

NDIA



2017

Chapter Management Manual

A printable version (pdf) of this manual is available at <http://www.ndia.org/chapters/chapter-guidance>

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NDIA Description and Heritage

Dear NDIA Chapter Officer,

Thank you for volunteering to play an integral role in your local chapter. Without people like you, we would not be able to sustain our strong and vast chapter network, providing networking and educational opportunities to government and industry members across the nation.

I am looking forward to working with you and strive to provide you with the tools and resources you need to maintain a vibrant chapter. Other members of our team include:

Ms. Molly Flanagan, Director of Chapter Relations, and your primary liaison

Mr. Mike Kibler, Director of Membership

Ms. Zoila Martinez, Assistant Director of Membership

Please feel free to reach out to any of us if and when you need assistance with Chapter related matters. We hope you find this Manual to be helpful, but if you have comments, questions, or suggestions, do not hesitate to let me know.

Thank you for your ongoing service and support to our organization.

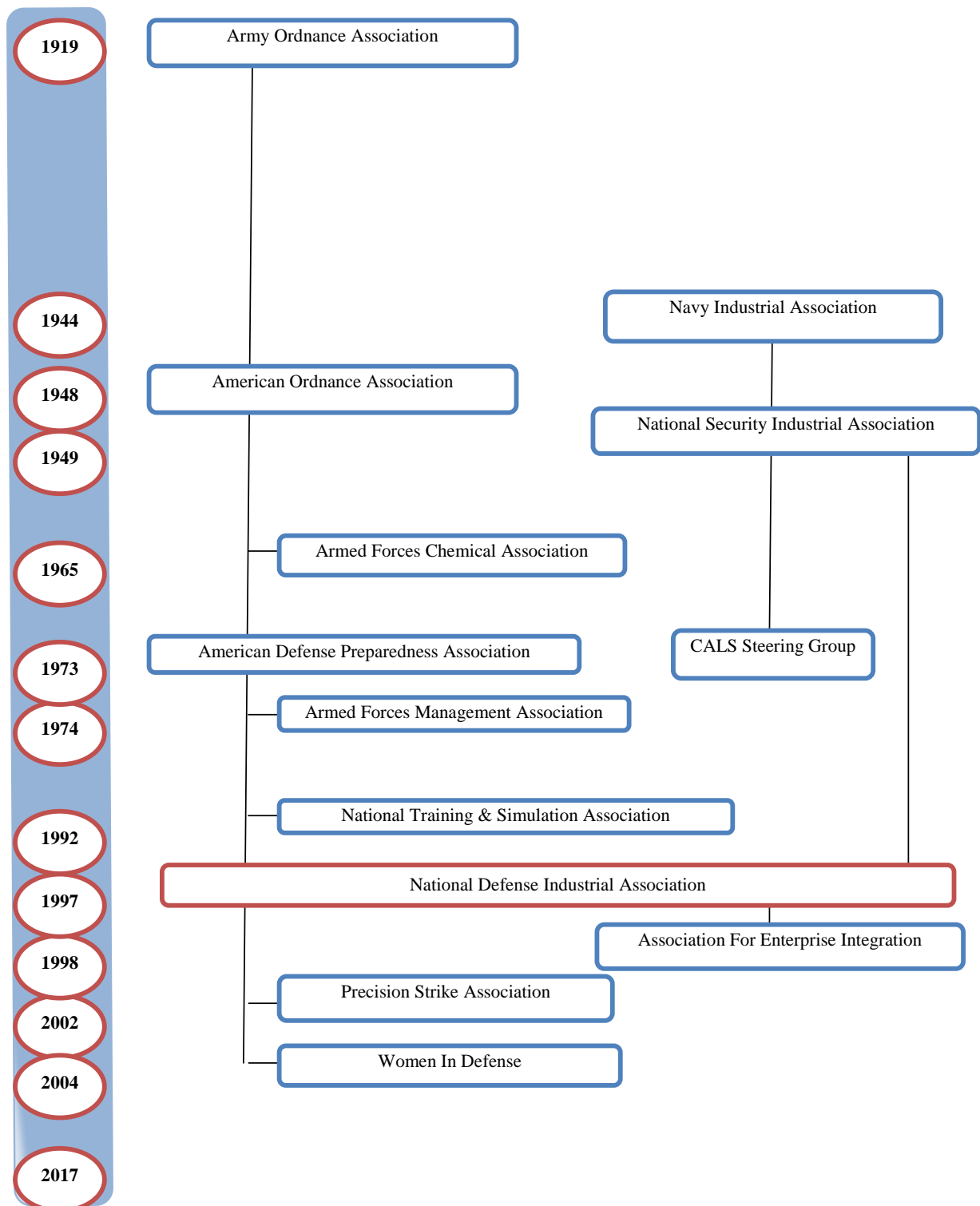
Best Regards,

Erica Albrittain

Assistant Vice President, Membership and Chapters

The National Defense Industrial Association (NDIA) is the longest standing national defense association. For nearly 100 years, our members and the federal government have trusted us to convene our stakeholders and other thought-leaders and experts to collaborate around our greatest national security challenges and develop forward-thinking solutions to those challenges.

NDIA has a strong heritage of predecessor organizations founded for the purpose of supporting a strong national defense. With the passage of time and the need to unite efforts and speak with one voice, the organizations below merged to produce NDIA, the one organization that speaks for all Services and all aspects of the defense industrial base.



Mission Statement

NDIA engages thoughtful and innovative leaders to promote the best policies, practices, products and technology for warfighters and others who ensure the safety and security of our nation.

- **Champion** issues that contribute to the strength, resiliency and capacity of the industrial base
- **Build** a vigorous, responsive and collaborative community in support of Defense and National Security
- **Convene** legal and ethical forums for exchange of ideas, information, view points and capabilities

Chapter Map



Operating Principles for Chapters

On advice of counsel, NDIA has updated many of its governance documents. One change is to shift from “chapter bylaws” to “operating principles”. NDIA’s chapters are not separate organizations, but part of the enterprise. Its governing body does not have corporate fiduciary, and is accountable to the NDIA National Board.

These operating principles set forth the basic requirements and agreements between NDIA and its chapters. Chapters may structure themselves to suit local conditions, as long as they follow the minimum requirements set forth therein.

Chapters shall update these when there is a change in Chapter President, and at least annually at the change in fiscal year.

Operating Principles for Chapters of the NATIONAL DEFENSE INDUSTRIAL ASSOCIATION (NDIA)

1. **NAME:** The name of the organization shall be the “**INSERT CHAPTER NAME**” of the National Defense Industrial Association (hereafter called the Association.)
2. **PURPOSE:** Chapters provide local geographic focus to further the objectives and policies of the Association as set forth in its By Laws by:
 - a. Supporting current programs and activities of the Association.
 - b. Providing a means for liaison with local U.S. government agencies and personnel.
 - c. Encouraging and facilitating the exchange of information between industry, military, and government with particular reference to national security and defense preparedness.
 - d. Pursuing an active program in support of Association membership recruitment and retention efforts.
3. **ESTABLISHMENT OF AUTHORITY**
 - a. **Establishment Authority.** The Chapter is an integral part of the Association. It derives its existence, authority and fiscal tax status from the Articles of Incorporation and By Laws of the NDIA.
 - b. **Chapter Establishment.** In order to be a chapter, the entity must meet the requirements set forth in the NDIA or WID Chapter Manual.
 - c. **Operating Principles.** The Chapter must agree to, and the President sign, these Operating Principles annually. The signed document will be submitted to the

Association by October 1 of each year. Effective October 1, 2017, this document shall replace and supercede all prior Chapter Bylaws.

4. **POLICY:** Actions, programs and public statements of the Chapter will conform to the policies and objectives in the Association's Chapter Manual and other official expressions of Association policy. Nothing in these Operating Principles or elsewhere shall be construed so as to authorize any action that does not further the stated policies and objectives.

- a. **Use of Logo.** Use of the NDIA/WID logo is authorized only by those members of the Chapter conducting official business of the Organization or Chapter and in accordance with the policies established by the NDIA.
- b. **Official Expressions.** Actions, programs and public statements of the Chapter must conform to the policies established by the NDIA.
- c. **Membership List.** Contact information for members is to be used only for Association purposes and shall not be made available to any other organization for any purpose.
- d. **Antitrust Statement.** The National Defense Industrial Association (NDIA) is committed to strict compliance with federal and state antitrust laws. Accordingly, the following guidelines apply to any meeting or other activity conducted under the auspices of NDIA and this statement shall be included in meeting agendas or materials:

The NDIA has a policy of strict compliance with federal and state antitrust laws. The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Consequently, NDIA members must avoid discussing certain topics when they are together – both at formal association membership, board, committee, and other meetings and in informal contacts with other industry members: prices, fees, rates, profit margins, or other terms or conditions of sale (including allowances, credit terms, and warranties); allocation of markets or customers or division of territories; or refusals to deal with or boycotts of suppliers, customers or other third parties, or topics that may lead participants not to deal with a particular supplier, customer or third party.

- e. **Copyright Policy.** NDIA and its affiliates do not permit or condone copyright infringing activities by its staff, or by its members or other volunteers when engaged in NDIA activities. The Chapter shall adopt and conform to NDIA's Copyright Policy.
- f. **Other Required Policies.** The Chapter shall adopt and conform to NDIA's **Suspected Misconduct** and **Records Retention** policies.

5. MEMBERSHIP AND DUES

- a. **Membership.** Chapter membership is granted by the National Headquarters to persons in applicable membership categories of the Association who are current members and whose address is in the geographical area assigned to the Chapter by the Association. Individuals may be assigned membership in multiple chapters. However, only membership in one chapter may be considered as it applies to voting on national matters.
- b. **Dues.** The annual fee paid for Association membership by an individual or corporation includes Chapter membership.

6. STRUCTURE

- a. **Board of Directors.** Chapters shall establish a Board of Directors which shall manage the business and affairs of the Chapter. This Board does not have fiduciary responsibility, but by execution of these Operating Principles, agrees to abide by the guidelines herein. The Board shall, during the last quarter of the accounting year, establish the number of Directors for the following year. No company shall have more than one representative on the Board.
 - b. **Officers.** The Board of Directors shall designate Chapter officers. These should include President, Secretary, Treasurer, with other officers as deemed necessary. The officers shall have such duties as generally pertain to their offices as well as duties conferred by the President. The President shall be responsible for chairing the Chapter Board meetings. The Secretary shall be responsible for recording the deliberations and actions taken by the Board in carrying out its duties. The Treasurer shall be responsible for finances and financial management practices of the Chapter.
 - c. **Committees.** Committees may be appointed to assist the Chapter in the performance of its duties.
 - d. **Meetings.** The Board of Directors shall meet at least annually and thereafter as deemed necessary by the President or a simple majority of the Directors.
 - e. **Quorum.** A quorum of the Board of Directors is constituted by a simple majority of the number of Board members.
 - f. **Removal.** Any officer or Director may be removed with or without cause by a resolution passed by affirmative vote of a majority of all the Directors.
7. **MEETINGS:** The Chapter shall meet at least once annually. Other meetings of the members may be called at any time by the President or the Board of Directors or a

majority thereof, or by not less than one-third of the members. At any meeting of the members, each member entitled to vote shall have one vote, in person or by proxy.

8. ELECTIONS

- a. **Nominating Committee.** At least three months prior to the Annual Meeting of the chapter, the Chapter President, with the approval of the Chapter Board, shall appoint a nominating committee of a least three members. The most recent Past President shall serve as the Chairman of the Nominating Committee. The Nominating Committee shall present its slate to the Annual Meeting. The election of Officers and Directors shall take place at the Annual Meeting and shall be by voice vote of the members present unless otherwise specified by the Board of Directors.
- b. **Terms.** Directors will be elected for a term of two years. Approximately one-half of the Directors shall be elected each year. Director vacancies may be filled at any time during the year by a majority vote of the remaining directors.
- c. **Officers.** Officers will be elected for a period of one year. No one shall serve more than two consecutive one-year terms as any one Officer position. In the absence of the President, those duties shall devolve upon the Vice Presidents in their order of seniority of service, and in their absence, Treasurer, and, in turn, Secretary; in the absence of any Officer, upon a member of the Board of Directors in order of seniority.
- d. The NDIA encourages inclusiveness and diversity on its Chapter Boards. Chapters should also use Board or Committee positions as opportunities to mentor future leaders.

9. FINANCES

- a. **Fiscal Year.** The fiscal year of the Chapter shall be the same as the fiscal year of the Association (October 1-September 30).
- b. **Financial Records.** The financial records of the Chapter shall be kept in a manner generally deemed acceptable for such organizations and shall be reviewed by an impartial Finance Committee or audited by independent audit firm, at least annually at the end of the fiscal year. The Finance Committee should consist of at least three persons appointed by the President from within the general membership and approved by the Board of Directors.
- c. **Financial Reports.** The Chapter will provide to the Association the annual review or the independent audit report and management letter. The Chapter Manual identifies financial reports that are to be submitted quarterly and/or annually. If a Chapter chooses to obtain a GAAP audit performed by an independent audit

firm by a certified public accountant, and provides to National a copy of the audit report and management, it may petition the Association to waive the interim reporting requirements.

- d. **Other Reports.** Additional reports may be rendered as deemed necessary by the Chapter or directed by the Association. A report for tax purposes will be rendered in a format and time as requested by the Association President or designee.
 - e. **Signature Authority.** Signatories on all contracts, checks, notes, drafts and other orders for the payment of money must be authorized in writing by the Board of Directors. The Chapter President shall provide a list of authorized signers to the NDIA Finance Department whenever there is a change, but on at least an annual basis. The NDIA Chief Operating Officer shall be an official signer for all cash and investment accounts and shall have access to review all account transactions.
 - f. **Fiscal Responsibility.** The Association has ultimate fiscal responsibility for the Chapter. Accordingly, the Chapter shall not, without approval of the Association President, enter into a contract or agreement that exceeds the Chapter's ability to meet expenses. A copy of all signed agreements shall be maintained by the Chapter Treasurer and presented upon request to NDIA National.
 - g. **Obligations.** Obligations incurred by the Chapter *in performance of its duties as a part of the NDIA* shall be solely Chapter obligations and no personal liability whatsoever shall attach to, or be incurred by any member, officer, or director of the Chapter.
 - h. **Administrative Expenses.** The necessary routine administrative expenses of the chapter shall be met from the proceeds of chapter meetings and activities. Expenses for specific projects not directly related to the business and policy aspects of government-industry interface will be paid for principally from the proceeds of events expressly advertised as fund raisers.
 - i. **Employees.** Chapters shall not hire employees. If a chapter hires an individual or a company as a contractor to support the chapter on a project basis, it must provide supporting documentation in accordance with the requirements in the Finance & Business Practices section of the Chapter Manual.
10. **COORDINATION OF EVENTS:** To facilitate de-confliction of speakers' schedules, the Chapter will coordinate with national headquarters whenever it intends to invite a significant speaker from a federal agency *or* intends to invite speakers or participants from outside the Chapter's geographical area. A significant speaker includes: Cabinet Members, Members of Congress, DASD's, Joint Chiefs of Staff (JCS), Combatant Commander's (COCOM), 4 and 3 Star Flag Officers, Members of the Senior Executive

Service (SES), President's/Chief Executive Officers (CEO)/Chief Financial Officer (CFO)/Chief Operation Officer (COO)/top level executives of private industry.

11. **AMENDMENTS:** The Chapter may not make amendments to the Operating Principles. Amendments may be proposed to the Association by the Chapter President.
12. **DISSOLUTION:** The Association may dissolve a chapter with or without cause in accordance with the Association's Chapter manual. Upon dissolution of the Chapter, all monies and assets will be returned to the National Defense Industrial Association within 30 days of Board decision.
13. **EFFECTIVE DATE:** These Operating Principles and any amendments thereto are in effect when signed by the Chapter President acting with the approval of the Chapter Board of Directors, and the Association President acting in accordance with the advice and direction of the Association Executive Committee.

Approved _____ Date _____

Chapter President

Approved _____ Date _____

NDIA President

NDIA Copyright Policy

COPYRIGHT PROTECTION GUIDELINES FOR NDIA AND ITS AFFILIATES

STATEMENT OF POLICY

The National Defense Industrial Association (“NDIA”) is committed to respecting the copyright rights of others and to protecting its own intellectual property rights.

Materials Owned by Others

NDIA and its affiliates do not permit or condone copyright infringing activities by its staff, or by its members or other volunteers when engaged in NDIA activities. Materials prepared by persons outside of NDIA should not be published, posted on an NDIA website, or incorporated into NDIA materials unless written permission of the owner is secured. If permission is not provided, including because the owner of the material cannot be determined, then the material should not be used. Be aware that simply because materials are publicly accessible online, including images, that does not mean they can be copied, published, or distributed without permission. Also, providing attribution to the source or owner of the material is not sufficient and is not a substitute for permission.

Internal Sharing of Published Materials by Linking. The public display or publishing and distribution, without permission, of materials owned by others is the most serious form of copyright infringement. But even unauthorized sharing materials with co-workers or a group of colleagues can be troublesome. Emailing an article copied from a magazine or journal to members of an NDIA committee, for example, could be considered infringement. Linking to articles or other materials is permissible and is the preferred method of bring such materials to the attention of others.

Fair Use. The concept of “fair use” can allow for the use of small portions of third party materials. Quoting a few sentences from an article or a blog, or a few paragraphs from a book, or copying a brief clip from a video, are all examples. Even greater leeway is permissible in connection with a review, critique, or discussion. For example, a white paper on a policy issue may be able to quote extensively from works by experts who have addressed that same issue.

Complaints. If a staff member receives a complaint from a third party accusing NDIA of improperly using someone else’s materials without authorization, this should be brought to the attention of Scott Rekdal, VP of Marketing & Communication, srekdal@ndia.org.

NDIA Materials

It is also important to protect NDIA’s ownership of its materials. Requests from third parties to utilize NDIA materials should be processed through the appropriate department and, if granted, should be memorialized in writing and, as appropriate, have set parameters (e.g., allowing

reproduction of NDIA work only in a particular publication, or on a website for a specific length of time). Third parties should also be asked to provide attribution to NDIA. If a staff member or volunteer becomes aware of, or suspects, an unauthorized use of NDIA materials, this should be brought to the attention of Scott Rekdal, VP of Marketing & Communication, srekdal@ndia.org.

Member or Outside Authors. NDIA volunteers or outside authors often assist in preparing NDIA materials or materials published by NDIA. If these are to be NDIA materials, i.e., issued as an NDIA work, then typically ownership of the final work resides with NDIA. If the material is in the nature of an article identified as being authored by the volunteer or outside contributor, NDIA may allow such persons to retain ownership of their intellectual property, while giving NDIA a perpetual, royalty free license to utilize the same.

Questions

Any questions on the proper use or disposition of third party or NDIA materials should be directed to Scott Rekdal, VP of Marketing & Communication, srekdal@ndia.org.

NDIA Suspected Misconduct Policy

The purpose of this policy is to describe actions to be taken with respect to suspected misconduct conducted, encountered, or observed by staff and volunteers of NDIA, and in accordance with the Whistleblower Protection Act. You can learn more about this at www.whistleblowers.gov.

Like all organizations, NDIA faces risk associated with fraud, abuse, and other forms of misconduct. Misconduct includes but is not limited to:

- Fraud - the theft, embezzlement, or other misappropriation of assets, to include authorizing or receiving payment for goods or services not received or services not performed. Also included is the forgery or alteration of documents, such as checks, contracts, etc., the intentional misstatement of the organization's records such as accounting records, financial statements, or program accomplishments, or willful destruction of documents including electronic files to obstruct justice.
- Other actions that violate NDIA's code of conduct and any underlying policies.

It is the responsibility of every staff member, officer, and volunteer, to report the facts of suspected misconduct to their supervisor and/or the Chief Operating Officer. Upon a report of suspected misconduct, supervisors must immediately report such acts up the management chain. Employees may report the facts of suspected misconduct against their supervisors directly to the Chief Operating Officer, or the President.

Notwithstanding the reporting order outlined above, if the misconduct involves individuals at any level of the Association, to include senior management, the President, or any other officer or Director/Trustee, and you feel uncomfortable about reporting up the management chain, you may contact the Chairman of the NDIA Finance Committee directly to report the facts of suspected misconduct.

The current chairman is Richard D. McConn, who can be reached at 703-448-4400 ext 103.

Any reprisal against any individual, who, in good faith, reported a suspected act of misconduct, is prohibited and will, in turn, be considered misconduct.

Due to the sensitive nature of suspected misconduct, supervisors and managers should not, under any circumstances, perform any investigative procedures. The Chief Operating Officer, in the role as Treasurer, has the primary responsibility for investigating misconduct involving staff below the Business Center Director level. The Finance Committee has the primary responsibility for investigating suspected misconduct involving Business Center Directors and above, and directors or officers of the Association. A summary of any investigative work shall be made available to the Finance Committee.

Neither the existence nor the status of investigations into suspected misconduct shall be disclosed or discussed with any individual other than those with a legitimate need in order to perform their duties and fulfill their responsibilities effectively.

Based on a finding that misconduct has taken place, disciplinary action may be taken against violators to include termination and/or referral for criminal prosecution.

NDIA Record Retention Schedule

These guidelines are designed to ensure that the Association's records and documents, both paper and electronic, are adequately protected and maintained in compliance with federal and state laws and regulations and to ensure that records no longer needed are discarded at the proper time. The Association is to maintain complete, accurate and high-quality records for the duration of the time periods as outlined.

Records Retention Guidelines

These guidelines are designed to ensure that the Association's records and documents, both paper and electronic, are adequately protected and maintained in compliance with federal and state laws and regulations and to ensure that records no longer needed are discarded at the proper time. The Association is to maintain complete, accurate and high-quality records for the duration of the time periods as outlined.

Corporate Documents	
Articles of Incorporation and Amendments	Permanent
Bylaws and Amendments	Permanent
Minutes of Board meetings	Permanent
Minutes of committee meetings	Permanent
Qualifications to do business	Permanent
Current Policies	Permanent
Membership applications	5 Years
Renewal statements and invoices	5 Years
Membership contracts	6 years from the Expiration Date of the Contract/Agreement
Membership general correspondence	3 Years
Business Records	
Request for Proposals	6 years from the Due Date on the solicitation
Responses	6 years from the Due Date on the solicitation
Signed Contracts	6 years from the Expiration Date of the Contract/ Agreement
Any modifications	6 years from the Expiration Date of the Contract/Agreement
Other Contracts for services	6 years from the Expiration Date of the Contract/Agreement
Event Registration	4 Years from last date of event

Exhibitor Contracts	6 years from the Expiration Date of the Contract/Agreement
Event Hotel/Convention Center Contracts	6 years from the Expiration Date of the Contract/Agreement
Event/Exhibit general correspondence	3 Years
Insurance	
Policies, Certificates and related records	Permanent
Audits or Adjustments	5 Years after final adjustment
Workers' Compensation	5 Years after later of Termination, retirement or last claim closed
Group Ins.	5 Years after later of Termination, retirement or last claim closed
Third Party Claims	Permanent
Real Estate	
Lease records	Permanent
Property Insurance records	Permanent
Blueprints	As long as lease is in effect
Maintenance and repair records	As long as lease is in effect
Accounting	
Bank records	3 Years
Budgets	3 Years
A/R and A/P including invoices and expense reports	7 Years
Inventory records	5 Years
Equipment records	5 Years
General ledger	Permanent
Balance sheets	Permanent
Depreciation schedules	Permanent
Audit Reports	Permanent
Investment Records	Permanent
Human Resources & Benefits	
Employee medical records	Permanent
Employee accident records	5 Years after separation of the employee from employment
Personnel Files	5 Years after separation of the employee from employment
Employee time cards	4 Years after separation of the employee from employment
Records relating to employment law charges	5 Years after separation of the employee from employment

Internal complaints or compliance records	5 Years after separation of the employee from employment
Unemployment Compensation Claims	5 Years
Form I-9	5 Years
Records relating to applicant not hired	5 Years
Job postings / Advertisements	5 Years
Garnishments	5 Years
Retirement Plans (including forms to DOL and IRS)	Permanent
Employee Files	Permanent
Cafeteria Plan Records (active employees)	5 Years after filing of Form 5500
Cafeteria Plan Records (retirees)	5 Years after death of last eligible participant
Tax	
Tax Related Records (Rulings and IRS determination letters)	Permanent
Income Tax Returns and Related Records	Permanent
Sales and Use Tax Returns and Related Records	10 Years
Property Tax Records	10 Years
1099 Forms	5 Years
Payroll Tax Records and Related Records	5 Years
Payroll Records	5 Years
W-4 Forms	5 Years
General correspondence, paper, email & e-file	3 Years
Communications campaign	3 Years
Rulemaking proceedings	3 Years
Other correspondence with agencies (state or federal)	5 Years
Lobbying materials	5 Years
Litigation/Legal	
Letters or email denying liability	Permanent
Litigation work product	5 Years from close of litigation
Materials subject to litigation hold	5 Years from close of litigation or hold
Marketing and Communications	
Press releases, media advisories, marketing materials for NDIA enterprise	Permanent
General event marketing materials	3 Years
Marketing and Communication plans	3 Years from date of execution
NDIA Subscriptions	
National Defense subscriber records	4 Years

NDIA Published Magazines, Periodicals and Newsletters	
NDIA and Affiliates published subscriptions	Permanent
Miscellaneous	
Non-NDIA published newsletters, subscriptions, etc.	None
IP records (trademarks, etc.)	Permanent

Chapter Formation and Dissolution

Formation of a Chapter

New NDIA chapters are created when a group of members (or prospective members) decide that a chapter would enhance their professional development and networking opportunities in the local community. A chapter can be formed in locations that have a need for one, and not in areas where one already exists.

In general, four elements are essential for a healthy chapter:

- Leadership
- Programs
- Membership
- Finances

To start forming your local chapter, follow the steps below:

- Select a name for the chapter.
- Secure the support of at least 50 members who are willing to participate in and contribute to local start up initiatives.
 - National will assist you by providing a list of current NDIA members who would fall into your geographic area to determine if there is interest amongst the group. Host a meeting to explain the proposed new chapter and how members will benefit and participate. Develop an invitation list that includes representatives of key local employers, senior base/command leaders, personal business contacts and peers. Take advantage of any means available on the local level to target a large numbers of prospective attendees/members.
- Recruit volunteers to form an organizing board to prepare Chapter operating principles.
- Conduct the first business meeting.
 - Obtain votes on a slate of officers and board of directors. Select the following mandatory officers to serve a set term of one or two years: president, treasurer, and secretary. Beginning a succession plan early can be a big step towards a chapter's success.
- Send proposed operating principles, with Chapter President's signature, to National AVP of Membership and Chapters.
- NDIA President provides second and final signature for approval. A copy of the operating principles with both signatures must be filed at National office.

- NDIA chapters will reference the NDIA National Federal ID #53-0196547. A chapter does not use its own federal ID number or insurance. It does not incorporate separately or have a separate tax exception ruling.
- NDIA National will provide seed money to help a chapter cover its initial start-up expenses.
- Each chapter is responsible for opening a bank account on its own containing two elected board member signatures as well as the NDIA Treasurer/COO signature, on file at specified bank of business. For tax purposes, the bank account must be a non-profit account.
- Conduct a membership meeting after NDIA National returns the operating principles. For the first membership meeting, a chapter may want to invite a local guest speaker to encourage high attendance.

To ensure success of your chapter, the steps below are also recommended:

- Continue to recruit volunteers to participate in NDIA National and Chapter events, join as members, and to potentially serve as board when networking.
- Plan a year's worth of programs and activities to include speakers, types of meetings (i.e., breakfast, dinner), site locations, pricing and budget.
 - Coordinate with NDIA on subject matters and speakers to ensure there is no conflict of interest, and/or to explore the possibility of combined Chapter/National events.
- Treasurer prepares a budget with input from other board members and/or leaders such as the programs chair. Chapters follow the same fiscal year as that of NDIA National, which is October 1-September 30.
 - Keep track of money collected and money spent. At the end of each quarter, the Chapter is responsible for submitting their financial reports to NDIA National.
 - Each year, NDIA National provides each chapter's financial information to the Internal Revenue Service for the total association.
- Consider getting a post office box under the chapter name.
- Create a website for the chapter.
 - Regularly update events, awards, and accolades to remain informative and relevant.
- Develop a strategy for recruiting new members, and create a target list. This might include personal contacts, co-workers, individuals in senior leadership positions on the

post/base, or throughout the community. You might consider organizing a membership committee to take responsibility for recruitment and retention.

- Share strategy with NDIA National Director of Membership and coordinate recruitment and retention efforts.

A chapter has the responsibility to:

- Maintain sound finances, including budgeting (programs, general funds, income, expenses).
- File a quarterly financial report with NDIA National.
- Maintain its leadership (officers and directors).
- Abide by operating principles.
- Assist in carrying out the mission of the organization.
- Host events that are self-supporting and that reflect favorably on the total organization.

Dissolution of a Chapter

Dissolution of a chapter occurs if and when there is an inability to maintain a Chapter Board and/or if the Chapter no longer hosts meetings or networking events to bring the local community together, for financial reasons or otherwise. Upon dissolution, the Chapter must notify NDIA National of the decision to do so. Any funds or other assets remaining after payment of all obligations of the Chapter shall be distributed to NDIA National and kept in reserve for formation of new or reformation of chapters.

Leadership Roles and Responsibilities

Chapter leaders need to embrace the essential four tools for successful chapter: leadership, membership, programs, and finances. Arching over “the big four” is mission.

The following positions and descriptions serve as a guideline. The Chapter’s Board of Directors should create support positions and corresponding responsibilities are warranted. At a minimum, every chapter should have three positions filled, with optional leadership positions encouraged, as needed.

Chapter Roles

President - Required

The President is the executive officer of the chapter. It is the President's responsibility to provide leadership, to exercise general supervision over chapter activities and to conduct chapter affairs in accordance with the chapter bylaws and/or operating policies. Duties include:

- Preside at all meetings of the board and membership.
- Appoint committees, committee chairs and committee members to serve the various functions of the chapter.
- Act in a firm, competent, tactful and professional manner, permitting full discussion on all debatable motions, yet neutral on controversial matters. The President must respect the opinion of each individual, yet see that each decision is carried out in a harmonious atmosphere.
- Prepare, in conjunction with the Secretary, an agenda prior to all meetings, adhere to the agenda as it may be amended and open and close meetings in a timely manner.
- Ensure that written minutes of board meetings are published expeditiously.
- Make arrangements, or oversee the making of arrangements, for all meetings and/or functions of the chapter. In addition, acknowledge speaker appearances with letters of thanks on behalf of the chapter.
- Be available to the entire membership, especially new members and guests. Display enthusiasm and support for all chapter activities.
- Oversee the activities of the Secretary and Treasurer making sure that responsibilities are adhered to.
- Serve as an ex-officio member of all committees.
- Transfer all material pertaining to the role as President to the newly elected President and indoctrinate the newly elected President as to the role of the position.

Vice President (President-elect)

Specific Duties: The Vice President shall perform any and all duties of the President in the absence of the President and perform any other duties as assigned by the President.

Secretary

Specific Duties: The Secretary shall keep accurate minutes of all chapter board meetings.

- Shall work in close harmony with the President.
- Shall take to each meeting: the minutes, operating principles, a list of members and a list of committees and members, agenda, records, ballots, and any supplies as needed.
- Shall call the meeting to order if the President and the Vice President(s) are absent, and preside until a temporary chair is elected.
- Shall notify officers, committee members and delegates of their election or appointment.
- Shall transfer all material pertaining to the office to the newly elected Secretary and indoctrinate the newly elected Secretary as to the role of the position.
- Shall supply to chapter board members and National Headquarters a current slate of BOD names to include company affiliation and contact formation.

Treasurer

The Treasurer is the custodian of the money of the association and is responsible for collecting, depositing in a timely manner, and disbursing the funds of the association. They:

- Shall get appropriate authorizations for all financial transactions, either as established in the bylaws or by adopted motion.
- Shall maintain all bank account(s) of the association as separate fund(s) and be responsible for signature cards and the drafting of all disbursements.
- Shall arrange for auditing of the books and records of the chapter as necessary.
- Shall chair the budget and investment committees, assisting in the preparation of the annual budget for the association.
- Shall maintain, in a timely manner, all financial books and records of the association and prepare financial reports on a quarterly basis including a balance sheet and income and expense statement. Such reports are to show the status of all accounts including the balance at the beginning of the period, all receipts, all disbursements and the balance at the ending of the period.
- Shall support the NDIA annual finance audit, providing required information in a complete and timely manner.

- Shall regularly compare actual costs and income to budgeted costs and income and recommend adjustments in spending and/or the budget as necessary.
- Shall transfer all material pertaining to the office to the newly elected Treasurer and indoctrinate the incoming Treasurer as to the role of the position.

Membership Chair

It is the responsibility of the Membership Chair to actively promote and maintain membership for the Chapter. Some duties can include:

- Promote the benefits of NDIA membership year round.
- Assist in registering or renewing members' membership, working with the National NDIA POC
- Plan and direct membership drive

Program Chair

The Program Chair will focus their efforts on planning and executing various events held by the Chapter. Specific duties could include:

- Planning and executing Chapter meetings and programs.
- Greet attendees at meetings
- Make introductions between attendees to increase networking opportunities

Publicity Chair

The primary objective of the Publicity Chair is to promote the Chapter through a variety of mediums, to increase awareness of efforts, encourage participation, and promote positive outcomes from the Chapter's hard work. Duties include:

- Email notices, social media, flyers, etc. to promote upcoming events
- Maintain and update website regularly
- Take photos and videos of Chapter activities
- Create press releases and update social media accounts after events conclude

STEM Chair

The STEM chair actively looks for ways to support STEM through Sponsorships, Scholarships, volunteer activities, and mentor programs, and sets and meets goals in supporting these initiatives.

Chapter Responsibilities

General

Chapters are organized geographically for the purpose of encouraging the community to support local issues and events. In addition, those activities are expected to provide the fiscal support required by the chapter to administer its responsibilities. The combination of these two requirements means that the chapter Board must put focus to the interests of its members, preference for various types of activities (e.g., breakfasts, lunch, dinners, tours, etc.), and the availability of appropriate resources (e.g., speakers) to highlight the activity.

Use of NDIA Logo and Chapter Lists

The use of the logo can be authorized only by employees of NDIA conducting official business under the name of the Association. Chapter lists are **only** to be used for promoting NDIA events and publications and are **NOT** to be used for any non-NDIA solicitation or for personal use of any Board member. The NDIA logo is not to be used to imply endorsement or support of any political candidate.

Financial Responsibility

Chapters scheduling activities with large financial obligations should make certain that those obligations do not exceed the chapter's financial reserves unless prior arrangements have been made with NDIA National. Chapters are required to submit quarterly reports including all bank statements. Bank accounts must be set up as a "Non Profit" account and include COO Dr. Terri Swetnam's name as a co-signer.

Visits

Chapters often find such activities as visits to military installations, as well as defense manufacturing facilities, to be of interest to their members. Chapters need not limit themselves to just business-like events. Group trips to athletic events, charity golf tournaments, picnics, etc., are encouraged as long as they are used as a tool to encourage networking and community relations among NDIA chapter members.

Joint Events with other Defense-related Associations

As the amount of discretionary time for members seems to decrease, we are frequently asked if it is possible for an NDIA chapter to co-sponsor an event with another organization. The answer is an emphatic "YES" provided all the normal litmus tests are applied to the other organization's legitimacy and credibility. If there are any questions in regard to this criterion, a call to NDIA National, Membership and Chapters Department, will resolve the issue.

Joint Events – and Divisions

Chapters are also encouraged to sponsor activities in conjunction with our other affiliates and/or NDIA Divisions. When such activities are planned and coordinated between chapter and National representatives, it is important that all involved have a clear-cut understanding of each party's responsibilities to ensure the success of the event as well as the financial rewards. This coordinated effort is committed to paper and signed by all responsible parties on both local and National NDIA levels.

Management Responsibilities

Chapters are responsible for ensuring that events are managed in a way that reflects integrity and professional of the association. There are perhaps as many variants on the application of management responsibilities as there are chapters. Some chapters have the resources to obtain professional assistance while others have the administrative responsibilities assigned to volunteer members. Each chapter board member should maintain an active role and be assigned responsibilities accordingly.

Event Solicitations

Often NDIA chapters are approached by government representatives to conduct an event when a specific government organization wants to target industry and government representatives as attendees and/or speakers. Chapters' leadership must recognize that they are being approached as the local NDIA representative. That does not mean that the government organization can or has designated the chapter to manage the activity. When such a request is received by a chapter, it is the responsibility of that chapter leadership to notify NDIA National.

Joint Chapter/National Events

A Chapter-sponsored event occurs when NDIA National provides administrative, logistics and marketing support. If it is determined in the best interest of the association that the event be joint, a Memorandum of Agreement (MOA) between NDIA VP Meetings and Events and the Chapter President will be negotiated in sufficient time to permit expeditious planning and execution. The MOA will stipulate the responsibilities of both parties, to include any relationships with third parties and distribution of assets and/or liabilities following the event.

Conflict of Interest Statement

NDIA is staffed to administer association activities of national interest. If chapter activities mature and/or a Chapter is approached to host an event that would attract national interest, NDIA National must be notified. If a chapter event has the potential to attract attendees from outside the chapter's geographical boundary or require National level figures, i.e., speakers, panelists, or significant of attendees from outside, the chapter president or assigned board representative is obligated to bring the request to the attention of NDIA National before a commitment is made. That notification will include the purpose, scope, size, and location and impact of the meeting on other scheduled NDIA events. That information will be relayed to the

AVP Membership and Chapters, and SVP of Meetings and Business Partnerships, who will determine whether the event is to be a chapter, National, or joint event following discussion with the chapter president or designated representative.

Chapters need not restrict their consideration to only locally available speakers. For speakers of national interest, chapters must contact NDIA National, Membership and Chapters Department. NDIA National maintains a record of higher profile speakers who have been approached to participate, and/or have spoken at National events. This is to ensure that individual speakers are not being 'overly contacted' so it is imperative to work together with NDIA National when seeking high profile speakers.

Confidentiality/Privacy Agreement

NDIA Chapters are to follow the requirements and guidelines as set and followed by National to never disclose member information to outside sources. Member lists with contact information is ONLY to be used by the Chapter Board for contacting and promoting NDIA sponsored events. The list is not to be shared with any outside parties, nor is it to be used by the Chapter to promote a non-NDIA event.

Promotional Material Support

To request applications and other NDIA promotional materials, the point of contact is the Molly Flanagan at 703-247-2563. The standard application form is based on requirements of the NDIA database and auditors, and is the only approved form to use for membership applications. Printable membership forms can be obtained from our website: www.ndia.org.

Membership Dues and Chapter Assignment

NDIA Membership Dues

NDIA is the trusted leader in Defense and National Security associations. NDIA is the source for networking, knowledge exchange, and business development opportunities with government and the defense industry, through events, advocacy, and local chapters. Our members represent large, medium, and small defense companies, all branches of the Armed Forces, federal and local government, academia, and associations.

NDIA Individual Dues

One Year Individual: \$40

Three Years Individual: \$115

Five Years Individual: \$190

One Year Individual (Allied): \$45

Three Years Individual (Allied): \$130

Five Years Individual (Allied): \$215

*Allied Individuals are non US citizens with citizenship in an Allied Nation

Lifetime Individual: \$400

All active duty military and government employees are eligible for a complimentary three-year individual membership.

Government: \$0

Corporate Membership Dues

Dues are based on Defense Revenue from the last year. For reference, companies with defense revenue of \$2.5 million pay the base rate of \$500 annually

www.ndia.org/MembershipAndChapters/JoinNDIA/Pages/CalculateDues.aspx

Revenue	Dues Calculation	Dues (rounded)
Up to \$2.5 million*	\$500	= \$
Over \$2.5 million*	$\$500 + [\$100 \times (\text{each million dollars revenue in excess of } \$2.5 \text{ million})]$	= \$
Over \$5 million*	$\$750 + [\$50 \times (\text{each million dollars revenue in excess of } \$5 \text{ million})]$	= \$
Over \$10 million	$\$1,000 + [\$25 \times (\text{each million dollars revenue in excess of } \$10 \text{ million})]$	= \$
Over \$50 million	$\$2,000 + [\$15 \times (\text{each million dollars revenue in excess of } \$50 \text{ million})]$	= \$
Over \$100 million	$\$2,750 + [\$10 \times (\text{each million dollars revenue in excess of } \$100 \text{ million})]$	= \$
Over \$1 billion	$\$11,750 + [\$5 \times (\text{each million dollars revenue in excess of } \$1 \text{ billion})]$	= \$
Over \$5 billion	$\$31,750 + [\$1 \times (\text{each million dollars revenue in excess of } \$5,000\text{M})]$	= \$
Over \$15 billion	\$41,750	= \$

The Corporate Member Small Business Discount is available to companies with defense revenue of \$10 million or less. These companies have the option to join for three years at a 20% discount.

Recruitment and Retention

A key responsibility of chapters is to promote membership. NDIA and WID Chapters are responsible for actively recruiting and retaining their members. Efforts will be supported by NDIA / WID staff and should be coordinated for success.

Chapter Assignment

Members are assigned to a chapter based on the zip code of their preferred address. A member may request a chapter other than the one assigned automatically. Individuals not in a chapter geographic area remain as members unassigned. Upon request, a list of chapter zip code parameters will be made available to you.

Finance and Business Practices

Nonprofits have an obligation to act as responsible stewards in managing their financial resources. As part of NDIA, chapters are expected to must comply with all legal and financial requirements and should adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility and build public trust. Financial resources should be used to accomplish our joint objectives in effective and efficient ways and chapters should establish clear policies and practices to regularly monitor how funds are used.

NDIA expects a chapter to be financially healthy and to maintain sound finances. That includes budgeting for programs, tracking and supporting revenue and expenses, and establishing a system of financial management controls. Chapter events (meetings, outings, etc.) must be consistent with NDIA's mission and are expected to generate at least enough revenue to cover expenses.

Chapters that schedule activities with large financial obligations should make certain those obligations do not exceed the chapter's financial reserves unless prior arrangements have been made with NDIA National. NDIA is liable for all activities of the chapters – legal, financial, reputational. Therefore, a careful and realistic financial operating program is crucial for chapter leaders and expected by the National NDIA Board of Directors.

This guide is intended to provide a financial management framework for chapter business management. NDIA values it relationships with its Chapters and recognizes that they are all-volunteer organizations. NDIA National staff are always available to assist with any business matter, including contracts review, and financial matters, such as establishing budgets, monthly financial report templates, accounting advice.

Financial Responsibility

Each chapter's financial statement data is summarized, reviewed by the NDIA audit firm and included in NDIA's audited financial statements and the IRS Form 990 for annual federal tax reporting of the corporation (NDIA and Affiliates). As a part of NDIA, chapters have certain accountability and transparency issues they must be concerned with, and there are best practices that chapters (and chapter treasurers) should follow.

Money Handling

In any volunteer organization, close treasurer oversight of cash, checks, and deposits is vital. If you can't always be present when money is changing hands, be visible enough that others know that you're engaged. Be especially scrupulous about keeping personal funds completely separate from organizational funds.

Given the limited personnel resources, it may not be possible to divide up financial duties as part of an internal control system, however, a few essential rules should be followed:

- The Treasurer should receive and reconcile the bank statements, OR write checks, but not both.
- Incoming checks should receive immediate restrictive endorsement (preferably a bank stamp, or handwritten "For deposit only, ABC Bank, Account # 123445") and be deposited with no cash back within 24 hours if possible, but no longer than one week.
- Outgoing checks must be supported by an approved invoice, receipt, or a voucher prepared by the volunteer if a receipt or invoice isn't available. If a fellow volunteer asks for a reimbursement but doesn't have a receipt, respond "I wouldn't be doing my job as Treasurer if I didn't insist on receipts from everyone."

Require and Maintain Documentation

NDIA has filing requirements for federal and state agencies – tax forms, charitable registrations, licenses, etc. Chapters' revenue, expense, assets and liabilities are part of the information that must be included in these filings. In some of these, NDIA is attesting that all facets of the organization follow generally accepted accounting principles and sound financial management practices. Chapters will be required to maintain records to support these filings as well as any audits that are performed.

Chapters who do fund-raising for scholarships or other charitable activities must ensure NDIA is registered in the state in which they are soliciting funds. Please coordinate fund raising campaigns with Latosha Hill, NDIA Controller, lhill@ndia.org.

Identify and Manage Risk

Chapters can mitigate risk by exercising good stewardship over its assets and activities. NDIA provides basic insurance coverage for NDIA & WID Chapters. Please contact Trina Dickey, Business Operations Manager, tdickey@ndia.org, if you have any questions or need Insurance Certificates. NOTE: this coverage is not the same as event cancellation insurance; chapters should work with a local insurance agent for such coverage if deemed necessary.

General Liability: General Liability coverage provides coverage for bodily injuries or property damage sustained by third parties. It covers accidents both on and off premises, which are the result of your operations. Also included are advertising liability and "personal injury" (libel, slander, etc.).

Crime: Crime provides coverage for Theft by an employee of money, securities or property. Policy has omnibus wording for named insureds to include non-paid employees (volunteers), directors, officers, etc.

Confirm Contributions

A prompt thank you letter that includes what donors need for tax purposes is an effective way to keep your contributors up to date on the great work you're doing. The IRS says it's okay to send this information by email. We are required to separately list any single contribution of \$250 or more. If the donation is other than cash, describe the property but do not indicate a value.

1. Here's a sample of the essential information to include in your thank you letter:
"We wish to thank you for your 2010 contribution of cash in the amount of \$500.00. We did not provide any goods or services in exchange for this contribution. XYZ Nonprofit is an organization exempt under Section 501(c)(3) of the Internal Revenue Code and contributions are deductible to the extent allowed by law."
2. If you provided the donor with goods or services as part of the contribution, you could delete the second sentence in the above example and substitute the following:

"We provided you with two theater tickets with a fair market value of \$50. Your tax deduction is limited to the amount of cash and value of any property contributed, reduced by the value of any goods or services received in return. Accordingly, the amount eligible for a federal income tax deduction is \$450."

Plan and Evaluate with a Budget

Expressed in financial terms, a budget is a map that shows what you plan to do and how you plan to get there. It's a key tool for getting everyone to agree on what your group will and won't do in the coming year. The budget is your canary in the coal mine. An unexplained variance between a budgeted and actual line item of revenue or expense, for example, may be the first red flag signaling a more serious problem.

Preparing an effective budget starts with estimating what will be needed and to provide specific proposals for financing it. Reviewing last year's budget is a key part of the process. Cost and revenue estimates need to be reasonable and attainable. Avoid the temptation to 'wing' estimates or to be overly optimistic about contribution increases. At the same time, there is no need to be overly conservative, opposing all new funding proposals with knee-jerk resistance.

Prepare Timely Financial Reports

Timely and reliable financial information is the underpinning of good stewardship and sound financial decision making. Without this information there's no way to track budget performance. Preparation of the financial statement is the responsibility of the organization's management; it should be reviewed and approved by the chapter president and treasurer.

For chapters with minimal cash flow or whose finances revolve around a single event, paper-based record keeping may be acceptable. A template treasurer's report with blanks for handwritten amounts can be just as effective as a computer-based system if the figures can be easily traced to supporting documents and are presented clearly. For such organizations, a simple monthly reconciliation of bank account activity classifying receipts and disbursements and reconciling beginning to ending cash balances may be enough to form the basis for a summarized quarterly financial report to the board and National.

As the organization grows, a switch to commercial accounting software such as QuickBooks(r) may be the best next step. It is vital at this juncture that you get set up with a proper chart of accounts and get the necessary training from someone with nonprofit accounting experience. NDIA staff are available to assist in establishing an accounting process and will work with your accountant or QuickBooks implementer.

Required Reports and Supporting Documentation

A sample report is included in this manual for illustration. Quarterly reports are due thirty (30) days after quarter end to Stephanie Pettus, Staff Accountant, spettus@ndia.org.

- Annual Leadership report: Current list of Board of Directors.
- Annual Program report: List each chapter event of past year, broken down by Government (Service and civilian) and industry attendees.
- Quarterly Financial Report
 - Revenue - Typical chapter revenue sources include but are not limited to registration fees for events you conduct (for example, breakfasts, luncheons, dinners, receptions, golf outings), sponsorships (money given by a company to help you pursue your mission and programs), donations, and interest and dividends.
 - Documentation for registration fees should include a reconciliation of the funds received – the auditors will compare the reported revenue to the registration fees number of attendees in each registration fee category. The chapter should prepare a reconciliation after each event with documentation that includes the event fee schedule, number of attendees in each fee category, and explanation for any unreconciled amounts (e.g. number of free or discounted attendees).
 - Support for sponsorship and donations must include a list of donors/sponsors and the dollar amounts – this should tie to the total reported for that quarter.
 - Advertising revenue must include a schedule of advertisers and amounts, as well as a schedule for direct advertising costs, to facilitate the preparation of tax forms.
 - Expenses - Typical expenses include but are not limited to chapter business-related travel, meals, and lodging, communications (postage, printing, copying, faxing), office supplies, awards, gifts to recognize service or speakers, membership in local

organizations (Chamber of Commerce, for example), website maintenance fees, bank fees.

- Documentation for any expense must be supported by an invoice or receipt, available upon request.
- If you pay an independent contractor or company \$600 or more during the fiscal year, you must report it to National to prepare the required 1099 forms
- Bank Statements – the chapter must submit monthly bank statements with the quarterly financial report. Bank statements should be reconciled to the checking account on a monthly basis, and variances should be addressed.
- Minutes - The board secretary should take minutes during each chapter meeting. The minutes should reflect discussions and actions approved. Keep both paper and electronic versions. These do not have to be submitted to National, but should be available upon request. It is important that minutes reflect Chapter actions to update signature authority for all bank and investment accounts, as well as check signing authority.
- Annual list of your board members, committee members, and other volunteers and leaders.

Frequently-Asked Questions

Do we report "gifts in kind" and services we receive as a chapter?

Usually not. For example, if one of your members sets up an event for the chapter, those "volunteer services" are not recognized on your financial statement per general non-profit practice. However, if an attorney or a CPA performs certain services such as legal or auditing services, you would obtain the cost of the service (based on a sample invoice) and show it both as income and as an expense. Please contact NDIA if this happens so that we can work with you to properly reflect the information on the National financial statements.

What about silent auctions when we receive goods we auction off?

To avoid complexity, use the gift quickly and in the same fiscal year. If you don't use the gift in the same fiscal year, you first have to recognize it in your financial statement with an estimated value and then adjust for the actual sale price in the subsequent fiscal year. "Games of Chance" includes things such as bingo games, raffles, and other games of chance. Gaming is generally defined as 'gambling' when: payment is required to enter or participate, winner is determined by chance and a prize is awarded – however, each state will have its own criteria and requirements to register in advance with the state. Chapters should check with their individual states for filing requirements for auctions, raffles, and other games of chance. If the chapter is required to submit a filing, please work with National to ensure it is done on a timely basis.

What if we receive dues payments?

Because you are acting as an intermediary, the "courier" so to speak, there is no need to record the revenue. Don't cash the check, please send to National Headquarters to the "NDIA Accounting Office". The best approach is to ask the member to write the check payable to "NDIA" not to the "NDIA (name) Chapter". Checks should be forwarded to NDIA within 24 hours of receipt, and an email sent to Terrance Rice, trice@ndia.org to alert them to watch for it.

Should we seek other non dues revenue such as sponsorships or advertising revenue?

Chapters are encouraged to find sponsors, donors, and advertisers, which typically come from the corporate base in your area. These might be for Chapter support in general or for specific events.

Should we have a standing finance committee?

If you think it would be useful for your chapter, then yes. There are many advantages in having a greater number of members involved in your chapter's financial health. You might recruit someone with a background in finance or accounting, not necessarily a CPA.

Must we get an annual audit?

In the past, Chapters were required to perform an annual "audit", which was in fact a financial review. Independent audits are used to determine the accuracy and completeness of financial information and the strength of financial management practices. Chapters are not required to have an annual audit, but, by submitting the quarterly and year-end required financial reports, are certifying accordingly.

Alternatively, a chapter may obtain a financial statement audit performed by a qualified independent auditor, normally a practicing certified public accountant or firm. Many audit firms will perform an audit pro bono. If a chapter engages an outside audit, coordinated with and approved by NDIA management, it is not required to submit quarterly financial reports, but must submit the audited financial statements, management letter, representation letter, and any other documentation from the auditors about the chapter's financial management practices and financial statements. Chapters should work with NDIA staff to prepare the RFP and select the auditors, as NDIA management will be relying on the audit report for its own financial statements.

For questions about your audit, please contact NDIA Controller, Latosha Hill, lhill@ndia.org or Terri Swetnam, Chief Operating Officer, tswetnam@ndia.org.

NDIA Chapter Financial Report Template

CHAPTER FINANCIAL REPORT										
1st,2nd,3rd, or 4th Quarter Fiscal Year 20XX (XX/XX/20XX through XX/XX/20XX)										
Chapter Name										
	Please round to nearest dollar.									
1.	CHAPTER ASSETS (As of XX/XX/20XX)							\$	0	
	Line 6d of FY-17 Report									
2.	REVENUE FY-17									
a.	Meeting Fees (Attendee registrations)							\$		
	Please provide an attached detail total of attendees and meeting fees									
b.	Donations							\$		
	Please provide an attached detail of donations									
c.	Interest and Dividends							\$		
d.	Sponsorships							\$		
	Please provide an attached detail of donations									
e.	Other (Specify: seed money, other)							\$		
f.	TOTAL							\$	0	
3.	EXPENSES FY-17									
a.	Meeting Expenses (Incurred to conduct events/meetings)							\$		
	Please provide an attached detail list of expenses									
b.	Sponsorships							\$		

	Please provide an attached detail list of sponsors names							
c.	Donations					\$		
	Please provide an attached detail list of donation names							
d.	Other (Ex: Donations)					\$		
e.	TOTAL					\$	0	
4.	NET GAIN/LOSS DURING FY-17 - Subtract 3e from 2f					\$	0	
5.	CHAPTER ASSETS (As of xx/xx/20xx)					\$	0	
	Add 1 and 4							
6.	CHAPTER ASSETS BREAKOUT (As of xx/xx/20xx)							
	Totals 5 and 6d should be equal							
a.	Bank Accounts (<i>Checking, Savings</i>)					\$		
b.	Investments (<i>CDs, Investment Accounts, etc.</i>)					\$		
c.	Pay Pall (Statements)							
d.	Other (<i>Specify</i>)					\$		
e	TOTAL					\$	0	
7.	Chapter Financial Audit (<i>provide type and date of last audit</i>)							
8.	Additional Financial Information Requested							
a.	Financial Statements as of xx/xx/20xx							
b.	Bank Reconciliation (for the month ending xx/xx/20xx)							

c.	Pay Pal Statement (for the months ending xx/xx/20xx and xx/xx/20xx)		
d.	Bank Statements (for the months ending xx/xx/20xx and xx/xx/20xx)		
e.	Investment Statements (for the months ending xx/xx/20xx - xx/xx/20xx)		
f.	Contracts for items/services greater than \$4000		
g.	Check registers		
Chapter Treasurer Signature / Print Name			Date
Chapter President Signature / Print Name			Date
Completion of this report is mandatory by NDIA & WID Chapters.			
Completion and delivery of report due NLT XXX 30th 20XX.			
NDIA Chapter Questions: Contact Stephanie Pettus : (703)247-2580, or spettus@ndia.org			

Event/Meeting Details: Chapter Template

Chapter Name _____

Event:	
Date:	
Meeting Fee : Members Totals	

Meeting Fee: NON- Members Totals	
Attendees: Total	
Attendees : Government Total	
Expense Details Listed and Amount:	

List of Sponsors Name and Amount of Sponsorship:

List of Donations Names and Amount of Donations

Events and Activities

Chapters are organized geographically for the purpose of encouraging local activities that support the Association's vision, mission and goals. Activities must be self-supporting and provide the fiscal support the chapter requires to administer its responsibilities. The combination of these two requirements means that the chapter board must focus on the interests of its members, preference for various types of activities (breakfasts, lunches, dinners, tours, etc.), and the availability of appropriate resources (speakers, facilities) to produce an activity meaningful to your members.

Types of Chapter Activities

Listed below is a sample of activities held by Chapters:

- Meal events (luncheons, dinners) with speakers (from industry, military, local, state and federal government).
- Mentoring programs; brown bag lunches for mentors and protégés to meet charitable endeavors (Suited for Success, Dress for Success).
- Scholarship programs and fundraising (golf tournaments).
- One-day conferences on defense-related topics.

Joint Events

Co-sponsoring events with other organizations (especially defense-related associations) can be an effective way to make the most of resources. Be sure to specify in writing each group's expectations before committing, especially regarding payment of expenses, receipt of income, and division of labor. You might consider hosting events with your local NDIA chapter, NDIA divisions, or affiliates of NDIA.

Local and National Responsibilities

NDIA chapters are often approached by government organizations to conduct a major event when the government organization wants both industry and government to participate. Chapters must recognize that they are being approached as the local NDIA representative. That does not mean that the government organization can or has designated the chapter to manage the activity. If your chapter receives such a request, notify NDIA national. If an activity is limited to chapter members, it is by definition **a local event**. If an event is outside the chapter area, it is by definition **a National event** to be managed by National Headquarters. If the requested event has the potential to attract attendees from outside the chapter's geographical boundary or require National level speakers or significant numbers of attendees from outside, the chapter president should notify the National Headquarters.

Management Responsibilities

Chapter leaders are responsible for managing events in a way that reflects favorably on the association. There are many ways to manage events. Typically, the work is done by volunteer members. This is an excellent way to involve members, and that can yield not only a well-run event, but one where participants feel a sense of ownership and pride. That in turn can build member loyalty and retention.

Events Planning Checklist

Following section is a checklist of management responsibilities used by one successful chapter.

Some Chapters rely on a program committee to execute events, while others might use their officers. A number of the items listed below can be delegated to other individuals. When a member plays even a small part, it offers a way to deepen her involvement and commitment to the organization.

Program Manager

- Determine type of program (for example, lunch with speaker, brown bag networking).
- Secure event location (contract, space area, etc.).
- Obtain event guest speaker.
- Set a budget for income and expense. Determine a price to charge attendees that sufficiently covers expenses. Be sure to have a member/non-member price.
- Choose event menu.
- Secure audiovisual needs.
- Prepare early announcement; registration brochure; website.
- Advertise event locally with other defense-related associations.
- Promote event through WID/NDIA by sending announcement to staff liaison.
- Determine program details—select a mistress of ceremonies (probably the Chapter President), someone to introduce the speaker, leader of the Pledge of Allegiance, etc.
- If a large event, apprise WID National staff director, president and vice president.
- Develop a printed program to include guest speaker's biography and other elements.
- Take reservations or open registration
- Provide photos and articles for inclusion in newsletters and website.
- Post Event Meeting
- Enlist volunteers

Treasurer

- Set up registration/welcome table at event.
- Have a change fund.
- Have receipts available if and when requested by an attendee.
- Have gift for speaker or let them know you will make a donation in their honor

- Settle with meeting facility, caterer, and on-site vendors.
- Provide financial results at next board or committee meeting.
- Distribute NDIA brochures and applications.
- Greet and sign up new members.
- Promote membership recruitment.

Recognizing Our Chapters

Participation in these programs is voluntary.

Model Chapter Program

This program was established in 2001 to promote the continuing relationship and open communication between National and its chapters. The program recognizes the importance and necessity of the chapter structure, as created by the many volunteers who offer their time and support, to meet the goals and mission under the NDIA flag within the local community.

The criteria are established in a way that permits the chapter itself to determine whether or not it meets the goals of a "Model Chapter". Once a chapter feels that it has met the criteria listed in the program, it can submit the Model Chapter documentation to NDIA National for confirmation. While several of the criteria are optional, several of the criteria are also mandatory for reasons that will be obvious upon review. Seventy-five percent of a chapter's objectives should be attained prior to claiming Model Chapter status.

The Model Chapter designation is annually (October-September). Each chapter attaining **Model Chapter** status will receive special recognition:

- Customized podium banner inscribed with the chapter's name and current year in which to display at local functions and events.
- Model Chapter lapel pins for distribution to chapter board members.
- Special mention for inclusion in National Defense magazine and posting on the NDIA website.
- Receive a monetary award of \$500.
- Must meet 100% of criteria to earn **Model Chapter** status.

Chapter of Excellence Program

This program was established in 2017 to acknowledge those chapters that go above and beyond the goals for the Model Chapter Program and that plan additional initiatives that result in membership growth and satisfaction. Chapter of Excellence will ensure a consistent member experience, strengthen NDIA's overall brand and position as a Thought Leader in National Security, engage future generations of leaders, and participate in measuring members' satisfaction.

Chapters which meet the Chapter of Excellence criteria will also meet the Model Chapter criteria. The criteria are more challenging than the Model Chapter Program, and chapters must submit an application to be considered for the recognition.

The Chapter of Excellence designation is annually (October-September). Each chapter attaining **Chapter of Excellence** status will receive special recognition:

- Customized podium banner inscribed with the chapter's name and current year in which to display at local functions and events.
- Model Chapter lapel pins for distribution to chapter board members.
- Special mention for inclusion in National Defense magazine, and posting on the NDIA website.
- Receive a monetary award
- Must meet 90% of criteria to earn **Chapter of Excellence** status
 - 90% to 100% of criteria met: Chapter receives \$1,000 award
 - 100% of criteria met: Chapter receives \$2,000 award

Model Chapter Criteria

- Ensure ALL board members of the chapter are NDIA members in good-standing.*
- Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO each fiscal year.*
- Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement. *
- Submit fiscal year and quarterly financial reports no later than required dates.*
- Provide current Board of Directors contact information twice per year, in June and December.*
- Participate in at least one local military and educational initiative in the areas of STEM, local ROTC Military Programs, Wounded Warriors, USO, Fisher House, or like initiatives.*
- Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National.*
- Ensure president or other representative participates in NDIA Leader Conference.*
- Complete and return "Internal Control Questionnaire" on or before given deadline.*
- Conduct events that strengthen NDIA corporate, individual, and government membership growth. Maintain participation levels from previous year.*
- Host at least one Membership Networking event in an effort to recruit new members to join.*
- Ensure chapter is financially self-sustaining with annual income exceeding annual expenses.*
- Maintain at least the previous year's corporate membership total.*
- Path to participate in Chapter leadership is clear and available.*
- Initiate communication with members via e-mail, chapter website, blog post, newsletter and/or other sources of outreach at least once quarterly. A current chapter member list will be provided from NDIA upon request.*

Chapter of Excellence Criteria

- Ensure ALL board members of the chapter are NDIA members in good-standing.*

- Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO each fiscal year.*
- Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement.*
- Submit fiscal year and quarterly financial reports no later than required dates.*
- Provide current Board of Directors contact information twice per year, in June and December.*
- Participate in at least one local military and educational initiative in the areas of STEM, local ROTC Military Programs, Wounded Warriors, USO, Fisher House, or like initiatives.*
- Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National.*
- Ensure president or other representative participates in NDIA Leader Conference.*
- Complete and return “Internal Control Questionnaire” on or before given deadline.*
- Conduct events that will strengthen NDIA corporate, individual, and free government growth. Host at least one event per quarter. Increase event registration (on average) to demonstrate positive growth. Survey event participants for larger events.*
- Host at least one Membership Networking event in an effort to recruit new members to join.*
- Ensure chapter is financially self-sustaining with annual income exceeding annual expenses and have an increase in net funds by 5%.
- Exceed the previous year’s corporate membership total by 3%.
- Develop and maintain a clearly understood leadership succession plan. Provides incoming offer training and mentor protégé program.
- Initiate communication with members via e-mail, chapter website, blog post, newsletter and/or other sources of outreach at least once quarterly. A current chapter member list will be provided from NDIA upon request.*
- Fundraising and scholarships meets prior year levels.
- Designate a Board member to participate in and/or support at least one of the NDIA Divisions. Conduct at least one function related to that Division.
- Designate a NDIA chapter board member liaison with the local Women In Defense (WID) Chapter board to promote mutual support and joint ventures (if applicable and should be reciprocal).
- Nominate annually a candidate for one of NDIA’s major awards (Forrestal and Sridhar) in prescribed format and by the required due date.
- Provide report of member engagement and program activities as fiscal year-end wrap up.*

* Indicates **required criteria** for program eligibility

Policy, Lobbying and Advocacy: 501(c)(3) Regulations

Policy

The mission of NDIA Policy's Business Center is to persistently monitor, collaboratively develop, and creatively educate key stakeholders on policies critical to national security and the defense industry. Our engagements cover the Executive, Legislative, and Judicial branches of the federal government, ranging from commenting on proposed regulations to expert witnesses at Congressional hearings to amicus curiae briefs for relevant cases.

We provide policy support for NDIA external communication and for NDIA's affiliates, divisions, and committees. Policy can be connected to any of the NDIA Divisions but the Divisions most closely related are the following:

- Health Affairs
- International
- Procurement Division
- Integrated Program Management Division
- Industrial Security Committee
- Logistics
- Small Business

NDIA's Policy staff are available to Chapter leadership to discuss policy, legislative, and lobbying topics.

Lobbying

The National Defense Industrial Association is a nonprofit educational association exempt from federal income tax under section 501(c)(3) of the U.S. Internal Revenue Code—the section of the IRS Code which applies to scientific or educational associations or foundations, as well as charitable and religious organizations.

The following has brief facts that should answer many questions concerning what is lobbying, additional questions can be directed to the Policy team.

What Is Lobbying?

It is important for both association leaders and staff to be clear about what constitutes lobbying.

- Direct lobbying includes oral or written communication with members of a legislature, their staff, political appointees, senior executive office personnel for the purpose of influencing legislation or regulation. Preparation for lobbying is included in the definition of lobbying.
- "Lobbying contacts" may be made regarding legislation (its formulation, modification or adoption), executive branch policies (rules, regulations, executive orders),

administration or execution of a federal program or policy, or nomination or confirmation on any person requiring a Senate confirmation.

- If an association urges its members to contact legislators regarding pending legislation, this is considered direct lobbying. Any communication which urges NDIA members – explicitly or implicitly – to contact legislators regarding a specific piece of legislation must be considered lobbying.
- Grassroots lobbying is an attempt to influence legislation through a communication with the general public—including reference to specific legislation, an expression of the association's views on that legislation, and a call for action. Note that while associations often use the term “grass roots” to refer to their own members, to the IRS it means the broader public outside the association membership.
- If an association conducts or commissions a research study for use in lobbying, the study itself must be considered lobbying. If the study is intended primarily for non-lobbying purposes—but is later used in lobbying, it would not generally be considered lobbying.
- Meetings may constitute a “lobbying communication” if the meeting is used to urge members to act for/against specific legislation.
- “Lobbying activity” includes certain activities undertaken in preparation for lobbying—e.g. planning and preparation, coordination with other lobbyists. Travel time may be considered a lobbying activity for purposes of tracking lobbying expenditures.

What Kinds of Public Policy Communications Would Not Be Considered Lobbying?

It is equally important for NDIA leaders and staff to understand what does not constitute lobbying. If an association responds to a request from a Congressional, Federal, or State agency for information, that does not constitute lobbying.

- Participation on a federal advisory committee does not constitute lobbying.
- Providing comments in response to a proposed rulemaking is not lobbying.
- Testimony before a Congressional committee or subcommittee, at the request of that committee or subcommittee, is not lobbying.
- If NDIA requests an opportunity to provide testimony, that may be considered lobbying.
- An amicus curiae brief filed in the course of a judicial proceeding is not lobbying.
- A statement filed during an administrative adjudication is not lobbying.
- If an association communicates with its members regarding a piece of legislation on which the association has not taken a position, it will not necessarily be considered lobbying.

The Prohibition on Political Campaign Intervention

Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office. The prohibition applies to all campaigns including campaigns at the federal, state and local level.

What is Political Campaign Intervention?

Political campaign intervention includes any and all activities that favor or oppose one or more candidates for public office. The prohibition extends beyond candidate endorsements. Contributions to political campaign funds or public statements of position (verbal or written) made by or on behalf of an organization in favor of or in opposition to any candidate for public office clearly violate the prohibition on political campaign intervention. Distributing statements prepared by others that favor or oppose any candidate for public office will also violate the prohibition. Allowing a candidate to use an organization's assets or facilities will also violate the prohibition if other candidates are not given an equivalent opportunity. Although section 501(c)(3) organizations may engage in some activities to promote voter registration, encourage voter participation, and provide voter education, they will violate the prohibition on political campaign intervention if they engage in an activity that favors or opposes any candidate for public office. Certain activities will require an evaluation of all the facts and circumstances to determine whether they result in political campaign intervention.

Individual Activity by Organization Leaders

The political campaign intervention prohibition is not intended to restrict free expression on political matters by leaders of organizations speaking for themselves, as individuals. Nor are leaders prohibited from speaking about important issues of public policy. However, for organizations to remain tax exempt under section 501(c)(3), leaders cannot make partisan comments in official organization publications or at official functions of the organization. To avoid potential attribution of their comments outside of organization functions and publications, organization leaders who speak or write in their individual capacity are encouraged to clearly indicate that their comments are personal and not intended to represent the views of the organization.

Issue Advocacy vs. Political Campaign Intervention

Under federal tax law, section 501(c)(3) organizations may take positions on public policy issues, including issues that divide candidates in an election for public office. However, organizations must avoid any issue advocacy that functions as political campaign intervention. Even if a statement does not expressly tell an audience to vote for or against a specific candidate, an organization delivering the statement is at risk of violating the political campaign intervention prohibition if there is any message favoring or opposing a candidate. A statement can identify a candidate not only by stating the candidate's name but also by other means such as showing a picture of the candidate, referring to political party affiliations, or other distinctive features of a candidate's platform or biography. A communication is particularly at risk of political campaign intervention when it makes reference to candidates or voting in a specific upcoming election. All the facts and circumstances need to be considered to determine if the advocacy is political campaign intervention.

Style Guide

The NDIA brand is how we communicate our association's unique offerings and events. From the look and feel of our marketing materials to the way we interact with our constituents, a sense of quality, consistency and an overall dedication to the community we represent is paramount.

The NDIA brand is more than a consistent representation of a logo; it is the graphic identity of our communications, the style, language and tone we use to represent our offerings, and the overall commitment to delivering quality products, events and services to our members. It is through these branding principles that we reinforce existing relationships and cultivate new ones. It is our unique brand that sets us apart from our competitors and creates brand evangelists among our constituents.

Logo Usage

To maintain consistency, any NDIA chapter, member, affiliate, partner, sponsor and outside organization using the logo should adhere to the following terms and conditions:

- Should be a current corporate member
- The logo may link only to the NDIA home page. It may not be used to link to other pages or websites.
- The logo must follow brand guidelines:
- The logo must be used in its entirety and may not be altered in any way, including proportion, color, element, type, etc. except by express written permission from NDIA. It may not animate, morph or in any other way be distorted.
- The logo can be printed in white or black if necessary or in its original colors. Altering the color scheme of the logo is not permitted.
- The logo may not be used to indicate any kind of endorsement by NDIA of a company's product or service; or that any official status for any product or service has been conferred by or is otherwise associated with NDIA; or to show any kind of relationship with NDIA. Additionally, the use of the NDIA logo does not imply endorsement.
- The logo may not be used on official documents such as sales contracts, or official disclosure documents provided to potential or actual clients or purchasers of a member company's services or products.
- The logo may not be used in connection with any disparaging statements about anyone or anything, including NDIA or its events, services, products, or statements that otherwise reflect poorly on NDIA.
- The logo may not be used on any website that is in violation of any applicable laws or governmental regulations.
- The logo may not be used on any website that endorses a political candidate or party or in any way jeopardizes NDIA's 501(c)3 status.
- NDIA reserves the right to disallow any use of the Logo.

- Any unauthorized use of the Logo may result in legal action.

Official Typefaces

Typography refers to font on electronic documents and correspondence and is another component of the visual representation that reinforces the NDIA brand.

- NDIA's typography helps to set the contemporary and clear tone of our communications. From the layout of the headlines to the format of body copy, every detail plays an important role in establishing the NDIA voice.
- NDIA's main headline typeface is Kanit. When producing electronic documents such as PowerPoint or Microsoft Word, Arial is preferred to avoid formatting issues and font substitutions when opening the document on computers that do not have the Kanit font installed.

NDIA Chapter Logos

Each NDIA local chapter will have a unique logo that ties closely with the official NDIA logo. The different logos are intended to identify specifically to local NDIA chapter use on websites, presentations, signage, etc.

The same rules in place for the official NDIA logo apply for the chapter level logos. All NDIA logo use outside of NDIA official business is contingent upon a signed trademark licensing agreement. Contact Scott Rekdal, NDIA VP Marketing and Communications at srekdal@ndia.org for information.

PowerPoint Template Use

It is common practice at NDIA events for speakers and panelists to display information via PowerPoint Presentations to highlight important data, facts and trends. Often, these presentations are made publicly available from the speaker or panelist through NDIA's website and email system, which is a value to our members and event attendees.

NDIA utilizes PowerPoint presentations to promote upcoming events and to present information to internal and external audiences at events, meetings and conferences and has a selection of approved templates for these purposes. Chapters can contact Scott Rekdal, VP Marketing & Communications, srekdal@ndia.org to obtain the approved template. Arial is the preferred font for PowerPoint presentations.

Third Party Presentations and Proceedings

- NDIA routinely posts presentations and proceedings to its website that originate from third party sources.

- Information from third-party sources or divisions placed on the NDIA website, or sites like DTIC, should be accompanied by a link to the NDIA DMCA Disclaimer: <http://www.ndia.org/Resources/Pages/DMCADisclaimer.aspx>
- This language should be prominently displayed on the document itself or on the web page where the link to the document resides.

Templates for Awards, Citations

NDIA's membership represents every aspect of the defense community and NDIA prides itself on commemorating individuals, companies and government agencies for significant contributions to our national security and defense. NDIA, its chapters, divisions and affiliates present a number of awards on an annual basis.

- NDIA issues awards and citations to recognize individuals who are contributing to the defense and national security of the United States. Please contact Scott Rekdal, VP Marketing & Communications, srekdal@ndia.org for an editable version of the template.

Remove to Print on
Logo Paper
or
Insert Logo/Seal

[Award Name & Year]
is presented to
[Recipient]
[Title, Organization]

[Recipient] is hereby recognized for [recognition of achievements].
[Supporting information to substantiate recognition including, but not limited to:

- Past service
- Leadership Scenarios
- Special Assignments
- Exceptional Work within Recipient's Given Field]

For emulating [Mission of the Award] by [Examples of Executing the Award's Mission],
[Organization] proudly presents the [Year & Award Name] to [Recipient].
 Given this [day] day of [month], two thousand [year] in the city of [City], [State].

[Name]
[Rank – if applicable]
[Title]
[Organization]

Craig R. McKinley
General, USAF (Ret.)
President & CEO
National Defense Industrial Association

Sample Text

WOMEN IN DEFENSE
2016 Service to the Flag Award
is presented to
The Honorable Christine E. Wormuth
Under Secretary of Defense for Policy

The Honorable Christine E. Wormuth is hereby recognized for passionate advocacy for our nation's armed forces, and for her leadership in providing for the security of the United States of America. During her time as the Under Secretary of Defense for Policy, Secretary Wormuth served as the Principal Staff Assistant to the Secretary of Defense and the Deputy Secretary of Defense for all matters on the formulation of national security, defense policy and the integration of Department of Defense policy. Most notably, as the Under Secretary of Defense for Policy, Secretary Wormuth provided President Obama and three Secretaries of Defense with invaluable counsel on the nation's most pressing security issues. She firmly advocated for our nation's veterans and military service support organizations and led the Department of Defense's efforts to reorganize the POW MIA accounting effort into a single defense agency. As a staunch supporter of the Department of Defense's review of the past conflict disinterment policy, Secretary Wormuth's leadership gave way to the disinterment of remains of the USS OKLAHOMA unknowns, providing closure to countless families of the fallen from World War II. Through the extraordinary execution of these responsibilities, it is needless to say that Secretary Wormuth is a superb role model for young women and girls, and as such, has inspired countless women to serve their country in the national security sector.

For emulating the mission of Women In Defense by cultivating and inspiring the advancement of women in all aspects of national security, along with her tremendous achievements within the government sector, Women In Defense proudly presents the 2016 Service to the Flag Award to the Honorable Christine E. Wormuth.

Given this fifteenth day of June, two thousand sixteen in the city of Arlington, Virginia.

Amy S. Coulter
Major General, CAP/USAFX
Board President
Women In Defense

Craig R. McKinley
General, USAF (Ret.)
President & CEO
National Defense Industrial Association

Business Cards, Letterhead, Banners & Other Event Promotional Material

NDIA has developed standards for business cards, letterhead, banners, and other event promotional material. Please contact Scott Rekdal, VP of Marketing & Communications, srekdal@ndia.org for information and assistance with these or other marketing material.

Imagery

Images should be bold and strong, with attention paid to depicting all aspects of national security including government, military, industry and academia. Images should be high quality, avoiding poor lighting, low-resolution and poorly composed snapshots. Conference support images should be well lit and high quality. It is better to use a stock headshot and graphic when only low-quality, cell phone photos are available.



Communications and Social Networking Guidelines

These guidelines are designed to provide helpful, practical advice—and also protect both NDIA social media participants and NDIA itself, as the association and its subsidiary affiliates, together with the chapters.

Communicating with Chapter Members

Staying in touch with chapter members is vital on both the local and National levels. Upon request and approval, a chapter board member will be provided a spreadsheet containing chapter information (member names and contact information). NDIA is responsible for maintaining accuracy of the member database. Therefore it is vital for chapter members to either contact National, or go directly online to update individual profile: <http://eweb.ndia.org>.

Today's complex communications systems mean that NDIA and its chapters must comply with related laws. If we do not comply, we run the risk of lawsuits.

E-Mail Communication

Most chapters rely heavily on e-mail communication to its members. Prepare a simple, easy-to-read e-mail message with the basic facts and include a link to your website. On the chapter site, you can put all the details. Unsolicited e-mail attachments can annoy members, so try to put attachments on the website and reference the URL in the message.

E-mail messages must contain the following statement, which can appear at the bottom of your message:

"This email is sent in compliance with the CAN-SPAM Act of 2003 and has been sent to you as a member or customer of the National Defense Industrial Association (<http://www.ndia.org>) and its affiliates AFEI, NTSA, PSA, and WID. Please be advised that NDIA and its affiliates do not sell mailing lists or provide customer information to other organizations. Your E-mail address is used to maintain member and customer contact and provide notification of new activities. To "opt-out" from receiving future messages of the type you have received, please send a message to remove@ndia.org. Your email address will be removed from our database within 10 business days. National Defense Industrial Association, 2101 Wilson Blvd, Ste 700, Arlington, VA 22201-3061."

As indicated above, members can request "no contact" by e-mail by contacting National. As a result, a member list you receive will not necessarily contain an e-mail address for each member. Try sending a postcard event announcement to those with no listed e-mail address.

Websites

Chapters are responsible for development and maintenance of their websites, and once completed it will be linked to NDIA National site at no cost. While the NDIA staff cannot create or maintain a chapter website, they can provide guidance for development.

It is important to contact NDIA Director Chapter Relations before creating a website or establishing any other means of interactive tools such as Facebook or LinkedIn so you receive the most current guidance, including legal compliance needs and approval from NDIA National.

The website is often a person's first impression of NDIA and is a source of significant information for our members and those in the defense community. Its design, user experience and the information provided is a direct reflection on NDIA's image and brand. As the new website launches, the Marketing and Communications team will publish business rules and additional guidance on posting to the website. Information presented on NDIA's website and affiliate websites should be up-to-date, consistent and accurate.

Website Requirements

To ensure NDIA logo standards and brand consistency are in place, the following procedures are required at all levels to meet interactive standard guides:

- Chapter websites must contain the official standard NDIA logo. Please DO NOT download, nor “copy and paste” logo image from the internet. It is important that we depict a consistent visual representation of the NDIA brand.
- A Disclaimer/Privacy Statement must appear on ALL chapter websites. This statement could be a paraphrase of NDIA's statement as can be copied from provided site: http://www.ndia.org/Content/NavigationMenu/Resources1/Privacy_Statement.htm.
- Web content should be updated regularly.
- Fonts should be a normal size between 10 and 14 point. Script fonts are not recommended for text. Navigational buttons should percolate throughout the pages in a standard, template fashion.
- The chapter home page should clearly indicate that this is the site of a NDIA chapter, thus differentiating it from the National organization and/or other chapter.
- When registering with search engines, register in this manner: NDIA (Chapter Name) Example: NDIA Aberdeen Proving Ground Chapter. Subsequent description lines can be tailored. To view current listing of NDIA chapter websites, click on “Membership & Chapters” at our website: www.ndia.org.
- Chapter sites should have a prominent link to the national NDIA site—www.ndia.org.
- Inform your intentions to build a website prior to launching it. When complete, forward it to webmaster@ndia.org and it can be linked to the National site. Requirements stated here must be met before National add link of chapter site. Remember, each chapter has the responsibility to retain quality assurance and accuracy of its website.

- To obtain an electronic file of a chapter's official logo, contact mflanagan@ndia.org.
- If you are interested in other forms of communication, we have legal requirements and guidelines that must be viewed regards to Blogs, Wikis, Social Networks, Virtual Worlds, Social Media, Facebook, LinkedIn, etc. Please contact to National to obtain written policy and guidelines which are applicable to the whole of NDIA.

To view chapter official sites go to- <http://ndia.org/chapters>.

Social Media

Social media is a medium – either a website and/or application – that enables users to create and share content or to participate in social networking. NDIA headquarters' official social media presence includes Facebook, Twitter, Instagram, LinkedIn and YouTube.

- NDIA headquarters will only share information relating to NDIA meetings, NDIA official positions, events, the defense industry, manufacturing and the U.S. military on these sites. Please feel free to pass along information about Chapter events so NDIA headquarters can promote via social channels.
- Avoid posting low-quality photos whenever possible.
- Consider building social media advertising into meeting and event budgets. This is typically a cost-effective tool to expand our reach and target a specific audience.
- Staff and members will not participate in any activity that would threaten NDIA's non-profit 501(c)(3) exemption designation. Such activities include:
 - The posting of defamatory and offensive material b. The posting of price or price-related topics
 - Posting of material that infringes on another's intellectual property rights
 - Posting of material that is partisan or could be considered an endorsement of any candidate or political parties position
 - Postings that encourage or discourage doing business with one or more entities
- NDIA staff or members are personally responsible for the content they publish on blogs, wikis or any other form of user-generated media.
- Identify yourself— by name and, when relevant, your role at NDIA—when you discuss NDIA or NDIA-related matters. And write in the first person. You must make it clear when you are speaking for yourself and not on behalf of NDIA.
- Respect copyright, fair use and financial disclosure laws. Please see following section on more information.
- Don't provide confidential or proprietary information.
- Don't cite or reference members, partners or suppliers without their approval. When you do make a reference, where possible link back to the source.
- Respect your audience. Use common sense. Don't use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in NDIA's workplace. You should also show proper consideration for others' privacy and refrain from discussing topics that may be considered objectionable or inflammatory or jeopardize our non-profit status—such as politics and religion.

- Don't pick fights, be the first to correct your own mistakes, and don't alter previous posts without indicating that you have done so.
- Try to add value. Provide worthwhile information and perspective. NDIA's brand is best represented by its people and what you publish may reflect on NDIA's brand.
- Materials and content created by the staff are considered property of NDIA and will be appropriately quality controlled and vetted. Staff must be certain that the copyright to all materials posted is either owned by NDIA or by an individual or entity that has provided a valid, continuing license to the material to be posted and used by NDIA. Staff should routinely obtain, in writing, broad written copyright licenses and/or transfers from authors, speakers, committee members, consultants, vendors, etc. A preferred approach, rather than reproducing others works, is to link to the web page that contains the work.
- No unofficial site may name their group or page "National Defense Industrial Association" (examples of allowable names include NDIA Washington Chapter, NDIA Networking Group etc.)

Photo, Video, Trademark, Copyright

Photos and videos are tools NDIA uses to promote events, illustrate event highlights and convey the value of NDIA membership. Trademarks and copyrights protect ownership and authorship of documents, materials, photos, videos, music and other works. While NDIA is continually building its stock of original photos and videos, it often relies on outside sources to obtain material for use on promotional material. Additionally, NDIA routinely posts and promotes informational material on behalf of third party sources as an additional benefit to members.

- Permissions for third party photos should always be obtained from owners before use. To check the origin of a photo, online tools such as TinEye.com can be used to quickly ascertain what other online sources host the same photo. Stock photography can be used when purchased from websites such as iStockphoto.com, Shutterstock.com etc. Military websites host royalty free photos. Please credit the photographer when possible. These .mil sites include:
 - <http://www.defense.gov/Media/PhotoGallery?igcategory=Lead%20Photos>
 - <https://www.dvidshub.net/image>
 - <https://www.flickr.com/photos/soldiersmediacenter>
 - <http://www.navy.mil/viewGallery.asp>
 - <http://www.af.mil/News/Photos.aspx>
 - <http://www.marines.mil/Photos.aspx>
 - https://www.flickr.com/photos/coast_guard/
 - <http://www.nationalguard.mil/Resources/Image-Gallery/>

Notice to Attendees / Release

It is best practice to post a notice at the registration desk for all events to cover liability issues related to event photography. See example below:

Please be aware that by entering this area, or participating in this event, you consent to your voice, name, and/or likeness to be used, without compensation, in photographs or video for use in any media, whether now known or hereafter devised, for eternity, and you release NDIA, its successors, assigns and licensees from any liability whatsoever of any nature.

- If any participant has a concern with the Photo policy above, consult with the most senior level NDIA representative on sight to best accommodate their privacy wishes.
- If you receive a request from a third party interested in using NDIA photos or videos, please direct that request to the VP of Marketing.

Media Relations

As America's leading defense industry association, it is of paramount importance to NDIA's reputation, our Board of Directors, and our current and future members that we establish and maintain a working, professional and trusted relationship with members of the media. Working with media to secure coverage of NDIA events and industry topics is a cost-effective tool through which we can promote events and issues that are important to our members. A few helpful definitions:

- On the record: media can use what you or someone else says word-for-word in a story and can attribute it to you as an employee of NDIA
- Off the record: media cannot use what you say or paraphrase what you say in a story
- On background: media can paraphrase what you say for their story, but will not use a direct quote and will not attribute it to you specifically but may categorize the information you provide as representative of industry
- Not for attribution: media can use what you say but cannot attribute it to you individually or as an employee of NDIA
- Earned media: media coverage that does not have a direct cost and is earned by pitching story ideas or coverage of noteworthy events
- Paid media: media coverage or publicity gained by paying for advertising and promotion

Media Inquiries

Media inquiries refer to a phone call, email or in-person question from a member of the media requesting comment or information – on background or otherwise – on issues or topics related to a story he or she is writing.

- Media inquiries should be managed in a manner to ensure accuracy, timely and consistent information. Should you receive a call or email from a member of the media, please make sure you understand the reporter's deadline, when and where the story

will be published and remember to get the contact information, both phone number and email, should you prefer to respond via email.

- In the instance where you are the subject matter expert and feel comfortable speaking to a reporter on a topic within your area of expertise, NDIA staff can work with you to prepare prior to the conversation. Please make sure that you are commenting on behalf of the NDIA Chapter, not NDIA as an enterprise, and make that distinction clear with the reporter.
- Don't be afraid to tell a reporter that you don't know the answer to a question they are asking, particularly if you don't feel comfortable answering. You can always follow up with, "I'll have to get back to you with more information on that issue," and can follow up via email or by phone, depending on the situation. If you don't feel comfortable speaking to a reporter, feel free to keep the exchanges to email. You'll have a written record of what you provided on the record, should there be any misconstruing of information shared.
- If you've participated in an interview, please give NDIA headquarters a heads up whenever possible and send over an electronic copy of the audio (if it's a radio interview) or link to the article once it publishes. It's helpful for us to have a copy, and also helpful to know that you are comfortable speaking on particular topics in the event that we can send media inquiries your way, when applicable.
- If you receive a question from media that you believe should be directed to NDIA headquarters, please send to the VP of Marketing.
- As a policy, NDIA does not participate in surveys by outside organizations, i.e. a survey on morale in the defense industry or a survey on member opinions on a particular issue.

Media Requests to Attend Events and Media at Events

Members of the media routinely attend NDIA events as they include substantive information that is useful to individuals with interests in defense and national security. Attending these events provides him/her with background information on an issue and provides the opportunity to obtain comment and quotes from panelists, speakers and event participants.

- All NDIA and affiliate conferences, exhibits and meetings are open to the media and considered "on the record," unless explicitly stated and advertised prior to the event.
- NDIA lists events on public calendars and actively promotes some events via radio, social media, paid advertisements and additional platforms. At times, requests will be made for press releases to announce events. Please note that this increases the chances of reporters showing up to cover the events, particularly the speakers and topics being discussed. Therefore, staff members involved in managing the event should make the event participants and speakers aware that remarks may be picked up by media.
- If an event is to be off the record, or not for attribution, the following language must be used on all email communication and material to promote the event:

This meeting/event/conference will include classified and/or proprietary information and is considered private and not for attribution. Classified information is subject to the

controls established by the National Industrial Security Program Operating Manual (NISPOM).

- If a speaker shows up with “non-attribution” content, and advance notice is not given, please make sure you appropriately manage expectations with any media present to cover the event.
- Please note that NDIA has corporate members that are in the media/press category, therefore their employees are NDIA members.

Press Releases

NDIA utilizes press releases as a vehicle through which we deliver official NDIA statements and the details of an upcoming event to members of the media. If you would like to utilize a press release to alert members of the media about your event, include the following:

- Names and titles of top speakers (confirmed)
- Purpose of the event, and the draw for the event – think: Why do people want to come to this event?
- Target audience for the event
- Names of panels or breakout sessions that are off the record, if applicable
- Any information you believe would be a draw for the audience
- Any information on reporters or publications you’d like to have in attendance, if known.

A couple of notes about press releases: they are sent to reporters who receive numerous pitches and press releases every day. Please try to keep press releases to one page, or as short as possible, with only the current facts and most important information delivered in a clear, straightforward fashion.

Press Release Examples

Below are examples of press releases NDIA sends when announcing an award to be presented at an event; announcing an event and its speakers; and a media advisory to alert media of an event.

FOR IMMEDIATE RELEASE:	Contact: Ashley Saunders
February xx, 2017	703-247-2579
<p>Precision Strike Association to Present</p> <p>William J. Perry Award to Charles “Tooba” Kelly</p>	
<p>Arlington, VA – Precision Strike Association (PSA), an affiliate of the National Defense Industrial Association (NDIA), will present Charles “Tooba” Kelly, Staff Specialist in the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) Land Warfare and Munitions Directorate, with its 2017 William J. Perry Award. The award will be presented at the Precision Strike Annual Review (PSAR-17) on Tuesday, March 28, 2017 in Springfield, VA.</p> <p>“We are honored to recognize Mr. Kelly for his many contributions to our nation – both in service and for ensuring Warfighters have the right precision munitions available,” said Ken Masson, Chairman Precision Strike Association. “The breadth and quality of his work have had a strong and enduring impact on the Precision Strike community, providing a solid continuity of focus and unwavering support for our nation’s warfighters. Mr. Kelly exemplifies the warrior ethos; it is a high honor to recognize someone who has so selflessly devoted his time and effort to providing for our Soldiers, Sailors, Airmen, and Marines’ in harm’s way.”</p> <p>Kelly is a weapon systems acquisition manager with over thirty-two years of experience in the Department of Defense (DoD), including military service and civil service in acquisition management. He provides expert technical analysis and recommendations on Major Defense Acquisition Programs in the Land Warfare and Munitions Directorate. In this position, he is the lead for DoD Munitions Requirement process to produce the inventory requirements for all DoD munitions across the Military services and the United States Special Operations Command. He also serves as the DoD Fuze Integrated Product Team Chair.</p> <p>The award is named in honor of former Secretary of Defense Dr. William J. Perry and recognizes exceptional contributions to precision strike systems in the private or public sector by an individual or team.</p> <p>The Precision Strike Annual Review, taking place March 28-29, 2017, includes discussions by key decision-makers, acquisition experts, and rocket scientists on program enhancements designed for the future innovations and challenges to precision strike’s way forward. For more information, please visit http://www.precisionstrike.org/Events/7PPR/7PPR.html.</p> <p style="text-align: center;">###</p>	

MEDIA ADVISORY:	Contact: Ashley Saunders
November 7, 2016	703-247-2579
<p>NDIA to Hold Post-Election Analysis with Defense Experts on November 15</p>	
<p>ARLINGTON, VA – As part of its Executive National Security Forum series, the National Defense Industrial Association (NDIA) will hold <i>Post-Election Analysis: Implications for National Security and Defense</i> on Tuesday, November 15, 2016 at Bloomberg Government. Defense analysts will discuss how the next administration and Congress will address national security challenges, the impact on policy, personnel and programming, and what that means for the defense industry.</p> <p>WHO: Moderator: Rob Levinson, Senior Defense Analyst, Bloomberg Government</p> <p>Roger Zakheim, Partner, Covington and Burling, LLP; NDIA Senior Fellow</p> <p>Todd Harrison, Director, Defense Budget Analysis; Senior Fellow, Center for Strategic and International Studies</p> <p>Elizabeth King, Minority Staff Director, Senate Armed Services Committee</p> <p>Byron Callan, Managing Director, Capital Alpha Partners, LLC</p> <p>WHEN: 4:00 – 5:30 p.m.</p> <p>WHERE: Bloomberg Government</p> <p>1101 K Street NW, Suite 500 Washington, DC</p> <p>The Executive National Security Forum series brings together thought-leaders from the Defense Department, Congress, industry, and academia to discuss and offer solutions to our nation’s foremost national security challenges.</p> <p>This event is open to the public. Those wishing to attend should register here. Members of the media should RSVP to asaunders@ndia.org.</p> <p style="text-align: center;">###</p>	

Appendix

Internal Control Questionnaire