

CHAPTER

OPERATIONS HANDBOOK



New Hampshire Chapter
Military Officers Association *of* America

2015

OPERATIONS HANDBOOK

I. INTRODUCTION

The Military Officers Association of America (MOAA)-NH is a not-for-profit corporation that is operated exclusively to further the interests of the state, nation and its uniformed services personnel, their family members, and survivors. It is the obligation of the Board of Directors to ensure that MOAA follows the highest of ethical standards. To demonstrate leadership in the maintenance of those standards, the Board hereby promulgates and adopts this Code of Ethics for Directors to provide guidance in discharging individual responsibilities.

No code of ethics or statement of policy can spell out the appropriate moral conduct and ethical behavior for every situation that Directors will confront. Directors' service as officers in whom the Nation invested its "special trust and confidence," however, required them to make carefully considered moral and ethical decisions. Similarly, while invested with the special trust and confidence of MOAA members, each Director must rely on his or her own good judgment in applying the principles outlined in this Code.

II. RESPONSIBILITIES

1. Each Director and elected officer has a fiduciary obligation on behalf of MOAA, which encompasses at least two distinct duties: the Duty of Care and the Duty of Loyalty.

The Duty of Care

To fulfill the Duty of Care, each Director /Officer should be reasonably informed, participate in Board decisions, and do so in good faith, with the care of an ordinarily prudent person in similar circumstances.

The Duty of Care presumes that each Director/Officer will attend meetings on a regular basis, be informed about the workings of MOAA-NH, and exercise independent judgment. In exercising independent judgment, Directors must always act on behalf of the whole Association, and not any particular constituency group.

A Director/Officer may rely on information from regular sources that the Director reasonably regards as trustworthy. While the bylaws provide that the President "shall, under the general direction of the President and the Board of Directors, carry on the actual business of the Association in such manner and along such lines as they may determine," the Board nonetheless retains overall responsibility for MOAA-NH operations and activities. In order to

discharge this responsibility properly, Directors/Officers have full access to any MOAA records and documents that they may require.

The Duty of Loyalty

The Duty of Loyalty requires Directors/Officers to exercise their authority in the interest of MOAA-NH, rather than in their own interest or the interest of another entity or person. This duty primarily relates to three areas: (a) conflict of interest, (b) financial conflict, and (c) confidentiality.

(a) Conflict of Interest

In the event that a Director/Officer has interests that are in conflict with those of MOAA-NH, the Duty of Loyalty requires that the Director/Officer be conscious of the potential for such conflicts and act with candor and care in dealing with such situations.

A possible conflict of interest exists

(1) When a Director/Officer or a close relative is an officer, director, employee, proprietor, partner, trustee, or paid consultant of an organization that could be said in a business context to be “in competition with” MOAA-NH by offering one or more products or services similar to a product or service offered by MOAA-NH.

(2) When a Director/Officer or a close relative is an officer, director, employee, proprietor, partner, trustee, or paid consultant of an organization that seeks to do business with MOAA-NH.

(3) When a Director/Officer has an interest in an organization that is in competition with a firm seeking to do business with MOAA-NH, if the Director’s position gives him or her access to proprietary or other privileged information that could benefit the firm in which he or she has an interest.

(b) Financial Conflict

Before a Director/Officer engages in a transaction which he or she reasonably should know may be of interest to MOAA-NH, the Director should disclose the transaction to the Board of Directors in sufficient detail and adequate time to enable the Board to evaluate the propriety of the transaction.

(c) Confidentiality

A Director/Officer should not disclose MOAA-NH confidential, proprietary, or privileged information to third parties, including members of MOAA. What constitutes MOAA confidential, proprietary, or privileged information for this purpose is a question of fact to be determined in each case, largely on the basis of the nature of the information and whether it is already known by the public.

2. Gifts or Business Courtesies

A business courtesy is a gift, favor, gratuity, or entertainment given to an individual Director /Officer from a person or firm with whom MOAA-NH maintains or may establish a business relationship and for which fair market value is not paid by the recipient. A Director/Officer should limit giving or receiving gifts, favors, gratuities, or entertainment to only what is acceptable in a normal business context, and should never give or receive gifts, favors, gratuities, or entertainment in a way that might create, or be perceived to create, an obligation to or from another.

3. Political Activity

Internal Revenue Service guidance authorizes MOAA-NH, as a veterans' organization to lobby, that is, to "review proposed legislation that may affect veterans," to "testify before governmental bodies with respect to such legislation," and to "inform members about proposed legislation." MOAA may also propose legislation and assist Members of the NH house and Senate and their staffs in drafting proposed legislation.

MOAA-NH, however, may not engage in political activity, which is defined as intervening directly or indirectly in any political campaign on behalf of or in opposition to any candidate for public office.

A Director/Officer therefore must disassociate MOAA-NH from any political activity or involvement by that Director/Officer and must not use his or her status as a MOAA Director or MOAA's name, property (including mailing lists), or facilities to further a particular political candidate or campaign.

As an individual, however, a Director/Officer is not constrained regarding his or her political activities and retains the right to endorse political candidates, contribute to political campaigns, and otherwise make his or her political views known.

4. Use of Association Property

A Director may use MOAA property only in the furtherance of MOAA business. The use of resources negligible in value is accepted.

5. Public Statements

A Director/Officer should speak on behalf of MOAA-NH only to the extent that he or she is confident that the statement reflects established MOAA policy. Any other public statement by a Director/Officer should be identified as his or her personal opinion.

III. ADMINISTRATION

1. Handling a Conflict of Interest That Arises at a Meeting

A Director/Officer should be sensitive to any interest he or she may have in a decision to be made by the Board of Directors and, insofar as possible, recognize such interest prior to the discussion or presentation of such a matter before the Board. When a Director has an interest in a transaction being considered by the Board, the Director should disclose the conflict before the Board takes action on the matter. The Director shall refrain from voting on any such transaction, participating in deliberations concerning it, or using personal influence in any way. The Director's presence may not be counted in determining the quorum for any vote with respect to any MOAA-NH business transaction in which he or she has a possible conflict of interest.

If the Director recognizes that the conflict is ongoing and that information discussed at the Board meeting will bear on the conflict, the Director should not participate in that portion of the discussion and should leave the room. The Director should request deletion of appropriate material from the minutes as provided to that Director.

2. Infringement of Code of Ethics

(a) A Director/Officer who is unsure about the applicability of the Code of Ethics in a particular. In such event, the Director/Officer must recognize that the General Counsel's responsibility is to MOAA-NH and not to the Director.

(b) Upon receipt of information regarding a possible infringement of the Code of Ethics, the General Counsel shall promptly notify the President, and the Director who is the subject of

the possible infringement. The General Counsel shall then investigate the matter with due diligence and the utmost discretion, and shall provide ample opportunity for due process for all parties concerned.

(c) Upon completing the investigation, the General Counsel shall make recommendations to the Board for appropriate action. These recommendations may include, but are not limited to, dismissal of the allegation, remedial action, or removal from office pursuant to the bylaws.

SUMMARY OF JOB DESCRIPTIONS

Board of Directors: Duties and Responsibilities

1. Controls, Directs, Regulates, Supervise Regulates overall Chapter affairs
2. Determines chapter objectives policies and procedures
3. Reviews chapter operational and fiscal objectives
4. Reviews and approves the disbursement of Chapter funds
5. Reviews and approves rules and regulations for conducting chapter business
6. Reviews and approves agents it considers necessary to carry out its work
7. Has the authority to adopt resolutions and positions in the name of the chapter
8. Annually elects Chapter officers and fills vacancies
9. Reviews and approves annual audit of Chapter books
10. Approves President's appointments to standing and special committees
11. Approves President's nominations of Trustees of The Trust Fund
12. Approves and directs transfer of excess funds from Treasury to The Trust Fund
13. Approves and establishes the operating procedures for Trustees of The Trust Fund
14. Receives and approves Trust Fund status report following the end of each quarter
15. Receives and Approves amount of loans awarded by Scholarship Committee
16. Receives and Approves 'superior sustained scholarship' policies to include the Scholarship Loan program

Board of Directors:

1. Serve at the pleasure of the Chapter President
2. The Board of Directors (BOD) members may hold office for up to three calendar years.

3. BOD serving member must be a member in good standing at both the state and national organization.
4. Vacancies will be filled by appointment by the President and approved by the BOD.
5. BOD members shall meet once a month and be present for at least 9 meeting per annum.

Chapter Officers:

President:

1. Serves as the chapter's chief elected officer
2. Responsible to preside over meetings of the chapter and of the board of directors
3. Has the authority to disperse funds as approved by the BOD
4. Has the authority to appoint and or dismiss all standing and special committees
5. Has the authority to appoint and dismiss all individual appointed to special assignments.
6. Has the authority to dismiss BOD members who are not compliment in performance of their duties.
7. Serves as an ex-officio member, with the right to vote, on all committees except the nominating committee
8. Communicate to the chapter or to the board of director's information or proposals that would help the chapter achieve its operational, personnel and budgetary missions
9. Performs other duties as are necessarily incident to the office of the president

Vice President:

1. Perform such duties as the president may assign
2. Perform the duties of the president in the event of the temporary absence or disability of the president
3. Maintain and safeguard the U.S. and chapter flags belonging to the chapter
4. Assist in developing both a long-range schedule of activities with the Program Director
5. Performs other duties as are necessarily incident to the office of the vice-president.

6. Perform the duties of the president in the event of the temporary absence or disability of both the president.
7. Represent the chapter at local events where potential members might be attending.

Secretary

1. Gives notice of and attend all meetings of the Chapter
2. Maintain a record of all proceedings at chapter meetings
3. Provide board members with timely written notification of all meetings of the board of directors
4. Maintain a record of all proceedings at board meetings;
5. Ensure the maintenance of membership records and the sending of annual dues notices to the members
6. Ensures a list of chapter members is sent to MOAA's Council and Chapter Affairs Department at least once a year
7. Furnish updated chapter officer information to the Council and Chapter Affairs Department as soon as possible following leadership changes by submitting a Council/Chapter Officer Form
8. Prepare required correspondence
9. Maintain a chapter's correspondence files
10. Prepare reports and returns required by law
11. Maintain and safeguard all important records and legal documents and ensure they are passed on to a successor
12. Perform other duties that are commensurate with the office or as might be assigned by the board of directors or the president
13. Perform the duties of the president in the event of the temporary absence or disability of both the president and the vice president
14. Track and ensure the maintenance of the Chapter Charter with the state of NH

Recording Secretary

1. Keep an accurate record of all the meetings of the Board of Directors, and forward a copy of same to all officers, members of the Board and chairmen of committees

Treasurer:

1. Responsible for maintaining a record of all assets, liabilities, received and or expended by the chapter
2. Make disbursements authorized by the chapter President and The Board of Directors
3. Deposit all sums received in a financial institution approved by the Board of Directors
4. Make a annual financial report at the to the annual meeting or when requested by the president and the BOD
5. Recommend to the board of directors, when appropriate, new or revised financial policies
6. Recommend to the board of directors, for approval prior to an annual meeting, a budget for the next calendar year
7. Recommend to the board of directors, when appropriate, changes to an approved budget
8. Coordinate the filing of the annual tax return and conduct annual audit as directed.
9. Coordinates transfer of excess funds from Treasury to The Trust Fund
10. Coordinates the operating procedures for Trustees of The Trust Fund
11. Coordinates the amount of loans awarded by Scholarship Committee
12. Shall insure that NO chapter monies personally benefit any BOD, Officer or individual.
13. Prepare reports and returns required by law

Immediate Past President

1. Serve as a member of the Board of Directors
2. Serve as Chairman of the Chapter Officers Nominating Committee
3. Report to the Board of Directors not later than the September Board meeting the names of the chapter officer the nominees.
4. Be assigned duties as to assist the current president

Chapter Board of Directors

Personal Affairs:

1. Serves as the primary point of contact for issues associated with military rights and entitlements, with special emphasis on survivor benefits information
2. When called upon, provides information to members and survivors about their entitlements
3. When called upon, helps members and survivors in the submission of inquiries, applications, and claims to governmental agencies such as the VA, military personnel offices and finance centers, and Social Security offices
4. In a case of serious illness or death, express sympathy to the next-of-kin and offer assistance as needed as coordinated with the Auxiliary Liaison
5. Ensure that MOAA is notified of chapter members' deaths via the TAPS report
6. Keep members informed, generally by means of a chapter's newsletter and the chapter website, about facilities and services available in the area such as commissaries, exchanges, hospitals, dispensaries, and officers' clubs
7. Make reports to the Board of Directors regarding items of interest to chapter members and the status of Personal Affairs
8. Provide an up-to-date list of the telephone numbers, mailing addresses, Web sites, and/or e-mail addresses of the following:
 - A. The local military retiree activities offices or offices that have appointed survivor assistance officers
 - B. The Defense Finance and Accounting Service Center and the finance centers for the U.S. Coast Guard, the National Oceanic and Atmospheric Administration, and the U.S. Public Health Service
 - C. The nearest VA regional office: (800) 827-1000
 - D. The nearest Social Security office: (800) 772-1213
 - E. MOAA's Benefits Information and Financial Education Department: (800) 234-MOAA (6622), ext. 116, or beninfo@moaa.org
 - F. A local veterans' service organization, such as the American Legion, the Disabled American Veterans, or the VFW

Membership

1. As directed by the Secretary, maintains the membership records and send annual dues notices to the members
2. As directed by the Secretary, submit a list of chapter members to MOAA's Council and Chapter Affairs Department at least once a year
3. Retain existing members and recruit new ones
4. Establishes goals, plan and carries out membership-solicitation drives, and follow up on leads concerning potential members
5. Make reports to the Board of Directors as to the status of membership in the chapter

Recruiting:

1. Develops plans with the Membership Chairman to recruit new members to the chapter
2. Develops a specific strategy with the Membership Chairman for getting new members
3. Represent the chapter at local events where potential members might be attending
4. Make reports to the Board of Directors as to the status of recruiting efforts in the chapter

Programs:

1. Responsible for coordinating ,planning and executing up to six events/ luncheons per year
2. Responsible for selecting the luncheon dates for the year
3. Responsible for arraigning suitable and interesting speakers on topics of concern to the membership
4. Responsible for coordinating the long and near term schedule of the chapter actives with the chapter Vice- President
5. Responsible for coordinating with the regional teams to schedule luncheons

Legislative:

1. Monitor local, state, and national legislative developments that might affect service

- retirees, active duty personnel, the families thereof, or national security
2. Keep the chapter's board and members informed about legislative developments of particular interest
 3. Recommend to the board, when appropriate, new or revised policies or objectives in the field of legislative affairs;
 4. Execute tasks related to lobbying that the board of directors specifically might direct or authorize
 5. Liaison with other local organizations concerned with military or veterans' affairs or retiree issues, with a view to obtaining their support for the achievement of the chapter's legislative objectives
 6. Liaison with the Government Relations Department regarding state and national political offices on matters vitally affecting service retirees or national security
 7. Ascertain and disseminate to chapter members, but not the general public, the records and positions of candidates for local, state, and national political offices on matters vitally affecting service retirees or national security
 8. As far as possible, establish and maintain good working relationships with local, state, and national legislators (and their key assistants) representing voters in the chapter area

Trustee of the Trust Fund:

1. Appropriate safe-keeping, prompt deposit and accounting of all monies received by the Fund
2. Appropriate investment of such funds as may become available so as to assure that the Life Membership account shall be self-sustaining
3. Appropriate investment of such funds as may become available in excess of the annual operating funds for the Scholarship Fund so as to assure a reasonable return to further the Scholarship goals of the Chapter
4. Such further investment as may be deemed advisable in the circumstances to achieve the goals for which other special purpose funds may be received
5. Disbursement of annual dues for life members to the Treasurer of the Chapter
6. Disbursement of funds from the Scholarship account as may be requested by the Scholarship Committee

7. Disbursements of such other accounts only as may be authorized by the President and Board of Directors
8. Report at least quarterly to the Board of Directors on the status of the Trust Funds (Report at the first meeting of each quarter for the status at the end of the preceding quarter.)
9. Conduct a strategy of investment analysis of fund performance and reallocation if required
10. Conduct an audit at the end of September each year and present a summary report of activity to the October meeting of the Board of Directors. This report shall also be made to the membership of the Chapter at the annual meeting each year

Scholarship Loan:

1. Shall administer the Scholarship Loan Program for the Chapter and report to the Chapter President, and BOD the accounting of all monies received by the Fund
2. Assure information on the Chapter College Loan Program is made available to as wide a spectrum of eligible candidates as possible
3. Establish and approve the application process.
4. Select individuals to receive the student loan
5. Award the loans in amounts not to exceed the amount previously approved by the Board of Directors
6. Determine if a recipient is to be forgiven partial repayment of the loan, in accordance with the 'superior sustained scholarship' policies previously approved by the Board of Directors
7. Manage the loan accounts, to include setting repayment schedules, accounting for funds received and disbursed, and taking appropriate action to recover loans in default
8. Manage the revolving scholarship fund to include drawing additional funds from the Scholarship Trust Fund when needed
9. Report to the Board of Directors periodically during the year on the status of the program
10. Report to the general membership of the Chapter each year at the annual meeting the total number of dollars collected that year and the total amount donated to date

to support the program. In addition, the number of student loans outstanding, the number loans in repayment and the number of loans in default with actions taken to collect the amount due should be reported together with the total dollar value of each category

Chaplain:

1. Deliver an invocation at chapter meetings and on other appropriate occasions
2. Assist the Personal Affairs Committee Chairperson in carrying out bereavement counseling

Awards:

1. Coordinate the presentation of awards, on behalf of the chapter, to members of the various JROTC, ROTC and NH National Guard units in the state
2. Procure the various plaques and medals to be awarded
3. Make reports to the Board of Directors as to the status of the Awards program

Newsletter:

1. Publish the chapter newsletter at least four times a year
2. Arrange for advertising for the newsletter as appropriate
3. Make reports to the Board of Directors as to the status of the newsletters:
6. Prepare press releases with the PAO for local newspapers promoting the chapter and its events
8. Make reports with the PAO to the Board of Directors as to the status of public affairs efforts on behalf of the chapter

Webmaster:

1. Maintain the chapter web site
2. Update the web site as necessary to ensure the information is current and accurate
3. Track the number of people who access the web site
4. Make reports to the Board of Directors as to the status of the web site

Social Media:

1. Develop plans to enhance chapter communications to include MOAA Connect, Face book, and Twitter, LinkedIn, and blast emails
2. Make reports with PAO to the Board of Directors as to the status of efforts to enhance chapter communications

PAO:

1. Serve as sole spokesperson for MOAA-NH to the media.
2. Serve as an MOAA-NH's "ambassador" to the NH Media.
3. Maintain a list of all media outlets with the state
4. Required to develop and maintain positive and productive relations with the media, members, related government agencies, and community leaders, organizations and the public at large.
5. Make reports to the Board of Directors as to the status of efforts to enhance chapter communications
5. Develop strategies and responses to any news situation that could impact the organization.
7. Coordinate with the Webmaster and Newsletter/communication to synchronize the media efforts.
8. Prepare press releases for local newspapers promoting the chapter and its events

Group Travel:

1. Arrange for travel programs for the chapter
2. Work with local travel agents to provide interesting and exciting travel packages
3. Make reports to the Board of Directors as to the status of planned group trips and results of trips taken by chapter members

Historian:

1. Maintain the historical records and archives of the chapter
2. Make reports to the Board of Directors as necessary as to the historical records of the chapter

Nominations:

1. Identify nominees for the elected chapter officers and Board of Directors
2. Report to the Board of Directors not later than the September Board meeting the names of the nominees
3. Publish the approved final slate of nominees for the Board of Directors with the notice for the annual meeting

Transition Liaison:

1. Serves as primary point of contact in the chapter for MOAA members and their spouses who are in the process of relocating to the chapter's geographic area
2. Provide transition assistance to service members
3. Provide advice on his or her professions (present or past) or on how to network more effectively in the geographic area where he or she resides
4. Give general tips from himself or herself own transition experience
5. Put service members in touch with other chapter members with similar career interests
6. Be knowledgeable about the local community, area schools, desirable and less desirable neighborhoods
7. Make reports to the Board of Directors as to the efforts made in providing transition assistance

Appointed Chapter Positions

1. Appointed by the President to serve a term as determined by the President.
2. Represent the chapter to the following organizations and submit reports of meetings and items of interest to the Board of Directors and general membership (at the Annual Meeting)
 - A. New Hampshire State Veterans Home
 - B. VA Medical Center, Manchester
 - C. Portsmouth Naval Shipyard
 - D. State Veterans Advisory Committee
 - E. Pease ANG /ANG
 - F. ESGR

G. Auxiliary Liaison:

1. Serve as the primary point of contact on legislative and benefits-information issues concerning surviving spouses
2. Coordinate with Personal Affairs concerning sending of notes of condolences and offering assistance to surviving spouses as needed
3. Work directly with the national association's Auxiliary Member Advisory Committee (AMAC)
4. Make reports to the Board of Directors concerning spousal issues