PART THREE

COUNCIL HANDBOOK

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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 carrying out activities and programs that enhance the purpose of the League. The council is the heartbeat of the League, and the pulse of its activities indicates the health of the National Organization in furthering the objectives of the 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.

> **NOTE: Prior to submission of an application, a Council Formation and Council Building 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

Assuming that the application is favorably endorsed by the Area and Region President concerned, 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, an official Council name should be in the form of “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 an appropriate 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."**

2. There may arise instances,-- e.g., the combining of two or more councils into one,--where revocation of a council charter becomes advisable for other than cause, such as the combining of two or more councils into one. Such cases, should be processed on a case-by-case basis, after coordination between Council President(s), Area President and Region President, with guidance from the National staff. The Region President should then forward a recommendation to the National President for a final determination.

III. COUNCIL ORGANIZATION

A. Council Organization Charts

1. The models for Navy League Council Organization **Figures 3-1 through 3-3,** shown on pages 65 through 67, are merely suggestions, but they are composites of the structure used by most successful councils. The models **Figures 3-1 and 3-2** on pages 65 and 66 are best suited to large and medium councils; the model on page 67, **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. The organization chart on page 65, **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. The organization chart on page 67 is similar to the one shown on page 66, 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.

Figure 3-1 NAVY LEAGUE COUNCIL ORGANIZATION (1)

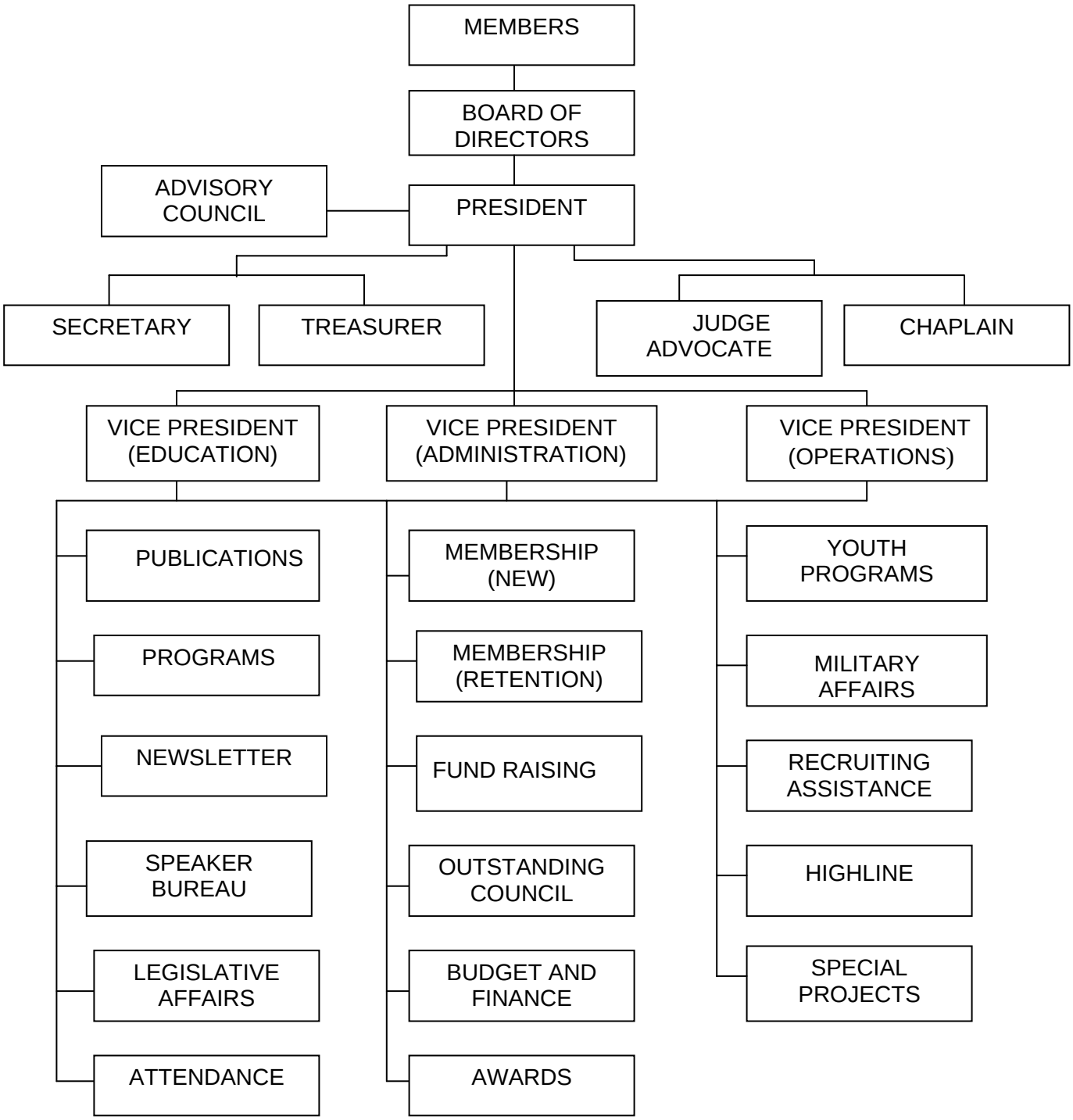


Figure 3-2 NAVY LEAGUE COUNCIL ORGANIZATION (2)

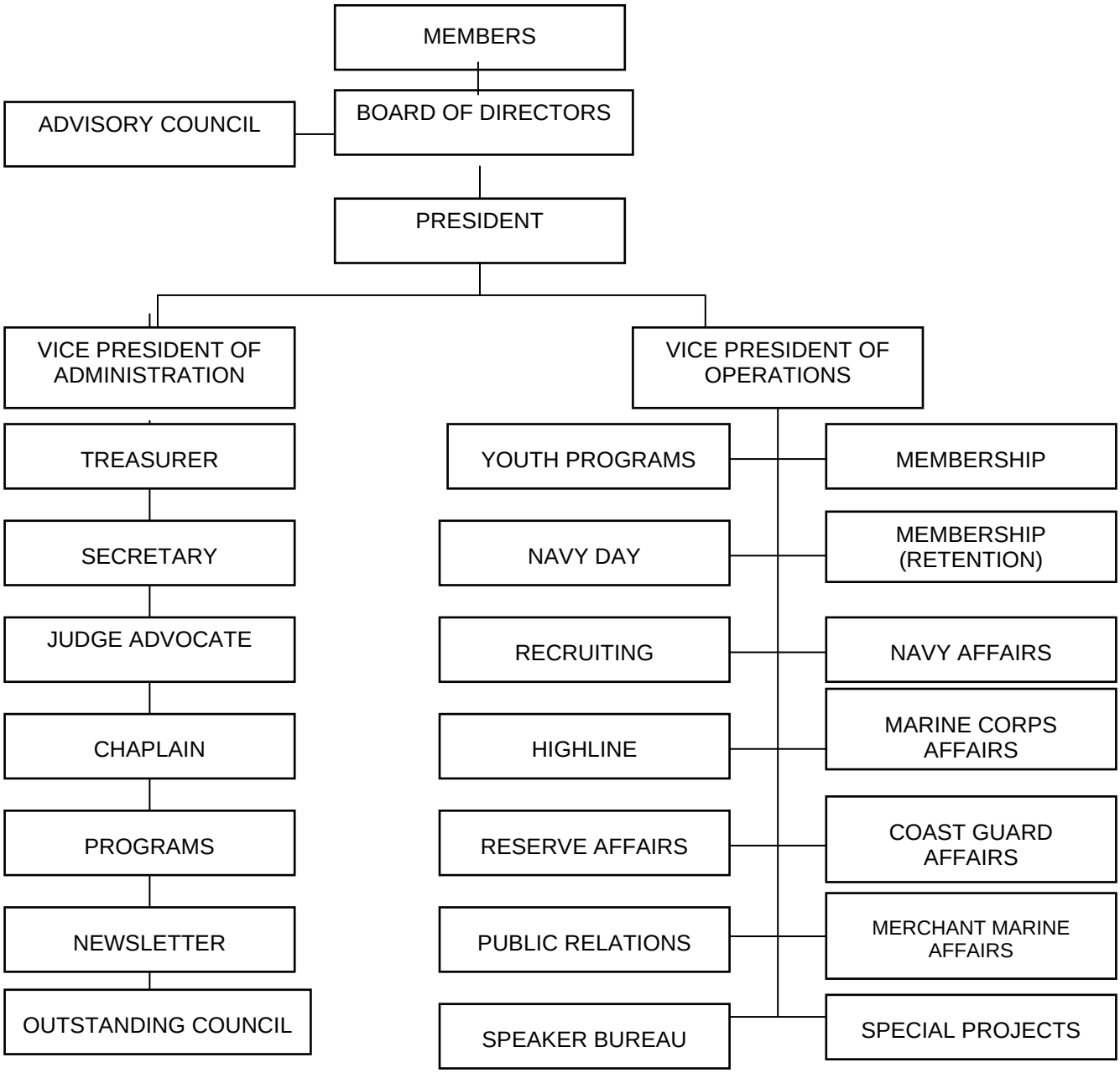
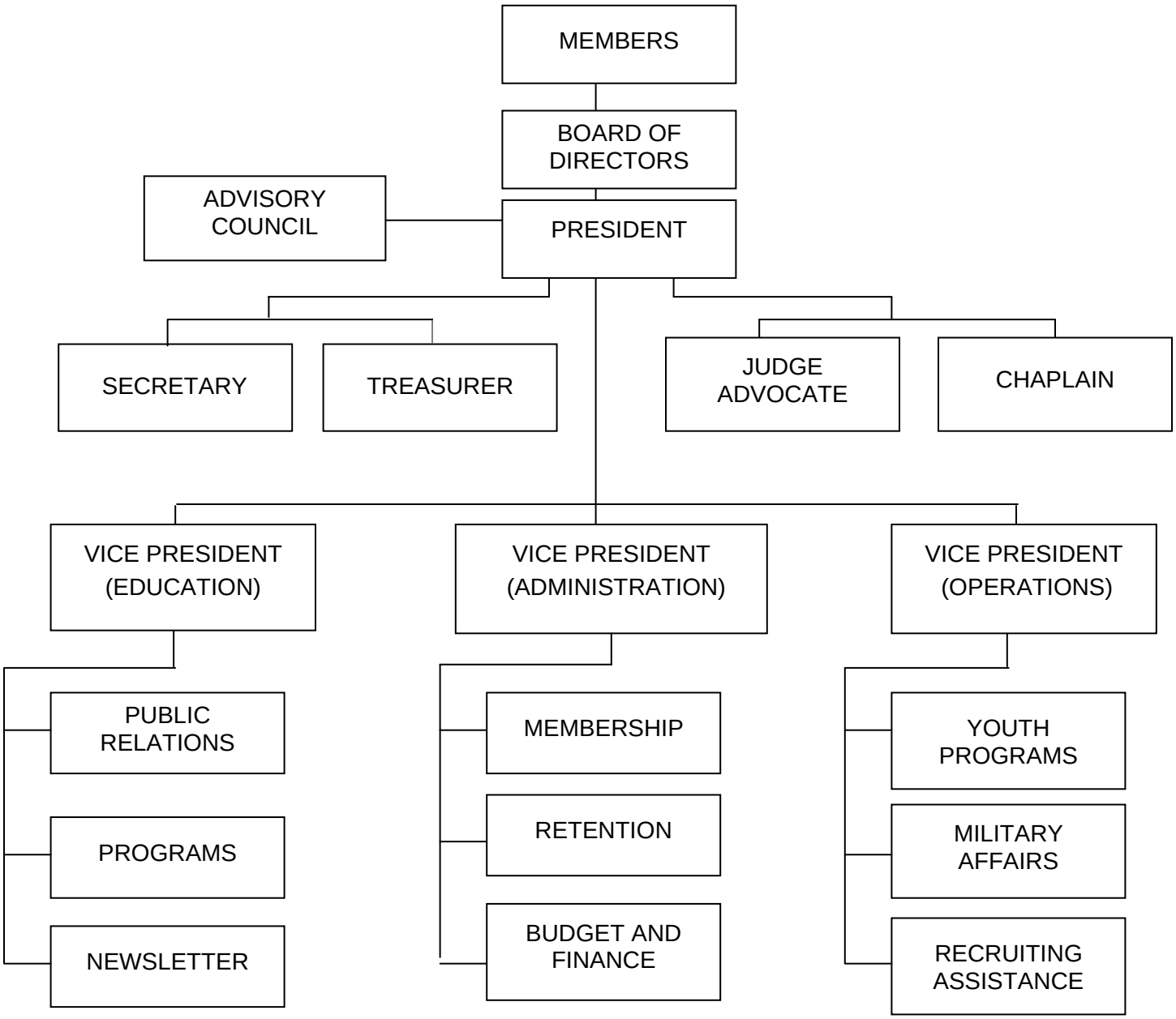


Figure 3-3 NAVY LEAGUE COUNCIL ORGANIZATION (3) (SMALL)



B. Officers and Directors

1. Councils should have the following duly elected officials: President, one or more Vice Presidents, Secretary, Treasurer, and Judge Advocate. Normally, the President should not serve more than two (2) consecutive one (1) year terms, or more than a total of four (4) terms.

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 as Attachment 1.)

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. Operating Committees

The National 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. 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.

NOTE: No National Officer, Region President or Area President, while holding any of those offices, shall be elected 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 chairmen are ex-officio members of the council's Board of Directors, may be council officers, and are the principal implementors of council programs. Their reports are valuable in the preparation of the council's annual report to National Headquarters and for providing guidance to successor chairmen. (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 refunds. 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. Also, it bears repeating that no individual may be a member of a council unless that individual first becomes a member of the National organization.

B. Elections

1. All officers and directors 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 on **Table 3-1**, page 71.

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. Normally elections will be held at the Council's Annual Meeting during the last quarter of the Navy League fiscal 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 3-1 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 upon those words the Navy League has continued in their 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 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 nuclear age and the problems involved in maintaining strong defenses in any age.

3. To improve the understanding and appreciation of those who wear the uniform of our armed forces and to better the conditions under which they live and serve.

4. To provide support and recognition for the Reserve forces in our communities in order that we may continue to have a capable and responsive Reserve.

5. 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 means of an active and vigorous Naval Sea Cadet Corps.

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. Council Meetings

1. The Board of Directors should meet at least once each quarter.
2. General membership meetings, not necessarily to conduct business only, should be held at least three times a year. Education should be stressed at these meetings, and invitations to attend should be extended to Senators and Congressmen/women from the district 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.

D. Tax-Exempt Status

1. The Internal Revenue Service has classified the Navy League (National) 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 (National). However, National Headquarters has obtained a group ruling whereby those councils that have applied to National Headquarters for inclusion, and have been accepted under the group ruling, will be afforded the same exemption and tax deductibility. Both National Headquarters and the IRS encourage councils that are eligible to apply for inclusion in the group ruling, for which there is no charge.

2. Each council electing to be included in the group ruling will be required normally only once to submit, to the Senior Director of Finance at National Headquarters, the following documentation:

a. A letter, signed by a principal officer of the council, indicating that the council 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 exemption.

b. A copy of the Council Bylaws or a statement that the Council Articles function as its Bylaws as well. The Sample Council Articles and Bylaws 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. Incorporation rather than mere association is of course the favored procedure. (Sample of Articles and Bylaws are found in Attachment 1 beginning on page 110.)

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.

d. A brief narrative of the council's activities and receipts and expenditures in order for

Headquarters to determine that the council's activities are consistent with those of the Navy League Charter and Bylaws. This also may be combined with Item a. above.

e. If not already shown in the council's articles that the council's name complies with the requirements set forth, **Navy League of the United States_____** Council, the council will need to submit an amendment to its articles. 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.

Note: " _____ Council of the Navy League of the United States" is not acceptable. If necessary, the Council name must be amended to start with the words "Navy League." This is an IRS requirement.

f. The employer identification number of the council. Each Council must have such a number, if the council is to be included in the group exemption. If the council does not have such a number, they should contact the IRS and complete Form "*SS-4*". A council may not use another council's employer identification number or that of the National Headquarters.

g. If the council has been 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 National Headquarters a copy of the council resolution indicating that the council relinquishes that exemption as of the date that it is included in that group exemption. 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 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, Return of Organization Exempt from federal income tax, if the council has gross receipts in excess of twenty-five thousand dollars ($25,000) in any calendar year.

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 exemption 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, but councils located on foreign soil may apply separately for individual tax exemption. (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 (Form 1023). The council should contact the Senior Director of Finance at National Headquarters for further information.

E. 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. If a council does not mail 200 or more pieces or 50 pounds to offset the $100 cost, applying for a third class non-profit bulk mail permit may not be in its best interest. (Cost quote based on current actual post office fee schedule; rates are subject to change.) Each mailing must have at least 200 pieces or weigh 50 pounds, whichever is appropriate. 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 will cost $100 which is a one-time fee good for as long as the council holds the permit. If the council puts an indicia on its mailings, an additional $100 fee will be required. This latter fee must be paid annually.

b. The council should obtain a 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:

(1) A copy of the letter of certification from Navy League Headquarters;
(2) Several issues of the council's newsletter or examples of other material the council intends to mail under the permit;
(3) A copy of the council bylaws or articles of association; and
(4) A copy of the council's Internal Revenue Service Determination.

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.

F. Group Travel Policy

1. The Navy League's Group Travel Policy, which is applicable to all organizational levels of the Navy League, and is shown here in its entirety:

a. Authorization

1.) National - the National Navy League staff is authorized to provide assistance to councils and regions wishing to use their Navy League affiliation as a vehicle for group travel outside of their local geographic boundaries. The National Staff is also authorized to provide information as to the availability of agencies for the promotion and administration of trips; however, such advice should not be considered locally to exclude other agencies of the local unit's preference. Nor does such advice constitute sponsorship by the National organization of any such group travel.

The Navy League supports America's maritime services, and travel plans should take this into consideration when developing itineraries. In those instances, for example, where both foreign and U.S.-flag ships are in competition for a selected voyage—and accommodations, availability, and price are considered nearly equal--preference should be given to U.S.-flag ships.

2.) Local - for coordination purposes, authorization for group travel should be cleared through Region Presidents, who should consult the Navy League Judge Advocate if any questions of propriety should arise. Care should be taken to avoid schedule conflicts with local and national activities. Local units are precluded from soliciting member from other Regions without the permission of the Navy League authority in those areas.

Promotional material may use the name "Navy League of the United States" to identify the affiliation of the local organization sponsoring the trip provided it is made clear that the National Navy League has no functional, legal or financial responsibility in the enterprise. Further, promotional material may <u>not</u> imply that a particular travel program is other than a recreational program.

b. Tax Considerations

In virtually all instances, there is no reasonable basis for Navy Leaguers to treat any portion of the costs of group trips as a charitable deduction, including those where a military or Navy League function is tied to the travel. Even in those rare cases where a business deduction might conceivably be available, the taxpayer would have to comply with the U.S. foreign travel rules, which could effectively preclude the deduction. Promotional solicitation material sent to members should specifically state that the cost of such travel is not tax-deductible. For individuals, the tax deductibility of expenditures resulting from attending Annual Meetings of Members, Directors' Meetings, Executive Committee Meetings, etc., shall be determined by each individual in accordance with IRS regulations in effect at the time. Each individual is encouraged to consult with his/her own tax advisor as to the individual's particular circumstances.

G. Antitrust Compliance

1. It is possible that members of the Navy League may be employed by companies that are or might be in competition with one another. Although the Navy League does not engage in any activity that might result in the restraint of competition among its members, or others, in any manner, it does encourage educational discussions among its membership. If members do not have sensitivity concerning the U.S. antitrust laws, the possibility exists that such discussions could inadvertently involve anti-competitive subjects. The Board of Directors desires to make it clear, therefore, through this Statement of Policy that it is unequivocally committed to the principles of competition as

prescribed by the U.S. antitrust laws and strict compliance by its members to those laws. The Navy League is an educational organization. It is not a trade association. It does not participate in discussions that would unreasonably restrain trade, nor does it conduct statistical or data surveys related to such trade. It does not engage or involve itself in establishing products and/or the dissemination of any information regarding prices, terms and conditions of sale, pricing methods or costs of production, sales and distribution.

2. It is the responsibility of every Navy League member to be guided by the Navy League's policy of strict compliance with the antitrust laws in all of the Navy League's activities and meetings. It is the special responsibility of Navy League officers and committee chairmen to ensure that this policy is known and complied with in the course of activities pursued under their relationship.

H. Navy League Council Umbrella Insurance Coverage

Table 3-2, shown on page 77 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.

Table 3-2 - NLUS Umbrella Insurance Coverage

Commercial General Liability Insurance (CGL) and premiums for Councils

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 the following schedule:

Council Size	Premium
Fewer than 50 members	$25.00
50-100 members	$50.00
101-500 members	$75.00
501+ members	$100.00

To ensure coverage for a specific event, a rider should be obtained by calling the CGL insurance agent at 703-760-6006.

I. Web Site Registration

All Navy League councils that have a council web site must register that site with the Senior Director of Regional Activities 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.

J. 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 ensure 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. Establishment of a Naval Sea Cadet Corps or Navy League Cadet Corps unit, assistance to local recruiters, participation 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 are in keeping with Navy League objectives and 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:

- Inviting service personnel on leave status in the community or from nearby installations to be guests of council members, at meetings of the council. 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.
- Establishing an "enlisted person of the month, quarter or year" program, working with local commanding officer 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.
- 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 *Sea Power* magazine or *The Navy Leaguer* to benefit other councils.

d. Several programs are outlined in different program guides available through the Regional Activities Department at National Headquarters.

These Program Guides include the following:

1. Welcoming New Members
2. Community Education
3. Highline Program
4. Membership Recruiting
5. Retention
6. Hosting National Navy League Meetings
7. Legislative Affairs
8. Sea Service Family Support
9. Council Formation and Council Building
10. Ship Commissioning
11. Public Relations Handbook
12. Nominating Procedures
13. Business Awareness: Community Affiliates, Business Associates, and Corporates
14. Youth Programs
15. Ship Adoption

Note: More information about Adopt-a-Ship or Station may be found on page 100, as well as in Attachment Two at the end of the manual.

2. Youth Programs

a. Introduction

1.) 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 NJROTC 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 our youth a healthy appreciation for the adventures and challenges of life in the sea services. Strong council support for these programs not only epitomizes the Navy League's own "Pride, Service and Patriotism" slogan, it helps ensure that the nation's youth develop these same characteristics.

2.) 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 NJROTC and NROTC, 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.

3.) The basic objectives of the Navy League's youth programs are best achieved

through the Naval Sea Cadet Corps and Navy League Cadet Corps 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, the Cadet Corps 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)

1.) 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 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. Close ties also exist with the U.S. Coast Guard for Cadet operational training. NSCC Cadets are afforded the opportunity of advanced pay grade enlistment in the Navy and Coast Guard as a result of NSCC training, and are provided assistance for entrance into 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 and is also sponsored by the Navy League. The goals of the Naval Sea Cadet Corps program are:

(a.) 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-free, gang-free lifestyle;
(b.) To develop an interest and skill in seamanship and seagoing subjects;
(c.) To instill in Cadets an appreciation of the modern Navy as an essential element of America's defense team; and
(d.) To make Cadets aware of the prestige of a military career and increase the advancement potential of those who serve.

2.) 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 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 Field Representative. A step-by-step procedure for establishing a unit is included in a Formation Manual, and details of unit administration 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, Arlington, Virginia 22201-3308, or by a telephone call to (703) 243-6910, or from the NSCC Web site at (www.seacadets.org).

c. NJROTC

1.) NJROTC Adopt-a-Unit Program

NJROTC units receive federal funding through the U.S. Navy. As of early 2002 there were currently almost 520 NJROTC 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 NJROTC 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 an NJROTC 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, Arlington, Virginia 22201-3308. (Attachment 5 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 NJROTC 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

1.) Objectives

a.) To make better citizens of America's young people by educating them in the importance of sea power and maritime forces to the nation;

b.) 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;

c.) 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

d.) To make possible first-hand observation of those services by young people through visits to service installations, schools, training centers, etc.

2.) Organization and Administration

a.) Council youth programs 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 Presidents 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.)

b.) 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.

c.) 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.

3.) 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, and to establish procedures for arranging tours or visits by youth groups;

b.) Establishing liaison with local school authorities (especially counselors) to solicit their support for council youth programs;

c.) Establishing liaison with other youth groups such as Naval Sea Cadet or Navy League Cadet units in the area. Boys' Clubs, Boy Scouts, Girl Scouts, Big Brothers, Big Sisters, NJROTC, etc., also should be contacted to 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 sea-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 Council Catalog, which is online at www.bjbspecialties.com One Youth Medal is authorized for each youth group sponsored (JROTC and NSCC).

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.)

4.) 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.

Navy speakers may be obtained by contacting local commands or by contacting the Navy Recruiting District Youth Programs Petty Officer responsible for coordinating Navy youth activities in the area. Marine Corps speakers may be obtained by contacting commanding officers of local Marine Corps activities. Coast Guard speakers may be obtained by contacting the commanding officers of local Coast Guard activities or the Coast Guard District Navy League Liaison Officer. In addition, speakers from all services, including the Merchant Marine, may be obtained by contacting the Public Relations Department at Navy League Headquarters.

b.) Film and Slide Presentations

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. Topping the list are films and slide presentations. Films 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 slide/film presentations on various sea power, topics that have been developed by the Navy for group presentations. Trained and experienced sea power teams are located in most areas of the nation. (Caution: when team presentations are arranged, the sea power team should be informed of the age of the groups they will be addressing.)

Video and slide presentations, as well as other presentations, may be arranged through Navy Recruiting District Youth Programs Petty Officers.

c.) Training Aids

Numerous training aids such as poster boards, art exhibits, models, etc., are available through the Navy Recruiting District Youth Programs Petty Officer and do much to dress up and increase interest in presentations, especially if put on display prior to the arranged presentation.

d.) 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 local Navy Recruiting District Youth Programs Petty Officer for these services.

e.) 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 (NROTC) 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 U.S. Naval Academy (Attn: Candidate Guidance) Annapolis, Md. 21401	or	U.S. Naval Academy West Coast Regional Candidate Guidance Office 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 NROTC 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.

f.) 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:

1. 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.

2. 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.

3. 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.

4. 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.)

5. 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.

6. 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.

7. 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.

g.) Liaison with Schools and School Counselors

1. 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.

2. 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 NROTC 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.

3. Last, but certainly not least, give a *Sea Power* subscription to each school visited, to be kept available for student use in its library. Suggestion: back issues of *Sea Power* 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 *Sea Power* in every school library in the area.

h.) 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 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 6 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 a public relations program, it is suggested that the council members:

- Discuss maritime matters of timely interest at council meetings and before other groups in the community. Review material made available by National Headquarters and through *Sea Power* magazine and the annual *Almanac of Seapower*.
- Become acquainted with commanding officers and Public Relations officers of nearby military facilities, gleaning from them information about problems and programs of particular concern. The council also may want to contact local recruiters, Public Relations Officers, and Family Service Center leaders. Obtain information as to the availability of speakers, films, exhibits, etc.
- Introduce themselves to leaders of similar organizations and such community leaders as the Mayor or 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.
- Form a speaker's bureau to bring the Navy League message of peace through maritime strength to all groups providing a forum:
- 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 join the council. Appoint them to the Public Relations Committee.

- Use a council newsletter as a medium for discussion of timely maritime matters, and to apprise members of the activities of their council. A council newsletter is an extremely valuable tool!
- Donate *Sea Power* 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.
- Distribute news releases at the time of 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, and other council programs.

The activities of Navy League councils are often of general community interest. The presence of special guests, the council's work on youth programs, community programs, community projects, etc., are of interest to all. More often than not, the newspapers as well as, radio and television stations of the community will welcome reports of Navy League activities if they are properly presented. 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.

1.) Speaking Engagements: Members should volunteer to speak to various other groups and organizations about the Navy League and the importance of sea power. The council also can host events jointly with other groups. National Headquarters can provide limited assistance in obtaining speakers, and can also provide videos on various sea power topics, slide presentations (with scripts included), and quantities of various Navy League printed materials if and when available. Posters from various defense firms also are available at no cost from the director of public relations.

2.) Newspapers: Newspapers welcome news about the community, its people, organizations and their activities, and provide an excellent outlet opportunity for coverage of the council. The word to remember is *News* items of interest. The council should respect the newspaper's position by; sending in only valid material, in proper form.

a.) 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 this kind of material.

b.) Keep a list of names, addresses, and telephone numbers of the papers handy, along with the names of editors and any other staff members with whom council members may have personal contact.

c.) Remember that the staff of a newspaper, large or small, is usually very busy. It will make life easier for everyone and ensure greater cooperation if the PR chairperson can hand-carry his or her first release to the paper, and meet the editor or someone else on the staff, explaining as much as possible about the Navy League, and the local council. Subsequent releases can be mailed or emailed to the newspaper. Releases should not be telephoned; this takes up valuable time. There is also a greater chance of error in verbal communication, especially in the spelling of names. In fact, news should be telephoned in <u>only</u> at the specific request of an editor.

3.) 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 broadcast of coverage, and consequently a longer time lapse during which the initial contact is apt to be all but forgotten; moreover, in many instances it will be the personal approach that prompts or persuades a station to provide the coverage desired. The station should be provided copies of council news releases; even though it doesn't print them, because the news release is (or should be) the most succinct statement of what it is 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 <u>can't</u> use them, and TV stations won't--if they decide to provide visual coverage, they will send their own cameramen in most cases.

4.) The News Release: This is the basic tool in publicity. The Navy League can assist councils with distributing releases to select media. To distribute 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. Once the cost of the service has been determined, if any, you will be notified to send a check and your news release to the Public Relations Department, and it will be released to the media.

Fundamental rules for preparation of the news release:

a.) Readability: 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

b.) Attribution: The upper left-hand corner of the first page should contain the writers name, Navy League affiliation, address, and telephone number, so that the editor can get in touch should there be any questions.

c.) Identification: Because an editor receives so many diverse types of communications, the copy should boldly state "News Release" at the top of the first page.

d.) 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 <u>Release on (specify date)</u> so that editors will hold it for that date.

e.) 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" - <u>How</u> it happened, or will happen.*

f.) 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 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.

g.) 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. Show the quirky, colorful, of dramatic side of the human condition or character. If there is something unusual or unique about the information provided that fact 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.

h.) 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.

i.) Numerals: Spell out all numbers from one through nine. From 10 on, use numerals.

j.) Photos: Photos color or black and white should be both sharp and clear, preferably 5" x 7" glossies or larger. For reasons of economy, color photos should not be included with news releases sent to most newspapers. 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, as are Navy League logos. Other photos also may be available from National Headquarters. Anyone shooting photos for *Sea Power* or *The Navy Leaguer*, should try to show Navy League programs or projects in action, for example: community service projects, parade or fair participation, membership or 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 may motivate other Councils.

k.) Captions: All pictures should be captioned. In a group shot, brief identifications and a summary of the event are needed. The caption 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 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 Admiral John J. Doe, USN, 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."**

l.) Deadlines: 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.

4. Newsletters

a. Newsletter Preparation: Many councils publish newsletters to support the NLUS educational message and to keep our members of the council's informed. Area and Region Presidents also may publish newsletters, which serve as a valuable communications tool from the President and other council Officers to the membership at large. The council newsletter should report on council activities, advise members of forthcoming 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. Newsletter of the Year Award information (the Mackie Awards design) is included in Part Three, Section N.

1.) 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 Cadets Corps.

2.) 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.

3.) 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.

4.) 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.

5.) To put the newsletter together, the editor may use a typewriter or a computer with or without a desktop publishing system. 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:

(a.) Start at the bottom of the page and work towards the top;
(b.) Keep all pages both simple and neat;
(c.) 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.

6.) When the newsletter is ready to be printed, there are many options, from the mimeograph to photocopy machines, to offset printing. The choice is usually determined by what the council budget allows.

7.) 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, including the director of public relations; the chairperson of the National Newsletter Committee; commanding officers and public relations 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.

8.) 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 the Internal Revenue Service regulations.

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.

9.) Additional Information on preparing and distributing newsletters can be found in most issues of *The Navy Leaguer*. Newsletter Editors are welcome to send in their ideas for inclusion.

b. Sharing Information: Editors are encouraged to meet for the purpose of sharing information and discussing suggestions relating to newsletters with the National Newsletter Committee when it meets at national meetings. Newsletter workshops are held periodically, and editors are encouraged to attend. They are encouraged to meet on other occasions as well, such as at the regional or state meetings.

5. National Publications

Sea Power magazine, *The Almanac of Seapower* and *The Navy Leaguer* contain a wealth of helpful information about activities of NLUS councils, advisory information for council presidents and other Navy League leaders, reports on Navy League national programs, and other matters of similar interest. Councils are invited to submit items and photographs for inclusion in *Sea Power* and/or *The Navy Leaguer.* The email address for both publications is seapower@navyleague.org.

Photographs 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 *Sea Power.* 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 three inches by five inches, 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 the Navy League members or Sea Cadets doing something is always more appealing than a static group shot with all individuals mugging 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 *Sea Power*, 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 *Sea Power* staff at 703-528-1775. Members of the *Sea Power* editorial staff also would welcome the opportunity to discuss editorial and photographic considerations associated with publicizing your council's activities on the pages of *Sea Power.*

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6. Special Programs

Suggested Programs – It is suggested that councils:

a. Invite service personnel on leave status in the community or from nearby installations to attend meetings of the council.

b. 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.

c. 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.

d. 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.

7. 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 sea power. To implement appropriate programs councils should:

a. Establish personal contact with local senior officers of the sea services.

b. Discuss at council meetings, the materials about the services made available by National Headquarters and local commands.

c. Conduct "Welcome and Farewell" events for commanding officers and other appropriate personnel. As a corollary, suitably recognize senior officers who visit the area.

d. Arrange orientation visits to units or facilities of the services.

e. Prepare material for use by news media and in Navy League and service publications.

f. Invite representation from the services for special events, social programs, council meetings, and meetings with other groups.

g. Stimulate competition among area units through an awards program and attendance at ceremonies.

h. Support all youth programs. (Sometimes overlooked are NROTC units at local or nearby colleges, and NROTC alumni clubs, which are now being formed in various locations across the nation. Both are potential sources of younger council members.)

i. 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.

j. Assist services' Reserve and Auxiliary organizations

k. Provide active and imaginative assistance to local recruiters.

l. 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.

8. 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:

a. Establishing a working liaison between the council and reserve units and commands. Area and Region Presidents can provide additional liaison with Readiness Commands

b. Inviting representatives of Reserve organizations to become members of the council or to meet with the council to discuss problems and activities.

c. 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.

d. Developing awards programs for outstanding members of the Reserve.

e. Participating in Reserve special events such as changes of command, awards and retirement ceremonies, graduation exercises, etc.

f. 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.

g. Assisting the Reserve units in recreational and entertainment activities.

9. 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:

a. Appointing a committee, which may include lawyers, bankers, realtors, insurance executives, mortgage brokers, clergy, USO, Red Cross, Navy 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.

b. 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.)

c. 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 Relief Society and Coast Guard Relief Society, Naval Reserve Association, Reserve Officers Association, Fleet Reserve Association, Military Officers Association of America, etc.

10. Highline

a. 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.

b. 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.

c. Highline is the NLUS program established at the local council level 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:

1.) Establishing a committee of area leaders who have a thorough working knowledge of the local business community.

2.) Publicizing to the community that the Navy League is involved in helping find employment for returning service personnel, many with critical job skills.

3.) Keep the local military active duty/reserve base/facility commanders and appropriate civilian leaders advised that Highline assistance is available.

4.) Maintain lists of employment opportunities, community service organizations, and respectable employment agencies/head hunters.

5.) Establishing the administrative procedures necessary to receive, process and track service personnel who have indicated an interest in the Highline Program.

6.) Providing Area and/or Region Presidents a follow-up on the number of personnel requesting assistance and the status of the council's program.

Councils interested in establishing a Highline Program or improving their current program can request National to provide a contact point with another that is conducting a particularly effective program.

11. Navy Day

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

a. 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;

b. A Navy Day luncheon or banquet honoring a distinguished officer of the Navy or Marine Corps;

c. Memorial services for the honored dead of the Navy and Marine Corps;

d. A local Navy Sabbath, with special religious services oriented toward the sea services;

e. Pictures and stories about local Navy and Marine Corps personnel in newspapers and other news media;

f. Editorials in local newspapers and the broadcast media;

g. Open houses at Navy and Marine Corps installations, on board ships, and/or Reserve Training Centers or other Reserve facilities;

h. Naming a local landmark named after a Navy or Marine Corps hero;

i. Awarding keys to the city to commanding officers of visiting ships;

j. Supporting essay contests on maritime subjects in local schools;

k. A picnic for members of naval personnel and their families;

l. An air show or fair;

m. A Navy Day parade.

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

12. 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:

a. Establishing close working relationships with local Navy, Marine Corps and Coast Guard recruiters. Become thoroughly familiar with the specific recruiting needs of each service.

b. 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.**

c. Conducting regular committee meetings to discuss progress, requirements, new opportunities and possible areas of weakness.

d. 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.

13 . Overseas Programs

This program 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:

a. 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.

b. 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.

c. Accompany visiting American sea-service officers and civilian officers on their calls if the opportunity is presented.

d. Support programs of the U.S. Navy, Marine Corps and Coast Guard oriented to service in foreign countries or visits of U.S. Ships.

e. 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.

f. 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.

g. 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).

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.

K. Navy League Foundation (NLF)

The Navy League Foundation administers the Navy League's scholarship program. The foundation was established in November 1999 under the name Navy League Foundation. 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 high-school graduate under the age of 25 years, 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.

Application forms are available upon written request to the foundation. 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 is available by contacting the NLF or by calling the National Headquarters offices at 703-528-1775, or through the Navy League Web site (under Scholarships at www.navyleague.org).

L. 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. naval public'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 a ship 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 should be in writing to provide a permanent record of what the council promises it will do for the unit. 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 2);
c. Plan the ceremony with the commanding officer.

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 occurs later. 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 who has been the beneficiary of 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 here should be to 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 Christmas season;
2.) Barbecues and picnics and similar events;
3.) Boating races or other sporting events;
4.) Provision of air fare to family members award recipients to attend the awards ceremony;
5.) Assisting in funeral/memorial service arrangements for service personnel who die while on active duty;
6.) Financial contributions to the MARS system, which permits crew members to telephone home;
7.) Provision of materials for schools attended by the children of unit members; and
8.) A major financial contribution to and overall 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 activities resulting there from. Such information can be provided in two ways: through the annual reports submitted by councils; or by submitting such information through a Region Vice President for adoptions.

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 suggest 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.

M. 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, determines the recipients.

2. To qualify for consideration by the committee, a council must have submitted its annual report (on time) 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 a successful council program. 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, State, 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.) *Sea Power* subscription(s) for schools and/or public libraries and/or NROTC/NJROTC 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. (NROTC, NJROTC, scholarships)

d. Council Activities

1.) Number of board of directors meetings per year. **(Minimum of 4)**
2.) Number of general membership meetings per year. **(Minimum of 3)**
3.) Annual report completed and filed in a timely fashion.
5.) 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.)

f. Legislative Affairs

1.) 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.)

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, NROTC/NJROTC 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. 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.

b. 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.

c. Photos of council members will not score points unless the subject relates to activities involving sea-service personnel.

d. In order for the council to be considered for Outstanding or Meritorious recognition, documentation of the council's activities during the previous calendar year must be received at NLUS Headquarters by 1 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. In either case, endorsements must be received by March 1 in order to be considered by the Committee.

NOTE: Submissions received after 1 March will not be considered by the Awards Board for either an Outstanding or Meritorious Award.

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.

N. Newsletter of the Year Award

The **DONALD M. MACKIE AWARDS** are presented annually at the NLUS National Convention to six councils with the Navy League's most outstanding newsletters. Councils are divided in three categories: small (fewer than 126 members), medium (126 to 500 members), and large (more than 500 members). The best and next-best newsletters shall be adjudged 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 all are considered in the determination of winners. Region and area newsletters which are considered outstanding are also given recognition. Additional outstanding newsletters can be recognized by the National Newsletter Committee at the time of the Mackie Awards are presented.

O. Public Relations Award

Public Relations Awards are "traveling" 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 will be 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 presented to the winners in each division are identical; the winners are selected by a committee appointed by the National President and chaired by the National Vice President for Public Relations. *(Note:* A public relations activity report form is included as Attachment 6 and may be reproduced for local use.)

P. 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 in Attachment 4.)

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 fiscal year and shall <u>not</u> 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.

Q. Community 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 to 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 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 Community Education Handbook and/or appropriate program guides.

R. 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. 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. 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 Marketing Department at National Headquarters. Councils or individuals should contact the director of marketing 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.