless stipulated otherwise.

4. Travel Expenses. Reimbursement of travel expenses for Board members is allowed, as funds are available, for attending the assembled meetings to include the annual conference. Board members must submit travel claim (see Directors' Handbook) along with expense receipts for reimbursement by the Board Treasurer. No reimbursements will be made without receipts. The Board Treasurer will make reasonable effort to settle travel claims within ten days of receiving the claim.

E. THE EXECUTIVE COMMITTEE MEETINGS. The Executive Committee of the Board of Directors shall meet as needed to transact the business of NNOA that has been delegated to it by the Board of Directors. When time and circumstances preclude a special meeting, members of the Executive Committee may be polled by electronic mail, telephone, or mail on a specific issue.

CHAPTER XIRECRUITING, RETENTION AND MENTORING

A. Recruiting Support Program. The National Naval Officers Association is committed to developing a relationship that supports the mission of each sea service's recruiting command. Local chapters and members at-large are encouraged to establish a program to ensure that NNOA support to the nearest area sea service recruiters is active and direct. Chapter programs that emphasize integration with area recruiters will be highlighted in chapter reports, newsletters, and websites.

Chapters are encouraged to aggressively engage in activities to support the recruiting of minority officers in the sea services. These activities should include the identification of potential recruits, mentoring of potential recruits and tracking their progress through the application/accession process, and partnering with area NROTC, ROTC, NJROTC, JROTC, and Service Academies that will promote the sea services as a viable career option.

To expand the web of sea service recruiters, NNOA chapters and membership must:

1. Contact local recruiting commands and NROTC units in order to become familiar with local recruiting efforts.
2. Assist in the recruiting effort by participating in school visitations with the local recruiting commands.
3. Continue with traditional NNOA activities e.g. high school visits, colleges/universities, community relation's activities.
4. Maintain a contact log of schools visited, and number of students contacted.
5. Track the number of quality recruit leads provided to local recruiting command, number of recruits accessed, number of recruiting events supported by the chapter, and number of members supporting recruiting events. Submit this information in your quarterly report to the National Board.

B. Retention. National Naval Officers recognizes that the recruiting effort will be marginalized if we do not retain minority officers and minority officer candidates at NROTC units, service Academies and Officer Candidate Schools. The Association is committed to the retention of minority officers in the sea services. Local chapters and members at-large are encouraged to establish a program to ensure that NNOA support to area command's retention efforts is prominent and readily available. Chapter programs that emphasize integration with area commanders will be highlighted in chapter reports, newsletters, and websites.

1. Chapters are encouraged to take the following actions to support retention.
 - a. Identify the career milestones of current members
 - b. Contact local commands to inform them that NNOA is there to help

c. Contact local career counselors and provide easy access to NNOA members as a resource in meeting their retention goals.

2. Chapters shall keep track of the number of members transferring from the area to another sea service and the number of requests by area commands for NNOA support.

C. Mentoring. The National Naval Officers Association is committed to career development of its members and the mentoring of junior officers in the sea services. Local chapters and members at-large are encouraged to establish a program to ensure that NNOA members and area commands are well aware that NNOA stands by as a ready resource. Significant events and relevant stories concerning mentoring will be highlighted in chapter reports, newsletters, and websites. Chapters are encouraged to have frequent career development lectures, discussions, and events and provide training on mentoring techniques.

CHAPTER XIIFORMAT AND PREPARATION OF
NATIONAL RESOLUTION, RECOMMENDATIONS AND
AMENDMENTS TO THE ARTICLES OF INCORPORATION AND BYLAWSA. RESOLUTIONS.

1. Purpose. Resolutions proclaim the policies of the NNOA, and serve to inform the public, the Department of Transportation, the Department of Defense, the Department of the Navy, and other appropriate bodies, both internal and external, regarding the views of NNOA.

2. Format and Preparation.

a. All resolutions must be prepared using the guidelines below and submitted to the Board Judge Advocate via the Secretary at least 60 days prior to the convening of the National Conference. Resolutions will not be accepted from the floor of the National Conference.

b. Quite often Resolutions involve controversial issues; therefore, considerable thought and research must go into preparation before submission and publishing by the Association. Resolutions must be fully supported by facts to enable our National Board of Directors and the general membership to support and take firm implementing actions.

c. To achieve uniformity in the manner of presentation of Resolutions before the National Conference, the Resolutions Form (Tab A) must be completed and filed using the following procedures:

(1) Determine the actual need for a Resolution. Initiate and prepare Resolutions as early as possible in the year. Thoroughly research the subject prior to preparing the Resolution.

(2) Cover only one subject in a Resolution.

(3) Prepare the Resolution as briefly as possible (omit all unnecessary words or phrases).

(4) Submit typed Resolution on the Resolution Form.

(5) Submit references to fully support the Resolution.

(6) Word the "RESOLVED" clauses to provide a clear statement of the entire action desired, to stand by itself as a complete Resolution if read independently of the "WHEREAS" clauses.

(7) If there is a cost to NNOA, include an estimate of the cost of implementing the action.

(8) Certify the origin of the Resolution by signatures of the sponsor (s).

B. RECOMMENDATIONS.

1. Purpose. Recommendations are suggestions to the General Assembly, in lieu of amendments to the Articles of Incorporation or Bylaws, for changes to or generation of policies and procedures which are referred to the Board of Directors for action. Adoption of the recommendation may result in an inclusion in the Operations Manual or cause the development of an amendment to the Articles of Incorporation or Bylaws at some time in the future. Recommendations focus on the Association's internal operations.

2. Format and Preparation.

a. All recommendations must be prepared using the guidelines below and submitted to the Board Judge Advocate via the Secretary at least 30 days prior to the convening of the National Conference. Recommendations may be accepted from the floor of the National Conference but not later than the first General Assembly (business session).

b. If the recommendation involves a substantial change in NNOA policy and procedures, considerable thought and research must go into preparation before submission and publishing by the Association. Consultation with the Board of Directors prior to formal submission is encouraged. Recommendations must enable our Board of Directors and the general membership to support and take firm implementing actions.

c. To achieve uniformity in the manner of presentation of Recommendations before the National Conference, the Recommendations Form (Tab B) must be completed and filed using the following procedures:

(1) Determine the actual need for a Recommendation. Initiate and prepare proposed Recommendation as early as possible in the year. Thoroughly research the subject prior to preparing the Recommendation. Consult with the Board President and/or Board of Directors prior to formal submission.

(2) Cover only one subject in a Recommendation indicating points of diversion from the current Articles of Incorporation, Bylaws or this manual.

(3) Prepare the Recommendation as briefly as possible (omit all unnecessary words or phrases).

(4) Submit typed Recommendation on the Recommendation Form.

(5) Submit references to fully support the Recommendations.

(6) If there is a cost to NNOA, include an estimate of the cost of implementing the action.

(7) Certify the origin of the Recommendation by signatures of the sponsor(s).

C. AMENDMENTS TO ARTICLES OF INCORPORATION AND BYLAWS.

1. Amendments to the Articles of Incorporation. Amendments to the Articles of Incorporation shall be in accordance with Article Thirteen of the Articles of Incorporation. Tab C shall be completed and submitted to the Board Judge Advocate via the Board Secretary for compliance with the circulation requirements not less than 90 days prior to the date of the National Conference.

2. Amendments to the Bylaws. Amendments to the Bylaws shall be in accordance with Bylaw Twelve. Tab D shall be completed and submitted to the Board Judge Advocate via the Board Secretary for compliance with the circulation requirements not less than 60 days prior to the date of the National Conference.

NATIONAL NAVAL OFFICERS ASSOCIATION
RESOLUTIONS

RESOLUTIONS proclaim the policies of the NNOA, and serve to inform the public, the Department of Homeland Security, the Department of Defense, the Department of the Navy, and other appropriate bodies, both internal and external, regarding the views of NNOA. Submit RESOLUTIONS to the National Secretary NOT LATER THAN 90 days before the conference. Resolutions will NOT be accepted from the floor.

Date of Resolution: _____

SUBJECT (in 25 words or less describe the matter)

SPONSOR _____

Whereas,

Be it therefore resolved,

Chapter President/Individual Sponsor

Attach all references by title, number, etc.

OFFICE USE ONLY: (Circle) PASSED FAILED

DATE OF VOTE _____ CONFERENCE LOCATION _____

TOTAL VOTES CAST _____ FOR _____ AGAINST _____ ABSTAIN _____

JUDGE ADVOCATE SIGNATURE _____

NATIONAL NAVAL OFFICERS ASSOCIATION
RECOMMENDATIONS

RECOMMENDATIONS are suggestions for internal policies and procedures that would be referred to the Board of Directors for action. Recommendations should be typed and submitted via this form NOT LATER THAN 60 days before the conference. Recommendations may be accepted at the Conference if submitted to the National Secretary prior to the first scheduled BUSINESS SESSION of the conference.

RETURN THIS FORM TO
NNOA, P. O. Box 10871, Alexandria, VA 22310-0871

RECOMMENDATION (NOT ARTICLE OR BYLAW AMENDMENT)

Member Signature _____

OFFICE USE ONLY: (Circle) PASSED FAILED

DATE OF VOTE _____ CONFERENCE LOCATION _____

TOTAL VOTES CAST _____ FOR _____ AGAINST _____ ABSTAIN _____

JUDGE ADVOCATE SIGNATURE _____

NATIONAL NAVAL OFFICERS ASSOCIATION PROPOSED AMENDMENTS TO
ARTICLES OF INCORPORATION

Process: (1) Members affiliated with chapters must submit their proposed amendments via this form through their affiliated chapter. At-Large Members submit this form directly to the Board Secretary. (2) To comply with the Articles circulation requirements, the Secretary **must receive** the proposed amendments not later than 90 days before the conference. (3) The proposed amendment shall be presented to the General Assembly via the Constitution and Bylaws Committee. (4) If the proposed amendment is favorably accepted by two thirds of votes cast, the amendment is forwarded to the Board of Directors within 30 days following the Conference. (5) The Secretary retains a copy of the amendment. (6) All proposed amendments must be typed on this form and the form entirely completed. Use the back of the form is necessary.

Chapter Name: _____
Name of Chapter President: _____
or At-Large Member: _____
Address: _____
Home and Work Phones: _____
E-mail Address: _____
Signature: _____

ARTICLE _____ SECTION _____

PROPOSED AMENDMENT:

RATIONALE:

OFFICE USE ONLY: (Circle) PASSED FAILED
DATE OF VOTE _____ CONFERENCE LOCATION _____
TOTAL VOTES CAST _____ FOR _____ AGAINST _____ ABSTAIN _____
JUDGE ADVOCATE SIGNATURE _____

NATIONAL NAVAL OFFICERS ASSOCIATION PROPOSED AMENDMENTS TO
BYLAWS

Process: (1) Members affiliated with chapters must submit their proposed amendments via this form through their affiliated chapter. At-Large Members submit this form directly to the Board Secretary. (2) To comply with the Articles circulation requirements, the Secretary **must receive** the proposed amendments not later than 60 days before the conference. (3) The proposed amendment shall be presented to the General Assembly via the Constitution and Bylaws Committee. (4) If the proposed amendment is favorably accepted by two thirds of votes cast, the amendment is forwarded to the Board of Directors within 30 days following the Conference. (5) The Secretary retains a copy of the amendment. (6) All proposed amendments must be typed on this form and the form entirely completed. Use the back of the form is necessary.

Chapter Name: _____
Name of Chapter President: _____
or At-Large Member: _____
Address: _____
Home and Work Phones: _____
E-mail Address: _____
Signature: _____

ARTICLE _____ SECTION _____

PROPOSED AMENDMENT:

RATIONALE:

OFFICE USE ONLY: (Circle) PASSED FAILED

DATE OF VOTE _____ CONFERENCE LOCATION _____

TOTAL VOTES CAST _____ FOR _____ AGAINST _____ ABSTAIN _____

JUDGE ADVOCATE SIGNATURE _____

CHAPTER XIIIGUIDELINES FOR NATIONAL OFFICE ELECTIONS

The following guidelines, nominations and elections procedures have been adopted for national office elections.

A. GUIDELINES.

1. The Nominations and Elections Committee shall be empowered to supervise the nominations and elections process. The Nominations and Elections Committee shall be appointed by the Board President and function consistent with the Bylaws.
2. A candidate for office must be a member in good standing (including all financial obligations).

B. NOMINATION PROCEDURES.

1. Offices for which nominations shall be accepted are:

President
Regional Vice Presidents (Eastern, Central, Western, & Far East)
Secretary
Treasurer
Membership Director
Public Affairs Officer
Historian
Chaplain
Master-at-Arms

2. Service, Reserve, and the Retired Representative are elected by the members of the respective constituency in attendance at the National Conference and ratified by the General Assembly.

3. Judge Advocate is an appointed office; however, those persons interested in this position should let their interest be known through completion of the National Executive Board Office Nomination form.

4. Each candidate for office shall complete the National Office Nomination Form (Tab A) and return it to the Nominations and Elections Committee by the announced date. The chapter or another member in good standing may also submit a letter of support for the candidate. Nominations may be made from the floor during the time the floor is open at the National Conference for nomination of officers.

5. The Nominations and Election Committee shall interview candidates who are attending the National Conference at a time not later than twenty-four (24) hours prior to the voting process. Candidates not in attendance at the conference must provide a telephone number where they may be contacted to arrange for an interview prior to voting time at the National Conference. The Nominations and Elections Committee, Secretary, and Membership Director must certify qualifications for office.

6. Candidates for office should be aware that any amendments to the Articles of Incorporation and Bylaws approved by the General Assembly during the National Conference may affect the office sought.

C. ELECTION PROCEDURES.

1. The Nominations and Elections Committee, Secretary, and Membership Director shall review and certify all candidates. The Nominations and Elections Committee chair shall present the slate of candidates for office to the General Assembly. The slate of candidates for office shall be read at the business session during which voting shall take place.

2. Candidates are allowed 3-5 minutes (based on the number of candidates for office) presentations to the General Assembly on their qualifications, reasons for seeking the respective office and goals for the office sought.

3. A written ballot shall be distributed to NNOA members in good standing in attendance at the General Assembly at the time voting is to take place.

4. Voting for candidates shall take place at the designated time or business session at the National Conference by secret ballot. NNOA members in good standing shall cast votes while attending the National Conference. All votes shall be counted and winners determined in accordance with the NNOA Bylaws. Members in good standing who elect to attend only the General Assembly sessions at the annual conference must first have their membership standing verified (via Life membership card or the database) before being allowed to participate in the voting process.

5. The Board Judge Advocate will preside over election procedures. Election procedures will be conducted in accordance with Roberts Rule of Order parliamentary procedures.

6. Candidates shall be notified prior to the annual Awards Banquet of the results of the election. Candidates will be sworn in at the Awards Banquet.

TAB A

NATIONAL NAVAL OFFICERS ASSOCIATION
NATIONAL EXECUTIVE BOARD OFFICE NOMINATION FORM

Return this form no later than two weeks before the annual conference to: Nominations and
Elections Committee

For The Office **Of:** _____

Nominee: _____

(RANK) _____ (NAME) _____ (SERVICE) _____

Address: _____

City: _____ State _____ ZIP: _____

Phones (Home and Work):

Chapter Affiliation:

Statement of Qualifications For Office Being Sought:

Local Chapter Offices Held:

National Executive Board Positions Held:

Other Qualifications:

Brief statement on: (1) reasons for seeking this office; (2) your contribution to the organization nationally; and (3) any proposed programs in the area of the office being sought (Use reverse side If needed)

FOR NATIONAL OFFICE ONLY:

Date Received: _____ Interview: _____

Membership Status: _____ Recommendation: _____

CHAPTER XIV

SAMPLE CHAPTER CONSTITUTION AND BYLAWS

1.00 PREFACE: The purpose of this Constitution is to set forth the fundamental principles which provide the foundation for the Association, its purpose, objectives and the general parameters for its operation and management. The purpose of these Bylaws is to provide the necessary rules and regulations for implementing the provisions of the constitution in an orderly and effective manner.

ARTICLE I NAME AND CHAPTER

1.01 The name of this chapter shall be the Chapter of the National Naval Officers Association (NNOA) and it shall constitute an integral part of NNOA.

1.02 This chapter was officially chartered on _____ by the NNOA.

ARTICLE II POLICY

2.01 This chapter shall be non-profit, non-partisan and nonsectarian.

2.02 The policies of this chapter shall be established by its members and shall not be in conflict with this Articles of Incorporation or Bylaws or the charter of the National Naval Officers Association, Incorporated.

ARTICLE III PURPOSES

The purposes of the Chapter shall be:

3.01 To support the Board of Directors in the fulfillment of the mission and programs of the NNOA.

3.02 To increase minority representation and retention in the officer ranks of the Sea Services through aggressive recruiting and retention.

3.03 To identify minority problem areas within the geographic commands of this chapter and bring them to the attention of cognizant authorities within the Association.

3.04 To encourage NNOA member maximum participation in all areas of the Sea Services and related military organizations.

3.05 To promote camaraderie among chapter members and with other military organizations.

3.06 To promote and maintain a positive image of the Sea Services and NNOA in the surrounding minority communities.

ARTICLE IV

MEMBERSHIP

4.01 Only members in good standing of the NNOA shall be eligible for membership in this chapter. Eligibility for membership in the NNOA is defined in Article I of the Association Bylaws.

ARTICLE V ORGANIZATION

5.01 CHAPTER OFFICERS

5.011 The elected officers of this chapter shall be the following: Chapter President; Vice-President; Membership Director; Secretary; Treasurer; Historian and Public Affairs Officer.

5.012 The following additional chapter officers may be appointed by and serve at the pleasure of the Chapter President: Parliamentarian, Chaplain, Chairpersons of the chapter's standing committees, and such other officers as the Chapter President shall determine to be required.

5.013 An individual may not hold more than one elected chapter officer positions in articles 5.011 above.

5.014 The duties of the chapter officers shall be described in the Chapter Bylaws.

5.015 Chapter officers shall receive no compensation for the performance of their duties.

5.02 CHAPTER EXECUTIVE COMMITTEE

5.021 MEMBERS: The Chapter Executive Committee shall be composed of the elected chapter officers and ex-officio members.

5.022 EX-OFFICIO MEMBERS: Chapter members who are appointed officers, including Chairpersons of Chapter's standing committees and shall be nonvoting members of the Chapter Executive Committee.

5.023 RESPONSIBILITIES AND AUTHORITY: The Chapter Executive Committee shall manage the affairs of the Chapter. It shall have the authority to act for the Chapter as determined by the chapter members, provided that such actions are not inconsistent with mandates or actions of the National Naval Officers Association and its Articles of Incorporation and Bylaws and Charter.

5.024 THE VOTING PROCEDURES: The voting procedures and rules governing the meetings of the Chapter Executive Committee shall be set forth in the Chapter Bylaws.

5.03 CHAPTER COMMITTEES: The committees of the Chapter shall consist of such standing committees that are established by the chapter members and such ad hoc committees which may be constituted by the Chapter President or Chapter Executive Committee.

ARTICLE VI EMERGENCY GOVERNING BODY

6.01 APPOINTMENTS: In the event of a National Emergency resulting in the mobilization of the members of the chapter so as to render the chapter inactive, the Executive Committee shall name three members not subject to mobilization as Sustaining Trustees. The Sustaining Trustees shall govern the affairs of the Chapter, maintain intact the Chapter's records and finances, and reactivate the Chapter subject to such directives as may be promulgated by the Association.

6.02 TERMINATION: The Sustaining Trustees shall endeavor to have the chapter continue to function and the said trustees shall continue to be the sole governing body until either:

1. The trustees, by their vote, determine that the trusteeship shall be ended; or
2. Not less than five (5) members of the appointing Chapter Executive Committee shall determine that the trusteeship shall end.

6.03 DISSOLUTION: Upon the dissolution of the trusteeship, members of the appointing Chapter Executive Committee shall resume their respective offices, shall promptly receive from the Sustaining Trustees a full accounting of their acts for publication to the membership, and shall call a meeting of the Chapter Executive Committee.

ARTICLE VII FINANCE AND ACCOUNTS

7.01 FISCAL YEAR: The fiscal year of the chapter shall begin on the first day of October and end on the last day of September of the following year.

7.02 REVENUE: The revenue of the chapter may be derived from chapter dues and/or such other sources as may be approved by the Chapter Executive Committee or chapter members.

7.03 EXPENDITURES: All expenditures of chapter funds for the Chapter shall be stated in a Chapter budget and approved by the membership. The Chapter Executive Committee must later approve expenditures not included in the approved Chapter Budget.

7.04 REPORTS: The Chapter Treasurer will give monthly reports on the state of the Chapter's finances to the Chapter Executive Committee. The Chapter Treasurer will comply with all regulations and procedures and filing of reports as required by the Board of Directors.

7.05 AUDIT: The financial accounts of the chapter shall be audited annually within the thirty (30) day period prior to the election of chapter officers by three members appointed by the Chapter President who are not serving in a chapter elective or appointed office. The auditors shall report their findings to the members present at the annual meeting for the election of chapter officers.

7.06 The accounts and financial records of the Chapter shall be maintained by the Chapter Treasurer.

ARTICLE VIII

AWARDS

8.01 The Chapter Executive Committee shall establish and publish the criteria for the granting of any award by and in the name of the Chapter. Chapter awards may be presented at a chapter meeting or any appropriate function where the Chapter is represented and officially recognized.

8.02 Nominations for Association awards presented at the annual Conference or at local Chapter level will be submitted in accordance with the policy set forth in this manual.

ARTICLE IX BYLAWS

9.01 Bylaws, which are required to implement the principles and provision of this constitution, will be adopted or amended by the Chapter membership.

ARTICLE X AMENDMENTS

10.01 This constitution may be amended at any meeting of the Chapter or by mailed ballot by two thirds of the members voting provided that the proposed amendment and rationale therefore has been given to the members at least fifteen (15) working days in advance of the voting date. The Chapter Executive Committee may make administrative changes to correct errors or to remove ambiguities, not affecting substance.

ARTICLE XI RATIFICATION

11.01 This constitution shall be in full force and effect immediately upon ratification by two-thirds of the members voting. All prior constitutions and amendments thereto are revoked and shall become null and void immediately upon the ratification of this constitution.

CHAPTER BYLAWS**ARTICLE B-1
CHAPTER OFFICERS****B-1.01 ELECTIONS:**

B-1.011 All elective chapter officers shall be elected by a majority of the chapter members present at a duly constituted meeting, provided that the chapter members have been notified of such meeting and its purpose at least fifteen (15) working days in advance of the meeting date.

B-1.012 The Chapter shall hold its annual election of officers during the month of May. The successful candidates shall take office at the first regular meeting following the annual Conference.

B-1.013 Elected chapter officers shall hold office for a term of twelve months or during the period between annual elections, whichever comes first.

B-1.014 Nominations for elective chapter officers shall be made by the Chapter Nominating Committee and, in addition, may be made by any chapter member present at a duly constituted Chapter meeting for election of Chapter Officers.

B-1.015 When more than one candidate has been nominated for an elective chapter office and no candidate receives a majority of the votes cast, there shall be a second ballot. The two candidates receiving the highest number of votes on the first ballot shall be the only candidates voted upon for such office.

B-1.016 Following the election and appointment of chapter officers, the Management Information Report shall be completed and filed with the Board Secretary within ten (10) days.

B-1.02 CHAPTER OFFICE VACANCIES:

B-1.021 In the event of the Chapter President's death, resignation, removal from office, or inability to serve, the authority and duties of the Chapter President shall vest in the chapter officers in the same order as listed in article 5.011 of the Chapter Constitution. That person will hold the office until such time that a new Chapter President is elected by the Chapter or is appointed by the Board President.

B-1.022 In the event that a chapter officer, other than the office of Chapter President, is vacated for any reason, the Chapter President shall appoint another chapter member to assume the title and duties of the office during the remainder of the term. The appointment must be approved by a majority vote of the members of the Chapter Executive Committee.

B-1.03 REMOVAL FROM OFFICE

B-1.031 Any elected chapter officer may be removed from office by the affirmative vote of a majority of the voting members of the Chapter. Removal from office when, in the Chapter members' opinion, the chapter officer has failed to reasonably perform the duties of the elected office, or when disability or prolonged absence renders it impossible to properly perform the duties of an office. However, no chapter officer shall be removed from office without an adequate presentation of the specifications charged and an opportunity for defense. The officer being charged may present defense in writing or before the voting members of the Chapter in person, which ever the officer being charged may choose.

B-1.04 DUTIES OF CHAPTER OFFICERS

B-1.041 **GENERAL**. All chapter officers shall become familiar with the Association Articles of Incorporation and Bylaws and Operations Manual, and should strive to the best of their ability to carry out the mandates therein.

B-1.042 **CHAPTER PRESIDENT**. The Chapter President shall be the chief executive of the Chapter with authority to contract obligations within the approved budget and to represent the Chapter in all matters pertaining to its affairs. He/She shall preside at the general meetings of the Chapter, and at the regular and special meeting of the Chapter Executive Committee. He/She shall enforce the provisions of the Association and Chapter Constitutions and Bylaws, and carry out the mandates of the annual Conferences. He/She shall be responsible for directing and coordinating the overall operation; management and activities of the Chapter toward achieving the purpose and objectives of the Association and the Chapter.

B-1.043 **CHAPTER VICE PRESIDENT**. The Chapter Vice President shall assist the Chapter President in the discharge of his duties as required by him. He/She shall acquaint himself with all the duties of the President and shall be prepared to succeed to the presidency under the circumstances specified in Article B-1.021 of the by-laws. He/She shall assist the Chapter President in matters dealing with policy and procedure concerning the sea services of the United States and NNOA. He/She shall perform such other duties as may be delegated to him by the Chapter President.

B-1.045 **CHAPTER MEMBERSHIP DIRECTOR**. The Chapter Membership Director shall be responsible for the formulation and implementation of membership recruiting and retention programs designed to maintain and promote the membership growth of the chapter and the Association. He/She shall be the Chairperson of the Chapter Membership Committee and shall perform such other duties as may be delegated to him/her by the Chapter President.

B-1.046 **CHAPTER SECRETARY**. The Chapter Secretary shall keep a record of all proceedings and of all matters essential to the work of this chapter. In addition, the Chapter Secretary shall perform such other duties as are usually incident to such office and as may be herein contained in the Chapter's Constitution and Bylaws, the Association policies and procedures or as may be directed by the Chapter President.

B-1.047 **CHAPTER TREASURER**. The Chapter Treasurer shall have charge of all the funds and financial securities of this chapter. He/She shall deposit all funds received on behalf of the chapter in the name of NNOA Chapter within fifteen (15) calendar days of receipt. He/She shall prepare monthly and an annual financial report. The Chapter Treasurer shall perform such duties as may be delegated to him by the Chapter President or the Association policies and procedures.

B-1.048 **CHAPTER HISTORIAN**. The Chapter Historian shall keep a record of the growth and progress of the Chapter. The Chapter Historian shall report annually to the Board of Director's Historian on the activities and accomplishments of the Chapter during the preceding year; serve as ex-officio member of the Chapter Awards Committee; prepare and maintain a continuing and perpetual record of recipients of Chapter awards by types and dates of presentation. The Chapter Historian shall perform such additional duties of like nature as may be directed by the Chapter President.

B-1.049 **CHAPTER PARLIAMENTARIAN**. The Chapter Parliamentarian shall normally, but not necessarily, be an officer of the JAG Corps. It shall be his/her duty to give legal opinions upon questions of law for the benefit of the Chapter when called upon to do so by the Chapter President,

Chapter Executive Committee, or the chairperson of any of the standing or special committees of the Chapter. In addition, he shall be called upon to review all proposed changes of amendments to the Chapter Constitution and Bylaws as in his judgment may be proper. He/She shall advise the presiding officer on points of parliamentary law and give such advice to the Chapter and the Chapter Executive Committee upon request.

B-1.050 CHAPTER CHAPLAIN. The Chapter Chaplain shall perform divine and non-sectarian services at any meeting of the Chapter. Insofar as may be practicable, a priest, minister or rabbi should hold the office of Chapter Chaplain.

B-1.051 CHAPTER PUBLIC AFFAIRS OFFICER. The Chapter Public Affairs Officer shall be responsible for planned dissemination of information pertaining to the activities of all elements of the Chapter, through news releases, special articles, and bulletins. The Chapter Public Affairs Officer shall also be chairman of the Public Relations Committee. He/She shall publish the Chapter Newsletter, provide public relations functions, assist all Chapter Officers with documentation and publicity about the chapter activities and members, and perform such other duties as may be delegated to him by the Chapter President.

B-1.052 CHAIRPERSONS OF THE CHAPTER'S STANDING COMMITTEES. Chairpersons of the Chapter's Standing Committees shall perform such duties as may be delegated to them by the Chapter President.

ARTICLE B-II CHAPTER EXECUTIVE COMMITTEE

B-2.01 VOTING. Each voting member of the Chapter Executive Committee shall have one vote upon any question before the Committee. A quorum shall exist when a majority of the voting members are present or voting. Such question shall be determined by majority vote.

B-2.011 Chapter Executive Committee shall enforce the policy of being in good financial standing with the Chapter and the Association for the current chapter fiscal year for eligibility to vote.

B-2.012 SPECIAL VOTING. Whenever a question arises which, in the opinion of the Chapter President, requires prompt action that cannot wait for a regular or special meeting of the Committee, a polling of the voting Committee members by mail ballot on the issue in question is authorized. A minimum of ten (10) working days shall be allowed for return of such ballots, unless the issue is resolved by a majority vote at an earlier date.

B-2.03 MEETINGS.

B-2.031 REGULAR MEETINGS. The Chapter Executive Committee shall meet within two weeks following the annual installation of officers. In addition, it shall meet at least quarterly during each fiscal year on dates and at such places, as the Committee shall determine. Notice of such meeting shall be given to each member of the Committee at least ten (10) days prior to the date of such meeting, and such, notice shall specify the time and place of such meeting and a written agenda if possible. Meetings of the Chapter Executive Committee shall be open to all Chapter Members.

B-2.032 SPECIAL MEETINGS. Special Meetings of the Chapter Executive Committee may be called by the Chapter President or by a majority of the voting members of the Committee, provided that not less than five (5) days notice be given each member specifying time, place and purpose of such special meeting.

B-2.033 REPORTS OF MEETINGS. Copies of the minutes of all meetings of the Chapter Executive Committee shall be distributed to each member of the Committee at the next regularly scheduled meeting, and a digest of such minutes shall be published in the Chapter newsletter for dissemination to all chapter members. Such digest shall be published as soon as practical, and in any event within sixty (60) days after such meeting.

ARTICLE B-III CHAPTER COMMITTEES

B-3.01 GENERAL. Two types of chapter committees shall be established for conducting the affairs of the chapter (1) Standing committees which are required to perform ongoing professional or administrative chapter functions and are chaired by chapter members appointed by the Chapter President, and (2) Ad Hoc committees which are established on a temporary basis to perform a special function or task and are chaired by chapter members appointed by the Chapter President. The Chapter President shall be a non-voting member of all chapter committees.

B-3.02 STANDING COMMITTEES:

B-3.021 BUDGET AND FINANCE. The Chapter Budget and Finance Committee shall make a continuing study of the fiscal affairs of the Chapter and shall recommend to the Chapter a yearly budget.

B-3.022 PUBLIC RELATIONS. The Chapter Public Relations Committee shall act in an advisory capacity on all matters involving the Chapter and the general public, or with media in communication with the general public, publish the Chapter Newsletter and forward information on the collect information publicizing the Chapter or its members and turn them over to the Chapter Historian.

B-3.023 CONSTITUTION AND BY-LAWS. The Chapter Constitution and Bylaws Committee shall make a continuing study of the Constitution and Bylaws of the Chapter and shall formulate and recommend necessary changes to the Chapter.

B-3.024 RESOLUTIONS/RECOMMENDATIONS. The Chapter Resolutions/Recommendations Committee shall develop proposed resolutions/recommendations deemed advisable to publish the views of, or advance the policies of the Chapter; shall study all proposed resolutions/recommendations submitted to it; and shall present its conclusions regarding the merits of each such proposed resolution/recommendation upon submitting the same for action to the Chapter.

B-3.025 AWARDS. The Chapter Awards Committee shall review nominations for Chapter, Regional and Association Awards and make recommendations for approval and disapproval thereof to the Chapter membership.

B-3.026 NOMINATIONS. The Chapter Nominations Committee shall nominate to the Chapter at least one candidate for each office required by the Constitution and Bylaws to be elected by the Chapter membership.

B-3.027 MEMBERSHIP. The Chapter Membership Committee shall be responsible for the study, formulation and implementation of programs designed to maintain and promote the membership of the chapter at the maximum obtainable level. Notice of such programs shall be provided to chapter members at least ten (10) days in advance and include the time and place, and agenda.

B-3.028 AD HOC COMMITTEES. The Chapter President may establish a chapter ad hoc committee when, in his opinion, such a committee is necessary to examine and report on a particular matter that does not fall within the purview of any chapter standing committee.

ARTICLE B-IV CHAPTER MEETINGS

B-4.01 REGULAR MEETINGS. Chapter meetings shall be held once a month and at other times deemed necessary or desirable by the Chapter President or by a majority of the members of the Chapter Executive Committee. Notice of such meetings shall be provided to chapter members at least ten (10) days in advance and include the time and place and a meeting agenda/program.

B-4.02 VOTING. Each chapter member shall be entitled to one vote upon any question before the Chapter membership. Voting by proxy shall not be authorized.

B-4.021 Chapter Members who are in good financial standing with the Association and chapter for the current fiscal year shall be eligible to vote.

B-4.03 REPORTS OF MEETINGS. Copies of the Minutes of all Chapter Meetings shall be provided to each member of the Chapter Executive Committee, and a digest of such minutes shall be published in the next Chapter Newsletter for dissemination to all Chapter members.

ARTICLE B-V CHAPTER REVENUE

B-5.01 CHAPTER MEMBER DUES.

B-5.011 The dues of this chapter shall be an amount determined by the chapter at the beginning of the fiscal year based on the Chapter's annual budget.

B-5.012 The Chapter Treasurer as directed by the Chapter President or the Chapter Executive Committee will collect Chapter dues.

B-5.013 Chapter members must be members in good standing of the Association as defined in Article I, Section I, of the Association Bylaws.

B-5.014 The Chapter Executive Committee, based on the recommendations of the Budget and Finance Committee, if any, shall determine other sources of chapter revenue.

ARTICLE B-VI AWARDS

B-6.01 All nominations for Chapter Awards shall be submitted in writing to the Chapter Executive Committee at least sixty (60) days in advance of the estimated presentation date and provide sufficient information to permit a thorough review of the nominee's entitlement to the award.

B-6.02 Chapter nominations forwards shall be submitted in accordance with Association directives.

**ARTICLE B-VII
PROCEDURES**

B-7.01 At all meetings of the Chapter and the Chapter Executive Committee, "Roberts' Rules of Order" (Revised) shall govern in matters expressly provided for in the Chapter's Constitution and Bylaws.

B-7.02 The Order of Business at any meeting of the Chapter Executive Committee shall be as established by the President and shall normally include, but not be limited to, the following:

1. Call to Order.
2. Invocation.
3. Introduction of new members and visitors.
4. Quorum check.
5. Approval of Minutes
6. Summary of Chapter correspondence.
7. Chapter Treasurer's Report.
8. Report of Executive Board including Standing and Special Committees Reports
9. Special orders, if any.
10. Unfinished business.
11. New Business.
12. Professional/leadership development Program; Mentoring.
13. Announcements.
14. Benediction.
15. Adjournment.

**ARTICLE B-VIII
AMENDMENTS**

B-8.01 These Bylaws may be amended or repealed at any meeting of the members by a majority vote, provided that the proposed amendment or repeal has been submitted to the membership fifteen (15) working days prior to the day on which it is presented for adoption.

B-8.02 Minor changes of language, correction of errors, or removal of ambiguities, not affecting substance, may be made by amendments without prior submission or publication.

**ARTICLE B-IX
RATIFICATION**

B-9.01 All acts performed under any former Bylaws amendments thereto are hereby ratified and confirmed.

**ARTICLE B-X
DISSOLUTION**

B-10.01 Upon the written agreement of two-thirds of the membership of the Association, the Association may be dissolved. The same rule applies to dissolution of a Chapter.

ARTICLE B-XI
ASSOCIATION MEETINGS

B-11 The Chapter President (or His/Her representative) shall represent the chapter at the Annual Conference, the Regional Meeting and any other Association meeting. The chapter shall include this expense or portion thereof in its annual budget.

Adopted or revised at a meeting of the chapter on (date) and attested to by:

Name of Chapter President

Name of Chapter Secretary

Signature of Chapter President

Signature of Chapter Secretary

Date

Date

VISIONARIES, PRESIDENTS, CONFERENCE AND AWARD RECIPIENTS**A. VISIONARIES**

Rear Admiral Robert Toney, USN
 Rear Admiral Norm Johnson, USN (Deceased)
 Commander (Judge) John D. Fauntleroy, USN (Deceased)
 Captain Ken Johnson, USN (Deceased)
 Captain "Buddie" J. Penn, USN
 Captain Byron A. Wiley, USN (Deceased)
 Captain Emerson Emory, USN (Deceased)
 Captain Claude Williams, USN
 Captain Julia Barnes, USN
 Captain Sandy Pollard, USN
 Commander Edith E. Haynes, USN
 Lieutenant Commander Richard C. West, USN
 Lieutenant Leonard Proctor, USN
 Chief Warrant Officer 3 Arthur F. Greene, USN
 Chief Warrant Officer Manny Jenkins, USN
 Chief Warrant Officer James Harris, USN

B. ANNUAL NATIONAL CONFERENCE SITES

| | | | |
|------|------------------------------------|------|---|
| 1972 | Annapolis, MD | 1973 | San Diego, CA |
| 1974 | Atlanta, GA | 1975 | Dallas, TX |
| 1976 | Norfolk, VA | 1977 | Berkeley, CA |
| 1978 | New Orleans, LA | 1979 | Washington, DC |
| 1980 | San Diego, CA | 1981 | Jacksonville, FL |
| 1982 | Norfolk, VA | 1983 | San Diego, CA |
| 1984 | Memphis, TN | 1985 | Philadelphia, PA |
| 1986 | Oakland, CA | 1987 | Chicago, IL |
| 1988 | Atlanta, GA | 1989 | Long Beach, CA |
| 1990 | New Orleans, LA | 1991 | Oakland, CA |
| 1992 | Washington, DC | 1993 | Memphis, TN |
| 1994 | San Diego, CA | 1995 | Virginia Beach, VA |
| 1996 | Dallas, TX | 1997 | Annapolis, MD |
| 1998 | San Diego, CA | 1999 | Little Creek, VA |
| 2000 | San Diego, CA | 2001 | Quantico, VA |
| 2002 | Little Creek, VA | 2003 | San Diego, CA |
| 2004 | Millington, TN | 2005 | New Orleans, LA (Hilton Riverside) |
| 2006 | Quantico, VA | 2007 | San Diego, CA |
| 2008 | Tidewater (Renaissance Portsmouth) | 2009 | Houston, TX (Galleria Hotel) |
| 2010 | Tidewater (Renaissance Portsmouth) | 2011 | San Diego, CA (Sheraton Hotel & Marina) |
| 2012 | New Orleans (The Roosevelt Hotel) | | |

C. NATIONAL PRESIDENTS

| | |
|----------------------------|-------------|
| Captain Emerson Emory, USN | 1972 - 1974 |
| Captain Byron Wiley, USN | 1974 - 1975 |

| | |
|---|----------------|
| Captain Richard Williams, USN | 1975 - 1977 |
| Captain Donald Griffin, USN | 1977 - 1980 |
| Commander John Fauntleroy, USN (Deceased) | 1980 - 1982 |
| Captain James Gilchrist, USN | 1982 - 1983 |
| Captain Eddie Benford, USN (Deceased) | 1983 - 1984 |
| Captain Gordon E. Fisher, USN | 1984 - 1986 |
| Captain Harold R. Wise, Jr., USN | 1986 - 1987 |
| Captain Buddie Penn, USN | 1987 - 1991 |
| Captain J. Roger Bailey, USN | 1991 - 1993 |
| Captain Lee T. Womack, Sr., USN | 1993 - 1995 |
| Captain Percy O. Norwood, Jr., USCG | 1995 - 1996 |
| Captain J. L. Ulmer, Sr., USN | 1997 - 1997 |
| Command Manson K. Brown, III, USCG | 1998 - 1998 |
| Captain Charles B. Williams, Sr., USCG | 1998 - 2002 |
| Colonel John Boggs, USMC | 2002 - 2004 |
| Rear Admiral Manson Brown, USCG | 2004 - 2006 |
| Captain Bernard Jackson, USN | 2006 - 2010 |
| Captain Anthony P. Barnes, USN | 2010 - 2012 |
| Colonel Robert Clements, USMC | 2012 - present |

D. DORI MILLER AWARD WINNERS

| | |
|------|--|
| 1984 | Lieutenant Denise J. McCalla, USN and Lieutenant Gregory Sawyer, USN |
| 1985 | Lieutenant Millard Smith, USN |
| 1986 | Lieutenant Commander Ernest N. Taylor, USN |
| 1987 | Lieutenant Commander Allen L. Thompson, Jr., USCG |
| 1988 | Lieutenant Millard Smith, USN |
| 1989 | Lieutenant Commander Donald H. Flowers, USN |
| 1990 | Commander Everett L. Green, USN |
| 1991 | Lieutenant Junior Grade Ian P. B. Hendricks, USN |
| 1992 | Mr. Hadwick and Mrs. Lily Thompson, Civilians |
| 1993 | Commander Percy O. Norwood, USCG |
| 1994 | Captain Clifton McCullough, USMC |
| 1995 | Lieutenant Commander Tracy Etheridge Brown, USN |
| 1996 | Chief Warrant Officer 3 Victoria Ford, USMC |
| 1997 | Lieutenant Alicia Benn, USNR |
| 1999 | Lieutenant John B. Thomas, USN |
| 2000 | Lieutenant Commander Tommy Johnson, USN |
| 2001 | Captain Willie Evans, USNR |
| 2002 | Captain Willie Evans, USNR |
| 2003 | Captain Chaunce Mitchell, USN |
| 2004 | |
| 2005 | Lieutenant Commander Lamar V. Johnson, USCG |
| 2006 | Lieutenant Carrie Wolfe, USCG |
| 2007 | Chief Warrant Officer Diedra Ware, USN |
| 2008 | Lieutenant Colonel Dawn Harrison, USMC, Ret. |
| 2009 | Major David R. Everly, USMC |
| 2010 | Commander Andrea Petrovanie, USN |
| 2011 | Lieutenant Commander Michelle Joachim, SC, USN |
| 2012 | Colonel Russell Woody, USMC, Ret. |

E. GOLDEN PEN AWARD WINNERS

1989 Lieutenant Junior Grade Adolph L. Keyes, USCG
 1990 Lieutenant Bonita A. Goodwin, USN
 1991 Lieutenant Joan R. Queen, USN
 1992 Captain Peter Phelps, USMC
 1993 Lieutenant Jamel Weatherspoon, USN
 1994 Lieutenant Junior Grade Raymond Brown, USCG
 1995 Captain Jacqueline Sutton, USMC
 1996 Captain Kirk McDaniel, USMC
 1997 Captain Seth Ocloo, USMC
 1999 Lieutenant Junior Grade Jerry Johnson, USN
 2000 Lieutenant Junior Grade Jerry Johnson, USN
 2001 Lieutenant Leonard Caver, USN
 2002 Lieutenant Junior Grade Thelma Ortiz, USCG
 2003 Lieutenant Junior Grade Karen Eifert, USN
 2004 Lieutenant Andrea Parker, USCG
 2005
 2006 Lieutenant Commander Elizabeth Thomas, USN
 2007 Lieutenant Michael D. Files, USN
 2008 Lieutenant Maria L. Roerick, USN
 2009 Lieutenant Keisha Blair, USN
 2010 Ensign Sierra Williams, USN
 2011 Lieutenant Rolanda Findlay, USN
 2012 Lieutenant Howard A. Milligan, USN

F. CHAPTER COMPETITION AWARD WINNERS

| | President's (Small) | Golden 13 (Medium) | National (Large) |
|------|----------------------------|---------------------------|----------------------------------|
| 1988 | Washington, DC | Bayou | San Diego |
| 1989 | SFBA | Monterey | Washington, DC |
| 1990 | Annapolis | | Washington, DC |
| 1991 | SFBA | Camp Lejeune | Tidewater |
| 1992 | Great Lakes | Monterey | San Diego |
| 1993 | Detroit | Camp Lejeune | Washington, DC |
| 1994 | Quantico | Camp Lejeune | Washington, DC |
| 1995 | Quantico | Tidewater | Washington, DC |
| 1996 | Quantico | Camp Lejeune | |
| 1997 | Quantico | Camp Lejeune | Washington, DC |
| 1998 | | | |
| 1999 | Camp Lejeune | Not awarded | San Diego |
| 2000 | Not awarded | San Diego | Tidewater |
| 2001 | Albany | Quantico | Washington DC (1 st) |
| 2001 | | | Tidewater (2 nd) |
| 2002 | Albany | Quantico | Washington, DC |
| 2003 | Albany | Jacksonville | Washington, DC |
| 2004 | | | |
| 2005 | | | |
| 2006 | | Quantico | Washington, DC |

| | | | |
|------|--|--------------|----------------|
| 2007 | Bayou | Not awarded | Washington, DC |
| 2008 | Albany | Tidewater | Quantico |
| 2009 | | | Quantico |
| 2010 | Oklahoma City | Memphis | Tidewater |
| 2011 | San Francisco Bay Area | Okinawa | Tidewater |
| 2012 | 1 st : Camp Pendleton-Miramar | Jacksonville | Tidewater |
| | 2 nd : San Francisco Bay Area | Quantico | Washington DC |

G. OUTSTANDING CHAPTER PRESIDENT

| | |
|------|---|
| 1993 | Commander Percy O. Norwood, USCG, Washington DC Chapter |
| 1994 | Captain Clifton McCullough, USMC, Quantico Chapter Commander Alden "Rock" Williams, USN, Washington DC Chapter |
| 1995 | Captain Clifton McCullough, USMC, Quantico Chapter Lieutenant Gerald Creech, USN, Quam Chapter |
| 1996 | Major Jeffrey Brown, USMC, Quantico Chapter |
| 1997 | Lieutenant James Jones, USN, Washington DC Chapter |
| 1999 | Captain Donald Flowers, USN, San Diego Chapter |
| 2000 | Lieutenant Commander Robert Cooke, USN, Tidewater Chapter |
| 2001 | Captain Tom Daniel, USN, Washington DC Chapter |
| 2002 | Captain David R. Everly, USMC |
| 2003 | Lieutenant Colonel Ronald Wallace, USMC |
| 2004 | Lieutenant Commander Eric Washington, USN |
| 2005 | |
| 2006 | |
| 2007 | Captain Ed Gantt, USN, Washington DC Chapter Lieutenant Colonel Robert Clements, USMC, Quantico Chapter |
| 2008 | Major David R. Everly, USN, Quantico Chapter |
| 2009 | Lieutenant Richard Gilliard, USN, Bethesda Chapter |
| 2010 | Lieutenant Commander S. Michelle Layne, USN (Tidewater Chapter) |
| 2011 | Commander Robert Dews, USN |
| 2012 | Commander Daryl Pierce, USN |

H. OUTSTANDING CHAPTER PROGRAM

| | |
|------|--|
| 1993 | Washington DC |
| 1994 | Small – Monterey Medium - Camp Lejeune Large - Washington DC |
| 1995 | Quantico |
| 1996 | Camp Lejeune and Metro Detroit |
| 1997 | Camp Lejeune and Washington DC |
| 1999 | Monterey |
| 2000 | Tidewater |
| 2001 | Washington DC |
| 2002 | Washington DC |
| 2003 | Albany |
| 2004 | |
| 2005 | Bayou |

2006
2007 Washington DC
2008 Washington DC
2009 Quantico
2010 Tidewater
2011 Washington DC
2012 Jacksonville

I. OUTSTANDING CHAPTER MEDIA

a. NEWSLETTER:

1993 Okinawa
1994 Quantico
1995 Small – Dallas
Medium - San Diego
Large - Washington DC
1996 Okinawa
1999 Camp Lejeune
2000 Tidewater
2001 Tidewater
2002 Tidewater
2003 Pensacola
2004
2005
2006 Quantico
2007 San Francisco Bay Area
2008 Quantico
2009 Quantico
2010 San Diego
2011 San Francisco Bay Area
2012 Tidewater

b. WEBSITE:

2011 Camp Pendleton
2012 Camp Pendleton-Miramar

J. CAPT EDWARD R. WILLIAMS COAST GUARD RESERVE AWARD

1995 Lieutenant Commander Ann Gleason, USCGR
1996 Commander Carol Rivers, USCGR
1997 Commander (sel) Nancy Mazur, USCGR
1999 Commander (sel) Harold J. French, USCGR
2000 Lieutenant Commander Steven E. Moore, USCG
2001
2002 Commander Diane L. Coleman, USCGR
2003
2004

- 2005
- 2006
- 2007 Lieutenant Junior Grade David Hernandez, USCGR
- 2008 Lieutenant Richard Howell, USCG
- 2009 Lieutenant Jocelyn Soriano, USCGR
- 2010 Lieutenant Commander Zeita Merchant, USCGR
- 2011 Lieutenant Commander Christy Rutherford, USCG
- 2012 Lieutenant Command Eva Van Camp, USCG

K. CAPT JOHN G. WITHERSPOON EXCELLENCE IN LEADERSHIP AND MENTORING AWARD

- 1995 Chief Warrant Officer 3 Juanetta Jones, USN
- 1996 Lieutenant Commander Venetia Caston, USN
- 1997 Major Jeffrey Brown, USMC and Commander Carl Logan, USN
- 1998 Lieutenant Commander Jocelyn Hodges, USN, Ret.
- 1999 Not awarded
- 2000 Lieutenant Commander Jamel Weatherspoon, USN
- 2001
- 2002
- 2003
- 2004
- 2005 Captain Nancy Sanders, USN
- 2006 Lieutenant Commander William "Bill" Shelton, USCG
- 2007 Captain Donald Flowers, USN, Ret.
- 2008 Lieutenant Commander Beulah "Bea" Henderson, USN, Ret.
- 2009 Commander Denise McCallaCreary, USN, Ret.
- 2010 Captain Cedric Pringle, USN
- 2011 Lieutenant Colonel David R. Everly, USMC
- 2012 Lieutenant Commander William "Bill" Shelton, USCG

L. CAPT SALLEE P. KAHER MENTORING AWARD

- 1997 Lieutenant Veronica Armstrong, NC, USN
- 1999 Captain (sel) Lorenzo York, USN
- 2000 Not awarded
- 2001
- 2002
- 2003 Captain Anthony McFarlane, USN
- 2004
- 2005
- 2006
- 2007 Major Jonathan Looney, USMC
- 2008 Captain Wanda Richards, NC, USN
- 2009 Captain Wanda Richards, NC, USN
- 2010 Commander Andrea Petrovanie, NC, USN
- 2011 Lieutenant Commander Keith Dobbins, USN
- 2012 Lieutenant Command Tracy Isaac, USN

M. NNOA LIFETIME ACHIEVEMENT AWARD

- 2010 The Honorable Buddie Penn, CAPT, USN, Ret.
- 2011 The Honorable Clifford L. Stanley, MajGen, USMC, Ret.
- 2012 Major General Ronald L. Bailey, USMC

N. LTGEN FRANK PETERSEN SERVICE AWARD

- 2010 Lieutenant Colonel James Blair, USMC
- 2011 Colonel Robert C. Clements, USMC
- 2012 Colonel Grover C. Lewis, III, USMC

O. INDIVIDUAL MEMBERSHIP RECRUITING AWARD

- 2012 Lieutenant Colonel David Everly, USMC

REGIONAL ASSIGNMENT**EASTERN**

Connecticut
District of Columbia
Delaware
Florida*
Georgia
Massachusetts
Maryland
Maine
North Carolina
New Hampshire
New Jersey
New York
Pennsylvania
Rhode Island
South Carolina
Virginia
Vermont
West Virginia

WESTERN

Alaska
Arizona
California
Hawaii
Idaho
Montana
North Dakota
New Mexico
Nevada
Oregon
South Dakota
Utah
Washington
Wyoming

CENTRAL

Alabama
Arkansas
Colorado
Iowa
Illinois
Indiana
Kansas
Kentucky
Louisiana
Michigan
Minnesota
Missouri
Mississippi
Montana
Nebraska
Oklahoma
Puerto Rico
Tennessee
Texas
Wisconsin

FAR EAST

Guam
Japan
Bahrain

NNOA CHAPTERS BY REGION

EASTERN Region Chapters

| | |
|-----------------------|----------------------|
| Albany Chapter | Albany, GA |
| Annapolis Chapter | Annapolis, MD |
| Atlanta Chapter | Atlanta, GA |
| Bethesda Chapter | Bethesda, MD |
| Big Apple Chapter | Governors Island, NY |
| Camp Lejeune Chapter | Camp Lejeune, NC |
| Charleston Chapter | Charleston, SC |
| Cherry Point Chapter | Cherry Point, NC |
| Jacksonville Chapter | Jacksonville, FL |
| Miami Chapter | Miami, FL |
| New England Chapter | Newport, RI |
| Parris Island Chapter | Parris Island, SC |
| Philadelphia Chapter | Philadelphia, PA |
| Quantico Chapter | Quantico, VA |
| Tampa Chapter | Tampa, FL |
| Tidewater Chapter | Norfolk, VA |
| Washington DC Chapter | Washington, DC |

FAR EAST Region Chapters

| | |
|---------------------|------------------------------------|
| Guam Chapter | U. S. Naval Hospital, Guam |
| Iwakuni Chapter | USNH Iwakuni, Japan |
| Kanto Plain Chapter | USNH Yokosuka, Japan |
| Okinawa Chapter | USMC Camp Butler, Okinawa Japan |
| Bahrain | Middle East |

CENTRAL Region Chapters

| | |
|----------------------|---------------------|
| Bayou Chapter | New Orleans, LA |
| Caribbean Chapter | Roosevelt Roads, PR |
| Coastal Bend Chapter | Kingsville, TX |
| Dallas Chapter | Dallas, TX |
| Detroit Chapter | Detroit, MI |
| Great Lakes Chapter | Great Lakes, IL |
| Houston Chapter | Houston, TX |
| Memphis Chapter | Millington, TN |
| Oklahoma | Oklahoma |
| Pensacola Chapter | Pensacola, FL |

WESTERN Region Chapters

| | |
|------------------------|-----------------------------|
| 29 Palms Chapter | 29 Palms, CA |
| Camp Pendleton Chapter | Oceanside, CA |
| Hawaii Chapter | Pearl City, HI |
| Lemoore Chapter | Lemoore, CA |
| Monterey Chapter | Monterey, CA |
| Port Hueneme | Port Hueneme, CA |
| San Diego Chapter | San Diego, CA |
| San Francisco Bay Area | (Oakland/San Francisco, CA) |
| Yuma | Yuma, AZ |

ANNEX D

MEMORANDUM OF UNDERSTANDING

FOR

SEA SERVICES



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

IN REPLY REFER TO

30 Sep 06

MEMORANDUM OF UNDERSTANDING
BETWEEN
CHIEF OF NAVAL OPERATIONS
AND
NATIONAL NAVAL OFFICERS ASSOCIATION, INC

Subj: MEMORANDUM OF UNDERSTANDING

1. Purpose. To recognize the cooperative efforts of and the relationship between the National Naval Officers Association (NNOA) and the United States Navy.

a. Facts

(1) NNOA is a professional organization committed to supporting the sea services in the recruitment, development, and the retention of high quality minority officers, harnessing the strength of a diverse workforce and optimizing the readiness of our sea services for the defense of our nation. NNOA is committed to leading and mentoring Navy officers, enlisted, civilians, and youth, so that they can achieve their highest goals, and bring greater purpose and meaning to the sea services, to minority communities, and to educational institutions. NNOA is also committed to being a change agent in all areas of the sea series and related military organizations by bringing concerns to the attention of all cognizant authorities.

(2) The United States Navy seeks quality individuals and encourages them to make the Navy a career; provides training and education, and promotes its members according to their abilities and manpower requirements; provides frequent recognition, and values professional input and ideas from its workforces. As a premier professional service entrusted with the responsibility of protecting the Nation during times of conflict and war, the Navy does not tolerate racial or sexual discrimination, sexual harassment, or illegal and/or improper use of drugs or alcohol. The Navy is committed to safety and high standards of conduct and is accountable under federal statutes and regulations.

(3) By virtue of its Articles of Incorporation, NNOA has supported the Navy and its diversity programs. Both parties have informally worked in concert to support a diverse officer corps that strives to achieve equal opportunity, and the fair and equitable treatment of all naval personnel.

b. Intentions. This MOU establishes a framework for the cooperative relationship between NNOA and the United States Navy for the purpose of supporting the achievement of the mutual goals of:

(1) Developing, implementing, and improving strategies for the achievement and management of a diverse workforce of Navy officers and enlisted personnel.

(2) Establishing and maintaining a positive image of the Navy in NNOA's communities of influence.

(3) Providing personal and professional development, training opportunities, and positive experiences.

c. Procedures. NNOA shall, to the extent that resources are reasonably available, support the Navy through existing programs and by developing programs which incorporate the areas of recruitment and retention of Navy officers; professional training, career development, mentoring, and recognition of Navy officers, midshipmen, officer candidates, and enlisted members; as well as, cultural heritage and community outreach by:

(1) Supporting Navy recruiting efforts through:

(a) Identification and referral of prospects in support of Navy officer accession programs to Navy Recruiting Command and providing follow-up contact (where appropriate) to initial recruiting efforts.

(b) Distribution of Navy literature during NNOA school visits, community projects, and any other areas of influence.

(c) Support of Navy recruiters and joint (when active duty military officers are available) presentations at career and job fairs, schools visits, and other recruiting activities.

(2) Supporting Navy retention efforts through:

(a) Providing role models and mentors for the Navy junior officers, cadets, and officer candidates.

(b) Providing annual opportunities for networking.

(c) Providing input and active involvement in career development and planning; in particular, mentoring.

(3) Incorporating and presenting Navy issues and concerns, (including Navy officer presentations) in its national and local career development, leadership, and training programs.

(4) Providing opportunities for the participation of Navy personnel in a private capacity in the NNOA community outreach and community bases programs, which promote positive images of the sea services.

(5) Recognizing deserving Navy NNOA members on the national and local levels.

(6) Submitting annual NNOA reports to the Chief of Naval Operations (CNO) via the Chief of Naval Personnel (CHNAVPERS) that:

(a) Documents NNOA accomplishments.

(b) Accounts for the provisions of this MOU.

(c) Makes recommendations to address issues affecting minorities in the Navy.

(7) Submitting periodic correspondence relaying minority concerns and diversity issues.

(8) When made available, notifying NNOA members and associates about the availability of training on recruiting, human relations, diversity, sexual harassment, and leadership development. These courses may be officers from time to time from the host service to the NNOA Executive Board with the expectation of enhancing professional development, and to help NNOA represent the host service per the standards of excellence stipulated by the host service.

(9) The United States Navy agrees to use its best efforts, within the limits of applicable law and regulations, to support the NNOA by:

(a) Designating the office (N146) that will assist with coordination and will represent the CHNAVPERS in official communications with NNOA.

(b) Identifying regional and local recruiting offices that NNOA will coordinate with to request or conduct

recruiting activities in the community and to request static displays.

(c) Designating the office (N146) that will assist with public affairs notices to the media.

(d) Including NNOA member representation in Navy-sponsored training and career development programs, when and where appropriate, as permitted by applicable laws and regulations.

d. Limits of future actions either or both will take. NNOA and the United States Navy will partner to the maximum extent possible under the limits of the law.

e. Present or future coordination. Coordinating officers are the Navy's Diversity Directorate (N146) and the NNOA Board of Directors.

f. Present or future commitments. Both parties agree to review this MOU biennially to assess its effectiveness.

2. Issue. NNOA supports Navy diversity efforts through the recruitment, development, and the retention of high quality minorities. To demonstrate support of the organization, this MOU is necessary to formalize the working relationship between NNOA and the United States Navy.

3. Scope. To the maximum extent possible under the law and regulations, the United States Navy and NNOA will be mutually supportive of diversity objectives.

4. Termination. Either party may terminate this Memorandum of Understanding at any time and for any reason. Termination must be done in writing to the other party.

5. Agreement/Understanding. See paragraph 1C.

6. Effective Date.



M. K. BROWN

Rear Admiral, U.S. Coast Guard
President, NNOA



M. G. MULLEN

Admiral, U.S. Navy
Chief of Naval Operations



MEMORANDUM OF UNDERSTANDING
between the
NATIONAL NAVAL OFFICERS
ASSOCIATION, INC (NNOA)
and the
UNITED STATES COAST GUARD



1. PARTIES

This Memorandum of Understanding (MOU) recognizes the cooperative efforts of and the relationship between the National Naval Officers Association, Inc. (NNOA) and the United States Coast Guard (USCG).

2. BACKGROUND

NNOA is a professional organization committed to supporting the sea services in the recruitment, development, and retention of high qualified minorities; harnessing the strength of a diverse workforce; and optimizing the readiness of our sea services for the safety, security, and defense of our nation. NNOA is committed to leading and mentoring officers, enlisted members, and civilian employees of the sea services, as well as our country's youth, to enable them to achieve their highest goals. NNOA is also committed to being a change agent in all areas of the sea services and related military organizations; identifying minority problem areas and bringing them to the attention of all cognizant authorities.

The USCG is a military, maritime multi-mission Armed Service and the lead federal agency entrusted with the responsibility for providing the Nation's Maritime Homeland Security. To meet human resources needs, the USCG requires a highly qualified diverse workforce that is committed to Coast Guard missions. In turn, the USCG is committed to providing its workforce with training and professional development, a nurturing workplace free of discrimination or harassment, and an environment in which all can reach their full potential.

By virtue of its Articles of Incorporate, NNOA has supported the Coast Guard and its programs. Both parties have informally worked in concert to support a diverse workforce that strives to achieve equal opportunity, and the fair and equitable treatment for all personnel.

3. AUTHORITY

5 U.S.C. § 7201 (b), 5 U.S.C. 3101, 10 U.S.C. § 503, 14 U.S.C. § 93, 14 U.S.C. 350, 14 U.S.C. § 468, 5 C.F.R. § 720, 29 C.F.R. § 1614, Executive Order 13171.

4. PURPOSE

This MOU establishes a framework for the cooperative relationship between NNOA and the USCG for the purpose of supporting the achievement of the mutual goals of:

- a. Developing, implementing and improving strategies for the achievement and management of a diverse workforce of Coast Guard officers, enlisted personnel, and civilian employees.
- b. Establishing and maintaining a positive image of the USCG in NNOA's communities of influence.
- c. Providing personal and professional development opportunities to development members of NNOA and the USCG.

5. RESPONSIBILITIES

A. NNOA shall, to the extent that resources are reasonably available, support the Coast Guard through existing Coast Guard Outreach programs such as Compass Outreach and the Academy Admissions Partner programs, and by developing programs which incorporate the areas of recruitment and retention of Coast Guard personnel; professional training, career development, mentoring and recognition of Coast Guard officers, cadets, officer candidates, enlisted members and civilian employees; as well as cultural heritage and community outreach by:

1. Support of the recruiting efforts of the Coast Guard through:
 - a. Identification and referral of prospects in support of Coast Guard accession programs to the USCG and providing follow-up contact (where appropriate) to initial recruiting efforts or upon request by either of these;
 - b. Incorporation of Coast Guard provided materials and personnel in the NNOA community outreach/community based programs which promote positive images of the sea services and active support of Coast Guard community outreach programs such as Partnership in Education. Distribution of Coast Guard provided literature on the Coast Guard and its recruitment efforts in NNOA school and community projects and any other areas of influence;
 - c. Support of Coast Guard recruiters and joint presentations at career/job fairs, college and service academy fairs, school visits, and other recruiting activities;
 - d. Cooperative participation in and support of the development and implementation of strategies and programs to recruit minorities into the Coast Guard.
2. Support of the retention efforts of the Coast Guard through:
 - a. Providing role models and mentors for Coast Guard junior officers, enlisted members, civilian employees, cadet, and officers candidates;
 - b. Providing annual opportunities for professional development and networking; and
 - c. Providing input and active involvement in the Coast Guard career development program, mentoring in particular.

3. Incorporation and presentation of Coast Guard issues and concerns in its national and local career development, leadership and training program.
4. Recognition of deserving Coast Guard NNOA members on the national and local levels.
5. Sharing of an annual report on the NNOA with the Assistant Commandant for the Human Resources (CG-1):
 - a. Documenting NNOA accomplishment.
 - b. Accounting for the provisions of this MOU.
 - c. Making recommendations to address issues affecting minorities in the Coast Guard.
6. Submission of periodic correspondence relaying minority concerns and diversity issues to the Assistant Commandant for Human Resources (CG-1).
7. When made available, notify NNOA members and associates about the availability of training hosted by the Coast Guard on Recruiting, Human Relations, Diversity, Sexual Harassment, or other professional development topics.

B. The United States Coast Guard agrees to use its best efforts to support NNOA, as legally permissible and to the extent resources are reasonable available, though current and future programs involving minority officer recruitment and retention, and community outreach by:

1. Designating the Coast Guard Diversity Staff (CG-12B) to assist with coordination and to represent the USCG in official communications with NNOA. Coordination may include things as Service announcements, notices to the media and speakers for the annual NNOA training symposium;
2. Meeting with NNOA Executive Board members periodically via teleconferences, video conferences, or in person as mutual schedules permit to discuss issues beneficial both organizations;
3. Sharing demographic statistics with NNOA, so that NNOA can assist with USCG recruitment initiatives;
4. Identifying the appropriate unit for NNOA to communicate with to request/conduct recruiting activities in the community and to request static displays;
5. Supporting nationally sponsored professional development and training conferences and meeting by publicizing such events throughout the USCG and by encouraging participation at all levels, as resources are available.
6. Providing Coast Guard representation and active involvement with NNOA in all mentoring efforts, as resources are available;

7. Including NNOA member representation in Coast Guard sponsored training and career development programs, when and where appropriate;

8. Considering, discussing, and, if appropriate, taking action in response to specific issues raised by NNOA; and

9. Supporting NNOA by providing funding and service specific training, to the extent that resources are reasonably available, to help NNOA improve the professional and leadership development of its members at NNOA annual conferences or symposiums. Training may be in the following areas, but not be limited to:

- a. Recruiting
- b. Leadership and Career Management
- c. Diversity & Human Relations

6. REPORTING AND DOCUMENTATION: There are no reporting or formal documentation requirements in support of this MOU, however, both parties agree to review this MOU biennially to assess its effectiveness.

7. MODIFICATION: Changes or amendments to this MOU may be made as necessary to accomplish its stated objectives. Modifications that do not change central provisions of the MOU may be made in writing upon the mutual consent of the Point of Contacts for each Party. More substantive changes or amendments to the MOU may be made in writing upon the mutual consent of the signatories of the MOU or their successors.

8. OTHER PROVISIONS: Nothing in this Memorandum of Understanding is intended to conflict with current law or regulation or the directives of the United States Coast Guard or the Department of Homeland Security. If a term of this agreement is inconsistent with such authority, then that term shall be invalid, and the remaining terms and conditions of this memorandum shall remain in full force and effect. All expenditures by the Coast Guard are subject to the availability of appropriations.

9. POINTS OF CONTACT:

A. The point of contact for the Coast Guard:
Assistant Command for Human Resources
USCG Headquarters (CG-1)
1900 Half Street, SW
Eight Floor,
Washington, DC 20593-0001
(202) 475-5245

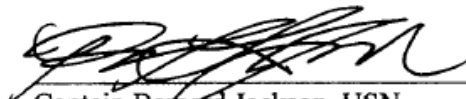
B. The point of contact for NNOA, Inc:
President
National Naval Officers Association, Inc

P. O. Box 10871
Alexandria, VA 22310-0871
Phone: (703) 997-1068


10. **EFFECTIVE DATE AND TERMINATION:** This MOU is effective upon the last signature hereto, and will remain in effect until such time as it is terminated upon 90 days written notice of either Party.

FOR THE NATION NAVAL
OFFICERS ASSOCIATION, INC.

FOR THE UNITED STATES COAST
GUARD



Captain Bernard Jackson, USN 7/17/07
National President, NNOA, Inc. Date



Admiral Thad W. Allen, USCG 7/19/07
Commandant Date

MEMORANDUM OF UNDERSTANDING
between the
NATIONAL NAVAL OFFICERS ASSOCIATION, INC. (NNOA)
and the
U. S. MARINE CORPS

This Memorandum of Understanding (MOU) recognizes the cooperative efforts and relationship between the parties of the National Naval Officers Association (NNOA) and the U. S. Marine Corps.

BACKGROUND

The NNOA is organized for the purpose of supporting, assisting and improving the sea services in minority recruitment; encouraging maximum participation in all areas of the Sea Services and related military organizations; identifying minority problem areas and bringing them to the attention of cognizant authorities; and establishing and maintaining a positive image of the Sea Services in communities, schools, colleges, and universities. Through its network of career active duty, reserve and retired officers and interested civilians, the NNOA implements its mission and exerts a strong positive influence within the Services and the civilian community. The Association strives to become the premier support organization of the Sea Services on issues affecting minorities.

The Marine Corps seeks quality individuals and encourages them to make the Corps a career; provides training and education, and promotes its members according to their abilities and manpower requirements; provides frequent recognition and values professional input and ideas from its workforce; does not tolerate discrimination, sexual harassment, or inappropriate relationships, or illegal or improper use of drugs or alcohol; is committed to safety and high standards in the work environment; and is accountable to standards of conduct; Federal statutes and regulations.

By virtue of its Articles of Incorporate, the NNOA has supported the Marine Corps and its programs. Both parties have informally worked in concert to support a diverse office corps that strives to achieve equal opportunity, fair and equitable treatment for all USCG members.

PURPOSE

This MOU establishes a framework for the cooperative relationship between the NNOA and the Marine Corps for the purpose of supporting the achievement of the mutual goals of:

- Developing, implementing and improving strategies for the achievement and management of a diverse workforce of Marine Corps officers;
- Establishing and maintaining a positive image of the Marine Corps in NNOA's communities of influence; and
- Providing personal and professional development, training opportunities and experiences.

**STATEMENT OF SUPPORTIVE TASKINGS, COOPERATIVE PROGRAMS
AND JOINT VENTURES**

1. The **NNOA shall** support the Marine Corps through its existing and developing programs which incorporate the areas of recruitment and retention of Marine Corps officers; professional training and career development, mentoring and recognition of Marine Corps officers and officer candidate; and family, cultural heritage and community outreach by:
2. Support of the recruiting efforts of the Marine Corps through:
 - a. Identification and referral of prospects in support of Marine Corps officer accession programs to the Marine Corps Recruiting Command and providing follow-up contact (where appropriate) to initial recruiting efforts;
 - b. Distribution of Marine Corps-provided literature on the Marine Corps and its recruitment efforts in NNOA school and community projects and any other areas of influence;
 - c. support of Marine Corps recruiters and joint (when active duty military officers are available) presentations at career/job fairs, school visits, and other recruiting activities; and
3. Cooperative participation and support of the development and implementation of strategies and programs to recruit minorities into the Marine Corps.
4. Support of the retention efforts of the Marine Corps through:
 - a. Providing of role models and mentors for the Marine Corps junior officers and officer candidates;
 - b. Providing annual opportunities for networking; and
 - c. Providing input and active involvement in the Marine Corps career development program, particularly mentoring.
5. Incorporation and presentation of Marine Corps issues and concerns including Marine Corps officer presentations in its national and local career development, leadership and training programs.
6. Incorporation of Marine Corps-provided materials and personnel in NNOA community outreach/community based programs, which promote positive images of the Sea Services and active support of Marine Corps community outreach programs such as Partnership in Education.
7. Recognition of deserving Marine Corps NNOA members on the national and local levels.
8. Submission of an annual report on the NNOA to the Commandant and the Deputy Chief of Staff for Manpower and Reserve Affairs:
 - a. Documenting NNOA accomplishment;
 - b. Accounting for the provisions of this MOU;
 - c. Making recommendations to address issues affecting minorities in the Marine Corps.

9. Submission of periodic correspondence relaying minority concerns and diversity issues.

10. The U. S. Marine Corps agrees to use its best endeavors, as are legally permissible, to support the NNOA, to the extent resources are reasonable available, though current and future programs involving minority officer recruitment and retention, professional training and career development, mentoring and recognition, and family, cultural and community outreach by:

11. Increasing awareness within the Marine Corps of the NNOA and its effort to achieve the Marine Corps diversity vision.

12. Providing representation, and active involvement, as permitted by statute and regulations, with the NNOA in the Marine Corps mentoring efforts.

13. Encouraging participation by Marine Corps Recruiting District Commanding Officers and OSOs in NNOA national and local professional training and career development activities and inclusion of NNOA member representation in Marine Corps-sponsored training and career development programs where appropriate.

14. Utilizing Marine Corps information channels to disseminate information on NNOA, its initiatives and programs in support of the Marine Corps.

15. Considering and, if appropriate, taking action in response to specific issues raised by the NNOA.


16. To the extent such is legally permissible, support nationally sponsored professional development and training conferences and meetings by publicizing such conferences and meetings throughout the Marine Corps and by encouraging participation at all levels.

GENERAL PROVISIONS

This MOU is entered into voluntarily and no legal obligation is imposed upon either party. Future amendments to this MOU shall be made in writing.

Both parties agree to review the program biennially to assess its effectiveness.

FOR THE
NATIONAL NAVAL OFFIERS ASSN



Captain Percy O. Norwood, Jr.
National President

FOR THE
U. S. MARINE CORPS



General Charles C. Krulak
Commandant