

# Navy Nuclear Weapons Association



## Standard Operating Procedures And Pass Down the Line Information

Original: 28 July 2008

Revised: 21 August 2015

Copyright 2000-2015. The term "Keeper of the Dragon" and the logo (seal) depicted herein are the exclusive copyrights and trademarks of the Navy Nuclear Weapons Association and may not be used without its prior written permission. All rights reserved worldwide.

## Record of Changes

<u>Change Number</u>	<u>Date</u>	<u>Reason for Change</u>
Original	28 July 2008	Document originated for use following board development
Change 1	29 April 2009	To incorporate the latest information
Change 2	15 January 2015	To incorporate the latest information
Change 3	21 August 2015	To incorporate the latest changes, revisions, and to reformat document

# Table of Contents

Record of Changes .....	ii
Chapter 1.....	1
<b>Introduction</b> .....	1
Chapter 2.....	4
<b>Copyrights and Trademarks</b> .....	4
Chapter 3.....	7
<b>Annual Board of Directors and Business Meetings</b> .....	7
Chapter 4.....	10
<b>Two Bell Ceremony</b> .....	10
Chapter 5.....	12
<b>Nomination and Elections</b> .....	12
Chapter 6.....	14
<b>Board of Directors Orientation</b> .....	14
Chapter 7.....	18
<b>Order of the Gray Dragon</b> .....	18
Chapter 8.....	20
<b>Board of Directors Duties</b> .....	20
Chapter 9.....	25
<b>Board of Directors Resolutions</b> .....	25
Chapter 10.....	27
<b>Organizational Goals and Accomplishments</b> .....	27
Chapter 11.....	31
<b>Reunion Planning Guide</b> .....	31
<b>Recommended Reunion Time Line</b> .....	35
<b>Reservation Form</b> .....	38

# Chapter 1

## Introduction

The 2004 and 2005 Navy Nuclear Weapons Association (NNWA) Board of Directors recognized that much of what we do and the way we do it had not been fully recorded. As a result, there was much reinventing of the wheel when it came to conducting NNWA business. For example, the duties of various members of the Board had not been formalized. Board resolutions and activities were not recorded, and lessons learned during the conduct of reunions had not been formally captured. As part of its goals for year the 2005 the NNWA Board of Directors identified the need to initiate the documentation of the organizational operating procedures. It is the goal of this document to capture the NNWA operational procedures so that they become a record to assist follow-on Board of Directors in the performance of their duties.

**It is the Vice President’s responsibility to maintain this document, keeping it accurate and current.**

Electronic/digital copies of this SOP/PDL may be provided to members of the Board of Directors, prospective reunion hosts, and other interested parties for personal use. The authority for changes, additions and corrections to it will be retained by the standing Board of Directors. All approved or directed modifications to the document will be through the Vice President for implementation into the SOP/PDL. Only the version maintained by the Vice President will be considered the “Official Version”.

### Corporate Information

On 25 March 2002 the NNWA incorporated as a not-for-profit, non-stock corporation of the State of Delaware. This action was taken when the Board of Directors recognized that the organization and its officers might be at risk for taxes and civil liabilities while performing official NNWA activities. Below are important data and information relevant to the incorporation. At the end are the Operational By-laws, current as of the date of this writing. Note that the use of the word “Operational” distinguishes the By-laws from those originally submitted for Incorporation. The “Incorporating” By-laws have had several amendments made to them.

Full Corporate Name	Navy Nuclear Weapons Association
Unofficial Acronym	NNWA (Note: Not to be used on any legal document or contract)
Date of Incorporation	March 25, 2002
State of Incorporation	Delaware
Incorporation File Number	3501301
FEIN	59-3687537
Type of Corporation	Delaware Not for Profit, Non-Stock Corporation
Resident Statutory Agent	Elzufon, Austin, Reardon, Tarlov & Mondell, P.A. 2500 Wrangle Hill Rd., Bldg. 1, Suite 210 Bear, DE 19701 POC: Kate G. Shumaker, Esquire Tel: (302) 327-1101; <a href="http://www.elzufon.com">www.elzufon.com</a>

Incorporation Advantages

This law firm served as our incorporator and receives all of our legal correspondence, pays our annual franchise tax and forwards correspondence to us for a small fee each year (about \$150)

Liability: Civil liability and tax liability are generally limited to the assets of the corporation. Criminal liability may rest with the corporation and/or the individual.

Reference: Delaware General Commercial Law Section 174

1. Intellectual Property Ownership—e.g., NNWA legally owns copyrights and trademarks for its logos and for the term “Keepers of the Dragon”©™
2. Electronic Board meetings (such as email) are authorized; however, the following are required under law:
3. Each board member must be able to communicate with every other board member
4. Resolutions must be passed by unanimous vote and recorded.
5. Non-unanimous votes must be deferred to face to face meetings for resolution.

Reference: Delaware General Commercial Law Section 141

Incorporation Responsibilities

1. Must have at least one Membership Meeting annually and elect the members of the Board of Directors. Maintain signed written minutes of the meetings in the “Corporate Minute Book.”
2. Must have at least one Board Meeting annually and elect the Officers of the Corporation. Maintain signed minutes of all Board of Director meetings.
3. Advise our registered agent of current Board membership
4. File a Delaware “Annual Franchise Tax Report”; starting in 2007 this report is made by our registered agent (attorney) in Delaware. To correct information on the report call the registered agent.
5. Pay an annual Franchise filing fee of \$25.00. Pay minimum tax of \$35.00. Pay registered agent’s annual fee (in 2007 - \$150.) These must be paid not later than February 16<sup>th</sup> of each year. There are no extensions. There is a \$100 penalty plus 1.5% per month interest charge for late payment. Send payment to our registered agent (attorney). Starting in 2007, registered agent will pay for NNWA electronically directly to the State of Delaware. The attorney or their agent will usually send a reminder to the Treasurer around February 1<sup>st</sup> of each year. Make check out to Elzufon, Austin, Reardon, Tarlov & Mondell. Put our incorporation file number on the check.

Mail the check to:

Elzufon Austin Reardon Tarlov & Mondell, P.A.  
Attn: Kate G. Shumaker, Esquire  
2500 Wrangle Hill Road  
Bldg. 1, Suite 210  
Bear, DE 19701  
(302) 327-1104 (phone)  
(302) 327-1101 (fax)

6. Corporate filings, including changes of address and all other correspondence, should be sent to the registered agent and:  
State of Delaware, Division of Corporations  
PO Box 898  
Dover, DE 19903
7. The Secretary of the Corporation shall obtain and keep an official corporate embossing seal. This is to be used on official correspondence.

IRS Registration

IRS Code 501 (c) (19) – a military veteran’s not for profit corporation. In 2008 NNWA was approved by the IRS for this exemption. In order to maintain this status, NNWA must ensure that it maintains that 75% of all members are military veterans.

Tax Status

Federal Tax – under the not-for-profit IRS exemption, the first \$25,000 of annual income are exempted from income taxes. FEIN: 59-3687537

State Tax – The association is required to pay state sales and use taxes in each State where we do business. The NNWA could file for tax exempt status in each of the 50 States; however, this would be a time consuming and expensive process that would cost more than it would save.

## Chapter 2

### Copyrights and Trademarks

#### Purpose

To provide an understanding of the NNWA's Intellectual Property (IP), specifically its copyrights and trademarks, and guidance on its protection and release.

#### Background

In 2000 the NNWA Board decided to place copyright and trademark claims on what they considered to be its IP in order to protect them and to prevent their unauthorized and indiscriminate use. As of the date of this SOP, the following have been so protected:

- The term "Keepers of the Dragon" ©™ has been both copyrighted and claimed as a trademark of NNWA.
- Although the term was first used by Tom Best, he did so in conjunction with his duties on the NNWA Board, hence NNWA's claim.
- The so-called "Official" logo of the association, in its various forms, is copyrighted and trademarked.



- The so-called "Dragon" logo of the association is copyrighted and trademarked.



- The website [www.navynucweps.com](http://www.navynucweps.com) and all of its contents are copyrighted.



- All of the Bulletins/Newsletters of the association are copyrighted.

## Information

A **copyright** is a claim on an original expression of thought, for our purposes a writing. It may not be claimed on words in common, everyday usage such as “Happy Birthday”. However, the song of that name is copyrighted. Since 1989 it is no longer required to register a copyright. All that need be done is to put the copyright indicia or notice, ©, after the claimed writing and to place an attribution statement at the bottom of the same page. NNWA uses the following attribution statement on its copyrighted trademark:

Copyright 2000-2014. The Term “Keepers of the Dragon” and the logo (seal) depicted herein are the exclusive copyrights and trademarks of the Navy Nuclear Weapons Association and may not be used without its prior written permission. All rights reserved worldwide.

It is important to keep the dates current for a continuing copyright claim. It is important to require permission for reprint authority. It is good practice to claim worldwide rights but is not required.

A **trademark** is defined as “a distinctive sign of some kind used to identify its owner’s products or services offered to consumers”. Since NNWA sells items in its ship’s store with the “Keepers of the Dragon” term or the logos on them to its members who meet the “consumer” requirement, it qualifies them for trademark. In order to keep trademark rights, use of the trademark must be continuous. A trademark may be registered (with the US Patent and Trademark Office) or unregistered. The cost to register for NNWA would be prohibitive and with no particular advantages to be gained. Trademarks must be defended, that is we must actively prevent others from using them without authorization. Failure to do that is called trademark abandonment and causes loss of all rights.

## Granting Permission

We may permit another to use our copyrighted IP, actually in doing so we are giving them a license. We are allowed to charge them any sum of money for that license, although we have not done so yet, and each request will present reasons to charge or not. This is known as a licensing fee or royalty.

We should ask many questions and have a full understanding of intended use before granting a license to use our IP. In industry it is an executive function to grant this license. That is, it is a daily business decision as opposed to a policy statement or resolution. Correlating that to the NNWA, it is a decision for the President to make, with the input of the Board.

If a license to use is granted, the grantee should be required to:

- Place the appropriate copyright and/or trademark mark after the IP.
- Place the following footer on the page of licensed use (with attribution to the appropriate IP—here is the example for use of “Keepers of the Dragon”:
  - Copyright 2000-2014. The term “Keepers of the Dragon” and the logo (seal) depicted herein are the exclusive copyrights and trademarks of the Navy Nuclear Weapons Association and may not be used without its prior written permission. All rights reserved worldwide.
  - Provide a copy of the reprint to the NNWA.

## Guidance

The world of IP use, licensing, protection and defense is a complicated legal one. If NNWA discovers that someone is using its IP without permission, it should immediately send a polite but firm letter to them informing of the copyright/trademark claim and requiring them to “cease and desist” in the unauthorized use. If ignored or continuing, a letter from a lawyer should follow. While litigation (suing) is always an option, the cost should be carefully weighed over what will be gained.

If a request for use (license) of IP is received, it should be promptly answered. A reply, acknowledging receipt of the request, should be sent promptly, usually within a week. A delay in response could be considered as abandonment of claim or a failure to defend a claim by the requestor and as a result they may just go ahead and use our IP. The actual permission or denial should follow investigation with the requestor of the below criteria.

While each request for use will be different, and different criteria may be considered in order to decide whether to grant permission, the following are considerations for IP license:

- Context - Intended use; e.g. will it be used in a military publication or in an anti-nuclear pamphlet?
- Cost - will the user be charging others for the publication in which our IP will appear?
- Number/Frequency - how many copies will be reprinted and how often?
- Distribution – to whom will the IP be presented?

This PDL entry was prepared by Chuck Weber, a Director, and was approved by the NNWA Board on September 22, 2007.

## Chapter 3

### Annual Board of Directors and Business Meetings

#### Board of Directors Meeting

It is customary for the attending Board of Directors (BOD) members to meet at least once during each reunion, generally immediately after the Annual Business Meeting. There may be a BOD Meeting a few days prior to the Annual Business Meeting to identify and discuss personal responsibilities and conduct at the Annual Business Meeting, etc.

Board meetings are generally informal, and the President solicits for topics in the months prior to each reunion. The time and place of the BOD meetings are announced by the President and provided to the Directors well before such meetings, generally in the first day or two of the reunion. The Directors meeting normally takes one to two hours. It is not open to the public or general membership.

The following is a typical agenda for a BOD Meeting:

#### 20XX Board of Directors Meeting

**The following items are to be discussed at the Board of Directors meeting to be held at a time and place to be determined.**

- Bringing the By-Laws in line with what we are doing as it pertains to delinquencies of dues.
- Items submitted by the Secretary concerning the Membership Roster.
- Need to designate a “master copy” of the Membership Roster. It is suggested this be the Treasurer’s copy. He should send each board member a copy via email so that we are all on the same page.
- We should change the “dues paid” column on the roster to ‘inactive’ after they have not paid their dues in 2 years. Then we would not send snail mail or email to the previous member until they renew their membership.
- We should enter “returned mail, no address found” when we get returned mail and make a good faith effort to forward. (RMNFA would fit in the cell of the roster spreadsheet).
- The development of the SOP/BOD Resolution Document.
- Procurement of additional NNWA Logo items.

#### Annual Business Meeting

The Business meeting is usually conducted on the ***last day of the reunion*** in a room provided by the hosting establishment. The room should be rigged with a head table, sound system, National Ensign, Navy Flags, and sufficient seating to accommodate all attending members with additional seating for guests. ***The wives of the attending members are encouraged to be a part of this meeting.***

Following is a typical NNWA Business Meeting Agenda:

**Navy Nuclear Weapons Association  
XXnd Reunion**

Business Meeting Agenda  
September XX, 2XXX

At the appointed time the President will take his station at the rostrum.

**President:** Tap the gavel once saying: “The Navy Nuclear Weapons Association meeting will now Come to order”.

**President** Tap the gavel 3 times saying “All rise for the Opening Prayer” by the Chaplain and remain Standing for the “Pledge of Allegiance”.

**President** Prepare for the Two-Bell ceremony.

**Chaplain:** Conduct the Two-Bell Ceremony.

**President:** *Request that new members rise and introduce themselves and their guests.*

**Secretary:** Reads the prior minutes.

**President** You have heard the minutes. Are there any additions, deletions, or corrections? If not, I will entertain a motion to accept the minutes as read (or as corrected, if that happens). Call for a second and vote.

**President:** Mr. Secretary, Are there any communications to be read?

**Secretary:** Reads communication (if any).

**President:** The Treasurer will now give the Treasurer’s report and present the current balance.

**Treasurer:** Gives Treasurer’s report.

**President:** Mr. Treasurer, Are there any bills to be paid?

**Treasurer:** Response.

**President:** Is there any discussion on the outstanding bills? Do we have a motion to pay all outstanding bills? Call for a second and vote.

**President:** At this time I will report on this last year’s accomplishments:

- Address specific BOD goals that were completed this last year.
- Address the status of membership.
- Etc. etc.

**President:** Now I would like for each Board of directors to provide their report.  
(If a Director does not have anything to report I will not call on them.)

- Vice-President
- Secretary
- Treasurer
- MAA
- Storekeeper
- Historian
- Webmaster
- Chaplain
- Director
- Service Officer

**President:** We are now on to unfinished business.  
Thank the reunion host and hostess. *Lead in a round of applause.*  
Call for any unfinished business.

**President:** We are now on to New Business.  
Present any items which require a vote of the regular members i.e. By-Law changes.  
This being an even/odd year the following position on the Board of Directors are up for Election.  
List the following positions up for election.

**Nomination and election Chairman:** Conduct Elections.

**President:** Announce any information regarding the next year's reunion location.

**President:** We will proceed to adjourn this NNWA meeting.  
Do I hear a motion to adjourn?  
The motion has been seconded.

**President:** Tap the gavel 3 times; all rise for the closing prayer.

**Chaplain:** Closing prayer.

**President:** This meeting of the Navy Nuclear Weapons Association stands adjourned.

## Chapter 4

### Two Bell Ceremony

The Two Bell Ceremony is conducted during the business meeting and at any other time the President may direct. It is an occasion of solemnity and reverence during which the active membership recognizes and honors those shipmates who have received their final orders and passed into the Realm of the Supreme Commander.

The two bells rung throughout the ceremony signify the passing of the departed members from this world to be the next, much the same as the bells that are rung when a retiree clears the side of his last ship or passes out of the doors of his last command.

The ceremony is generally conducted by the Chaplain, the Master-at-Arms, and an assistant. In the absence of the proscribed officers, the President will appoint alternates. The ceremony is made more meaningful if the reader possesses a strong confident voice. A ship's bell should be used for tolling. Members of the Two Bell Ceremony should have a small flashlight to read their parts.

Conducted by the Chaplain (CH), Master at Arms (MAA), and an assistant (AT)

**AT** At the appropriate time, strike the bell twice sharply to signify that the Two Bell Ceremony is about to begin.

**Pres** "Prepare for the Two Bell Ceremony, Master –at-Arms, prepare to darken ship".

**MAA** Moves to the light switch in preparation to darken ship.

**CH** Moves to the memorial and lights the candles.  
Should position himself to the left of the memorial facing the audience.

**Pres** Master-at-Arms darken ship.

**Pres** Gives three taps of the gavel. "Please stand and bow your heads."

#### Note

***The chaplain should slowly count to five before continuing after each bell toll.***

**AT** Strike the bell for the first toll. Allow the sound too slowly fade as the ceremony is recited.

**CH** "The toll of the ship's bell".

**AT** Strikes the bell twice.

**CH** "Reminds us of the reverence we owe to our departed shipmates."

**AT** Strikes the bell twice.

**CH** "And to honor our shipmates who guard the honor of our country".  
**AT** Strikes the bell twice.

**CH** Upon the sea, under the sea.  
**AT** Strikes the bell twice.

**CH** "Let it be a reminder of the faith they confide in us".  
**AT** Strikes the bell twice.

**CH** "Let us who gather here not forget our obligations".  
**AT** Strikes the bell twice.

**CH** And in silence breathe a prayer for our absent shipmates.  
**AT** Strikes the bell twice.

**CH** Each in his own words, and each in his own way," bow our heads and let us pray".  
**AT** Strikes the bell twice.

**CH** Offering a silent prayer for our departed shipmates.  
**AT** Strikes the bell twice.

**CH** Who are now serving on the staff of the Supreme Commander".  
**AT** Strikes the bell twice.

**Note**

If any shipmate has passed away since the last reunion, the Chaplain continues prior to the ceremony the Bell Toller and the Chaplain will be given the names of the departed shipmates.

**CH** "This moment of reverence we dedicate to the memory of Shipmate(s) \_\_\_\_\_  
(Give the full name. The Chaplain will pause for 5 seconds before reading the name of the next Departed shipmate.)

**AT** As each name is read strike the bell. Let the bell tone fade away-----After all the names have been read, pause and slowly strike the bell sharply twice to signify the end of the ceremony.

**CH** Extinguish candle.

**CH** "This concludes rendering honors to our fallen shipmates. Master-at-Arms, raise the lights."

**Pres** One tap of the gavel, "Ladies and Gentlemen, please be seated."

## Chapter 5

### Nomination and Elections

#### Reference

By Laws Art VII, Section 1; Art IX, Section 1; Art X

#### Purpose

To provide procedures to nominate and elect members to the Board of Directors of the NNWA in accordance with the existing bylaws and generally prescribed procedures of Roberts Rules of Order Newly Revised (RONR). Primarily the NNWA will nominate eligible members to stand for election utilizing the floor and/or the nominating committee methods as set forth in RONR.

#### Appointment

Following the annual business meeting, the Board of Directors shall appoint a Chairperson for the Nominations and Elections Committee (NEC). The Chair shall appoint additional regular members to the NEC as desired.

#### Notice

The Chair shall remain aware of all planned and unanticipated vacancies that will occur on the Board of Directors (BOD). The Chair shall prepare a notice of such vacancies for the Spring and/or Summer editions of the Association's newsletter. In such notice, regular members in good standing will be advised of such vacancies, the incumbents of such vacancies, the officer and other duties of each of the incumbents, and solicit the membership for their interest in filling the vacancies.

#### Search and Verification

Independent of the above notice, the NEC will inquire on an ongoing basis of regular members for interest in serving on the BOD. The NEC shall confirm with those interested that they are aware of the time and other requirements demanded of members of the BOD.

#### Nominations and Elections

At each annual business meeting of the Association, the first order of new business shall be the Nomination and Election of members of the BOD. The President shall pass the gavel to the NEC Chair who shall conduct the required business as follows:

- A regular member shall be appointed as Marshall of Elections to assist in the process and help maintain order. The position should not be a BOD member or a board nominee.
- Regular members shall be appointed as impartial counters (as necessary).
- (2 gavel raps) Announce "Attention to nominations and elections."
- Provide a brief overview of the vacancies and the procedures to be followed.
- (1 gavel rap) Announce each BOD vacancy and the incumbent to fill that vacancy. (1 rap)
- For each vacancy, call three times for nominations to fill that vacancy. (1 rap)

- A nominee may self-nominate or either accept or decline the nomination of another member. If a nominee is not present to accept, a prior written statement indicating to the BOD of their willingness to accept a nomination to the BOD is acceptable.

**NOTE**

Nominations are not seconded.

- Record the names(s) of each nominee and post a list for the membership in the order they were nominated.
- After all vacancies are announced and nominations for them are sought, announce "Nominations are now closed". (2 raps)
- Conduct elections for each vacancy separately. (2 raps) Announce, "Attention to Elections".
- If there is more than one nominee for each vacancy, the Marshall shall distribute blank ballots for voting.

**NOTE**

A motion from the floor may be accepted to dispense with written ballots and to vote by a show of hands. In this case the counters shall confirm the count of hands.

- Each regular member present shall write in the name of the nominee of their choice.
- The Marshall shall collect the ballots and the counters shall count them with the Marshall supervising.
- The count will be conducted by the Marshall and two assistants. The ballots will be collected and counted in sight of the members.
- In the event of any ties a run off will be held between the two individuals.
- A simple majority of votes shall prevail and determine the successful nominee. Ties will be settled by run offs until three ties are had. Then a simple method shall be used to settle the tie (such as; Drawing a high card from a deck of playing cards, rolling dice, etc).
- For vacancies for which there are only single nominees, call for a motion from the floor to have the Secretary of the Association cast a ballot for each unopposed nominee. Call for a second and for a voice vote. Instruct the Secretary to record his ballot.
- (1 rap after each vacancy election)
- If paper ballots were utilized ask for a motion to destroy the ballots and tally sheets. Second and call to vote.
- Announce "Elections are completed" at the end (2 raps)
- Hand the gavel to the President to resume new business.
- After the conclusion of elections, the NEC Chairman shall prepare a report of the nominations and elections results. The report shall be provided to the Secretary for inclusion in the meeting minutes.

This PDL entry was updated and prepared by Tom Salisbury, NNWA President, and approved by the NNWA Board on July 15, 2015

## Chapter 6

### Board of Directors Orientation

Often, a highlight of one's professional career or life experiences is recognition as an officer or member of the Board of Directors of their Association. However, while certainly an accolade for the individual such distinction carries with it significant duties and obligations.

The following summary of your obligations is intended to prepare you and refresh your memory as to what is expected of you as a board member.

#### THE BUSINESS JUDGMENT RULE

The starting point for any discussion of the potential liability of officers and directors is the so-called "business judgment rule". Pursuant to this rule, courts will not second-guess legitimate business judgment of officers and directors even if those judgments turn out to be wrong or costly to the organization, as long as they were made in good faith, with the intent of benefiting the organization, and after due consideration.

The business judgment rule is an important protection for officer and directors and allows them to make mistake; so long as the mistakes are, nevertheless, based on best efforts.

#### NINE RULES

1. Attendance. Directors who do not attend meetings are nevertheless bound by action taken at those meetings and will be held responsible if any such actions are deemed negligent. In addition, the act of failing to attend meetings may itself be deemed to be negligent behavior. That is, a court may find that had a director attended meetings on a regular basis, he or she might have discovered or prevented wrongful conduct. Ignorance is not an acceptable excuse.
2. Delegation-Abdication. Certainly boards have to delegate their authority to others; this is commonplace. Delegation is typically to committees (e.g., finance committee) and of course the staff of the organization. But while such delegation is a legitimate business practice, abdication of the Board's responsibilities is not. Boards must monitor the activities of committees and of the association employees. Typically, this is done by report at meetings.
3. Participate. The minimum level of participation required of directors is that they read all relevant materials (e.g. committee reports) and ask questions about any matter they do not understand or that troubles them.
4. Fiduciary Duty. Encompasses the duty of good faith and fair dealing. Derived from the Roman law, it means, as a noun, a person holding the character of a trustee requiring trust and confidence. A person assumes this duty, created by their own undertaking, and is required to act primarily for the benefit of the organization in matters connected with it. As a result of voluntarily assuming a role on the corporation's Board of Directors, an individual legally has agreed to be held to a higher standard of duty and care, the duty of being a fiduciary. As a fiduciary, without any written or even oral acquiescence, the Board Member is obligated to put the interests of the corporation before his own (e.g., his own personal interests, his own business interests.) act responsibly and in the best interests of corporation and, if ever an issue or conflict were to arise, to disclose such and not participate in any related Board action.

5. Conflict of Interest. Conflicts of interest should be easy to avoid, but for some reason they continue to arise. While each state law is different, the general rule is that any director with a potential conflict of interest should disclose that interest to the board and recuse him or herself from, consideration of, and voting on, the conflict-affected matter. In the non-profit area, this arises most often when directors or officers also serve as consultants to the organization. This is not wrongful necessarily, but there should be a written conflict of interest policy regarding such arrangements, as well as generally.
6. Finances. Mismanagement of finances is the most common source of lawsuits. As a corollary to number 3, therefore, it is vitally important that directors review all financial statements and ask questions. If financial information is presented in a manner that cannot be understood, the directors should educate themselves on how to read financial statements or require a different format. Presently, one of the most important questions is how finances are being invested and how diverse and safe are those investments. Periodic consultations with a professional investment advisor may be prudent as independent auditors are a necessity.
7. Professional Review. Protecting the association by ensuring proper investments has already been discussed. This element requires the use of financial professionals (i.e., auditors). Another area in which directors must be diligent is possible exposure to lawsuits. Adequate insurance is a must, of course, but the Board should also have an attorney review the association activities to ensure that the association is not exposed to undue risks of liability. This will assist in protecting the directors by helping to prevent them from being named in lawsuits and also will help avoid allegations of negligence or mismanagement in protecting assets.
8. Paper Trail Documentation. It is essential for a Board to have a historical path to chart future decisions as well as to provide it with the ammunition necessary to defend itself if challenged. This includes, but is not limited to, board meeting minutes, committee meeting minutes, contracts, and financial information. In addition, the Board should adopt an appropriate document retention policy.
9. Board and Employee Responsibilities. As implied throughout this document, the Board is the decision-making body for the entity (in fact: it is legally obligated to be so and it carries all the possible legal liability for it). While the discussion regarding exact duties between the Board and staff could take significant time, delineating what is appropriate for a Board and what would otherwise be considered a staff function, suffice it to say that a board is traditionally strategic and staff is tactical within the parameters of a defined strategy.

Finally, a word about Board action; the foregoing nine rules assume appropriate Board action has occurred. By way of example, appropriate Board action occurs where: there is a meeting duly called in accordance with the bylaws of the organization, with notice and adequate time being provided to all that are entitled to such; there is a meeting that is conducted by unanimous consent (if all parties entitled to vote agree, then adequate time and notice is not necessary), or if entitled parties voluntarily waive their right to notice of a meeting. Generally speaking, Board action requires a majority vote of those parties, present and entitled to vote. An official Board meeting cannot take place unless a quorum, generally defined as a majority, of the board are present.

Although Boards can ratify action subsequent to its occurring, unilateral decisions by Board members are discouraged except the most extreme case and upon consultation with others within the leadership and, if necessary, legal counsel.

In summary, the Board is truly a representative body and should act as such. A board properly convened, and following the nine rules set forth above, will accomplish the goals of the organization as well as avoid risks or legal challenge.

### **Fulfilling the Organizational Mission**

The first step is to develop a realistic Vision/Mission for the business. This should be presented as a pen picture of the business in three or more years' time in terms of its likely physical appearance, size, activities etc. Answer the question; if someone from Mars visited the business, what would they see (or sense)?

Often, this vision, or mission, is derived through the process of strategic planning. The scheduling for the strategic planning process depends on the nature and need of the organization and its immediate external environment. For example, planning should be carried out frequently in an organization whose products are services and are in an industry that is changing rapidly. In this situation, planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc.). On the other hand, if the organization has been around for many years and is in a fairly stable marketplace, then planning might be carried out once a year and only certain parts of the planning process, for example, action planning, (objectives, responsibilities, time lines, budgets, etc.) are updated each year.

A strategic plan, in simplest terms, sets the long-term goals of the organization and identifies a basic road map of how to achieve these. More specifically, strategic planning serves a variety of purposes in organization, including to:

- Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation.
- Communicate those goals and objectives to the organization's constituents.
- Develop a sense of ownership of the plan.
- Ensure the most effective use is made of the organization's resources by focusing the resources on the key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Bring together everyone's best and most reasoned efforts that have important value in building a consensus about where an organization is going.

Many Board members feel they spend most of their time "fighting fires"; realizing and reacting to problems. It can be very difficult to stand back and take a hard look at what they wish their organization to accomplish and how to accomplish it. One of the best ways to develop this skill is through ongoing experience in strategic planning. The following guidelines should help you to get the most out of your strategic planning experience.

- The real benefit of the strategic planning process is the process, not the plan document.
- There is no "perfect" plan. There's doing you're your best at strategic thinking and implementation, learning from what you're doing to enhance what you're doing the next time around.

- The strategic planning process is usually not an “aha!” experience. It’s like the management process itself- it’s a series of small moves that together keep the organization doing things right as it heads in the right direction.
- In planning, things usually aren’t as bad as feared nor as good as would you like.
- Start simple, but start!

This guide (Section 6) was written by David P. Goch, Esq. who is a Washington, DC area attorney specializing in non-profit board matters. The guide is reprinted here with his express, written permission for use by the Navy Nuclear Weapons Association and may not be further reproduced. Mr. Goch may be contacted at [dgoch@wc-b.com](mailto:dgoch@wc-b.com).

## Chapter 7

### Order of the Gray Dragon

The order of the Gray Dragon was established by the Board of Directors at the 2008, Bremerton, WA reunion. The Gray Dragon will be the member in good standing who entered the Special Weapons/Nuclear Weapons Program on the earliest date. He will retain the title until he joins the staff of the Supreme Commander or another member, in good standing, is identified who entered the program at an earlier date. If by chance, there is more than one qualified member with the same entry/assignment date then the oldest member in age will be designated the Gray Dragon.

#### Recognition

The Gray Dragon shall be recognized as follows:

- He will be recognized as the Gray Dragon at the NNWA Business meeting regardless if he is in attendance or not.
- If the designated Gray Dragon is infirm or otherwise confined to his residence, the President, or his designee, representing the NNWA, and any other NNWA members who wish to attend, will present the honor to the selected individual in person.
- The Gray Dragon will be presented with the following:
  - A framed certificate designating him as the NNWA's Gray Dragon.
  - An NNWA challenge coin
  - An NNWA baseball cap
  - An original logo and dragon logo 5 inch embroidered jacket patches
  - An NNWA 5 inch window decal
- The small dragon "buck" which was or would have been located at his plate at dinner, had he been present.
- If he is present at the reunion at the time of the designation the Association will pay for his and a guest dinner at the Dinner Dance as guests of the Association.
- For the duration of his reign as the Gray Dragon, when attending the Dinner Dance, he will be seated at the president's table and at his place setting there will be a small Gray Dragon. The center piece on the table will be the Association's small Dragon (if practical).
- When in attendance at the reunion he will have a special name tag identifying him as the Gray Dragon for all to see.
- A picture of the Gray Dragon will be placed on "Albert", the Association's Dragon, along with his written history or biography.
- From the time of his designation until relieved to the Staff of the Supreme Commander, the Gray Dragon will be exempt from the Navy Nuclear Weapons Association annual dues. The exemption from dues applies for life, regardless of his suppression by a more senior Nuclear Weaponsmen during his tenure.

## **Documentation**

The membership application will be modified to capture the individuals Special Weapons/Nuclear Weapons initial assignment date.

The member's initial Special Weapon/Nuclear Weapons assignment will be recorded on the official membership roster.

All members are encouraged to submit the date they reported to their first/initial Special Weapons/Nuclear Weapons billet to the NNWA Treasurer.

## Chapter 8

### Board of Directors Duties

The NNWA Operational By-Laws notes, in general, the duties of the Board of Directors and is approved by the membership. Presented below are the expanded duties of each member of the Board. These were written by the seated members of the Board. These may be modified, provided the modifications do not change the duties specified in the Operational By-Laws, with the approval of the Board.

#### **President**

Shall preside at all meetings of the Corporation and shall act as the President of the Board. The President shall be an ex-officio member of any groups or committees that are formed by the Board. The President shall perform all the duties usually associated with the office or as assigned by the Board: shall be directly responsible to the board; shall report to the Board all important matters pertaining to the welfare of the Corporation. The President shall assume the duties of the Treasurer, in the event the Treasurer is unable to perform his/her duties, until such time that the Treasurer can assume his/her duties or until the Treasurer's position is filled by the Board of Directors.

The president shall make the following appointments annually:

- Two Board members to audit the NNWA Treasury.
- Two Board members to audit the Association's property and records held by the Storekeeper.

#### **Vice-President**

Shall perform such tasks as assigned by the President or the Board. In case of the President's inability to serve, resignation, removal from office or death, the Vice-President shall fill the remaining term. The office of Vice-President so vacated by ascension to president shall be filled from among the remaining Board members and by the majority vote of all members. The Vice-President will maintain the NNWA By-Laws and SOP/PDL, keeping them current and accurate. The version held by the Vice-President will be held the "official" version should there be any question concerning their content. The Vice-President shall act as the focal point for accumulation of proposals for By-Law changes and up dates to the SOP/PDL.

#### **Secretary**

- Maintain the NNWA Seal and register of its use.
- Maintain original copy of incorporating (3 April 2002) and Operational By-Laws (28 Sep 2002) and subsequent amendments; Minutes of the first organized meeting; all appropriate correspondence pertaining to aforesaid.
- Maintain a copy of the Federal Employee Identification Number (EIN) Documents.
- Maintain Reference and Historical documents pertaining to the Function and Organization of NNWA, and as directed by the Board of Directors.
- Maintain and record appropriate actions, discussions, and decisions on the matters brought before the Board. This applies to both electronic (i.e. e-mail) and annual business meetings.

- Maintain Membership Roster of active NNWA Members, in conjunction with NNWA Webmaster and NNWA Treasurer. The membership roster is a computer generated Microsoft Excel file. It contains member identification, contact information, and dues paid status. For regular members without email access submit a reminder letter and copy of the membership renewal form to the individual to remind them that their membership dues have expired.
- Keep the Board informed of unusual or questionable circumstances relative to the Roster or NNWA membership.
- Prepare and mail New Membership packets, consisting of:
  - Welcome Letter
  - Keepers of the Dragon Certificate
  - NNWA Membership card
  - NNWA Bulletin if member does not have internet access
  - Membership Roster (website version) if member does not have internet access
  - Operational By-Laws if the new member does not have internet access
- Organize, prepare, and mail NNWA Bulletins to those without internet access, and others as approved by the board. This includes Regular members and Life members. In coordination with the webmaster ensure that bulletins are mailed/e-mailed in January and June of each year.
- The January edition will contain an announcement regarding the Annual Business Meeting and any BOD meetings conducted since the previous Bulletin was issued, reports from the individual Board Officers, and such other information as the Board of Directors shall direct.
- Provide the webmaster with a signed copy of the minutes of the Annual Business Meeting and those of any BOD Meetings so they may be posted in the “Members Only” secure area of the association’s website.
- Assist the Reunion Host as required with various information, forms, and documentation for the reunion. This may include but is not limited to:
  - Preparation of reunion entry to the June Bulletin.
  - Communications to member who do not have internet access.
  - Such other duties as directed by the Board.
- Maintain a file copy of the Historians new members “Welcome Aboard” message and personnel profile form.

### **Treasurer**

- Collect and deposit dues, New Members fees, etc. as appropriate.
- Post roster when dues are received.
- Post computer Quicken records as appropriate when monies are deposited in the bank, or checks are written.
- Provide financial or balanced statement monthly to the NNWA President.
- Provide a copy of all financial records for annual audit at reunion.
- Prepare Treasurers’ reports for annual business meeting.
- Pay bills as approved by the NNWA board, including the following:
  - Annual Reunion Insurance
  - Annual Website Fee

- Annual Incorporation fee
- Annual Attorney Incorporation Fee
- Maintain the NNWA Membership roster. The master membership roster is a computer generated Microsoft Excel File. It contains not only the master files of the roster; it contains documentation of all dues paid. When printing the roster be sure to select pages 1 thru 15 or else it will print out all of the pages which show the posting of dues payment.
- Post all changes pertaining to name, address, phone numbers, dues, program entry date, and email address.
- Transfer to inactive Members list members who have not paid the dues or have not replied to correspondence in three years. (Past Members)
- Notify board members of additions, changes, and any names transferred to the inactive list.
- Call or email members whose applications are received on business cards to obtain their eligibility assignments, rate/rank on retirement, years served, etc.
- Provide the board with an updated copy of the roster at the beginning of each year.
- Provide the reunion host with advance funds requested for deposit(s) for:
  - Tours
  - Hotel/Dinner Dance
  - Stocking of Hospitality Room
  - Bands or DJ's
  - A list of reunion attendees with tours and other functions

**NOTE**

If desired by the host the Treasurer will pay the deposits for tours and other charges as requested.

**Historian**

- Accumulate unclassified historical information and memorabilia relating to the Navy Nuclear Weapons Program.
- Store, maintain, transport and display the NNWA memorabilia.
- Develop and maintain a computer inventory of NNWA memorabilia and attribution of donator when known.
- Collect, catalogue, and display stories, anecdotes, histories, verbal histories, etc.
- Maintain a computer data base of persons who have been assigned to the Navy Nuclear Weapons Program.
- Contact new members by email, if possible, or U.S. Postal Service and provide a "Welcome Aboard" letter along with a biographical profile form. This profile form is to allow accumulating historical information on each person. A file copy of the standard email/postal "Welcome Aboard" message and the profile form will be held by the Secretary.
- Maintain an alphabetical listing of personnel profile forms to facilitate historical research and to assist in identifying a new Gray Dragon, when necessary.
- Maintain financial records relevant to doing the above. Account for expenditures annually to the President and Treasurer for funds allocated to the Historian for the purpose of maintaining the NNWA memorabilia/Historian duties.

### **Master-at-Arms**

Shall maintain order at all meetings and perform other tasks as assigned by the President or the Board of Directors.

### **Chaplain**

- The NNWA Chaplaincy exists to serve the spiritual needs of our membership. The Chaplaincy, here-in-alter referred to as “he”, (he or she equally apply, as applicable) is responsible for pronouncing the invocation and the benediction at meetings. He shall always be prepared when called upon, unexpectedly, to offer a grace or prayer.
- The NNWA is comprehensive in nature, embracing all religions and faith groups within its membership. The Chaplaincy, being non-sectarian must minister to the spiritual needs of all, without regard to either church or synagogue affiliation or non-affiliation. The Chaplain will need to provide ministry wherever there is a need.
- He shall, with the assistance of such other members as may be appointed by the President, visit or keep in touch by card, letter, email, or telephone, as applicable with the sick, disabled, and bereaved members of the NNWA membership and make a report to the President concerning same.
- He shall perform such other duties as are usually incident to the office or as from time to time be required of him by the laws and usages of this organization, lending dignity and respect to the occasion.
- Develop a list of deceased shipmates and display appropriately in the memorial section of the Memorabilia Collection at each reunion.
- He will provide spiritual and emotional guidance to members, or their families as needed or requested and with respect, always maintaining confidentiality.
- The Chaplain should stay in close contact with the President and other officers and will participate in all business meetings, reunions, installations of officers, etc. (as practical).
- He shall conduct the “Two Bell ceremony” as a memorial to fellow “Keepers of the Dragon” who have passed away within the previous year.

### **Service Officer**

- This position is an appointed position as determined by the Board of Directors. The duration of this appointment is as determined by the Board of Directors. Normally appointments will be for two years.
- Establish a set of resources that will provide current and accurate information regarding federal benefits for anyone who has been exposed to ionizing radiation and other hazards from sources such as members of this organization may have encountered.
- Provide updated information on such benefits and on pending legislation for such benefits, to the membership via newsletters, at meetings and as requested.
- Assist members of the organization by answering questions regarding benefits and by directing members to local sources of information and assistance.
- Conduct liaison with such other organizations that may provide information and assistance for the membership.
- Obtain national and or state credentials as a Registered Service Officer to the extent that it is possible.

### **Webmaster**

- The Webmaster shall be responsible for the maintenance, updating and continuation of the Navy Nuclear Weapons Association website.
- Coordinate with the President and other members of the Board of Directors to ensure that the Roster of Members is kept current on the website and that information other than a members name is only published with the members express permission. The Treasurer shall forward the name and any additional information to be published on the website.
- Maintain a current listing of member's e-mail addresses in an email program.
- Maintain the website as a source of information for our membership and as a vehicle to attract new members.
- Provide website access information to the NNWA Secretary to be held in the event that the Webmaster becomes incapacitated.
- Provide password protection for information so designated by the Board of Directors. Provide this password protection information to the membership to permit access.

### **Storekeeper**

- The Storekeeper will perform tasks as assigned by the President or the Boards of Directors.
- Maintain an accurate inventory of all items listed for sale on the NNWA website.
- Ensure that all orders are to members in good standing. Prepare and ship items requested. Forward a copy of the order form and the check to the Treasurer.
- He shall at the annual reunion have all association property in his custody and records available for inventory and audit. If such property is of an excess amount it may be shipped to the reunion host to hold, unopened, until his arrival.
- The President shall appoint two members of the Board of Directors to conduct said audit/inventory. An inventory/audit shall also be held when the position is transferred by the incoming and outgoing Storekeeper and one impartial member of the Board.
- Submit all invoices to the Treasurer for payment of Storekeeper stock received throughout the year

## Chapter 9

### Board of Directors Resolutions

#### Resolution's Documentation

Prior to establishing these operating procedures, proposals and the actions taken on them were formally recorded by the President and Secretary. Informational losses have occurred with the passage of time. The purpose of this section of the Operating Procedures is to formally record and make public the proposals presented to the Board and the actions taken on them.

#### Resolution Numbering System

Resolutions shall be numbered consecutively using the calendar year as a basis. For example; 2005-1, 2005-2, 2006-1, 2006-2, etc.

#### Resolution Management

Throughout the routine conduct of NNWA business informal proposals are made by various Board members and the general membership to take some action, obligate funds, or otherwise perform an activity on behalf of the NNWA. The Board members, in timely communication by e-mail, discuss the proposal and arrive at a consensus as to wording and bounds of the proposal. The originating or sponsoring Board member then makes a formal proposal. The President presents the proposal to the Board for a vote and failure to achieve a unanimous vote will cause the proposal to fail. Proposals presented at a Board meeting can be approved by a majority vote. Proposals may be set aside for further discussion, research or action. Once a proposal has been approved it shall be assigned a resolution number IAW with the Resolution Numbering System above.

#### Recording Approved Resolutions

Proposals approved by the Board will be recorded in the manner presented below.

Proposal: Assigned Resolution Number and proposal wording  
Discussion: Summary of relevant discussion. Need not be a verbatim transcript of correspondence.  
Disposition: Approved, Disapproved, Deferred for further action.  
A brief description of the action taken to include a termination date if appropriate.

#### Procedures for Changing and/or Deleting Approved Resolutions

Changes to or deletion of resolutions shall go through the same process as the resolution.

#### Record of Resolutions

The resolutions immediately below have been approved in the past and are still in effect, but the record number and date of approval record have been lost.

- Authorized the Board to incorporate the association.
- Approved payment of the annual incorporation and Attorney fees.
- Authorized an operating budget for the Secretary and Historian.

- Authorized the annual payment for the website.
- Authorized the Treasurer to provide the reunion host funds for the reunion setup.
- Authorized the purchase of liability insurance for the reunion.

2004-1 Unknown

2005-1 Unknown

2006-1 Unknown

2007-1 Authorized reciprocal membership with NAAV.

2007-2 Authorized the purchase of reunion coffee cups for the 2007 reunion.

2007-3 Authorized the reimbursement for transporting the NNWA's memorabilia to authorized sites.

2007-4 Authorized the purchase of ball caps.

2007-5 Authorized the purchase of undated coffee cups to give to each member in good standing.

2009-1 Authorized the listing of deceased life members, in a separate section, on the website for a 90 day period. They will not however be recognized in the Two Bell Ceremony.

2009-2 Authorized the order of the Gray Dragon.

2014-1 Authorized the establishment of a Membership Committee

2014-2 Authorized the procurement of a Memorial Plaque

2014-3 Authorized restricting access to the Membership roster to members only

## Chapter 10

### Organizational Goals and Accomplishments

Since establishing the requirement that Board Members be computer literate and have routine access to computer, communications of all types flow between and among the board. Among the most significant communication is the regular expression and reinforcement of organization goals. In the past several years goals have been proposed and discussed by Board members and ultimately condensed and formalized into a significant few by the President. The President and Board assign responsibility for each goal and its progress is tracked. The goals for 2002 through 2014 are presented below to demonstrate their flexibility, longevity, and representation of the interests of the Board and the membership. The President or the responsible action officer provides a report of progress on goals at the annual meeting. We expect that the establishment, tracking, and reporting of goals will continue with subsequent Boards as an effective way to focus the energies and activities of so diverse and geographically dispersed group of individuals.

#### 2002 Goals

- Review and revise the Constitution and By-Laws.
- Implement a web site.
- Establish terms of office for board members so they terminate at different times.
- Finalize the articles of incorporation.
- Increase a membership by 10%.

#### • 2002 Accomplishments

- The association was incorporated Apr 3, 2002, with thanks to Chuck Weber.
- The web site is on line with much thanks to Ray Margeson.
- NNWA business card has been created and distributed to all members.
- Terms of office for the Board have been established and included in By-Laws.
- By-Laws have been distributed for voting.
- Membership increased by 68 new members.
- PAO release and Reunion Announcements were sent to 72 magazines and newspapers.
- NNWA Decal created and up for sale. One is included in each member's reunion packet.

#### 2003 Goals

- Develop and promulgate a new membership card.
- Develop a SOP/Board of Directors resolutions document.
- Review the Operational by-laws and develop recommended changes.
- Increase our membership by 10%. (All members should be actively recruiting eligible individuals).
- Continue to develop a listing of all the individuals who worked in the Navy Nuclear Weapons Programs (Navy, Marines, and civilians). We need help from the entire membership to achieve this goal.
- Develop and procure a logo baseball cap.

### **2003 Accomplishments**

- New membership cards completed.
- SOP for Reunion Organizers is working.
- Review of By-Laws is working.
- Increased membership exceeded 10%.
- The Navy Nuclear Weapon Registry is under development.
- Logo baseball cap selection under review.
- Dragon logo decal procured.
- Trademark/copyright registered.
- Web page up and running.

### **2004 Organizational Goals**

- Develop a SOP/Board of Directors resolution document.
- Review the Operational by-laws and develop recommended changes.
- Develop and procure a logo baseball cap.
- Increase our membership by 10%. (All hands should be recruiting eligible individuals).
- Continue to develop a listing of all individuals who worked in the navy Nuclear Weapons Program (Navy, Marines, and Civilian).

### **2004 Accomplishments**

- Our membership increased by 7.6% a little short of our goal.
- The By-Laws were reviewed and changes developed. A vote on the changes was held and the changes passed.
- Development of the SOP/Board of directors Resolution document is still in the working phase.
- Development and procurement of Logo baseball cap is near completion.

### **2005 Organizational Goals**

- Continue the development of a SOP/Board of Directors resolution document.
- Publish the newly approved Operational by-laws.
- Purchase Logo baseball caps and make available to the membership.
- Formalize a NNWA Reunion Planning Guide/Check sheet.
- Continue our drive to increase the membership.

### **2005 Accomplishments**

- Development of SOP/BOD Resolution Document is still in the working phase.
- Newly approved Operational By-Laws have been completed. The duties of several Board Officer Positions were developed and approved by the President as authorized by the membership at the 2004 Business Meeting. They are included in the new By-Laws and are available for review by the Membership.
- Purchase of Logo Ball caps is complete and available for membership purchase through the association Storekeeper.
- The formalization of a NNWA Reunion Planning Guide/Check sheet is complete.
- We increased our membership drive.

## **2006 Organizational Goals**

- Continue the development of SOP/Board of Directors resolution document.
- Continue to develop a listing of all individuals who worked in the Navy Nuclear Weapons Program (Navy, Marines, and Civilians). This is an ongoing project with no completion time.
- Look into the procurement of additional NNWA Logo items such as sweatshirts, windbreaker jacket, T-shirts, etc.
- Finalize and publish the NNWA reunion-planning guide.

## **2006 Accomplishments**

- Creation of SOP/Problem Resolution Document. This is approximately 90% complete.
- The Historian is developing a list of individuals who participated in the Nuclear Weapons Programs. This is an ongoing project and all members were encouraged to participate.
- We are looking into procuring additional logo items for the membership.
- Work on the NNWA Reunion Planning Guide is complete. This guide will be reviewed after each reunion and changed as necessary.
- We increased our membership by 21 members in the last year.
- Procedures may be added to the website to help locate old shipmates.

## **2007 Goals**

- Continue the development of the SOP/Board of Directors Resolutions document.
- Review and develop required changes to the By-Laws and submit to the membership for vote.
- Identify additional Logo items to be made available to the membership.
- Look into feasibility of a photo roster.

## **2007 Accomplishments**

- The SOP/PDL has not been finalized at this time. Note that the name of the document is Standard Operating Procedures and Pass Down the Line Information. It required some modifications prior to distribution and should be available for the membership in 2008.
- The By-Laws were reviewed and a change developed. This change was approved by the membership at the annual business meeting held 22 September 2008.
- The Board approved and procured NNWA Logo Belt Buckles, which are available for purchase from the Ship's store.
- The Board has approved the NNWA Social Roster. Portrait photo taken at the previous and future Reunions will be used by the Secretary to develop the roster.
- The membership has increased by 26 members since the last reunion.
- The NNWA Reunion Planning Guide has been reviewed and updated. The planning guide undergoes an annual review.

## **2008 Goals**

- Finalize NNWA's tax exempt status with the IRS.
- Continue to develop the NNWA Social Photo Roster.
- Get more members to volunteer as candidates for the Board of Directors.
- Continue to look for additional Logo items to add to the ship store inventory.
- Try to increase our membership by 10%.

## **2008 Accomplishments**

- The SOP/PDL has been approved by the Board of Directors and is now available on the website.
- The IRS approved the NNWA as a Veterans Organization under IRS code Section 501 c (19).
- This means the association does not have to pay taxes on the first \$25,000.00 of gross annual receipts.
- The Association has procured NNWA Logo decals, Logo Pins, and Logo coins for the ship store.
- The NNWA Social Roster continues to be developed.
- The NNWA Reunion Planning Guide has undergone its annual review and appropriate changes made.
- The Association added 30+new members in 2008.

## **2009 Goals**

- Publish the NNWA's Social Roster by the end of June 2009 and make it available to all members in the form of a computer file.
- Develop and publish change 1 to the SOP/PDL.
- Identify and designate the "Gray Dragon" of the Association.

## **2009 Accomplishments**

- NNWA Social Roster has been published and is available on the NNWA website.
- Change 1 to the SOP/PDL has been published.
- The Gray Dragon was identified and presented with designation.

## **2010 through 2013 Goals and Accomplishments**

- Due to an oversight the goals and accomplishments for 2010 through 2013 were omitted.

## **2014 Goals**

- Identify a backup person for the position of webmaster.
- Provide website access information to the Secretary for emergency access as required.
- Provide a secure space on the website for the membership and memorabilia information.
- Provide the necessary personnel support to accomplish the development of a Microsoft Access membership database.
- Review Board of Directors duties and update as necessary.
- Review current SOP/PDL Nomination and Election procedures against recent changes to Robert's Rules of Order.
- Review current membership and establish a Gray Dragon seniority list.
- Change the Service Officer position to a designated position instead of an elected position.
- Remove memorabilia inventory from the SOP/PDL and place on website.
- Develop a list of museum, organization, or activities to which the memorabilia collection can be donated when the Association is disbanded.

# Chapter 11

## Reunion Planning Guide

### NNWA Reunion Planning Guide (Last updated: 2014)

The Board of Directors created the Pass Down the Line (PDL) document to assist both the Board and the Reunion Host in planning a reunion. Although not all-inclusive, the Guide provides the Reunion Host ample **information and time to set up the next year's reunion**. Prior to beginning your planning review the below LESSONS LEARNED to ensure you do not make similar mistakes.

#### Lessons Learned

- Locate a suitable hotel, and work on everything on everything else from there. Look at things like any major events in the area that might hinder or benefit the reunion, including major traffic problems, interrupting tours, etc.
- If there is a military facility in the area, contact the MWR. They are trained and can be very helpful arranging tours and other events. They may be able to assist in obtaining discount tickets to many events in the area. Explore utilizing the exchange/commissary to purchase hospitality room supplies.
- Do not hold the Board of Directors Meeting in the Hospitality Room.
- Do not hold the Annual Business Meeting in the Hospitality Room.
- Do not schedule a tour at the same time as the business meeting.
- Ensure the location for dinner dance is large enough to accommodate all attendees and the dance floor.
- Do not allow members to bring food and drink into the memorabilia area. Some of the printed material is in fact irreplaceable.
- Encourage periodic voluntary cleanup of the hospitality room.
- Encourage donations to the kitty to defray costs of refreshments.
- Ensure tour attendees are returned to the original pickup point after the tour.
- Schedule events day and evening except on the last day of the reunion, which is reserved for the business meeting and the dinner/dance.
- Encourage attendees to take lots of pictures and to send them to the Webmaster for posting on our website.
- Be sure to designate a "head counter" and a "hat passer" for each bus trip. A nice gesture would be to provide cards for presenting the tips to the driver. If time permits, and the driver has been exceptional, have all passengers sign the cards.
- **BE SURE TO GET AN ACCURATE HEAD COUNT EACH TIME THE BUS MOVES FROM ONE LOCATION TO ANOTHER, AND ADVIZE THE PASSENGERS TO GET ON THE SAME BUS EACH TIME UNLESS APPROVAL IS OBTAINED FROM THE HEADCOUNTER.**
- Schedule a Welcome/Ice Breaker the first evening of the reunion. Serve heavy snacks or a light meal at this event.
- Keep records of all contacts and people who assist us, including "above and beyond" actions. These contacts should be passed along to the President upon completion of the reunion.
- Ensure space is provided for the Storekeeper to set up his stocks and for the Service Officer to consult privately with members.
- Run all contracts through the President, Service Officer, and Treasurer. The President will present them to the board for approval.

- Keep a record of all contacts and people who assist us, including the “above and beyond” actions. The President will send thank you letters to the appropriate personnel. We also give out NNWA pins to those who serve us well.
- Contact the Prospective City’s Convention & Visitors Bureau (CVB)
- Provide NNWA information to the CVB and the proposed dates of the Reunion. Provide an estimate of the expected number of attendees and the number of rooms we expect to occupy each night during the event.
- Most CVB’s will in turn, provide the Host with hotels they know/believe capable to handle our needs.
- CVB will not only provide contacts for hotels, but tour companies, vendors, entertainment personnel, and some may even give local distributors (who may even provide some gifts). Generally the CVB will provide “welcome to the City” brochures, and have city memorabilia to purchase and give out in the registration welcome packets.
- The Host (designated person) will contact hotels and engage in verbal negotiations to determine which hotel can provide the best service for the reunion.
- Hotels may provide references of prior reunions and as well, ask where we have been in prior years.
- Once a hotel is selected, contracts must be specific and not be signed until all major negotiations have been formalized. Major issues refer to room rates, block of rooms reserved, but not guaranteed, hospitality room accessibility, liquor laws, dining facility and ballroom availability & size of dance floor, assumption of liability, etc. The NNWA does contract for reunion insurance.
- Ensure that all contracts are run through the President and the Service Officer. The President will present them to the Board for approval. **The Board reviews/provides interim approval of all contracts.**

### CAUTION

**The Host must understand that, while they alone can negotiate the contract, they are doing so as an agent for the Board of Directors, which accepts the legal requirements for the association. The Host needs to defer to the Board on issues regarding liability, indemnification and any other purely legal issues BEFORE accepting or signing anything.**

- Specifically, always attempt to negotiate the lowest room rate with hotel incentives for free breakfasts, etc. if possible.
- Number of rooms blocked should always be near the middle of estimated attendees with a cancellation clause a reasonable time prior to the reunion. The reverse is also true...the addition of rooms to be blocked ones should the turnout be greater than the estimate.
- Generally hotels provide a Comp room for every 20 to 30 rooms individually reserved in the NNWA group. The Historian generally uses the Comp room for displays, if large enough, and if it is connected to the Hospitality room.
- Be extremely careful of liquor laws. We do not want to pay fees, permits, bartenders, etc.
- If they cannot or will not allow us to bring in our own liquor for the Hospitality Room, then we need to find another hotel that will.
- What transportation is provided for the airport, shopping, or other areas of interests.
- Only the Host may negotiate the contract between the NNWA and the hotel. No trying for a better deal by anyone else. The Host will introduce the Treasurer to the Hotel contact and these two (Host and Treasurer) become the primary contacts.

## Hospitality Room (HR)

- Try to get a suite or a very large room comp'd for HR
- Restrict HR phone to in-house calls only.
- Check with hotel to determine Smoking and Non-Smoking regulations.
- Smoking will not be permitted in the Hospitality Room or at the Dinner/Dance.
- Adequate numbers of tables and chairs appropriately spaced.
- Space for the bar and accessories and snacks, etc. with a refrigerator space for the Historian to set up. Provide the size of the space to the Historian prior to the reunion so they will know what archives to bring. They may not be able to bring and set up all of it.
- Other HR options to obtain adequate size may be to: have adjoining rooms or have another room in close proximity.
- Unrestricted access to Ice Machine (or hotel provide FREE ice.)
- Room service should clean every morning, at least. New lines and plenty of trash bags should be available.
- **The Hospitality Room (HR) stocking guide provides a standard stock list for the HR room. The Host can replenish as required. *It is located on the Members only page of our website.***

## Business Meeting Room

- Large enough to accommodate 80-120 people
- Theater seating with a head table and microphone
- Hotel provide coffee/water for free (or for a minimum fee)
- Contact local NJROTC or other Naval Organization and see if they can provide a color guard for opening.
- **Schedule Business meeting on last full day of reunion or as approved by the Board.**

## Dinner/Dance Evening (One Large Room Required)

- Provide a choice of at least two entrees. Recommend keeping the price to \$25-\$35 per entrée. The association **may** subsidize each meal to remain within this price range. **Confirm this with the NNWA before signing a contract.**

- Agenda is normally:

1800-1900 Cocktails and Social Hour  
1900-1945 Dinner  
1945-2000 Guest Speakers  
2000-???? Dance

- Use caution during the evening with the number or length of raffles held. We pay for entertainment. If we have a guest speaker, limit the Speaker to 15-20 minutes. (The Association buys the Guest Speaker and their companion dinner, provides them with Association memorabilia). **No requirement exists to have a Guest speaker and subject matter should be approved by the Board in advance.**

### **Dinner/Dance Entertainment**

- Appoint a master of ceremony, someone with a strong voice to make announcements, conduct raffles, supervise drawings, introduce guests, VIP's, etc.
- It is suggested something with local flavor or something attempting to suit everyone! DJ's **normally work best** but the Host makes the decision.
- Keep the price reasonable; make small deposits with full payment at the end of the evening. If you sign a contract, look for clause that protects the NNWA.
- Dance floors should be of reasonable size, made of wood or similar material, and in excellent repair. Look carefully at the ballroom to ensure that there is east access to the tables, table seating will not be cramped and guests have an adequate dance area.

### **Tours**

- Tours should be scheduled tours and not self-generated. We want the tours to be a time when members can continue to socialize and renew old relationships.
- Planned tours should be interesting and accommodating. *The Host decides.*
- Keep the price reasonable and delay deposits until you have a fairly firm number from the Treasurer. Full payment will be made at the time of the tour. If signing a contract, watch for clauses on payments, guarantee of number of people (Keep as low as possible) and the Tour Companies cancellation policy.
- Try to schedule one away event each day of the reunion.
- Ensure that all tours will terminate at the hotel. No requiring walking back to the hotel or other form of transportation.
- Option of shopping one day for the ladies. Transportation to local shopping Mecca. Sign up required to cover cost of transportation.

### **Pricing (Charges for Members/Guests)**

- Tour prices should include any costs for transportation for the members going on the tour (or any other incidental costs such as box lunch or lunch at a restaurant during the tour).
- Dinner/Dance prices, if possible, should include entertainment and any other incidental expenses for the dinner/dance. As a guide to dinner/dance expenses, generally in the past, Hotels have provided the facility free if the number of meals served equates to roughly 125 to 150. *Negotiate this hard.* The cash bar during the dinner/dance will have bartenders provided. So, in figuring the overall cost, keep the normal cost to the members in the \$25.00 to \$35.00 range (all inclusive). Prices above that cause fewer to attend the dinner/dance and as a result more expense to those who do attend.
- All events, tours, and associated cost for the dinner/dance require pre-payment with the reservation form the member submits to the Treasurer for the upcoming reunion. The NNWA historically has paid for reasonable cost overruns for the Dinner/Dance but not always. Try to stay in the price range, if possible. If not, notify the President and Treasurer as soon as possible of an impending cost overrun. The \$25.00 registration fee, charged for members only, covers most of the cost of the Hospitality Room along with the "Kitty Jar" at the bar. The Hospitality Room furnishes sodas, snacks, and libations of various kinds for extended hours during the reunion for all to enjoy. Funds in the "Kitty Jar" shall be accounted for every evening by the Treasurer or by a member designated by him.

## **Gifts**

- The Board will provide the Host with an early decision of the NNWA plans free items at registration for attending members such as coffee cups, shirts, ball caps, etc. Normally in bulk purchase, the price of the item to be given away should be less than \$5.00. Selling any remaining items usually leaves a little profit for the Association.
- We encourage a gift exchange with a policy of “those who bring a gift, get a gift”. The Board, in the newsletters and reunion announcements, encourage each member/guest to bring A SMALL GIFT (\$10.00-\$15.00 price range) to the reunion reflective of the area in which they live. The gift exchange will occur in the ballroom during the dinner/dance. One of the assigned helpers will hand out a ticket for each gift brought and when the exchange starts, the ticket holders become receivers.
- The Board will generally authorize the purchase of one or two door prizes. The Board may also decide to purchase a “Grand Prize” gift, to be raffled off during the dinner dance. Cost of the ticket has historically been \$1.00 each or six for \$5.00. Selecting a nice gift at a reasonable cost may provide a small profit. Also the 50/50 drawings have proven to be very successful in providing revenue.

## **Name Tags**

For the 2014 reunion with input from the Treasurer our Webmaster did an excellent job with the name tags. It is recommended that you contact the Webmaster on advice on preparing the name tags. The Treasurer will have the list of attendees. He will also have the dinner choice for each person and it should normally be indicated on the back of the name tag.

## **Recommended Reunion Time Line**

### **Current Year's Reunion**

Ensure you provide or brief a plan/proposed agenda for next year's Reunion at the Business meeting of the current years reunion.

### **January Newsletter**

- Give a brief description of the reunion, place, approximate times, cost of room, etc. (if available).
- Give the members enough information to make preliminary plans to attend, but not enough information that you can be held to particulars.

### **One Year Out**

- Host opens an NNWA checking account with the host as a check writer. This will provide you accountability for all funds advanced from the Treasurer and used for the reunion. Be sure to keep ALL receipts.
- Host works hotels for best facilities, amenities, and pricing for the room rate, hospitality room/Archive Room etc. Make deposits at time of contract signing.
- Provide The Treasurer with required advance funds needed for deposits for tour, hotel dinner/dance etc.

- *Send a copy to the Board. The Treasurer is responsible for obtaining event insurance.*
- Coordinate with Hotel banquet manager for table and room decorations.
- Coordinate Dinner/Dance layout with rectangle or round tables, head table if desired, podium, speaker system, etc.
- Coordinate with Rooms manager for all necessary furniture removal and placement of tables/chairs for Hospitality and Archive rooms.

### **Six Months Out**

- Decide on 1 or 2 door prizes and the cost(s).
- Determine tour, establish costs and set up any needed transportation.
- Make up a payment schedule for deposits paid for all functions.

### **NOTE**

**An EXCEL spread sheet works well for the record keeping.**

### **Five Months Out**

- Get all necessary information to the Secretary for development of the Reunion Flyer in preparation providing to members.
- Provide a rough Reunion Announcement document with information, hotel toll free numbers and the Reservation Form to the Secretary, who in-turn will massage, the Reservation Form, promulgate it, and require that it be returned to the Treasurer by the 15<sup>th</sup> of August. This forces the members to commit and allows the Treasurer to gather the number of persons for tour, the dinner dance and provide information to the Host.
- The Hospitality Room stock list, located in the member's only section of our website, should be used to estimate the amount of funds required for stocking of the Hospitality Room. The Treasurer will provide Advanced Funds based on the Hosts estimates.
- As Reservation Forms come in: The Treasurer will generate a Spread sheet containing all information listed on the Reservation Forms.
- Correlate Reservation Forms in alphabetical order for future reference.
- Provide Reunion information to the Host and the Board on a regular basis or as needed.

### **Two Weeks Out**

- Makeup Name Tags for members and guest attending the reunion. Include city and state of their residence. *Check with Webmaster regarding badges prepared for 2014 reunion.* Name tags should be worn throughout the reunion. The Secretary will make up individual member reunion folders to be given at registration containing the following:
  - Function Sheet for each tour, dinner dance, etc.
  - Reunion Schedule with times and dates.
  - Roster of those members attending the reunion.
  - Name Tags for each member and their guest(s).
  - Other information and gifts as appropriate.
- Contact Treasurer and ensure he/ she has obtained the event insurance.

## **At Reunion**

**Host** (with assistance from Board members) select volunteers from the Treasurers spread sheet to help with the following:

- Registration Room set up, operation, clean up and closing.
- Hospitality Room set up, operation, clean up and closing.
- Running errands for supplies.
- Raffle ticket sales.

**Secretary** provide host with completed reunion folders. Post a copy of function sheet for tours and reunion schedule with time and dates in the Hospitality room.

**Treasurer** provide host with extra copies of the spread sheet and reservation forms. Post a copy of the spread sheet in the Hospitality room.

**Historian** (with assistance from the Board members and other volunteers) set up Memorabilia display. Post a sign stating that food and drink are not to be brought into the Memorabilia area.

**President** will specifically assign member(s) to specific tasks to cover all needed assistance through-out the reunion, as recommended by the host.

## **During the reunion**

**Board:** Be everywhere at all times. Do not let the Host and Hostess carry the load. Help the Host, Secretary, and Treasurer as you can to the point of being a pain. A successful reunion depends on proper prior planning and daily and hourly execution.

## **After Reunion**

- **Host and Board Members:** Meet in the Hospitality Room at a mutually agreed upon time.
- **President presides over the “after action” critique.**
- **Inventory and sale of remaining food and liquid stock.**
- **Site Cleanup**
- **Pack and stow memorabilia into boxes and Historians vehicle.**

**HAVE A HAPPY REUNION AND SAFE TRIP HOME!!!!!!!**

**Reservation Form**  
**Navy Nuclear Weapons Association**  
**Annual Reunion**  
**Location and Date**

Fully complete this form and submit to Treasurer at the address below. If you have any questions, please contact.

Host Name  
 Host Address  
 Host Telephone

You can make your Hotel Room Reservation by calling the following number and mentioning the Navy Nuclear Weapons Association \_\_\_\_\_

If your NNWA dues are not up to date (see website roster) \_\_\_\_\_ yrs. @ \$10/year \$ \_\_\_\_\_

\_\_\_\_\_ #Attending \_\_\_\_\_ @\$ \_\_\_\_\_ \$  
 (Event or tour #1) \_\_\_\_\_

\_\_\_\_\_ #Attending \_\_\_\_\_ @\$ \_\_\_\_\_ \$  
 (Event or tour #2) \_\_\_\_\_

\_\_\_\_\_ #Attending \_\_\_\_\_ @\$ \_\_\_\_\_ \$  
 (Event or tour #3) \_\_\_\_\_

Dinner Dance #Attending \_\_\_\_\_ @\$ \_\_\_\_\_ \$

Dinner Selection \_\_\_\_\_ # \_\_\_\_\_  
 \_\_\_\_\_ # \_\_\_\_\_  
 \_\_\_\_\_ # \_\_\_\_\_

Registration Fee \$25.00

How many Reunions have you attended? \_\_\_\_\_ **Grand Total** \$ \_\_\_\_\_

Making this reunion more successful requires volunteers to help in the areas below:

- Running the hospitality Suite YES \_\_\_\_\_
- Help at the Registration Desk YES \_\_\_\_\_
- Running Errands for Supplies YES \_\_\_\_\_

Members Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 Phone Number ( ) \_\_\_\_\_ - \_\_\_\_\_  
 E-mail \_\_\_\_\_

Spouse/Guests(s) \_\_\_\_\_

Do you or your guest require any assistance due to a disability? Y\_\_N\_\_

Complete this form and send with your Grand Total Check by mail no later than \_\_\_\_\_

NNWA Treasurer  
 Frank Kelly  
 1087 Frank Kelly Road  
 Society Hill, SC 29593