

NDIA



2018 Chapter Management Manual

(Rev 1/31/18)

Contents

NDIA Description and Heritage.....	3
Vision	5
Mission Statement.....	5
Chapter Map.....	6
Operating Principles for Chapters.....	7
Copyright Policy.....	14
Suspected Misconduct Policy.....	16
Record Retention Schedule.....	17
Chapter Formation and Dissolution.....	19
Leadership Roles and Responsibilities.....	22
Chapter Roles.....	22
Chapter Responsibilities.....	25
Membership Dues and Chapter Assignment.....	28
Finance and Business Practices.....	29
Required Reports and Supporting Documentation.....	33
Recognizing Our Chapters.....	35
Model Chapter Criteria.....	35
Chapter of Excellence Criteria.....	36
Policy, Lobbying and Advocacy: 501(c)(3) Regulations.....	37
Marketing and Communications.....	40
Communications and Social Networking Guidelines.....	42
Media Relations.....	46
Appendix.....	49
NDIA Chapter Financial Report Template.....	49
Event/Meeting Details: Chapter Template.....	52
Events Planning Checklist.....	54
NDIA Staff Contacts.....	55
Chapter Recognition Program Checklist Templates (Optional).....	56

NDIA Description and Heritage

Dear NDIA Chapter Officer,

Thank you for volunteering to be an integral part of your local Chapter. Without people like you, we would not be able to sustain our strong and vast Chapter reach, 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.

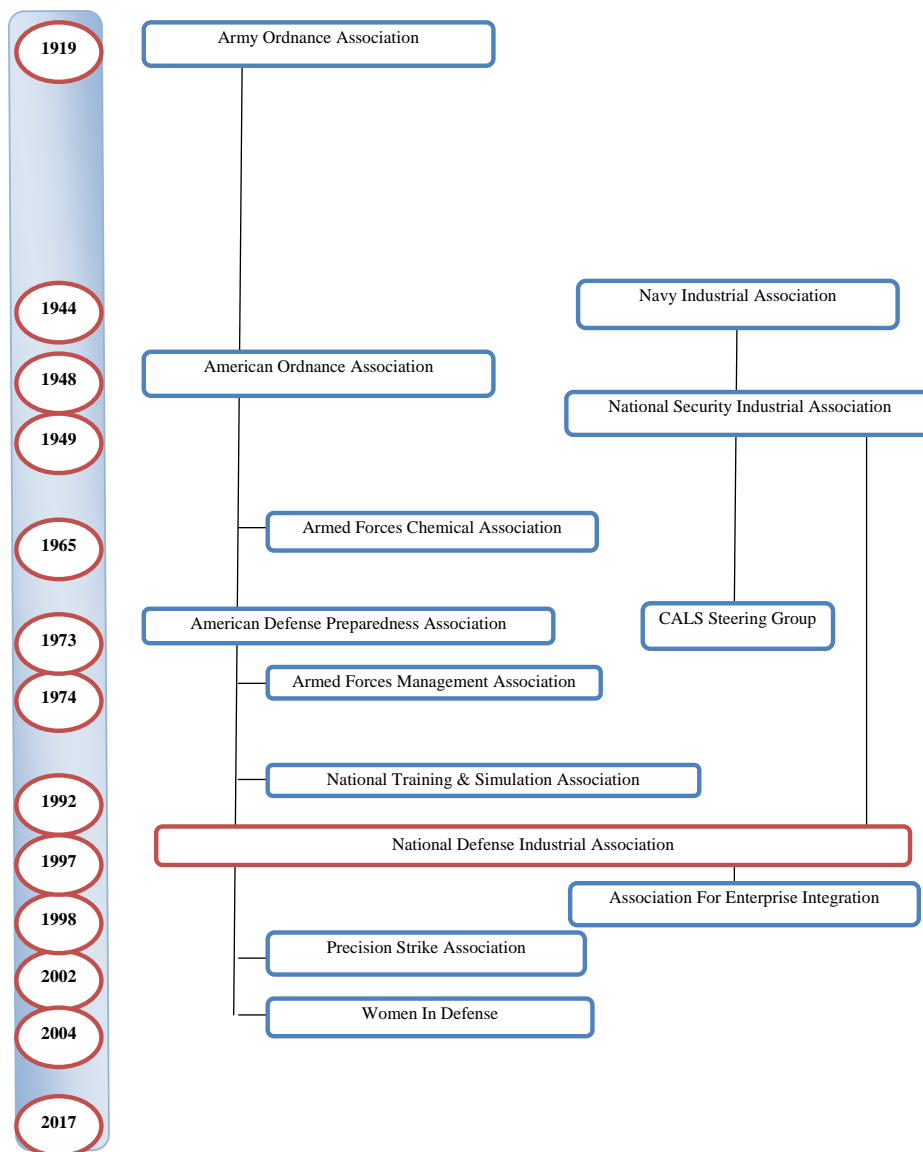
Best Regards,

Frank Michael

Senior Vice President, Programs and Memberships

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.



Vision

NDIA is the trusted leader in defense and national security associations.

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



- | | | | |
|----------------------------|------------------------------------|------------------------|------------------------------|
| 1. Aberdeen Proving Ground | 9. Greater Hampton Roads | 16. Lone Star | 24. San Diego |
| 2. Central Florida | 10. Greater Indiana | 17. Michigan | 25. Southern Nevada |
| 3. Central New Jersey | 11. Greater Los Angeles | 18. New England | 26. Tennessee Valley |
| 4. Delaware Valley | 12. Greater New York – Connecticut | 19. North Carolina | 27. Washington, DC |
| 5. First Coast | 13. Greater Tampa Bay | 20. Pacific Northwest | 28. Wright Brothers Regional |
| 6. Georgia | 14. Gulf Coast | 21. Picatinny | |
| 7. Great Lakes | 15. Iowa – Illinois | 22. Red River Regional | |
| 8. Great Rivers | | 23. Rocky Mountain | |

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 or when amendments are made.

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

1. **NAME:** The name of the organization shall be the “**Insert Chapter Name**” Chapter 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, when a new President takes office and/or when amendments are made. The signed document will be submitted to the Association in accordance with these requirements. Effective October 1, 2017, this document shall replace 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 and is only to be shared with Chapter officers.
 - 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. This statement should be included on conference agendas:

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. The Association has fiduciary responsibility. The Chapter Board of Directors' fiduciary responsibility is to support the Association with its loyalty and reasonable care of assets within its custody, and by execution of these Operating Principles, agrees to abide by the guidelines herein. The Board shall, during the last quarter of the fiscal year, establish the number of Directors for the following year. Chapters should avoid having more than one representative from a company on the Board; however, if more than one is appointed at any given time, it is the responsibility of the Chapter to ensure that no single company gets over represented and has the potential for influencing Chapter policy.
- 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. **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 have at least one meeting annually. Other meetings or polling 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 or polling 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 Board turnover, the Chapter President and/or Chairman of the Nominating Committee, with the approval of the Chapter Board, shall appoint a nominating committee of at least three members. The Nominating Committee shall present its slate at a Chapter meeting or electronically. The election of Officers and Directors may take place by voice or electronic vote unless otherwise specified by the Board of Directors.
 - b. **Terms.** Directors will be elected for a set term of one or 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 or two years. No one shall serve more than two consecutive terms as any one Officer position, unless approved by the Chapter Board of Directors. 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 may 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 two 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 an 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 Generally Accepted Accounting Principles (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 quarterly and annual 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 Staff Accountant 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 to allow 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 indirectly related to the business and policy aspects of government-industry interface will be paid for principally from the proceeds of events expressly advertised as fundraisers.

 - i. **Employees:** The Chapter 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 inform 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, Joint Chiefs of Staff (JCS), and Combatant Commanders (COCOM).

 11. **AMENDMENTS:** The Chapter President, in coordination with the Chapter Board of Directors, may propose to the Association amendments to these Operating Principles.

 12. **DISSOLUTION:** Dissolution of a Chapter occurs 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 if they fail to meet Chapter responsibilities. Upon dissolution, the Chapter must notify NDIA National of the decision to do so, and/or the Chapter shall be notified of a pending dissolution by National in order that acceptable remedies may be pursued. 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. All monies and assets will be returned to NDIA within 30 days of decision to dissolve Chapter.

- 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 _____
Herbert J. Carlisle
NDIA President
General, USAF (Ret.)
President and CEO

Copyright Policy

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.

DMCA Disclaimer

NDIA respects the intellectual property rights of others and expects all of its affiliates websites to do the same. In accordance with the Digital Millennium Copyright Act (“DMCA”), the text of which may be found on the U.S. Copyright Office website at <http://www.copyright.gov/legislation/dmca.pdf>, NDIA and its affiliated sites will respond expeditiously to notices of alleged infringement that are reported to NDIA’s Designated Copyright Agent, identified in the sample notice below.

Notices of Alleged Infringement for Content Made Available Through the NDIA and its Affiliated Sites

If you are a copyright owner, authorized to act on behalf of one, or authorized to act under any exclusive right under copyright, please report alleged copyright infringements taking place on or through any of NDIA's websites (the "Site") by completing the following notice ("Notice") and delivering it to the Designated Copyright Agent.

DMCA Notice of Alleged Infringement ("Notice")

- Identify the copyrighted work that you claim has been infringed, or—if multiple copyrighted works are covered by this Notice—you may provide a representative list of the copyrighted works that you claim have been infringed.
- Identify the material or link you claim is infringing (or the subject of infringing activity) and that access to which is to be disabled, including at a minimum, if applicable, the URL of the link shown on NDIA and or any of its Affiliated websites where such material may be found.
- Provide your complete contact information to include your name, mailing address, telephone number, and, email address.
- Include both of the following statements in the body of the Notice:
 - "I hereby state that I have a good faith belief that the disputed use of the copyrighted material is not authorized by the copyright owner, its agent, or the law (e.g., as a fair use)."
 - "I hereby state that the information in this Notice is accurate and, under penalty of perjury, that I am the owner, or authorized to act on behalf of the owner, of the copyright or of an exclusive right under the copyright that is allegedly infringed."
 - Provide your full legal name and your electronic or physical signature.

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 NDIA VP of Marketing & Communication.

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 NDIA VP of Marketing & Communication.

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.

Suspected Misconduct Policy

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

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

You can learn more about at www.whistleblowers.gov

Reporting Harassment, Misconduct, or Fraud

It is the right and the responsibility of every volunteer to express work-related complaints, including those of harassment, misconduct and prohibited actions, without fear of reprisal. 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 to perform their duties and fulfill their responsibilities effectively. It is a commitment of this Association to guarantee a fair and impartial consideration of those complaints.

The volunteer should promptly report the facts of the incident to the SVP of Programs and Members and Chief Operating Officer.

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 2018 Finance Committee Chair is Mr. Brad Feldman.

Any volunteer of NDIA may submit, on a confidential and anonymous basis if the employee so desires, a concern that reasonably believes relates to the violation of any laws by NDIA, its affiliates or agents. Although a concern may be initially discussed orally, all concerns must be set forth in writing and forwarded by US Mail or overnight courier in a sealed envelope (marked with the notation: *PERSONAL AND CONFIDENTIAL COMMUNICATION – TO BE OPENED BY THE ADDRESSEE ONLY – SUBMITTED PURSUANT TO THE WHISTLEBLOWER POLICY* to the SVP of Programs and Members and Chief Operating Officer. If being submitted anonymously, the volunteer should take care to provide sufficient information to allow for a full investigation of the matter. Frivolous accusations are not acceptable.

All complaints will be investigated promptly and appropriate actions/disciplinary measures, up to and including required resignation from Chapter Board can be taken. The investigation will be treated as confidential to the extent possible, with release of information only to those individuals with a need to know.

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

Steps the Chapter must take if Fraud occurs on their bank account:

- 1) Contact the bank to report the Fraud.
- 2) As a signer on the bank account, sign an affidavit at the bank for the fraud items, so the bank can put the money back into the account. Request a copy of the affidavit so you may turn the copy into NDIA HQ, Open the new account
- 3) Contact NDIA HQ as soon as possible, so NDIA Chief Operating Officer is notified and can be placed on the new bank account.
- 4) Maintain tighter internal controls as Chapter President and Treasurer.

Record Retention Schedule

These guidelines are designed to ensure that the Chapter'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.

Chapter Documents	
Operating Principles and Amendments	Permanent
Minutes of Board meetings	Permanent
Minutes of committee meetings	Permanent
Qualifications to do business	Permanent
Current Policies	Permanent
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
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
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
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

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 or send an email to explain the proposed new Chapter and how members will benefit and participate. An invitation list should include 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. For a list of members in your geographical area, contact NDIA Director of Chapter Relations.
- Recruit volunteers to form an organizing board to adopt 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.
- NDIA President provides second and final signature for approval. A copy of the operating principles with both signatures must be filed at National office.
- Each Chapter is responsible for opening a bank account on its own containing two elected board member signatures as well as the NDIA Treasurer and NDIA Chief Operating Officer signature, on file at specified bank of business. For tax purposes, the bank account must be a non-profit account. 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.

Contact NDIA Director of Chapter Relations to receive the following required documents for opening a bank account:

- Letter from NDIA to local bank for opening account
 - W-9
 - IRS 501(c)(3) letter
 - NDIA Fact Sheet
- NDIA National will provide seed money to help a Chapter cover its initial start-up expenses.

- 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 and/or senior National staff to encourage high attendance.
- Organize a press release announcing the formation of the Chapter. This can also tie to announcing/promoting OR recapping the kick-off event.

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. The quarterly report template is located in Appendix A. Alternatively, Chapters may elect to have an outside auditor to review the accuracy and completeness of financial information at the end of each fiscal year.
- Consider getting a post office box under the Chapter name.
- Create a website for the Chapter.
 - Regularly update events, awards, leadership, and news 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.

Dissolution of a Chapter

Dissolution of a Chapter occurs 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 if they fail to meet Chapter responsibilities. Upon dissolution, the Chapter must notify NDIA National of the decision to do so, and/or the Chapter shall be notified of a pending dissolution by National in order that acceptable remedies may be pursued. 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 Roles

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.

PRESIDENT

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

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

SECRETARY

The secretary shall:

- Keep accurate minutes of all Chapter board meetings.
- Work in close harmony with the President.
- 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.
- Call the meeting to order if the President and the Vice President(s) are absent, and preside until a temporary chair is elected.
- Notify officers, committee members and delegates of their election or appointment.
- 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.
- 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 Chapter's money 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 operating principles or by adopted motion.

- Maintain all bank account(s) of the Chapter as separate fund(s) and be responsible for signature cards and the drafting of all disbursements.
- Arrange for auditing of the books and records of the Chapter as necessary.
- Chair the budget and investment committees, assisting in the preparation of the annual budget for the Chapter.
- Maintain, in a timely manner, all financial books and records of the Chapter and prepare financial reports on a quarterly basis including a balance sheet and income and expense statement. (See Appendix) 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.
- Support the NDIA annual finance audit, providing required information in a complete and timely manner.
- Regularly compare actual costs and income to budgeted costs and income and recommend adjustments in spending and/or the budget as necessary.
- 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. Duties can include:

- Promoting the benefits of NDIA membership year round.
- Assisting in registering or renewing members' membership, working with the National NDIA POC
- Planning and directing a membership drive

PROGRAM CHAIR

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

- Planning and executing Chapter meetings and programs.
- Greeting attendees at meetings
- Making 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 can include:

- Developing and sending email notices, social media postings, flyers, etc. to promote upcoming events
- Maintaining and updating the website regularly
- Taking photos and videos of Chapter activities
- Creating press releases and updating social media accounts

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

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.

CHAPTER EVENTS AND ACTIVITIES

Chapters are organized geographically for 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. See Appendix for the Event Planning Checklist.

Examples of Chapter Activities

- 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, two, or three-day conferences on defense-related topics.

JOINT EVENTS WITH NATIONAL, DIVISIONS, AND AFFILIATES

If it is determined in the best interest of the association that an event be joint, a Memorandum of Agreement (MOA) between NDIA 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.

Chapters are also encouraged to sponsor activities in conjunction with NDIA Divisions and Affiliates. 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.

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. Be sure to specify in writing each group's expectations before committing, especially regarding payment of expenses, receipt of income, and division of labor.

EVENT MANAGEMENT RESPONSIBILITIES

Chapters are responsible for ensuring that events are managed in a way that reflects integrity and professionalism of the association. 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, for profit, or non-profit businesses 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 organization can or has designated the Chapter to manage the activity. When the Chapter is not the event organizer or co-organizer, the Chapter shall not send email solicitations or use their logo

to promote or endorse an outside event. When such a request is received by a Chapter, it is the responsibility of that Chapter leadership to notify NDIA National for further guidance.

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 new 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 a significant number of attendees from outside the region, 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 shall include the purpose, scope, size, and location and impact of the meeting on other scheduled NDIA events. That information will be relayed to both the SVP of Programs and Members 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 are encouraged contact NDIA National SVP of Programs and Members for support. 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.

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 if they are used as a tool to encourage networking and community relations among NDIA Chapter members.

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. The contact list is not to be shared with any outside parties, nor is it to be used by the Chapter or any Chapter Board Member to promote a non-NDIA event. Member lists with contact information are ONLY to be used by the Chapter Board for contacting and promoting NDIA sponsored and co-sponsored events.

PROMOTIONAL MATERIAL SUPPORT

The standard membership application forms are based on requirements of the NDIA database and auditors and are the only approved form to use for membership applications. Printable

membership forms can be obtained from our website: www.ndia.org. To request membership applications, Chapter rosters, the Chapter logos, and other NDIA promotional materials, contact the Director of Chapter Relations.

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.

Membership Dues and Chapter Assignment

Individual Membership 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 calculated based on Defense Revenue from the last year. Companies with defense revenue of \$2.5 million or below pay the base rate of \$500 annually. A company is considered 'small business' if their defense revenue is below \$10 million. Small businesses are eligible to join NDIA for three years at a 20% discount.

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 x (each million dollars revenue in excess of \$2.5 million)]	= \$
Over \$5 million*	\$750 + [\$50 x (each million dollars revenue in excess of \$5 million)]	= \$
Over \$10 million	\$1,000 + [\$25 x (each million dollars revenue in excess of \$10 million)]	= \$
Over \$50 million	\$2,000 + [\$15 x (each million dollars revenue in excess of \$50 million)]	= \$
Over \$100 million	\$2,750 + [\$10 x (each million dollars revenue in excess of \$100 million)]	= \$
Over \$1 billion	\$11,750 + [\$5 x (each million dollars revenue in excess of \$1 billion)]	= \$
Over \$5 billion	\$31,750+ [\$1 x (each million dollars revenue in excess of \$5,000M)]	= \$
Over \$15 billion	\$41,750	= \$

* As it relates to the table above, 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.

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 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 section is intended to provide a financial management framework for Chapter business management to coordinate with National. NDIA values its 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 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. When a treasurer is responsible for both, the activity should be monitored closely by other Chapter officers.
- 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 the NDIA Controller.

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 NDIA Director of Chapter Relations if you have any questions or need to request 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 excerpt 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® 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 quarterly financial report template is included in the appendix. Quarterly reports are due thirty (30) days after quarter end to NDIA Staff Accountant.

ANNUAL LEADERSHIP REPORT

- Current list of Board of Directors

ANNUAL PROGRAM REPORT (Event/Meeting Details)

- List each Chapter event of past year, detailing the number of Government (Service and civilian) and industry attendees and pricing.

QUARTERLY FINANCIAL REPORT

- Revenue – Typical Chapter revenue sources include but are not limited to registration fees for events (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 – Including but 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 – Each Chapter must submit monthly bank statements with the quarterly financial report. Bank statements should be reconciled to the checking account monthly, 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 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?

Chapters are not required to have an annual audit, but, by submitting the quarterly and year-end required financial reports, are certifying accordingly. If there is not a finance committee to oversee financials, the Chapter must 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 or Chief Operating Officer.

Recognizing Our Chapters

Model Chapter and Chapter of Excellence Programs

The Model Chapter Program was established in 2001 to promote the continuing relationship and open communication between National and its chapters. The Chapter of Excellence Program is a new program for 2018 that encourages chapters to strive to reach new and more challenging goals. Chapters are eligible to achieve Model Chapter or Chapter of Excellence status. Participation in these programs is voluntary.

The below criteria allow each chapter to measure its own performance and determine whether it meets the necessary goals of achieving Model Chapter or Chapter of Excellence status. Once the award criteria have been fulfilled by a chapter, its board leadership is encouraged to submit documentation to NDIA Director of Chapter Relations for review and approval. Optional submission forms for each recognition program are in the Appendix.

Model Chapter Criteria

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

2. Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO.
3. Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement.
4. Submit fiscal year and quarterly financial reports no later than required dates.
5. Provide current Board of Directors contact information twice per year, in June and December.
6. 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.
7. Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National.
8. Ensure president or other representative participates in NDIA Leader Conference.
9. Conduct events that strengthen NDIA corporate, individual, and government membership growth. Maintain participation levels from previous year.
10. Host at least one Membership Networking event to recruit new members to join.
11. Ensure chapter is financially self-sustaining with annual income exceeding annual expenses.
12. Ensure the path to participate in Chapter leadership is clear and available.
13. 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.

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 Criteria

1. Ensure ALL board members of the chapter are NDIA members in good-standing.*
2. Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO*
3. Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement. *
4. Submit fiscal year and quarterly financial reports no later than required dates.*
5. Provide current Board of Directors contact information twice per year, in June and December.*
6. 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.*
7. Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National. Provide report on member growth initiatives*

8. Ensure president or other representative participates in NDIA Leader Conference.*
9. 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.*
10. Host at least one Membership Networking event in an effort to recruit new members to join.*
11. Provide brief report of member engagement and program activities as fiscal year-end wrap up.*
12. 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.*
13. Develop and maintain a clearly understood leadership succession plan. Provide/offer incoming training and mentor protégé program.
14. Ensure fundraising and scholarships meet prior year levels.
15. 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.
16. Ensure chapter is financially self-sustaining with annual income exceeding annual expenses and have an increase in net funds by 5%.
17. Exceed the previous year's corporate membership total.
18. 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. Ignore criteria if not applicable).
19. Nominate annually a candidate for one of NDIA's major awards (Forrestal and Sridhar) in prescribed format and by the required due date.

* Indicates required criteria for program eligibility

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 (17/19): Chapter receives \$1,000 award
- 100% of criteria met: Chapter receives \$2,000 award

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. 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.
- Participation by chapters in local advisory committees on matters pertaining to defense industry is not considered 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 refers 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.

Marketing and Communications

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.

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 NDIA VP Marketing and Communications for information.

PowerPoint and Letterhead 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 NDIA VP Marketing & Communications 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. For examples of citations, please contact NDIA Director of Business Operations.

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.

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. The Chapter website is the best place to 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 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. You can send a postcard event announcement to those with no listed e-mail address.

Websites

Chapters are responsible for development and maintenance of their websites, and each linked to NDIA National site. 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. 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.
- 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 the NDIA Graphic Designer

Social Media

Social media enables users to create and share content. NDIA headquarters’ official social media presence includes [Facebook](#), [Twitter](#), [Instagram](#), 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 to myu@ndia.org.
- 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:
 - Posting of material that is partisan or could be considered an endorsement of any candidate or political parties position
 - Posting of material that infringes on another’s intellectual property rights
 - The posting of defamatory and offensive material
 - The posting of price or price-related topics
 - 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 and Communications.

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 NDIA Director, Public Relations and Communications
- 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

Press releases are a vehicle through which Chapters can 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.

Appendix

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 (<i>Attendee registrations</i>)									\$	
	<i>Please provide an attached detail total of attendees and meeting fees</i>										
b.	Donations									\$	
	<i>Please provide an attached detail of donations</i>										
c.	Interest and Dividends									\$	
d.	Sponsorships									\$	
	<i>Please provide an attached detail of donations</i>										
e.	Other (<i>Specify: seed money, other</i>)									\$	
f.	TOTAL									\$	0
3.	EXPENSES FY-17										
a.	Meeting Expenses (<i>Incurred to conduct events/meetings</i>)									\$	

	<i>Please provide an attached detail list of expenses</i>			
b.	Sponsorships			\$
	<i>Please provide an attached detail list of sponsors names</i>			
c.	Donations			\$
	<i>Please provide an attached detail list of donation names</i>			
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) Add 1 and 4			\$ 0
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 Planning Checklist

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 individuals and/or committees. When a member plays even a small part, it offers a way to deepen his or her involvement and commitment to the organization.

- ✓ Determine type of program (for example, lunch with speaker, brown bag networking).
- ✓ 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.
- ✓ Enlist volunteers
- ✓ Secure event location (contract, space area, etc.).
- ✓ Obtain event guest speaker.
- ✓ Choose event menu.
- ✓ Secure audiovisual needs.
- ✓ Prepare early announcement; registration brochure; website.
- ✓ Open online registration that allows online payment
- ✓ Advertise event locally with other defense-related associations.
- ✓ Notify NDIA National of the event
- ✓ Promote event through National by sending announcement to staff liaison.
- ✓ Determine program details
 - ✓ Examples: Master of Ceremonies, Pledge of Allegiance, Color Guard, Chaplain
- ✓ Develop a printed program to include guest speaker's biography and other elements.
- ✓ Set up registration/welcome table at event.
- ✓ Provide for credit card payment at the door
- ✓ Distribute NDIA brochures and applications.
- ✓ Greet and sign up new members.
- ✓ Promote membership recruitment.
- ✓ Make receipts available when requested by an attendee.
- ✓ Obtain speaker gift or let them know you will make a donation in their honor
- ✓ Settle with meeting facility, caterer, and on-site vendors.
- ✓ Provide photos and articles for inclusion in newsletters and website to NDIA National. Ensure you are familiar with photo and article quality requirements from the offset.
- ✓ Maintain detailed records of event registrants (numbers, types (government, individual, corporate), rates, sponsorships, etc.
- ✓ Provide financial results at next board or committee meeting and to National for quarterly financial reports

NDIA Staff Contacts

General James Boozer, USA (Ret), Chief of Staff

JBoozer@ndia.org; 703-247-2559

Tameka Brown, Associate Director, Women In Defense

TBrown@ndia.org; 703-247-2570

Trina Dickey, Manager, Business Operations

TDickey@ndia.org; 703-247-2589

Molly Flanagan, Director of Chapter Relations

Mflanagan@ndia.org; 703-247-2563

Wesley Hallman, Senior Vice President of Policy

WHallman@ndia.org; 703-247-2595

Latosha Hill, Controller

LHill@ndia.org; 703-247-2555

Michael Kibler; Director of Membership

MKibler@ndia.org; 703-247-2571

Christine Klein, Senior Vice President for Meetings & Business Partnerships

CKlein@ndia.org; 703-247-2593

Rachel McCaffrey, Executive Director, Women In Defense

RMCaffrey@ndia.org; 703-247-2551

Hannah Meushaw, Graphic Designer

HMeushaw@ndia.org; 703-247-9470

Frank Michael, Senior Vice President for Programs and Membership

FMichael@ndia.org; 703-247-2564

Stephanie Pettus, Accountant

SPettus@ndia.org; 703-247-2580

Scott Rekdal, Vice President of Marketing and Communications

SRekdal@ndia.org; 703-247-2591

Evamarie Socha, Director, Public Relations and Communications

ESocha@ndia.org; 603-247-2579

Terri Swetnam, Chief Operating Officer

TSwetnam@ndia.org; 703-247-2548

Melanie Yu, Social Media & Digital Marketing Specialist

MYu@ndia.org; 703-247-9499

Chapter Recognition Program Checklist Templates (Optional)

Model Chapter Submission: FY18

Name of Chapter:_____

Completed By:_____

1. Ensure ALL board members of the chapter are NDIA members in good-standing. (Expand section as needed)

Board Member	Membership Current? Y or N

2. Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO Chapters, updated if/when there is a change in Chapter President or amendments are made.

- Were operating principles signed and returned? yes/no (circle one)
- Date submitted _____

3. Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement.

- Does your chapter have a website? yes/no (circle one)
- Is the chapter leadership up to date? yes/no (circle one)
- Are upcoming events posted? yes/no (circle one)
- Do you have the NDIA privacy statement posted? yes/no (circle one)

4. Submit fiscal year and quarterly financial reports no later than required dates.

- Q1 financial report submitted on:_____
- Q2 financial report submitted on: _____
- Q3 financial report submitted on: _____
- Q4 financial report submitted on: _____
- Fiscal year financial report submitted on:_____

5. Provide current Board of Directors contact information twice per year, in June and December.

- BoD contact information submitted on:_____
- BoD contact information submitted on:_____

6. 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.
 - Who provided support? _____
 - Briefly describe the initiative your chapter supported this year

7. Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National.
 - Attach supporting documentation for recruitment and retention initiatives

8. Ensure president or other representative participates in NDIA Leader Conference.
 - Name of representative who participated _____

9. Conduct events that strengthen NDIA corporate, individual, and government membership growth. Maintain participation levels from previous year.

Name of Event	Was attendance maintained or higher?

10. Host at least one Membership Networking event in an effort to recruit new members to join.
 - Date of Membership Networking Event: _____

11. Ensure chapter is financially self-sustaining with annual income exceeding annual expenses.
 - Chapter income FY18: \$ _____
 - Chapter expenses FY18: \$ _____

12. Path to participate in Chapter leadership is clear and available.
 - Briefly describe Chapter leadership succession plan

13. 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.

- Q1 outreach: _____
- Q2 outreach: _____
- Q3 outreach: _____
- Q4 outreach: _____

Chapter of Excellence Submission: FY18

Name of Chapter: _____

Completed By: _____

1. Ensure ALL board members of the chapter are NDIA members in good-standing.* (Expand section as needed)

Board Member	Membership Current? Y or N

2. Ensure NDIA chapter Operating Principles are approved with signatures of Chapter President and NDIA President/CEO Chapters, updated if/when there is a change in Chapter President or amendments are made.

- Were operating principles signed and returned? yes/no (circle one)
- Date submitted _____

3. Maintain Chapter website. Ensure accuracy of content for chapter leadership, upcoming events, and NDIA privacy statement. *

- Does your chapter have a website? yes/no (circle one)
- Is the chapter leadership up to date? yes/no (circle one)
- Are upcoming events posted? yes/no (circle one)

- Do you have the NDIA privacy statement posted? yes/no (circle one)
4. Submit fiscal year and quarterly financial reports no later than required dates. *
 - Q1 financial report submitted on:_____
 - Q2 financial report submitted on: _____
 - Q3 financial report submitted on: _____
 - Q4 financial report submitted on: _____
 - Fiscal year financial report submitted on:_____
 5. Provide current Board of Directors contact information twice per year, in June and December. *
 - BoD contact information submitted on:_____
 - BoD contact information submitted on:_____
 6. 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.*
 - Who provided support:_____
 - Briefly describe the initiative your chapter supported this year
 7. Promote membership at all events. Maintain recruitment and retention plan and share best practices with NDIA National. *
 - Attach supporting documentation for recruitment and retention initiatives
 8. Ensure president or other representative participates in NDIA Leader Conference. *
 - Name of representative who participated_____
 9. 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. *

Name of Q1 Event	Attendance growth %	Survey?
Name of Q2 Event	Attendance growth %	Survey?

Name of Q3 Event	Attendance growth %	Survey?
Name of Q4 Event	Attendance growth %	Survey?

10. Host at least one Membership Networking event in an effort to recruit new members to join. *

➤ Date of Membership Networking Event:_____

11. Provide brief report of member engagement activities as fiscal year-end wrap up.*

➤ Attach report (Can use Event/Meeting Details from financial report)

12. 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. *

➤ Q1 outreach:_____

➤ Q2 outreach: _____

➤ Q3 outreach: _____

➤ Q4 outreach: _____

13. Develop and maintain a clearly understood leadership succession plan. Provide incoming officer training and mentor protégé program.

➤ Attach succession plan and provide additional comments on best practices, if desired

14. Fundraising and scholarships meets prior year levels.

➤ FY17 funds: \$_____

➤ FY 18 funds: \$_____

15. 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.

➤ Name of Board Member:_____

➤ Name of Division:_____

- Chapter Function:_____
16. Ensure chapter is financially self-sustaining with annual income exceeding annual expense and have an increase in net funds by 5%.
- Chapter income: \$_____
 - Chapter expenses: \$_____
 - Percent increase in net funds: _____%
17. Exceed the previous year's corporate membership total by at least 3%.
- FY17 corporate member total: _____
 - FY 18 corporate member total: _____
 - Percent growth:_____%
18. 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).
- Name of Board Member:_____
19. Nominate annually a candidate for one of NDIA's major awards (Forrestal and Sridhar) in prescribed format and by the required due date.
- Name of Nominee:_____
 - Name of Award:_____
 - Name of Nominating Individual:_____

* Indicates **required criteria** for program eligibility