



*NAVY LEAGUE OF THE
UNITED STATES*

*OPERATIONS MANUAL
REVISED JUNE 19, 2013*

OPERATIONS MANUAL

NAVY LEAGUE OF THE UNITED STATES

VISION STATEMENT

The Navy League of the United States will be the preferred resource for the education of both the United States Congress and the American Public on our sea services.

MISSION STATEMENT

The Navy League of the United States is a civilian organization dedicated to informing the American people and their government that the United States of America is a maritime nation and that its national defense and economic well being are dependent upon strong sea services – United States Navy, United States Marine Corps, United States Coast Guard and United States Merchant Marine.

GOALS

- 1. Educate national leaders and the nation.*
- 2. Support the men and women of the sea services.*
- 3. Provide assistance to sea service families.*
- 4. Support youth programs.*

FOREWORD

The Operations Manual has been updated to reflect all changes, additions, or deletions as of October 20, 2012. The Operations Manual will offer guidance to the leadership of the Navy League’s National Officers and Directors, Region, Area Presidents and, particularly, Council Presidents. By studying and implementing the ideas and programs contained in this Manual, Navy League leaders should be better able to work toward achievement of the Navy League’s goals.

The Operations Manual contains three major parts:

National Bylaws.....Part One, pages numbered 7 - 26

National Policies and Organization.....Part Two, pages numbered 27 - 51

Council Handbook..... Part Three, pages numbered 52 - 98

Attachments (included in Part Three).....Pages 99 - 132

Appendices:

NLUS Awards Manual – Appendix I

NSSC/NLCC Awards Manual – Appendix II

In accordance with the National Bylaws, this NLUS Operations Manual shall be maintained, reviewed, revised as approved, and published annually. If there are no revisions, the NLUS Operations Manual will be re-published with a current effective date.

The Manual will be accessible online in .pdf and searchable Microsoft Word-compatible format.

National Officers, Directors, Region, Area and Council Presidents shall be notified that the revised NLUS Operations Manual is available on the official Navy League website for viewing, downloading, and/or printing. Council Presidents shall notify their membership, Council Alerts will include announcement of the availability of the revised NLUS Operations Manual.

Proposed revisions to the NLUS Operations Manual may be initiated and proposed by National Officers, the collective Region Presidents, and Council and Area Presidents via Region Presidents.

Proposed revisions to the Operations Manual, other than those incidental to Board of Directors’ actions already taken, shall be sent to the NLUS Corporate Secretary and the National President by 45 days before the next scheduled Board of Directors’ meeting. The Corporate Secretary will review and forward the proposed revisions to the Executive Committee for ratification at their next meeting.

NLUS Executive Director shall publish the revised NLUS Operations Manual on the official Navy League website within 30 days of approval by the Executive Committee.

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PART ONE

NLUS BYLAWS

AS AMENDED OCTOBER 20, 2012

NLUS BYLAWS

1 *Name and Seal*

The name of this organization shall be - NAVY LEAGUE OF THE UNITED STATES, hereinafter referred to as the "Navy League," and officially abbreviated as NLUS. The Seal of the Navy League shall be in circular form, containing in the center an American eagle perched upon a fouled anchor, encircled by the words, NAVY LEAGUE OF THE UNITED STATES.

2 *Objective and Purpose*

The objective and purpose of the Navy League shall be educational and to that end to acquire and spread before the citizens of the United States information as to the conditions of the naval and maritime forces and equipment of the United States, and to awaken interest and cooperation in all matters tending to aid, improve or develop their efficiency.

3 *Membership*

3.1 *Regular Member*

Any citizen of the United States desiring to support and advance the objective and purposes of the Navy League shall be eligible as a Regular Member. Commissioned and Warrant officers or enlisted personnel of any branch of the armed services are not eligible for membership while on active duty; however, spouses of active duty personnel are eligible for membership in the Navy League. Reservists are eligible for membership but, while on active duty, are not eligible to vote or to hold office.

3.2 *Life Member*

A Life Member shall be a Regular Member who has complied with such conditions as the Board of Directors shall from time to time establish. Life Members are exempt from further payment of dues.

3.3 Honorary Member

The Board of Directors may name Honorary Members and prescribe such rights and privileges as it deems proper.

3.4 Associate Member

Non-citizens may be Associate Members provided that they are proposed by a Council and not by an individual. An Associate Member shall be entitled to vote and hold office at the Council level, with the exception of serving as Council President, but shall not hold office nor serve as a spokesperson at the national level for the Navy League. For Councils outside the United States, the National President, upon approval by the Steering Committee, shall have the authority to grant an exception to permit a non-U.S. citizen to serve as Council President or Area President when the Region President and the local Sea Service military commander(s) attest that permitting this exception would be in the best interests of both the Navy League and the Sea Services in the region.

3.5 Corporate Memberships

The Navy League of the United States offers three categories of corporate membership based on the size of the company. Companies which conduct business on a national or international level and desire to support and advance the objectives of the Navy League shall be eligible for one or more of the three corporate memberships.

3.5.1 Corporate Gold Membership

Corporate Gold Membership is designed for those companies with more than 10,000 employees. During each year of membership, a Corporate Gold Member may designate thirty (30) Regular Members, provided such members are otherwise qualified. Designated members enjoy all the privileges of individual membership, including the right to vote and hold office.

3.5.2 Corporate Membership

Corporate Membership is designed for those companies with more than 500 employees. During each year of membership, a Corporate Member may designate twenty (20) Regular Members, provided such members are otherwise qualified. Designated members enjoy all the privileges of individual membership, including the right to vote and hold office. Any company eligible to join at this level may join as a Corporate Gold Member.

3.5.3 Business Associate Membership

Business Associate Membership is designed for those companies with less than 500 employees. During each year of membership, a Business Associate Member may designate ten (10) Regular Members, provided such members are otherwise qualified. Designated members enjoy all the privileges of individual membership, including the right to vote and hold office.

3.6 Community Affiliate Membership

Community Affiliate Membership is designed for companies whose business is primarily local rather than national in orientation, whose primary interest is in the activities and concerns of particular Councils, and which desire to support and advance the objective and purpose of the Navy League. During each year of membership, a Community Affiliate Member may designate up to four (4) Regular Members, provided such members are otherwise qualified. Designated members enjoy all the privileges of individual membership, including the right to vote and hold office.

3.7 Dues

Dues for each type of membership shall be established by the Board of Directors and any change shall require a thirty (30) day notice and a two thirds (2/3) vote of Directors present, provided that a quorum of one fourth (1/4) of the Directors is present. All dues shall be paid directly to the Treasurer including dues from overseas councils.

3.8 Resignations and Terminations

3.8.1 Resignations

The resignation of Members shall be made in writing to the Corporate Secretary and shall become effective when received or as specified therein, provided however, that there shall be no refund of dues paid.

3.8.2 Termination for Delinquency

The rights and privileges of a Member will be terminated on the last day of the month following the expiration of the membership unless dues are paid prior to such termination.

3.9 Prohibitions

3.9.1 Declaration of Policy

No declaration of the policy of the Navy League shall be made without the approval of the Board of Directors.

3.9.2 Influence

The Navy League shall be strictly non-partisan, and neither its name nor its influence shall ever be used, directly or indirectly, in connection with partisan politics.

3.9.3 Communications

No Member or officer of the Navy League shall undertake in the name of the Navy League any action to prejudice the objective and purpose, or established policies of the Navy League, and no Member shall communicate with any Department of the United States Government in the name of the Navy League on general policy matters, without the approval of the President.

3.9.4 Use of Indicia

No use may be made of the Navy League name, seal, logo, or other symbol or indicia of the Navy League, including lists of Members' names and addresses, for any purpose other than direct fulfillment of the mission of the Navy League without the consent of the Board of Directors previously had and obtained.

4 Annual Meetings

4.1 Date and Place

The President, with the approval of the Board of Directors, shall designate the date and place for the Annual Meeting of Members.

4.2 Notice of Annual Meeting

At least thirty (30) days prior to the date of the Annual Meeting, all Members shall be notified of the time, date and place of the Annual Meeting and also shall be notified of the matters to be considered at the Annual Meeting.

4.3 Election of Directors

The Members shall elect the Board of Directors at the Annual Meeting.

4.4 Voting

The quorum for the transaction of any business at the Annual Meeting of Members shall be a minimum of 300 members. Voting at the Annual Meeting of Members may be in person or by proxy. Undirected proxies received will be voted by the Proxy Committee in proportion to the votes cast by those voting in person at the Annual Meeting of Members.

4.5 Reports

The President, Treasurer, and Corporate Secretary shall submit annual reports to the Members.

5 Board of Directors

5.1 Management

The control and management of the property and affairs of the Navy League shall be vested in a Board of Directors, which may adopt and amend Bylaws and regulations for its government, and which may delegate the implementation of the objective and purpose of the Navy League, under prescribed regulations, to such persons as it may select.

5.2 Expenditures

No money shall be authorized to be expended, and no contract or obligation incurred of any kind or nature, and no authority given to incur any obligation involving the payment of money, in the name or on behalf of the Navy League beyond the money actually in hand, appropriated and set aside for the purpose, unless the contract or obligation is wholly secured by real property owned by the Navy League.

5.3 National Directors

The Board of Directors shall consist of not less than 23 and not more than 210 Directors apportioned to Navy League Regions in proportion to the total membership in the Regions, plus all members of the Executive Committee. Those Directors who are members of the Executive Committee shall not be charged to any Region. Former Secretaries of the Navy, former Chiefs of Naval Operations, former Commandants of the Marine Corps, former Commandants of the Coast Guard, and former Administrators of the Maritime Administration who may be nominated as Directors shall not be charged to any Region. The Directors shall be elected for a term of one (1) year or until their successors are elected and qualified. Election shall be by a majority of those voting in person or by proxy.

5.3.1 National Directors Emeritus

The President, with the approval of the National Nominating Committee, may appoint Navy Leaguers who have formerly served as National Directors for a minimum of eight years to serve as National Directors Emeritus. National Directors Emeritus shall not be apportioned to any region and shall not affect any quorum requirements. National Directors Emeritus shall be entitled to all rights and privileges of National Directors with the exception of voting.

5.4 Meetings

Upon call by the President, and upon fifteen (15) days' written notice, the Board of Directors will hold such meetings as the President deems necessary. One fourth (1/4) of the Board of Directors shall constitute a quorum, except for action to amend or revise the Bylaws.

5.5 Special Meetings

Upon written request to the President by any five (5) members of the Executive Committee, the President shall call, within three (3) weeks, a meeting of the Board of Directors, and should the President fail to call such meeting within the prescribed time, the requesters may issue such call, reciting the failure, and any meeting held pursuant to such call shall be a legal meeting, and its acts and proceedings will be valid and binding as though such meeting had been called by the President.

5.6 Election of Officers

The Board of Directors shall hold a meeting immediately after the Annual Meeting and by a majority vote of those voting elect the following Officers of the Navy League: President, ten (10) Vice Presidents, Region Presidents, Area Presidents, Treasurer, Corporate Secretary and Judge Advocate to hold office for the ensuing year or until their successors are elected and qualified, and to transact such other business as may come before it. No person shall hold more than one of the above offices and no Officer set forth in this Section shall function as a Council President. The quorum for the election of National Officers shall be the number of those members of the Board of Directors present and voting.

The President, Vice Presidents, Treasurer, Judge Advocate, Corporate Secretary, and Region Presidents shall be Directors. Area Presidents shall be apportioned National Directors; exceptions can be made only with the approval of the National President. Assistant Treasurers, Deputy Judges Advocate, and Assistant Corporate Secretaries may be National Directors.

At least two months but not more than nine (9) months before the expiration of the President's second term in office, the President shall notify the Directors of his/her request for election of a President-elect. Such election shall occur at a duly called Board of Directors' Meeting with notice of this business.

5.7 Duties of Officers

The Board of Directors may fix the duties and authority of the officers and authorize the appointment from its members of representatives to act in such capacity as may appear to the Board necessary or desirable for the promotion of the objective and purpose of the Navy League.

5.8 Operations Manual

The Executive Committee shall cause an Operations Manual to be prepared and maintained. The Operations Manual shall set forth the regulations governing the operation of Regions, Areas, and Local Councils, and such other procedures as shall be desirable for the administration of the Navy League. The Executive Committee shall annually review and ratify the Operations Manual and may make such additions and changes as it determines are necessary.

5.9 Minutes

Minutes shall be taken of all meetings of the Board of Directors, Executive Committee and Steering Committee, and such minutes shall be made available to all Directors.

5.10 Termination of National Directors for Failure to Attend National Meetings

Except as otherwise provided for in these Bylaws, any elected National Director who shall, without filing a written statement of good cause to the National President prior to the meeting, fail to attend two (2) consecutive national meetings is subject to termination of office, upon notice of the fact of this failure having been received by the National President. The National President will make the determination as to whether the absence is excused or unexcused, and the National Director will be notified.

6 Officers

6.1 President

6.1.1 General Authority

The President shall be the Chief Executive Officer of the Navy League and shall preside at the Annual Meeting, at the meetings of the Board of Directors, and at the meetings of the Steering and Executive Committees. The President shall appoint all committees not otherwise provided for by the Bylaws. The President shall be an ex-officio member of the Communications Board and all committees except the Nominating Committee. The President shall have power and authority to sign contracts, deeds, and other legal documents on behalf of the Navy League. The President, with the approval of the Executive Committee, shall have the authority to appoint a National Executive Director and the Chairman of the Navy League Foundation to operate under the authority and direction of the President. The President may recommend removal of such appointee who shall be removed upon the approval of the Executive Committee. Further, the President, with the approval of the Steering Committee, shall have the authority to reallocate up to five (5) percent of the total budget.

6.1.2 Authority to Fill Vacancies

The President shall have the power to fill any vacancies in the Board of Directors or among the officers, Region and Area Presidents. In the event of a vacancy among the National Officers, the President may fill the vacancy with the approval of the Executive Committee. Such appointees shall serve for the unexpired term of the office which is filled.

6.1.3 Removal of Officers and Local Officials

The President, with approval of the Board of Directors, shall have the power to remove any officer or local official for failure to properly discharge the duties of his office and to suspend or expel any Member for conduct prejudicial to the interest of the Navy League; provided, however, that any such officer, official, or Member shall have received thirty (30) days notice of the President's intention to seek such approval from

the Board of Directors, and shall have been provided with an opportunity to be heard. Upon removal, the President shall have the authority to appoint an interim official to serve until the next election.

6.2 *President-Elect*

Upon the election of a President-elect, he shall have all of the authorities and duties of a Vice President.

The President-elect shall succeed to the Presidency in the event of death, incapacity or resignation of the President and shall perform the duties and exercise the authority of President until the election of a new President at a duly called Board of Directors Meeting with notice of this business.

6.3 *Vice Presidents*

The Vice Presidents will assist the President in formulating the policy guidelines for programs and other operations of the Navy League and shall serve such functions as the President shall prescribe, subject to approval by the Board of Directors. Each Vice President shall perform such function(s) as the President may from time to time assign him.

In the event of the death, incapacity, or resignation of the President, and in the absence of a President-elect, the member of the Steering Committee designated by the Steering Committee shall perform the duties and exercise the authority of the Presidency unless the Board of Directors shall otherwise provide for the assignment of such duties and authority.

6.4 *Treasurer*

6.4.1 *Responsibilities*

The Treasurer shall be responsible for the custody and disbursement of all funds of the Navy League and the custody and transfer of all property and securities of the Navy League. The Treasurer shall report quarterly to the President and the Executive Committee as to the financial condition of the Navy League and shall, at the Annual Meeting of the Navy League, submit a report of the condition of the Navy League accounts.

6.4.2 *Assistant Treasurers*

Assistant Treasurers shall be appointed by the President. The number of Assistant Treasurers shall not exceed six (6). The Assistant Treasurer senior in term of office shall perform the duties and exercise the authority of the Treasurer in his absence.

6.5 Corporate Secretary

6.5.1 Responsibilities

The Corporate Secretary shall be responsible for all records of the meetings of the Navy League, its Board of Directors, Executive Committee and Steering Committee, and shall be custodian of the Navy League seal and records.

6.5.2 Assistant Corporate Secretaries

Assistant Corporate Secretaries may be appointed by the President. The number of Assistant Corporate Secretaries shall not exceed three (3). The Assistant Corporate Secretary senior in term of office shall perform the duties and exercise the authority of the Corporate Secretary in his absence.

6.6 Judge Advocate

6.6.1 Responsibilities

The Judge Advocate shall be the legal officer of the Navy League. He shall interpret the Bylaws of the Navy League upon request, and pass upon the legality of proposed activities and matters affecting the Navy League. Proposed changes to the Bylaws shall be reviewed by the Judge Advocate before they are submitted to the Board of Directors for consideration.

6.6.2 Deputy Judges Advocate

Deputy Judges Advocate shall be appointed by the President. The number of Deputy Judges Advocate shall not exceed six (6). A Deputy Judge Advocate designated by the President shall perform the duties of the Judge Advocate in his absence.

6.7 Region Presidents

The Region President is responsible for all activities of the Navy League in his Region and shall conduct the business of the Region in accord with the Operations Manual.

The Region President may appoint such Region Vice Presidents as he deems necessary.

6.8 Area President

The Area President shall be responsible for all activities of the Navy League in his Area. The Area President shall conduct business of the Area in accordance with the Operations Manual. The Area President may appoint such Area Vice Presidents as he deems necessary. The Area President shall report to the Region President.

7 Appointed Officials

7.1 National Executive Director

The National Executive Director shall carry out the policies of the Navy League under the direction of the President of the Navy League. The National Executive Director also shall have responsibility and authority for the day-to-day administration of the Navy League, including the staff and financial affairs of Navy League publications, and execution of contracts, under the supervision and direction of the President. The National Executive Director shall obtain the advice, counsel, and recommendations of the Staff Compensation/Personnel Policy Committee with respect to compensation for staff billets and personnel policies. The National Executive Director shall support the National Vice Presidents and National Treasurer in the execution of their programs and financial responsibilities.

7.2 National Parliamentarian

A National Parliamentarian shall be appointed annually by the President.

8 Terms of Office

8.1 Officers

The Officers of the Navy League shall be elected for a term of one year or until their successors are elected and qualified. An officer who has served more than half of the term is considered to have served a full term in that office.

8.2 President

The President shall hold office for no more than two (2) consecutive terms.

8.3 Vice Presidents

Vice Presidents shall hold office for no more than five (5) consecutive terms.

8.4 Treasurer

The Treasurer shall hold office for no more than five (5) consecutive terms.

8.5 Region and Area Presidents

Region and Area Presidents shall hold office for no more than three (3) consecutive one-year terms.

8.6 Judge Advocate

The Judge Advocate shall hold office without restriction as to the number of terms.

8.7 Corporate Secretary

The Corporate Secretary shall hold office for no more than five (5) consecutive terms.

9 Advisory Council

There shall be an Advisory Council appointed by the President which, upon request of the President or the Board of Directors, shall give advice on matters of policy. The President shall designate the Chairman of the Advisory Council.

10 Committees

10.1 Executive Committee

There shall be an Executive Committee consisting of the members of the Steering Committee, all past Presidents who are willing and elect to serve, all Region Presidents, and ten (10) National Directors may be appointed by the President with the approval of the Board of Directors. The President shall serve as

Chairman of the Executive Committee. One-third of the members of the Executive Committee shall constitute a quorum.

The Executive Committee shall exercise all the powers of the Board of Directors when the Board is not in session except as to the election of officers, amendment to the Bylaws, and financial commitments in excess of three percent of the total annual budget unless specifically authorized by the Board.

Minutes of all meetings of the Executive Committee shall be kept and made available at the following Board of Directors meeting.

10.2 Steering Committee

The Steering Committee shall consist of the President, who shall be Chairman, the Chairman of the Advisory Council, all Vice Presidents, the Treasurer, the Corporate Secretary, and the Judge Advocate. The duly elected Chairman of the Naval Sea Cadet Corps, upon official certification by the Naval Sea Cadet Corps, and if a member of the Navy League of the United States, shall serve ex-officio as a member of the Steering Committee.

The Steering Committee shall exercise all the powers of the Executive Committee, except when the Board of Directors or Executive Committee is in session; provided that action by the Steering Committee shall require approval of two-thirds (2/3) of all members of the Steering Committee, consultation with the Chairman of any affected committee, and affirmative opinion of the Judge Advocate that any such action is not contrary to the Bylaws. Meetings of the Steering Committee may be conducted by telephone conference call but not by individual polling.

Minutes of all meetings of the Steering Committee shall be kept and presented at the following Board of Directors' meeting.

10.3 Nominating Committee

The President shall appoint the Nominating Committee at least sixty (60) days prior to the Annual Meeting. The President also shall appoint a Chairman who shall not be a candidate for any office. The President shall include on the Committee representation from each Region as follows: each Region President shall serve as a member of the Committee; if any Region President declines or is unable to serve, the President shall appoint a representative from such Region to serve as a member of the Committee. Additionally, the National Judge Advocate or a Deputy Judge Advocate shall be appointed to serve in a non-voting capacity. The Chairman shall not serve in that capacity for more than two consecutive one-year terms. The President shall set the time and place for the meeting of the Nominating Committee.

The Nominating Committee shall nominate at least one candidate for each elective office and at least twenty-three (23) Directors. No action of the Nominating Committee shall preclude nominations from the floor.

The Board of Directors shall establish procedures for the National Nominating Committee.

10.4 Investment Committee

The Investment Committee shall consist of five (5) members, each of whom shall be appointed to staggered five (5) year terms. The President shall appoint new members as terms expire or terminate for five (5) year terms or unexpired terms, and shall, in each year, appoint a Chairman from the members of the Investment Committee. The Treasurer shall be an ex-officio member of the Investment Committee.

The Investment Committee shall direct the investment of all funds of the Navy League and may instruct the Treasurer to make such investments. The Treasurer shall only invest funds in accordance with the majority vote of the Investment Committee. The Investment Committee shall keep the Directors advised as to its investment policy.

10.5 Budget Committee

The Budget Committee shall consist of at least five (5) but not more than seven (7) members and shall include the Treasurer, a member of the Investment Committee, a Vice President, and additional members of the Navy League who have budget experience. The additional members shall serve staggered terms and shall not serve for more than five years. The President shall appoint the Chairman and members of the Budget Committee. The Budget Committee shall have cognizance over the establishment of a budget each year.

10.6 Communications Advisory Board

The Communications Advisory Board shall consist of no more than ten (10) members with staggered two (2) year terms. The President shall appoint members of the Communications Advisory Board and shall appoint a chairman from among the members of the Board. A National Vice President appointed by the President, the National Executive Director, the Senior Director of Communications and the Editor of SEAPOWER magazine shall be ex-officio members of the Communications Advisory Board.

The Communications Advisory Board shall recommend to the President and the Board of Directors appropriate policies concerning all communications of an educational and/or public information nature emanating from the Navy League and will assist in the development and implementation of communications strategies for the Navy League.

10.7 Staff Compensation/Personnel Policy Committee

The Staff Compensation/Personnel Policy Committee shall consist of three elected national officers who shall be appointed by the President and approved by the Board of Directors. Members of the Staff Compensation/Personnel Policy Committee shall not serve for more than five consecutive terms.

The Staff Compensation/Personnel Policy Committee shall recommend to the President the compensation of the National Executive Director. The recommendation will be based upon an annual evaluation of the National Executive Director by the President. In the event that the President does not agree with the

recommendation of the Staff Compensation/Personnel Policy Committee, the compensation shall be determined by the Steering Committee. The Staff Compensation/Personnel Policy Committee shall advise and counsel the National Executive Director with respect to compensation for staff billets and personnel policies.

10.8 Navy League Foundation

There is a Navy League Foundation (hereafter, the Foundation) created and existing under the laws of the State of Delaware, as a wholly-owned subsidiary of the Navy League of the United States, a New York Corporation.

The Foundation shall be governed by a Board of Trustees which shall be responsible for the management of the Navy League National Scholarship Program, the Scholarship Program of the Naval Sea Cadet Corps, and all other funds donated to the Foundation for other charitable and educational purposes. This Board shall be responsible as fiduciaries for investment and disbursement of all scholarship funds of the Navy League and the Naval Sea Cadet Program. All actions taken by this Board will be in accordance with Bylaws adopted by them for governance of the Foundation. These Bylaws shall be consistent with the Bylaws and national policies of the Navy League.

The Board of Trustees of the Foundation shall consist of not more than fifteen (15) members, thirteen (13) of whom will serve staggered three (3) year terms. Trustees may not serve for more than two (2) consecutive three (3) year terms, unless the trustee is serving as Chair or immediate past Chair of the Foundation during the seventh year. All members of the board shall be members of the Navy League. The Chair, the National Treasurer, the National Corporate Secretary of the Navy League, and five (5) others shall be appointed by the National President of the Navy League. All remaining members of the board shall be appointed by the Chair of the Board from among persons experienced in fundraising, investing, and making grants.

The Board of Trustees shall make an annual report to the Board of Directors of the Navy League, which shall include the names and addresses of the scholarship recipients and the amount of funds committed and distributed to each scholarship.

The Chair of the Foundation Board shall be appointed by and report to the National President of the Navy League. The Chair shall also serve as a non-apportioned member of the Board of Directors of the Navy League. The Chair is appointed to a one-year term by the President.

10.9 Maritime Policy and Resolutions Committee

The Maritime Policy and Resolutions Committee shall be responsible annually for the development of formal maritime policy positions and other resolutions and issues of interest to the Navy League for presentation to and approval by the National Board of Directors. It shall consist of a chairman, the National Vice President for Sea Service Liaison and the chairmen of the following National Committees: Navy Affairs – Active/Reserve/Recruiting Committee, Marine Corps Affairs – Active/Reserve/Recruiting Committee, Coast Guard Affairs – Active/Reserve/Auxiliary Committee, and the Merchant Marine Affairs Committee and a maximum of nine additional members appointed by the President. The National Vice President for Legislative Affairs, the National Executive Director and the Editor of SEA POWER magazine shall serve as ex-officio members of the Maritime Policy and Resolutions Committee.

10.10 Other Committees

The Board of Directors may establish other committees from time to time and fix their membership. The President shall appoint the chairmen and members of such committees. Committee Chairman, not otherwise limited, shall not serve for more than five consecutive terms.

Such committees, when established, shall determine their rules and procedures, subject to the approval of the Board of Directors.

10.11 Terms of Appointed Officers and Committee Members

For all appointed officers and committee members, a term is defined as one year or until a successor is appointed or the position is disestablished.

11 National Programs

No program of the Navy League shall be considered to be a National Program unless submitted to and approved by the Board of Directors.

12 Fiscal Year

The fiscal year of the Navy League shall begin on January 1 of each year.

13 Indemnification

The Navy League shall indemnify, to the full extent permissible under applicable New York law, any person made, or threatened to be made, a party to an action or proceeding, whether civil or criminal, by reason of the fact that he, his testator or intestate, was a Director, officer, or committee member of the Navy League, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees actually and necessarily incurred as a result of such action or proceeding, or any appeal therein, if such Director, officer, or committee member acted, in good faith, for a purpose which he reasonably believed to be in the best interest of the Navy League, and, in the case of criminal actions or proceedings, in addition, he had no reasonable cause to believe that his conduct was unlawful.

14 Council Charters

14.1 Grant

A council charter may be issued on application of twenty-five or more charter members. An application to charter a new council must be forwarded to the Corporate Secretary, via the Area and Region Presidents with their respective endorsements, for final action by the National President to either grant, defer, or refuse the application. To be eligible for membership in a local council, one must be a member of the Navy League.

14.2 Council Responsibility, Duration, Revocation and Probation

The Officers and Directors of each chartered Council of the Navy League have a responsibility to the Navy League of the United States, its National President, and the National Board of Directors to carry out the purposes, goals, objectives and policies of the Navy League and a fiduciary responsibility to insure that all funds received by them are safeguarded, invested and expended in accordance therewith. This duty is not excused or modified by the form of legal organization under which the Council has chosen to operate, nor by the creation of separate foundations.

Each charter shall remain in effect until amended, rescinded, or canceled for cause by the National President with the concurrence of the appropriate Region President and Area President. Cause for revocation shall include, but not be limited to, the following:

- a. Membership of fewer than 25 members.
- b. Failure to conduct at least one-half of the required minimum number of meetings annually.
- c. Failure to elect officers for over one year.
- d. Conducting activities which bring discredit to the Navy League.
- e. Failure to submit required reports.
- f. Failure to participate in Navy League's general comprehensive liability insurance program or failure to obtain similar or equal coverage independently.
- g. Failure to comply with applicable federal and state law

Councils not in good standing on the last day of each calendar quarter will not be entitled to rebates for that quarter. Councils which have demonstrated cause for revocation for a period of six months or more will be placed on probation by the National President with the concurrence of the appropriate Region and Area Presidents. If the cause has not been removed within six months after being placed on probation, the charter may be revoked by the National President with the concurrence of the appropriate Region President and Area President.

In the case of revocation of a charter, or disbanding of a Council, the Council President shall cause to be transferred to the National Treasurer all funds remaining in the treasury of the Council at the time that it ceased to exist. In the case of two or more councils merging, all funds will be transferred to the predetermined gaining council. If members of an existing council decide to charter a new council (referred to as a "split"), the requirements for chartering a new council must be followed. The existing council's funds remain with the existing council and are not subject to division. All of the above actions are subject to approval by the Area and Region President and are then submitted to the National President for final approval.

15 Parliamentary Authority

The rules set forth in the current edition of Robert's Rules of Order Newly Revised shall govern the Navy League in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules of order that the Navy League may adopt.

16 Amendments to Bylaws

16.1 Procedure - Vote and Notice Required

These Bylaws may be amended only at a meeting of the Board of Directors, and by a two thirds (2/3) vote, provided however, that the Board of Directors shall be given notice of the substance of any proposed amendment to the Bylaws in writing at least (30) days prior to the next meeting of the Board of Directors after having been reviewed and placed in proper form.

16.2 Procedure for Review

A proposed amendment to the Bylaws shall be submitted in writing to the National President at least ninety (90) days prior to the next meeting of the Board of Directors. The National President shall submit the proposed amendment to the National Judge Advocate who in turn shall submit the proposed amendment to the Bylaws Committee for review of form and substance. The review shall be completed within thirty (30) days following submission to the National Judge Advocate by the National President. The National President shall then submit the proposal to the Steering Committee and the Executive Committee for their review and recommendations at the next regular meeting of these Committees. The proposal will then be submitted to the Board of Directors for consideration at their next regular meeting. Proposed changes to the Bylaws must be accompanied by the submitter's name (individual/committee) and the reason for the proposed change.

16.3 Quorum for Bylaws Amendments

The quorum for amending the Bylaws shall be two-fifths of the total number of Directors.

17 Gender

Whenever the masculine form is used herein, the feminine form is intended to be included.

18 *Regulations Governing Local Councils*

18.1 *Council Handbook*

The Executive Committee shall cause a Council Handbook to be established and maintained as a part of the Operations Manual for the governance of Local Councils.

18.2 *Observance*

The Local Councils shall conduct their business in accordance with the Council Handbook.

19 *Dissolution*

In the event of dissolution of the Navy League, all assets shall be distributed, after payment of all debts, to such organization exempt under Section 501(c)(3) of the Internal Revenue Code, or comparable successor provision, as the Board of Directors shall designate

PART TWO

NLUS NATIONAL POLICIES AND ORGANIZATION

I. INTRODUCTION

A. Background

The Navy League of the United States was incorporated in 1902. An early benefactor was President Theodore Roosevelt, who donated to the cause a portion of the monies he received from the Nobel Peace Prize. He stated:

"It seems to me that all good Americans interested in the growth of their country, and sensitive to its honor, should give hearty support to the policies which the Navy League is founded to further. Furthermore, there is a special need in a matter of such importance to all of us, which is not yet the special business of any of us, that a society should be formed to watch with a jealous eye the general interest.

"For the building and maintaining in the proper shape of the American Navy, we must rely upon nothing but the broad and far-sighted patriotism of our people as a whole; and it is of great importance that there should be some means by which this patriotism can find an effective utterance. Your society offers just the means needed."

B. Objectives

The Navy League has set forth the following objectives:

1. To foster and maintain interest in a strong Navy, Marine Corps, Coast Guard and Merchant Marine as integral parts of a sound national defense and vital to the freedom and economic prosperity of the United States.
2. To serve as a means of educating and informing the American people with regard to the role of sea power in the modern era and the challenges involved in maintaining strong national defenses.
3. To improve the understanding and appreciation of those who wear the uniforms of our armed forces and to better the conditions under which they live and serve.
4. To educate and train our youth in the customs and traditions of the Navy, the Marine Corps, the Coast Guard, and the Merchant Marine, through the support of an active and vigorous U.S. Naval Sea Cadet Corps and the promotion and recognition of the national ROTC/JROTC programs.

C. Statement of Policy

We of the Navy League of the United States stand for a strong America, a nation morally, economically and internally strong.

We believe that the security of our nation and of the people in the world demands a well-balanced, integrated, mobile American defense team, of which a strong Navy, Marine Corps, Coast Guard and Merchant Marine are indispensable parts.

We support all Armed Services to the end that each may make maximum contribution to the national security.

We know that in a free nation an informed public is indispensable to national security, and, therefore, we will strive to keep the nation alert to dangers, which threaten both from without and within.

We favor appropriations for each of the Armed Services, adequate for national security, economically administered.

We oppose any usurpation of the Congress' constitutional authority over the Armed Services.

We urge that our country maintain world leadership in scientific research and development.

We support industrial preparedness, planning and production.

We support efforts of our government to achieve worldwide peace through international cooperation.

We advocate a foreign policy, which will avoid wars--if possible; if not, win them!

We pledge our loyalty and allegiance to the Government and to the Flag of the United States, and will work toward the furtherance of the principles stated herein.

II. MEMBERSHIP

A. General

Types of membership, eligibility, dues, and related matters are covered, in general, in Section 3 of National Bylaws.

B. Purpose of Membership

Membership in the Navy League provides those concerned with the national security and economic prosperity of the United States an opportunity to educate the public about these issues. It is an organization dedicated to advocacy on behalf of the maritime services to serve the men and women of the Sea Services through a range of Council activities. Membership dues in all categories are an important source of funding for national and council programs. Other benefits of membership in the Navy League such as SEAPOWER magazine, the Navy Leaguer and various discounts are incidental to the purpose of membership.

C. Types of Membership, Dues, and Rebates

In the following table are shown the various categories of membership with the current dues and rebates for each.

POLICY ON NAVY LEAGUE DUES AND REBATES

Established by Board Resolution - December 4, 1982

Amended by the Board of Directors – November 2, 2007

Effective January 1, 2013	Dues	Rebates
	Current	Current
<i>Life Member-Ages up to 55</i>	1000.00	312.50 ¹
<i>Life Member-Ages 56 -75</i>	750.00	262.50 ²
<i>Life Member-Ages 76 and above</i>	500.00	162.50 ³
<i>Regular Member</i>	50.00	12.50
<i>Two-Year Member</i>	90.00	21.00 ⁴
<i>Three-Year Member</i>	125.00	26.00 ⁴
<i>Husband/Wife Members</i>	85.00	25.00
<i>Associate Members</i>	50.00	12.50
<i>Active Duty Military Spouse</i>	30.00	7.00
<i>Student Member</i>	25.00	0.00
<i>Community Affiliate Member</i>	400.00	200.00 ^{5,6}
<i>Corporate Gold Member</i>	15,000.00	7,500.00 ⁷ 1,500.00 ⁸
<i>Corporate Member</i>	5000.00	2,500.00 ⁷ 500.00 ⁸
<i>Business Associate Member</i>	2000.00	1000.00 ⁷ 200.00 ⁸
<i>International/Non-Government Organization</i>	1000.00	500.00 ⁷ 100.00 ⁸

¹ One-time council rebate of twelve dollars and fifty cents (\$12.50); thirty-seven dollars and fifty cents (\$37.50) to the General Operating Fund; three hundred twelve dollars and fifty cents (\$312.50) to escrow for an annual pro-rata distribution to the Life Members' council; the balance – six hundred thirty seven dollars and fifty cents (\$637.50) – to the Life Member Fund.

² One-time council rebate of twelve dollars and fifty cents (\$12.50); thirty-seven dollars and fifty cents (\$37.50) to the General Operating Fund; two hundred sixty dollars and fifty cents (\$262.50) to escrow for an annual pro-rata distribution to the Life Members' council; the balance – four hundred thirty seven dollars and fifty cents (\$437.50) – to the Life Member Fund..

³ One-time council rebate of twelve dollars and fifty cents (\$12.50); thirty-seven dollars and fifty cents (\$37.50) to the General Operating Fund; one hundred sixty two dollars and fifty cents (\$162.50) to escrow for an annual pro-rata distribution to the Life Members' council; the balance – two hundred eighty seven dollars and fifty cents (\$287.50) – to the Life Member Fund.

⁴ One-time rebate for two and three memberships.

⁵ Councils acquiring memberships as a consequence of Community Affiliate Memberships will receive the same support as for other regular memberships.

⁶ Councils will receive a rebate of one hundred fifty (\$150) dollars plus twelve dollars and fifty cents (\$12.50) annually for each regular member designated by the community affiliate member up to a maximum of four (4).

⁷ One-time council commission of 50% of paid annual dues will be awarded to the council of the individual member listed as "sponsor" on new Corporate Gold, Corporate, and Business Associate membership applications. This commission is to reward councils for being solely responsible for the delivery of a newly **PAID** Corporate Gold, Corporate, or Business Associate member. Individual membership rebates as a result of Corporate Gold, Corporate, and Business Associate memberships will not be paid in the first year if a commission is paid.

⁸ One-time council commission of 10% of paid annual dues will be awarded to councils who provide company and contact information to the Corporate Affairs Office that successfully leads to the acquisition of a newly **PAID** Corporate Gold, Corporate, or Business Associate member. Individual membership rebates as a result of Corporate Gold, Corporate, and Business Associate memberships will not be paid in the first year if a commission is paid.

Market testing for dues categories other than those provided for in the Policy on Navy League Dues and Rebates may be conducted with a two-thirds (2/3) vote of the Steering Committee for a period not to exceed one hundred and eighty (180) days.

Periodic review of dues: The President will conduct a biennial review of the cost-of-living (COL) statistics published by the U.S. Department of Labor and its impact on dues. Based upon that review, the President will make a recommendation to the Board of Directors regarding the need for adjustment to the various categories of membership dues. If the recommendation involves a change in the dues structure, an appropriate proposed change to Part Two of the Operations Manual concerning the policy on Navy League dues and rebates will be drafted for consideration by the Board of Directors in accordance with the current Bylaws.

D. Collection of Dues and Rebates to Councils

1. Dues may be paid directly to National Headquarters or to the appropriate council. A check or alternative means of payment approved by the Navy League of the United States and payable to the Navy League of the United States in the proper sum should be included or documented with all completed membership application forms or renewals sent to National Headquarters.

2. Rebates on memberships are provided quarterly to councils in good standing. These rebates are determined by an audit of membership dues received during the previous quarter, and are provided to maintain a financial base for council operations, as well as an incentive for increasing membership. Dues rebates do not apply to “at large” members.
3. The use of the terms “rebate” or “refund” should not be misunderstood. Monies so labeled are, in fact, contributions from National Headquarters to the councils. These contributions, provided from membership dues paid to National Headquarters are intended to assist in financing council operations. The amount of these contributions can be changed at any time by action of the National Board of Directors.
4. Rebates that have been withheld from councils “not in good standing” shall revert to the general fund of the Navy League at the close of each quarter and will not be reissued in the event an Annual Report is submitted after that quarter. In addition, rebate checks that are not presented for payment within twelve (12) months of issuance will be canceled and not reissued.
5. To be considered “in good standing,” a council must be in compliance with Section 14.2 of the Navy League Bylaws. Under certain circumstances councils with close to, but fewer than, twenty-five (25) members, and with considerable council activity, may request special temporary “in good standing” status from the National President. For additional information on this matter, address inquiries to the Senior Director of Membership at National Headquarters.

E. Termination of Memberships

A member is placed in "suspension" for a grace period of sixty (60) days after their membership expiration date. Failure to pay dues within those sixty (60) days will result in a classification of “non-member” and forfeiture of membership rights and privileges.

A member may resign from Navy League membership by indicating this intention, in writing, to the Corporate Secretary. The resignation shall be effective when received or as specified in the letter of resignation. No refund of dues paid will be made under such circumstances.

F. Assignment to Councils

New members are automatically assigned to their requested council when their application has all of the following information:

1. *A sponsor*
2. *The sponsor’s council is listed as the requested council*
3. *The new member is from that same general area*

If the above information is not complete, then the new member shall be assigned to the Area At Large determined by the new member’s ZIP code.

Area Presidents, with oversight from their Region President, are responsible for ensuring that they check the Online Community (OLC) on a regular basis to ensure that the appropriate councils in their Area are given the contact information for new members in their vicinity. The councils are responsible for contacting new members to welcome them aboard and invite them to join their council. If the new member accepts the invitation, the gaining council then notifies the National membership department of the assignment for the member's record.

G. Honorary Memberships

Honorary memberships can be conferred by the Board of Directors upon individuals who have made extraordinary contributions to the Navy League. Normally, honorary members pay no dues, may hold no elective office, and have no voting rights.

H. Application Forms and Invitations

Individual membership applications, as well as Corporate, Business Associate, and Community Affiliate membership application forms are available from National Headquarters and online at the Navy League web site, www.navyleague.org.

I. Rights and Privileges

1. All individual regular members in good standing, except Associate and Honorary Members, are entitled to vote and are eligible to serve as National Directors, as members of the Executive Committee, or as National Officers.
2. Each member receives a membership card, lapel pin, a subscription to SEAPOWER magazine, (the monthly publication of the Navy League), The Navy Leaguer (a membership newsletter highlighting activities of Navy League councils worldwide), and a copy of the annual SEAPOWER Almanac.
3. Also available to members at competitive rates are rental car, hotel, and other selected services discounts.
4. Members may benefit from other group programs as they are adopted.
5. Individual councils may provide additional local discounts to their members.

III. NATIONAL ORGANIZATION

A. Board of Directors

1. In accordance with Section 5 of the National Bylaws, the control and management of the property and affairs of the Navy League shall be vested in a Board of Directors. Authority of the Board, as well as certain specific limitations on the authority of the Board, is further spelled out in that same section of the Bylaws. The Board may fix the duties and authorities of the National Officers, and it may also delegate the implementation of the objectives and programs of the Navy League to such person or persons as it may select.
2. All directors are elected at the Annual Meeting of Members for terms of one (1) year, or until their successors are elected.
3. Meetings of the Board shall be at the call of the National President. Usually there are three board meetings each year in connection with the National Convention/Annual Meeting of Members, and another referred to as the Spring Board of Directors' Meeting. The Bylaws also provide for additional meetings under special circumstances.
4. Since the control and management of the property and affairs of the Navy League are vested by the National Bylaws in the Board of Directors, informed and active directors are essential to the well being of the organization. The duties of National Directors are shown in **Table 2-1**.

Table 2-1

Duties and responsibilities of National Directors include, but are not limited to, the following:

- A. Attending national, region, area and council meetings. Attendance at National Board of Directors' meetings is among members' highest priorities. Section 5.10 of the Bylaws states: "Except as otherwise provided for in these Bylaws, any elected National Director who shall, without filing a written statement of good cause to the National President prior to the meeting, fail to attend two (2) consecutive national meetings is subject to termination of office, upon notice of the fact of this failure having been received by the National President. The National President will make the determination as to whether the absence is excused or unexcused, and the National Director will be notified." No nomination for re-election as Director shall be made for any person failing to satisfy this requirement prior to nomination.
- B. Participating actively in Directors' National Committee assignments.
- C. Obtaining at least ten (10) new members each calendar year.
- D. Assisting councils in their retention efforts, including, but not limited to, welcoming new members.
- E. Contribute and encourage others to financially support the Navy League at the national and council level.
- F. Attending military ceremonies.
- G. Coordinate with their Council, Area and Region Presidents to perform the following:
 - 1. Hosting military personnel and assisting them in meeting key civilians in the community.
 - 2. Educating the public by presenting programs on the nation's four sea services and the need for strong and credible maritime forces for national security and global prosperity.
 - 3. Supporting the Naval Sea Cadet Corps programs by: inquiring as to status of council-sponsored units; encouraging councils not presently sponsoring a Cadet Corps unit to do so; and participating in Cadet Corps activities.
 - 4. Maintaining contact with ROTC/JROTC leaders, providing such assistance as they may require. Participating in ROTC/JROTC ceremonies and activities.
 - 5. Assisting national, region, area, and council officers in attaining NLUS objectives/goals and in implementing programs in support of the annual NLUS Maritime Policy.
 - 6. Seeking locations and contacts for formation of new councils.
 - 7. Seeking candidates to be council officers and assisting them in taking leadership roles.

- H. Participating in region, area, and council programs such as support of regular Navy and Reserve recruiters, support of Reserve programs, Adopt-a-Ship, squadron, or facility, etc.
- I. Participating in community activities, especially those concerned with the sea services and/or military such as USO, Armed Services YMCA, Chamber of Commerce, and veterans' organizations.
- J. Advising their Region, Area and Council Presidents, at least twice a year, once at the Region Meeting and once before the Annual Meeting of Members, of their own Navy League commitments and activities.
- K. Encouraging regular members to become life members and
- L. assisting in Navy League contribution programs;

Directors are encouraged to set an example with their own generous contributions to the Navy League. Recommend the establishment of new programs to assist the sea services. Recommendations should be submitted to the appropriate National Committee Chair or the National President via their Area and Region Presidents. Directors are encouraged to be innovative in this respect.

B. National Officers

1. The Board of Directors shall elect each year, to serve for the ensuing year or until their successors are elected, the following: a National President, ten (10) National Vice Presidents, a National Treasurer, a National Corporate Secretary, a National Judge Advocate, seventeen (17) Region Presidents, and fifty (50) Area Presidents.
2. Responsibilities of National Officers are covered in Section 6 of the National Bylaws. Vice Presidents shall perform such functions as the National President prescribes. Responsibilities of Region and Area Presidents are covered later in this section. A list of regions and associated areas follows:

Caribbean/Mexico Region

- *East Caribbean Area*
- *Mexico/Central America Area*
- *Puerto Rico Area*

Lone Star Region

- *Central Texas Area*
- *North Texas Area*
- *South Texas Area*

Empire Region

- *Connecticut Area*
- *Eastern New York Area*
- *Western New York Area*

Mid-Atlantic Region

- *Nation's Capital Area*
- *North Mid-Atlantic Area*
- *South Mid-Atlantic Area*

European Region

- *Northern Europe Area*
- *Southern Europe Area*

Midwest Region

- *Central Midwest Area*
- *Lower Midwest Area*
- *Upper Midwest Area*

Florida Region

- *Central Florida Area*
- *Northeast Florida Area*
- *South Florida Area*

New England Region

- *Northern New England Area*
- *Southern New England Area*

Great Lakes Region

- *Michigan Area*
- *Northwest Great Lakes Area*
- *Southwest Great Lakes Area*

Northwest Region

- *Columbia Pacific Area*
- *Greater Northwest Area*
- *Northwest Coastal Area*

Liberty Region

- *New Jersey Area*
- *Ohio Area*
- *Pennsylvania Area*

Pacific Region

- *Greater Pacific Area*
- *Hawaii Area*

Pacific Central Region

- *Central California Area*
- *Northern California Area*
- *Northern Nevada Area*
- *San Francisco Bay Area*

Pacific Southwest Region

- *Arizona Area*
- *California Coast/Inland Empire Area*
- *California Mid-Coast/Inland Valley Area*
- *Greater Los Angeles Area*
- *San Diego/Imperial Valley Area*

Rocky Mountain Region

- *Rocky Mountain North Area*
- *Rocky Mountain South Area*

South Atlantic Coast Region

- *Georgia Area*
- *North Carolina Area*
- *South Carolina Area*

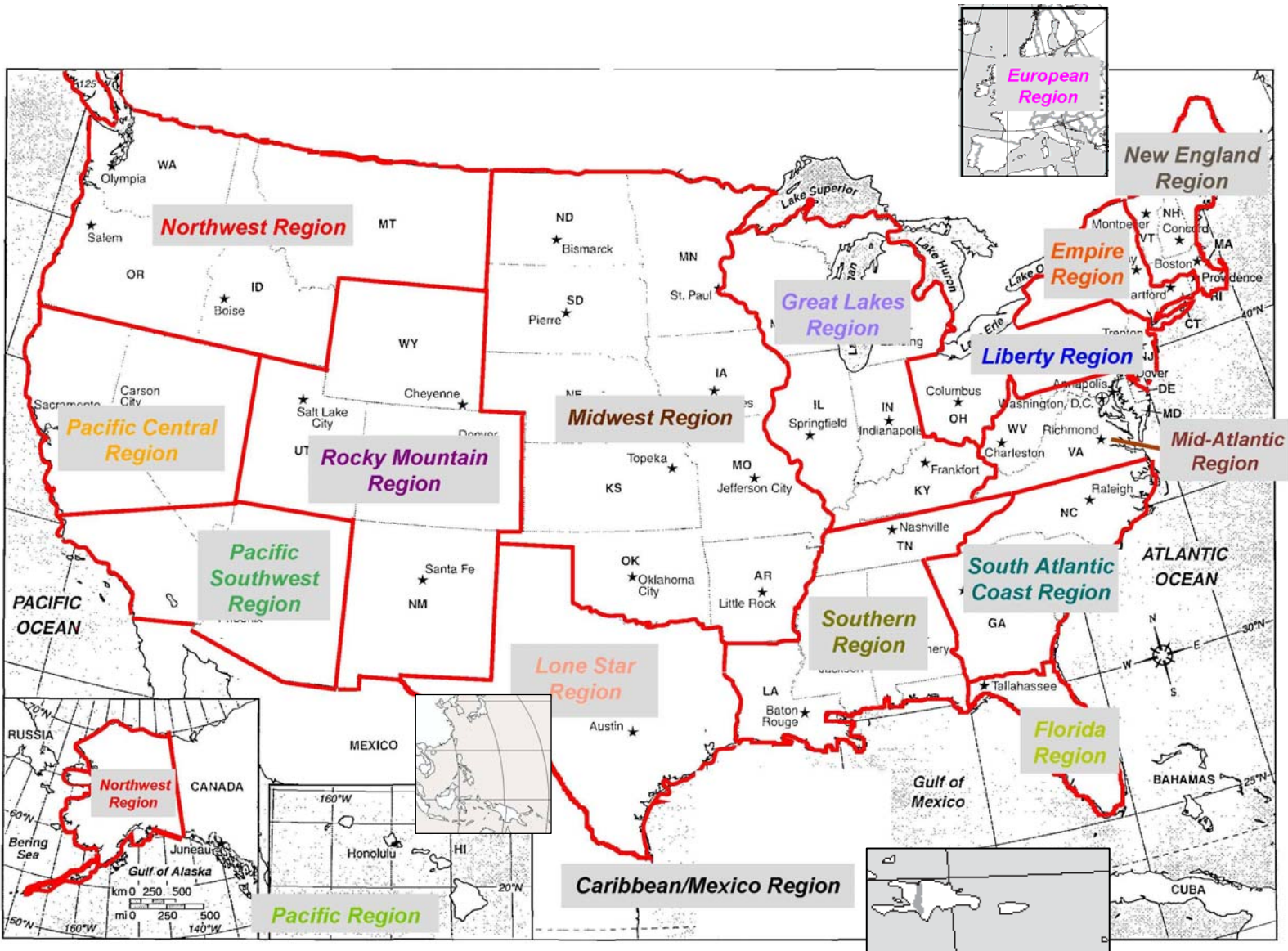
Southern Region

- *Central Southern Area*
- *Gulf Coast East Area*
- *Gulf Coast West Area*

The National Directors approved the following Region organization in November 2002 with the following conditions

1. Any council can petition to be moved to another region, subject to approval by both Region Presidents.
2. Area Presidents do not have to reside in their geographic area, but must reside in the Region that includes the area
3. The Area President should be a member of a council in their Area of responsibility.
4. Area Presidents should be National Directors; exceptions can be made only with the approval of the National President.
5. Region Presidents can reapportion councils to areas as demographics and council number and size changes.

Navy League of the United States Geographic Regions



C. Steering Committee

The Steering Committee is composed of the National President, who shall be the Chairperson, and the other members shall be the Chairperson of the Advisory Council, all National Vice Presidents, the National Treasurer, the Corporate Secretary, and the National Judge Advocate. The Chairman of the Naval Sea Cadet Corps shall serve as an ex-officio member of the Steering Committee.

The powers of, and limitations of, the Steering Committee are delineated in Section 10.2 of the National Bylaws.

Meetings shall be held at the call of the National President.

D. Executive Committee

The Executive Committee is composed of the National President as Chairperson, all National Vice Presidents, the National Treasurer, the National Corporate Secretary, the National Judge Advocate, all past National Presidents who are willing and elect to serve, all Region Presidents, and ten (10) National Directors appointed by the National President and approved by the Board of Directors.

The powers of, and limitations of, the Executive Committee are delineated in Section 10.1 of the National Bylaws.

Meetings shall be held at the call of the National President.

E. Advisory Council

The National Bylaws provide for an Advisory Council (Bylaws, Section 9), appointed by the National President, to advise, upon request of the National President or the Board of Directors, on matters of policy.

F. Region Presidents

1. Organizationally, the Navy League is divided into seventeen (17) regions encompassing fifty (50) areas. There is a Region President for each of these regions, elected by the National Board of Directors for a one (1) year term, and limited to a maximum tenure of three (3) consecutive terms. The Region President shall be a national director and a member of the Executive Committee.
2. The Region President is responsible to the National President for supervising all Navy League programs and activities within the region and is also the principal point of contact in the region for all national officers, National Committee Chairmen and the National Headquarters staff. The responsibilities of the Region President are listed in **Table 2-2**.
3. Amount of Reimbursement: Region Presidents annually will receive one thousand two hundred fifty dollars (\$1,250) plus twenty five cents (\$.25) per member plus twelve dollars and fifty cents (\$12.50) per council. The number of councils will

include only those chartered and in good standing. The number of members and councils to be used in determining these payments will be based on the numbers in their respective regions as of December 31 of the preceding year. Payments to Region Presidents will be made semi-annually.

- a. Authorized Uses: These funds shall be utilized to defray necessary region expenses; however, these funds shall not be utilized to defray the cost of his/her attendance at any of the mandated Annual, Board of Directors, or Executive Committee meetings.
 - b. Reporting: The Region Presidents shall forward an accounting of their Region funds semi-annually for the periods ending June 30 and December 31 to the National President or his designated National Vice President for approval. Disapproved reports will be returned to their originator within 20 days of receipt with the reason for disapproval detailed. Semi-annual rebates shall be withheld from those Region Presidents who fail to submit their report within 75 days following close of the semi-annual accounting period or utilize funds for attendance at the meetings indicated above. All payments will revert to the general operating fund 75 days following the close of the fiscal year for those Region Presidents delinquent at that time.
4. Region Presidents are further guided in performing their duties by the Region President's Handbook.
 5. Region Presidents Expense Reimbursements: Headquarters provides funds to Region Presidents to promote effective Council operations and promote NLUS awareness in the communities they reside.

Table 2-2

Specific responsibilities of the Region Presidents include, but are not limited to, the following:

- A. Appoint such Region Vice Presidents as may be deemed necessary.
- B. Arrange and conduct at least one region meeting per year, inviting participation by National Officers and National Directors in the region. More frequent meetings are strongly recommended, if practical. In regions that are widely dispersed geographically, it may be more feasible to hold one region-wide meeting and several sub-regional area meetings. Attendance at region meetings by Area and Council Presidents of the region should be emphasized to provide for their training and to encourage participation on the national level.
- C. Act as liaison between Area Presidents in the Region and National Officers and/or National Headquarters staff.
- D. Use the Online Community (OLC) to monitor the Areas in their Region to ensure that Area Presidents are actively working with councils to get new members that are assigned to Areas-at-Large re-assigned to councils.
- E. Use the OLC to monitor retention in their Region.
- F. Endorse charter applications, council charter revocations, and probationary status of councils as requested by the Area President.
- G. Increase membership in the region, demonstrating leadership in founding new Councils, increasing the strength of existing councils, obtaining Corporate, Corporate Gold, and Business Associate Members, and encouraging Community Affiliate Membership recruiting programs.
- H. Where feasible, visit each council in the region at least once each year.
- I. Establish liaison with military commands and maritime-oriented organizations in the region and coordinate their requirements with area and council presidents.
- J. Coordinate region fund raising activities so as to increase benefits to all areas and councils in the region.
- K. Endeavor to increase communications between councils and Area Presidents for the mutual benefit of all concerned.
- L. Assist National Headquarters personnel in establishing a program of maritime education seminars in the region.
- M. Encourage and assist in the formation of Naval Sea Cadet Corps units in the region and encourage council activity in other youth programs.
- N. Assure timely submission of council annual reports to National Headquarters.
- O. Region Presidents shall forward, in a timely manner, an accounting of their region funds semi-annually for the periods ending June 30 and December 31 to the National President and designated National Vice President for approval.
- P. Establish and supervise a Regional Nominating Committee, following guidelines shown in Part Two, Section IV.
- Q. When requested, represent the National President or the Navy League on ceremonial occasions.

G. Area President(s)

1. The Navy League regions are further divided organizationally into areas. Each area is presided over by an Area President.
2. Area Presidents are elected by the National Board of Directors for a one (1) year term, and limited to a maximum tenure of three (3) consecutive terms.
3. The Area President is responsible to the Region President for supervising all council programs and activities within the area, and shall establish a close working relationship with the Region President and with all councils in his/her area of responsibility. The responsibilities of the Area President are shown in **Table 2-3**.
4. Area Presidents are further guided in performing their duties by the Area Presidents' Handbook.
5. Area Presidents Expense Reimbursements – Headquarters provides funds to Area Presidents to promote effective Council operations and promote NLUS awareness in the communities they reside.
 - a. Amount of Reimbursement - Area Presidents will annually receive one hundred and twenty-five dollars (\$125) plus ten cents (\$.10) per member plus thirty-one dollars and twenty- five cents (\$31.25) per council. The number of councils will include only those chartered and in good standing. The number of members and councils to be used in determining these payments will be based on the numbers in their respective areas as of December 31 of the preceding year. Payments to Area Presidents will be made semi-annually.
 - b. Authorized Uses - These funds shall be utilized to defray necessary area expenses; however, these funds shall not be utilized to defray the cost of his/her attendance at any of the mandated Annual, Board of Directors, or Executive Committee meetings.
 - c. Reporting - Area Presidents shall forward an accounting of their Area funds semi-annually for the periods ending June 30 and December 31 to their respective Region President for approval, with a copy to the National President or the designated National Vice President. Disapproved reports will be returned to their originator within 20 days of receipt with the reason for disapproval detailed. Semi-annual rebates shall be withheld from those Area Presidents who fail to submit their report within 75 days following close of the semi-annual accounting period or utilize funds for attendance at the meetings indicated above. All payments will revert to the general operating fund 75 days following the close of the fiscal year for those Area Presidents delinquent at that time.

Table 2-3

Specific responsibilities of the Area Presidents include, but are not limited to, the following:

- A. Appoint Area Vice Presidents or Area Assistants as may be deemed necessary.
- B. Arrange and conduct at least one (more if feasible) Area-wide meeting and/or workshop.
- C. Utilize the Online Community (OLC) to monitor new members assigned to the Area President's Area at Large and notify the appropriate Council to contact the new member(s) for assignment.
- D. Utilize the OLC to monitor retention in their councils
- E. Act as liaison between the Region President, Council Presidents and National Officers.
- F. Endorse new council charter applications and make recommendations to the Region President concerning probationary status, or charter revocation of Councils.
- G. Increase membership in the Area by assisting in forming new councils, increasing the strength of existing councils, and obtaining Corporate, Corporate Gold, Business Associate, and Community Affiliate Members.
- H. Visit each Council at least once a year or more frequently, if feasible.
- I. Establish liaison with military commands and maritime-oriented organizations in the area, coordinating with the Region President.
- J. Assist in fund raising activities area-wide or by individual Councils.
- K. Endeavor to increase communications between Councils for the mutual benefit of all concerned.
- L. Assist the Region President and National Headquarters personnel in establishing a program of maritime education seminars sponsored and established by Councils in the area.
- M. Encourage Councils to form and/or adopt Naval Sea Cadet Corps units and to be active in other youth programs.
- N. Assure timely submission of Council annual reports to National Headquarters.
- O. Area Presidents shall forward, in a timely manner, an accounting of their area funds semi-annually for the periods ending June 30 and December 31 to their respective Region President for approval, with a copy to the National President or the designated National Vice President.
- P. Assist the Region President in establishing and conducting a Regional Nominating Committee.
- Q. When requested, represent the National President, the Region President, or the Navy League on ceremonial occasions.

H. Procedures for Requesting Organizational Changes

1. **Rename a Region:** Region Presidents will submit Region name change requests to the National President via the appropriate National Vice President(s).
2. **Rename an Area:** Area Presidents will submit Area name change requests to the National President via the Region President and the appropriate National Vice President(s).
3. **Rename a Council:** Council Presidents will submit council name change requests to the National President via the Area and Region Presidents.
4. **Move an Area from one Region to another Region:** Area Presidents will submit requests to move from one Region to another Region to the National President via the two Region Presidents and the appropriate National Vice President(s).
5. **Move a Council from one Area to another Area within the same Region:** Council Presidents will submit council Area change/move requests to the National President via the Region President and the two Area Presidents for approval.
6. **Move a Council from one Region to another Region:** Change requests for moving councils among regions will be submitted to the National President via the two Area Presidents, the two Region Presidents and the appropriate National Vice President(s).

7. **Merger of two Councils:** *The Council Presidents of the two councils desiring to merge will submit their request to the National President via the Area President, the Region President, and the appropriate National Vice President(s).*

I. National Programs/National Committees

1. No program of the Navy League shall be considered a national program unless submitted to and approved by the Board of Directors.
2. The execution of national programs is assigned to National Committees, whose members and chairmen are appointed by the National President. A listing of the responsibilities of various National Committees is included Section 10, of the NLUS Bylaws. In accordance with the Bylaws, the National President shall be an ex-officio member of all boards and committees except the Nominating Committee.

J. Headquarters Staff

1. The National Headquarters staff is housed in the Navy League-owned building at 2300 Wilson Boulevard, Suite 200, Arlington, Virginia 22201-5424. The main telephone numbers are (703) 528-1775 or 1-800-356-5760.
2. A current listing of Headquarters staff is published on the web site at www.navyleague.org/contact_us/ showing individual staff members and their specific areas of responsibility.
3. The National Headquarters staff, under the direction and supervision of the Executive Director, conducts the day-to-day business of the Navy League. A Navy League Headquarters Staff Organization Chart is shown as Figure 2-2, An organization chart of the Navy League Volunteer Leadership is shown as an amendment as Figure 2-2-A.
4. Separate organizations with their own Boards of Directors and Headquarters staffs for the Naval Sea Cadet Corps and Navy League Foundation are housed in the Navy League Headquarters building, and have the same mailing address:

Mailing address:

2300 Wilson Blvd. Suite 200

Arlington, VA 22201-5424

Email addresses:

www.navyleague.org

www.seacadets.org

Figure 2-1

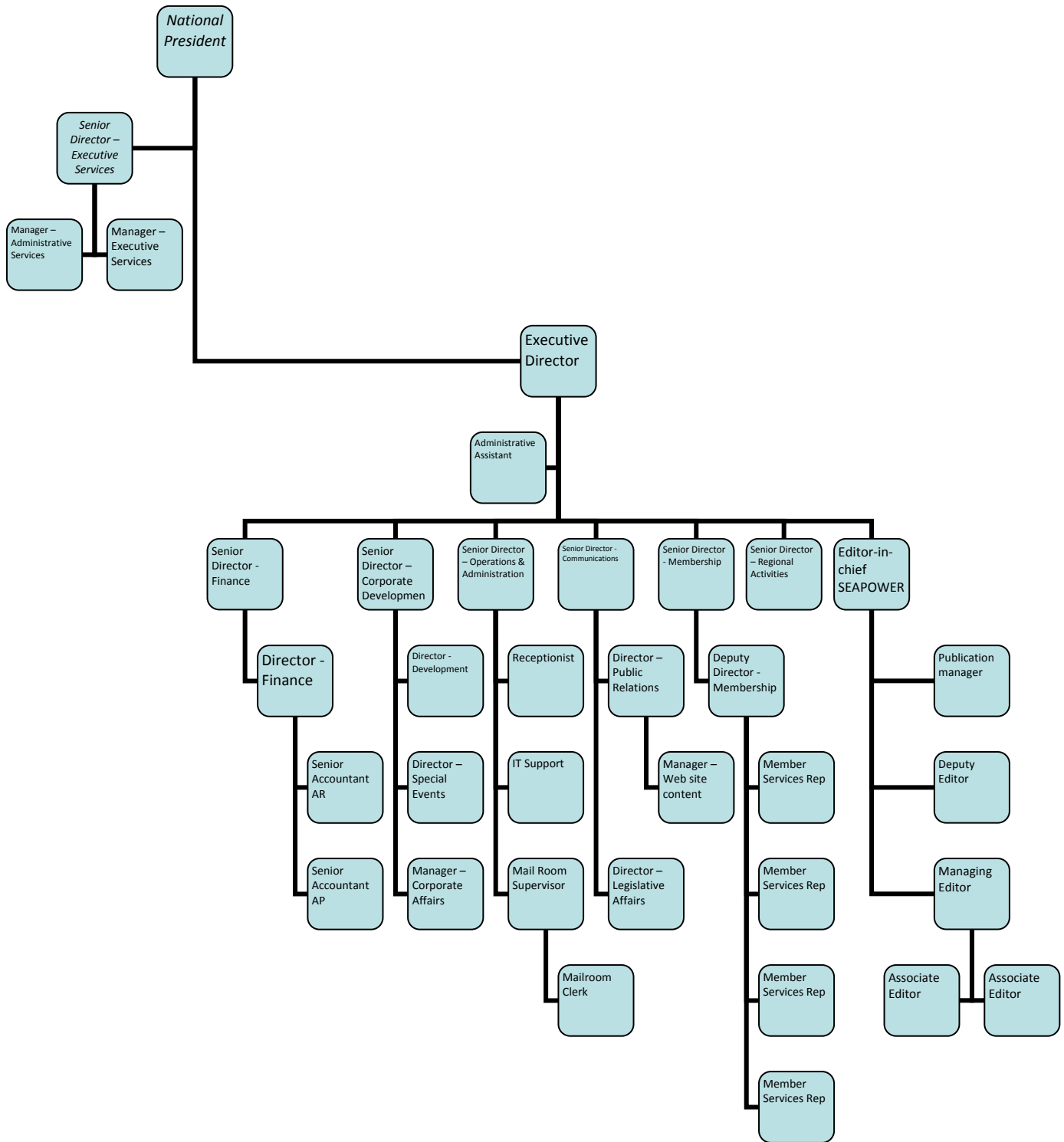
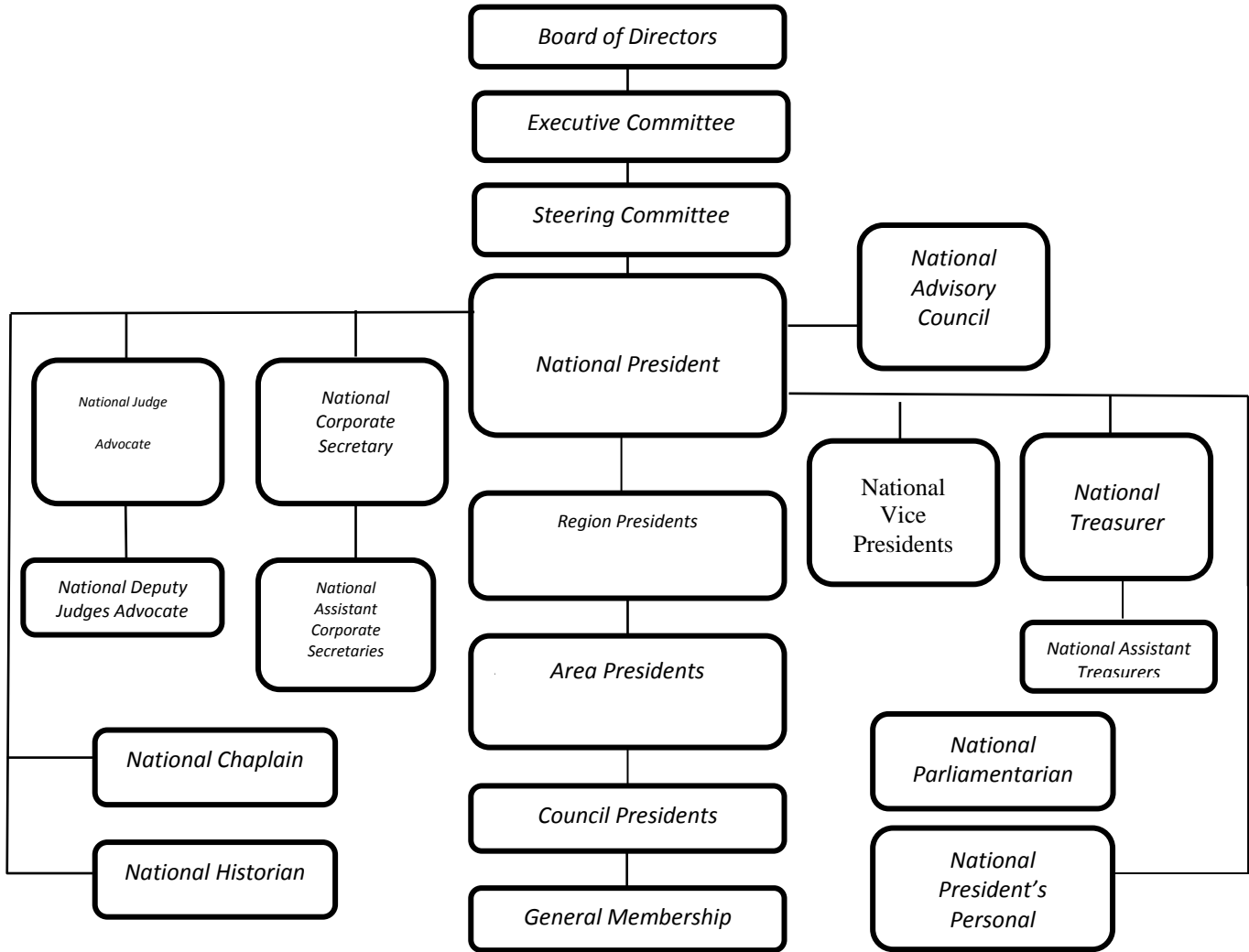


Figure 2-2



IV. EXECUTIVE SERVICES (National)

A. NATIONAL NOMINATIONS AND ELECTIONS

1. The National Nominating Committee

- a) The President shall appoint the Nominating Committee at least sixty (60) days prior to the Annual Meeting. The President also shall appoint a Chairman who shall not be a candidate for any office. The President shall include on the Committee representation from each Region as follows: each Region President shall serve as a member of the Committee; if any Region President declines or is unable to serve, the President shall appoint a representative from such Region to serve as a member of the Committee. Additionally, the National Judge Advocate or a Deputy Judge Advocate shall be appointed to serve in a non-voting capacity. The Chairman shall not serve in that capacity for more than two consecutive one-year terms. The President shall set the time and place for the meeting of the Nominating Committee.
- b) In years when a President-Elect is to be elected, the Nominating Committee shall meet, usually at the Spring Meeting, to consider all candidates who have been nominated. Each candidate for President-Elect shall be interviewed and given an opportunity to discuss his plans for the Navy League if he is elected. Upon completion of its deliberations, the Committee shall present its nomination to the Board of Directors.
- c) No action of the Nominating Committee shall preclude nominations from the floor.

2. The Nominating Procedure

- a) The Board of Directors is composed of non-apportioned directors (those who are not charged to any region) and apportioned directors. The non-apportioned directors are the members of the Executive Committee, plus any former Secretaries of the Navy, former Chiefs of Naval Operations, former Commandants of the Marine Corps, former Commandants of the Coast Guard, or former Maritime Administrators who may be nominated as directors. The apportioned number of directors is limited to two hundred ten (210).
- b) The number of apportioned directors, two hundred ten (210), is then divided into the total membership to produce a figure referred to as the "magic number" which determines the number of members required for one national directorship. This "magic number" is then divided into the membership count of each region to produce the authorized number of apportioned directors for that region. Apportioned directorships based on Navy League membership outside of the established seventeen (17) regions and unassigned Corporate Memberships are considered "floaters." "Floater" directors are selected by the president with the approval of the Nominating Committee.
- c) The Chair of the National Nominating Committee annually provides material to each Region, Area and Council President, and to each incumbent national director, giving details of the nominating procedures. The Region President is charged with the responsibility of implementing the nominating procedure within his region, including the establishment of a Regional Nominating Committee. The region's slate of nominees shall be forwarded to the chairperson of the National Nominating Committee prior to the date specified in the directive. In the event there remain unresolved controversies within any region, the National Nominating Committee will hold a hearing before making its determination.

3. National Nominating Committee Procedures

- a) The committee meets in closed session. However, persons wishing to appear before the committee regarding regional issues may contact Executive Services to arrange an appointment.
- b) The committee reviews all nominations, recommendations, candidate information profiles, and other pertinent documents. After careful deliberation, the committee determines the nominees it will present to the Board of Directors for each of the offices considered.
- c) All deliberations of the committee shall be held in confidence. The names of the nominees shall not be revealed until the chairperson has contacted the nominees and the recommended slate has been posted in a public area.
- d) As heretofore indicated, no action of the committee shall preclude nominations from the floor.

4. Elections of National Directors, National Officers, and Region and Area Presidents shall be in accordance with the National Bylaws, reviewed in brief below:

- a) National Directors are to be elected at the Annual Meeting of Members by a majority of those voting in person, or by proxy, for one-year terms or until their successors are elected.
- b) All National Officers are to be elected by the Board of Directors, by a majority vote of those directors in person voting, for one-year terms or until their successors are elected. The quorum for the election of National Officers is one-fourth (1/4) of the total number of Directors.
- c) Members of the Steering Committee, Region Presidents, and Area Presidents may not serve concurrently as Council President. Council Presidents may serve as National Directors.

B. REGIONAL NOMINATING COMMITTEE REQUIREMENTS

1. Regional Nominating Procedures

As no guidelines exist in the National Bylaws for the establishment of, and procedures for, a Regional Nominating Committee, the Executive Committee has approved the following requirements for implementation by Region Presidents:

2. Requirements for both the Region President and Regional Nominating Committee:

These are the national guidelines for the establishment of, and procedures for, a Regional Nominating Committee. The Region President shall do the following:

- (1) Appoint a Regional Nominating Committee Chair who should be an experienced Navy League member, and also appoint other members of the committee. The Region President may not chair or serve as a member of the Regional Nominating Committee.
- (2) Members of the Regional Nominating Committee shall be limited to three consecutive terms.

- (3) Committee membership must, if practicable, consist of the President or his/her designee from at least a majority of the total number of active Councils in the Region. The Area Presidents or his/her designees may also be named; only those present at a called meeting shall be eligible to vote (i.e. no absentee ballots). "Presence" at a meeting may be approved at the discretion of the Chair by use of a conference telephone call in order to allow members who cannot attend in person to participate. A quorum for a committee meeting is a majority of the members.
- (4) Processing procedures shall include provisions for candidates for Region President, Area Presidents, and National Directors to be personally interviewed by the committee. Interviews may be conducted by conference call when requested by the nominee and approved by the Chair.
- (5) Send the names, titles and addresses of the Regional Nominating Committee members to the National Nominating Committee Chairperson and to the Area Presidents, Council Presidents and Region Directors, no later than the annual deadline announced by the Chairperson of the National Nominating Committee.
- (6) Substantially comply with the intent of this guideline that the Regional Nominating Committee membership represents a cross-section of the regional leadership and is geographically balanced.
- (7) The Regional Nominating Committee will compare the number of Navy League members in the Area/Council to the "magic number" (the number of members required for one national directorship) and give this consideration in order to ensure fair national leadership representation.
- (8) No nomination for re-election as Director shall be made for any person failing to satisfy the requirements of the following provision in the Navy League Bylaws for termination of National Directors for failure to attend national meetings: (Section 5.10) "Except as otherwise provided for in these Bylaws, any elected National Director who shall, without filing a written statement of good cause to the National President prior to the meeting, fail to attend two (2) consecutive national meetings, is subject to termination of office, upon notice of the fact of this failure having been received by the National President. The National President will make the determination as to whether the absence is excused or unexcused, and the National Director will be notified."
- (9) It will be the duty of the Regional Nominating Committee Chairman to notify any incumbent officer holder in the region who is not being re-nominated.
- (10) All nominations for offices are considered with the understanding that the nominee has consented to the nomination and will serve if elected.
- (11) Circulate, in a timely manner prior to submission, to the Area Presidents, Council Presidents, and National Directors of that region, the slate of persons that will be sent to the National Nominating Committee. Such circulation shall be accomplished prior to the slate being submitted to the National Nominating Committee and in sufficient time to permit any objections to be forwarded to, and considered by, the Region President.
- (12) Certify, in writing, to the Chairperson of the National Nominating Committee, compliance with the provision of #11.

C. MEETINGS

1. The Annual Meeting of Members is held each year as part of the National Convention. National Conventions are usually held at such sites as recommended by the National Meetings Committee and approved by the Board of Directors.
2. Details concerning the operations of the National Meetings Committee, including how sites are selected for national meetings, are contained in the Navy League's "Guide to Hosting National Conventions." National Headquarters will provide, upon request, a copy of that document to Councils considering hosting a convention or to any member having an interest in this matter.
3. The Board of Directors meets at the call of the National President (as previously discussed). Unless there is a call for a special meeting, the Board normally meets three (3) times annually. The first meeting is held immediately after the Board members are elected at the Annual Meeting of Members. The primary purpose of that meeting is to elect the new national officers, plus Region and Area Presidents, for the coming year and to conduct other appropriate business. A second meeting, called the Spring Board of Directors' Meeting, is usually held in May/June

of each year. When the National President has called for the election of a President-Elect in accordance with the National Bylaws, this election normally is held at the Spring Meeting. The third board meeting may be held before the Annual Meeting of Members at the National Convention to permit the Board to address any business it may wish to conclude before a new Board is elected.

4. The Steering Committee and the Executive Committee meet at the call of the National President. The National Bylaws require that minutes be kept of the meetings of these committees and be presented at the following Board of Directors' Meeting. The National Bylaws permit meetings of the Steering Committee by a telephone conference call, which also require minutes to be kept and presented.

D. PROGRAM RESOURCES

Guidelines for programs supported by the NLUS are available from the Regional Activities Department at National Headquarters and online at the Navy League web site under [Council Resources/Resource Guides](http://www.navyleague.org/Councils/Council_guides.php) (www.navyleague.org/Councils/Council_guides.php).

V. AWARDS

SEE NLUS AWARDS MANUAL – Appendix 1

SEE NSCC/NLCC AWARDS MANUAL – Appendix 2

PART THREE

COUNCIL HANDBOOK

I. INTRODUCTION

The general membership of the Navy League is structured into councils located throughout the United States and overseas. Each council is responsible for the recruitment and retention of its members, and for carrying out activities and programs that enhance the purpose of the Navy League. The council is the heartbeat of the Navy League, and the pulse of its activities indicates the health of the National Organization in furthering the objectives of the Navy League.

The Navy League of the United States Bylaws call for a Council Handbook to be established and maintained as part of the Operations Manual.

Councils shall be governed by and conduct their business in accordance with this Council Handbook and the National Bylaws. Should any conflict arise between the contents of the Council Handbook and/or the Operations Manual, and the National Bylaws, the National Bylaws will take precedence.

II. COUNCIL FORMATION AND CHARTERS

A. Formation

A request to form and charter a council shall be submitted to the Corporate Secretary, via the Area and Region Presidents, when twenty five (25) or more persons, who are members, or are acceptable as members of the Navy League, indicate their intention to become charter members of such a new council. The charter request may be submitted by email.

NOTE: Prior to submission of an application, a Council Formation Guide should be obtained from National Headquarters, and a workshop held with the anticipated charter members (and the Area and/or Region Presidents, if feasible) in attendance. This workshop should discuss the Navy League's policies, objectives and organization and, in particular, the part that individual councils play in achieving the Navy League's goals.

B. Charter

If the application is favorably endorsed by the Area and Region President, the National President shall have the final authority to grant, defer, or refuse the request for chartering a council. When a charter is granted, all Navy League members who participated in the first council formation meeting by indicating their intent to become members of the new council shall be known as charter members, and their names will be inscribed on the charter.

C. Name

Councils are frequently named after the community or geographical area where located: for example, Seattle, Austin, Jersey Shore, Oakland County, etc. Naming councils after persons is not recommended and is unlikely to be approved by the National President. To facilitate IRS registration, the official Council name must be "Navy League of the U.S. XYZ Council." The council can still be referred to informally as the "XYZ Council."

D. Chartering Ceremonies

An approved charter will be presented by the National President (or his/her designee) at a Chartering and Installation Ceremony sponsored and administered by the newly-organized council.

E. Prohibitions

Specific prohibitions outlined in the National Bylaws in respect to declaration of policy, political influence, communications, and use of Navy League indicia are equally applicable to Navy League Councils.

F. Revocation

1. The National President shall have the authority to amend, rescind, or cancel a council charter, for cause, in accordance with the National Bylaws.

NOTE: The National Bylaws provide that, "In case of revocation of a charter, or disbanding of a council, the Council President shall cause to be transferred to the National Treasurer all funds remaining in the treasury of the council at the time that it ceased to exist. In the case of two or more councils merging, all funds will be transferred to the predetermined gaining council. If members of an existing council decide to charter a new council (referred to as a "split"), the requirements for chartering a new council must be followed. The existing council's funds remain with the existing council and are not subject to division. All of the above actions are subject to approval by the Area and Region President and are then submitted to the National President for final approval.

III. COUNCIL ORGANIZATION

A. Council Organization Charts

1. The models for Navy League Council Organization **Figures 3-1 through 3-3** are merely suggestions, but they are composites of the structure used by most successful councils. The models **Figures 3-1 and 3-2** are best suited to large and medium councils. **Figure 3-3**, may be best suited for small councils. All three models may be, and should be, modified and adapted to suit the capabilities and limitations of the council's membership.
2. **Figure 3-1** shows the Secretary, Treasurer, Judge Advocate, and the Chaplain reporting directly to the Council President. There are three Vice Presidents and the Navy, Marine Corps, Coast Guard, and Merchant Marine Affairs Committees have been combined into a Military Affairs Committee.

3. **Figure 3-3** is similar to **Figure 3-2**, except that some committee functions have been consolidated, and the Vice Presidents are expected to assume certain functions that might otherwise be assigned to individual committee chairperson.
4. The most important factor to be considered in organizing a council is to ensure that as many members as possible are actively and productively engaged in council operations and functions.
5. Council Position descriptions are available on the Navy League web site at www.navyleague.org/councils/council_resources.php.

Figure 3-1

NAVY LEAGUE COUNCIL ORGANIZATION (1)

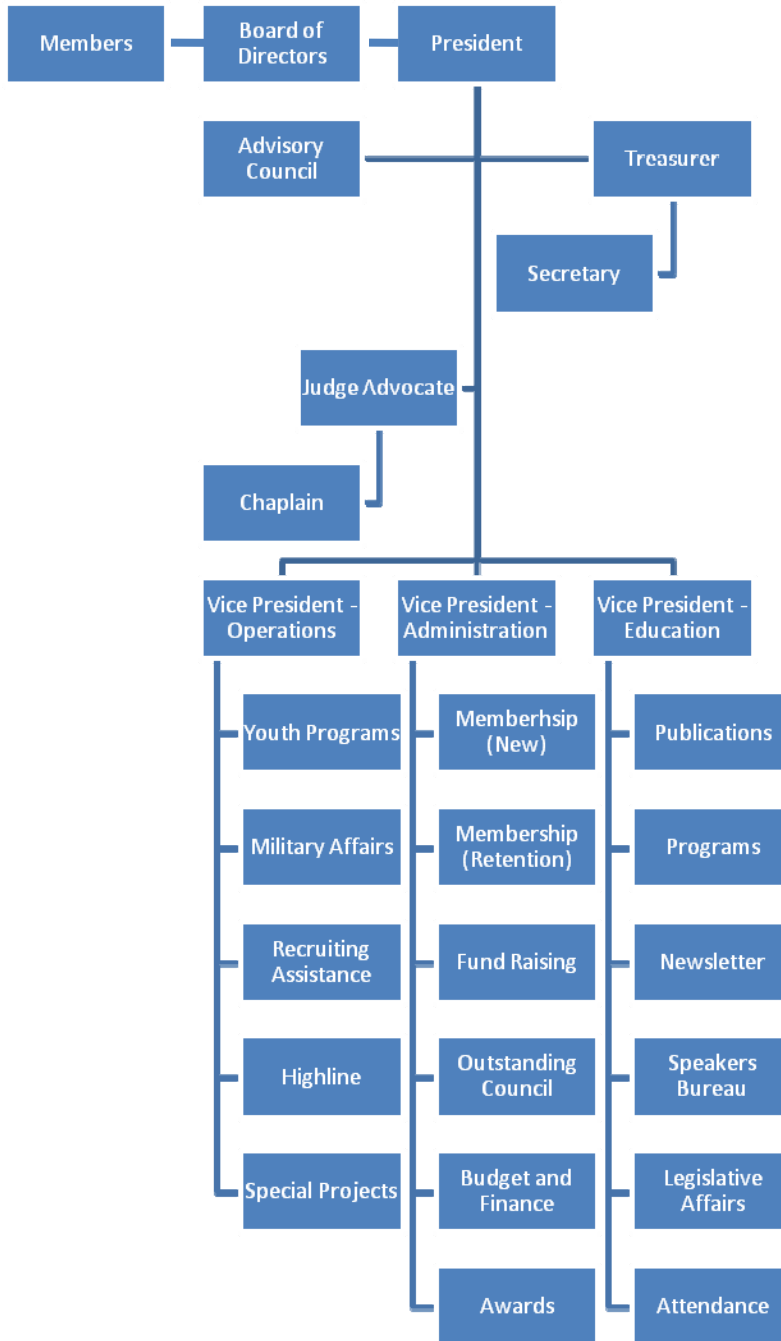


Figure 3-2

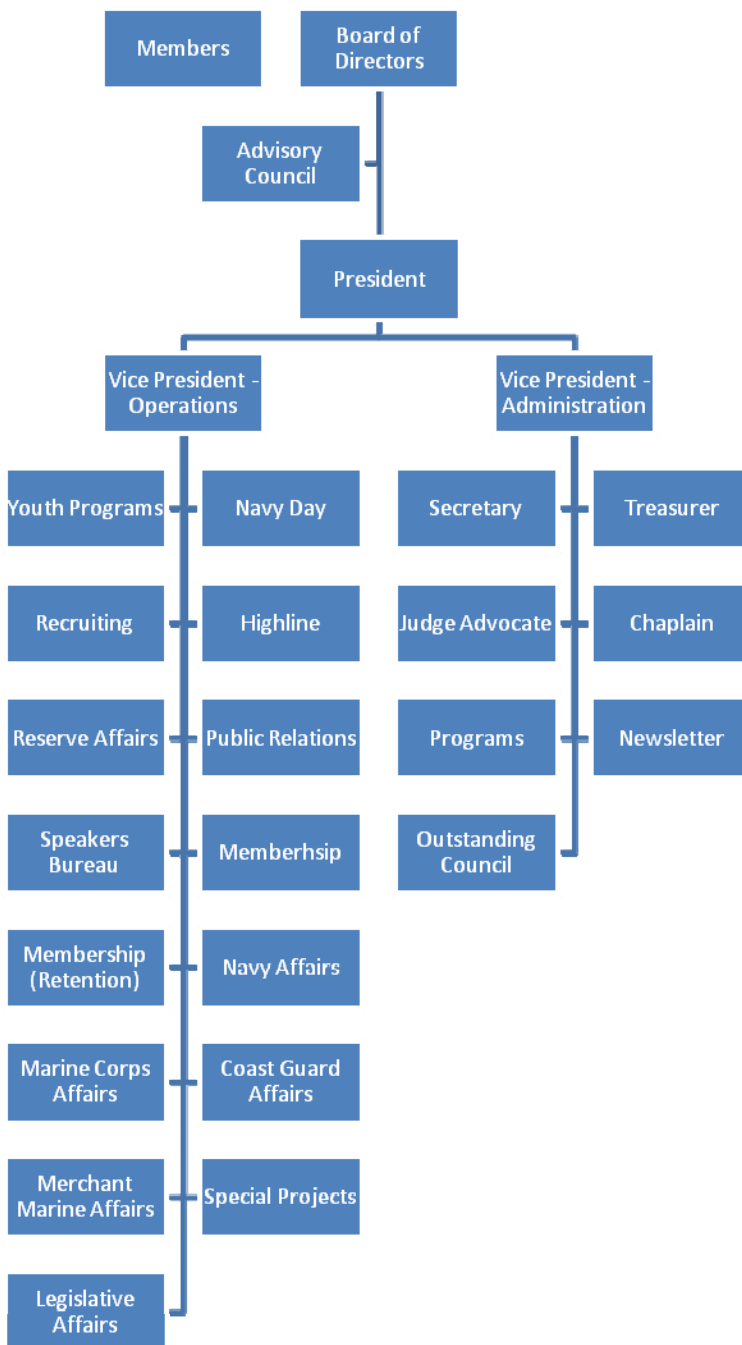
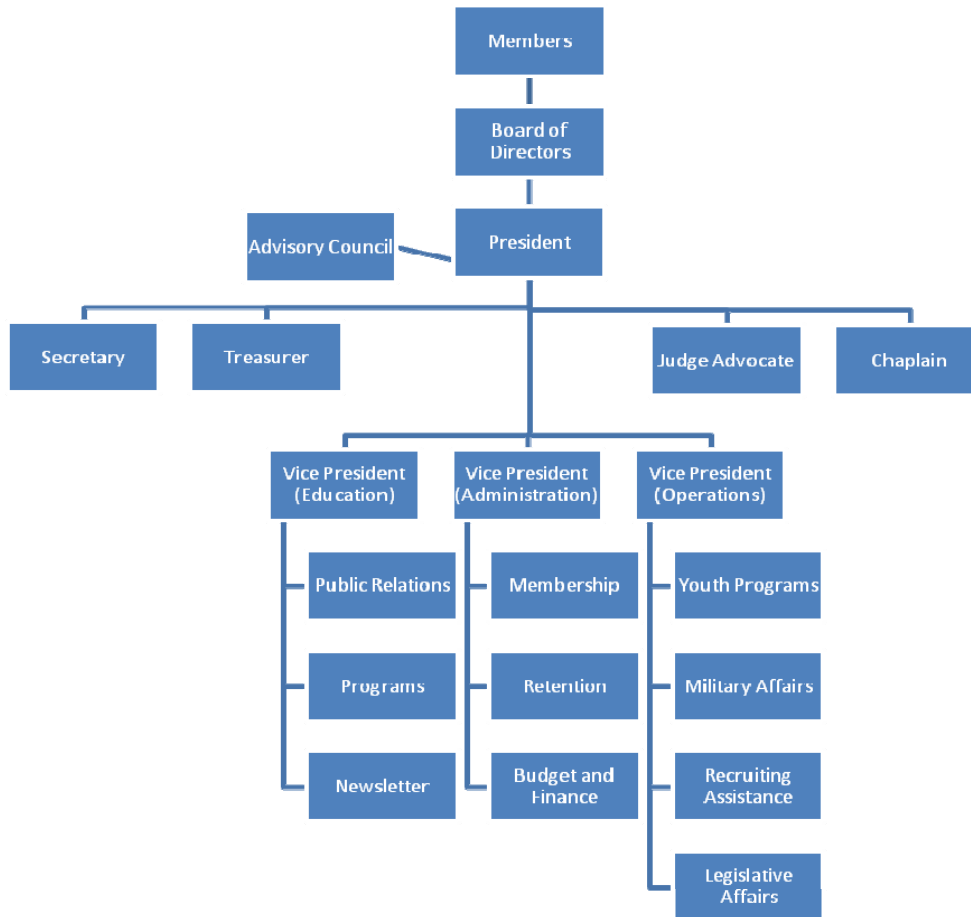


Figure 3-3

NAVY LEAGUE COUNCIL ORGANIZATION (3) (Small)



B. Council Officers and Directors

1. Councils should have the following duly elected officials: President, one or more Vice Presidents, Secretary, Treasurer, and Judge Advocate. The President should not serve more than two (2) consecutive one (1) year terms, or more than a total of four (4) terms. Service beyond two (2) successive one (1) year terms must be approved by the Region President.
2. A Board of Directors, consisting of the elected officers and directors, and committee chairmen selected by the President with the approval of the elected officers, shall manage and control the affairs of the council.

The Board may adopt bylaws and regulations or delegate its authority to the elected officers and such other council members as it so desires. Council Bylaws and amendments must be consistent with the National Bylaws and with the policies, purposes and objectives of the Navy League. (A sample set of Council Articles and Bylaws is in the back of this manual.)

NOTE: Some councils follow the National practice of having the membership elect the Directors who then elect the Officers. Other councils have both Directors and Officers elected by the members. Either method is acceptable.

3. An honorary group of former national or council officers and other outstanding leaders may be created by the board. An advisory group of outstanding community leaders also may be formed and invited to attend board meetings.

C. Council Operating Committees

The Council President shall appoint members to committees approved by the Board of Directors for the conduct of business. Committees may determine their own rules of procedure subject to Board approval. In general, the following minimum number of committees should be established: membership, retention, finance and budget, programs and public relations.

D. Council Officers and Committee Chairmen Responsibilities

The following is suggested as guidance for the duties of council officers and committee chairmen:

1. President: Direct the activities of the council; preside at meetings including those of the Board of Directors; appoint committee chairmen; assure compliance with National Bylaws; submit the council's annual report and other reports required by higher authority; represent the council in public relations and in Navy League national, region, and area organization activities. A Council President Turnover Guide is available to assist in the relief process.

NOTE: No National Officer, Region President or Area President, while holding any of those offices, shall serve as a Council President.

Also, normally one individual should not serve simultaneously as President of more than one council. However, under some circumstances, such as the formation of a new council or the attempted resurrection of a failing council, such a double presidency may be permissible, or even desirable.

2. Vice Presidents: Assist the President as approved by the Board of Directors. Vice Presidents coordinate the activities of assigned committee chairmen, may serve as chairmen of major committees, and should be willing to serve as President if called upon. The office of the Vice President is the training ground for future Council Presidents.
3. Secretary: Maintain council records such as bylaws, minutes of meetings, election results, and an accurate membership roster; prepare an annual report to the council membership; assure that timely notice of meetings is given to all members.
4. Treasurer: Maintain financial records of the council including a record of all receipts and expenditures of council funds; establish the council's bank account and serve as co-signer (with at least one other designee) on checks for all disbursements; prepare and oversee the council's budget; submit to the membership an annual report on the finances of the council; arrange for an annual audit of council financial matters.

NOTES:

(a) In some small councils with widely scattered membership, the requirements for co-signers on checks, although highly desirable, may not be practical.

(b) The treasurer must file, on time, appropriate tax reports with the IRS, state and local tax authorities. Failure to do so may result in the council suffering significant financial penalties.

5. Judge Advocate: Advise the president and other council officers on legal matters and interpret bylaws and regulations.
6. Chaplain: Serve as spiritual advisor of the council; deliver invocations and benedictions at council meetings and functions; promote observance of Navy Sabbath in October.
7. Committee chairs are ex-officio members of the council's Board of Directors, may be council officers, and are assigned management responsibilities for council programs. Committee reports are valuable in the preparation of the council's annual report to National Headquarters and for providing guidance to successor chairs. (As many council members as practical should be assigned to committee activities.)

IV. COUNCIL ADMINISTRATION

A. Membership

1. To be eligible for regular membership in a local council, the individual must be a member of the Navy League national organization. Eligibility, dues, and council rebates for the various categories of membership are covered in the National Bylaws, in a policy resolution on dues and rebates. The policy on dues and rebates is located in Part Two, National Policies and Organization, of the Operations Manual.
2. A council may establish local dues or membership fees as it may deem to be appropriate, but such dues or fees must be in addition to, not in lieu of, the National dues.

B. Elections

1. All officers and directors must be members of the Navy League of the United States and shall be elected by a majority vote of those council members present and voting at a meeting called for the purpose of holding such election and the Officers and Directors elected shall serve one (1) year terms or until their successors are elected. A suggested "Oath of Office" for elected council members is in Table 4-1.

NOTE: In some councils, voting is permitted by a written mail-in ballot. Also, in some councils members elect the Directors, who then elect the officers. These variations are acceptable but must be stipulated in Council Bylaws.

2. Council elections must be held during the last quarter of the Navy League's fiscal year (calendar) and officers and directors installed by the end of the following January. Waivers may be requested from and approved by the Region President. Such requests shall contain written justification and be submitted to the Region President not later than 1 December each year

NOTE: Some councils automatically include all past Council Presidents, and all current and past National Officers, as members of the council Board of Directors.

Table 4-1 NLUS Oath of Office

Oath of Office

Would the (Name of Council) Officers and Board of Directors please come forward.

The Navy League of the United States was incorporated in 1902. An early benefactor was President Theodore Roosevelt, who donated to the cause a portion of the monies he received from the Nobel Peace Prize. He stated:

“It seems to me that all good Americans interested in the growth of their country and sensitive to its honor should give hearty support to the policies which the Navy League is founded to further. Furthermore, there is a special need in a matter of such importance to all of us, which is not yet the special business of any of us, that a society should be formed to watch with a jealous eye the general interest.

For the building and maintaining in the proper shape of the American Navy, we must rely upon nothing but the broad and far-sighted patriotism of our people as a whole; and it is of great importance that there should be some means by which this patriotism can find an effective utterance. Your society offers just the means needed.”

And with those words the Navy League has continued its work. Each of you should be reminded of the following objectives of the Navy League:

1. To foster and maintain interest in a strong Navy, Marine Corps, Coast Guard and Merchant Marine as integral parts of a sound national defense and vital to the freedom and economic prosperity of the United States.
2. To serve as a means of educating and informing the American people with regard to the role of sea power in the modern era and the challenges involved in maintaining strong national defenses.
3. To improve the understanding and appreciation of those who wear the uniforms of our armed forces and to better the conditions under which they live and serve.
4. To educate and train our youth in the customs and traditions of the Navy, the Marine Corps, the Coast Guard, and the Merchant Marine, through the support of an active and vigorous U.S. Naval Sea Cadet Corps and the promotion and recognition of the national ROTC/JROTC programs.

It is the responsibility of the Officers and Board of Directors to ensure that successful programs and initiatives are established to accomplish these objectives. It is the responsibility of each of us as members of the Navy League to support this Board and to take this matter of such importance to all of us—the Navy League—and to do our best to see that the programs and initiatives have our full support.

If you would each hold up your right hand:

“I do solemnly swear (or affirm) that, during the term of office for which I have been elected, I shall faithfully serve, to the best of my ability, the interest of our Nation, its maritime services and the Navy League.”

NOTE: All councils are encouraged to establish a fiscal year coinciding with the national fiscal year, which is the same as the calendar year.

C. Annual Report

1. Each council must submit an *annual report* covering the previous calendar year to the National President (with copies to the appropriate Area and Region Presidents) no later than March 1. (A sample annual report can be found on the Navy League web site at www.navyleague.org/councils/annual_report.php)
2. The annual report should include at the minimum, the following: names and telephone numbers of the officers and committee chairmen for the year covered by the report; the names and telephone numbers for the newly-elected council officers and committee chairmen for the current year (the year subsequent to the year covered by the report); a summary membership tabulation; a detailed report of income and expenditures for the year covered; and a summary (with substantiation) of council activities during the year covered.

Note: Failure of a Council President to submit this annual report, in a timely manner, will result in the withholding of council dues rebates by National Headquarters. Those rebates shall revert to the general fund of the Navy League at the close of each quarter and shall not be reissued even in the event the report is submitted after that date. Failure to submit the annual report on time will disqualify a council for council performance awards.

D. Council Meetings

1. The Board of Directors should meet at least once each quarter.
2. General membership meetings and events are not necessarily to conduct business. These should be held at least three times a year. Education should be stressed at these events or meetings, and invitations to attend should be extended to Senators and Members of Congress from the districts of member residence, as well as state and local officials.
3. Meeting quorums will be determined by Council Bylaws.
4. Minutes of all meetings should be kept, and the current version of Robert's Rules of Order Newly Revised should apply for the conduct of the meeting in all instances not covered in the National or Council Bylaws.

E. Tax-Exempt Status

1. The Internal Revenue Service has classified the Navy League of the United States (Headquarters) as tax-exempt under the provisions of Section 501(c)(3) of the Internal Revenue Code. Contributions to the Navy League are tax-deductible. That ruling applies only to the Navy League (Headquarters). However, Headquarters has obtained a group tax exempt ruling whereby those councils that have applied to Headquarters for inclusion, and have been accepted under the group tax exempt ruling, will be afforded the same exemption and tax deductibility for federal tax purposes. Both Headquarters and the IRS encourage councils that are eligible to apply for inclusion in this group ruling, for which there is no charge.

2. Each council electing to be included in this group ruling will be required [normally only once] to submit to the Senior Director of Finance at Headquarters, the following documentation:
 - a. A letter, signed by a principal officer of the council, indicating that the council's accounting period ends on December 31, and that the council desires and agrees to recognition of exemption from federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1986 under the Navy League's group tax exemption program.
 - b. A copy of the Council Bylaws, unless a statement that the Council Articles function as its Bylaws as well, in which case the Articles are submitted. The Sample Council Articles and Bylaws in Part 3 of this manual will satisfy the Internal Revenue Service requirements for tax exemption under Section 501(c)(3) of the Code; however, individual states may impose additional requirements in order to incorporate in their jurisdiction and qualify for tax exemption. Incorporation rather than mere association is, of course, the favored procedure.
 - c. Notification of the council's post office box number unless the council has a **permanent** staff and office. The information may be included in the same letter with Item a. above. The council must have a permanent address. This is an IRS requirement. Further, councils must keep Headquarters advised if their permanent address changes.
 - d. A brief narrative of the council's activities and receipts and expenditures for the past fiscal year in order for Headquarters to determine that the council's activities are consistent with the Navy League's Bylaws and policies. This requirement also may be combined with Item a. above.

If the council's name does not comply with the naming requirements set forth previously, **Navy League of the United States _____ Council**, the council must submit an amendment to its articles. **Note: " _____ Council of the Navy League of the United States" is not legally acceptable. If necessary, the Council name must be amended to start with the words "Navy League." This is an IRS requirement.** If the council is incorporated, that amendment must show the date-filed stamp of the state officer authorized to file corporation amendments in the official state records. This is an IRS requirement.

- e. Each council must have an employer identification number (EIN). Each Council must have an EIN to be included in the group exemption. If the council does not have an EIN, the IRS must be contacted to complete IRS Form "SS-4". A council may not use another council's employer identification number or that of the National Headquarters.
 - f. If the council has previously been individually recognized as exempt from federal income taxation under Section 501(c)(3) of the Code, a principal officer of the council will need to send to Headquarters a copy of the council resolution indicating that the council relinquishes that direct exemption as of the date that it wishes to be included in Headquarters group tax exemption program. This may be combined with item a. above. Sending a copy of the original exemption letter is recommended but not required.
3. Each participating council should submit all of the information relevant to it from the above list as soon as possible. Those councils that are not exempt from federal income taxation under Sections 501(c)(3) of the Internal Revenue Code are not eligible for deductibility of contributions and reduced-rate mailing privileges, and all council income will be taxable unless a separate exemption has already been established.
 4. Councils choosing to participate in the group-ruling program will still have full responsibility for their activities in the event of an Internal Revenue Service audit of the council. Furthermore, inclusion in the group ruling will not relieve the council of its obligation to file Form 990 (series), Return of Organization Exempt from federal income tax or any other forms that the IRS may require of tax exempt organizations.

5. National urges all councils, but especially those not now recognized as exempt under Section 501(c)(3) of the Code, to take the time and effort to participate in this valuable program. This service will keep the council better informed and in compliance with non-profit tax laws while reducing the burden of independently keeping track of future changes in law.
6. Only councils located on U.S. territory may participate in the Group Exemption Councils located on foreign soil may apply separately for individual tax exemption to that country. (Contributions to foreign councils are not tax-deductible on U.S. Income Tax returns.)

Participation in the Group Exemption is free. To obtain an individual exemption, the council must pay a user fee directly to the IRS and file an application (IRS Form 1023). The council should contact the Senior Director of Finance at National Headquarters for further information.

F. Bulk Mailing

1. Councils may also find it feasible and advantageous to obtain a non-profit bulk-mailing permit from the local postmaster. Nationally the Navy League is a tax-exempt organization under the provisions of the IRS Code, Section 501(c)(3). However, that exemption does not extend to local councils unless a council has obtained an individual tax exemption ruling or has joined in the group exemption ruling. Each council desiring a Non-Profit Bulk Mailing Permit should first obtain tax-exempt status.
2. Each council mailing must have at least 200 pieces or weigh 50 pounds, whichever is appropriate. If a council does not mail 200 or more pieces at a time or 50 pounds (to offset the annual USPS fee), applying for a third-class non-profit bulk mail permit may not be in its best interest. (Fees quoted are based on current USPS fee schedule; rates are subject to change.) For councils that will have 200 or more pieces for each mailing, the following information will be germane in applying for a permit.
 - a. The basic permit fee is a one-time fee good for as long as the council holds the permit. If the council uses an indicia on its mailings, an additional annual fee is required.
 - b. The council should obtain a USPS Form 3624 application to mail at special third class rates from the local post office. The completed form should be returned to the post office with the following attachments:
 - i. A copy of the letter of tax-exempt certification from Navy League Headquarters;
 - ii. Several issues of the council's newsletter or examples of other material the council intends to mail under the permit;
 - iii. A copy of the council bylaws or articles of association; and
 - iv. A copy of the council's Internal Revenue Service Determination if not participating in the group exemption.
 - c. Once the council has obtained its permit, the person preparing the mailing should obtain a copy of the Domestic Mail Manual from the local post office and read Chapter 6, or ask for the special printout published in some major metropolitan areas that provides all essential information on bulk mailing.

G. Navy League Council Umbrella Insurance Coverage

Table 4-2, shown provides a summary of the insurance coverage made available by the Navy League of the United States to its affiliated councils within the United States and its U.S. territorial possessions. Insurance premiums are based on the size of the council and are deducted from quarterly rebate checks processed in January each year.

Table 4-2 - NLUS Umbrella Insurance Coverage

Commercial General Liability Insurance (CGL) and premiums for Council

This premium covers the period October 1 through September 30. A current version of the insurance certificate will be provided annually to Council Presidents after renewal.

Summary of CGL coverage

The following is a brief summary of the coverage. Please refer to the policy for all definitions, conditions and insuring agreements.

Coverage A: Bodily Injury & Property Damage Liability

Provides coverage for bodily injury to others and property damage to other people's property for which you are legally liable due to negligence arising out of:

1. Your ownership, maintenance or use of premises;
2. Your operations in progress from premises you own, maintain or use;
3. Products you have manufactured, handled, distributed, or disposed of, provided the accident occurs away from the premises;
4. Work you have performed provided the accident occurs away from the premises.

Host Liquor Liability: Is included on the CGL policy for bodily injury or property damage liability arising from the serving of liquor at meetings or functions as long as you do not sell, manufacture or distribute alcoholic beverages as a business. We have provided you, however, with separate liquor liability coverage on the policy for events for which you may need the coverage.

Coverage B: Personal & Advertising Injury Liability

Provides coverage for injury to others arising out of libel, slander, false arrest, or wrongful eviction.

Coverage C: Medical Payments

Provides coverage to pay for medical expenses for bodily injury to others caused by an accident on your premises or arising out of your operations regardless of fault. The same exclusions from Coverage A and a few additional exclusions apply to coverage C.

The premium for this coverage is based upon Council size. Premiums are determined annually based on Headquarters' cost.

To ensure coverage for a specific event when requested by the host facility, a rider can be obtained by contacting the Senior Director of Operations and Administration at Headquarters.

H. Web Site Registration

All Navy League councils that have a council web site must register that site with the Public Relations Department at NLUS National Headquarters. There is no intent to control or take responsibility for council web sites, but there is a need to ensure that proper links, etc., are in place. Send an email with the council's web address, the name of the web manager and contact information to: publicrelations@navyleague.org and Subject: Council Web Site Registration. The Senior Director of Regional Activities must be copied on the email registration.

I. Programs

1) General

- a) The vitality of a council can be measured to a large extent by its participation in nationally sponsored programs and in its own projects designed to accommodate local community interests. Properly oriented and lively program activity provides a stimulus to membership and helps accomplish Navy League objectives. Prospective members should be invited to attend such activities. Of particular importance is a local program to welcome new members and provide a council orientation to assure their involvement in council activities.
- b) There are many established Navy League programs that can be implemented at the council level. The success of some programs is greatly enhanced by the proximity of the council to a Navy, Marine Corps, or Coast Guard facility. Distance from such facilities, however, need not preclude innovative and robust council activities. Examples include establishment of a Naval Sea Cadet Corps or Navy League Cadet Corps unit, providing assistance to local recruiters, adopting a ship or unit, participating in patriotic events, welcoming retired personnel to the community, encouraging bright and able young men and women to serve their country through careers in the services, suggestions for editorials or for feature stories in a local newspaper and other such activities - these are in keeping with Navy League objectives and are vital to its purpose. A council's activities are limited only by the imagination and enthusiasm of its officers and members and are of utmost importance in retaining members. Examples of other programs include:
 - i) Inviting service personnel on leave status in the community or from nearby installations to be guests of council members, at council events. Inviting a serviceman or woman to discuss his or her responsibilities at a council meeting. Inviting service personnel into the homes of members, to sports events, on sightseeing tours, etc.
 - ii) Establishing an "enlisted person of the month, quarter or year" program, working with local commanding officers for nominations. An appropriate award--such as a gift certificate, a visit to a recreational facility (perhaps with his or her family), or a gift council membership for the award winner's spouse--may be offered.
 - iii) Generating interest in sea-service careers on the high school level by, for example, sponsoring or assisting in science fairs, essay and public speaking contests and other activities. Service personnel can serve as counselors or judges in such projects.
- c) Timely reports to National Headquarters on outstanding programs and projects are encouraged. This material may be used in SEAPOW magazine, The Navy Leaguer and/or the Navy League web site to benefit other councils. Councils with newsletters should send a copy of each edition to Headquarters, attention: Deputy Editor of SEAPOW. Electronic copies of the newsletters should be sent to Headquarters via email to: Deputy Editor of SEAPOW at seapower@navyleague.org and to the Director of Public Relations at publicrelations@navyleague.org.

- d) Several programs are outlined in different program guides available through the Regional Activities Department at National Headquarters. Electronic versions of these guides are available online at the Navy League web site under Council Resources.

The following are available:

1. Anchor Program Mentor Support Guide
2. Council Formation Guide
3. Council Newsletter Editor Handbook
4. Council Partnerships Guide
5. Council Presidents Turnover Guide
6. Council Ship Visit Planning Guide
7. Hosting National Conventions Guide
8. International Council Operations Guide
9. Membership Recruitment Guide
10. Non-Profit Grant Writing Guide
11. Public Education Guide
12. Public Education Seminar Planning Guide
13. Retention Guide
14. Sea Service Family Support Guide
15. Ship Adoption Guide
16. Ship Commissioning Guide
17. Welcoming New Members Guide
18. Youth Programs Guide

Note: More information about Adopt-a-Ship or Station may be found in Part 3, Attachment Two.

2) Youth Programs

a) Introduction

- i) The Navy League of the United States is committed to the support of youth programs. Participation in a Naval Sea Cadet Corps (NSCC) and/or JROTC program teaches a sense of duty, honor, and patriotism. Navy League support for these programs helps ensure America's future well-being and security. In addition, such programs create in the nation's youth a healthy appreciation for the adventures and challenges of life in the sea services. Strong council support for these programs epitomizes the Navy League's own "Citizens in Support of the Sea Services" slogan by supporting future military members and citizens among our youth.
- ii) While the NLUS' primary youth organization is the Naval Sea Cadets, The Navy League of the United States encourages cooperation with and support of all recognized youth programs—e.g., the Boy Scouts of America, Boys' Clubs, Big Brothers, Camp Fire Girls, Girl Scouts, etc.--and especially naval-oriented programs such as the JROTC and ROTC, which espouse goals complementary to the Navy League's own Naval Sea Cadet Corps and Navy League Cadet Corps. The Navy League's youth programs are aimed at educating and training the nation's young people in citizenship and in maritime matters.
- iii) The basic objectives of the Navy League's youth programs are best achieved through the Naval Sea Cadet Corps, Navy League Cadet Corps and Navy and Marine Corps JROTC programs. There are no other national youth programs more oriented toward enhancing the citizenship potential of its members, emphasizing the importance of the nation's maritime forces, and explaining and demonstrating the pros and cons of a career in these forces. Consequently, these programs deserve, and need, the full support of all councils and of each council member.

b) Naval Sea Cadet Corps (NSCC) and Navy League Cadet Corps (NLCC)

- i) The Naval Sea Cadet Corps was established by the Navy League of the United States in 1958, federally chartered on September 10, 1962, and is the primary and premier youth development program of the Navy League of the United States. Navy support for the program is authorized by Chief of Naval Operations instructions and is provided to the extent possible within the limits of available resources and on a basis that will not interfere with assigned Navy missions. Cadets and adult leaders are authorized to wear the Navy uniform, appropriately modified with a distinctive Sea Cadets insignia. The Naval Sea Cadet Corps is designated as their primary youth group by the Commandant of the U.S. Coast Guard. These close ties also exist with the U.S. Coast Guard result in superior Cadet operational training. NSCC Cadets are afforded the opportunity of advanced pay grade enlistment in the Navy, Coast Guard, Marine Corps and Army as a result of NSCC training, and are provided assistance for entrance into all officer programs. The Naval Sea Cadet Corps program is designed for youths 13 through 17 years of age. The Navy League Cadet Corps, established under the auspices of the NSCC for youths 11 through 13 years of age, is also sponsored by the Navy League. The goals of the Naval Sea Cadet Corps program are:

- (1) To build in every Cadet a sense of patriotism, courage, and self-reliance, confidence, and similar qualities which will mold strong moral character, good citizenship traits and a drug-, alcohol- and gang-free lifestyle;
- (2) To develop an interest and skill in seamanship and seagoing subjects;
- (3) To instill in Cadets an appreciation of the modern Navy as an essential element of America's defense team; and
- (4) To make Cadets aware of the prestige of a military career and increase the advancement potential of those who serve.

- ii) As a direct consequence of our long-term commitment to Youth Programs and close relationship with the maritime services, The Navy League of the United States is in a unique position to provide the opportunity for personal growth for our country's young men and women. One of the most important means to develop our nation's youth into the leaders our country needs in the future is to sponsor a Naval Sea Cadet Corps and/or Navy League Cadet Corps unit. In order for a council to support a successful NSCC/NLCC program, and before undertaking the sponsorship of either or both types of units, a careful evaluation of resources must be made to ensure sound and capable adult leadership will be available for all phases of the program. This requires identifying unit officers and Navy League members to serve on

the council's NSCC Committee. In accordance with the NSCC Regulations Manual, the NSCC Committee will prepare for the council president's signature a letter forwarding recommendations for assignment of unit officers and prospective Commanding Officer to the NSCC Executive Director for review and approval. The NSCC Committee shall maintain financial support and fiduciary oversight for their sponsored NSCC/NLCC unit. Although a close working relationship will certainly develop between the council Youth Committee and unit leadership, all NSCC/NLCC local unit administration and operations, including officer assignments, shall be in direct control of the Executive Director, NSCC, through the NSCC chain of command. Any issues dealing with unit administration or operations that cannot be resolved at the local level should be addressed to the Executive Director, NSCC, via the NSCC Regional Director and NHQ Field Representative. A step-by-step procedure for establishing a unit is included in the NSCC Formation Manual, and details of unit administration and operation may be found in the NSCC Regulations Manual. Both publications may be obtained by written request addressed to: Executive Director, Naval Sea Cadet Corps, 2300 Wilson Boulevard, Suite 200, Arlington, Virginia 22201-5424, or by a telephone call to (703) 243-6910, or from the NSCC Web site at (www.seacadets.org). All NSCC Administrative Directives and Regulation Manuals can also be found at <http://resources.seacadets.org>.

c) JROTC

i) JROTC Adopt-a-Unit Program

JROTC units receive federal funding through the U.S. Navy. As of early 2008 there were more than 600 JROTC units throughout the United States and its U.S. territories with approximately fifty thousand cadets enrolled. The number of units is expected to increase to 700 in the next few years. In order to increase emphasis on NLUS youth programs, Navy League councils are asked to adopt JROTC units in their communities and to support them to the maximum extent possible through awards ceremonies, special events, and visits to ships or bases. Navy League Councils desiring to adopt a JROTC unit are requested to fill out an "adoption form" and return it to the Director of Youth Programs, Navy League of the United States, 2300 Wilson Boulevard, Suite 200, Arlington, Virginia 22201-5424. (Attachment Five of this manual includes a sample adopt-a-unit form.)

NOTE: It is recognized that there are a number of councils that are either unable or unwilling to sponsor a Cadet Corps or JROTC unit. There also are a number of councils presently sponsoring a Naval Sea Cadet Corps unit who wish to cooperate and work with other nationally recognized youth programs. For these councils, the following section attempts to present suggestions and ideas through which a council youth program can be implemented at little or no expense, and still meet the objectives of educating and training the nation's youth in citizenship and maritime matters.

d) Program Guidelines

i) Objectives

- (1) To make better citizens of America's young people by educating them in the importance of sea power and maritime forces to the nation;
- (2) To expose the nation's youth to the traditions and historical backgrounds of the U.S. Navy, U.S. Marine Corps, U.S. Coast Guard and U.S. flag-Merchant Marine;
- (3) To acquaint young men and women of junior high school and high school age with the career opportunities that are offered by America's naval/maritime forces; and
- (4) To make possible first-hand observation of those services by young people through visits to service installations, schools, training centers, etc.

ii) Organization and Administration

- (1) Council youth programs usually shall be under the aegis of the Navy League's National Vice President for Youth and shall be administered in coordination with the National Chairperson of the Naval Sea Cadet Corps. Navy League Region or Area Presidents may wish to appoint Vice Presidents (or Committee Chairmen) for Youth Programs to function in their respective areas of responsibility. These Region and Area Vice Presidents, or Chairmen of Youth Programs would act as coordinators for youth program activities in their assigned areas, assist in arranging visits to ships and shore installations, and motivate councils toward initiating youth programs. (Such appointments should not be confused with, nor conflict with, the appointment of Naval Sea Cadet Corps Regional Directors, who are separately selected and appointed by the Chairperson of the Naval Sea Cadet Corps to coordinate Sea Cadet matters only in given geographical areas which usually, differ from Navy League Regions.)
- (2) At the council level, a youth programs committee should be appointed with one individual assigned as chairperson. Where possible, Naval Reservists and council members with connections in local school systems should be appointed as members of this committee.
- (3) If the council is already the sponsor of a Sea Cadet or League Cadet unit, or plans to sponsor one in the future, it would be better if the council Youth Programs committee and the Sea Cadet committee were separate committees. While the basic objectives of both are essentially the same, organizationally combining the two at the council level might dilute the efforts of committee members to the detriment of both programs. A possible solution might be appointing a council Vice President for youth with the two Committee Chairmen serving as subordinates.

iii) Duties of Council Chairperson for Youth Programs

The duties of the Chairperson of the Youth Programs Committee will include, but not be limited to:

- a. Establishing liaison with all U.S. Navy, U.S. Marine Corps, U.S. Coast Guard, and U.S.-flag Merchant Marine activities in the local area, including shore installations, ships, schools, Reserve Training Centers, etc., for the purpose of determining what resources are available and what assistance can be provided to youth programs, and to establish procedures for arranging tours or visits by youth groups;
- b. Establishing liaison with local school authorities (especially guidance counselors) to solicit their support for council youth programs;
- c. Establishing liaison with Sea Cadets and other youth groups in the area. Boys' Clubs, Boy Scouts, Girl Scouts, Big Brothers, Big Sisters, JROTC, etc., arrange and coordinate trips, tours and cruises to or aboard maritime forces' installations and ships regardless of their organizational affirmation;
- d. Assisting local recruiters in establishing liaison with sources of recruits such as schools;
- e. Stimulating interest in maritime-oriented science fairs, essay contests, etc., using maritime service personnel as counselors, judges, etc.;
- f. Maintaining records of all young people who participate in arranged activities, providing to recruiters a list of those who participate in arranged activities and providing to recruiters a list of those who express an interest in learning more about maritime service career opportunities;
- g. Providing, from the local council, annual awards for outstanding young people in the area in varying fields such as citizenship, athletics, etc.; The Navy League Youth Medal is used for these annual awards. The Youth Medal, with certificate, can be ordered from the NLUS Ship's Store at www.navyleagueshipsstore.com. A medal is authorized for each youth group sponsored (JROTC and NSCC). The NLCC cadets receive a ribbon.
- h. Establishing contact with the Navy Recruiting District Youth Programs Petty Officer/Coast Guard District Navy League Liaison Officer in the area. (Names and addresses of these individuals will be provided by NSCC National Headquarters upon request.)

(1) Program Suggestions

(a) Speakers

In order to get a youth program off to a good start, it is essential to have available a list of speakers and presenters upon whom the council can call when a youth group can be assembled. Members of the council should be canvassed for volunteers. Articulate speakers, particularly those who have had careers in maritime forces, or in maritime-related fields, and who can speak in a manner and on subjects which would hold the attention of young people in their teens, are particularly needed. Council members who are involved with Toastmasters also are prime candidates. After canvassing council members, the speaker's chairperson should try other patriotic organizations such as the VFW, American Legion, etc., and civic organizations such as Rotary, Kiwanis, etc., keeping in mind that speakers are needed who will discuss sea service-related subjects. Probably the best available source of speakers will be Navy, Coast Guard, and Marine Corps personnel. They represent a pool of talented men and women who are knowledgeable in a wide range of subjects from nuclear power to diesel engine mechanics, from knot-tying to celestial navigation, from oceanography to space exploration, and a myriad of other subjects of interest to young people. Merchant Marine personnel also are available in most areas to speak on matters related to this vital component of America's maritime forces. Another excellent source of speakers is Maritime Academy midshipmen/cadets home on leave, or who have recently graduated. They will relate easily to a young audience, and should be particularly effective speakers.

Speakers may be obtained by contacting the local sea service commands or their Community Outreach/Speakers Bureau headquarters' offices listed below:

Navy Office of Community Outreach (NAVCO) Speakers Bureau

Mailing Address: 5722 Integrity Drive, Bldg. 456-3, Millington, TN 38054-5057

Phone: (901) 874-5805

Email: speakers@navy.mil

Web Site: <http://www.navy.mil/navco/>

Marine Corps Speakers Bureau of the Community Relations Branch of the Division of Public Affairs

Mailing Address: Commandant of the Marine Corps, Headquarters

U.S. Marine Corps (PAC)

3000 Marine Corps Pentagon

Washington DC 20350

Phone: (703) 614-1034

Fax: (703) 614-2358

Email: hqmc.comrel@usmc.mil

Web Site: <http://www.marines.mil/community/Pages/Speaker.aspx>

Coast Guard Community Relations Branch

Mailing Address: Commandant (CG-09223)
U.S. Coast Guard
2100 Second Street, SW
Washington, DC 20593-0001

Phone: (202) 372-4620

Fax: (202) 372-4985

Web Site: [http://www.uscg.mil/community/Speakers Bureau.asp](http://www.uscg.mil/community/Speakers_Bureau.asp)

Merchant Marine speakers requests may be coordinated through the Maritime Administration Congressional/Public Affairs Department.

Mailing Address: Maritime Administration
1200 New Jersey Avenue, SE,
Washington, DC 20590

Phone: (202) 366-5807

Email: pao.marad@dot.gov

(2) Presentation Material

Knowing that you have a pool of speakers and presenters available, you should next familiarize themselves with resources, other than people, that can be used to create interesting educational programs. Videos are available covering a variety of topics, including historical, technical, scientific and other informative and other interesting subjects. A partial list of topics might include the following subject areas.

Aviation	Sailing	Professional Careers
Sea Power	Submarines	Vocational Skills
History	Navy Life	Women in the Sea Services
Sports	Oceanography	Research and Space Exploration

Also available is an effective and informative series of video/PowerPoint presentations, podcasts and online resources on various sea power topics that have been developed by the sea services for group presentations. Always ensure that when service presentations are arranged, the sea service presenter or demonstration team is informed of the age of the groups they will be addressing. Many of these presentations are available online at the sea services' main web site or may be obtained by contacting the services' Public Affairs/Community Outreach offices listed above.

(3) Static Displays and Recruiting Marketing Properties

The sea services Public Affairs/Community Outreach offices in collaboration with local recruiters can provide numerous types of static displays, art exhibits, training models, demonstration teams such as The Leap Frogs, Blue Angels, Harrier demonstrations, and even port visits by Coast Guard Cutter Eagle. Check the Navy League's national web site, Council Resources page for information guides and request forms.

(4) Bands, Color Guards, Pageants

It may occasionally be possible to obtain a band, drum and bugle corps, color guard, or military pageant for large youth groups or major events. Some requests of this type cannot be met because of personnel shortages or scheduling problems, but the sea services will make every effort to fill such requests. Contact the sea services' Public Affairs/Community Outreach Program offices. Information guides and request forms are also available online at the Navy League's national web site under Council Resources.

(5) Scholarships and Sea Services Academies

Councils should be aware that in addition to Academy appointments--to the Naval Academy in Annapolis, MD, the Coast Guard Academy in New London, Conn., and the Merchant Marine Academy in Kings Point, NY--two- and four-year scholarships at over 60 major colleges and universities throughout the United States also are available through the Naval Reserve Officer Training Corps (ROTC) Program. Having available several volunteers who have familiarized themselves with these programs will be a valuable addition to a council's speakers program and should be of supreme interest to youth groups. Information concerning academy admissions may be obtained from the following:

1) Navy:

Naval Academy

Superintendent or U.S. Naval Academy

U.S. Naval Academy West Coast Regional Candidate

(Attn: Candidate Guidance) Guidance Office

Annapolis, Md. 21401 NAS Moffet Field, Calif. 94035

or by contacting the area "Blue and Gold" officer (name and address may be obtained from the local Navy Recruiter).

2) Coast Guard:

Coast Guard Academy

Superintendent

U.S. Coast Guard Academy

(Attn: Dean of Admissions)

New London, Conn. 06320

or by contacting the local Coast Guard Auxiliary. The Coast Guard Auxiliary sponsors Project AIM (Academy of Indoctrination Mission), which annually provides young men and women who may be interested in attending the Coast Guard Academy with the opportunity to participate in a five-day orientation visit to the Academy. Contact the local Coast Guard Auxiliary for detailed information.

3) Merchant Marine:

Merchant Marine Academy

Director of Admissions

U.S. Merchant Marine Academy

Kings Point, N.Y. 11024

For information on Naval ROTC Scholarships, contact a Navy recruiter or call toll-free (800) 327-NAVY. In Alaska, call collect 907/272-9133. In Hawaii, call collect 808/546-7540. In Puerto Rico, call toll free (800) 327-6289.

(6) Visits, Tours, Cruises

Visits and tours of Navy, Coast Guard, and Marine Corps shore installations and visits to and cruises aboard Navy and Coast Guard vessels are, of course, the most interesting activities you can arrange for young people. They also require the most planning. It is difficult to decide whether a group should be gathered first and a tour, visit, or cruise then arranged, or vice-versa. At first assessment it might seem that it would be advisable to first arrange the tours, visits, or cruises, then gather the youth group to participate. However, the size and composition of the group frequently determines the type of activities available, so the arrangement must of necessity be of "Ping-Pong"-type evolution. The council should try to ascertain the activities available, with the size and type of group that can be accommodated, then try to match the event with the youth groups it can gather. There are several important factors, which should be kept in mind:

- a. Adequate adult supervision is mandatory. The suggested ratio is one adult supervisor for every eight or ten young people. If females are included in the youth groups, there should be a proportionate number of female adult supervisors. Nothing will damage the program more seriously than inadequate supervision, which may result in unacceptable conduct on the part of the young people under your cognizance.
- b. A second important point that should be clearly understood by the Youth Programs Committee and carefully explained to all other personnel involved (especially the young people and their parents) is the fact that visits, tours, and cruises (as well as other activities where the uniformed services are involved) are dependent on the operational commitments of the commands involved, and are therefore subject to postponements or cancellations on short notice.
- c. Transportation for youth-group visits, tours, and cruises is the responsibility of the council, which in most cases will find that the parents of participants will be willing to provide transportation in order that the young people can take advantage of the proffered visits. An alternative is to approach the host maritime service activity for possible assistance, or to provide transportation in vehicles privately owned by council

members. This latter suggestion raises the question of liability and insurance. Most vehicle owners carry insurance covering such possible contingencies, and most major insurers will issue "one shot" coverage for such specific occasions. The young people also can be covered by accident insurance, if such coverage is considered necessary or desirable. Accident coverage (and health coverage if the evolution exceeds 72 hours in duration) may be obtained from the Naval Sea Cadet/Navy League Cadet insurance program. However the coverage is for a one-year enrollment, and equivalent coverage can be obtained (again, if considered necessary or desirable) for a single situation at a considerably lower cost.

- d. It is highly desirable to obtain release forms from participating youths and their parents. In addition to release from personal liability, etc., the release form provides consent for emergency medical treatment should that be necessary. This form should be gathered from the participating young people prior to departure on the tour or cruise, and should be carried by an adult accompanying the group. (See Attachment 5 for sample release form.)
- e. After tours, visits, cruises, etc., maximum benefits can be obtained by encouraging the young people participating to appear before parents' groups, or peer groups, to tell of their experiences. This part of the program can be greatly enhanced by announcing in advance that each attendee will be asked to submit a short paper telling about the tour and that prizes for the best submissions will be awarded, and winners will be asked to speak to the Navy League council, and at school assemblies, civic club luncheons, etc. Prizes need not be expensive, but should be appropriate to the occasion. An example might be a framed color picture of the ship, visited, signed by the commanding officer. Such pictures frequently can be obtained at no cost.
- f. When planning the first visit, tour, or cruise, it is well to remember the old adage that "nothing succeeds like success." It is important that the first effort be all-out, and that nothing is left to chance. It is equally important to check and double-check all arrangements. If the first effort is a success, the council can be assured that other youth groups will be interested, and the program is off and running.
- g. A final note. It is important that liaison with your contacts in the various services be a continuing one so that the Youth Programs Committee can keep abreast of ongoing or planned activities that might present interesting variations for the youth program. This will help keep your program current and of interest to young people.

7) Liaison with Schools and School Counselors

Probably the most productive efforts will be those devoted to maintaining a continuing liaison with the various schools and school counselors in the area. As previously suggested, the membership of the Youth Programs Committee should include individuals with personal contacts with school authorities, who can ensure that the objectives of the council youth programs are understood. With this understanding, the Youth Programs Committee should present to these authorities the wide range of activities available through Navy League youth programs, soliciting their support. School authorities are as concerned as council members are about the need to develop good citizenship attributes in young Americans, and in presenting to them the value of maritime forces to the nation, particularly in their various roles in national defense. If this is kept in mind, the council's efforts should be well received.

In its contacts with school counselors, the Youth Programs Committee also should accomplish the following:

- a) Help school counselor's carry out the responsibilities of providing information to students about career opportunities available to them in the Armed Forces. This is a difficult task at best, so the council should offer to assist in providing the

necessary information. The most effective way to do this is through local recruiters. If they have not already done so, help them to establish a good working liaison with school counselors.

- b) Obtain a list of young men and women who stand at or near the top in their chosen fields of studies, particularly in science and mathematics, and put this list to good use by ensuring that each of these outstanding students is provided with information on the service academies and the ROTC scholarship program.
- c) If the council is fortunate enough to have a technical facility in the area, arrange for visits and tours by these students so that they may observe the career opportunities available to them in their fields of interest. This personal attention may be the deciding factor in a young person's career decision and is well worth the effort.

Last, but certainly not least, give a SEAPOWER subscription to each school visited, to be kept available for student use in its library. Suggestion: back issues of SEAPOWER might be gathered from council members and placed not only in the library, but also in other places where young people gather. In any event, the goal should be to have SEAPOWER in every school library in the area.

8.) Reports

A summary report of each youth programs activity should be submitted to the Council President. The information contained in the report should be included in the council's annual report to the Navy League National Headquarters for consideration in the judging for Outstanding and Meritorious Councils. The report should include as much specific information as possible about the youth group involved, number of participants, in a particular activity, the nature of the activity, and the location of the activity. (See Attachment 5 for a sample of Activity Report, Release Form, and Adopt-a-unit Form.)

3. Public Relations

A public relations program is of fundamental importance to the Navy League on both the national and council levels. The program seeks to inform members and create public awareness of the need for a strong Navy, Marine Corps, Coast Guard, and Merchant Marine as essential elements to the security and economic well being of the nation. Through study of information concerning defense and maritime affairs, efforts can be made to acquaint the public with such matters as personnel and materiel requirements, national defense strategy and doctrine, and threat sources. (See Attachment Six at the back of this section for a Public Relations Activity Report form.) Public Relations awards are outlined in Item O, located further in this section.

To implement an effective, successful public relations program use the Public Relations Guide, available online at the Navy League web site under 'Council Resources,' as one of your primary reference sources and incorporate the following suggested activities:

- Discuss maritime matters of timely interest at council meetings and at other group activities in your local community. Review material made available by National Headquarters such as the annual Maritime Policy Statement, the monthly SEAPOWER magazine and its annual Almanac of SEAPOWER, the member newsletter, The Navy Leaguer, and on the national web site. (www.navyleague.org).
- Become acquainted with Commanding Officers and Public Affairs Officers of nearby military facilities, gleaning from them information about problems and programs of particular concern. Contact local recruiters, area command Public Affairs Officers, and Navy Operational Support Center and Family Service Center leaders. Obtain information as to the availability of speakers, visual presentations, exhibits, demonstration units, etc. from those local area organizations.
- Introduce yourselves to leaders of similar organizations and key community leaders as the Mayor, Council Members or the head of the Chamber of Commerce. These people can help further the public relations goals of the Navy League. Offer to present programs to local service, civic, fraternal, educational, church, and other groups, or to hold joint meetings with such organizations.

- Sponsor a Navy Day program and request participation of various community groups. Contact the Navy Office of Community Relations (NAVCO) to schedule a Navy Week event. (Visit the Navy Week web site at www.navyweek.org – a collaborative initiative between the Navy League and NAVCO). Consider sponsoring other sea service days as well. Those service Public Affairs/Community Outreach Offices can assist the council in the planning the event.
- Form a speaker's bureau to bring the Navy League message of peace through maritime strength to all groups providing a forum. Visit the Navy League national web site's Council Resources page for sea service Speaker's Bureaus & Community Outreach resource information.
- Actively participate in civic events and patriotic celebrations in the name of the Navy League.
- Develop a working relationship with local news and entertainment media. Provide their representatives with news releases, possible editorial themes and feature material. Encourage representatives of the media to cover council meetings and events for publication or broadcast. Encourage media representatives to join the council. Appoint them to the Public Relations Committee.
- Use a council newsletter, web site and/or blog as a medium for discussion of timely maritime matters, as well as social messaging forums such as Facebook and Twitter to apprise members of council activities. The council newsletter and web site/blogs are extremely valuable tools! They not only share information amongst the council membership but they provide external audiences, particularly potential members, with information about the councils and their activities that support the men and women of the sea services and their families.
- Donate SEAPOWER subscriptions to local high schools, public libraries, hospitals, veterans' organizations, etc. Encourage members to pass their copies on to others.
- Sponsor seminars related to key maritime issues and work with the Public Education and Public Affairs Committees to develop themes, publicity strategy and sponsorship/collaborative support.
- Donate copies of the Navy League History Book to local school and public libraries and make the book part of the council's presentation memento for special guests, local dignitaries, service award recipients and adopted-units. The book chronicles the accomplishments of the Navy League and its support to the members of the sea services for more than century.
- Distribute news releases on the chartering a new council, the appearance of a speaker at a council meeting (or before a group where the program is sponsored by the council), elections of council officers, activities of Navy League-sponsored youth groups, ship christenings and/or commissionings, service members awards, and other council programs that are in direct support of the sea service members and their families.

The activities of Navy League councils should be of general community interest. The presence of special guests, the council's work on youth programs, community outreach programs, etc., are of interest to all. More often than not, newspapers, radio and television stations and web news sites that cover community activities will welcome reports of Navy League activities if they are properly presented. Navy League information printed material, the promotional video, membership applications are also available to Councils for meetings and community outreach projects.

The following guidance is offered to aid with proper presentation of media material and should help assure greater coverage. Additional guidance and assistance can be obtained from the Director of Public Relations at National Headquarters and in the Public Relations Guide available online.

- (a) **Speaking Engagements:** Members should volunteer to speak to other groups and organizations about the Navy League, its mission and the importance of sea power. The council also can host events jointly with other community groups and have sea service members as guest speakers. Contact the services' Public Affairs/Community Outreach Offices to obtain speakers from the sea services. The Department of Defense also has an excellent speakers' bureau. The offices listed below can also provide councils with presentation

materials, static displays, and other information/marketing properties. Information about these resources are also available on the Navy League web site on the 'Council Resources' page.

- Navy Office of Community Outreach (NAVCO) Speakers Bureau

Mailing Address: 5722 Integrity Drive, Bldg. 456-3, Millington, TN 38054-5057

Phone: (901) 874-5805

Email: speakers@navy.mil

Web site: <http://www.navy.mil/navco/>

- Marine Corps Speakers Bureau of the Community Relations Branch of the Division of Public Affairs

Mailing Address: Commandant of the Marine Corps, Headquarters

U.S. Marine Corps (PAC)

3000 Marine Corps Pentagon

Washington DC 20350

Phone: (703) 614-1034

Fax: (703) 614-2358

Email: hqmc.comrel@usmc.mil

Web site: <http://www.marines.mil/community/Pages/Speaker.aspx>

- Coast Guard Community Relations Branch

Mailing Address: Commandant (CG-09223)

U.S. Coast Guard

2100 Second Street, SW

Washington, DC 20593-0001

Phone: (202) 372-4620

Fax: (202) 372-4985

Web site: http://www.uscg.mil/community/Speakers_Bureau.asp

- Merchant Marine speakers' requests may be coordinated through the Maritime Administration Congressional/Public Affairs Department.

Mailing Address: Maritime Administration
 1200 New Jersey Avenue, SE,
 Washington, DC 20590

Phone: (202) 366-5807

Email: pao.marad@dot.gov

(b) Basic tools of the Public Relations trade:

- (i) The News Release: This is the basic tool in publicity. The Navy League can assist councils with distributing releases to select media. For questions concerning distributing news releases to an area-wide audience, contact the Public Relations Department with the area and types of media to be reached, and the news departments you want notified. Sample news release is available in the Public Relations Guide.

Fundamental rules for preparation of the news release:

1. Readability: Most media outlets prefer electronic news releases. If you do use hard-copy releases, use only one side of the paper. Copy must be typed, double-spaced, with ample margins and room at the top of each page for editorial changes and/or corrections. Releases that are too cluttered are usually filed in the wastebasket. All paragraphs should be clearly indented.
2. Attribution: The upper left-hand corner of the paper or electronic release should contain the writer's name, Navy League affiliation, address, telephone number and e-mail address, so that the editor can get in touch should there be any questions.
3. Identification: Because an editor receives so many types of communication, the copy should boldly state "News Release" at the top of the first page.
4. Timing: Generally speaking, most stories are for immediate release. If there is some reason why the news provided should be published at a later date, it should be marked for Release on (specify date) so that editors will hold it for that date.
5. The Lead: This is the opening paragraph. It should contain as much essential information as possible. It also should be as brief and concise as possible so that an editor can quickly tell what the story is about. The writer should try to follow the old reliable rule and if possible and appropriate, include in the lead the five "W's" - Who, What, When, Where and Why. Also include an "H" - How it happened, or will happen.
6. Later Paragraphs: Use essential facts and keep the story short. But do NOT write the story under the premise that it will be cut, and that cutting is likely to be done from the bottom up. If the story is informative and tightly written, various editors may decide differently how and where he/she may wish to use it, and what, if anything, to cut from it. If the release is more than one page long, end the first page with "more" and be sure to number the second and all subsequent pages. Use a closing mark (e.g., ## or -30-) at the end of the final paragraph of the last page to indicate the end of the story.

7. Focus: The release should focus on the local applicability or significance, human-interest, consequences and, possibly, the novelty of the story. Why is this information of interest to the local community and what effect will it have on the local area? Human interest sells papers, blog walls and broadcast air time. Show the quirky, colorful, or dramatic side of the human condition or character. Is there something unusual or unique about the information provided that may be newsworthy -- e.g., the first, the best, the worst, the biggest, the smallest, etc.? If there is some way to tie the story into a larger news theme, do so.
 8. Proper Names: Verify spellings. Use the first name and middle initial the first time a name appears in the release. Miss, Mrs., or Ms. should be used with women's names. Military titles are important; be certain the release includes the correct designation and abbreviation (and be sure to include services' affiliations - USN, USMC, USA, USAF, USCG, etc.). After the first use of the name, only the last name is necessary — but many publications do use distinguishing titles (Mr. Smith, Mrs. Jones, Captain Doe, Dr. Johnson, etc.). Usually, it is not necessary to use "Mr." unless a publication's preference so dictates. Use the AP Style Guide as reference source.
 9. Numerals: Spell out all numbers from one through nine. From 10 on, use numerals.
- (ii) Photos: Digital color or black-and-white photos should be both sharp and clear, preferably in JPEG format, at least 250 dpi, or dots per inch, and at least 3" x 5". They should be sent as attachments with the electronic news release. If sending hard-copy, photos should be at least 5" x 7". If it is an important event featuring celebrities, etc., call the editor ahead of time. He or she may want to send a staff photographer or may ask the council to cover the event for the publication (and therefore will suggest the kind of picture needed). Photographs and biographies of the NLUS National President and National Executive Director are available from the NLUS Director of Public Relations. The Navy League logos are available online at the Navy League web site under the 'Council Resources' page (Graphics, IT Support section). Other photos also may be available from National Headquarters or from the sea services' web sites (See Photos & Video Libraries section of Council Resources). Anyone shooting photos for SEAPOWER, The Navy Leaguer or the Navy League web site should try to show Navy League programs or projects in action, for example: community service projects, parade or fair participation, membership information booths, special trips, special events such as "Fleet Week," or participation in memorial and commemorative events. The event should be something that carries out the educational mission of the Navy League, not just a group photo at a cocktail party or luncheon. Imaginative action photos attract new members and may even serve as a competitive motivator for other Councils.
- a. Captions: All pictures should be captioned. In a group shot, brief identifications and a summary of the event are needed. The caption should be included on the electronic news release and tagged "Caption:". When using hard copy, it should be typed on a separate slip of paper and loosely taped to the back of the picture so that it can be removed without damage. Under NO circumstances should anyone write on the back of a photo with a pencil or ball-point pen!!! It is in that case permissible though, to write on a label and affix it to the photo after the writing is completed, or to use a felt-tip pen, but in that case be sure the ink must be is completely dry before the photos are stacked. If it is absolutely necessary to write something directly on the back of a photo, be sure a felt-tip pen is used.

A typical caption might read:

NOTE: "Navy Day Plans - Going over plans for an official welcome to Rear Adm. John J. Doe, commander of Naval Base XYZ and guest speaker for the Navy Day banquet are (left to right): Mary Smith, council president; John S. Jones, Navy Day chairperson; and James H. Brown, council vice president."

- (iii) Video: Just like the guidance for taking photos, think action shot. Good visuals and audio are the key. When capturing video for posting to a web site, whether it be a council site, the national site or a blog,

shoot and edit the video “tight” to ensure that the file is not too large which will take some time to download in the web browser. Since shooting quality video and editing are more complicated, consider the council’s resources first before embarking on the video project or encourage council community affiliate members to sponsor the video project.

- (iv) Deadlines: All the hard work that went into preparing the news release, shooting the photo or video may be wasted if a critical deadline is missed. Check with the staff of the publication to which the news release will be sent to ascertain their deadlines. For weeklies, releases usually should arrive at least a week before the publication date. For dailies, submit the releases at least two days prior to publication date. The deadline for a Sunday edition is usually the preceding Wednesday.

(c) External Media

- (i) Newspapers: Newspapers welcome news about the community, its people, organizations and their activities, and provide an excellent opportunity for council coverage and publicity. The word to remember is news items of interest. The council should respect the newspaper's position by sending in only valid material in the form preferred by the news editors.
 1. Start with a list of the papers in your area. There may be only one or two dailies, but the weeklies and semi-weeklies also are important, especially for material that has a longer shelf life.
 2. Keep a list of names, addresses, email addresses, web site addresses and telephone numbers of the papers handy, along with the names and contact information of editors, reporters and any other staff members with whom council members may have personal contact.
 3. Remember that the staff of a newspaper, large or small, is usually very busy. Check their web sites for how best to contact them for news submissions. For small town newspapers, it may be helpful if the PR chairperson can hand-carries his/her first release to the paper, meet the editor or someone else on the staff, and explaining as much as possible about the Navy League and the local council. Make sure that same release also is available electronically. Subsequent releases can be delivered in the manner most preferred by the editor. It is important to establish a relationship first. Never telephone in a news item unless specifically asked to by an editor. This takes up valuable time and there is a greater chance of error when communicating via phone, especially in the spelling of names.
- (ii) Radio and Television: As with newspapers, it is helpful to establish personal contact with appropriate staffers at local TV and radio stations, notifying them several days in advance of any event involving prominent persons (such as senior military personnel, visiting speakers, etc.) or the community as a whole (Navy Day festivities, etc.). They might be interested in providing coverage, which would build community interest in the council's activities and, as a bonus, might provide some free advance publicity. Each contact with a radio or TV station should be made personally, because there usually are fewer events appropriate for broadcast coverage and previous encounters can be forgotten. In many instances, it will be the personal approach that prompts or persuades a station to provide coverage. Provide the station with copies of event-relevant news releases; even though it doesn't print them, because the news releases are (or should be) the most succinct statement of what your council is about to do or has done and why it should be of general community interest.

NOTE: Unless specifically requested, do not provide photos to radio or TV stations; radio stations can't use them, and TV stations won't--if they decide to provide visual coverage, they will send their own camera crew in most cases.

- (iii) Web Sites/Blogs: The notion of local news is only local no longer holds true with the pervasiveness of the world-wide web. Almost every newspaper, magazine, radio and television station has a web site and incorporating web logs (blogs) are equally as popular. More media organizations are increasingly encouraging their readership and viewing audience to become real time contributors to their news base.

This provides a great opportunity for councils to get the word out to the general public about what they are doing in their local communities to support the sea services. Blogs offer a forum for discussions on issues as well as great inexpensive mediums for sending video and or photo “Messages to the Troops.”

The basic rules for submitting good news items discussed above in the Newspaper and Radio/Television sections also apply for the web. Often what appears in the traditional mediums will also appear on the related web sites. Blogs are much more forgiving on production quality and what is submitted is exactly what will be published. There is no intermediary writer, editor or producer so what is submitted must be appropriate and in keeping with the standards of the Navy League and the organization’s policies.

(d) Navy League Publications/Web sites (Internal Media)

(i) Council Newsletters

1. Newsletter Preparation: Many councils publish newsletters to support the NLUS educational message and to keep members informed. Area and Region Presidents also may publish newsletters, which serve as a valuable communications tool from the National President and other Council Officers to the membership at large. The council newsletter should report on council activities, advise members of upcoming council events, introduce new members, and relate problems of special concern to the membership. In essence, newsletters provide information of interest to Navy Leaguers at the local, area, regional and national levels, which is of vital importance to the organization. A Newsletter Editor’s Guide is available online under Council Resources.

- a. To plan a newsletter, an editor should create a basic layout that is easily recognized as the council, area, or region newsletter. This can be done by one person or by a committee. Among the stories to include should be information on the local sea services and Naval Sea Cadet Corps.
- b. The design of a newsletter may change, but the nameplate and style should maintain the newsletter's identity. Each council's newsletter should have a look of its own, from its size to the typefaces used, to the design of the columns.
- c. Effective newsletter writing is characterized by accuracy, clarity, and vitality. Accuracy is the most important. Clarity and simplicity go together to make for easy reading. Vitality is achieved through the use of strong verbs and by writing in the active voice. The writer should strive to answer the basic questions who, what, when, where, why and how in the first sentence or paragraph of any story or announcement.
- d. Editing is essential to make the newsletter both clear and interesting. It is an editor's job to correct mistakes and to pull the newsletter together. Pages should be balanced, using photographs, artwork, and headlines and/or subheadings in bold type.
- e. To put the newsletter together, the editor is encouraged to use a computer and a desktop publishing software or a word processing software that has desktop publishing features. While creating a newsletter on a typewriter is still possible, most editors will find it cumbersome and limiting relative to creating the newsletter on the computer. However, when using a typewriter and a cut-and-paste layout, it is advisable to arrange the material in order before starting the layout. The best approach then is to:
 - Start at the bottom of the page and work toward the top;
 - Keep all pages both simple and neat;
 - Use graphics to help tell a story and emphasize key points.
 - A good desktop publishing system shows the editor how to lay out the pages.

- f. When the newsletter is ready to be printed, there are many options, from photocopy machines and offset printing to e-mailing. The choice is usually determined by what the council budget allows. Electronic newsletters are by far the most cost effective and get give you widest, immediate distribute at a low cost.
- g. The distribution list should include: Area and Region Presidents [(or the appropriate President's representative, in the case of some overseas councils)]; National Headquarters staff (send to the Deputy Editor of SEAPOWER, who will distribute paper copy to other staff members); commanding officers and public affairs officers of area military commands; and prospective members, as determined by the council membership recruiting chairperson. Area or Region Presidents may wish to exchange newsletters with other areas, regions, or councils. The Director of Public Relations (publicrelations@navyleague.org) should be copied on email distribution of electronic copies of council newsletters.
- h. There is no bar to including advertising in newsletters, which can help offset the cost of publication, but the council should take care to avoid making a profit because of Internal Revenue Service regulations. Advertising is prohibited if the council uses a USPS non-profit rate; Postal Inspectors check for advertising and will return your newsletter for additional postage, if found.

Note: Some newsletter editors have generated a steady income to supplement funds from the council treasury by reprinting local business cards for an annual fee.

- i. Additional information on preparing and distributing newsletters may be found online under Council Resources. Newsletter editors are welcome to send in their ideas to the Director of Public Relations for inclusion in the resource guide(s).
- j. Sharing Information: Editors are encouraged to meet for the purpose of sharing information and discussing suggestions relating to newsletters with the Public Affairs Committee when it meets at national meetings. Newsletter workshops are held periodically or may be requested by the council. Editors are encouraged to meet on other occasions as well, such as at the regional or state meetings and share ideas and good business practices.
- k. Mackie Awards; Councils are encouraged to submit their newsletters for the annual Donald M. Mackie Awards competition which recognizes the best of the best council newsletters and web sites. See the Section N and the Awards Manual for details. The awards winners are published every year in The Navy Leaguer on the national web site.

(ii) Council Web Sites

1. Establishing a web presence. The easiest and least expensive way for members to get information out about their activities that support the Navy League's mission and to the widest audience possible (the world) is by establishing a web presence. Unlike print or the broadcast media, publication space or broadcast time for news and information, the web is not limited. Almost every organization of any size around the world has a web site and/or a blog. While having a web site may be generally easy to establish and relatively inexpensive to obtain and maintain it does require constant attention. If a web site is not frequently updated, it quickly becomes obsolete and that reflects negatively on the organization; giving an indication that perhaps the organization is not very active or totally inactive.

Councils, Regions or Areas interested in creating a web site may contact the Information Technology Committee (ITC) for assistance. The Committee has identified several Internet

Providers that have created easy to use templates that are similar to the national web site. The ITC works closely with the Public Relations department and the Sr. Dir. of Regional Activities to ensure that councils are getting the web support they need. Councils,

In designing the web site, the web manager should follow the basic layout design tips listed for newsletters above. Simply because the web space is infinitum, doesn't mean more is better. Aim for establishing a clean, focused look that does not become busy with the overuse of special effects and features. (See the Mackie Awards Judging Information/Criteria for Web sites online under the Outreach/Public Relations program and the Mackie Awards Section N.)

2. Registering web sites: Although Councils, Regions or Areas are not required to work with the ITC to establish their web site, they are required to register the web site with the Public Relations Department (publicrelations@navyleague.org) at national headquarters and with the Sr. Dir. of Regional Activities.
3. Advertising: There is no restriction on including advertising on council web sites, but the council should take care to avoid making a profit because of Internal Revenue Service regulations.
4. Mackie Awards: Councils are encouraged to submit their web sites for the annual Donald M. Mackie Awards competition which recognizes the best of the best web sites and newsletter. Regions and Areas are also encouraged to submit their web sites. See the Section N and the Awards Manual for details. The awards winners are published every year in The Navy Leaguer on the national web site.

(iii) National Publications

1. SEAPOWER magazine and the SEAPOWER Almanac contain a wealth of helpful information about the sea services' programs as well as activities of NLUS councils. Councils are invited to submit items and photographs for inclusion in SEAPOWER. The email address is <mailto:seapowermail@navyleague.org>

Photographs, preferably in an electronic format, should convey council activities that in some direct or indirect way support the sea services or council development.

As color copiers and laser printers become increasingly popular, more and more images generated from these formats are sent to SEAPOWER. However, photocopied or printer-generated images lack the quality necessary for publication. Color photographs, slides, digital images with a resolution of 320 kilobytes or 300 dpi (dots or pixels per inch) at 3" x 5", and graphics (line art) are the only formats acceptable. Only higher-quality (and more expensive) digital cameras are capable of meeting the resolution required for publication.

Photographs also may be unsuitable for publication for one or more of the following reasons: (1) out-of-focus images; (2) subject matter or people too far away; (3) person's eyes closed (if a close-up of that person); (4) poor color quality or contrast (such as an image being blue or pink, or too dark owing to inadequate flash lighting and excessive backlighting); (5) lack of caption information (who, what, when, where, why, how) with full names and titles of subjects; and (6) lack of Navy League-wide appeal (for example, a "head and shoulders" roster photograph of a new council president).

The subject matter of your photographs also is a key consideration. In planning your photographic documentation of council activities, think visually and strive for proper lighting and composition. In general, a candid "action" shot showing Navy League members or Sea Cadets doing something is always more appealing than a static group shot with all individuals mugging for the camera. The posed "grip and grin" may be unavoidable, but try to vary the content of your photography to capture council members engaged in some activity — presenting an award, interacting with members of the

sea services or public officials, etc. Please do not write a photo caption in pen on the back of a photographic print, or you will likely damage the photograph! Print or type the caption on a separate piece of paper and tape it to the back of the photograph.

We seek to publish as many suitable council photographs as possible in SEAPOWER, but no guarantees can be made owing to the large number of photographs we receive each month and the unavoidable space limitations we face. As in any publication, editorial discretion is the only hard and fast rule. If you have any technical questions regarding a photo's suitability, please contact the SEAPOWER staff at 703-312-1576. Members of the SEAPOWER editorial staff also would welcome the opportunity to discuss editorial and photographic considerations associated with publicizing your council's activities on the pages of SEAPOWER.

2. The Navy Leaguer: The membership newsletter is published by the National Headquarters' Public Relations Department and distributed with SEAPOWER. Where SEAPOWER's editorial content focuses primarily on sea services programs, The Navy Leaguer, generally published quarterly, highlights the activities of the members, the councils and the Sea Cadets. It also provides information on organizational awards to members and councils, advisory information for council presidents and other Navy League leaders, as well as reports on Navy League national programs covering the areas of development, legislative affairs, public relations, membership.

Councils submitting stories and photos for inclusion in the newsletter should send the submissions to the Director of Public Relations at headquarters at publicrelations@navyleague.org. Indicate specifically if the submission is for both SEAPOWER and The Navy Leaguer. Councils should follow the SEAPOWER guidelines above when writing stories, articles and taking photos for inclusion in The Navy Leaguer. Questions regarding submissions for the newsletter should be directed to the Director of Public Relations at publicrelations@navyleague.org or call 703-528-1775.

3. The Navy League Web site: The national web site falls under the jurisdiction of the Director of Public Relations. It is the Navy League's public face to the world providing information about key news events affecting the Navy, Marine Corps, Coast Guard and Merchant Marines and the sea services' policy guidelines and reports. It also provides information about Navy League council activities, national education-outreach programs, national awards, legislative advocacy activities as well as highlights our corporate sponsors and program partners.

Councils are encouraged to submit articles, stories and photos for posting to the web site. The guidelines listed above for submissions to SEAPOWER and The Navy Leaguer should be followed. Questions about the national web site and submissions should be sent to the Web Manager/Director for Public Relations at publicrelations@navyleague.org.

(iv) Legislative Grassroots Initiative Program

A key aspect of the Navy League's Legislative Advocacy Program is the Grassroots Initiative, a program that is executed at the council level. This critical program is the thrust of the Navy League's efforts to ensure that political leaders at the local, city and state levels of government are aware of the importance of sea power and maintaining a strong Navy, Marine Corps, Coast Guard and Merchant Marine.

Each Navy League Region has a Grassroots Initiative representative who works with the councils in providing guidance and training in providing Grassroots presentations to political leaders. The Legislative Affairs Committee develops Grassroots Initiative presentations that council members provide their local political leaders. The topics include an introduction to the Navy League and its mission and sea service specific programs that are critical to maintain the nation's sea power and

maritime superiority. For more information on the Grassroots Initiative program contact the Director of Legislative Affairs.

(v) Special Programs

Suggested Programs – It is suggested that council:

- 1) Invite uniformed service personnel in the community or from nearby installations to attend council events.
- 2) Invite a serviceman or woman to discuss his/her responsibilities at a meeting of the council. Invite service personnel into the homes of members, to sports events, sightseeing tours, etc.
- 3) Establish an "enlisted person of the month, quarter or year" program, working with local commanding officers for nominations. An appropriate award, such as a gift certificate, a visit to a recreational facility, perhaps with the awardee's family, or a gift council membership for his/her spouse also may be offered.
- 4) Generate interest on the high school level by sponsoring or assisting in science fairs, and/or essay, public speaking, and other contests. Service personnel can serve as counselors or judges in such projects. Hosting guidance counselors (breakfast is recommended) will increase their knowledge of Navy education programs (college degree or technical trades).

(vi) Navy Affairs/Marine Corps Affairs/Coast Guard Affairs/Merchant Marine Affairs

Most council should maintain separate committees for these basic programs of the Navy League. Their purpose is to foster nationwide recognition of the necessity for the continuation of strong and ready Navy, Marine Corps, Coast Guard, and Merchant Marine forces as essential elements of United States maritime power.

To implement appropriate programs, councils should:

- 1) Establish personal contact with local senior officers of the sea services. Engage these leaders in discussion to identify ways the Council can directly support the command/units current needs and priorities.
- 2) Sponsor a Public Education Seminar to educate the community about the important resources found in the Sea Services.
- 3) Discuss at council meetings, the materials about the services made available by National Headquarters and local commands.
- 4) Conduct "Welcome and Farewell" events for commanding officers and other appropriate personnel. As a corollary, suitably recognize senior officers who visit the area.
- 5) Arrange orientation visits to units or facilities of the services.
- 6) Prepare material for use by news media and in Navy League and service publications.
- 7) Invite representation from the services for special events, social programs, council meetings, and meetings with other groups.
- 8) Stimulate competition among area units through an awards program and attendance at ceremonies.

- 9) Support all youth programs. (Sometimes overlooked are ROTC units at local or nearby colleges, and ROTC alumni clubs, which are now being formed in various locations across the nation. Both are potential sources of younger council members.)
- 10) Arrange for celebration of the sea service birthdays: Navy - October 13; Marine Corps - November 10; Coast Guard - August 4; Maritime Day - May 22; and Armed Forces Day - third Saturday in May of each year.
- 11) Assist services' Reserve and Auxiliary organizations
- 12) Provide active and imaginative assistance to local recruiters.
- 13) Maintain close liaison with local commands and seek ways to assist commanding officers in maintaining a high level of morale among the command's personnel and their families.

vii) Reserve Programs

One of the more important objectives of the Navy League is to support the Reserve programs of the Navy, Marine Corps, and Coast Guard. Councils can perform outstanding service in the Navy League's program for the Reserves through coordination of efforts with the area Reserve Readiness Commander and Naval Reserve Officers Training Corps units at colleges and universities.

They can do this by:

- 1) Establishing a working liaison between the council and local reserve units and commands. Area and Region Presidents can provide additional liaison with Readiness Commands. Engage these leaders in discussion to identify ways the council can directly support the command/units current needs and priorities.
- 2) Inviting representatives of Reserve organizations to become members of the council or to meet with the council to discuss problems and activities.
- 3) Sponsoring senior Reserve representatives for membership in various local civic organizations, and inviting them to serve on community committees such as those for Armed Forces Day, service anniversaries, and other patriotic occasions.
- 4) Developing awards programs for outstanding members of the Reserve.
- 5) Participating in Reserve special events such as changes of command, awards and retirement ceremonies, graduation exercises, etc.
- 6) Encouraging the business community to recognize the service requirements of Reservists and to support the Reserve program as vital to the nation's defense preparedness and in providing important training for civilian occupations.
- 7) Assisting the Reserve units in recreational and entertainment activities.

viii) Family Assistance

The purpose of this program is to provide assistance when needed to families of active duty sea-service personnel and to assist in enhancing the quality of life of service families as one means of improving retention. The Navy has an extensive network of family service centers, and Navy League efforts along these lines are not intended to replace or compete with programs of the military services. Recommended council activities in this area (which should be coordinated with the military) include, but need not be

limited to, providing legal and financial advice, providing assistance to authorities in casualty calls, and providing assistance to wives and other dependents seeking employment.

Suggestions for implementation include:

- 1) Appointing a committee, which may include lawyers, bankers, realtors, insurance executives, mortgage brokers, clergy, USO, Red Cross, Navy/Marine Corps Relief Society, Coast Guard Relief Society, and Selective Service representatives. Council members should determine in clear detail the purpose of the committee and ensure that it serves the needs of service personnel and their dependents.
 - 2) Publicize existence of the program, its services, and means of contacting the committee by press releases, press coverage of actual cases assisted, spot announcements on radio and TV telling the who, why, and how of the committee. Write civic affairs committees of service clubs (Rotary, Lions, Kiwanis, etc.)
 - 3) Establish effective liaison with commanding officers of Navy, Marine Corps, and Coast Guard activities in the area, including Reserve activities, and coordinate efforts with organizations such as Military Affairs Committee of the Chamber of Commerce, local Red Cross Chapter, Navy/Marine Corps Relief Society and Coast Guard Relief Society, Naval Reserve Association, Reserve Officers Association, Fleet Reserve Association, Military Officers Association of America, etc.
 - 4) OR, support a local chapter of Operation Homefront, a Navy League partner, which will accomplish the previous activities in one step.
- ix) Highline/Navy League Hiring Center
- 1) The Navy League Highline Program is specifically designed to be fully compatible with the current Department of Defense (DOD) Transition Assistance Program (TAP) in helping the active-duty military service personnel who are voluntarily or involuntarily leaving military service-- to seek and obtain suitable employment. The objective is to make the transition for them and their families into civilian life in their chosen community as smooth and pleasant an experience as possible. Military service members retiring as from active duty as well as those leaving service after only a limited time on active duty are included in this program. While the program has been particularly active and important during past periods of rapid demobilization following a major conflict and during the period of "forced reduction" during the 1990s, it remains viable today as an important service to military personnel.
 - 2) The DOD Transition Assistance Program (TAP) has been established at all major service commands and is conducted in a classroom environment as a formal teaching tool to help military people learn how to seek employment in the civilian community. It provides in-depth instruction in writing a resume, developing interview techniques, and identifying the various employment agencies and civilian companies that might be able to assist them in finding civilian jobs in the geographic area in which they have elected to settle. In November 1996, the Navy League signed a Memorandum of Understanding (MOU) with Bureau of Naval Personnel pledging the support of the Navy League in assisting Sailors returning to civilian life.
 - 3) The Navy League Hiring Center (www.navyleague.info) is an Internet-based resource for transitioning military men and women and the spouses who support them. The Hiring Center, launched in 2005, offers a connection point between talented veterans and the companies looking to hire them. A host of online tools, for both candidates and employers, assist both parties in speaking a common language — military experience converted into civilian terms.

Developed in partnership with Navy League corporate members and the technology company, IdealHire, this web site is a free resource for military personnel and their families.

- 4) Navy Leaguers at the local council level are encouraged to directly interface with TAP to assist military personnel in preparing themselves to conduct an effective job search in the local civilian environment and represents an important way in which Navy League can become more fully involved in helping service people. This "Job Hunt" effort, like "Recruiting," is an activity in which numerous Navy Leaguers can actively vigorously participate. Navy League members from the local community are far more knowledgeable and better equipped than DOD military staff to help these voluntarily and involuntary terminated service personnel to be successful in finding suitable employment in the local civilian market. Moreover, terminated service personnel with families usually require assistance transitioning into the local communities in which they have elected to settle; NLUS members can help them do so by adhering to the following guidelines:
 - a) Establishing a committee of area leaders who have a thorough working knowledge of the local business community.
 - b) Publicizing to the community that the Navy League is involved in helping find employment for returning service personnel, many with critical job skills.
 - c) Keep the local military active duty/reserve base/facility commanders and appropriate civilian leaders advised that Highline assistance is available.
 - d) Maintain lists of employment opportunities, community service organizations, and respectable employment agencies/head hunters.
 - e) Establishing the administrative procedures necessary to receive, process and track service personnel who have indicated an interest in the Highline Program.
 - f) Providing Area and/or Region Presidents a follow-up on the number of personnel requesting assistance and the status of the council's program.
 - g) Encouraging use of the Navy League Hiring Center online resources.

Councils interested in establishing a Highline Program or improving their current program can request Headquarters support in providing a contact point with another council that is conducting a particularly effective program.

x. Navy Day

Suggested events for this day of special importance to the Navy League itself, include but are not limited to the following:

- 1) A ceremony as requested and supported by the Navy League Councils in conjunction with issuance of a Navy Day proclamation by the Governor of each State and the Mayor of each city;
- 2) A Navy Day luncheon or banquet honoring a distinguished officer of the Navy or Marine Corps;
- 3) Memorial services for the honored dead of the Navy and Marine Corps;
- 4) A local Navy Sabbath, with special religious services oriented toward the sea services;
- 5) Pictures and stories about local Navy and Marine Corps personnel in newspapers and other news media;
- 6) Editorials in local newspapers and the broadcast media;

- 7) Open houses at Navy and Marine Corps installations, on board ships, and/or Reserve
- 8) Training Centers or other Reserve facilities;
- 9) Naming a local landmark named after a Navy or Marine Corps hero;
- 10) Awarding keys to the city to commanding officers of visiting ships or units;
- 11) Supporting essay contests on maritime subjects in local schools;
- 12) A picnic for sea service personnel and their families;
- 13) An air show or fair;
- 14) A Navy Day parade or Navy Week celebration (see above).

NOTE: Many of the observations listed above for Navy Day may be adapted to birthday celebrations for the other maritime services.

xi. Maritime Services Recruiting

Interesting qualified young men and women to serve on active duty in our maritime services is a project that offers an opportunity to provide direct assistance to the Navy, Marine Corps, and Coast Guard. Past national efforts to help the Navy meet unfilled quotas have been highly successful today, the services face increasing difficulty meeting recruiting requirements, and particularly in attracting candidates fully qualified for the highly technical requirements of the future. Suggestions for implementation of a recruiting program include:

- 1) Establishing close working relationships with local Navy, Marine Corps and Coast Guard recruiters. Become thoroughly familiar with the specific recruiting needs of each service.
- 2) Establishing a recruiting assistance committee, perhaps chaired by a council member working in or with close ties to the local school system, and including as many members as possible who have an interest in and/or access to youth activities. Local recruiters should be advisory members of this committee.

NOTE: In some areas, recruiters have difficulty gaining access to school audiences. Working through school administrators, teachers, counselors or school boards, the Navy League council can be of great assistance in making it possible for recruiters to present to students the personal and professional opportunities offered by a military career.

- 3) Conducting regular committee meetings to discuss progress, requirements, new opportunities and possible areas of weakness.
- 4) Other ideas include: assisting with ads in newspapers, on radio, TV, and on billboards; providing recruiting posters for banks, post offices, mail trucks, and public transportation vehicles; sponsoring picnics, and similar events, for recruiters to meet with young people's groups; issuing invitations to recruiters to accompany members to other civic group meetings; and assisting recruiters in placing their materials where it will be noticed.

xii. International Programs

- 1) The Guide for International Council Operations is designed to help Navy League councils chartered in foreign countries. These councils will find it particularly helpful—to the U.S. sea services as well as to the council's themselves—to do the following:
- 2) Develop liaison with the U.S. Embassy, with U.S. consulates, and with other agencies of the United States, ascertaining those areas and specific projects where Navy League members residing in the area can be of help.
- 3) Through the Defense Attaché and/or the Naval Attaché, become acquainted with officials of the host-nation Navy, Marine Corps, and Coast Guard (or equivalent) and arrange to make goodwill calls at Foreign Service installations.
- 4) Accompany visiting American sea-service officers and civilian officers on their calls if the opportunity is presented.
- 5) Support programs of the U.S. Navy, Marine Corps and Coast Guard oriented to service in foreign countries or visits of U.S. Ships.
- 6) Assist U.S. authorities, in cooperation with the attaché's office, in visits by foreign dignitaries to ships and/or the overseas facilities of U.S. maritime forces. Maintain an invitation list of representative host-nation dignitaries that can be used by visiting U.S. commanders.
- 7) Ascertain from the appropriate U.S. agencies how and when the Navy League can be of assistance—for example by providing goods or funds to a charitable organization directly, or recommending such action to a visiting U.S. ship.
- 8) If a council is located in or near a port city visited by U.S. Navy or Coast Guard ships, arrange to act as the host for visiting ships' personnel (and for family members who may be joining those service personnel at that port).
- 9) Adopt the US Marine Security Detachment at the US Embassy.

In many other ways, Navy League councils can be uniquely helpful to U.S. authorities. Local Independence Day programs and the city-to-city programs, for example are possible embassy and consulate projects in which the local Navy League council could become involved.

xiii. Navy League Foundation (NLF)

The mission of the Navy League Foundation is to advance and support educational, advocacy, and related programs that benefit the men and women of the U.S. Sea Services and their families. Established in November 1999, the Navy League Foundation is responsible for the management of the Navy League Foundation Scholarship Program and allocation of other funds donated to the Foundation for charitable or educational purposes.

The foundation annually awards scholarships to deserving high school seniors. Applicants must meet the following requirements to be eligible for a scholarship:

- 1) Be a U.S. citizen, a graduating high-school senior entering an accredited four-year institution, and a dependent of a current or former member of the U.S. Navy, Marine Corps, Coast Guard, or U.S.-flag Merchant Marine.
- 2) Be able to demonstrate financial need, be of good character, and well motivated, and possess an excellent academic record.
- 3) Demonstrate an appreciation of the laws, traditions, and values of the United States.

The number of awards made by the Navy League Foundation varies each year, depending on the annual earnings of the endowment fund. A current listing of scholarships and the application form are available through the Navy League Web site (under Scholarships at www.navyleague.org).

xiv. Adopt-a-Ship or Station

1) Introduction

The Navy League has long been recognized for its role as a provider of support for the U.S. maritime services. Navy Leaguers are known for a sense of patriotism, commitment, and strength of spirit that meets challenges head-on. One of the most important objectives of the Navy League is to improve the understanding of and appreciation for those who wear the uniforms of America's armed forces and to better the conditions under which they live. One way the Navy League furthers this objective is through the "adoption" of ships and units of the sea services by NLUS councils. The purpose of adopting a ship, station, or other military unit or facility is to concentrate the efforts of local Navy League members on that particular ship or station.

Adoption implies a commitment of continuing support. Plans for such support must take account a council's financial resources as well as the probable cooperation and willingness of the council's members.

Although councils located in port cities or near naval bases have an advantage in this area, inland councils can adopt a Coast Guard station, a recruiting station, a medical facility, or any ship or cutter, particularly one named for its city or county in or near to the council's home community.

2) Adoption Procedures

After a decision is made to pursue the adoption of a ship or station, the first step is to approach the commanding officer of the ship or installation and discuss with him or her the council's adoption proposal to adopt. This discussion should emphasize mutual support from both the command and the council. The proposal should be in writing to provide a permanent record of what the council promises it will do for the unit and the unit for the council. If the commanding officer proves to be agreeable, the next steps should be as follows:

- a) Set the date and time for an official adoption ceremony; send invitations to all council members; also invite local community leaders who are not yet members of the Navy League, as well as Region and Area Presidents;
- b) Prepare a plaque or certificate of adoption (see Attachment Two of this manual);
- c) Plan the ceremony with the commanding officer; include public affairs in the planning.
- d) Execute the event and notify Headquarters (send pictures as well).

Commanding officers and executive officers should be regularly invited thereafter to all council events including meetings of the Board of Directors. The commanding officer also should be invited when appropriate, to serve as the sea-service advisor to the council. It is important to always make clear to the leaders of the adopted unit what services the council will provide so that no misunderstanding will occur. It also is essential to accurately budget whatever costs might be incurred by the council. Requests by unit officers for additional support should be carefully examined and approved by the council's Board of Directors before being accepted.

3) Among the services provided by councils to adopted units are the following:

- a) Awards - a comprehensive awards program is one of the most useful ways in which a council can assist a ship or unit adopted. Virtually every commanding officer benefiting from such a program agrees to its importance to unit morale. Establishing a Sailor of the Month (E-6 or below) or Sailor of the Quarter followed by a Sailor of the Year program is a good way to begin with a newly adopted unit. In addition to certificates or plaques citing the recipients' accomplishments, recognition by the local city or county government, and/or mention on local radio and television programs as well as in newspapers adds much to the meaning of the ceremony. It shows that the local civilian community cares about its service people. It also helps if local businesses contribute products (e.g., free dinners at local

restaurants, free weekends at hotels, savings bonds) to the program for presentation to award recipients. Ideally the awards program should culminate in a Sailor-of-the-Year ceremony that recognizes the winner from among all Sailors of the Month/Quarter. The format follows the monthly/quarterly affairs, but is more elaborate--with the presentations made at a banquet at the local CPO club, for example, if one is available, or at a local high-quality restaurant.

b) Family Support - Other support that focus on the families of the members of the adopted unit include:

- 1) Children's parties, especially in the Holiday season;
- 2) Barbecues and picnics and similar events;
- 3) Boating races or other sporting events;
- 4) Providing air fare to family members of award recipients to attend awards ceremonies;
- 5) Attend and assist in funeral/memorial service arrangements for service personnel who die while on active duty;
- 6) Providing materials for schools attended by the children of unit members; and
- 7) A financial contribution to any ship/unit children's education fund.

In addition to working with officers of the unit, the council also may find it helpful to work with the unit ombudsman. He or she will be able to identify specific hardship cases where the council can help by obtaining free care such as medical and legal advice.

c) Region Support

Regions are prohibited by the NLUS Bylaws from adopting units, but councils should ensure that Region Presidents are kept informed of all adoptions in the regions and the subsequent activities supporting the adoption. Such information can be provided through the council newsletter or the council annual report.

Arrangements for adoptions can be made through the public relations offices of maritime service headquarters or districts. Navy League National Headquarters can provide assistance in selecting a unit and suggesting forms of "services" the council can provide to the unit. Ideas for increasing the level of comfort and entertainment for the crew of the adopted unit are limited only by the imagination and treasury of the council. Councils in the geographic vicinity of their adopted unit(s) can provide dances, picnics, and other forms of direct entertainment, while distant councils may have to rely on services such as providing books, recordings, athletic equipment, television sets, etc. Once a unit is adopted, its commanding officer, or his representative, usually will be able to offer many suggestions.

xv. Council Performance Awards

- 1) Councils with superior records of performance for the preceding year are recognized each year, at the National Convention as either "Outstanding" or "Meritorious." A special committee, normally composed of national and council officers living within a reasonable traveling distance from National Headquarters, selects the recipients. An Honorable Mention may be awarded on a case-by-case basis.
- 2) To qualify for consideration by the committee, a council must have submitted its annual report BY MARCH 1ST and provide substantiating documentation for each program or project it wishes to bring to the attention of the committee. Scrapbooks are not required but may be helpful.
- 3) Outstanding and Meritorious Council Selection Criteria

The criteria listed below represent many if not all of the most important ingredients of successful council programs. Education and direct support to the sea services will receive greater consideration in the evaluation process than some other areas.

NOTE: Selection as an outstanding or meritorious council will be based on the degree to which a competing council meets the established criteria. The difference is that a council may be considered for a Meritorious Award even though it may not have met all of the criteria required for an Outstanding Council Award. Because of their unique situations, many of the criteria established may not apply to overseas councils; therefore, the selection committee is authorized to judge overseas councils on the strength and vitality of their overall programs.

a) Membership and Retention

1. Increase in membership.
2. Improved retention.
3. Has a membership and retention plan in operation.

NOTE: Membership and retention figures used in the evaluation will be the numbers National Headquarters submits in the year-end reports sent to all Region, Area, and Council Presidents.

b) Community Education Activities

1. Public speaking engagements in schools and/or before civic groups, etc.

Council Membership	Minimum appearances
250 or fewer	2
251-500	4
501 or more	6

NOTE: Presentations of video and slide shows count toward fulfilling the minimum appearance criteria.

2. At least one education presentation, seminar, or symposium for local community leaders, using appropriate speakers from the Navy, Marine Corps, Coast Guard, or U. S.-flag Merchant Marine. (The majority of participants must be non-Navy League.)
3. SEAPOWER subscription(s) for schools and/or public libraries and/or ROTC/JROTC units.

c) Youth Activities

1. Council sponsorship of, or financial support for a Naval Sea Cadet Corps or League Cadet Corps unit. (This could include financial support for a unit supported by another council.)
2. Council support of other youth programs. (ROTC, JROTC, scholarships)

d) Council Activities

1. Number of board of directors meetings per year. (Minimum of 4)
2. Number of general membership events per year. (Minimum of 3)
3. Annual report completed and filed in a timely fashion.
4. Sound internal organizational structure. (Bylaws established, tax-exempt status established, participating in group-exemption, etc.)

5. Council functions that recognize one or more of the following with event featuring guest speakers: Navy Day, Marine Corps Birthday, Coast Guard Anniversary, National Maritime Day, Armed Forces Day.

e) Public Relations Activities

1. Newsletter published at least four (4) times a year.
2. At least two instances of media contact. (Press, radio, or TV news releases; media invitations to council events, copies of newsletters forwarded to civic groups or newspapers.)
3. At least one community project that garners greater visibility for Navy League. (Examples: Navy League booth at a local fair, a sea-service event or trade-show sponsorship of a community program establishment of a speaker's bureau.)
4. Local promotion of National Navy League programs. (NLUS scholarships, Sea-Air-Space, National Conventions, etc.)
5. A viable council web site is established (kept up-to-date).

f) Legislative Affairs

A productive legislative affairs program. (Includes attendance by city, state or national legislators to council meetings; calls on members of the legislature; and/or the provision of educational information about the sea services to members of legislative staffs.) Participation in the Grassroots Legislative Initiative is strongly recommended.

g) Maritime Services Support and Recruiting Assistance Activities

1. Active involvement with sea services. (Examples: sponsoring Sailor/Marine/Coast Guardsman of the quarter and year awards; providing transportation for spouses of Recruiter of the Year honorees to Washington, D.C.; providing referrals to recruiting officers; inviting recruiters and other military personnel to council meetings as guests; maintaining close ties with local sea service commands, ROTC/JROTC units, and recruiting stations.
2. Active involvement with families of active-duty personnel—e.g., Sponsoring youth programs; NLUS memberships; and providing for active duty spouses; recognizing ombudsmen; supporting Family Service Centers; providing advice and assistance on such quality-of-life areas as, housing, recreation, child care, employment, such as reviewing resumes, networking, providing information about local employment opportunities, etc.; participating in Highline by providing assistance coordinating with Family Service Centers to sea-service personnel as they transition into civilian life.

4) Evaluation Procedures and Guidance:

- a) In order for the council to be considered for Outstanding or Meritorious recognition, the Annual Report must have been submitted by March 1st. Documentation of the council's activities during the previous calendar year must be received at NLUS Headquarters by 31 March. All councils are strongly encouraged to obtain Region and Area President endorsements regarding council performance during the previous calendar year. These endorsements may be submitted in conjunction with the council materials being judged, or under separate correspondence directly to the Council Performance Awards Committee c/o National Headquarters. NOTE: Submissions received after March 31st are not eligible.
- b) Log books or binders documenting council achievements must be assembled by criteria, not chronologically, and must address each of the criteria listed in paragraph 3.
- c) Evidence of sea-service contact(s) should be included. (Thank-you letters, photos, etc.) Note: Do not include photos and articles about the sea services that have no relation to council activities.

- d) Photos of council members will not score points unless the subject relates to activities involving sea-service personnel.
- 5) Selection Results: Preliminary awards results will be mailed to the National President, and all Region and Area Presidents via two-day mail or e-mail at least two weeks prior to the official announcement of winners.

xvi. Newsletter and Web site of the Year Awards

The **DONALD A. MACKIE AWARDS** are presented annually at the NLUS National Convention to councils with the Navy League's most outstanding newsletters and web sites (separate category awards). Councils are divided into three categories: small (fewer than 126 members), medium (126 to 500 members), and large (more than 500 members). The best newsletters and web sites are judged in each category. To qualify, newsletters must be published at least four times each year. Format, quality of writing, subject matter, timeliness, frequency of issue, effectiveness in the use of photos and other art material, distribution, use of headquarters-provided Legislative Reports and similar materials are all considered in the determination of winners. The overall appearance of a web site is a significant factor, but equally important elements are compelling content, clearly defined goals and easy navigation. Region and area newsletters and web sites which are considered outstanding may also be given recognition. Additional outstanding newsletters and web sites can be recognized by the Public Relations Committee at the time the Mackie Awards are presented.

The criteria for the Mackie Web site Awards are listed online at the Navy League's national web site (www.navyleague.org/public_relations/mackie_awards_instructions.php) and on the Navy League's Information Technology Committee's web site (www.navyleague-itc.nlus.us).

xvii. Public Relations Award

Public Relations Awards are awards presented annually at the National Convention to those councils with the highest accumulated points for the previous year in their respective size categories, based on a criteria outline in the Public Relations Activity Report for Council Public Relations. These reports are submitted on an honor system to National Headquarters (Attn: Public Relations Department) annually, no later than March 31. For judging purposes, councils are divided into three divisions, identical with those used for the Mackie Awards selections: ie: small (fewer than 126 members), medium (126 to 500 members), and large (more than 500 members). The awards are presented to the councils with the highest scores in each category. The Public Relations Activity Report form is included as Attachment Six and is also available online at www.navyleague.org/public_relations/recognition_program.php.

xviii. Community/Public Education

Increasing public understanding and appreciation for the importance of the sea services, and building support for the Navy, Marine Corps, Coast Guard, and U.S.-flag Merchant Marine programs, requires continuing cooperative efforts in education and outreach. The key is to articulate information about the sea services in a clear, concise, and simple manner, and to use this information to gain support for the activities and well being of the sea services. It is important the American public knows that downsizing, budget limitations, and non-supportive political and civilian attitudes have sometimes made it almost impossible for the sea services to do what the nation expects and requires of them. So that the American people understand these what are sometimes complex naval/military issues, a continuing and well-designed educational campaign designed to get the message, or messages, out in public view is mandatory. Every NLUS council should support educational national-defense seminars, symposia, and similar forums. They also should use the media to publicize those events through press releases, press conferences, public service announcements, etc.

Articulating the Navy League's educational messages will serve to enlighten people about the sea services, and raise awareness of the need for strong defense programs. Nevertheless, it also may be necessary to target audiences geographically to account for the different ways people perceive the sea services throughout the United States and abroad. Regularly scheduled regional, area, and council meetings therefore should focus on themes that will bring councils together to explore ways to bring the Navy League's educational message to the public. Councils also should be in regular communication with their congressional representatives to keep them apprised of local efforts to support the sea services.

The objectives of a council Community/Public Education Program should be to:

1. Promote understanding of the sea services by providing and promoting informational materials and by acting as a clearinghouse by directing people to the most appropriate source of answers for questions about the sea services.

2. Increase communication with and cooperation between the public and other groups who actively support branches of the sea services—the U.S. Navy, Marine Corps, Coast Guard, and U.S.-flag Merchant Marine.
3. Build community awareness of and appreciation for the sea services by increasing the visibility of the Navy League's educational program.

For more information and/or reference materials, councils should contact Navy League Headquarters for a copy of the Public Relations Handbook, and the Public Education Seminar Planning Guide or appropriate program guides.

xix. Miscellaneous

1. Stationery and Cards: For ordering Navy League stationery, please contact the Member Service Center at National Headquarters, 800-356-5760 or e-mail service@navyleague.org.

NOTE: If individuals or councils desire printing in addition to that shown on the letterhead, it should be done locally or ordered from approved online vendors. Printing costs in the Washington area are considerably higher than in most other areas. For this reason, it is highly recommended that all printing be done locally or ordered online. A sheet of various sizes of camera-ready Navy League logos for use by local printers will be provided at no cost to councils by National Headquarters upon request and also is available at (www.navyleague.org). Envelopes are not available from National Headquarters.

NOTE: As an educational organization, the Navy League encourages its members to communicate as individual citizens with their representatives in government. However, such communications should not be on Navy League letterhead without the approval of the National President.

2. Business cards are available through the Member Services Department at National Headquarters. Councils or individuals should contact a Member Services Representative for ordering information. To avoid violations of National Bylaws, no identification of business association or employment is permitted to appear on these cards or on other cards indicating a Navy League affiliation.
3. Prayers: The following prayers may be used as deemed appropriate.
 - a) Eternal Father, we ask Thy blessing on this gathering and Thy gracious protection for the members of our maritime services and the ships and aircraft in which they serve. Protect them so that they may safeguard our way of life and enable our nation's inhabitants to serve Thee in peace and security. Amen.
 - b) Eternal Lord God, we ask Thy almighty and gracious protection for the men and women of our maritime services. Preserve them from the dangers of the deep and from the violence of the enemy, that they may be a safeguard unto our nation, so that the inhabitants of our land may, in peace and quietness, serve Thee to the glory of Thy Name. Amen.
 - c) Dear Lord, we are met here this evening sharing a common and abiding faith in the principles that have made our country "One Nation, under God, indivisible, with Liberty and Justice for all."

We are met here tonight because of a shared pride and a common belief that through the maintenance of our sea power and our maritime services our Country will continue to serve as the preserver of peace and freedom.

Lord, we ask that You, through Your divine guidance, provide the needed wisdom and insight for our elected officials in these troubled and tense times, and that we, as a nation, can once again set the example of moral leadership where peace on earth and goodwill towards men are the accepted principles of the times.

Lord, we ask that You bless and protect the men and women who are serving in our uniformed services today as peacekeepers. Be with them and their families as they serve throughout the world as our guarantors of liberty. Please bless this food to our use and thus to Thy service. Amen.

Part Three



(Attachments)

CONTENTS OF ATTACHMENTS

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I. *SAMPLE COUNCIL ARTICLES AND BYLAWS*

This attachment includes samples of Council Articles and Council Bylaws and is intended as guidance only for councils drafting new articles and/or bylaws, or revising those currently in existence. The samples may be modified in order to meet the requirements of an individual council. Such modifications, however, may not conflict with state laws or Navy League National Bylaws, policies, or other authorized directives.

Because council Articles and Bylaws may have legal consequences, it is advisable to have any drafts or revisions reviewed by a qualified attorney admitted to practice in your state.

NOTE: National HQ has been advised that in order to meet both state and IRS requirements for tax-exempt status, councils should have articles (of incorporation or association) that are separate from bylaws. Accordingly, this attachment has been revised to contain samples of both. The determination as to whether the "articles" referred to herein should be Articles of Incorporation or Articles of Association should be made in consultation with the council Judge Advocate and/or an attorney knowledgeable in such matters.

SAMPLE COUNCIL ARTICLES

TABLE OF CONTENTS

Article	Description	Page
I.	NAME AND ADDRESS	
II.	OBJECTIVE AND PURPOSE	
III.	MEMBERS AND DIRECTORS	
IV.	AMENDMENTS	
V.	DISSOLUTION	

SAMPLE COUNCIL ARTICLES

NAVY LEAGUE OF THE UNITED STATES, _____ COUNCIL

ARTICLE I - NAME AND ADDRESS

- Section 1

The name of the council shall be the Navy League of the United States, _____ Council.

- Section 2

The principal office of the council shall be located in the State of _____, County of _____, and City of _____.

ARTICLE II - OBJECTIVE AND PURPOSE

- Section 1

This council is organized and shall be operated exclusively for educational purposes including, for such purposes, the making of distributions to organizations qualifying as exempt organizations under Section 501(c)(3) of the Internal Revenue Code or the corresponding section of any future United States Internal Revenue law. In carrying out the foregoing purposes, the council shall have the power to acquire and disseminate to citizens of the United States information concerning the condition of the naval forces and equipment of the United States and to increase interest and cooperation in all matters tending to improve maritime efficiency. The council shall make no declaration of policy in contravention of the policy of Navy League National Headquarters. In all matters of policy, the council shall carry out the aims and purposes of the Navy League as established by the National Board of Directors.

- Section 2

No part of the net earnings of the council shall inure to the benefit of, or be distributable to, its members, Directors, Officers, or other private persons, except that the council shall be authorized and empowered to pay reasonable compensation for services actually rendered and to make payments and distributions in furtherance of its purposes as stated in these Articles. No substantial part of the council's activities shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the council shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office.

- Section 3

Notwithstanding any other provision of these Articles, the council shall not carry on any other activities not permitted to be carried on (a) by an organization exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code, as amended, or the corresponding provisions of any future United States Internal Revenue law, or (b) by an organization, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code, as amended, or the corresponding provisions of any future United States Internal Revenue law.

ARTICLE III - MEMBERS AND DIRECTORS

- Section 1

The council shall have members. Officers shall be elected in the manner provided in the Bylaws.

- Section 2

The council shall have Directors. The number of Directors and their manner of selection shall be provided in the Bylaws.

- Section 3

The names and addresses of the persons who shall be the initial Directors of the council are:

Name _____ Address _____

Name _____ Address _____

Name _____ Address _____

ARTICLE IV - AMENDMENTS

- Section 1

These articles shall not be amended unless the amendment has been approved by the Board of Directors and subsequently confirmed by a two-thirds vote of the members present at a general meeting, in the call for which notice of the proposed amendment has been included.

ARTICLE V - DISSOLUTION

- Section 1

In case of revocation of the council charter, or dissolution of the council for any reason, the Council President shall cause to be transferred to the National Treasurer all funds remaining in the treasury of the council at the time it ceased to exist, provided that the National Headquarters is in existence at that time and is then exempt under Section 501(c)(3) of the Internal Revenue Code or the corresponding section of any future United States Internal Revenue law.

In the event that the National Headquarters has ceased to exist at the time of the dissolution or is not then exempt, all remaining assets of the council shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future United States Internal Revenue law, or shall be distributed to the Federal Government, or to a state or local government, exclusively for public purposes.

Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction for the district in which the principal office of the council is then located exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

These Articles have been adopted this _____ day of _____, 20____ by vote of the council and a copy placed in the minutes and records of the Navy League of the United States, _____ Council. A true, correct, and complete copy.

President _____

Attest: _____

Secretary

SAMPLE COUNCIL BYLAWS

TABLE OF CONTENTS

Article	Description	Page
I.	GENERAL PROVISIONS	
II.	MEMBERSHIP	
III.	PROHIBITIONS	
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VI.	COMMITTEES	
VII.	MEETINGS	
VIII.	FISCAL YEAR AND AUDITS	
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XII.	ADDRESS	
XIII.	RATIFICATION	

SAMPLE COUNCIL BYLAWS

NAVY LEAGUE OF THE UNITED STATES, _____ COUNCIL

ARTICLE I - GENERAL PROVISIONS

Section 1

In addition to supplementing the Council Articles, these bylaws are intended to supplement the National Bylaws of the Navy League, and regulations governing local councils as promulgated by the Navy League of the United States.

ARTICLE II - MEMBERSHIP

Section 1

Classes of membership are as established in the National Bylaws. To be eligible for membership in this council, one must be a member of the national organization. No person shall be denied membership due to sex, race, color, or religion.

Section 2

Dues shall be in the amount set by the national organization for each established class of membership; such dues are to be paid directly to the National Headquarters. council dues may be established by the council Board of Directors and these council dues shall be paid to the council Treasurer on _____ (date) of each year.

Section 3

Members whose dues payments are current shall be considered Members in Good Standing, and shall have all resulting rights and privileges of membership, including the right to vote and to serve as council Officers and/or on the council Board of Directors.

Section 4

An individual's membership shall be terminated for failure to pay required dues or assessments within 30 days of the due date. In addition, a member may resign by forwarding a resignation in writing to the National Corporate Secretary, with a copy to the council President. Such resignations shall be effective when received by the National Corporate Secretary unless otherwise indicated in the letter of resignation.

Section 5

Any outstanding person who has shown and expressed unusual interest in this council and who has performed great service to the United States Navy, Marine Corps, Coast Guard, or U.S.-flag Merchant Marine shall be eligible for honorary membership upon unanimous approval of the council members present at a regular monthly meeting. No dues shall be assessed against such honorary members. Honorary members are privileged to take part in all social activities of the council, but shall not be eligible to vote or to hold regular office in the council.

ARTICLE III - PROHIBITIONS

Section 1

No officer or member of the council shall undertake in the name of the council or the Navy League any action intended to prejudice the aims of and the established policies of the council or the Navy League and no member shall communicate with any Department of the United States Government in the name of the Navy League on general policy matters without the approval of the council President and the National President.

Section 2

No use may be made of the Navy League name, logo, seal, or other symbol or indicia of the League, including lists of members' names and addresses, for any purpose other than direct fulfillment of the mission of the Navy League.

ARTICLE IV - OFFICERS AND DIRECTORS

Section 1

This council shall have the following elected Officers: President, one or more Vice Presidents, Secretary, Treasurer, and Judge Advocate. Additional Vice Presidents may be elected for functional areas as required. During the year, the President may propose to the Board any new Vice President required. After Board approval, a confirmation by membership vote at the next meeting will be required.

Section 2

The Board of Directors shall consist of the Officers, the immediate past President and a minimum of ten (10) elected Directors. During the year, the President may propose to the Board any new Directors required. After Board approval a confirmation by membership vote at the next meeting will be required.

Section 3

The Officers and Directors of this council shall be elected for a term of one year or until their successors are elected. The President shall not be elected for more than two consecutive terms.

Section 4

Officers and Directors shall be elected by a majority of those members present and voting by secret ballot unless there is but one candidate for an office, in which case election may be by voice vote. Elections will be held at the Annual Meeting. Installation of new Officers and Director and may follow the elections at the Annual Meeting, or be conducted at a subsequent meeting or event. The President shall have the authority to fill a vacancy should one arise, subject to ratification by the Board of Directors at its next meeting.

NOTE: Some councils follow the national practice of having the membership elect the Directors, who then elect the Officers. Either method is acceptable.

ARTICLE V - DUTIES OF OFFICERS AND DIRECTORS

Section 1

The control and management of this council's assets and affairs shall be vested in the Board of Directors. The Board may adopt Bylaws and regulations or delegate its authority to the elected Officers and such other council members as it so desires. Council Bylaws and amendments must be consistent with national Bylaws and with the policies, purposes and objectives of the Navy League.

Section 2

The President shall direct the activities of the council; preside at meetings including those of the Board of Directors; appoint committee chairmen; assure compliance with National Bylaws and Regulations governing local councils; submit the council's annual report and other reports requested by higher authority; represent the council in public affairs and in national, region, and state organization activities.

Section 3

Vice Presidents shall assist the President as approved by the Board of Directors. Vice Presidents may serve as chairmen of major committees, represent the council at events, which the council President is unable to attend, and generally be understudying the duties of the council President.

Section 4

The Secretary shall maintain council records such as Bylaws, minutes of meetings, election results, and an accurate membership roster, prepare an annual report to the council membership; handle correspondence as designated by the President; and provide appropriate notice of meetings.

Section 5

The Treasurer shall maintain all financial records of council funds; establish the council's bank accounts and serve as a co-signer with another designee (where this is practical) on checks for all disbursements; prepare and oversee the council's budget; submit a monthly report to the Board of Directors and an annual report to the membership; and prepare the financial section of the council's annual report.

Section 6

The Judge Advocate shall advise the council President and Officers on legal matters affecting the council and interpret Bylaws and Regulations.

Section 7

In the event of the death, resignation, or removal of an officer, such vacancy shall be filled by approval of the Board of Directors with a candidate proposed by the President at the next regular meeting of the Board or at a special meeting called for that purpose.

ARTICLE VI - COMMITTEES

Section 1

A Nominating Committee shall be established annually. It shall be comprised of the following:

- *A member appointed by the President;*
- *two members selected by the Board of Directors; and*
- *two members elected by a vote of the membership.*

Notice of membership of this Committee shall be announced sixty (60) days in advance of the annual meeting and a report of the Committee shall be made to the membership at least thirty (30) days prior to the annual meeting. The Nominating Committee shall select at least one nominee for each office and nominations may be made from the floor at the election meeting. No member of the Nominating Committee shall be eligible for nomination to any elective office.

Section 2

The President shall appoint the members of such standing committees as may be provided for by the Board of Directors from time to time with such powers and duties as may be delegated by the Board of Directors. Each Committee shall determine its own rules of procedure, subject to approval by the Board of Directors.

Section 3

The Board of Directors may, at its discretion, create an Advisory Committee of representative citizens to support the work of the council.

ARTICLE VII - MEETINGS

Section 1

The Board shall meet at least once each quarter upon call by the President. One-third of the Board of Directors shall constitute a quorum. Upon written request to the President by any three members of the Board of Directors, the President shall call, within three weeks, a meeting of the Board of Directors. Should the President fail to call such meeting so requested within the prescribed time, the requestors may issue such call, reciting the President's failure, and any meeting held pursuant to such call shall be a legal meeting, and its acts and proceedings will be considered as valid and binding as though such meeting had been called by the President.

Section 2

The general membership of this council shall meet at least once each quarter upon call by the President. At least ___% of the membership shall constitute a quorum. The Annual Meeting of Members shall be held during the last quarter of the fiscal year. At this meeting, the President, Treasurer, and Secretary shall submit their annual reports to the members. (Copies of these reports must be sent to National Headquarters with copies to the appropriate Area and Region Presidents.) Elections for council Officers and Directors for the subsequent fiscal year also shall be held at this meeting.

Section 3

Minutes of all meetings of the Board and general membership will be recorded by the Secretary, or an Acting Secretary, and copies thereof provided upon request.

Section 4

The rules set forth in the current edition of Robert's Rules of Order Newly Revised shall govern the council in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and/or any special rules of order that the council may adopt.

ARTICLE VIII - FISCAL YEAR AND AUDITS

Section 1

The fiscal year of the council shall conform to that of the Navy League of the United States National Headquarters (the calendar year).

NOTE: If a council holds an IRS tax exemption, in order to change the fiscal year, it should file Form 990 for the short year and then file for the full twelve months each year thereafter. The transition year must be less than 12 months. The new full year should be the calendar year. The council may change its fiscal year not more often than once every 10 years without prior IRS permission. (For assistance, the council should call or write to the Senior Director of Finance at National Headquarters.)

ARTICLE IX - EXPENDITURES

Section 1

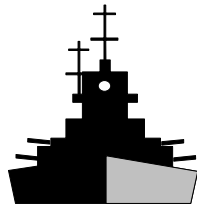
No money shall be authorized to be expended and no contract or obligation incurred in the name of or on behalf of this council beyond the money actually in hand, appropriated, and set aside for the purpose.

ARTICLE X - GENDER

Section 1 Whenever the masculine form is used herein, the feminine form is intended to be included.

ARTICLE XI - AMENDMENTS

II. SHIP OR UNIT ADOPTION



Navy League of the United States



Certificate of Adoption

WHEREAS, *The Navy League of the United States is the civilian arm of the Maritime Services and*

WHEREAS, *we believe that the security of our nation and of the people of the world remains a well-balanced American Defense Team which includes a strong Navy-Marine Corps-Coast Guard-Merchant Marine Team and*

WHEREAS, *as such civilian arm of the Maritime Services we feel that incumbent upon us to do all things necessary to aid in any way we can to promote the rapport between the military and civilian arms of the Maritime Services and in following this principle we the members of the _____ Council of the Navy League of the United States desire to adopt as our personal responsibility to enhance the above mentioned rapport the _____ to do all things necessary within our power to aid in any way we can the officers and crew of said _____.*

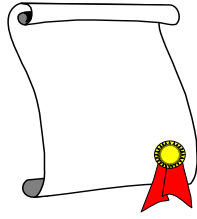
NOW, THEREFORE, *we the members of the _____, by the authority we have granted to our incumbent President and with the full knowledge and approval of _____, do hereby adopt the _____.*

Executed this _____ day of _____, 20 _____.

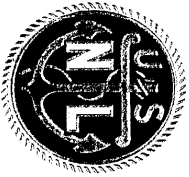
Signed: _____

Acknowledged: _____

III. *SAMPLE CERTIFICATES*



NEW **MEMBER** of the **United States**



This Certifies that

John Doe

has been enrolled as a

Life Member

of the Navy League of the United States under its

Bylaws dated this 1st day of May 2009

National President

Corporate Secretary

Navy League of the Shipping States



The

of the

Navy League of the United States

proudly presents the

_____ of the _____ award

to

in recognition of _____ achievement and

Outstanding Service to the United States _____

Date

Council, President

This is a sample of the Sailor of the Year Award. The parchment and template can be requested from Navy League Headquarters by sending a request to service@navyleague.org. Councils can request 25 sheets of parchment per year for free and additional sheets for a fee.





Navy League of the United States COUNCIL ANNUAL REPORT (Revised 10/08)



DUE MARCH 1

Why must Councils report on Council programs, activities, and finances?

- Our national leaders frequently make public appearances and members of the media and Congress often request this information;
- Financial information is required to accurately portray our tax-exempt status;
- The accuracy of your responses will ensure we maintain a high standard of public service and will encourage public support of our efforts.
- Media releases are sent from National Headquarters and must tell the correct Navy League story about what members are doing in their communities;
- Submission of an Annual Report is one of the requirements for a Council to receive quarterly rebates;
- Council Awards are based in part on a timely submission and content;
 - It is acceptable to add additional pages or other documentation to demonstrate the Council's fulfillment of the requirements for awards.
 - A separate scrapbook may also be submitted by March 31st, but is not required.
- Your Council's President, Treasurer, Contact, Membership, Retention, and Recruiting Chairs will have access to Council's rosters and reports via the Online Community (OLC).

If you are completing this report manually:

- Print out the Annual Report and complete it by printing or typing your responses
- Make 3 copies
- Mail the original to:
 - Navy League of the United States
 - Member Services Department
 - 2300 Wilson Blvd, Suite 200
 - Arlington, VA 22201-5424
- Mail a copy to your Area and Region Presidents
- Keep a copy for your records

If you are completing this report electronically:

- Simply email it to service@navyleague.org and
- cc: your Region and Area Presidents on the same email.

Notice

Failure of a Council President to submit this report will result in forfeiture of Council dues rebates. For those Councils that participate in the group exemption, delayed submission may also endanger the Council's Section 501(c) (3) federal income tax exemption, coverage under the Group Insurance policy, and exemption from any state sales/use taxes. This report is submitted in accordance with the National Bylaws of the Navy League of the United States, the National Policies adopted by the National Board of Directors, and in satisfaction of the Council's obligation of compliance therewith.

Important

Council activity and financial information is for the previous calendar year. **Council officer information is for the current calendar year** (i.e. Your 2008 Annual Report will list 2008 activities and financial data and your 2009 Council officers).



**Navy League of the United States
COUNCIL ANNUAL REPORT FOR 20____
(Revised 10/08)**



DUE MARCH 1

Council Name: _____

Month of Elections: _____ Month New Officers Take Office: _____

Form Completed by: _____ Date: _____

Permanent Council Address/Communication Information

Street or PO Box: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____ E-Mail: _____

Council Web site URL: _____

All Navy League officers must have a current address, phone number and email address on file. Please submit all address updates and changes to service@navyleague.org

President: _____ **MBR #:** _____

Treasurer: _____ **MBR #:** _____

Council Contact: _____ **MBR #:** _____

COMMITTEE CHAIRS:

Membership: _____ **MBR #:** _____

Retention: _____ **MBR #:** _____

Recruiting: _____ **MBR #:** _____

Youth Programs: _____ **MBR #:** _____

Legislative Affairs: _____ **MBR #:** _____

COUNCIL FINANCIAL INFORMATION

Council's Tax Exempt Status:

1. How is your Council legally organized?
 Corporation Trust Association

Other (list): _____

2. What is the status of your Council's tax exemption?
 Individual Group None

Date of IRS tax determination letter (if individual exemption) _____

3. Federal Tax ID or Employer Identification Number (EIN) _____

4. Has the Council filed a federal Form 990? Yes No

Failure to file the appropriate 990 will jeopardize the Council's Federal tax exempt status.

5. Has the Council filed all necessary state tax and charitable registration forms?
 Yes No

Failure to register with the State will jeopardize the Council's state tax exempt status

Note: All members of the Group Tax Exemption Program must notify the Senior Director of Finance of any change in the PO Box or anything else that may affect their tax-exempt status. Councils are not automatically part of the Group Tax Exemption Program. Information on how to apply can be found in the Operations Manual.

SUMMARY OF MAJOR COUNCIL ACTIVITIES FOR THE PAST YEAR

This page is a snapshot of your Council's activities last year. Please elaborate on any "Yes" answers to numbered questions in the DETAIL OF MAJOR COUNCIL ACTIVITIES found on pages 5-7 (each has a corresponding number on pages 5-7).

Council Awards will be based on the elaboration of your answers from this page.

Council Operations

Yes___ No___ Did your Council hold Directors meetings?

If Yes, how Many? _____

Yes___ No___ Did your Council hold General Membership meetings?

If Yes, how Many? _____

Yes___ No___ Did your Council actively recruit Community Affiliate members?

Sea Services Related Events/Support (i.e. Homecoming, Air show, Fleet Week, Birthday Ball, etc)

1. Yes___ No___ Our Council held Sea Services related events
2. Yes___ No___ Our Council Adopted a ship/command/unit
3. Yes___ No___ Our Council Continued to support a ship/command/unit

- 4. Yes___ No___ Our Council provided support to local military families
- 5. Yes___ No___ Our Council participated in Highline/TAP program
- 6. Yes___ No___ Our Council presented Sea Service Awards

If Yes:

Total number of awards _____ Total \$ amount awarded \$ _____

- 7. Yes___ No___ Our Council awarded service member/family member scholarships

If Yes:

Total number of awards _____ Total \$ amount awarded \$ _____

- 8. Yes___ No___ Other (list any other Sea Service related events on page 6)

Public Education Activities

- 9. Yes___ No___ Our Council had joint meetings with local civic groups or veteran service organizations
- 10. Yes___ No___ Our Council made presentations to local schools
- 11. Our Council conducted Seapower seminars/symposia:
 - a. Yes___ No___ With industry partners
 - b. Yes___ No___ With other civic organizations
 - c. Yes___ No___ At a local college or university

Yes___ No___ Our Council submitted editorials in local publications

- 12. Yes___ No___ Our Council displayed a Navy League information and membership booth
- Yes___ No___ Did your Council publish a newsletter?

If Yes, what format? Print_____ Electronic_____

Newsletter Name_____

Yes___ No___ Did your Council host a Web site/Blog?

If Yes, please provide the address_____

Yes___ No___ Our Council had an active Speaker's Bureau

- 13. Yes___ No___ Other (list any other Public Education Activities on page 7)

Advocacy and Legislative Outreach

- Yes___ No___ Our Council participated in the legislative grass roots program
- 14. Yes___ No___ Our Council gave a presentation to Members of Congress
- 15. Yes___ No___ Our Council sent letters to Congress on Navy League issues
- 16. Yes___ No___ Our Council invited a Representative to speak at a Council event
- 17. Yes___ No___ Our Council gave recognition to a Member of Congress
 - Yes___ No___ Our Council distributed Legislative Update to our Council Members
 - Yes___ No___ Our Council supported State/Local legislative Sea Services support initiatives
- 18. Yes___ No___ Other (list any other Advocacy and Legislative Outreach on page 7)

Youth Programs

- 19. Yes___ No___ Our Council supported a Sea Cadet Unit(s)

If Yes, total funding provided to the Unit(s) (excluding scholarships) \$_____

20. Yes___ No___ Our Council Supported a JROTC or other youth group(s)

If Yes, total funding provided to the group(s) (excluding scholarships)\$_____

Yes___ No___ Our Council provided scholarships

If Yes, total number of scholarships provided_____ Total amount awarded \$_____

21. Yes___ No___ Our Council provided *SEAPOWER* subscriptions to schools, libraries, ROTC, JROTC units

22. Yes___ No___ Other (list any other Youth Programs on page 7)

DETAIL OF MAJOR COUNCIL ACTIVITIES FOR THE PAST YEAR

Please elaborate on any numbered "Yes" answers from pages 4-5. If you need more room, please continue on the back of the page or attach a separate sheet.

Sea Services Related Events/Support

1. List all of your Council's Sea Services Events:

Date	Event

2 – 3. List all Ships/Units/Commands Adopted or Supported last year:

Adopted	Supported

4 – 5. List your Council's Sea Services Family Support (Include specific activities that support active-duty families and the Highline/TAP program).

Date	Activity

6 – 8. List your Council's Sea Services Awards and any other Events

Date	Event

Public Education Activities

9. List all Joint meetings with other civic groups and veteran service organizations (i.e. VFW, American Legion, etc.). Include organization and date:

10. List public speaking engagements in schools below:

11. List Seapower seminars/symposia below:

12 – 13. List membership booth events and any other Public Education activities

Advocacy and Legislative Outreach

14 – 18. List all Congressional and any other Advocacy and Legislative Outreach Activities

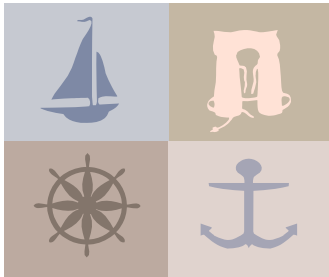
Member of Congress	Activity

Youth Programs

19 – 20. List the youth groups and activities supported by your Council (Sea Cadets, JROTCs, Sea Service Academies, NROTC other community youth programs).

21 – 22. List all schools, libraries, ROTC, JROTC units to whom your Council provides *SEAPOW*ER subscriptions and any other Youth Programs you support.

V. YOUTH PROGRAM FORMS, REPORTS



YOUTH PROGRAMS ACTIVITY REPORT

From: Chairperson, Youth Programs Committee

To: President, _____ Council

Subject: Youth Programs Activity Report

1. The following Youth Programs activity was conducted on (or during the period):

_____.

a. Nature of Activity: _____

b. Host command/organization: _____

c. Location: _____

d. Youth groups involved/number of participants from each:

e. Media Coverage: _____

Newspaper: _____

Radio: _____

TV: _____

2. Comments:

(Chairperson, Youth Programs)

**YOUTH PROGRAM
ADOPT-A-UNIT**

NLCC/NSCC JROTC Unit Adoption Form

The _____ Council of _____
(Council name) (Council location)

hereby agrees to promote the Navy League's dedication to youth by sponsoring the following NLCC, NSCC, or JROTC Unit.

NLCC Unit _____
(Enter Unit Name)

NSCC Unit _____
(Enter Unit Name)

JROTC Unit _____
(Enter Unit Name)

NOTE: The National Headquarters of the Navy League will provide the council with a certificate to present to each adopted unit.

(Signature of Council President)

(Signature of Council Treasurer)

Councils Sponsoring Sea Cadet, League Cadet, and/or JROTC units and supporting the presentation of the Navy League Outstanding Cadet Award may order the medal, ribbon bar and certificate for each presentation by contacting the Navy League Headquarters for the current vendor address and telephone numbers.

**NAVY LEAGUE OF THE UNITED STATES
STANDARD RELEASE FORM**

a. Date: _____

b. I, _____, being the legal parent/guardian of _____, in consideration of his/her participation in the youth program activity planned by the Navy League of the United States _____ Council on _____ (or during the period _____ to _____) on board _____ (name of ship/station), do hereby release from any and all claims, demands, actions or causes of action, due to death, injury or illness, the Government of the United States and all its officers, representatives and agents acting officially or otherwise and also the local, regional and national Navy League of the United States.

I further consent to the treatment of _____, my son/daughter/ward, by the medical facilities of the Department of Defense, Coast Guard, Public Health Service or civilian physicians/medical facilities as may be required, in the event of any illness/accident arising while aboard Department of Defense or Coast Guard facilities or vessels. This consent includes any medical, anesthesia, or surgical treatment or hospital services rendered under the general and special instructions of the attending physician or other physicians assigned to his/her care. I also promise to pay any necessary costs which may arise from such treatment.

Permission is also granted by me for _____ son/daughter/ward to be transported in military aircraft while participating in the above named activity.

Signature of Parent/Guardian

Address

City State Zip

Witness (other than relative)

Address

City State Zip

VI. REPORT FOR COUNCIL PUBLIC RELATIONS ACTIVITIES



**Navy League of the United States
200x Public Affairs Recognition Program
Reporting Form
(corrected revision 2007)**

Council: _____

Due Date: March 31, 200x

<u>Activity Dates:</u>	<u>Points Earned</u> <u>(Each</u> <u>Occurrence)</u>	<u>Cumulative</u> <u>Points This</u> <u>Activity:</u>	<u>Type of Activity:</u>
_____	X 50=	_____	Establishment or Continuation of a Speakers Bureau. (Credit once per year)
_____	X 40=	_____	Televised event: (i.e.: coverage of a Navy League activity or sponsored event; interview of a Navy Leaguer on any Navy League/sea service topic. Navy League TV spot announcement.
_____	X 35=	_____	Navy League information/education presentation to non-Navy League audience (Speakers Program event)
_____	X 50=	_____	Presentation to U.S. Senator or Representative and/or staff
_____	X 35=	_____	Navy League sponsorship of a community education program, i.e.: fundraiser for sea services family assistance, blood drive, high school journalism competition program etc.
_____	X 30=	_____	Radio coverage of interview (same criteria as televised event) Navy League radio spot announcement.
_____	X 30=	_____	Newspaper/magazine article or photo that makes reference to Navy League.
_____	X 25=	_____	Navy League newspaper/magazine advertisement.
_____	X 25=	_____	Publication of at least one issue of council newsletter each quarter.
_____	X 15=	_____	Distribution of news release (whether or not used by media).
_____	X 15=	_____	Navy League recognition of non-Navy Leaguer or organization for support or promotion of Navy League or sea services.
_____	X 15=	_____	Navy League recognition of sea services ship, station, Individual.
_____	X 15=	_____	Procurement of proclamation from city, county or state commemorating Navy League Day or sea service anniversary.
_____	X 50=	_____	Conducted a publicity program in support of Sea Cadets, NJROTC etc. units supported by council.
_____	X 35*=	_____	Maintenance of a Council Web Site (*updated every week or sooner = 35 points; every two weeks = 30 points; every month = 25 points; every three months = 20 points; every six months = 10 points; annually 5 points)

Total Cumulative Points for Indicated Period(s): _____

Name and Position of Council Officer
Submitting this report.

Date _____

Submit form to Director, of Public Relations
publicrelations@navyleague.org, or FAX 703-528-2333



NAVY LEAGUE
of the United States



2300 Wilson Boulevard • Arlington, VA 22201 • 703-528-1775 • 703-528-2333 Fax • www.navyleague.org
Navy • Marine Corps • Coast Guard • U.S.-Flag Merchant Marine

VIII. *National Director Activity Report*

Reference: NLUS Operations Manual, Table 2-1, Duties and responsibilities of National Directors. “g. Advising their Region, Area and Council Presidents, at least twice a year, of their own Navy League commitments and activities.”

Name _____

Period of Report _____ to _____

Years as National Director _____ Region _____

Activities this Period:

National Meetings Attended _____ National Convention _____ Spring Meeting _____ SAS _____

Region/Area/Council (describe) _____

National Committee (primary) _____

Other National Committees _____

Councils Visited _____

Youth Activities _____

Local Activities (list)

New Members Recruited: _____ Reg. _____ Life _____ Corp _____ Community AF _____

Signature: _____ Date: _____