

## *Council Best Practices - 2004*

<b>Index</b>	<b>Page</b>	
1/29/04	Developing Leads for Community Affiliate Membership, Lake Washington Council	1
3/11/04	Keeping Track of Your Members, Camden-Kings Bay Council	2
3/25/04	Putting for Dollars, Puerto Vallarta (MX) Council	3
4/14/04	Museum Ship Display, Mobile Council	3
4/26/04	Outstanding Council, A Study of Seattle Council	4
5/21/04	Young Navy Leaguers	4
6/03/04	New Member Orientation, Broward County Council	5
7/01/04	Area Training Meetings	6
7/15/04	Restarting A Council	8
7/29/04	Deployment Dollars, Richmond Council	9
8/16/04	Candidate Forums, Jacksonville Council	10
	Identifying Small Businesses in Your Community, Wilmington (DE) Council	11
8/26/04	Identifying Small Businesses in Your Community – Addendum, Lake Washington Council	12
11/9/04	Year-End Council Training	12

---

### **January 29, 2004**

#### *Developing Leads for Community Affiliate Membership, Lake Washington Council*

*A special thanks to Lake Washington Council's Gerald Kroon, VP Council Development and John Lockwood, National Director, for sharing their best practice with us.*

**Goal:** Develop a list of potential companies within your geographic area and with an affinity to join the Navy League.

#### **Guidelines**

1. Find companies within the geographical boundaries of your council.
2. Find companies who are doing business with or seeking to do business with the Department of Defense or Homeland Security.
3. Identify potential drivers: veteran owned businesses; service disabled veteran owned businesses; new contracts awarded to businesses; personal relationship with current member of council board or membership.
4. Include information on list:
  - \* Contact Names
  - \* Phone numbers
  - \* E-mail Addresses

#### **Search**

Go to: [www.ccr.gov](http://www.ccr.gov)

Click on: Dynamic Small Business Search (on left side)

[http://dsbs.sba.gov/dsbs/dsp\\_dsbs.cfm](http://dsbs.sba.gov/dsbs/dsp_dsbs.cfm)

## *Council Best Practices - 2004*

To simplify the search: sort by Congressional Code, area code and individual city names. Click on company name to get more information.

### **Print List**

1. Print out the listing of all companies, gathering specific information on each company.
2. Give a complete packet of information to your Council President; your President can start identifying with members whether there are any current connections with any of the companies.
2. Search for awards of federal contract at Fed Biz Ops:  
<http://vsearch1.eps.gov/servlet/SearchServlet>.

Using these methods, Lake Washington Council was able to find leads on companies interested becoming Community Affiliates.

---

### **March 11, 2004**

#### *Keeping Track of Your Members*

It is important for each council to know which new members have joined and which members have lapsed in order to effectively retain your Council Roster. The Online Community (OLC) is a good way maintain your membership roster, once you see a new member has joined you can welcome them to your council and encourage them to get involved. On the other hand, if a member has lapsed you can give him/her a call and remind them to renew. Below is an example of how Camden Kings Bay keeps their membership informed; you can use this as a template for your council.

*Thanks to Norman Mims, VP of Membership of the Camden Kings Bay Council who shared his best practice with us.*

Here's the information Norm sends out in an e-mail to keep his Council up-to-date [actual names have been omitted]:

Now that the end of the month has been posted at national we are slowly pulling ahead. We now have 356 members and are close to passing Hilton Head Council who has 360. Charleston is next with 379 and Atlanta is the largest in the Region with 384. Our retention rate has slipped to 78%.

From the January retention effort we lost: [former member], [former member], [former member], [former member], and [former member].

In February the following members were SUSPENDED and will become FORMER members next month if they do not renew: [suspended member], [suspended member], [suspended member], and [suspended member].

In February we gained six new members: [new member], [new member], [new member], [new member], [new member], and [new member].

## ***Council Best Practices - 2004***

Thus far in March we have gained three new members: [new member] [new member] and [new member].

---

### **March 25, 2004**

#### ***Putting for Dollars***

*Thanks to Jerry Lafferty, Puerto Vallarta Council President, for sharing this fundraising practice.*

Puerto Vallarta's golf outing for Toy's for Tots raised \$23,000, due in large measure to use of the golf course without charge and the contribution of the total cost of the awards banquet (food and beverages) by the Marriott Hotel, a Community Affiliate member of our council. Minor expenses were incurred for trophies, printing and miscellaneous expenses. Individual members contributed funds to cover most of these expenses, resulting in the vast majority of the funds raised being used for the toys. Here are the financial details:

76 golfers @ \$150 each = \$11,400  
141 dinners for spouses & non-golfers @ \$50 each = \$7,050  
Auction of donated items at the dinner = \$4,500  
***Total earnings for the event = \$23,950!***

---

### **April 14, 2004**

#### ***Museum Ship Display***

*Thanks to Bill Stewart, National Director and past-president of Mobile Council for sharing this successful idea.*

Attendees at the recent Southern Region Meeting, held aboard the USS Alabama (BB 60) in Battleship Memorial Park, Mobile, Alabama, were given a tour of the ship and the ***Navy League Room***. Our tour guide, Bill Stewart, National Director and Region Vice President, noted that the Navy League Room is on the tour route for all visitors. Included in the room are historical notes for the eight ships named Alabama (including the CSS Alabama), pictures of the first battleship Alabama (BB 8), a participant in Theodore Roosevelt's Great White Fleet, pictures of Navy Leaguers working to support our sea services personnel, a brief history of the Navy league, including Mission and Goal statements, and

## ***Council Best Practices - 2004***

*applications for membership.* We have many councils that support museum ships throughout the US. The Mobile Council is using their support to educate the public about our Navy League. Battleship Alabama has hosted over 11 million visitors since opening in 1965, notes Stewart, most of whom receive their first exposure to the Navy League when visiting the Navy league Room. Bravo Zulu (well done in civilian terms) to the Mobile Council!

---

**April 28, 2004**

### ***Outstanding Council – A Study of Seattle Council***

*Thanks to Ron Testa, Puget Sound Area President and Tom Jaffa, Council President and National Director for sharing their insights.*

How does a council win Outstanding Council status for two years in a row? We asked that question of Ron Testa and Tom Jaffa, who shared their approach.

Seattle has not always been perceived as a city friendly to the military, reports Ron Testa. When Tom Jaffa, ably assisted by his wife Diane, took over the Seattle Council in 2002, the council was large (651 members) and reasonably well connected *among the sea services*. Tom Jaffa decided that the council needed to be more involved in the community with both business and civilian leaders. The first step was to develop a strategic plan and set goals. Tom inspired commitment to the goals and the Officers and Board members got to work. “Tom leads from the front” reports Ron Testa, and he recruited a lot on “new blood” to achieve the council’s goals. He recruited key business, community and elected leaders for membership and involvement in the council. Targeted community leaders who could not join the council as members were made Honorary Members, thus engaging them in the council’s activities. The council planned diverse activities and made sure the members had fun at council activities. The council participated in community events and took the lead in military-related events. Tom also gave abundant recognition to his team members for their achievements. Several new council awards were created for this purpose.

Tom Jaffa’s greatest achievement is the involvement of the business community – since January 1, 2003, the council has recruited a Business Associate Member and 14 Community Affiliate Members (as of April 22<sup>nd</sup>, 2004). As is Tom’s manner, he attributes the success of the business recruiting program to Jim Gordon, VP Membership for 2004, who was in charge of business member recruiting last year. The business membership has added energy, financial support and enthusiasm to the council, Tom reports. Their involvement has allowed the council to increase their support of the sea services.

## ***Council Best Practices - 2004***

In summary, the results were attained from leadership, involvement, communications, good planning, and lots of recognition. A formula for success everywhere!

---

**May 21, 2004**

### ***Young Navy Leaguers***

*This material has been incorporated into the Recruiting and Retaining Younger Members Workshop, available at*

<http://www.navyleague.org/councils/Recruiting%20and%20Retaining%20Younger%20Members.pdf>.

Councils around the world are facing a common issue: Navy League members are getting older and councils must rejuvenate to survive. At an Area Meeting in Ft. Lauderdale, FL, the question was asked “How do we attract and keep younger citizens to the Navy League?” Here are some suggestions that summarize the discussion that followed, as well as ideas from councils in other parts of the world.

- Younger members include anyone age 50 or less! Generally, these are working people with many demands on their time and talent.
- Young couples with children are unlikely to consistently attend a “Dinner with a Speaker” function because the cost is prohibitive (2 dinners, babysitter, parking, etc.) and the subject may not be interesting enough to justify the cost. If a council is getting consistent attendance with this type of event, don’t stop! Think instead about adding some activities that appeal to young Navy Leaguers. The council could also sponsor a Young Navy Leaguers group that can schedule their own events.
- “Family friendly” activities will usually get our younger members to attend Navy League events – picnics, “ball games”, open house at an adopted facility, or functions that support sponsored youth groups. These type of activities should attract members with families.
- NETWORKING! Working people today realize they don’t have a “job for life”, as past generations often did. Therefore, planning events that allow younger members to meet business members (Corporate, Community Affiliate) can be a “win-win” proposition. Our younger members need to keep their job-seeking skills and resume current; our business members may want to keep a pool of candidates. The ideal environment for this mutually beneficial exchange is a late afternoon mixer, 5-7 p.m., so the members can still be home for dinner with their families. The Charleston Council is a good example of reaching out to companies and letting them know that there are always functions going on to network and meet others in their field.

There are other ideas for attracting and keeping younger members – please share your success stories with Bill Waylett at [wwaylett@navyleague.org](mailto:wwaylett@navyleague.org). We’ll share these ideas in future Council Alerts if they are best practices. Thanks for your input.

---

**June 3, 2004**

## *Council Best Practices - 2004*

### *New Member Orientation*

*Thanks to Phyllis Bannister, Broward County Council, for sharing this best practice.*

Retention begins the day a new member joins the Navy League, so making a good first impression is critical. One of the recommended practices from our Council Retention Guide <http://www.navyleague.org/councils/RetentionGuide.pdf> and our Welcoming New members Guide

<http://www.navyleague.org/councils/WelcomingMembersGuide.pdf>, is to conduct a New Member Orientation session. Many members have asked if there is a recommended agenda for this session. Here's an excellent agenda used by the Broward County Council in Florida.

**Welcome** – Council President and attending Officers and Board Members introduce themselves and describe their duties. New members are introduced and their biographical information is briefly covered. Each new member is asked “Why did you join the Navy League?”

**Navy League History** – A brief summary is presented covering the Navy League's founding, including information about President Theodore Roosevelt's involvement. A description of the Navy League today, major national activities (national meetings, national committees, legislative affairs, Sea-Air-Space Exposition), and the field organization – regions, areas, councils and members. A useful historical overview is on page 2 of the Council Officer and Board Member Workshop <http://www.navyleague.org/councils/Navy%20League%20Organization.pdf>.

**Navy League Mission and Goals** – A plastic Mission and Goals card, available from HQ Member Services, is given to each new member and is discussed.

**Military Briefing** – New members are given a brief description of Navy, Marine Corps and Coast Guard ranks and rates. Ship visit protocol is also covered since many new members will greet and visit ships at Port Everglades.

**Local Council Activities** – A brief council history is presented, followed by a listing of council programs, adopted ships and units, and other activities. Each new member is then asked to complete a New Member Interest Survey (an example is in the Welcoming New Members Guide).

**Local Council Benefits** – A description (or handout) of local council benefits is presented, including council newsletter, website address, member discounts offered by Community Affiliate members (local businesses), ship visits/onboard receptions, “Tiger” cruises, commissioning ceremonies, adopted ship and unit events (change of command, open house, sailor/Marine of the quarter/year ceremonies, family cruises, youth events and awards).

## ***Council Best Practices - 2004***

**Social** – A “Wine and Cheese” reception follows the orientation session.

**Length** - The Orientation is scheduled for 30 minutes.

---

**July 1, 2004**

### ***Area Training Meetings***

Council training courses were identified in 2002 as the most important new initiative that could be provided from Headquarters. Over the past 2½ years, fifteen (15) workshops have been developed at the request of region, area and council leaders. To date, only 54% of our Navy League councils have received one or more of these workshops. Providing training to multiple councils is the most cost-effective way to deliver this training. The California Midcoast/Inland Valley, Mexico/Central America, New Jersey, Pennsylvania, South Florida and South Texas Areas have been leaders in providing Area Training Workshops, a best practice. Consequently, the councils in these areas are better trained (more workshops/council) and their performance confirms this assessment. Certain regions have also been aggressive in providing training (two or more training sessions sponsored): New England, Northwest, Pacific Central, Pacific Southwest, South Atlantic Coast and Southern Regions.

### **Why are Area Training Workshops a Best Practice?**

The two major challenges in providing council training are 1) the geographical distribution of councils all over the world, and 2) funding/time limitations for instructor travel. The ideal format is a cluster of councils that are geographically close. Room size limitations and the instructor’s span of control require a workshop with no more than 30 participants. A Navy League Area meets these requirements and therefore those Area Presidents hosting Area Training Meetings are engaged in a *best practice*.

### **How does an Area President schedule training?**

The initial step is to find a *host council* and pick some dates (primary and alternates) that are suitable for the training. The next step is to contact Bill Waylett ([wwaylett@navyleague.org](mailto:wwaylett@navyleague.org)) and determine whether your requested dates are available. Once an available date is selected, book it! Training dates are booked first come, first served, so early identification of desired dates will improve your chances of getting them. After the date is set, the only remaining requirement is to notify Bill Waylett of the meeting location (include directions, please) and the number of anticipated attendees (at least one week in advance to allow for mailing of materials). There is no change for the training.

### **What workshops are currently available?**

Here’s the list (July 2007 edition):

## *Council Best Practices - 2004*

<u>Workshop Title</u>	<u>Length</u>	<u>Attendees</u>
Recruiting Community Affiliate Members	2 hours	Council Recruiting Team
Leadership in a Volunteer Organization	1 hour	Officers, Board Members
How to Run Effective Meetings	1 hour	Officers, Board Members
Effective Utilization of the Navy League Hiring Center	2 hours	All Navy Leaguers
Energizing Your Council	1 hour	Region, Area, Council Leaders
Grant Writing Workshop	3 hours	Grant Writing Team
Recruiting & Retaining Younger Members	1 hour	Officers, Board Members
Council Budgeting Workshop	1 hour	Officers, Board members
Council Event Planning	1 hour	Officers, Board Members
Council Fundraising	1 hour	Officers, Board Members
<u>Workshop Title</u>	<u>Length</u>	<u>Attendees</u>
Council Tax-Exempt Status	1 hour	Officers, Board Members
Council Recruiting & Retention	2 hours	Region, Area, Council Leaders
Parliamentary Procedures	1 hour	Region, Area, Council Leaders
Council Financial Audits	1 hour	Council Board Members
New Council President	1 hour	President or President-Elect
Council Treasurer	1 hour	Treasurer or Treasurer-Elect
How to Make Presentations	1 hour	Region, Area, Council Leaders
Public Education	1 hour	Region, Area, Council Leaders
Event Planning in the Navy League	2 hours	Officers, Board Members
Grassroots Legislative Affairs Program	1 ¼ hour	Region, Area, Council Leaders
Online Community Familiarization	1 hour	All Navy Leaguers
Strategic Planning	4 hours	Region, Area, Council Leaders
Successful International Council Operations	1 hour	Region, Area, Council Leaders
Council Officer & Board Member Training	2 hours	Officers, Board Members

### **July 15, 2004**

#### ***Restarting a Council***

*These ideas have been incorporated into the Energizing Your Council Workshop, available at*

Area Presidents frequently are challenged to get a declining or inactive council restarted. First, an important question: Do you need someone ready to lead the effort? A willing volunteer is helpful, but *not essential* if you follow the approach listed below. Starting up a new council could also follow this approach. If you don't have a willing volunteer, the Area President will have to do much of the work described below. So what are the key elements of this approach?

#### **Focus on the Business Community**

## ***Council Best Practices - 2004***

Trying to get the existing membership to step up and assume leadership generally doesn't work because many of these folks are worn out (been there, done that)! Therefore, the following business resources should be contacted and asked to participate:

- Local offices of existing Navy League Corporate members;
- Local port director;
- Local business development organization;
- Local Chambers of Commerce president or Executive Director;
- Business editor of all local newspapers and business journals; and
- Local convention & visitors bureau Executive Director.

The initial invitation should only invite them to participate in a meeting to discuss the Navy League in your community. Follow-up with a phone call to discuss the meeting and invite them again is always required to get participation.

### **Invite Other Interested Parties**

Other interested parties include the Mayor, City Council representatives, the Commanding Officer/Officer-in-Charge of any local sea service facilities (Coast Guard Stations, Reserve Centers, Recruiting Commands, etc.), the leaders of other military-related organizations in the area (MOAA, ROA, NRA, MOWW, CPOA, NERA, Marine Corps League, VFW, American Legion, etc), adult leaders of all sea service youth groups in the area (ROTC, Sea Cadets, JROTC, Young Marines, etc), the head of a local Seaman's Center, and the Executive Director of local maritime museums and museum ships. Invitation letters should be followed by a phone call. A general invitation to council members should also be sent as a courtesy, in case anyone wants to join the effort.

### **Set the Following Agenda**

The purpose of the meeting is to decide whether there should be a NLUS council in the community. Supporting objectives are to determine which activities the council could support, to select personnel willing to organize and support each activity, schedule additional training if needed, and promote the plan to all council members. A generic agenda follows:

- Introduce participants and sign in (name, address, telephone, Email address)
- Discuss Navy League council activities (a cross-section of activities from other councils)
- Perform an assessment of community assets – those resources in the community that could support council activities
- Select a few activities that participants are interested in supporting (community education, sea services, families and youth)
- Discuss how to support these activities financially – for example, through Community Affiliate member recruiting
- Prepare an action plan to start the selected activities.

### **Help is Available**

## ***Council Best Practices - 2004***

Three councils have completed the process described above with Bill Waylett, Senior Director of Regional Activities, [wwaylett@navyleague.org](mailto:wwaylett@navyleague.org), as the facilitator. Details of “how to do it” are included in the workshop “Energizing Your Council”, available online at [http://www.navyleague.org/councils/Energizing\\_Your\\_Council.pdf](http://www.navyleague.org/councils/Energizing_Your_Council.pdf) . You may also call Bill and schedule a facilitated meeting at a mutually convenient time.

## ***Council Best Practices - 2004***

---

**July 29, 2004**

### ***Deployment Dollars***

*Thanks to Joe Moschetti, President, and Sheldon McLeod, Vice President, Richmond Council, for sharing this best practice*

Most Navy League councils have adopted ships and units of the sea services and support them in many ways – serviceman of the year awards, cash contributions to the Morale, Welfare & Recreation Fund, books, CDs and DVDs for the ship’s library, purchase of special items for the crew’s mess (e.g. DVD and or VCR players), family support during deployments, and many other activities. Richmond Council has initiated a unique program that directly supports deployed sailors and coastguardsmen: the Deployment Dollars Program. The council has adopted four ships – USS Normandy (CG 60), USS Carter Hall (LSD 50), USS Tornado (PC 14) and USCGC Northland (WMEC 904). Here’s how the program works:

When one of the council’s adopted ships deploys, the council provides \$5 cash for each day of deployment and corresponding \$5.00 “deployment dollar chits”, one for each day deployed. The cash is credited to the Ship Store account. At daily muster, a crew member, selected using a process set by the command, is given one “deployment dollar chit” that can be spent at the Ship’s Store anytime during the deployment. The chit has the ship’s name, the year, the dollar value, the Navy League logo and the statement “Thank you and have a great day. Richmond, Virginia Council, Navy League of the U.S.”

Council Vice President Sheldon McLeod reports that the council has budgeted \$1000 to support this program, which has been very well received by each ship’s crew. “We want the sailors and coastguardsmen to know we’re thinking of them and appreciate their sacrifice and service.” reports Joe Moschetti, Council President. “We hope other councils will establish a similar program to support deployed personnel on their adopted ships”.

---

**August 16, 2004**

### ***I. Candidate Forums***

*Thanks to Tom Watson, Chairman, Mission & Issues Committee, Jacksonville (FL) Council, for sharing this best practice.*

Most Navy League councils are challenged to fulfill the Navy League’s Mission Statement:

“A civilian organization dedicated to informing the American people and their government that the United States of America is a maritime nation and that its national defense and economic well being are dependent upon strong sea services

## ***Council Best Practices - 2004***

– United States Navy, United States Marine Corps, United States Coast Guard and United States Merchant Marine.”

The Jacksonville Council has taken this challenge directly to the public by hosting Candidate Forums. Starting with local elections last fall (2003), the council has hosted a public meeting and invited all candidates to come and state their positions, followed by questions from a panel and the audience. “The candidate’s position on maintaining strong sea services is a primary concern of council members and can lead to some enlightening discourse” relates Tom Watson, Chairman, Mission and Issues Committee, Jacksonville Council. This committee has been in existence since 2001 and has a lengthy subscriber list to the periodic electronic Current Issues Briefing. The current issue is Number 182 and anyone can subscribe by sending an email request to [navyleaguejax@aol.com](mailto:navyleaguejax@aol.com). The council is hosting a U.S. Senatorial Candidate Forum this week on August 13<sup>th</sup>. ***Great job, Tom!***

### ***II. Identifying Small Businesses in Your Community***

*Thanks to Matt McCartney, President, Wilmington (DE) Council, for sharing this best practice.*

Councils that are recruiting Community Affiliate members are always on the lookout for ways to increase their list of potential candidates. In the January 29, 2004 Council Alert, John Lockwood shared how he was able to get a list of Department of Defense contractors from the internet at [http://dsbs.sba.gov/dsbs/dsp\\_dsbs.cfm](http://dsbs.sba.gov/dsbs/dsp_dsbs.cfm), with sorts available by state, county, Congressional District, telephone area code, zip code, metropolitan statistical code and SBA office code. Matthew McCartney, President, Wilmington (DE) Council, has found a source for lists of qualified minority owned small businesses, also on the internet. Minority owned businesses are of interest to larger defense contractors because DOD wants to encourage the larger contractors to do business with qualified minority owned small businesses. The NLUS council can recruit these businesses and provide a win-win service: introduce them to our NLUS Corporate members and invite DOD procurement officers to come to the local council and meet with them. What did Matt find?

The Small Business Administration maintains a list of 8(a) Sources at [www.sba8a.com](http://www.sba8a.com). Business on this list are federally-certified Minority-Owned Business Firms (MBE) and Woman-Owned Business Firms (WBE). The list can be searched by Company Name, Industry and State. A search of Florida, for example, yields 11 ½ pages of listings, 20 companies per page. The listing is alphabetical by city. So checking Clearwater Florida, for example, yields 4 businesses. Each business listing provides the name, address, industry SIC, certification date and contact information (name and phone number). Further information available on additional web pages, includes “Sign our Guestbook”, “Place an Order”, “About the Company”, “Job Openings” and “Feedback”. Searching

## ***Council Best Practices - 2004***

for nearby towns in the listing may increase the number of local businesses that could be recruited by your council. *Thanks, Matt, for sharing!*

---

**August 26, 2004**

### ***Identifying Small Businesses in Your Community - Addendum***

*Thanks to John Lockwood, Lake Washington Council, for this addendum.*

The August 16<sup>th</sup> Council Alert described how to find Minority-Owned Business Firms (MBE) and Women-Owned Business Firms (WBE) for your community using the Small Business Administration (SBA) website [www.sba8a.com](http://www.sba8a.com). John Lockwood noted that the SBA website also includes other categories of disadvantaged businesses, including veteran-owned (<http://www.veteranscorp.org/BusinessDirectory/index.asp>) and disabled veteran owned small businesses (<https://www.bpn.gov/ccrinq/scripts/search.asp>). Companies in Historically Underutilized Business Zones (HUBZone) can be found at <https://eweb1.sba.gov/hubzone/internet/general/approved-firms.cfm>. John notes that government agencies have goals for small business awards that can be as high as 3% of their business. By using the websites listed above, many prospects can be identified for your council.

---

**November 9, 2004**

### ***Year-End Council Training***

Most councils elect a new Board of Directors and Council Officers at this time of the year, which provides an opportunity to schedule training for your new officers and board members. Listed below are some Navy League Workshops that can be packaged into a Board Retreat (one full day) upon request to the Senior Director of Regional Activities, Bill Waylett, [wwaylett@navyleague.org](mailto:wwaylett@navyleague.org).

Council Officer & Board member Training	3 hours
Leadership in a Volunteer Organization	1 hour
How to Run Effective Meetings	1 hour
Council Strategic Planning Workshop	3 hours

Please call Bill Waylett to get available dates and schedule your Board Retreat or to schedule other training workshops. Workshop materials can be reviewed on the NLUS website at [http://www.navyleague.org/councils/training\\_workshops.php](http://www.navyleague.org/councils/training_workshops.php).

---

#####