

# MARINE CORPS LEAGUE



## GUIDEBOOK FOR DETACHMENT OFFICERS

UPDATED FEBRUARY 2013



# Guidebook

Incorporated by act of Congress  
August 4, 1937



## MARINE CORPS LEAGUE

Welcome to the Marine Corps League!

Forming your new detachment has been the hardest part of this whole process. Now you are ready to participate in the best part. That is to take part in all of the activities and camaraderie of the Marine Corps League.

This Guidebook has been prepared to give you an overview of the activities and some of the procedures of the League. The Guidebook should be required reading for all Officers. There are job descriptions for each office that will give an idea of what is expected in fulfilling their duties as a Detachment Officer.

It is suggested that your Officers be encouraged to purchase their own copy of the Guidebook from National Marine Corps League Ships Stores. They will find that it contains invaluable information for helping them to become an effective and valuable Officer in the Detachment.

The Guidebook is made up of four Sections with each Section having several subsections.

As you read the various sections, you will find there is a wealth of information incorporated into the Guidebook that will give you the tools to work with. If there is something that you feel is not covered, don't hesitate to ask. Follow the Chain of Command and inquire first of your Department Officers and then if you still have a question, contact National Headquarters at 1-800-625-1775.

Semper Fidelis!

**SEMPER FIDELIS**  
**"Once a Marine, Always a Marine"**



## **PREFACE**

The "GUIDEBOOK for DETACHMENT OFFICERS," developed for Detachments in the Marine Corps League, is a summary of information received over the years from many Detachments, Departments, and National Officers. The following are suggested methods for use of the "GUIDEBOOK":

- Attend MCL training sessions so that ideas and comments may be exchanged between Officers from other Detachments
- Set aside time at general meetings or Officers' meetings, to discuss ideas and comments, section by section, to determine applicability to your Detachment, or to generate ideas that will apply to your Detachment.
- Make notes of what works and does not work for your Detachment. And provide feedback to Department Officers, so that the GUIDEBOOK may be expanded, amended and/or modified
- Be proactive in seeking solutions to specific problems in your Detachment by contacting other Detachments, and/or calling on Department Officers
- Do not be afraid of trying something NEW or DIFFERENT, and reporting on the results to other Detachments or your Department
- Keep in mind that there is a family of MARINES in the Detachments and Departments that are willing to support and assist you.

The Guidebook is intended to be a "HELP GUIDE" to existing and new Detachments. A continuing effort will be made to update and upgrade this document so it will be more useful. The objective of this guide is to increase the capabilities of all Detachments and Departments within the Marine Corps League by combining it with training programs which address specific issues to include Officer duties and responsibilities, effective meetings and programs, and developing financial stability and leadership.

This Guidebook will hopefully provide guidance and encouragement for your Detachment to excel. It is not a manual of explicit rules, but rather a guideline and extraction of ideas for your use in developing and maintaining a dynamic and successful Detachment. Keep in mind that every Detachment differs in the make up of its members and its geographic location. It is important to develop and employ those capabilities and programs that will make your Detachment successful. To that end, we encourage you to ask questions and relate your success stories at Department meetings and with other Detachments. If we work as a team to strengthen our existing Detachments, promote new Detachments in the right direction, and communicate constantly within the Department, we will benefit all Marines and members within the Marine Corps League.

The National Officers who have assembled this Guidebook hope you will benefit from the material, and that you will keep us informed as to how to improve the Guidebook and training programs as they are developed.



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## 1.1 Marine Corps League History

The Marine Corps League is the outgrowth of Marine Clubs established by Marines returning to the U. S. from the trenches of France in 1918. As those clubs grew in size and number, they became more active in the pursuit of objectives of interest to their members and in support of the Corps. In November 1923, Major General John A. Lejeune, then the Commandant of the Marine Corps, convened the first conference of Marines in support of the Corps. It was apparent that there was a need for a formal organization. Plans were drawn and a petition was sent to Congress to grant a Congressional Charter to the League. A charter was granted on 3 August 1937, by Public Law #243, passed by the 74<sup>th</sup> Congress, USA.

Currently, the League boasts a membership of over 72,000 men and women, officer and enlisted, active duty, Reserve Marines, honorably discharged Marine Veterans and qualified FMF Corpsmen. There are 49 Departments in the League with more than 1100 Detachments chartered. The League is supported by an Auxiliary with a membership of approximately 4000. A National network of over 400 accredited Service Officers assist veterans in adjudicating claims against the government as a result of active duty service. The Marine Corps League is headed by an elected National Commandant (CEO) with 14 elected National Staff Officers who serve as trustees. The National Executive Director (COO) is employed by the National Board of Trustees and is responsible for the management and direction of National Headquarters as well as all programs, activities and affairs of the Marine Corps League.

Dependents of League members are granted many scholarships by the National and Department Scholarship Committees.

Over 300 members of the Marine Corps League support the Veterans Administration Volunteer Service (VAVS) program. These dedicated Volunteers go into the VA Medical Centers and provide service and assistance to the paid professional staffs. The VA credits these Volunteers with personal service that cannot be provided to patients by the VA Staff. In the League's National VAVS program over 60,000 volunteer hours are credited each year.

The Young Marines of the Marine Corps League Program is open to all youths 8 to 18 years of age (male & female). The Young Marines are given training in physical fitness, life saving, swimming, camping and taught self-reliance along the lines of Marine Corps training by volunteer Leaguers and associate leaders.

In addition, the League's Boy Scout program is making tremendous strides to become a vital part of our support of the Youth of America.

Our National Executive Director works out of National HQ and provides representation to the U. S. Congress in legislative matters affecting the Marine Corps.

The bi-monthly Marine Corps League magazine "Semper Fi" is among the finest military publications currently in print.

## 1.2 Congressional Approval for Incorporation

*Seventy-Fifth Congress of the United States of America*

*At the First Session*

Begun and held at the City of Washington on Tuesday, the fifth day of January, one thousand nine hundred and thirty-seven

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### AN ACT

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#### To incorporate the Marine Corps League

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,*

SEC. 1. That major General John A. Lejeune, United States Marine Corps, retired, honorary national commandant; Maurice A. Ilch, national commandant; Roy S. Taylor, senior national vice commandant; Kenneth B. Collings, junior vice commandant; Alexander F. Ormsby, national judge advocate; Reverend John H. Clifford, national chaplain; Edward A. Walker, national sergeant at arms; John B. Hinckley, Junior, national adjutant and paymaster; John E. Brock, national chief of staff, are hereby created a body corporate of the name "Marine Corps League."

SEC. 2. That the purposes of this corporation shall be: (a) to preserve the traditions and to promote the interests of the United States Marine Corps; (b) to band those who are now serving in the United States Marine Corps and those who have been honorably discharged from that service together in fellowship that they may effectively promote the ideals of American freedom and democracy; (c) to fit its members for the duties of citizenship and to encourage them to serve as ably as citizens as they have served the Nation under arms; (d) to hold sacred the history and memory of the men who have given their lives to the Nation; (e) to foster love for the principles which they have supported by blood and valor since the founding of the Republic; (f) to maintain true allegiance to American institutions; (g) to create a bond of comradeship between those in the service and those who have returned to civil life; (h) to aid voluntarily and to render assistance to all Marines and former Marines as well as to their widows and orphans; (i) to perpetuate the history of the United States Marine Corps and by fitting acts to observe the anniversaries of historical occasions of peculiar interest to Marines.

SEC. 3. That the corporation: (a) shall have perpetual succession; (b) may charge and collect membership dues and receive contributions of money or property to be devoted to carrying out the purposes of the organization; (c) may sue or may be sued; (d) may adopt a corporate seal and alter it at pleasure; (e) may adopt and alter by-laws not inconsistent with the Constitution and laws of the United States or of any State; (f) may establish and maintain offices for the conduct of its business; (g) may appoint or elect officers and agents; (h) may choose a board of trustees, consisting of not more than fifteen persons nor less than five persons, to conduct the business and exercise the powers of the corporation; (i) may acquire, by purchase, devise, bequest, gift or otherwise, and hold, encumber, convey, or otherwise dispose of such real and personal property as may be necessary or appropriate for its corporate purposes; and (j) generally may do any and all lawful acts necessary or appropriate to carry out the purposes for which the corporation is created.

SEC. 4. That the corporation shall, on or before the 1st day of December in each year, transmit to Congress a report of its proceedings and activities for the preceding calendar year, including the full and complete statement of its receipts and expenditures. Such report shall not be printed as public documents.

SEC. 5. That the right to alter, amend, or repeal this Act at any time is hereby expressly reserved.

Approved, August 4, 1937.

*Approved*  
*Aug 4*  
*1937*  
*Franklin D. Roosevelt*

*Wm. B. Bankhead*  
Speaker of the House of Representatives

*Charles McNary*  
President of the Senate pro tempore



### 1.3 Incorporation for the Marine Corps League

Why incorporate? It is common among several states to treat each entity containing two or more individuals pursuing a common goal as if they were a partnership unless these persons have correctly and continuously formed and operated as something else. Thus, twenty Marines in an unincorporated chartered Detachment are, by law, custom, or both, deemed to be a partnership. The odds are that there will be no adverse consequences. BUT, if you lose this bet, the penalty can be devastating.

The exposure in a partnership is total individual liability for each of the Detachment members (in this case, each of the full twenty Marines would be liable) for any judgment against a partnership. It is almost universally held that each partner has personal liability for all partnership obligations. In addition, each partner (e.g., the Commandant, a Committee Chairman, or even the newest member) may make a decision binding on all other partners. Financial liability comes in many guises. A member's wife slips and falls in the parking lot, a guest is injured at a picnic, or a contract is breached. The member with a house free and clear would be the first target of a lawsuit, well ahead of that member who is unemployed and without a home or automobile. Houses, automobiles and boats would continue to be forfeited until the entire judgment was satisfied.

To avoid any legal ramifications of membership in the Marine Corps League, National Headquarters requires each Detachment to file for corporate status within two years of receiving its charter. Failure to comply may result in a MCL penalty fee. While there may be several reasons for becoming incorporated, the main reason for the individual Leaguer is personal protection of assets. Many lawyers recommend you become incorporated ASAP, for everyone's protection. Nonprofit Incorporation is the recommended path. A corporation's exposure is limited to its own assets provided it follows the corporation rules.

Each state has rules and forms concerning incorporation. Some require annual fees and financial filings while others insist on only the initial fee and require a financial report only where the Federal Government requires one. These rules, fee schedules and forms are generally available from the Secretary of State offices in the several States, either from a state government web site or direct contact via US mail or telephone.

There are other rules. A correctly formed and operated Corporation shields each individual member of the League from becoming liable for the satisfaction of any possible court issued judgment. These other rules are court imposed and among them are the requirements of annual board meetings, strict accounting of corporate income and expenses, a current registered agent (or formal contact person) and designation of a controlling body (the League uses the term "Board of Trustees" but by whatever name, this body is the Corporation's Board of Directors).

The Corporation's controlling group has certain duties. These duties include a good faith effort to manage the affairs of the Corporation through attending meetings, examining financial statements to assure each Officer is complying with the rules, Bylaws and directives of the board and examination of the books and records where called for. Overlying all is the duty of good faith and reasonable judgment. To do otherwise is to break

faith with the membership at large and risk personal liability. A corporation, through its Bylaws, determines its Board of Directors (Trustees) makeup and the authority of the Board during the interim between any required annual meetings.

## **1.4 Duties of the Corporate Officer**

In general, Corporate Officers and Directors are designated and fully identified in a Detachment's Bylaws. While there is no requirement to adopt Bylaws at the Detachment (National Bylaws, Article Five, Sect. 505) or at the Department levels (Article Four, Sect. 400), failure to do so can lead to confusion, chaos and even anarchy. Where Bylaws are adopted, articles of the National Bylaws specify just who is a Director regardless of how they might be identified. The term Trustee is used in the place of Director in these Bylaws. The actual term is of no matter. Trustee, Director or any like term means a person with decision making authority and responsibility.

The failure of any Corporate Officer to act responsibly may result in at least embarrassment and at most legal problems. We need only recall the troubles of Enron, Tyco, and Adelphia for examples of lack of attention by Directors resulting in mismanagement on a grand scale leading to the massive squandering of corporate funds.

Each Corporate Officer has the duty to act as caretaker for the interests of the shareholders (the "red hats" in the MCL). Those that the Corporation has designated as "Directors" have a special duty of care in that these persons must examine all aspects of the corporate business. Adherence to procedures, financial reports, submissions of substantiated expense accounts are but some of these responsibilities. The lesson we learn from recent scandals is that each Director is responsible for a reasonable effort in management of the corporate affairs.

The National Bylaws specify that at least four members must be elected as Officers (Department Section 405, Detachment Section 510) and that (only) the elected Officers constitute a Board of Trustees (Department Section 415, Detachment Section 525). Other needed members (finance, correspondence, etc.) may be chosen by election or appointment (Note: Members of the Board that are elected are full voting members while members that have been appointed serve in an advisory capacity.) A Department, through its Bylaws or, absent Bylaws, at a Department Convention (Section 405) may determine that its interests are best served by having formal input from its Detachments. A Department Bylaw can be crafted that indicates Detachment Commandants are also full members of the Department Board of Trustees.

## **1.5 Purposes of the Marine Corps League**

➤ To preserve the traditions, promote the interest, and perpetuate the history of the United States Marine Corps and, by fitting acts, to observe the anniversaries of historical occasions of particular interest to Marines.

- To band together those who are now serving the United States Marine Corps and those who have been honorably discharged from that service together in fellowship, that they may effectively promote the ideals of American freedom and democracy.
- To fit its members for the duties of citizenship and to encourage them to serve as ably as citizens as they served their nation under arms.
- To hold sacred the memory and history of men who have given their lives to the nation.
- To foster love for the principles that they have supported by blood and valor since the founding of the Republic.
- To aid voluntarily and to render assistance to all Marines, uniformed and civilian, as well as to their widows and orphans.

## 1.6 Participation

The primary reason Marines join the Marine Corps League is to associate with a Marine organization. There are other Marine associations, but Marine Corps League offers all Marines and qualified FMF Corpsmen of every era, rank, and unit an opportunity to participate together in an organization of Marines.

Among Marines who participate in Detachment activities, past surveys have shown that there are three specific reasons consistently given for joining and actively participating:

1. Camaraderie and association with other Marines and FMF Corpsmen
2. The fact that Marines get things done
3. Marines take care of their own

The second and third reasons refer to the certainty that when programs and projects are initiated, Marines follow through and accomplish tasks in an outstanding manner, and Marines are there for each other, and their families.

Every Marine who joins and participates in some manner is seeking some personal satisfaction from being a member of the Detachment. Those reasons will vary from member to member, and it is important for the Detachment to stay aware of those reasons in order to meet the needs and expectations of the membership. By the same token, a single Detachment cannot always “be all things to all people,” so it is important that programs and activities reflect the majority needs, still allowing those who wish to promulgate new ideas and objectives to do so.

From surveys taken in Detachments, some of the reasons cited by members for their participation, in addition to camaraderie and goal achievement include:

- Participating in patriotic events, ceremonies, parades and color guards



- Developing and supporting programs to cultivate positive youth activities through Young Marines, Youth Physical Fitness Programs, education in schools on patriotism and responsible citizenship, and/or assisting existing youth programs, such as Scouting, JROTC, Boys & Girls clubs, and supporting local, state and National Scholarship Programs.
- Providing service for, and supporting, the annual Marine Corps Reserve Toys for Tots campaign through collection and distribution of toys.
- Developing and/or assisting in veterans programs that support veterans in need, such as the VA Volunteer Services program for VA hospitals, veterans stand-down programs, direction and guidance for veterans needing assistance, and support of other veteran programs.
- Supporting Marines, Marine units, and Marine families. Assistance and support to families during times of deployment, sustaining programs and activities of the Marine Corps and developing programs which help Marines get their job accomplished and interface effectively within the community.
- Developing programs and events that raise funds for Detachment and Marine Corps League objectives.
- Developing programs of special interest to Marines such as the annual Marine Corps Birthday celebration, recognition of Naval Corpsmen on their anniversary and honoring Marines on special occasions and events.
- Supporting and/or developing programs that lend assistance to those in need within the community, such as food drives, hospital assistance and participating in community programs and events.
- Taking care to support members and Marines and their families in time of distress, need, and illness by personal contact, cards, gifts, and financial assistance (if appropriate and/or realistic).
- Developing social events on a regular basis that are of interest to members, Marines, and/or their families that develop Detachment cohesiveness and esprit de corps
- Acknowledging members, Marines and community citizens for deeds and actions that warrant recognition through awards, certificates, plaques, etc.
- Participating members need challenges (it's the Marine way). Setting goals and objectives that will peak interest and stretch capabilities will tend to draw members to meetings and activities. One other fact to keep in mind is that programs and activities of the Detachment should be selling points to keep members and to recruit new members. By advising the news media of Detachment events, some publicity and free advertising may be available as well.

## 1.7 Why Marines Join the Marine Corps League

Many individuals associate themselves with organizations, yet are not active participants. The goal of any volunteer organization is to first recruit members and then provide programs, meetings and activities that will attract active participation. It should be emphatically noted that passive members are important to the Marine Corps League and the Detachment – some members want to support the organization, but for a variety of reasons, cannot be active. Keep in mind that these members are Marines, and the first step in developing a Detachment, is getting the support through membership of as many Marines & FMF Navy Corpsmen as possible. Then it's up to the Officers and active members to develop appealing programs and activities that will draw the interest of the passive members.

Keeping in touch with the passive members is important – to let them know what the Detachment is doing, and encouraging them to participate. From time to time, it is important to determine what may be preventing a member from being more active. And, it is equally important to identify what attracts active members to participate in the Detachment. With this information, Officers and members can sell passive members and prospective members on the rewards and benefits of belonging and participating in a Detachment of the Marine Corps League.

## 1.8 Excuses for not Joining and the Role of Perseverance

Every member of a Detachment has a responsibility to the Detachment to contact and recruit prospective members. In addition, the Detachment should have programs for advertising or broadcasting information about the Detachment and the Marine Corps League. THIS, IN REALITY, IS A JOB OF MARKETING AND SELLING. **Marketing** and advertising is the process of broadcasting information about the Detachment. **Selling** is the individual contact with prospects to bring them on board by completing the application and collecting their dues. Selling is also the art and practice of overcoming objections.

Experience dictates that approximately 10% of the contacts made will join. But factors that will increase this percentage significantly are persistence in contacting prospective members, and general publicity of the Detachment activities within the community (giving credibility and positive image to the organization).

Remember to keep a record of prospective member's names, addresses and phone numbers, as well as tracking the status of contacts with prospects. This is a constant, on going effort, and every member should volunteer to make calls and contact potential members.

Perseverance in selling is the only way to assure success in recruiting. Some basic rules for selling are:

- Never take “no” for an answer and quit. Let the prospect know that you will call from time to time and will send him/her information or newsletters on events and programs that may be of interest;



- When an excuse is rendered that will limit the prospects participation, remember that the first objective is to sign the prospect on as a member—that is the minimum form of participation. He/she may have ideas that can be solicited by phone that will contribute to the Detachment;
- Engage a prospect in conversation about his/her experience in the Marine Corps and try to relate your own experience, and why you joined the League;
- Your motivation and enthusiasm for the programs and activities of the Detachment can be a great selling tool in making a prospect a member;
- Be congenial and create an atmosphere that causes the prospect to feel he/she will be joining a family, and he/she will be a part of and supporting something of value and importance;
- Be sure to recognize that this is an organization of Marines and FMF Corpsmen that “take care of our own” and look out for others in the Veteran and civic community. Marines, as well as others, will sometimes procrastinate in making a commitment to join an organization. Generally, the negative response from a prospective member will take the form of a flat “no, I’m not interested” or “well, I can’t do it at this time.”
- The following information may assist in overcoming excuses and objections for someone to join the Detachment and the Marine Corps League.
- “I served my time in the Corps and I’m not interested in joining the League.”

**Comment** - Encourage the prospect to talk about his service, where he served and his experiences—try to solicit positive experiences about his association with the Marine Corps. Summarize the purposes of the League and explain the Detachment programs and activities. If the prospect is not swayed, ask if it is okay to call from time to time and tell the prospect you will be sending information and/or newsletters on activities and events in the future.

- “I don’t have time; I won’t join unless I can find time to participate.”

**Comment** - (This is the most common excuse – we know the busiest people are generally productive and find time.) Let the prospect know that you understand that time is valuable and that job and family are important. By joining, the prospect will be participating, and there may be events and activities that he/she will be able to set aside time for. Indicate that the Detachment will stay in touch and solicit ideas by phone and newsletter. Joining, even in a passive role, shows support for Marines in the area and provides the opportunity for association with Marines and supporting Detachment programs and goals. Joining is the important step, and hopefully it is only the first step.

- “I already belong to “x” number of organizations or other Marine Associations.”

**Comment** - Ask the prospect to tell you about the organizations and the time he/she spends with them. Indicate that the Marine Corps League is the only association for only/all Marines and that membership in the League should not detract from



commitments to other Marine Associations, or Veteran's organizations, but should augment his/her participation as a Marine and/or a Veteran.

➤ "I don't see what you have to offer" or "I don't see where this organization is going."

**Comment** - This is a response to take heed to, particularly if the prospect has attended a League meeting. It may mean that the prospect sees no direction, challenge, or difference between this organization and a bad experience at another Veteran's organization. An appropriate response is to determine the shortcomings, and invite the prospect to join to help strengthen the organization and its shortcomings through his/her joining.

➤ "I can't join now, but keep me informed" or "I need to spend time with my family."

**Comment** - It's easy enough to let the prospect know that you will stay in contact, or that you will send information to them periodically. Refer back to item #2 above, for how to handle these objections. But bear down and let the prospect know that by joining now, he/she won't be missing any programs or activities – and in fact, they can become part of the input into the Detachment programs. If the Detachment has events and meetings that are open to families, friends, and guests, make it a point to tell the prospect that there are family programs for all the members – this just becomes a social event that includes other Marines and their families. Emphasize that the Detachment needs the prospect to participate in the activities, or offering their ideas, and also becoming part of the local Marine Corps League family.

## 1.9 Benefits of Joining the Marine Corps League

Normally, every individual is interested in knowing how joining an organization will benefit them personally. Sometimes that benefit is transformed into how the individual might contribute to the organization. Every Detachment and every member should be able to respond to the question of "How does the Marine Corps League benefit me?" These are some of the generic benefits provided by the Marine Corps League, the National organization, and the Department.

➤ A voice in Congressional and Legislative matters (as a result of the Congressional Charter) on a National level. The Department also has a legislative Officer that participates on a Department level.

➤ A periodic magazine that provides information on the Marine Corps, the League, Departments, and Detachments.

### **The most important benefits are those that occur at Detachment level:**

- Association with Marines from all eras and various units
- Opportunity to contribute and support Detachment programs
- Opportunity to work with Marines to achieve worthwhile objectives
- Opportunity to support Marines and their families
- The reward of personal and Detachment accomplishment and achievement

## **1.10 The Dynamics of the Marine Family**

Members, and potential members, of the Marine Corps League come from different backgrounds, they vary in age, their military and civilian experience and knowledge varies, and their interest diverge, depending on past and current situations. The common denominator is they are Marines.

One of the greatest selling points of the Marine Corps League is the fact that **all** Marines are welcome, regardless of the era in which they served, the unit they served with, or the rank they attained – it's having worn the Eagle, Globe and Anchor on the uniform collar that is important!! The League is open to all Marines and FMF Corpsmen, regardless of national origin, race, or sex. Bringing together members from all these backgrounds is rewarding (there's a lot of sea stories to be told), and it is important to the Detachment because this is the manner in which the organization will grow, succeed, and endure.

In seeking membership for the Detachment, it is important to pursue Marines and FMF Corpsmen from every source and era served. The Detachment **must not** develop cliques or become a "good ole boys club" that excludes some Marines. The League is **OPEN** to all eligible Marines and FMF Navy Corpsmen.

It is also important to understand that because of the diversity of the background that has been described above, the needs to be satisfied and the interest of potential members will vary considerably. In addition, younger Marines are generally job and/or family oriented and short on funds (but capable of more strenuous duties), whereas, more senior Marines have more time for volunteer organizations, but are less desirous of carrying on some of the activities.

Therefore, it's also important to attract Marines from every era, with the understanding that the older Marines represent the experience, knowledge and traditions of the Corps and the League, and that the younger Marines will develop and carry on the traditions, programs and future leadership of the League. Every Detachment has a responsibility to its members to assure that "the torch will be passed" and that the Detachment will remain a viable and dynamic entity.



Because of the divergent backgrounds of members and potential members, it is necessary for each Detachment to assess its capabilities, and the programs and activities that will be meaningful to the membership or prospective members. This often means having multiple objectives and activities that challenge the interests of all or most of the members' backgrounds represented in the Detachment. Again, *leadership and communication* are important to learning these requirements and developing appropriate directions to increase member participation.

It is important to provide social functions for the Detachment – but most Marines also want to contribute something (time, effort, leadership, funds) to a cause that they believe will enrich their community, Veterans and/or fellow Marines.



## **PART II – DETACHMENT INFORMATION**

**Section 2.1 – Forming/Reactivating a Detachment**

**Section 2.2 – Getting Started**

**Section 2.3 - Formation/Reorganization Meeting**

**Section 2.4 – Missions, Objectives, & Planning**

**Section 2.5 – Requirements for Detachment Functions**

**Section 2.6 – Officers' Duties & Responsibilities**

**Section 2.7 – Detachment Officers Oath**

**Section 2.8 – Functions & Objectives of Detachment**

**Section 2.9 – MCL Officer Training**

**Section 2.10 – Order for Business Meeting**

**Section 2.11 – Do's and Don'ts for Officers**

**Section 2.12 – Rules for Success**

**Section 2.13 – MCL Types of Membership**

## **2.1 Forming/Reactivating a Detachment**

A Detachment has its beginning before it is chartered. There is the process of finding members who are interested in promoting the purposes of the Marine Corps League, and there is the process of organizing to become a viable organization. Once chartered, the real work for the Officers and members begins. The goal of every FORMING or REORGANIZING Detachment is to grow, expand programs, enlist the participation of all members, remain a dynamic and meaningful organization and enjoy the fellowship of Marines and eligible FMF Corpsmen. That should also be the goal of every other Detachment in the Marine Corps League.

The primary factor in attaining this goal is leadership. Along with leadership are initiative, commitment, perseverance, teamwork, and competence. In reality, the members of the organization will probably not have all the experience and knowledge necessary to readily and immediately tackle all the issues at hand. That's where initiative, commitment, perseverance and teamwork are important. With those traits, Officers and members can learn and experience what they are going to need to know to succeed. Knowledge and experience to attain competence will not happen immediately. Training, information, and assistance from other Detachments and/or the Department can help fill the void.

With the above thoughts in mind, WHAT DOES IT TAKE TO FORM/REACTIVATE A DETACHMENT? Normally, one or more Marines must take the lead in contacting potential eligible members and scheduling a meeting to discuss the interest and the feasibility of reactivating a Detachment. If one or more of these individuals has had prior experience in the League, they would be better qualified to relate the hardships, rewards and advantages of starting up a new Detachment. Even with prior League experience, many steps must be taken that they may never have been involved in before. Therefore, the purposes for instructions furnished are to identify the steps and offer assistance to simplify the task of reactivating or reinforcing a Detachment Charter.

Caution: Starting, reviving, or maintaining an effective, energetic and forceful Detachment is not effortless or uncomplicated. To be successful, in addition to all the other descriptive words that have been used, it still requires enthusiasm and dedication. This is a continuing challenge, and will require tenacity, discipline and energy to achieve THE FIRST STEP.

The first step in forming/reactivating a Detachment should be a call to the Department Commandant, and/or any other Department Officer. The Department Officers can provide information and assistance in taking the initial steps to a Detachment organization. In addition, they can direct other Detachments who are geographically close by to assist during the forming/re-organizational process. Department or National HQ can provide support with materials, presence at organizational meetings, and ideas for reaching the local Marine community.

## 2.2 Getting Started

Interested personnel should start by contacting the Department Commandant or Division Vice Commandant, requesting assistance in the formation/reorganization process. You will be furnished a starter kit with MCL information and the necessary blank forms required for forming or reactivating a Detachment. Several important items are included in the kit; they are the, MEMBERSHIP DUES TRANSMITTAL, AND TRANSFER FORMS. The packet also includes a history of the Marine Corps League, suggestions and sample formats for media letters, press releases, membership applications, posters, plus other formation and reactivation information.

**DETACHMENT LOCATION:** The MCL should be offering Detachment locations that are geographically convenient to all members. You should examine when and where a Detachment is to meet. An on going phase when forming or reorganizing a Detachment, and throughout the life cycle of a Detachment interested in increasing their membership is "getting the word out" to Marines in the geographic area. This will continue to be one of the constant challenges to Detachment leadership. It begins with contacting potential eligible members that may be known personally in the local area. Three or four interested Marines constitute a quorum for sitting down and discussing ideas on making contacts, where and when to hold a membership meeting and other ideas on how to form or reorganize.

Formation or re-organizational plans should be kept simple and basic:

- Where and how to advertise?
- Where and when to have membership meetings?
- Who will do what when starting to form or reactivate the Charter?

Recommended ideas in getting the word out are:

- Placing posters on bulletin boards at supermarkets, restaurants & bars, at other veteran organizations, firearms ranges/shops, police stations, or any other location that will be seen in high traffic areas. Posters used should look as professional as those available from League National HQ (Make sure you list a contact person)
- Contact the Marine Recruiting office, a Marine Base, or a Marine Reserve unit nearest the proposed Detachment locale. Solicit active and Reserve Marines to participate. Ask for leads of former Marines who have visited their offices, base or unit. Leave information and a name of a contact person
- Seek permission to set up a manned table in a Mall, or high traffic area, to advertise for eligible members and to have information available about the League, blank application forms, and/or a blank form to collect phone numbers of potential members.



- A press release regarding your meetings should be sent to local newspapers and other papers that get distributed regularly. An article for a local paper or notice to the Community Calendar section of the paper will let the community know about the League. This also might result in press coverage and interviews.
- Brief commercial spots on radio and cable TV may be made at NO CHARGE to non-profit organizations. Contact the local media stations for information on Public Service Announcements (PSA's).
- Presentations at local Veteran and service organizations lets their members know there is an organization of Marines for Marines. This will alert potential members to the existence of a Marine Corps League in their area.
- Letters to Chambers of Commerce, local political offices, Veterans organizations and clubs, and other community service organizations can provide other contacts.
- Periodic participation at swap meets/flea markets, either having a paid space or a sharing arrangement with a sales booth, to fly the AMERICAN and/or a USMC FLAG. Be prepared to provide brochures, MCL information, MCL applications forms, and MCL materials.
- Direct advertisement in newspapers, local magazines, USMC and other military publications, and AD mailers can attract attention, although there may be a cost associated with this approach.
- A flyer (with MCL application forms) that can be placed under the windshield wiper of vehicles bearing a Marine decal or bumper sticker, with a brief description about the League and a person to contact (with phone number or e-mail address). Check out the parking lots at local sporting events, malls, and movie theaters.

Getting the word out initially means working with a limited budget as well as limited manpower. Posters, merchandise, entry fees to an event, and advertisements can be expensive, so you can request help from National HQ (they have MCL materials available to assist). But the more ways that the "word" can be distributed, the better the odds of reaching more eligible members. The best way to recruit is by "word of mouth," particularly when the person recruiting is already a member of the Detachment.

## **2.3 Formation/Reorganization Meetings**

There is an old adage that "you only get one opportunity to make a good FIRST impression." That not only applies to the formation/reorganization meeting, but to EVERY Detachment meeting where guests and/or potential members are present, for the first time. If the image projected at the meeting is one of enthusiasm congeniality and professionalism, the odds become greater in attracting and keeping members. Here are some ideas for accomplishing the ultimate goal of attracting members and planning for an effective Detachment:

Carefully plan the meeting to address the issues that are required to reorganize the Detachment. Exercise leadership and control of the meeting. Designate one individual to take notes. Prepare a printed agenda of topics to be discussed and stick with it. (This is a good idea for all meetings. It helps to keep focus on the topics and business at hand.)

Some items to be included in your agenda might be:

- Listing the goals of the Meeting.
- Description of the League and requirements to reactivate the Detachment.
- Objectives, programs and interests that the Detachment may wish to pursue.
- Discussion of ideas for locating potential members.
- Establishing plans for recruiting new members

Before adjournment of the meeting:

- Be sure to provide a congenial atmosphere by introducing every attendee and asking for their ideas, suggestions and comments. Have a sign-in sheet to record names, addresses, phone numbers, and e-mail addresses and to list their special interests.
- Select a suitable site for holding the next meeting – it can be in a home or a restaurant or other suitable space to accommodate the expected number of potential members. Be sure to set a date and time.
- Summarize the accomplishments of the meeting.
- Give out assignments to “Get the word out” recruiting, writing letters, printing, media contacts, someone to contact the other Veteran’s groups and any other tasks deemed necessary to get the Detachment reorganized.
- **GET COMMITMENTS!** Give each prospective member an application and collect the Detachment dues. (Be sure to give a receipt when you collect the dues).
- Plan a little time to socialize after the meeting to build interest and Esprit de Corps. (Get to know one another.)
- Formation and Re-organizational meetings are important so schedule them frequently to conclude the initial formation/reorganizing steps as quickly as possible. The intent outlined above for the initial meeting should be followed at subsequent meetings. With each meeting, requirements and objectives should become more specific. Formation of the characteristics of the formation/reorganization of the Detachment takes place during these meetings. This bearing will directly affect the course of the Detachment for the foreseeable future. The importance of these formation/re-organizational meetings and other actions described below cannot be underestimated.

## **Issues for Future Meetings**

Determination of a regular meeting date, time and place for holding the Detachment meetings should be established. A Detachment can maximize its meeting effectiveness and attendance by setting regular monthly meeting dates and times (i.e., the first Tuesday of the month at 1900), at the same location. In this manner, members and prospects should be aware of meetings, regardless of other notifications.

Select a temporary Commandant, an Adjutant and a Paymaster to handle the business of forming/reorganizing the Detachment until the formation/reorganization process is complete.

Develop specific objectives for the Detachment that will include membership goals, programs of interest, social events and other activities that are embraced within the purposes of the League and by your membership.

Begin to identify individuals that have capabilities for elected and appointed Officer positions in the Detachment.

Set a target date for nomination and election of Officers in accordance with the Bylaws of the Marine Corps League.

Set a date for the Installation of the Detachment Officers. It is suggested that this be a social affair with spouses and interested parties invited.

Open discussions and develop specific plans for raising funds for the Detachment, next to membership, this is the most important aspect of keeping a Detachment viable and productive.

Determine the most cost effective methods for reaching eligible members in your area and develop plans for making contact and follow up procedures.

Distribution of MCL brochures that includes an application, mailing address, information about the League and more importantly, the Detachment meeting dates, location and times should be included, with a telephone number for them to contact for additional information.

Since there is probably already a bank account opened in the Detachment name make sure the proper signatures are on file with the banking institution. The bank account should require a minimum of two signatures (the temporary Commandant and temporary Paymaster until proper Officers are elected and installed).



## 2.4 Mission, Objectives, and Planning

The idea behind mission, objectives, and planning, is preparation. Preparing for meetings, events, advertising, recruiting and retention, and activities and programs will pay dividends in terms of results. And, it will develop an image and awareness of professionalism that will have a positive impact on potential members, current members, the community, and Marine units and personnel. The rule of the "6 P's" (sometimes converted to 7 P's) is: Proper Prior Preparation Prevents Poor Performance. The facets of preparation are discussed below.

The mission represents the overall goal of the Detachment, and/or of a meeting, event, activity, or program. Every Detachment should consider a "mission statement" that encompasses what the Detachment is striving to achieve. A "mission statement" may be like a list of goals. The term "to protect and serve" is used by many police departments to give a global view of what they represent. The "Purposes of the Marine Corps League" also serve as a goal or mission statement. Goals and missions describe the organization, but do not serve to depict the means to the achievement of the goal. In addition to the "Purposes of the Marine Corps League", which every Detachment should adopt in their "mission statement," there are other goals which are either general or unique to Detachments, which should also be included. A sample inclusion is:

"The XXX Detachment of the Marine Corps League is committed to the principles on which the Marine Corps League was founded, which include (list the purposes), the expression of patriotism through education and example, the fostering of responsible citizenship among the youth of our community, the support of the needy and disadvantaged in our locale, and appropriate assistance to every Marine or Veteran who calls on our organization for help or support."

This statement needs to be thought out in terms of Detachment capability, requirements of the local area, and the commitment of the membership to support the mission. Let Marines and the community know what your Detachment is about. The **"mission statement"** may also be apropos to various projects that the Detachment undertakes. In order to identify the project, the project leader/committee may want to provide a scope and focus that provides the goals that the project hopes to achieve.

### Objectives and Action Plans

Objectives differ from goals and "mission statements" in that they provide the structure for accomplishing goals. A single goal may be made up of multiple objectives and "action plans" for achievement. All objectives have these things in common -- they need to be measurable, time-targeted, and have accountability assigned to them. As an example, "we want to increase our membership" is a goal. An objective is "we will increase by 10 members our regular membership by 31 December 20XX, and this objective is assigned to Jr. Vice Commandant (by name)." Note that this objective statement is measurable (10 new members), time-targeted (by 31 December 20XX), and an individual is accountable for the objective.

An action plan is the detailed steps of the objective with the same characteristics as

the objective. Some ideas are:

- We will develop a brochure for approval by 1 October 20XX, for distribution to prospects, assigned to (individual name);
- We will arrange for space at the XXX Fair and the City Mall by 15 October 20XX to distribute brochures, gather names of prospects, and sign up members, assigned to (individual name);
- We will initiate a mailing of information and follow up phone calls to prospects by 15 November 20XX, assigned to (individual name);
- Any other specific steps to completing the objective should be included, which may incorporate an on-going process for new member recruitment. Once goals are understood, individuals, Officers, and committees can utilize this objective approach to provide a "road map" for the Detachment, and for meetings, programs, and activities.

Examples of these might include:

- Detachment meetings -- focus on what results are expected, and how those results can be achieved.
- Detachment programs -- membership drives, Toys for Tots, youth activities, and even social events can be enhanced through this approach to planning.
- Is a written plan required for every activity? Probably not -- however, the approach and concept are valid in planning any activity.
- The process needs to be -- what results do we want, what are the steps to get there, when does it need to be done, and who will be accountable for getting it done.

The benefit of writing objectives and action plans is that every Officer and member can review the plan, provide any needed changes, and will be aware of the status as the plan is carried out. It offers the opportunity for members to look at Detachment objectives, understand them, and participate in their completion.

Documenting objectives and action plans is helpful for the Detachment, committees, and individuals; it helps achieve results and meet Detachment goals. Will it assure objective achievement? Not necessarily, but generally speaking, it will improve the results that can be expected. Documenting objectives should be looked at as a "road map" for getting from point A to point B. There may be detours along the way, situations may change, priorities may change, and there may sometimes be a need to modify the objective and/or the action plan to accommodate changes. But it serves as a working document that will help minimize the impact of change, so that work can progress toward goals and objectives. It is okay to make changes as required since this is not a document cast in stone.

Two important steps that can be taken in this process are monitoring progress and dates throughout the life cycle of the objectives/action plans; and following up and



reviewing results, assessing strengths and shortcomings of the approach, and preparing a written evaluation for use in the future. Understanding the reasons for results achieved is important in developing a better plan the next time. The important factors to setting effective goals and objectives are:

- Write a brief "mission statement" that encompasses the Marine Corps league purposes, but adds the goals of your particular Detachment.
- Write brief "mission statements" for projects and meetings in which you are looking for "desired" results.
- At an Officers meeting, or general membership meeting, list the objectives that will help you achieve your goals. You can begin by writing the objectives and then prioritize the objectives. Where possible, get consensus on these objectives and their priority; the chance of success improves when everyone understands the objectives. After setting priorities, establish completion dates, and assign accountabilities for each objective.
- Develop action plans which will support the achievement of the objective; assign dates and individual accountabilities based on who is best able to successfully complete a specific action plan. Developing action plans can be done individually, but should be reviewed by the Officers and/or membership for modification and concurrence.
- An objective and supporting action plan should be documented at the same time; be sure to state the objective and detail the action plan to include measurable data, which should be in terms of numbers or targeted completion dates, and the accountable individuals.
- Once objectives and action plans are approved, designate one Officer to maintain a log of the status and results from the various individuals who are accountable for the meeting the objectives. Those individuals should also receive status reports, for their specific objectives, from the individuals accountable for the action plans. Reports on status and results should be made to the Board of Trustees and the Detachment membership on a regular basis.
- When an objective is completed, document evaluation of the results, problems encountered, changes required, and future considerations.

### **Using Objectives and Action Plans To Solve Problems**

Any organization that has been in existence for a period of time will find that problems may occur that will impact the performance of the organization. Many times, individual problems can be handled immediately. The process is to identify the problem and take corrective action; however, many organizations are not aware of the number and/or complexity of their problems until it is evident they are losing members, cannot maintain an adequate treasury, or some other catastrophic event occurs that diminishes the effectiveness of the organization. In many instances, the real problem is lack of planning or preparation, lack of defined programs and objectives, or ineffective communication with the general membership.



For some organizations, this becomes "give up" or "throw in the towel" time; however, for a Marine Corps League Detachment, this is the time to get tough and accept the challenge for righting the ship. The lessons above on goals and mission, and objectives and action plans are an integral part of the solution. This is a process that should involve all Officers, with input from the membership.

### **Establishing Ground Rules**

In preparing for the meeting, there are two requirements:

1. Obtain input from members (a written survey is desirable, but word of mouth information will suffice);
2. Find a comfortable location where interruptions will be minimal.

The process requires having one or more meetings, preferably with all Detachment Officers. The Commandant or another Officer may be the "facilitator," and attendees should take turns writing information on a flip chart, or blackboard. The Adjutant needs to transcribe all the notes. The ground rules for the meeting should be as follows:

- The Commandant should make a preliminary statement as to results he/she expect from the meeting, and identify the type of Detachment and some of the goals he/she believes should be accomplished.
- For purposes of the meeting, all attendees are equal in status, have the same vote, and are remanded to view issues from the standpoint of the Commandant's position.
- There must be unanimous consensus on problems and objectives. If one person is not in agreement, they have the opportunity to change the thinking of the other attendees (keep in mind that this individual may be the most knowledgeable about a problem, process, or issue). Unanimous consensus is required so that all attendees see the problems and/or objectives the same way.
- Every attendee will participate and vote.
- Do not avoid any issues. If an issue cannot seemingly be resolved, stick with it, reword it, or discuss it until it is resolved.
- TOTB. Think Outside The BOX. In other words, exercise flexible thinking, do not become bound by limitations; brainstorm and do not let the influence of "we've always done it this way," or "this is the way it has to be done," affect your thinking or presentation.
- Keep it simple. All problems and objectives should be written in complete sentences so that there is no misunderstanding of the meaning.
- This session will be to identify problems, determine the magnitude of the problem, and turn problems into objectives and action plans.

## Identifying and Defining Problems

The first step in hoping to resolve problems is in defining them. This is the most important stage in determining the direction required to bring an organization on proper heading. The ensuing steps should be followed in the problem definition phase of this program:

- Designate a scribe to write all information on a flip chart or blackboard, and number the problems as noted.
- Ask each participant to indicate two or three problems that he/she feels has a negative impact on the Detachment's performance and effectiveness
- Once each participant has had the opportunity to contribute, go back through the list and ask for unanimous consensus that each item is considered a problem. If there is not unanimous consent, discuss the issue and either agree on the problem or unanimously decide to discard it.
- This represents the first phase of problem definition, and is the easiest portion of the program. The next steps require more focus. The next step is important in determining the extent of the effects of problems, and the priority they should be given.
- Ask each participant to re-phrase the problem into a sentence that gives a cause and effect. Because we have this problem (state the problem), it has this effect (state the effects) on the Detachment. An example would be, if a problem statement were "We don't have enough participation by our members," the cause and effect statement might be "Because we don't have enough participation by members in meetings, programs, and events, we are unable to effectively promote Toys for Tots, color guards for parades, attract good speakers for meetings, and take on support activities for Marines in need."
- As each statement is written, ask for group consensus on the statement. If it is incomplete, or inaccurate, change it. If, as a result of writing a cause and effect scenario, the problem does not make sense or it is determined that it is not a problem, discard it (with unanimous consensus).
- Prioritize the problems in an order of High, Medium, and Low. This may be used, if time is limited, to address high priority items first. At this point, problem identification and definition is complete. It is now time to turn these problem definitions into objectives and action plans.

## Defining Problems as Objectives

The second step in trying to resolve problems is determining a course of action to meet specific objectives. Knowing the problem and its impact on the Detachment is necessary to determine the objectives and actions required to find solutions to any problems. Some problems may be simple and require only two or three action steps; other problems will be more complex and require some study to reveal action steps required. This phase will deal with turning Detachment problems into Detachment objectives. Refer to the previous segment on Objectives and Action Plans for the characteristics and requirements of objectives.

The following steps are required:

➤ Taking the "cause and effect" problem statement, restate it in an objective format. As an example (using the previous example above regarding participation), the objective statement might read "By December 31, 20XX, we will determine factors that negatively affect member participation and develop programs that will provide wider interest to members in order to increase participation in Toys for Tots, increase Color Guard participation in local events, double the number of members and guests attending meetings, and initiate programs to support Marines and local Marine units." Note that the objective has a target date which is measurable:

- Identification of participation factors
- Develop specific programs
- Increase participation in programs
- Increase participation at meetings, etc.

Unanimous consensus is required for these objectives to become Detachment objectives. Once agreed upon, assign individual accountability to the objective. Keep in mind that the individual assigned must also agree to the objective, and if not present at the meeting, will need to provide his/her consent.

When all problems have been converted to objectives, prioritize the objectives as High, Medium, or Low. (A low does not mean the objective is not worthwhile, but it may mean that other objectives need to come first). When this step is complete, rank each category by number (1 being first priority in the category, etc.). Again, unanimous consensus is required for this prioritization process.

When the problems are presented as objectives, and the statements meet the criteria of being an objective, the development of the supporting action plans can commence. The development of the action plans may be done individually by the person accountable for the objective, by joint discussion of committees, or by the Officers.

Once completed, the action steps should be reviewed by the meeting attendees and there should be unanimous agreement on the action steps to be taken.



Review the objective, and develop specific action steps that are required to achieve the objective as written. Using the previously cited examples on participation, a list of action steps might be:

- Review membership questionnaire forms and identify issues regarding participation, or programs/activities desired and list them
- Question members at regular meeting or by phone about participation and activities, and list statements on participation
- Develop program to assign members to specific programs or interests as they sign on to the Detachment
- Report results of member surveys to membership and Board of Trustees for discussion and identification of ideas
- Determine participation level required to meet requirements of programs and events, and contact members at meetings and by phone to solicit participation
- Identify military public affairs offices, government official offices, speaker bureaus, and other contacts for establishing interesting topics and speakers for general meetings
- Implement program speakers for League meetings and assign the responsibility for contacting the speaker prior to meetings
- Contact members to let them know of speakers and topics for meetings
- Review levels of participation at meetings and activities/programs on quarterly basis
- Assign individual accountability to each action step
- Assign a completion date for each step, to meet the completion date of the objective
- Obtain consensus for the action steps

### **Monitoring and Reporting**

The third step in trying to resolve problems is monitoring progress, identifying obstacles and eliminating them, and regularly following up on issues that will assure the objective is met by the assigned date. It should be in the best interest of everyone for objectives to be met. The status of objectives should be reported at every Officer and General Meeting. A consensus of the membership, as well as those who were attendees at the objective setting session(s), means that there is a "buy in" to the objectives, and a responsibility to support their accomplishment.

The approach that has been described in this section is not a hammer or a finger

pointing instrument - it is a tool that should be used, in a teamwork environment, to improve and enhance the effectiveness and performance of the Detachment.

The benefits to "formalizing" the approach to mission, objectives and action steps, and problem solving are several. First, the issues and the statements are "on the table" for members and prospects to see where the Detachment is going, and how it plans to get there. It answers questions regarding what the local Detachment of the Marine Corps League is all about.

Second, it is a selling point to recruiting and member retention -- we know what we're doing and here's how you can help us accomplish our goals. Third, because of getting consensus on problems and objectives, a spirit of teamwork is developed toward accomplishing objectives, because everyone has "bought in" to the process. Finally, it lends the image of a professional organization to the Detachment, which is beneficial for members, prospects, the community, and for Marines and their units.

One last note on this section is one of caution. It is important to recognize limitations of skill and time. There is a tendency to do too much too fast. The last test of an objective is whether it is reasonable. Make sure enough time is allotted to objectives and action plans to ensure they will be successful. Make sure objectives are reasonable for the time allowed (i.e., "we will increase membership by 100 by next week," is probably not reasonable). Understand that there may be a learning process for those assigned accountabilities, and that extra time may be required. The key points here are assignments and to remember this is a team effort process.

Remember, objectives and actions steps are "road maps" to achieving an ultimate mission or goal. If frustration or discouragement levels increase, then there is a need to review the reasonableness of the objectives in terms of time or results expected. Don't blow up the road if you're not where you want to be when you want to be --step back, review the expectation, and determine how best to achieve the objective, even if it means modifying the approach. Achieving the goal is what's important!

## **Meetings and Promotions**

For many members of the Detachment, the regularly scheduled Detachment general meeting for members will be their primary contact with the Marine Corps League. Further, the meeting will also be the forum that potential members will use to determine their interest in future association with the Marine Corps League. All of the principles that apply to the organization's meetings also apply to Detachment meetings and Officer meetings. Remember the adage "you only get one chance to make a good first impression." "Your perception is your reality." Perception goes a long way toward developing an image or impression. That's why it's important to conduct meaningful meetings and programs, make guests and new members feel needed in the Detachment and at home with the members, and develop the dynamics of an active, enthusiastic, motivated, innovative, and professional organization.



## **Selling**

Most Marines do not consider themselves salesmen, but when it comes to Detachment affairs in the Marine Corps League, every event or meeting is an opportunity to sell or support the sales effort. The sales effort in a Detachment may be subtle, but it is multi-faceted. We sell potential members on joining the Detachment, we sell members on participating in activities, programs and meetings, we sell our programs to the community for support, and we sell our ideas for improving Detachment operations. We're not talking about "hard core, used car selling." We're talking about selling who we are and what we are by our actions, our plans and activities, and the image we present. The most important aspect of selling others on the Detachment is by how the Detachment presents itself, what it does, and how it makes guests, prospects, and members feel welcome. There are potential members that may ask "what's in it for me?" The answer is association with other Marines, social events with Marines and families, support of Marines and families, and the reward and satisfaction of having accepted the challenge of supporting Marines, others in need, and developing others for leadership roles in the future.

We sell by the example we set. There is an old saying that is descriptive of the requirement for selling the local Detachment of the Marine Corps League: "It's not what you know or where you've been that counts, it's what you DO!"

Every member sells, whether it's directly approaching a prospect about the League, participating and making an event or program work, or just shaking hands and saying "welcome." Every member is involved, and every member needs to understand their responsibility and role in the selling process.

### **The General Membership Meeting**

The general membership meeting should be an established event that occurs on the same day or evening per month, with an established time, and at a given location. All members should be aware of the date, time, and location regardless of whether any other communication is received. This meeting should provide the focus for assembling the members on a monthly basis to conduct business, and provide a program or other social activity.

It follows, therefore, that the general membership meeting should be well planned and well run. An agenda should be provided that indicates the events and reports that will occur, and which provides time limits for each section of the meeting. It is strongly suggested that the opening and closing ceremonies follow the Ritual provided by, and is available from National Headquarters of the Marine Corps League. The ceremonies are brief, but they provide standard procedures that formalize the business portion of the meeting. The Ritual also provides a suggested order for the meeting, which will keep meetings concise and on schedule.



There are times when the entire general membership meeting needs to be spent in the conduct of business. This generally occurs during the formative stages of the Detachment, during a period when member input is desired or required and participation in Detachment programs needs to be established, and on a periodic basis when the amount of business requires a full meeting. As will be discussed in the Officer Meeting segment below, there are ways of shortening the business meeting. This allows time for other activities. Many members consider business meetings to be boring or uneventful, but the conduct of the Detachment's business is every member's concern.

The business meeting should be concise, and should serve to inform members of Detachment activities and affairs, and solicit member ideas, information, and response to activities and reports. Once a Detachment is up and running, has established some sense of routine, and has developed effective communications skills and capabilities, a business meeting should run no longer than 30 to 45 minutes. This allows time for a speaker or some other form of education or entertainment. An effective total time for a Detachment meeting is approximately 1.5 hours maximum. Social activities can occur before a meeting (i.e., dinner) and following the meeting (i.e., drinks, sea stories, drawings, etc.). Remember to include guests and potential new members in these activities.

The meeting should allow time for introduction of guests and new members, induction of new members, and perhaps introductions for all the members.

## **Communications**

One of the most common issues when defining organizational problems is communication. Many times it will be presented as something else, but it will bubble to the top as a communication problem.

One of the difficult aspects of managing an organization, particularly one that only meets once a month, is keeping Officers and members informed. But communication, to be effective, works two ways. It is even more difficult for the general membership to keep the Detachment informed. Keep in mind that effective communication requires a sender and a receiver -- someone must communicate a message, and someone must listen to the message. Otherwise, the message is useless since it vaporizes into thin air; there are many important messages that suffer this fate.

The challenge for the Officers of the Detachment is to make sure that members have every opportunity to be informed about the Detachment. Equally important, the Detachment Officers have to make sure that the members have the opportunity and a capability to keep other members, and the Officers informed.

There are three types of communication: **verbal** (including phone), **written**, and **electronic**. Most Detachments rely on the first two to encompass all communication between Officers and members. Following are some thoughts on improving the effectiveness of communications. This is an on going issue that must be continually reviewed and enhanced to assure member participation and retention.

## **New Member Information**

A first step that a Detachment can take when a new member comes on board is to provide him/her a verbal indoctrination of the Detachment and areas in which the new member might be of service. Verbal encouragement is important and a periodic phone call will let him/her know they're considered an important part of the organization.

It is helpful when a new member is initiated to provide him/her with written information about the Detachment. The packet might include the following:

- A letter from the Commandant welcoming the new member on board, inviting participation, and letting the member know that his/her ideas are welcome.
- An information sheet that describes Detachment meeting dates, times, and location, Detachment programs, names and phone numbers of Detachment Officers and project leaders, a break down of dues, and other pertinent information.
- A biographical sheet/questionnaire that includes application information, questions on interests, jobs, or other skills and other information that might assist the Detachment in utilizing this member. Information on where to return the form should be included.
- Applications and promotional material to give to other prospective members.

## **Phone and Verbal Contact**

The best communication method with members and prospective members is verbally, face to face. This opportunity occurs at meetings and at events where potential members come in contact with the Detachment. Barring face to face conversation, the next best verbal communication is on the phone.

Members can be reminded of meetings, advised of upcoming activities, asked to participate in a program, or asked for their ideas and comments. Potential members can be contacted regarding the League, and periodic phone calls can let them know of the Detachment's interest in their becoming members. Phone contact should be organized and shared among Officers and participating members. A "phone tree" can be a valuable tool in contacting members, particularly on short notice.

One of the best ways to communicate is informally. Many times, at a social event or when sharing a beer, a lot of information can be exchanged that has a meaningful impact on the Detachment and its members. Each Detachment needs to determine what works best for them - and continually enhance their verbal and phone contact capabilities.

## **Newsletters and Written Contact**

Written contact is most effective when used in conjunction with verbal contact. A letter or brochure to a prospective member, followed by a phone call, is an excellent method of making sure that contact has been made. Follow-up letters or a copy of the Detachment newsletter will let the potential member know you haven't forgotten him/her.

The most common type of written communication in a Detachment is the newsletter. Some are lengthy and elaborate, while others are succinct and deliver their message on one page. The point is to have some regular form of communication going to members with information about past events, coming events, plans, and direction. The communication becomes more personal by including information on members in the newsletter. It's a great idea, if practical, to keep members names in the news. By the same token, it is advisable to avoid information which might be regarded as cliquish, which might make some members feel like outsiders. The newsletter can be an opportunity for members to voice their opinions, and Officers and project chairmen to provide status and updates on objectives.

The problem with written letters and newsletters is the cost for printing/copying and postage. The information and the monthly frequency are worthwhile, so it is important that funds be generated to support this communication vehicle. Some possibilities for generating funds to support this type of communication include selling business card-sized advertisements, utilizing bulk mail for mailings over 200 pieces, if they are the same size and sent at the same time. Contact the local U.S. Post Office for information and application forms. There are no set formats for newsletters or informational letters - innovation can produce results. Keep in mind that whatever gets mailed should reflect a favorable image on the Marine Corps League and the Detachment.

### **Promotions, Publicity, and Press Releases**

It is possible to accomplish two or more purposes at the same time and should be considered when promoting or publicizing, the Marine Corps League Detachment programs and events. Keep in mind that with every event or program, the Detachment first promotes itself.

Visibility within the community is an important factor in attracting attention to the Detachment and its programs. It is important to advertise the Marine Corps League and the Detachment, then promote the programs and objectives that the Detachment supports. The reason for this is twofold: first to create a community identity with the Detachment of the Marine Corps League (which also attracts members), and second, to establish a credible identity that will foster respect and support for any current or future programs of the Detachment. Following are some ideas that should help accomplish these purposes; innovation can be a great benefit to achieving promotional success.

### **Letters**

Letters to persons, and persons within organizations, can be useful in providing initial and follow-up promotions for the Detachment and its programs. Letters may be sent to potential members of the Detachment, asking them to join or attend a meeting or event. Letters may be sent to USMC units and government offices advising them of the existence of the Detachment and its purposes. Such a letter might also invite the addressee to attend an event (like a meeting, the Marine Corps Birthday Ball, or kick off for the Toys for Tots program), or invite the addressee to be a speaker at a Detachment program. Letters may be sent to Chambers of Commerce, asking for advertisement of the organization, and support of Detachment programs. Letters need to sound professional



and project a skillful image. They need to sell the League and Detachment first, and sell the benefits of association and support second. Be sure to "leave the door open" for follow-up.

### **Brochures and Pamphlets**

Developing a brochure, pamphlet, flyer, or other promotional, marketing, and/or advertising material can be a quick way to attract attention for support of programs and new members. Remember that these are promotional tools, and they should inform Marines and citizens about the League, promote Detachment activities and programs, and provide an application for membership to the Detachment. The content should be well thought out because there is a small amount of space to attract attention and create interest. A brochure is useful to include with a letter. Make sure it encompasses the Detachment goals and direction, and offers a contact point within the Detachment.

### **Events**

Using an event to market the League/Detachment, as well as the purpose of the event, can be an advantageous use of time. Some Detachments utilize booths at flea markets, fairs, air shows, military base open houses, and local meets for fund raising, and to introduce Marines to the Marine Corps League. Selling food, merchandise, or other goods and services at these events can be profitable, but just as important is the contact with Marines and potential members. It helps to draw attention by use of a flag or large sign with a Marine Corps Emblem, or the Marine Corps League logo (Marines will tend to migrate in that direction). Be sure to have a sign-up sheet to record Marine names, addresses and phone numbers. Ideally, you want to sell Marines on joining the Detachment on the spot (which means you should have applications on hand as well); however, if they don't sign on immediately, you want to know how to contact them. Provide potential members with a brochure or flyer that includes an application; let them know when and where the next meeting will be, as well as any upcoming programs or activities.

### **Programs and Activities**

Any time the Detachment participates in an event or promotes an activity, it is making itself visible within the community - whether it be a Color Guard, Toys for Tots collection, parade or ceremony, Young Marines sponsorship, helping veterans, or a Marine Corps birthday celebration. When an organization performs acts which help others, or sets an example of patriotism and responsible citizenship, or participates in a unique enterprise in the community, it establishes credibility, a positive image, and a growing awareness. These programs and activities are not only needed by the people and organizations that are the benefactors of the Detachment's efforts, but by the members and the Detachment in order to expand the service and make more people aware of the contribution the Detachment is making.

## **The Press**

The media can be utilized to the benefit of the Detachment and its programs in several ways. The key is in minimizing expenditures for advertising, but assuring that there is newspaper and/or local magazine coverage for the Detachment and the programs it is promoting. It is worth the effort to establish a bona fide contact with the local newspaper for direction on how best to cover stories, and where and to whom to send them.

A press release can be generated by the Detachment (and should be presented on Detachment stationery) to local news media for inclusion in the appropriate section of the paper. The press release may be in the form of an announcement or it may be an article that needs to be directed to one of the editors to be published in a particular section of the paper (i.e., some press releases may be front page information, others may be more suitable for the people, local, or calendar section. The press release should contain all the information you want to announce in a concise, yet informative manner. Remember the 5 W's: who, what, why, when, and where. Consider it a compliment if a writer or editor calls requesting additional information. Press releases can include information on meetings, programs, activities and events, Officer elections and installations, Detachment chartering ceremonies, patriotic ceremonies, Awards presentations, specific events surrounding Toys for Tots (i.e., kickoff ceremonies, etc.), Marine events (i.e., the Birthday, etc.), membership drives, and any other activity that you want the community and Marines in the community to know about. The press release can be to advertise an activity in the future, or to provide results of an activity immediately after it has happened, if there was no other press coverage.

## **News Writer/Photographer Coverage**

Newspapers need to know where news and events are happening. The Detachment needs to assign an Officer or member to contact the paper on programs and events. The best publicity available is a news story, with a picture, that shows the Detachment carrying out a program or carrying the Colors in a parade/ceremony. The key factor will be making sure the event, program, or activity is newsworthy. Do not hesitate to call a paper and ask for coverage on Officer installations, programs at meetings that include prominent speakers, a Marine Corps related event such as the Birthday, an awards banquet, a ceremony honoring veterans or the Flag, or the various programs that the Detachment may have as an organizational objective. If the press is covering an event, like a Memorial Day ceremony, do not hesitate to answer questions or be available for comment, if called upon. If someone in the Detachment is skilled at writing, news items about the Detachment can be written and submitted to local newspapers along with photographs (good photographs are especially effective in drawing attention to an article).

## **Public Service Announcements**

Radio stations and cable TV outlets are required to provide time for public service announcements (PSAs) by non-profit organizations. These media outlets are many times anxious to support programs like Toys for Tots, and will provide additional sponsorship time. For radio PSAs, the Detachment should provide a written script (15 to 30 seconds)



that provides a message including the Detachment name, Marine Corps League, and the program/activity/event being promoted. Many times the station will want event/date/time specific information and might only broadcast the advertisement for two weeks or even only a few days in advance of the event. This should provide a challenge to the Detachment in keeping a constant flow of PSAs to the station for meetings/programs, and upcoming activities and events. There are multiple radio stations, both AM and FM, that can be approached. You may want to consider a variance in messages based on the type of station that will be doing the broadcasting. Because you will not normally get the same coverage as paid advertising, it is worthwhile to contact as many stations in your location as possible.

Cable companies can provide bulletin board services, as well as brief spots on their internal stations; you will need to contact the cable company directly to determine what requirements they have, if they will help video an activity for the Detachment or if you can provide your own video (again, time available may vary between 15 to 60 seconds). The cable companies are also known to sponsor and/or support programs of the Detachment and may provide sponsor time which can include the Detachment in spots for programs like Toys for Tots.

### **Flyers and Posters**

Marine Corps League posters are available from National Headquarters and/or the Department or they can be produced by the Detachment. The Detachment should consider posting posters in high traffic areas like supermarkets, malls, gun shops and shooting ranges, police and sheriff stations, USMC unit facilities, appropriate restaurants, Veteran organization facilities, and other areas where people pass or Marines are likely to be. Be sure to get permission to post information.

The posters should be eye catching, professional in appearance, and get the message across to the public and Marines alike that there is an organization of Marines for Marines, and that the Detachment has programs that the community would want to support. Make sure to include a contact name, address and/or phone number.

Flyers are used more specifically for generating membership. Flyers should contain brief information about the League and the Detachment, when and where the Detachment meets, programs and objectives, and a point of contact for the potential member. The flyer should also contain an application for membership and a mailing address for sending their check and application. Flyers can be used at events, for windshields of cars bearing Marine Corps decals and bumper stickers, and for handouts at membership drives.

### **Fund Raising**

The two most important tasks of the Detachment are the recruiting and retention of members, and raising capital (funds) to run the operation and support Detachment programs and objectives. These two functions are not mutually exclusive -- the more members and the more participation by members, the greater the opportunity for generating funds from outside sources, and the more funds available, the more exposure the Detachment has to potential members. These two activities will probably require the



greatest amount of continual effort on the part of Officers and members of a Detachment.

A Detachment cannot make the mistake of continually relying on its own membership to fund operations and projects. This is a quick way to a declining membership. It may be necessary, at the inception of the Detachment or in reviving a Detachment, but it has to be a temporary situation. Below are some thoughts on raising funds for operations and projects/programs. These are not all encompassing. Innovation and perseverance are key elements in successful revenue generating programs.

### **Internal Funds Generation**

There are several ways to generate operating funds from within the Detachment; but, it is important to consider the ways that are voluntary to members, and/or generate an opportunity for members to benefit. It is important not to place demands on members for money, or to put a member in a position of fault for not being able to contribute or donate funds. It is perfectly acceptable to identify monetary requirements, indicating that donations are acceptable, but there should be no pressure.

### **Dues**

It is suggested that the dues for application and renewal of membership are sufficient to cover some general operating expenses for each member throughout the year. For example, if the Detachment plans to send out a 4-6 page newsletter to every member every month using first class postage, the annual cost per member is between \$7 and \$9. If letters, brochures, newsletters, invitations, etc., are sent to non-members, (who are also non-paying), that cost can increase, in some instances, upwards of \$18 per member. The Detachment should consider an appropriate dues amount that will cover member expenses, and partially cover other operating expenses after dues to National Headquarters and the Department have been paid. Naturally, dues are also a function of the economy, and the programs and events that the Detachment has to offer; the more dynamic the organization, the less resistance to paying higher dues. But remember, dues have to be reasonable and competitive as with any organization.

### **Drawings**

The idea of a 50-50 drawing (or 60-40 if it's a new or financially depleted Detachment) will generate additional operating funds at meetings and Detachment social events. The Detachment keeps 50% (or 60%) of the funds collected, and a lucky member gets the rest. The drawing is normally promoted by selling numbered tickets; one ticket for \$1 or six tickets for \$5. The drawing can be significantly enhanced if members donate items so that there is more than one winner per meeting (i.e., a bottle of wine, a Marine Corps belt buckle or other memorabilia, glasses, flashlights, etc.). If three or four prizes are awarded in addition to the cash, the contribution to the drawing generally increases significantly. Funds from these drawings may be used to augment operations, internal Detachment events, and/or other programs/projects. You must make sure however, that this type of drawing is allowed in your locality.

## **Social Events**

The Detachment may add a minimal donation for the social events that are held for members and their families. Drawings can also be used at these social events. If a Detachment holds a potluck dinner, a picnic, or other similar event, consider a charge of \$5 per family or \$2 per person (\$1 for children). The concept of "a dime a dip" at a potluck will generate funds for each dip of food taken (using the honor system). If a social event is held at a restaurant, consider adding a couple of bucks to the cost of the meal to support the Detachment treasury. It is important to be reasonable in the amounts to be donated and not eliminate participation by unreasonable charges to participate.

The celebration of the Marine Corps birthday is an occasion in which the Detachment can make a nominal sum for operations, after covering the costs for food and memorabilia for the event. The objective is to get every Marine to attend, sell Marines on the benefits of becoming a Detachment member, provide a memorable event, and make a profit for the Detachment from the event.

The best advice is to be creative, and keep the donation process a "fun thing" rather than a requirement.

## **External Funds Generation**

**Drawings/Raffles-** The concept of drawings or raffles can be expanded to the Community. There are several words of caution. Check local statutes and laws pertaining to drawings and raffles. There are some District and City Attorneys who are quick to prosecute, and don't like internal organizational raffles; beware that an external raffle will require a guarantee of some amount in the form of merchandise, which requires an up-front investment, and the sales capabilities of the Detachment members.

An external raffle is generally to support a specific program/project of the Detachment. The raffle or drawing is normally for merchandise rather than cash, to be awarded by a specific date. The net proceeds from the drawing need to be applied to the program/project for which the money was received. From the total revenue, the cost of merchandise, the printing of tickets, and an amount for the reserve fund of the Detachment may be deducted.

**Vending Equipment** - Some Detachments have acquired new or used vending equipment (i.e., gum and candy machines) to augment operations and program revenues. The larger equipment can be more expensive, but in the right areas, can generate reasonable income. Check your local area for vending equipment. It's a good idea to start small, and if successful, grow the business. There are agencies that will service the equipment and replenish the product for a percentage of gross revenue. The location of the equipment is important --particularly identifying the market (i.e., kids or adults, etc.) and a suitable location with that type of traffic. An owner of a location might be willing to allow the equipment space for no charge (or as a donation of his/her percentage to the Detachment).



**Merchandise Sales** -The selling of Marine Corps paraphernalia (i.e., belt buckles, pins, jewelry, bumper stickers and decals, caps, etc.) can be profitable for the Detachment; the market for merchandise is both Detachment members and Marines. This is also an excellent method for attracting potential members. For a small investment, particularly if the Detachment is eligible to buy merchandise wholesale, a sufficient quantity of merchandise can be procured for sale at fairs, local events, air shows, flea markets, and other like events. There is generally a charge for booth space. The sale of Marine Corps merchandise is as much an advertising promotion of members as a fund raising event. Without losing the Marine Corps League and Detachment identity, and with a more substantial investment, a Detachment might consider more general merchandise for sale at events. This might include clothing articles (i.e., T-shirts, jackets, etc.) and non-Marine items mentioned above. This type of merchandising has a broader appeal to more individuals attending the event, and therefore has a greater potential for generating income. The Detachment needs to focus on its capabilities, and the market it wants to address when selling merchandise. It is suggested that the Detachment start small, develop some experience, evaluate which items sell at which type of event and who buys the items. Remember that many sellers at these events are in business to sell - learn from them. A member, or a business in the local area, might also be willing to offer some of the merchandise for sale with proceeds going to the Detachment.

**Food Sales** - If the Detachment has the capability to prepare and sell food at one of the events mentioned above, the sales revenue can be lucrative. A permit and/or license may be required, but if working in conjunction with a restaurant or food preparer, the selling of simple foods (i.e., pizza, hot dogs, hamburgers, other), can generate significant revenue. The handling of food correctly for an event requires some skill and knowledge however, if there is a member qualified to assist, this may be a consideration for Detachment revenue.

**Thrift Store** - Depending on where a Detachment is located, other competitive stores (i.e., Salvation Army, Goodwill, etc.) and the needs within the community, a thrift store using donated clothing and other items can be a revenue generator. The issues that must be considered are location and space, permits/licenses required, cost of operation (i.e., facility, phone, utilities, etc.), and the ability to properly display the merchandise. Also, someone needs to be available during business hours to run the store (hopefully volunteers). This type of activity is not for every Detachment, and should be thoroughly studied before implementing. However, there is a potential for reasonable income to the Detachment.

**Booths** - When organized events are planned (i.e., air shows, fairs, etc.), many concessionaires look for non-profit organizations to man their food, beverage and/or merchandising booths. These events are many times over multiple days (anything from a weekend to 10 or more days). The concessionaire will pay the organization a percentage of the proceeds. The organization may be able to also display their logo. But, the primary business will be making money for the concessionaire (and as a result, money for the organization). The potential for generating funds can be significant; however, the Detachment will be required to make a commitment for volunteers to be available, in whatever number required, to service the concession booth for the number of hours and days that the booth is open. For events over a long period, the Detachment might consider inviting other veteran organizations to participate. This type of revenue



generating program is hard work for the volunteers that commit to it. This is a case where participation is important. For information on this idea, the Detachment should contact the event chairman or coordinator, and ask for a list of concessionaires needing manpower from a volunteer, non-profit organization.

**Advertising** - Local businesses and individuals are sometimes willing to advertise in Detachment publications, and/or for Detachment events. The Detachment needs to establish a pricing scheme for annual, semi-annual, and quarterly advertising space in the Detachment newsletter; the larger the distribution of the publication, the better chance of attracting additional advertising funds. Consideration for pricing should include the size of the ad. It is not uncommon to see 'advertising space sold for \$100 per year for a business card-sized ad, \$60 for six months, or \$35 for three months. However, it's important to determine what a reasonable rate should be for your community.

Another form of advertising is for Detachment events. As an example, the Detachment might sell place mat advertising for their social or other banquet-type events. The ads, along with Detachment information and the Marine Corps League logo, can be printed at a reasonable cost with the proceeds going to the Detachment for operations and/or programs.

**Awards and/or Banquets** - Many charitable organizations hold events, particularly banquets (i.e., the \$100 a plate dinner), to provide funds for their specific philanthropic programs. Some market analysis is required to determine if such an event is feasible or practical for a Detachment of the Marine Corps League. One potential event that should be considered is an Awards Banquet that recognizes members of the Detachment and citizens of the community for their work that is also a fund raiser for the Detachment. This is also a great opportunity to invite members of the press for coverage. The awards might consist of Detachment "Leaguer of the Year," presentation of Distinguished Service Medals to Detachment members who have excelled and exceeded expectations, and Distinguished Citizenship Medals to Detachment members and community citizens who have been examples of patriotism and exemplary citizenship. The community citizens may, or may not have been involved with the Detachment. Citizens who have supported Toys for Tots and other charitable programs of the Detachment should be recognized.

Awards are available from National Headquarters of the Marine Corps League, medals for Distinguished Service and Distinguished Citizenship, certificates of appreciation and distinguished service, and plaques. The cost of the awards should be factored into the costs of the event which include meal, facility, gratuities, and other. This is an opportunity for the Detachment to involve itself with the community, and create a community image. The event should also show off the Color Guard, and some Marine pride. Pricing for such an event is always a concern; the Detachment wants the event to be well attended while also generating funds for use by the Detachment. There is no rule of thumb, other than trying to gather experience from other organizations, and from the facilities that host such events. And, the event needs to be well advertised on radio/TV and in the newspaper media.

**Donations** - Businesses, companies, corporations, non-profit organizations, and government agencies, generally set aside funds that are to be used for charitable, and/or tax deductible donations. The key to accessing these funds is timing, and selling the

person in charge on the project or program for which the funds will be used. Large companies/corporations normally budget six months in advance of the beginning of their fiscal year (i.e., July for the year beginning on January 1). It is during this period that the Detachment needs to make contact with the company/corporation for donations for the following year. In some instances, a professional presentation will need to be made along with a proposal that describes the Detachment, the Marine Corps League, the funding requirements, the programs/projects that donations will be used for, and a track record of Detachment accomplishments. Generally, you should contact the Chief Executive, Chief Financial Officer, or Director of Human Resources to find the contact point for making your request and proposal.

Smaller businesses and non-profit organizations are generally more flexible in their timing. It is still a good idea to have information available about the Detachment and its funding requirements, and to make a presentation if requested. Government agencies (normally city and county) usually advertise for RFPs (Requests for Proposal) for funding that addresses a specific purpose. If a Detachment program/project corresponds to the purpose, it is worthwhile to file an application. There will be follow up by the agency on results of the funding.

Many Detachments address their needs during the Christmas season with the Toys for Tots campaign (in which donations might be in the form of merchandise or discounted purchases). However, soliciting donations should be a year-round effort. Donors are interested in dealing with a credible organization for programs that benefit the community. Be prepared to issue financial reports on how the donations were used, and remember, receiving a donation one year does not mean that it will follow every year. Follow up annually for donations. And, most important, recognize the donating organization with a thank you letter, and appropriate certificate or plaque.

Another form of donation might come from co-sponsorship of a Detachment program. Be careful in accepting a sponsorship donation; first determine if there is any problem with local sponsorship for a national program like Toys for Tots or Young Marines. Second, understand that a sponsor wants visible recognition (advertising) and will probably want exclusive rights to claim sponsorship with the Detachment (and make sure the Detachment is recognized). It is also important to check the background and credibility of a potential sponsor for community and financial integrity. An inappropriate image of a sponsor will also mar the name of the Detachment and the Marine Corps League. For local events, local programs of the Detachment, and local projects that the Detachment administers, a co-sponsor may be an answer to funding the activity.

**Other** - Fundraising is an ongoing challenge. While work is involved, it should also be "fun" for those participating. The Detachment should contact businesses and financial institutions and other promotional organizations for ideas. There are companies who are in the business of organizing and promoting fund raisers for non-profit organizations. The events may include gambling nights, or events such as carnivals, and other promotions. Be extremely careful in dealing with these organizations; there are many who will absorb over 90% of the revenue or require that you guarantee a certain revenue base (which means the Detachment could lose money). If a promotion sounds good, contact previous clients and get a complete review and evaluation of the company's performance and the net revenues the client received.



**Summary And Conclusion** - Starting, developing, growing, and managing a Detachment of the Marine Corps League is an ongoing assignment for Officers and members. The task is a constant challenge, and requires continuing attention. The purpose of Part II has been to provide discussion on some necessary structure required in the Detachment organization and some ideas on how to make the Detachment work and grow.

The Detachment should be an organization of Marines, for Marines. It should provide a place for Marines to visit, socialize, and participate in programs of interest; but, the Detachment is also a business, requiring members and funds to survive. Therefore, it must be run like a business. Business management and professionalism do not detract from the purposes of the League or the goals of the Detachment -- they enhance the ability of the Detachment to grow and continue well into the future.

Innovation, perseverance, and leadership are fundamental requirements for a successful Marine Corps League Detachment. There are no limitations on the ideas that will generate enthusiasm for the Detachment and its programs. There are no limitations on the ideas that can promote the goals and objectives of the Detachment and its programs. The Officers and members of the Detachment have the right and the opportunity to make the Detachment, Department, and the Marine Corps League the best Veteran's Organization.

## **2.5 Requirements for Detachment Functions**

Once the Detachment is formed and chartered, or once the Detachment has been reactivated, there are certain steps to take to complete the corporate organization of the Detachment. For active Detachments, the new Board of Trustees should assure that these elements are in place, or there is a routine to address these issues as necessary.

### **Election of Officers**

Upon formation/reactivation of a Detachment, and annually thereafter (or as provided for in the Detachment Bylaws), an election of Officers should be held at a general meeting of the Detachment. National and Department Bylaws require that elections be held, and Officer installation reports be submitted, during the months of October through May of each calendar year. If a new Detachment is formed, or a Detachment is reactivated in the June through September time frame, installation and reports are made at that time. However, in subsequent years, elections need to be scheduled October through May.

The National Bylaws require that the offices of Commandant, Senior Vice Commandant, Junior Vice Commandant, and Judge Advocate be elective offices to be held by regular members in good standing. These Officers, along with the Junior Past Commandant (normally the immediate past Commandant) comprise the Board of Trustees of the Detachment. The Detachment, in the Detachment Bylaws, may designate other Officer positions for election or appointment, and whether regular or associate members may hold that office. Other required Officer positions include Adjutant,



Paymaster, or Adjutant/Paymaster, Sergeant-at-Arms, and Chaplain. Depending on the Detachment Bylaws, these positions may also be on the Board of Trustees. Bear in mind that the Officers of the Detachment are representatives of the membership, and represent the Detachment to the community, and to local Marine Corps units.

Once the Officers are elected, the Commandant elect should select an Installing Officer of his/her choice and arrange for the Installation Ceremony to take place. Such information shall be forwarded to the Department Commandant. The Installing Officer must be the Department Commandant, an elected Department Officer, a Past Department Commandant, the National Commandant, an elected National Officer, a Past National Commandant, the Detachment Commandant or a Past Detachment Commandant. Upon installation, an Installation Report should be immediately prepared which identifies the Officer's names, addresses, and phone numbers. The report should be signed by the installing Officer, and distributed as instructed on the bottom of the form. The Detachment Adjutant should be responsible for this function. In addition to the required distribution, it is suggested that copies be made and sent to the Department Paymaster, and the Department News Editor.

The first two concerns that the new Board of Trustees of a new Detachment will need to address are the writing or re-examining of Bylaws and Incorporation of the Detachment with the State Office of Corporations or Secretary of State.

Keep in mind that the Marine Corps League and each Detachment is a corporate entity within itself. The elected Officers are the Board of Trustees and the Commandant is the Chief Executive Officer (CEO). Therefore, the Detachment needs to be run as a business entity, and business and Officer meetings require minutes and notes of resolutions. As a non profit 501(C) (4), organization, there are limitations and legalities that every board member should be aware of - which are contained in the State Corporation filing.

## **Bylaws**

Bylaws provide the basic ground rules that govern the operations of an organization. These rules should allow flexibility for change, as needs and times change, but should lay out the basic ground rules for the name and purposes of the Detachment, membership, Officers and elections, meetings and the basic business of the Detachment, financial controls, dissolution, reference to policies and procedures that may be established, and the manner in which amendments may be made.

The National and Department Bylaws can serve as a guideline for the writing of Detachment Bylaws. The Detachment Bylaws should be brief and concise, but yet provide the framework for administering and controlling the Detachment. The following represent the key elements of this organization constitution as developed by existing Detachments.

## **Article 1 - Name, Purpose, and Resolve**

Sections of this article should clearly state the name of the Detachment, and its affiliation with the nationally chartered Marine Corps League. It may also state the date of the Detachment Charter, and the issuing Department and/or National Officers present to present the Charter. There should also be a statement that indicates that these Detachment Bylaws are to conform to the Bylaws, administrative procedures, regulations and policies of the National and Department organizations.

The article should reiterate the purposes of the Marine Corps League, and any other purposes that the Detachment deems appropriate for conduct of meetings, programs and objectives. Another section should indicate that the Detachment is formed for non-profit purposes, that members do not derive any form of profit or benefit from assets/property of the Detachment, with the exception that a member might be hired to provide commercial services for which he/should/can be paid. According to National Bylaws, upon dissolution of a Detachment, any remaining assets shall be distributed to the Department and/or National.

## **Article II – Membership**

In this article, the Detachment should state that membership cannot be denied on the basis of race, religion, sex, creed, or national origin ; as long as all other membership requirements are met. The Detachment should reiterate the membership categories provided in the National Bylaws, which include Regular, Associate, Honorary, Life, and Dual. The membership application and the sworn statement attested to by an applicant may also be included. The National Bylaws provide the information required for acceptance of a member into the Detachment.

The definition of a member in good standing should fall in this article, with reference to dues, how they can be changed, and the disbursement of dues. Avoid indicating exact amounts, as an amendment will be required if there is a decision to change dues.

## **Article III – Officers**

The sections of this article should specify the Officers of the Detachment to be elected, and appointed, and the Officers who will serve on the Board of Trustees (which should be an odd number, and which minimally should include the Commandant, Sr. Vice Commandant, Jr. Vice Commandant, Judge Advocate, and possibly the Jr. Past Commandant). The responsibility for appointing Staff Officers and project staff should be clearly identified. In this article, the basic job descriptions may be defined for each elected and appointed Officer, with the ability for the Board to modify or change at their discretion.

## **Article IV - Election of Officers**

The election process for elected Officers should be clearly delineated in this article, starting with the nomination process. Annual election of officers must be held between October 1 and May 15. The month, time, and period for which nominations shall be open should be included. The election process should include means by which votes shall be

taken (i.e., secret ballot, hand count, etc.). The counting of ballots and/or the verification process should be covered. The time period for installation of Officers after election (one month) should be defined, and the period for which Officers serve should also be stipulated.

#### **Article V - Resignation. Death or Impeachment of an Officer**

This article should address issues for the replacement of an Officer who resigns, dies, or who cannot fulfill the duties of office in some respect (this could be repeated absence, incompetence, violation of member/Officer oaths, or other action deleterious to the conduct of business of the Detachment, or the financial and legal responsibilities of the Detachment). This article is important for providing immediate action for replacing a vacated office. It is also important in assuring that there is a procedure for removing and replacing Officers that are unable to perform duties assigned, or who have otherwise abdicated their right to office by actions or lack of actions that are deemed unacceptable to the Detachment and the Marine Corps League. The Detachment should determine the best means for dealing with these situations, and defining the process in this section of the Bylaws.

#### **Article VI – Meetings**

This article should define the frequency of regular membership meetings for conduct of business and other programs (recommended at least once per month), Officer Meetings (recommended no less than once every quarter), special meetings, and the method of determining a quorum for voting and/or the conduct of business at both general (may be a set number, a percentage of members, or limited to those present), and Officer Meetings (should be no less than 3, or majority of Board of Trustees).

#### **Article VII – Committees**

This article should indicate that the Board of Trustees may appoint committees for purposes deemed necessary, and that committee members serve at the pleasure of the Board, and may be terminated by the Board. If there are standing committees that the Detachment feels need to be spelled out in the Bylaws, the committees should be defined (keeping in mind that an amendment may be required to add, change, or eliminate a committee).

#### **Article VIII - Fiscal and Finance**

This article may briefly, or in depth, completely define the ground rules for financial planning, financial controls, and financial transactions. It is important to clarify financial responsibilities, the budget process and requirements, expenditure controls, approval and signing limitations upon an Officer or the Board without approval from the general membership, banking and accounting, responsibility for financial and indebtedness negotiations, and the audit responsibility within the Detachment. Providing this information in the Bylaws initially provides a control that must be maintained by the Board of Trustees. It further insures involvement of the membership in financial matters when changes are needed. And it establishes credibility and integrity to members and contributors on the accounting and use of funds.



A section of this article should define the fiscal year for the Detachment. Identify month that budgets are to be submitted and membership approvals that are required and how the budget is to be approved and actions to be taken if it is not. A section should define any authorization levels that the Board of Trustees or an elected Officer may have for approving non-budgeted expenditures without getting general membership approval (this should be a minimal amount for emergencies such as \$50 or \$75 for the Commandant and \$100 to \$150 for the Board). The controls for expenditures need to be defined, which includes the process by which the Paymaster will reimburse funds (i.e., budgeted/approved, with receipts, funds availability, etc.), the types of expenses to be incurred by members, types of reimbursable expenses, authorization for expending funds before funds are expended by a member, and other defining controls that will clarify the position of the Detachment to members.

A section may define the types of accounts that the Detachment will have, or will account for. This generally depicts the sources of funds, and the purposes for which those funds will be used (i.e., it is important that if a donation is received for a charitable purpose, it is not used for a Detachment party, or funds received from specific activities may not be used for operations, etc.). It is a good idea to identify sources of funds to be used as a reserve, or for assistance to Marines and members when necessary - as long as reference is made in the section, or to a policy, that defines the purposes of such assistance, and amount limitations.

## **Article IX – Uniforms**

This article should be general in nature, pointing out that the Detachment encourages members to obtain regulation Marine Corps League uniforms, but is not a condition of membership. The article should also indicate that uniforms will be worn only in accordance with Marine Corps League policy as set forth by National and Department policies.

## **Article X – Amendments**

This article should encompass two elements - that the Bylaws may be changed, and the manner in which they may be changed; and that any issues not covered by the Detachment Bylaws shall be referred to the Department and National Bylaws. To amend the Bylaws may require special notification for a regular or special meeting and may require a simple majority or some other percentage of membership voting. The issue of ballot, or hand/voice vote should be mentioned.

**Summary** - Upon completion of the writing of the Detachment Bylaws, copies should be presented to the membership for ratification. A membership meeting should be scheduled to review and vote on the Detachment Bylaws. Any discussion regarding wording or content, and any revisions, should take place prior to the vote. There should be a motion and a second to approve/vote on the Bylaws. A majority vote of the members and Officers present should be sufficient to pass the motion for acceptance.

Immediately upon approval by the Detachment, a copy of the Bylaws should be sent to the Department Judge Advocate for review and approval. If changes are required in order to conform to National and/or Department Bylaws and policies, the Department

Judge Advocate will make written comments to the Detachment Judge Advocate regarding requirements for compliance. The Detachment will need to review, question, and/or comply, with the revisions including voting on their approval as quickly as possible. The revised Detachment Bylaws should then be re-submitted to the Department Judge Advocate for approval. When approved, the Department Judge Advocate will notify the Detachment Judge Advocate in writing and forward two copies to the National Judge Advocate for National records. Dates of Detachment and Department approval should be included on the cover or concluding page of the Bylaws.

As amendments occur, the amendment can be a page addendum to the Bylaws, making reference to the Article, Section, and/or sub-Section affected, and the date such amendment(s) were approved. If the amendment is included in the rewriting, or new edition of the Bylaws, the amendment should be footnoted, or parenthetically noted, as to the date of approval.

The Bylaws of the Detachment are like the Constitution is to the United States. They are the framework for governing and for how business shall be conducted within the Detachment. It is best if the Bylaws refer to policies and procedures so that specific details can be changed from time to time and can be done without amendment to the Bylaws. The Bylaws should show the limits of the organization, the "how" of determining the change; but, leave the details of the change to Detachment policies and procedures.

The Judge Advocate of the Detachment should be the driving force behind completion of the Detachment Bylaws. The other elected Officers should meet with the Judge Advocate on a regular basis to complete the development and presentation.

It is suggested that a new member be provided access to a copy of the Bylaws upon their acceptance into the Detachment. This can be part of a new member package.

## **Incorporation**

The National and Department Bylaws require that Detachments Incorporate within their State of location within 2 Years after receiving the Detachment Charter. If it is found during the reorganization of a Detachment, that the Detachment is not incorporated, this matter should be one of the first orders of business for the reorganizing Detachment. The reasons for incorporation are to assure that a Detachment received benefits of a IRC 501 (C) (4) non-profit organization within the State. This allows the Detachment to operate, collect monies for membership and activities, to collect charitable donations for Detachment programs, and to act as a corporate entity for sales and other activities, with associated tax benefits for a non-profit entity. Incorporation protects the Officers and members of the Detachment, and by the same measure establishes the limitations for the organization in doing business as a non-profit organization.

The first step in incorporation is to contact your State Agency to request the necessary forms required for a non-profit organization registration.

The second step in the incorporation of the Detachment is to complete the forms for incorporation as a non-profit organization. These forms will require an explanation of the organization, the business conducted, the use of funds, affiliation with the National

organization of the Marine Corps League, Federal EIN (Employer Identification Number), certification that forms have been completed, names of Officers, addresses for the Officer and the Organization, and other detail information. There is a minimum application fee that must be submitted with the incorporation application.

Once approved, the Detachment has completed its legal obligations for establishing itself as a Detachment in the eyes of the Marine Corps League and is legally able to accept donations for purposes described in the application which includes charitable programs. It is important that every Officer read and understand the benefits and limitations provided by non-profit status. Two critical points are membership, and that the Detachment can in no way openly promote political candidates or causes. The Judge Advocate, Adjutant, and Paymaster, along with the Board of Trustees must take an active and assertive role in completing this requirement for legalizing the Detachment.

## **Licenses**

As an optional adjunct to Detachment operations, certain licenses may be required for activities. If the Detachment does not own or operate its own facility and serve food and/or alcohol, the licensing requirements are minimal. It is wise to check local ordinances or other laws regarding licenses and fees prior to event participation. The two most prevalent license requirements are described below.

### **Retail Sales License**

The fact that a Marine Corps League Detachment is a non-profit organization does not discount the fact that if the Detachment wishes to sell merchandise or other taxable goods or services, a retail sales license is required and state sales taxes (which include state, county, and local taxes) must be collected and paid.

To obtain a retail sales license, contact the closest State Board of Equalization office. Completed forms are required, and an initial fee must be paid. It is best to minimize the amount of expected revenue from sales, since this projection will determine the amount of initial fee to be paid.

The retail sales license will allow the Detachment to purchase merchandise, or other goods, from wholesalers at the wholesale price. Appropriate taxes are normally paid on a quarterly basis. The option to obtaining a retail sales license is to purchase merchandise at retail and pay the tax, then sell merchandise at a mark up. Be sure to maintain receipts of purchases that show that taxes have been paid. If sales are to be a standard fare of Detachment activities throughout the year, it is advantageous to obtain the retail sales license.

### **Bulk Rate Mail**

The U.S. Postal Service allows organizations like the Marine Corps League to mail items by bulk mail at considerable savings off first class postage (the bulk mail rate is approximately 40% of the first class postage rate). There are qualifying conditions that are spelled out in the information provided by the local Post Office. The minimum number of pieces that must be mailed at one time is 200, sorted in zip code order, and of the



same size. There is an annual fee for the bulk mail rate, and an additional fee if a printed bulk rate logo is to be printed on the envelope or document.

Pursuing the bulk mail rate and applying through the local Post Office is definitely beneficial to a Detachment who is currently mailing 200 pieces of mail at any given time (i.e., newsletters). A Detachment who has mailings of at least 100 pieces might consider increasing the mail count (i.e., newsletters to potential members, or surviving spouses), to reach the 200 minimum requirement.

It is also possible to utilize another organizations' bulk mail if the application fee is for the same type of organization, and the pieces being mailed are the same size, and the mailings can be coordinated for same date deposit at the Post Office.

### **Permits for Sale of Alcoholic Beverages**

Normally, it is advantageous and practical for a Detachment to work through an organization that has an alcohol license for events, or to work in conjunction with a licensed restaurant and bar to obtain a license. However, if it is necessary to obtain a short term license (i.e., one day, or one weekend, etc.), contact the State Alcohol Beverage Commission (ABC) for details. Also, make sure that any local permits required are obtained, and review any insurance requirements prior to making the commitment to sell alcohol.

### **Insurance**

The Marine Corps League National Headquarters provides blanket insurance coverage for Detachments in the commission of Detachment activities and events. The statement of insurance coverage is available from the Department Commandant or National Headquarters, normally by the end of October in each calendar year. As stipulations in the coverage may change annually, be sure to request and review the coverage statement with regard to Detachment meetings, events, programs, and activities. The insurance provided normally takes care of events, parades and other activities in which your Detachment members "participate" but does not provide coverage for the Detachment or it's members as "sponsors" of an event. There are cover limitations, particularly where alcohol is served. You will be required to purchase additional insurance if alcohol is involved. The policy also excludes any injury to participants in athletic events or other sports nature activities.

This insurance is design to protect you against claims alleging negligence that cause injuries to third parties (person other than members) – it does not cover suits brought against a member by another. This is not and was never intended to be an accident policy for the members.

## **2.6 Duties of Detachment Officers**

The following information is provided to assist the Detachments in the selection of Officers; assist members in determining a candidate's interest and capability in an office; and to provide an outline of possible job functions that will be carried out by each Officer; what the Board of Trustees and members should expect from the incumbents of each office.

Note: That there are some duties that are specifically required for each Officer. However, there are also some functions that may be optional or delegated based on individual capabilities. Keeping in mind the section on Functions and Objectives of the Detachment, some leadership requirements are determined by the Detachment in consideration of plans and capabilities.

A general comment can be made regarding all Detachment offices. First, an interest and willingness to serve is a major factor for consideration of any office. Second, every office is important and will require time, effort, and commitment to minimally meet the needs of the Detachment. Members should consider the time and commitment requirement when deciding whether to accept an Officers' position - factors of work, family life, and other outside pressures have to be accounted for before a commitment can really be made.

Qualified Officer Candidates will not generally possess all the characteristics, traits and skills that are useful to a particular office. The listing that follows describes attributes that may be desirable. Each candidate, and each Detachment should decide those talents that are of importance to the genre of the Detachment, and which characteristics can be acquired through training/education.

### **COMMANDANT**

The Detachment Commandant is the most important office in the Marine Corps League. This leadership position accounts for the membership levels, programs, and the manner in which the League is viewed by Marines, members, prospective members, and the citizens of the community. With effective leadership in this office, the Detachment and the entire League will be successful based on the results of the Detachment. Success and achievement begets recognition, and a growing membership.

#### **Characteristics and Traits**

- Proven leadership and management skills.
- Effective communication skills with members , the community and other organizations.
- Ability to establish mutually agreed upon objectives, plan and direct, and articulate and promote strategies within sphere of influence.
- Ability to recognize and solve problems.
- Willingness to delegate tasks and responsibilities, while controlling and managing results.



- Clear understanding of financial and fiscal requirements.
- Effective speaking capability for ceremonies, meetings, presentations, and for fund raising.
- Experience and/or clear understanding of subordinate Officer duties and their responsibilities.
- Flexible thinking -- acceptance of dissent in discussion and plans.
- Ability to run concise, effective meetings.
- Commitment to training, education and support to improve Detachment skill levels.
- Selfless approach to meeting Detachment objectives.
- Commitment to the purposes of the League, and objectives of the Detachment.
- Ability to lead and work as a team.

## **Narrative of Job Accountability and Responsibilities**

**Leadership** - The first and foremost job of the Commandant is to LEAD. In doing so, he/she sets an example for other Officers, and the Detachment members. Leading also requires that tasks and accountabilities (along with authority) be delegated to subordinate Officers and members; however, the ultimate responsibility for accountabilities still rests with the Commandant. In leading, it is important to continually assess results, and assist/support subordinates in removing obstacles to completing their delegated tasks.

**Preside At Meetings** - The Commandant should be reasonably well versed in Robert's Rules of Order and the Ritual of the Marine Corps League for conducting a meeting. Meetings should be concise and orderly, and allow relevant information to be presented that represents different points of view. The Commandant must control the meeting with the assistance of the Sergeant-at-Arms. The manner in which the meetings are run will have a significant impact on attendance, participation, and promoting Detachment objectives.

The Commandant is also called on to chair Officer Meetings in addition to general membership meetings. The meeting results are directly proportionate to the focus of the topics, control, timeliness, and decisions relative to views presented. An agenda is helpful for meetings, which should be developed and/or approved by the Commandant. During the business portion of the meeting, it is important to focus on business, though a little humor can keep matters in perspective.

**Chief Executive Officer Of The Detachment** - As an Incorporated entity within the State, the Commandant is the CEO of the Board of Trustees and the Detachment. As such, he/she is responsible, as a Corporate Officer, for the activities, financial standings, and the image portrayed in the Community and the League

**Positive Public Relations** - The Commandant is the primary contact and promoter of Detachment events and Community/Marine Corps League activities. Public Relations include direct meetings, media contact, and appearances at appropriate civic and military events. The leader of an organization, by virtue of his/her position, will be the primary provider of information, the primary representative of the Detachment at functions, and the primary salesman for the League and the Detachment.



**Formulation and Development of Programs** - Just as a newly elected President has ideas and programs that he/she promotes to get elected, so too should the Commandant have ideas and programs that will improve Detachment operations, and enhance the capabilities/results of achieving goals. Also, just as a President needs to sell the ideas to Congress, and compromise where appropriate to achieve the best program for all constituents, so too, the Commandant must articulate, sell, and compromise where appropriate, promote programs and objectives with Detachment members and the Board of Trustees.

The most important element of achieving this task is developing a written plan/strategy for each program and idea, discussing the merits and weaknesses, and agreeing on a direction to pursue.

**Appointment Of Committees To Carry Out Detachment Business** - There are a few reasons to appoint a committee:

- To bring together varied skills and perspectives to study/solve a problem or evaluate an idea
- To plan, initiate, and accomplish a given task or program; and to involve members in a legitimate activity who might otherwise not volunteer.

When setting up a committee, it is important to determine if the purpose clearly needs a committee or can the situation be handled by making one individual accountable. Make sure a committee is not formed to delay action on solving a problem. Define the results expected of the committee, and establish a STARTING and ENDING date, at which time the committee will be dissolved.

**Financial Responsibility** - The financial well being of the Detachment is a significant target for the Commandant and his/ her staff. The first concern is for the financial integrity and credibility of the Detachment - the proper channeling and use of funds and funds are generated for a charitable purpose, they must be used for that purpose). The Commandant is ultimately responsible for the finances of the Detachment. The integrity, image, membership level and ability to support events are often directly proportionate to the size of the treasury and the way in which it is managed. The Commandant needs to understand sources of revenues, expense control, cash flow, profit and loss and how to do an audit of the Detachment financial records. The Commandant should be one of two signers on the Detachment checking account (the other being the Paymaster).

**Bylaws and Policies of the Marine Corps League** - The Commandant should become acquainted with the National Bylaws of the Marine Corps League, the Department and the Detachment. This will give him/her a complete working knowledge of the requirements of the office they hold. Bylaws and Policies of the League, Department and Detachment are the guiding principles under which the organization operates. The Commandant is ultimately held accountable for adherence to the Bylaws and policies and therefore must assure that the Detachment and its members are in compliance.

**Awards** - The Detachment Commandant has the authority and the opportunity to recognize members, non-member citizens of the Community and Companies for service and achievements in support of the Detachment/League objectives. The Distinguished Service Medal; the Distinguished Service Certificate; the Distinguished Citizenship Medal; the Certificate of Appreciation, and other awards are ways to acknowledge support, performance, citizenship and patriotism. The Commandant may want the input of the Detachment Staff or of an awards committee or may act on their own to show appreciation for support and achievement.

**Summary** - The Detachment Commandants' position is critical to the success of the Detachment and the Marine Corps League. The ability to LEAD will be decisive to the success of the Detachment. The ability to DELEGATE and MONITOR results will be crucial to time management - getting things accomplished through others and achieving desired results. To effectively promote the Detachment and the League will develop a POSITIVE IMAGE and ATTRACT new members.

## **SENIOR VICE COMMANDANT**

The Senior Vice Commandant (SVC) is second in command of the Detachment. This Officer should be a logical successor to the Commandant, and is therefore required to be fully familiar with the Commandant functions through his/her term of office. Many of the duties described below are the same or similar to those of the Commandant. The SVC should be familiar with the duties of the Commandant, and be prepared to be the senior chairperson for projects/committees deemed important by the Commandant. As second in command, the SVC's role is critical to the Detachment in terms of Officer support, and in accepting major responsibilities for meeting Detachment objectives.

**Assistance and Support to the Commandant** -In many respects, depending on the size and number of activities of the Detachment, the relationship between the Commandant and SVC is a team effort. It is helpful when the two Officers' positions have complementary skills that can be shared in achieving the Detachments goals and in administering the affairs of the unit. One objective of the SVC position is one of preparation for the office of Commandant. In achieving that objective, it is important for the SVC to be integrally involved in all the affairs of the Detachment, and to take on specific tasks as assigned by the Commandant.

**Presides In Absence Of The Commandant** - Being second in command, the SVC will be called upon to perform on behalf of the Commandant when the Commandant is unable to preside at meetings, or attend events. For this reason, it is important that the SVC be current on issues, procedures, objectives and requirements normally handled by the Commandant. The SVC should be able to step into the Commandant's role with minimum difficulty or disruption. Some of the roles the SVC may be called upon to perform include, presiding at Detachment general meetings and Officer Meetings. The SVC should be familiar with the requirements of the Commandant in these areas, and be able to effectively use Robert's Rules of Order, other parliamentary procedure, and the Marine Corps League Ritual. In addition, the SVC may be called upon to deliver presentations or meet with other contacts that are handled by the Commandant. The SVC must be prepared to meet contingencies that arise in the absence of the Commandant.



**Other** - Additional duties of the SVC may include:

- Training of Detachment Officers and project committee chairpersons
- Assistance and support to Detachment Officers in meeting their specific objectives
- Assimilating Detachment reports on operations, finances, and project results for presentation to other Officers and members
- Preparation to succeed the Commandant at the expiration of his/her term of office, if he/she wishes

**Summary** - The SVC's position is important to the Detachment for three general reasons: to assist and support the Commandant, to prepare for succession to the Commandant's office, and to back up the Commandant when absent. The SVC should be a major contributing force to the success of the Detachment. He/she should provide knowledge and influence in assuring the achievement of Detachment goals and operations.

## **JUNIOR VICE COMMANDANT**

The Junior Vice Commandant (JVC) holds a crucial position within the Detachment. He/she is responsible primarily for the recruiting and retention of members. The job goes beyond the Detachment level in that JVC has the opportunity to find the appropriate Detachment for Marines outside of his/her Detachment area, and/or identifying areas where new Detachments should be developed. The JVC should be familiar with the operations and projects of the Detachment, be able to influence programs, and be a spokesman to the Board of Trustees on what members and prospective members are looking for from the organization. Of all the specific Officer assignments, recruiting and retaining membership ranks at the top of the list for this Officer.

**Chairperson of Membership (Recruiting and Retention) Program** – The JVC can also suggest areas in which new members can participate, and see that they are assigned to a project or committee of interest and are introduced to the proper chairperson.

**Works On, or Presides On Committees as Designated by the Commandant** - Normally, the JVC should be assigned to projects and committees that have an affect on membership participation and programs. Such projects/committees may include membership, events, awards, meeting programs, as deemed appropriate by the Commandant

**Initiate Programs and Support Activities of the Detachment** - The JVC should be influential in bringing about programs and activities that meet the needs of members. The Commandant may utilize the JVC to prepare monthly general meeting programs (other than the business meeting) that involve members, and bring interesting speakers/topics to the membership. By contacting military and civilian speaker

bureaus, there are a wide range of topics of interest that can be brought to a meeting to increase participation and attract new members.

An important aspect of bringing new members and prospects to a meeting is making them feel welcome. The JVC should take charge of introducing new Marines, and involving them in the meeting.

The JVC and the Adjutant should assure that there is a current membership list with phone numbers and addresses available periodically (at least quarterly). And the JVC should also maintain a list of potential members, Marine units, and other contacts, to make sure that they are welcome at meetings, events, and activities of the Detachment. The JVC may promote special events aimed at enhancing membership, like picnics, social events, and Marine Corps celebrations.

**Presides in Absence of SVC and the Commandant** -The JVC may be asked to assume the responsibilities of the SVC in the latter's absence. The JVC will need to be familiar with the programs, activities, and projects/committees of the Detachment, and more specifically those under the leadership of the SVC. In rare instances when the SVC and the Commandant are both absent, the JVC will assume the position of the Commandant.

#### **SUMMARY:**

- Develop and maintain records on membership and participation
- Report on membership status and issues to the Board of Trustees and the general membership
- Develop budget projections and goals for membership, and programs reaching those goals
- Communicate on ideas and suggestions relating to membership

#### **JUDGE ADVOCATE**

The position of Judge Advocate is an elected position at the National, Department and Detachment level. There is no requirement that the Judge Advocate has to be an attorney, and in fact, most are not. The only requirement for this position is that the candidate must be a "regular member in good standing".

To be effective as a Detachment Judge Advocate, this Officer should possess a working knowledge of the National and Department Bylaws and a solid knowledge of his/her Detachment Bylaws. (Note: in the case of a new Detachment, where no Bylaws exist, the Detachment would follow Department and National Bylaws until such time as Detachment Bylaws are written and approved). It is the duty of the Judge Advocate to interpret the controlling Bylaws and Administrative Procedures of National, Department or Detachment regulations. He/she will advise, construe, counsel and render opinions on questions of the Marine Corps League Bylaws and Administrative Procedures to the Detachment Commandant, and Detachment Board of Trustees, and Detachment



Committees, when so required, in the matter outlined hereafter: At Detachment meetings, upon the request of a member through the Chair, the Detachment Judge Advocate will render an opinion on Marine Corps League Bylaws and Procedures to the Chair, where upon the Chair will rule on the opinion and the question, which ruling shall be final unless appealed by a member, where upon the Judge Advocate will put the question, "Shall the ruling of the Chair be sustained?" A standing vote of regular members will be called, and two thirds (2/3rds) of the total vote will be required to reverse the ruling of the Chair.

It is an important to remember that NO Detachment Officer, including the Judge Advocate is authorized to conduct a formal investigation or inquiry, convene a disciplinary hearing or hand out punishment. That authority lies solely with the Department and National Judge Advocate. (See National Administrative Procedures, Chapter Nine, Section 901.)

In any instance where there appears to be a conflict between Detachment or Department Bylaws and the National Bylaws and Administrative Procedures, the National Bylaws and Administrative Procedures shall take precedence. The single most important duty of the Judge Advocate at the Detachment level is to be familiar with the Bylaws of the Detachment, have a working knowledge of the Bylaws of the Department, and have available a copy of the National Bylaws at every Detachment meeting.

The opinions offered by the Detachment (and the Department) Judge Advocate are but opinions. While they are offered by an Officer who is presumed to know the correct answers, those opinions are subject to ratification by the respective Commandant and, on occasion, the convention body or Board of Trustees. The Department Judge Advocate has the additional duty of reviewing and approving all Detachment Bylaws (National Bylaws, ARTICLE FIVE, Section 505).

It is recommended that all opinions be in writing and maintained in a separate Judge Advocate record that succeeding Judge Advocates may have the benefit of previous rulings. However, there seems to be no requirement that any opinion accepted by one administration is binding on another.

**Advice on Bylaws and Policies of the Marine Corps League** –The governing laws for all organizations within the Marine Corps League are the National Bylaws, Policies and Administrative Procedures. The Judge Advocate should be thoroughly familiar with these documents, and those of the Department, to advise the Detachment on any questionable issues and/or problems. Assistance may be obtained from the Department and/or National Judge Advocate, when necessary.

Generally, questions in this area arise when developing and/or modifying your Detachment Bylaws, policies, and administrative procedures. In addition, there can be questions regarding attendance at the Department and National meetings, processes for submitting changes to the Bylaws and policies, awards, and discussion topics for agenda items.

**Assure That Detachment Abides By the Bylaws of the Detachment, Department And National** –The Judge Advocate is the "watchdog" and "policeman" for assuring



that the strict adherence to all three levels of the Bylaws and policies are followed. The purpose is to assure conformity to the letter and the spirit of accepted laws and policies of the Marine Corps League in general, and to ensure that conditions of Charter and Incorporation are maintained. The JA should review motions and votes, eligibility of voters, and activities on a regular basis to assure compliance. Any discrepancies need to be addressed immediately with the Board of Trustees, and/or the membership.

Documentation of issues and instances should be made for the record, for review in the future in any similar instances.

**Renders Opinions and Rulings During Meeting on Procedures** - The Judge Advocate should be well versed in issues of parliamentary procedure, ritual, and business order during meetings. Questions of procedure may be referred to the JA by the Commandant or the Presiding Officer. Normally these questions are relevant to motions, amendments, order of business, and other meeting procedures. Questioning of a procedure from the floor may be channeled through the Presiding Officer to the JA. The JA should also advise the Commandant or Presiding Officer on the meeting ritual, and procedures that are decided on by the Detachment.

**Summary** - As with any effective organization, the Marine Corps league has established Bylaws, Policies, and Procedures at the National level to safeguard its Charter, and to provide a framework for coexistence among many and varied subordinate organizations (Departments and Detachments). Detachments are expected to incorporate and establish their own written Bylaws, policies, and procedures within that framework.

The Judge Advocate is the keeper, protector, and counselor of those laws, policies, and procedures within the Detachment. He/she must be diligent in assuring conformance to these credentials that allow the League and the Detachment to exist in an orderly manner. As with laws in our daily lives, we may not agree with them all, but they exist for the purpose of providing a common structure within which we can operate, and mutually respect the rights of others. The Judge Advocate has the right and obligation to suggest meaningful change to the statutes from higher levels, and a procedure for being heard.

The Judge Advocate enforces through the Board of Trustees and advises members and Officers of the Detachment, with the objective of maintaining order within the Marine Corps League organization.

## **JUNIOR PAST COMMANDANT**

The Junior Past Commandant (JPC) is the immediate Past Commandant of the Detachment. Generally, this office, depending on Detachment Bylaws, should hold a position on the Officer Board or Board of Trustees.

The role of the Junior Past Commandant is to provide guidance and council to the Detachment Commandant and other Officers. He/she should assist in providing continuity from one administration of Officers to the next. His/her experience, background, and



knowledge should be utilized for purposes of educating and assisting Officers. The JPC can be invaluable in assignments that assist the Commandant, and in introducing the Commandant and Officers to outside contacts that are necessary to Detachment programs.

The JPC can help provide rationale for past decisions and directions, experiences learned, and direction for incomplete objectives and/or unfinished plans. The JPC should be considered a resource to be used by the Board of Trustees and Staff Officers in accomplishing their assignments.

## **ADJUTANT**

The Detachment Adjutant is the corporate/recording secretary for Detachment meetings and affairs. In addition, the Adjutant provides support to Detachment Officers and project leaders through correspondence, documentation, written communication, media releases, and other staff assistance. The Adjutant, by direction of the Presiding Officer, may prepare agendas for meetings, record member participation and attendance, and prepare and monitor the calendar of events for the Detachment. The Adjutant is also responsible for official notifications to the members.

### **Characteristics and Traits**

- Ability to accurately record resolutions and carried motions of the Detachment.
- Ability to accurately records minutes of meetings to details, and capability to recall information.
- Ability to print/write legibly, type and/or utilize a computer for the Detachment permanent records.
- Capability for assembling information, and providing Officers and members' data regarding Detachment actions, programs and listings.
- While not mandatory, a computer and computer skills (particularly word processing) are extremely helpful for this job.

**Keeping Accurate Minutes of Meetings** - The purpose of recording minutes of Detachment meetings is to have a written commentary on meeting events, reasons for decisions and actual actions taken. Accurate records should be recorded for review and/or audit. For some decisions, the record is required for legal reasons – both State Corporate requirements and League Audit purposes. The presence of minutes and records is indicative of organization and provides information for future use within the Detachment. It is not important to write every detail but the salient points of discussions and actions taken are necessary.

**Prepare and Transcribe Minutes for Permanent Record of the Detachment** - Minutes should be transcribed into a book or binder that passes to each succeeding Adjutant for the Detachment permanent records. This should be done immediately after a meeting has taken place when the information or other factors appropriate for

recording will still be fresh in the Adjutant's memory. Periodically, the Adjutant may want to include an index of topics for easy reference in the future. The records should be maintained in chronological or reverse order and include meeting date, location, type of meeting, Officers present and members present, if appropriate.

**Assure That Resolutions Are Maintained as Corporate Records** - The minutes of meetings, particularly resolutions (decisions made that affect how business is to be conducted, amendments/changes to Bylaws and other decision regarding finances and programs) must be maintained as a permanent record of the Detachment's activities and actions within its Corporate Charter. Because the Detachment is chartered as a non-profit organization, its activities must conform to the letter and spirit of that Corporate Charter and are subject to audit by the State within which the Detachment is chartered.

**Correspondence, Bulletins and Communications** - The Adjutant also serves as secretary in support of official correspondence, bulletins and other written communications of the Detachment. By direction, the Adjutant should assist in providing any type of correspondence on behalf of the Officers of the Detachment. This assistance may include specific letters, form letters, agendas, listings of members and prospects, Detachment contact lists, bulletins of special meetings, and any other correspondence deemed necessary. In addition, it is the responsibility of the Adjutant to prepare, complete and forward the Report of Officer Installation (ROI) upon the election and Installation of Officers. Also, to complete and send an amended ROI if there is any change in Officers between elections. The Adjutant (in conjunction with the Board of Trustees) will prepare and mail the annual Department and/or National Convention materials as prescribed. The Adjutant may also be required to assist the Paymaster in the completion and mailing of the Membership Transmittal forms monthly.

**Maintains Detachment Records** - In addition to preparing Detachment minutes, records and other communications, the Adjutant is responsible for (in the absence of a Historian) maintaining, organizing and filing correspondence and letters/certificates of merit that will preserve a chronological documentary of Detachment actions and events.

**Report At Meeting** - An abbreviated report of the prior meeting should be prepared and printed for distribution at the next meeting of the Detachment. The report should be concise and emphasize business issues that include resolutions, decisions, actions and discussion. The report may be modified from the floor if warranted before being approved. If a separate Officers meeting has been held, it is advisable to read a report of that meeting at the general membership meeting if decisions have been made by the Officers.

**Summary** - The Adjutant plays an important role in Detachment operations by providing records of decisions and programs and by assisting the Officers in communication activities. In addition to the fact that minutes and records are legal documents, both for the Marine Corps League and the State, the information can be extremely useful in determining why courses of action were chosen and what programs (and their results) have been tried before.



## **PAYMASTER**

**Authority** - The Paymaster is a required position. Eligibility requirements vary depending on the manner of determining the person that serves. Should the Detachment desire, as shown in its Bylaws, that this position be filled by election, the person must be a Regular Member. An appointed Paymaster may be either a Regular or an Associate Member (National Bylaws, ARTICLE SIX, Section 600(b) and Departments, ARTICLE FOUR, Sections 405 and 407; Detachments, ARTICLE FIVE, Sections 510 and 512).

The decision between election and appointment is up to the Detachment but has a direct impact on the decision making body. Elected Paymasters are members of the Board of Trustees (a.k.a. Corporate Board of Directors) while appointed Paymasters are not. (National Bylaws for Departments, ARTICLE FOUR, Section 415; Detachments, ARTICLE FIVE, Section 525. In either case, the Paymaster (as are all Officers designated to handle funds for the Detachment) is under a blanket bond obtained by National Headquarters (National Bylaws Section 815 m).

The duties of the Paymasters are not specified in the National Bylaws for the Departments and Detachments. As a general guide, the National commands that the National Paymaster follow certain procedures (National Bylaws, ARTICLE THREE, Sections 310(b) through (15)). Among these are the common definitions of the responsibilities of a Paymaster, as the Detachment or Corporation's Chief Financial Officer. The Paymaster serves as treasurer (Subsection 5), records the business (6) and receives and deposits all monies in federally insured accounts maintained in the name of the corporate unit only (7), assists in an annual audit (9-10) and surrenders all records and other property to the duly elected or appointed successor (13).

**Internal Revenue Filing Requirements** – The Marine Corps League is chartered by an Act of Congress as a non-profit organization. The League is recognized by the IRS as an Internal Revenue Code (IRC) 501(c)(4) entity. The League's IRS Group Exemption Number is 0955. All Detachments, Departments and other subsidiary organizations chartered by the League derive their exemption status with the IRS under our Group Exemption Number.

Beginning in Fiscal Year 2008 the IRS is requesting that all detachments, regardless of the amount of income, file with the IRS. The amount of income will determine which form is filed. Less than \$25,000 gross income will require a Form 990-N electronic postcard, income between \$25,000–\$99,000 requires a form 990-EZ and \$100,000 or more gross income requires the long form 990. Detachments that fail to file for three successive years will have their tax exempt status revoked.

Some states require a state filing when a filing is made to the Federal Government. Check with your state for its position.

Where a Detachment undertakes to acquire a building, a bar or other type of endeavor, the rules on IRS reporting will change. In such cases it is recommended that a separate corporation be formed with a different list of officers.

## Procedures

**Dues Transmittals** - The paymaster receives all monies that come into the possession of the Detachment and must make a record of the receipts. The first of these is the member's dues. These funds are forwarded to National Headquarters on Dues Transmittal forms supplied by the National Adjutant/Paymaster. Instructions are listed on the form. Items that are not spelled out on the form are:

**Transmittal Number** - The National Adjutant/Paymaster uses the Transmittal number for filing, record, and information purposes. That number is in sequence beginning each July 1 and is inserted by the Detachment Paymaster. Example: The first transmittal in July is numbered "1" and the next, regardless of its date, will be number "2." It is optional with the Paymaster on the regularity of sending transmittals except that no member's dues should be held more than thirty (30) days. Example: A paymaster may send in several transmittals in a month, but may not hold a transmittal more than a month just because it contains only one or two entries.

**Member Number** - This number is assigned by National HQ for all new League members and is the individual identifying number assigned for every member. It is to be used on all future transmittals, correspondence, transfer forms, scholarship applications etc.

**Date of Birth - (DOB)** This information is required for application for Life Membership (PLM) and determines the Life Member dues amount. (National Bylaws Section 645) Recording the DOB is optional for annual renewals but mandatory for submitting a Life Membership.

**Life Member** - A member in good standing may become a Life Member. No portion of the Life Membership dues monies are retained by the Detachment or the Department at the time of submission to National Headquarters. The entire amount is contained in the check payable to National Headquarters accompanying the Dues Transmittal. A Life Member number (PLM#) is assigned for every new Life Member which is separate from the Membership Number. If a new member wishes to join the League as a Life Member they must **first** pay the first year dues to become a member in good standing and eligible for Life Membership. (Section 645 of the National Bylaws) A Life Member never pays additional dues to the League. Life Membership dues are invested by the National Comptroller. At the end of each fiscal year of the League (June 30), the National Comptroller determines the dividend due to each Detachment based on returns on the Life Membership Fund investments. The National Adjutant/Paymaster provides each Detachment with a list of Life Members annually. It is required that this list be audited and certified by the Commandant and Paymaster that the persons listed are still members of the Detachment, and the list be returned to National Headquarters. Based on this returned list, a distribution check is mailed to each Detachment. If the list is not returned, the Detachment will not receive their dividend distribution check. Departments are mailed distribution checks without this formality.

**Transfer Forms** - A member may transfer to another Detachment subject to the will of the receiving Detachment (National Bylaws, ARTICLE FIVE, Section 540(a)).



Generally, a Transfer Form will be obtained from the members' new Detachment. The member will fill out the top portion of the form and send it to the Detachment he is transferring **from** who will certify the membership status and if there are any outstanding debts owed to the Detachment.

**Dual Members** - (RDM and NDM) Dual members hold full membership in two or more detachments. The original filing results in one member number (MEMBER #) for each League member. The option of joining another Detachment requires adherence to the fee schedule contained on the form. That is, regardless of the status of the member in any other Detachment(s), a dual member pays the initiation fees and renewals are to pay the renewal fees. If you have paid Life Membership in both Detachments, there are no other dues to be paid.

**Forwarding the Transmittal** - The Paymaster deposits and records the several dues checks or cash and prepares a check for the correct amount for the National Adjutant/Paymaster and a separate check for the Department Paymaster. The Department sets its own dues amount. Both checks and the transmittal are to be mailed to the Department Paymaster.

**Working With The Adjutant** - Detachment Paymasters should work closely with the Detachment Adjutant in keeping the Detachment membership roster. While the Adjutant is charged with the responsibility of keeping the membership roster, the Paymaster will have information on dues payments and whose dues are current or delinquent. Cooperation between these two Officers will allow for the determination of eligibility for holding office, voting rights, delegate status at conventions, delinquent notices, etc. At the end of each Quarter, the National Adjutant/Paymaster provides every Detachment with an audit of its membership as shown on the rolls at National Headquarters. The information contained on these audits is used to determine voting strength at Department and National conventions, membership retention, and verification of dues status and address changes. Again, this information should be the subject of scrutiny and coordination between the Paymaster and the Adjutant. Errors are to be brought to the attention of the National Headquarters by submitting the correction on a Dues Transmittal by the Paymaster.

**Records** - How the Paymaster maintains the financial records of the Detachment is a matter of choice. Whether they are recorded on formal debit and credit accounting forms, on the check log, or in a computer program is strictly up to that Officer. However these records are kept, they must be clear enough to allow for an in depth audit by Detachment Officers, a cursory review by the Commandant, and, heaven forbid, a field audit by the Internal Revenue Service. Care should be taken to list authorization for each expenditure. Checks to cover members' dues to National Headquarters and to the Department are documented by the transmittal forms. Other checks should have a receipt in the "paid bills" file to indicate the method of authorization. Whenever the expenditure is for an item by motion, an indication of this with a notation of the date of the motion should suffice. Researchers need only review the subject minutes to find the authority.

**Audit of Paymaster Records** - At least once a year, the Commandant should, with the approval of the Board of Trustees, appoint an Audit Committee to audit the books

of the Paymaster. The Committee should consist of at least three regular members of the Detachment. Their task would be to make sure all of the Detachment funds are accounted for and that the proper procedures were followed for the disbursement of any funds.

## **SERGEANT AT ARMS**

The Sergeant at Arms (SA) is responsible for the setting up and maintaining Order at Business meetings. He/she also participates in the presentation and honoring of Colors at meetings and ceremonies.

At meetings, the SA should make sure that the physical facilities for the meeting are set up properly. Prior to the meeting, the SA should meet the guests or visitors, introduce them to other members of the Detachment and provide applications to potential members. He/she needs to determine that those present for meetings are authorized according to the Bylaws, Ritual, or decision of the Presiding Officer. During the meetings, the SA is to assure order during the meeting, taking action when required to restore order, and to follow any directions given by the Presiding Officer.

**Set up the Meeting Room** - The SA should be one of the first Officers to arrive at the scheduled meeting facility. His/her responsibility is to physically set up the room in compliance with the Ritual, or as prescribed by the Presiding Officer, or Board of Trustees.

In addition, he/she should assure that physical elements of the meeting are available which includes Charter, lectern, flags, Holy Bible, microphone and speakers, and/or audio video equipment as required. Any other special items required for the meeting, or for the guest speakers, or for any other form of program, should be attended to by the SA.

**Greet Guests And Members** - The Sergeant at Arms should be available to greet and introduce members, guests, and program participants. He/she should direct new members and guests to other Officers and members. Prospective members should be given information about the Detachment and the Marine Corps League, and be directed to the JVC or a member of the membership committee (if one exists). The SA should make members and guests "feel at home."

**Assure That Persons Present Are Authorized To Attend the MCL Business Meeting** - At a closed session for a business meeting, only members in good standing are allowed to attend. The Sergeant at Arms must determine the qualifications for members to attend this meeting, and excuse those who are not qualified. In some instances, an "OPEN" meeting may be declared by the Presiding Officer, in which guests are allowed to attend the business meeting. If any limitations are made on the guests, the SA should be advised of those limitations to assure that those present in the meeting are authorized.

**Presenting the Colors** - The Sergeant at Arms is responsible for assuring that colors are posted, or that a Color Guard is available to present the colors during the opening ceremony of the meeting. During the opening ceremony, the Presiding



Officer will call upon the SA to lead the assembly in the "Pledge of Allegiance" to the United States of America. At the close of the meeting, the SA will be called upon to have the body render a salute to posted colors or have the colors retired with a proper salute.

**Maintain Order at Meetings** - The Sergeant at Arms is required to maintain order at meetings in conjunction with the Presiding Officer. The SA will assure that there is no extraneous talking or activity which is disruptive to the meeting, or subjects being discussed. By initiative or direction, the SA may be required to caution and/or remove any disruptive person (s) or other factors during the course of a meeting. The SA needs to be assertive, yet courteous, in maintaining order. In most instances, a simple and quiet reminder to those who may be disruptive is sufficient.

**Clean Up Of The Meeting Area** - It is the Sergeant at Arms responsibility to make sure that any necessary cleanup and policing following a meeting is done properly. If such cleanup is required, the SA may designate other members to the task, and take responsibility for leaving the facilities in the proper manner.

**Respond To Instructions of the Commandant** -The Sergeant at Arms reports directly to the Commandant in the organizational structure. He/she needs to be attentive to direction from the Commandant, or a Presiding Officer, to carry out plans (both immediate and long-term). This direction may be in the form of instructions received during the course of a meeting, in which immediate action may need to be taken.

**Abide By the Ritual of Office** - The Sergeant at Arms has a participation role in meetings, as prescribed by the Ritual and other defined job descriptions. The SA should be familiar with all elements of the opening and closing ceremonies that require his/her participation and/or leadership.

**Summary** - The Sergeant at Arms plays a key role in the orderly conduct of meetings, beginning with the physical set up, assuring that items required for the meeting are on hand, and assisting with maintaining order during the meeting. The SA also can help set up the "tone" of the meeting by making sure guests and new members are properly introduced and made to feel comfortable before, during, and after the meeting. The SA also assists with the membership by providing applications to prospects (and selling them on the Detachment and the League), and providing sign-in sheets (to include name, address, phone number, etc. so that guests and prospects can be contacted in the future.

## **CHAPLAIN**

The Chaplain plays an important role in the Detachment by tending to the needs of the members and members families, particularly during periods of distress, illness, and/or death. It is every member's responsibility to keep the Chaplain informed of situations and issues of need within the Detachment. In addition, the Chaplain is called upon to offer invocations and prayer for meetings, initiations, installations, and for ceremonies. The Chaplain may be called upon to participate in funeral services, and make visitation to members/families that are sick, or who have lost a loved one. In addition, the Chaplain

may be required to assist in funeral arrangements (to include contacts for the Marine Corps Honor Guard) and/or publicize needs of the sick (to include blood donations, etc.)

The Chaplain's job, as a primary representative of the Detachment, is to provide comfort and special service to members and families in time of need. This support should go beyond members and family, it should include the entire Marine Corps community (current or former) within the Detachments' geographic area. This may necessitate reviewing obituaries, or having hospitals make contact when a Marine is admitted. He/she should be supported by other Officers and Detachment members during these times of distress; it's part of the old adage "Marine's take care of their own."

**Performs Duties Of A Spiritual Nature** - The term "Chaplain" implies the providing of support to individuals and groups for spiritual or religious guidance and in every aspect of League objectives, purposes, initiations, ritual, and references to God. It is not expected that a Detachment Chaplain be schooled in theology, but it is expected that the Chaplain will provide support to those in need, and provide prayer for meetings and ceremonies, (either as provided for in the MCL ritual or as developed to meet the situational needs). The "Bottom Line" to providing service as a Chaplain is the "Golden Rule" – "Do unto others as you would have them do unto you." Simply stated, it's how you would want to be treated if you were in a distressed situation. The Chaplain needs to respond to needs and wishes, offer comfort, and provide advice and counsel where needed. He/she needs to make sure that other members of the Detachment are aware of situations in which support is needed.

**Visit Sick Members Or Families/Correspond Appropriately** - The Chaplain should make every effort to visit members, or members' families, who are incapacitated. He/she should make the Detachment Officers and members aware of the situation, and solicit participation. A card of well-wishes should be sent to the individual on behalf of the Detachment. The primary purpose of visitation and correspondence is to let the individual know that they are being thought of, that they are missed, that they are important, and that they are a part of the Marine Corps family. Advice, counsel, warm wishes, words of comfort, and appropriate kidding are all part of support.

**Abide By the Ritual of Office** - The Marine Corps League RITUAL is comprehensive in addressing the situations in which the Chaplain may be asked to participate. Again, he/she may be innovative in developing prayers or statements that suit the purpose of any given situation. For situations not covered, the Chaplain should improvise and treat each situation with respect for the office. The RITUAL of the Marine Corps League provides for services honoring members, and they should be offered. If accepted, the Chaplain should take charge of coordinating such services with the family, funeral director, and Detachment members. The Chaplain may need to assist with finding a DD 214 for a casket flag, and for a Marine Corps Honor Guard. The same assistance and support should be offered to Marines or Marine families who are not members of the League. Our purpose is to support Marines, and membership is not a requirement for assistance in time of need. The Chaplain fulfills a role of assisting and supporting a family in any way possible, and should be able to call on Detachment members for assistance when necessary.

**Provide Notification To Department and National On Deceased Members** - The



"Death Notice" form should be completed by the Chaplain and forwarded to the Department Chaplain, and National Chaplain, for deceased members of the Detachment. This form should be completed and transmitted immediately upon notification of a member who is deceased. In addition to other administrative reasons, deceased members are honored with a memorial service at Department, Division, and National meetings and their names are listed in the Marine Corps League magazine.

**Provide Invocations and Services as Required** - As a part of the opening and closing ceremonies at business meetings, the RITUAL provides for the opening and closing of the Bible, and for an invocation and benediction. The Chaplain may use the words of the RITUAL, or offer other appropriate prayers at the meeting. The Chaplain may also be called on to render a prayer at ceremonies, joint Veterans observances, and/or special events (such as the Marine Corps Birthday Ball). As indicated above, the Chaplain may also need to prepare and coordinate services for a deceased Marine.

**Perform Duties as Requested by the Commandant** - While most of the duties of the Chaplain have been described above, the Commandant may request the Chaplain to attend, participate, and/or coordinate an event not listed. This might include community ceremonies, dedications, or other special events.

**Summary** - A major focus of the Chaplain should be on contingency planning for events that may arise. It is better to be prepared for an eventuality than have to scramble at the last-minute when the event is about to occur. The Chaplain plays a key role in meetings, ceremonies, and other events, reminding each of us about our reliance on Divine Providence. And the Chaplain is the "Point Man" for providing assistance and support, aid and comfort, to Marines and Marine families in need. He/she requires the support of every member in effectively carrying out their responsibilities, especially in times of distress.

## **OTHER STAFF and PROJECT OFFICERS**

The preceding Officer delineations cover the basic Officer corps of a Detachment. These are the Officers minimally required to serve the Detachment and meet the requirements of National/Department/Detachment Bylaws, and the minimum obligations for meetings and programs.

The Officer descriptions that follow in this section are functions that are necessary to the Detachment, or will become important as a Detachment grows in membership and activities. These functions may be included in the Officer assignments described above while the Detachment is in the formative stages, but should be considered for separate Officer positions for two reasons as Detachment size and activities expand:

- The complexities and time requirements of each job will dictate the need for an individual and separate assignment.
- Such assignments provide the opportunity to involve more members in the leadership of activities, while providing a training and development of members for elected and staff positions.



## **HISTORIAN**

The Historian is primarily responsible for the historical records of the Detachment. He/she should solicit articles, photographs, and other audio/visual media to maintain Detachment archives and history. The maintenance of a scrapbook which chronologically depicts the Detachment history is a vehicle used by many Detachments to portray the activities of the League. The Historian may want to solicit assistance from members for photographs, biographical sketches and other items of value that tell the Detachments' story.

## **NEWSLETTER EDITOR**

Communication is vital to the life of a Detachment. The most common way of keeping in touch with members, Marines, and other Detachments are through a newsletter. A lot of information about meetings, events, members, and other news can be included on a monthly basis. This form of communication may be the only information a member receives about what is going on in the Detachment. Without it, members may not have a reason to attend meetings or events, or to remain members of the Detachment. The Editor should solicit articles from Officers and members, and should also search out pertinent information of interest that should be included, including a calendar of events of Detachment activities.

## **PUBLIC RELATIONS / INFORMATION OFFICER**

It appears that the Marine Corps League is one of the best kept secrets in the Marine Community. One of the important aspects for recruiting members is getting publicity about the League published. Perhaps the most cost effective way is by using news releases about Detachment activities, meetings, and events. Contact with newspapers and other media can draw attention to the Marine Corps League, and create positive visibility in the Community. This is important for attracting members, and for attracting funds and donations for Detachment programs.

The Public Relations/Information Officer can be a major factor in advertising the Detachment by maintaining a continuing stream of information flowing to the newspapers for articles, event calendars, and accessing radio and TV with public service announcements (PSAs).

## **VAVS / VETERANS SERVICE OFFICER**

The Marine Corps League supports the Veterans Administration Volunteer Services (VAVS) organization for the VA Hospital assistance. If a VA Hospital is within reasonable distance of the Detachment, the National (VAVS) coordinator can assign members of the Detachment to primary and deputy representation to the VAVS committee of that hospital (the VAVS committee is comprised of Veterans organizations and other interested personnel).



The primary goal is to spend time at the hospitals on visitation, planning and coordinating events (i.e. Bingo, games, reading, etc.) and/or soliciting donations of funds or items that may be needed by the occupants of the hospital. These may include books/magazines, clothing and toiletry items, or other items determined by the hospital staff. The VAVS Officer for the Detachment should be responsible for coordinating events with Detachment members and planning donation activities. A Detachment may also serve Veterans and the VA Hospital if participating in the VAVS program is not practical. The Veterans Service Officer (VSO) can take responsibility for soliciting donations of funds and/or items to send to a VA Hospital, or to a Veterans establishment in the local area.

In addition, a VSO can be available to veterans in providing direction (it is important not to provide advice or counsel) to various Veterans assistance programs which include the Veterans Administration, State Veterans Services and Veterans Organizations.

### **AMERICANISM / EDUCATION OFFICER**

The Americanism/Education function is a community program to promote patriotism and responsible citizenship. The AE project leader has alternatives as to how to accomplish this function. Much depends on the community and its needs. A major area can be through sponsoring and promoting youth education programs. This may be done through the school system, recreation associations, and/or established youth programs. It may include presentations and speaking to the youth, demonstrations of Flag and Color Guard, or inviting participation of youth in programs and events. Another avenue is by offering Detachment members as speakers to adult and youth organizations in the community. Topics of such presentations may encompass veteran issues, the role of Veterans in American history, military history and other issues, introduction of Marine Corps personnel and Marine Corps history, the role of the Marine Corps League in the community, the American Flag, and other relevant topics. The AE leader must keep in mind that presenters are representatives of the Detachment and the Marine Corps League. It's an opportunity for community visibility in "soft" selling of the Detachment for members and donations. Image and impression are very important.

### **TOYS FOR TOTS LIAISON**

The Toys for Tots program, under the direction of the United States Marine Corps Reserves, and the Toys for Tots Foundation, is an excellent opportunity for community action by a Marine Corps League Detachment. If there is a local Marine Corps Reserve Unit, the Detachment Toys for Tots (T4T) project Officer should establish contact with the Commanding Officer, and Staff NCOs who are responsible for the local program. The Detachment can be extremely helpful in the collection, and distribution, of toys within the unit's area, and the Marine Corps Reserves are always happy to have assistance. If there is no Marine Corps Reserve unit locally, the Detachment can apply for authorization from the Marine Corps Reserve, through the Toys for Tots Foundation, to become the authorized representative for Toys for Tots in the Detachment's local area. In doing so, the Detachment takes on the responsibility for collection and distribution of toys to qualified organizations and families in the local community.

**Planning** -Toys for Tots (T4T) takes planning, and the Project Officer needs to solicit support of businesses in the community for collection points, and donation of funds and toys. This process generally starts at least three to four months in advance of the December kickoff for the program. The T4T Officer also needs to determine qualified recipients for the toys, and make sure that organizations provide information on the number of children, sex, age, and needs. The Toys for Tots program can be an excellent opportunity to advertise the Marine Corps League, and to gain news media visibility, which will help generate toys for the program, and lets other Marines learn about the local Detachment.

## **WEB SERGEANT/DETACHMENT WEB PAGE**

This is a powerful recruiting tool, because prospective members can find you if you are within a given number of miles of them. So, **EVEN IF YOU ALREADY HAVE A WEBSITE**, you should do this to increase your internet exposure to new members! This way, anyone searching, from the National Headquarters web site, for a Detachment in their area, can find you by location. **IF YOU DON'T HAVE A WEBSITE LOCALLY, THIS TOOL BECOMES EVEN MORE IMPORTANT. IT IS YOUR WAY TO COMMUNICATE TO POTENTIAL MEMBERS.**

**EVERY DIVISION VICE, DEPARTMENT AND DETACHMENT COMMANDANT SHOULD APPOINT A MEMBER WHO HAS INTERNET ACCESS, AND KNOWLEDGE OF COMPUTERS AND THE INTERNET, AS THEIR "WEB SERGEANT". YOU SHOULD THEN PASS ON A COPY OF YOUR WEB SERGEANTS INSTRUCTIONS AND CODE WORD (RECEIVED WITH YOUR CHARTER PACKAGE) TO YOUR WEB SERGEANT, SO THAT HE/SHE CAN MAKE CORRECTIONS, CHANGES AND ADDITIONS TO YOUR WEB PAGE LOCATED ON THE NATIONAL WEBSITE.**

**NOTE: Even if you already have a full web site, you need to have a Web Sergeant for this page. If the information is not corrected or kept up to date, people who want to become a member will not be able to find you using the League Locator from the National Headquarters Website.**

**Only the person assigned by the Commandment will be able to edit the web page.** They should NEVER give access to that account to anyone else. If the Web Sergeant must be changed, only the acting Commandant can request the change by writing to [Locator@MCLLeague.com](mailto:Locator@MCLLeague.com) This means that the Web Sergeant will setup his/her own user name and password. If the Web Sergeant needs to be changed the rights to edit the page will be re-assigned to a NEW person with HIS/HER own user name and password. ***Neither National Headquarters nor the National Webmaster will make changes to your Web Page.*** That responsibility must lie with the Detachment Web Sergeant. In the event a Detachment does not have anyone who can handle that assignment, it is suggested you contact your Department Commandant to request help from the Department Web Sergeant. Once you have decided who will perform this function, they MUST sign up for a user account on the National Headquarters website at



(<http://www.MCLeague.com>). If the Web Sergeant already has a user account setup on the web site, they just need to provide that user name. They should NOT use the code word as their password. That is to be sent to the web master. Please be sure to choose someone who has internet access and some experience with computers. The Web Sergeant is to create his/her own personal user name. This user name will be assigned the rights to edit the page. If the Web Sergeant needs to be changed, the past Web Sergeant is NOT to pass on their account information. The Commandant should forward a copy of these instructions to the new Web Sergeant, who will setup their OWN user name and follow the rest of these instructions to have that User name assigned the rights to edit the web page.

## 2.7 Detachment Officers Oath of Office

When a Detachment member assumes office, having been elected or appointed, he/she takes on a responsibility to the members of the Detachment. The members have determined that you, as a Detachment Officer, are capable of best representing the members in achieving the objectives of the organization. Subordinating yourself to the members is a key phase in the League's Oath of Office.

The Oath is the primary principle on which leadership of the Detachment functions. Every member who considers holding office should be aware of the Oath prior to accepting nomination or appointment. The Oath is the governing rule of what is expected by members of the League of their Officers.

The Oath of Office is as follows, with comments annotated:

OATH OF OFFICE	COMMENTS
<b>I do solemnly swear that I will bear true Allegiance to the United States of America and to the Marine Corps League; that I will enforce and uphold, and will myself obey, the laws of the League; I shall ever bear in mind the purposes for which, and the principles upon which the Marine Corps League and the Detachment were founded.</b>	<b>You declare your <u>commitment</u> to our country <u>and</u> to the Marine Corps League. You will read/understand <u>and</u> enforce and obey the Bylaws and policies of the League, Department and Detachment. You will constantly remind yourself and the membership of the founding principles set forth by General Lejeune for the League and make them part of your Detachment objectives and programs.</b>
<b>I will subordinate myself to the best interests of my fellow Marines and the Marine Corps League, and will never personally benefit at the expense of the League or my Detachment in the slightest degree.</b>	<b>You will subordinate yourself to the best interest of fellow Marines and the League. Your service to the Detachment will be unselfish, serving only to promulgate the League and your Detachment.</b>
<b>At the termination of my tour of duty, I will surrender my office to my duly elected or appointed successor, accounting for any property that may have been entrusted to my care or custody.</b>	<b>You will maintain a record of your activities and contacts and pass this information, with any other Detachment property on to your successor.</b>
<b>All this I solemnly swear, so help me God.</b>	<b>This is a solemn oath of commitment to serve your Detachment and the League made before God and the members of your Detachment.</b>

The Oath that you take as an Officer is not to be taken lightly. Every office of the Detachment requires a commitment of time, employment skills and recognition that the office represents the Detachment to the members, the League and the Community. The Detachment Officers are the examples for members to follow and support.



## **2.8 Functions & Objectives of the Detachment**

In order to understand the rationale for the Detachment Officers duties, it is important to understand the functions and objectives of the Detachment. While not all of the programs discussed below are relevant to every Detachment, the object as identified should be representative of programs carried on by many Marine Corps League Detachments.

There are certain objectives that are inherent to every Detachment, which include membership and adoption of the League purposes. Below is a non-inclusive listing of the functions and objectives that provide a basis for discussing that need for the Officers and their associated responsibilities.

### **Common Functions and Objectives**

- Recruit, retain and increase membership levels of the Detachment and Marine Corps League
- Develop and maintain an appropriate level of financial stability and security to operate effectively, and support Detachment programs
- Establish as firm objectives the purposes of the Marine Corps League
- Establish a meeting place, consistent meeting date and time (at least monthly) to meet regularly with the members of the Detachment
- Develop programs of interest, and activities that will bring Marines together and enhance participation in meeting goals of the Detachment
- Ascertain the skills, interest, and capabilities of members to develop challenges and/or objectives for Detachment members to meet
- Develop clearly defined programs, objectives, and goals that are mutually understood and agreed upon by the members
- Establish internal programs for training and development of members to accept responsibility for Officer assignments or leading Detachment programs and activities
- Promote both social and work programs to involve members and families
- Review, monitor, and report on strengths and weaknesses, and assessments for change
- Develop the ability to acquire publication and media coverage for Detachment meetings and events

## **Common Programs and Activities that Promote the Detachment and the League**

- Color Guards for Parades and Ceremonies
- Speaking engagements at schools, events, and other organizations
- Toys for Tots Program
- VA Hospital Volunteer Services
- Veterans support and assistance
- Support and assistance at National Cemeteries
- Marine Corps Birthday ceremonies
- Assistance to Marines, families and Marine Units
- Young Marines Program
- Youth Physical Fitness Program
- Youth, Scouting and Education support in the Community
- Hospital support within the Community
- Awards to members and citizens of the community for outstanding service
- Support of veteran affairs issues
- Public Relations and public notices for Marine, veteran and community involvement
- Prominent speakers for Detachment programs

It is important to note here that there are a variety of tasks that can be addressed by a Detachment. In order to effectively meet the demands of these goals, an organizational structure is required, with an organization of Officers to lead and perform tasks, as well as assign and delegate responsibilities within the Detachment membership.

The requirements of elected and appointed Officers will vary depending on the number in complexity of tasks to be achieved. However, the basic Officer duties and leadership skills are common throughout.



## 2.9 Marine Corps League Detachment Officer Training

Developing Officers and members to perform in their jobs is the goal and objective of training. The Department can provide guidelines and offer support to Detachments in this area. However, each Detachment has to accept the responsibility for seeing that their Officers and members are trained to do the tasks to which they have been assigned. Understanding all duties and responsibilities is the first step, followed by understanding goals and objectives, and how to perform their jobs. This “**Guidebook for Detachment Officers**,” the National Bylaws, Department and Detachment Bylaws, the Marine Corps League **RITUAL**, and the Policies and Procedures of National, Department and Detachment are all sources that will improve the effectiveness of Officers and members who serve in project or leadership roles.

Training and acquiring knowledge on how to improve skills and capabilities to make the Detachment organization more effective should be an ongoing process. Marines go through Boot Camp and specialized training which is an indoctrination and basic skill learning process. As a Marine advances, their knowledge and capability skills are enhanced through training in an ongoing process designed to improve the capability of the organization. It is no different with a Detachment in the Marine Corps League.

Different skill levels are required for different jobs in the Detachment. A Paymaster or Adjutant requires skills of technical ability. The JVC requires sales and marketing skills, and basic management and leadership knowledge. The Commandant and SVC must be strong in leadership and management skills with a knowledge of the technical areas they manage.

Emphasis on training is generally subordinated to immediate issues at hand, or ignored, in hopes that individuals will figure out how to do their jobs while on the job. However, look at the most successful organizations, whether business, volunteer and military (and we know which branch we’re talking about), are successful because of their continuing training programs.

The responsibility is on the Detachment to see that Officers and members are trained. The Detachment should be committed to training by conducting its own training sessions. The Detachment should call on other Detachments and their Department, to assist and support the training effort. Departments and National Headquarters also conduct Officer and Administrative training, but generally, this is once a year (at their conventions). Detachment Commandants should insure personnel are advised of this additional training, in addition to their local Detachment training. It is strongly recommended that training sessions be scheduled within sixty (60) days of the annual installation of Detachment Officers. The end result is at least a guarantee of survival and growth.

## 2.10 Order of a Business Meeting

**Opening Ceremony** - It shall be the duty of the Sergeant-at-Arms to arrange the quarters; to place the Bible upon the Alter; and at the close of all occasions, he/she shall return all equipment to its proper place. He/she shall also conduct the advance and retirement ceremonies of the Colors. (The Commandant may call for singing of the Marine Hymn at any point in the ceremony.)

**Commandant** - Sergeant-at-Arms, secure the quarters and satisfy yourself that all present are qualified to be present during the deliberations of the Detachment session.

**Sergeant-At-Arms** - Aye, aye, Sir, the quarters are secured and all present are qualified to remain. (If persons present are not qualified, the Sergeant-at-Arms will report accordingly. If it is an open meeting, visitors would be assumed to be qualified to remain.)

**Commandant** - Sergeant-at-Arms, advance and post the Colors.

**Sergeant-At-Arms** - Aye, aye, Sir. All persons wearing the official League cover will execute a hand salute as colors are advanced. Those NOT covered will execute a civilian salute, right hand over their heart. Baseball type caps are to be removed and can be held over their heart. Just before the Colors are to be advanced the Commandant shall give two (2) raps of the gavel to call all present to a standing position. One (1) rap of the gavel will be the signal to be seated.

**Commandant** - the Chaplain will lead us in prayer. (The Sergeant-at-Arms or the Chaplain should open the Bible)

**Chaplain** - (Uncover) Supreme Commandant, we ask Thy blessing upon all here assembled. We pray for guidance in our deliberations, and that we may here exemplify the principles and purposes of our beloved Marine Corps League. We ask Thy protection and blessing for Marines and Corpsmen who have died in the service of their Country, and for all our members, both past and present. Grant that the Marine Corps League may grow and prosper in the humane purposes and principles upon which it is founded. AMEN. (Cover). (At this point, the Commandant may ask the members to remain standing for the singing or playing of the Marine Hymn), (Commandant, by one rap of the gavel, seats the Detachment).

**Commandant** - Sergeant-at-Arms, declare this meeting open for the transaction of official business.

**Sergeant-At-Arms** - By authority of the Commandant of the \_\_\_\_\_ Detachment of the Marine Corps League, I declare this meeting open for the conduct of official business.



## **Order of Business**

1. Roll call of Detachment Officers (by the Adjutant)
2. Applications for membership (If balloting is done, applicants should be escorted outside the meeting room by the Sergeant-at-Arms).
3. Balloting on applications for membership. (If balloting is done, applicants are approved by a majority vote on those present and qualified to vote. Either voice or a secret ballot may be used).
4. Ceremony of Initiation (full or abridged form, from the MCL Ritual, depending on size of Detachment, time, and circumstance).
5. Introduction of new members and guests.

## **Old Business**

1. Adjutant's Report
2. Minutes of previous meeting and Officers meetings may be abridged if minutes are included in a newsletter or other type of communication with the members).
  - a. Correspondence received
3. Paymasters Report
4. Chaplains Report
  - a. Report of any member or member's family sick
  - b. Report of any Marine or Marine's family in distress.
5. Report of the Officers: (Elected Officers and Staff should rise and report; or indicate if there is no report).
6. Report of Project Leaders and/or Committee Reports
7. Unfinished Business from previous meetings.

## **New Business**

1. Reports, requests, information for business consideration, or any items needing a vote by the membership.
2. Good of the League

3. Announcements. **(At this time, the meeting may close for adjournment, or recessed until closing ceremony.)** If a program or guest speaker is to be introduced at this time, the meeting should be recessed until the program is complete.

**Note** - TO RECESS the MEETING – Chaplain will close the Bible. Sergeant-at-Arms will lead the membership in a hand salute to the Colors and declare the meeting in recess. TO RE-OPEN the MEETING – Sergeant-at-Arms will lead the assembly in a hand salute to the Colors. Chaplain will reopen the Bible. Sergeant-at-Arms will declare the meeting duly reopened for the conduct of Official Business.

### **Closing Ceremony**

**Commandant** - There being no further business, we will proceed to close. The Detachment will stand silent in respect for deceased members. (Commandant gives two (2) raps of the gavel. Chaplain, without orders, reads the names of deceased members). This may also be extended to deceased Marines and Marine families, if appropriate.

**Commandant** - Sergeant-at-Arms, retire the Colors.

**Sergeant-at-Arms** - Aye, aye, Sir. (All present that are covered, execute the hand salute; all others not covered, execute the civilian salute, as the Colors are retired).

**Commandant** - The Chaplain will lead us in prayer.

**Chaplain** - (Uncover) Supreme Commandant, we humbly beseech Thee to bless what good we have accomplished and forgive that which we have done amiss. As we separate to go our several ways, we commit ourselves to Thy loving care. AMEN. (Cover)

**Commandant** - Senior Vice Commandant, perform the last duty of your post.

**Senior Vice Commandant** - Marines, the \_\_\_\_\_ Detachment thanks you for your attendance and requests that you secure new members, and further that you favor us at every future meeting with your presence, so far as your circumstances will permit.

**Commandant** - Sergeant-at-Arms, declare this meeting of the \_\_\_\_\_ Detachment, Marine Corps League, officially closed.

**Sergeant-at-Arms** - By authority of the Commandant, \_\_\_\_\_ Detachment, Marine Corps League, I declare this meeting officially closed until \_\_\_\_\_ (day, date, and time, when it will be reopened for the transaction of official business.

**Commandant** - (Gives one rap of the gavel --- meeting adjourned).



**Notes and Summary of the General Meeting** - The ceremony and order of business represented in the MCL RITUAL manual offers a guideline to the proper conduct of a meeting. There will be times when Detachments will want to make appropriate changes and modifications, to best suit the needs of the Detachment. However, it is important to structure most meetings, preferably with an agenda, to let attendees know what to expect, and the time elements involved.

Every elected and appointed Officer of the Detachment should have a copy of the MCL RITUAL (along with copies of the National, Department and Detachment Bylaws). The MCL RITUAL manual provides routine guidelines for all ceremonies, which include meetings, installation of Officers, presentation of charters, induction of members, and proper order for deceased Marines and ceremonial services. Copies of the RITUAL are available from the MCL National Headquarters ships store for a nominal fee. It is recommended that every Officer obtain a personal copy of the Ritual manual.

## **2.11 Do's and Don'ts for Officers of the Marine Corps League**

- DO Plan an agenda and outline your program for each meeting.**
- DO Start meetings promptly. Busy people are usually punctual.**
- DO Use the opening ritual at all MCL meetings.**
- DO See that Committee reports, Officers reports, Installation Forms, etc. are submitted as required and on time.**
- DO Respond to all communications promptly.**
- DO Encourage each Officer to be familiar with the description of his/her duties, as outlined in the Bylaws.**
- DO Be neat in appearance. Wear your uniform with pride.**
- DO Give praise where praise is due and be ready with a hearty "Thank You", when a job is well done.**
- DO Be gracious and friendly at all times. You represent the USMC & the MCL. Many will judge your organization by you & your actions.**
- DO Be tactful and diplomatic as possible at all times.**
- DO Use "soft words," rather than harsh and blunt criticisms.**
- DO Perform the duties of your office in such a manner as to inspire the confidence of your membership.**
- DO Know your responsibilities, as well as those of your Officers.**
- DO Try to understand both sides of a controversial matter and be impartial in your viewpoint.**
- DO Admit your mistake if you are in the wrong.**



- DON'T** Allow new members to sit alone. Make new members feel welcome and needed.
- DON'T** Allow clashes of personalities during a meeting. Issues should be debated in an orderly manner.
- DON'T** Take an office for the title and prestige.
- DON'T** "Pass the Buck" onto someone else to cover your mistakes.
- DON'T** Recount the difficulties or tasks you have to overcome in order to carry out the duties of your office. You accepted the position and should expect to make some sacrifices in order to accomplish the duties and goals of your office.
- DON'T** Hesitate to ask questions as to procedures, etc., or of decisions made at meetings and conventions.
- DON'T** Expect or request anyone to perform any duty you would not do yourself.
- DON'T** Insist on having your own way if the majority's desire is to the contrary.
- DON'T** Be "BOSSY" and dictatorial or "Throw your weight around."
- DON'T** Criticize unnecessarily. Try to see both sides of the problem.
- DON'T** Give preference and privilege to a few. All members are to be treated equally.
- DON'T** Apologize for shortcomings, always put your best foot forward.
- DON'T** Set yourself apart from the members or expect to be "set apart" because of your office.
- DON'T** Discuss problem's with those not involved. Be discreet.

## 2.12 General Rules for Success

### Some Principles of Performance to be Considered

Leadership and management in a volunteer organization are more difficult than that experienced in business and military units. The members have a choice of participating or not, attending meetings or not, and serving in some capacity or not. This means that many times, the Officers of the Detachment have to be more skilled in LEADING than in any business or military organization.

In a Detachment of the Marine Corps League, as well as other managerial and leadership jobs, there are some principles of performance that should serve as a framework for the Officer team:

- Pride and Esprit de Corps within an organization (and for an individual) is indicative of confidence, competence, effective training, productive communication, and teamwork
- Effective leadership and management is the key to organizational success
- People and capital (funds) are the most important resources to an organization. People will influence results
- Competent training and support are the two most important factors in developing effective management and personnel. Unit discipline, and equal opportunity to succeed is critical to organization success
- Productive teaching and training require intimate understanding of the subject matter, objectives and results are expected, and a sincere willingness to support the learning process
- Leaders and managers are responsible for their decisions and actions, and should be able to both account for their judgments, and confront them regardless of the difficulty
- Performance, quality, and goal results are best met with “hands-on” situational leadership. There are corollaries (some Confucius sayings) that bear remembering:
  - 1) “Do not confuse rules with objectives”
  - 2) “Do not confuse effort with results”
  - 3) “Do not confuse activity with productivity”
  - 4) “If it’s always been done this way, its probably obsolete”

More organizations die by refusing to recognize the changes necessary for survival and growth.



Situations, objectives and circumstances determine strategy and management style – teachers, leaders, advisors, managers, and organizations remain effective by preserving flexible thought processes.

Open communications and understanding the role of dissent within the framework of objectives and teamwork, is important to the management decision process for prime results.

Delivering a message demands preparation, conviction, commitment and knowledge of the audience.

There are at least two influences important to any organization or managerial relationship: COMPETENCE and TRUST. The most important of these is TRUST – since Honor, Ethics and Integrity are implied.

Successful results will depend on outstanding performance, practice and commitment to these and other principles of common sense, judgment, objectivity, direction and focus.

### **Note on Change Management**

Progression and change are necessary, but it needs to occur for the right reasons. Because there are natural tendencies to resist change, there needs to be a logical reason, such as changes in attitudes, thought processes, needs and requirements, interest, age and other factors. Keep in mind that the Marine Corps has changed extensively in the last fifty years in terms of mission, requirements, and capabilities. Marines of today are skilled differently, but they still go through the initiation process, they learn the traditions, and they earn the title based on the values of those who preceded them.

The same consideration has to exist for the Marine Corps League - as our Marines change, we have to adapt to accept them into the brotherhood of the League. As the environmental factors of attitude, demographics, economics, and requirements change, we must develop new approaches and concepts to meet goals and objectives. That's true at Detachment, Department, and National levels.

## **General Guidelines for Detachment Officers**

Teamwork - in the leadership of the Detachment will always be the keystone of success and development

Setting An Example - for the membership and the community is necessary to maximize the Detachment's effectiveness in meeting goals and assuring commitment

Reviewing The Purposes Of The Marine Corps League - will help keep Detachment goals in perspective

Remaining Aware Of The Financial Status - of the Detachment by securing revenue sources and examining the relevancy of expenses will assure the organization of current and future financial integrity

Recruiting and Maintaining Members - is the foremost mission of Detachment Officers and members

Communications - within the Officer ranks and with members is essential to developing programs of interest that maintain membership

Looking After Marine and Family Needs - is a primary objective of the Marine Corps League (Taking Care of our Own)

Reviewing - and abiding by The Oath Of Membership, the Oath Of Office, and National Bylaws Of The Marine Corps League, Department, and Detachment Bylaws are essential to managing the organization

Participating: in Marine Corps League Department meetings and assisting other Detachments is a part of moving the League, Department and Detachment forward



## **Detachment Officer Procedures**

Each Officer should obtain a three ring binder with dividers. The following should be required information for their notebook and passed on to succeeding Officers (those elected or appointed to replace them):

- Bylaws and Polices for National, Department and Detachment
- Training materials and information regarding Officer positions
- Duties and responsibilities for their office
- Notes and minutes of activities of the Detachment
- Record of participating members on projects and committees
- Detachment goals, objectives, directions and strategy
- Detachment budget and expenditures
- Listing of contacts made outside the Detachment for programs and activities
- Detachment membership roster
- Prospective member listing and contacts/results made
- Other relevant information

## **Other Important Information**

Each Officer should assess member capabilities and encourage participation to any degree possible (Get to know the troops)

Each Officer should be aware of member needs and advise other members accordingly (stop, look & listen)

Officers need to delegate, where appropriate, and provide strategic direction to Project Officers (give instructions and let them do it)

## 2.13 Categories of Memberships

### National Bylaws, Article VI, Section 600 – Membership Eligibility

1. **REGULAR MEMBERSHIP** - Only persons who are serving or who have served honorably in the United States Marine Corps **"ON ACTIVE DUTY"** for not less than (90) days and persons who are serving or who have served in the United States Marine Corps Reserve and have earned no less than ninety (90) Reserve Retirement Credit Points and U.S. Navy Corpsman who have trained with Marine FMF units in excess of ninety (90) days and earned the Marine Corps Device (clasp) worn on the Service Ribbon and those who earn the Warfare Device authorized for FMF Corpsman shall be eligible for regular membership in the Marine Corps League. Additionally, some Korean War Era Marines who were ordered to active duty prior to completion of ninety (90) days active or Reserve duty, shall be deemed eligible for Regular Membership. Nothing in Section 600(a) shall be deemed to be retroactive prior to August 10, 2002, to affect current Regular Members. "Honorable service" will be defined by the last DD-214 or Certificate of Discharge that the applicant received.

2. **ASSOCIATE MEMBER** – Those individuals not qualified for regular membership in the Marine Corps League who espouse the principles and purposes of the Marine Corps League as contained in the Congressional Charter may upon application to a Detachment, or to the National Headquarters, be accepted for associate membership in the Marine Corps League. Associate members, upon acceptance, will pay dues in the same amounts as prescribed for regular members, including initiation fees. A membership pin and membership card, indicating "Associate Member" will be issued by National Headquarters. The appropriate uniform and cover, including an ornamental device and lettering will be designed by the National Uniform Committee. An associate member shall be entitled to the rights, privileges, and benefits of a regular member, unless otherwise prohibited. Such member shall not vote on a membership application, an election of officers, or hold an elective office. A Detachment, or a Department may by provisions in the By-Laws and/or Administrative Procedures allow an associate member to vote on its internal affairs provided such vote does not affect a policy of the Marine Corps League

Individuals who are serving or have served in other branches of the Armed Forces of the United States must have served honorably.

Individuals, applying for Associate Membership subsequent to August 11, 1995, must have reached the statutory minimum age for enlistment into the United States Marine Corps or United States Marine Corps Reserve prior to being enrolled as an Associate Member.

3. **HONORARY MEMBER** – Detachments, Departments, and the National Headquarters may, at the discretion of the respective Commandant, issue honorary membership to those persons who have been of extraordinary service to the Nation, to the community, to the United States Marine Corps, or the Marine Corps League. The honorary member will not be entitled to the rights, privileges and benefits available to a regular or associate member. Payment of dues or initiation fees is not



required; however, such membership will not be entitled to the official publication of the Marine Corps League, except as may be directed by the National Board of Trustees, or by paid subscription. Membership card and certificate will be available from National Headquarters.

**4. Section 640 – MEMBERS-AT-LARGE** – Any person desirous of joining the Marine Corps League may make application on a standard application form accompanied by the application fees as established by the delegates at National Convention, direct to National Headquarters or by presenting the application to a Regular Member of the Marine Corps League. All applicants who submit applications on line or via mail for membership as a Member-At-Large will be accepted as Associate Members pending receipt of a DD-214, Certificate of Discharge, or a copy of their D.O.D. I.D. Card (if on Active Duty or Retired Military), establishing their eligibility for Regular Membership as set forth in Bylaws Article Six (6) Section 600 (a). A letter explaining the requirements for “Regular Membership” and requesting the appropriate documentation, should the applicant meet those requirements, will be sent to the applicant with the “Associate Member” membership card. The National Executive Director at National Headquarters shall be the sole judge of the membership classification of Members-At-Large, once he/she is in receipt of and has verified the appropriate documentation (outlined above). If it is determined that the applicant is eligible for Regular Membership, the National Executive Director will cause the Members records to be changed from “Associate” to “Regular” and issue a new membership card to reflect that status.

- Effective on the renewal date, subsequent annual dues of Members-at-Large as established by the delegates at the National Convention, shall be remitted to National Headquarters.
- A member who is in good standing in a Detachment may become a Member-At-Large in the following manner: the member shall tender a written resignation of his membership to the Detachment Commandant. Upon acceptance of the resignation by a vote of the Detachment, the Detachment Paymaster or Adjutant/Paymaster, on a standard form via the jurisdictional Department Paymaster or Adjutant/Paymaster, shall notify National Headquarters of such resignation. Upon receiving the notification or resignation, the Department and National Headquarters shall remove the name of the resignee from the Detachment membership roster. National Headquarters shall carry the resigned member on its membership roster as a Member-At-Large. A Member-At-Large is eligible to affiliate with a Detachment or sign the application for a charter without further payment of a fee or dues; provided said member is in good standing at the time of affiliation or the charter is issued.

**5. Section 645 - LIFE MEMBERS** – Regular or Associate Members of the Marine Corps League who are in good standing (as defined in Section 615 – **GOOD STANDING** – All members shall be considered in good standing in the Marine Corps League, (a) Except when: (1) Required dues are not paid, and transmitted, on or before expiration date as shown on the member’s card.) may become a Life Member upon proper payment of the fee, as is required herein. A Life Member shall be subject to the payment of no further dues to a Detachment, Department, or National. Such

member shall have all the privileges, rights, and benefits enjoyed as a member so long as that Life Member shall live. Should a Marine Corps League member choose to become a member in multiple Detachments, they must become a member in good standing by paying Annual or Life Membership dues in each additional Detachment.

6. **Section 650 - DUAL MEMBERS** – (membership in more than one Detachment by the same individual). When a member of the Marine Corps League becomes a regular member in good standing in more than one Detachment, such membership in the subsequent Detachments shall be counted for voting strength at Department and National conventions only as an **Associate Member**. Such Regular Member shall be a regular voting member in the Detachment of such member's greatest tenure unless he/she makes a signed written request for transfer of voting rights to the receiving Detachment, which upon acceptance shall forward the copies of the transfer of voting rights to National Headquarters via the jurisdictional Department Paymaster or Adjutant/Paymaster, if a Department exists. The Transfer Form will be utilized for the purpose of transfer of voting rights to another Detachment.



## **PART III - MISCELLANEOUS INFORMATION**

**Section 3.1 – Detachment Awards**

**Section 3.2 – Ways to Recruit New Members**

**Section 3.3 – Sample Media Correspondence**

**Section 3.4 – Basic Robert's Rules of Orders**

**Section 3.5 – Basic Uniform Information**

**Section 3.6 – Marine for Life Program**

**Section 3.7 – Marine Corps League Organizational Chart**

### 3.1 Detachment Awards

#### **MARINE CORPS LEAGUE AWARDS**

Marine Corps League Bylaws - Enclosure Four (4) is the official reference for Awards. The following list is a quick reference as to what the Division Vice Commandant, Department Commandant and Detachment Commandant is authorized to award. For more detail information refer to Enclosure Four (4).

	Detachment	Department	Division
Dist. Citizen Medal - Silver		X	X
Dist. Citizen Medal - Bronze	X	X	X
Dist. Service Medal	X	X	X
Department Recruiter - Silver		X	
Detachment Recruiter - Bronze	X		
Community Service/VAVS	X	X	X
Meritorious Individual Commendation	X	X	X

The following medals/ribbons are authorized to wear without the approval of the Division Vice Commandant, Department Commandant or the Detachment Commandant:

Department Commandant	Present and Past
Department Staff - Elected	Present and Past
Department Staff - Appointed	Present and Past
Detachment Commandant	Present and Past
Detachment Staff - Elected	Present and Past
Detachment Staff - Appointed	Present and Past

Marine Corps League Medal (Membership) is for any regular member of the League.

---



## **3.2 Ways to Recruit New Members for your Detachment**

### **Put up Posters**

1. Super Markets
2. Labor Unions
3. Police/Fire Stations
4. Post Offices

### **Use Local Media**

1. Local Newspapers
2. Local Radio Stations
3. Local access Cable TV Stations

### **Use other Veteran Organizations**

1. American Legion
2. AmVets
3. DAV
4. VFW
5. VVA
6. FRA

### **Use Veterans Service Officers**

1. City
2. County
3. State

### **Set Up at Local**

1. Flea Markets
  2. County Fairs
  3. Local Shopping Malls
- 
1. Work with Youth Groups
  2. Boys/Girl Scouts
  3. JROTCs
  4. Little Leagues
  5. Pop Warner Football
  6. Young Marines

### **Help Support Americanism Programs**

1. Clean up Parks/Highways
2. Special Olympics
3. Scholarship Programs

### **ALWAYS CARRY MCL Applications WITH YOU**

Every MCL Member should recruit at least ONE new member each year.

### 3.3 Sample Media Correspondence

#### Letter to Request Meeting Space to Form a Detachment

This letter should be sent to the Mayor, Chief of Police, Chamber of Commerce, and Veterans Organizations. (If favorable reply is not received from the Mayor or Chief of Police, try the Chamber of Commerce. As a rule, they are all very cooperative and helpful.)

Mr. A. B. Charles  
Mayor of Jacksonville  
Municipal Building  
Jacksonville, N.C. 28546

Dear Mayor Charles:

The Marine Corps League, a nationally chartered organization, comprised of Marines and eligible FMF Corpsmen who have honorably served or are now serving in the United States Marine Corps, desire to form a Marine Corps League Detachment in your city.

I am writing to request the use of a room large enough to accommodate 25 to 30 eligible members for one evening during the week of \_\_\_\_\_ for the purpose of holding a meeting to form a local Detachment of the Marine Corps League.

Respectfully,

---

Print & then sign your name

## **News Release to Announce a Meeting to Form a New Detachment**

The (enter new Detachment name, i.e., Onslow County) Detachment of the Marine Corps League announces that the National Vice Commandant of the (enter name of Division, i.e., Southeast, Midwest, etc) Division, will conduct a meeting at (enter detailed information about meeting location), (day), (month, date, year) at (time) to form a new Detachment here in (list city/town). Any Marine or eligible FMF Corpsman interested in joining this new Detachment as a Charter Member should plan to attend this meeting.

The Marine Corps League was one of the earliest established Veterans Organizations, organized in June 1923 and Chartered by an Act of Congress in August 1937. Membership in the Marine Corps League is for any Marine or Fleet Marine Forces Corpsman who has served honorably or is currently on active duty.

NOTE: The news release AFTER the organization meeting is held is of great importance.

## **News Release Following Initial New Detachment Meeting**

While preparing the news release, considerable thought should be given to its content, keeping in mind the objective of trying to find qualified candidates to join this new Detachment.

The meeting of the (list name) Detachment of the Marine Corps League, held this past (list day, i.e., Monday) evening was very successful. (List name) has been installed to serve as the Commandant for the first year. (Name) and (Name) have been chosen as Interim Adjutant and Paymaster, respectively. The next meeting of the Detachment will be held on (list date and time); any Marine interested in joining this new Detachment as a Charter Member should plan to attend. Meetings are open to all active duty, retired, former Marines, and eligible Fleet Marine Force Navy Corpsmen.

---

NOTES: Do not use military rank, unless requested by the individual. Feature prominent Marines in the community who have joined. If a reporter is available, delegate them to write the news release. If a news release is not prepared by a reporter, compile all the events of the meeting, call the City desk and report the news by phone or via e-mail. You will find most radio, newspapers, and TV stations very cooperative. Marine Corps Recruiting Officers will normally extend their full cooperation in promoting your Detachment.



### **3.4 Basic Robert's Rules of Order**

#### **I Four Basic Principals**

- A. Someone has to facilitate or direct the discussion & keep order. All members of the group have the right to bring up ideas, discuss them and come to a conclusion.
- B. Members should come to an agreement about what to do. Members should understand that the majority rules, but the rights of the minority are always protected by assuring the right to speak and to vote.

#### **II Structure of an Organization**

- A. Authoritarian Model.
  - 1) Concentration of all power in a leader or small group.
  - 2) No input or approval from the membership.
- B. Democratic Model.
  - 1) The membership governs.
  - 2) Balance of power.
  - 3) Based upon laws, rules and the rights and responsibilities of its members.

#### **III Application of Principals to Organization**

Organizations are democratic to the extent that they conform to the following ways:

- A. The members rule through a decision making process that has been established by a vote.
  - 1) Rules of Order.
  - 2) Bylaws.
  - 3) Constitution.
  - 4) Policy Statements.
- B. Ideas come from the membership.
- C. Leaders come from the people through an election.
- D. Checks and balances between the leadership and the members are established in the governing documents.
- E. All members are equal – they have equal rights and responsibilities.
- F. The organization is run with impartiality and fairness.
- G. There is equal justice under the law; members and Officers have a right to a fair trial or hearing, if accused.
- H. The majority rules, but the rights of the minority and absent members are protected.
- I. Everything is accomplished in the spirit of openness, not secrecy.
- J. Members have the right to resign from office or from the organization.

#### **IV Basic Principals of Parliamentary Procedure**

- A. Take up business one item at a time.
- B. Promote courtesy, justice, impartiality.
- C. The majority rules, but the rights of the individual, minority and absent members are protected.

#### **V Taking up Business – One Item at a Time**

- A. Each meeting follows an order of business called an AGENDA.
- B. Only one main motion can be pending at one time.

- C. When a main motion is pending, members can make a motion from a class of motions called SECONDARY motions.
- D. Only one member can be assigned the floor at a time.
- E. Members take turns speaking.
- F. No member speaks twice about a motion until all members have had an opportunity to speak.

#### **VI Promoting Courtesy, Justice, Impartiality, and Quality**

- A. The Commandant, Chair, or Presiding Officer calls the meeting to Order – On Time.
- B. Members take their seats promptly when the chair calls the meeting to Order and conversation stops.
- C. Members rise to be recognized by the Presiding Officer and do not speak out of turn.
- D. Members always refer to other members and Officers in the third person, i.e. Commandant, Judge Advocate, etc.
- E. Members do not cross talk or talk directly to each other when another member is speaking.
- F. Keep discussion focal to the issue, not to personalities or motives.
- G. When correcting a member, refer to him as “The Speaker.”
- H. Members are to speak clearly and loud, so all can hear.

#### **VII To Ensure Equality, Justice and Impartiality, the Commandant or the Chair:**

- A. Does not take sides.
- B. Allows for everyone to be heard in a debate.
- C. Knows the rules and applies them judiciously.
- D. Ensures that all sides of an issue are heard and the rules of debate are carefully followed.
- E. Allows motions to take a vote (ballot or hand) during a controversial issue.
- F. Afford the right to a trial or hearing to those accused of wrongdoing.

#### **VIII The Rule of the Majority and Protection of the Minority**

- A. Members have the right to have notice of all meetings.
- B. Members have a right to know when there is a proposal to rescind or amend something previously adopted.
- C. In any situation where rights may be taken away from members, two-thirds of the members present must approve the motion, i.e., amending governing documents, or the removal of a member from office.
- D. No one has the right to require a higher vote than a majority on issues unless specified by the Bylaws.
- E. Members have a right to be informed of the work of the organization via minutes or reports of Board action, committee action and work product.



## **IX Business Meeting Motions**

There are Five Classes of motions:

1. Subsidiary motions
2. Main motions
3. Privileged motions
4. Incidental motions
5. Motions that bring a question again to the membership

## **X Main Motions**

The most common way to present business at a meeting is to make a main motion:

1. Motions are made and then the idea is discussed
2. Main motions are those that have not been previously made or acted upon
3. A motion contains all pertinent information, including who, what, why, where and when
4. All motions should be in the positive, not in the negative

## **XI Basic Steps in Presenting a Motion**

- A. Member stands and addresses the Commandant (or the Chair)
- B. The Chair recognizes and assigns the member the floor
- C. The member states their motion by stating "I move that or, I move to"
- D. Another member must second the motion by stating, "I second the motion"
- E. If there is no second, the Chair will say, "Without a second, the motion will not be considered"
- F. The Commandant (or Chair), restates the motion and places it before the members by saying "It is moved and seconded; is there any discussion?"
- G. Debate and discussion follow
- H. Following debate and discussion, the Commandant (or Chair) puts the motion to a vote by stating "All those in favor say "AYE", those opposed say "NO"
- I. The Chair announces the vote and assigns who will carry out the action

## **XII Subsidiary Motions**

- A. Help the membership dispose of the main motion
- B. Subsidiary motions always do something to the main motion and are ranked from the top to the bottom
  - 1) Lay on the table (set aside temporarily)
  - 2) Refer to a committee
  - 3) Amend ( change the motion)
  - 4) Postpone indefinitely ( kills the motion)

## **XIII Privileged Motions**

- A. Do not relate to the main motion
- B. Relate to special matters of immediate importance that arise during the meeting
- C. These motions take a higher rank over subsidiary motions and are ranked from the highest to the lowest
- D. Fix a time at which to adjourn
- E. Adjourn
- F. Recess (take a break)
- G. Raise a question of privilege/welfare of the group, or individual)
- H. Call for the Orders of the Day (stick to the agenda)



#### **XIV Incidental Motions**

- A. Incidental motions deal with questions of procedures
- B. They do not affect the main motion
- C. These motions are not debatable
- D. Must be taken up immediately
  - 1. Point of Order (its against the rules)
  - 2. Appeal (disagree with the Chair's ruling)
  - 3. Division of members (question result of the vote)
  - 4. Requests and inquiries (questions)
  - 5. Suspends the rules
  - 6. Division of the question (divide the motion into two or more questions)

#### **XV Motions to Bring a Question Again to Member**

- A. Brings a motion back to the assembly
- B. To consider the vote
- C. To amend or rescind what was adopted
- D. To discharge a committee
- E. Are only made when there is no business on the table
- F. Motions are debatable, except for a motion to take from the table
- G. If prior notice was not given to the members, a two-thirds majority vote is necessary to amend or rescind something that was previously adopted

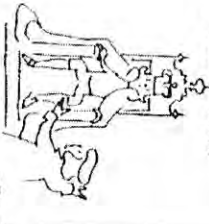
## WHAT IS PARLIAMENTARY PROCEDURE?



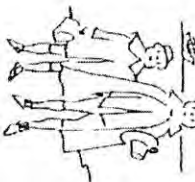
It's a  
SET OF RULES  
for conduct at  
meetings.  
It allows **EVERYONE**  
to be heard and to  
make decisions...  
without confusion!

## Parliamentary procedure has a LONG HISTORY

**IT ORIGINATED**  
in the early English  
Parliaments (discussions  
of public affairs).



**IT CAME TO  
AMERICA**  
with the first settlers.

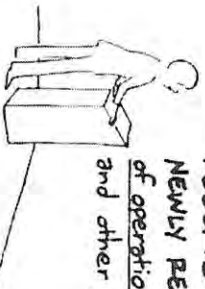


**IT BECAME  
UNIFORM**  
In 1876, when Henry  
M. Robert published  
his manual on Parlia-  
mentary Law.



**Today...**

**ROBERT'S RULES OF ORDER**  
NEWLY REVISED is the basic handbook  
of operation for most clubs, organizations  
and other groups.



A SCRIPTOGRAPHIC BOOKLET BY CHANNING L. BETE CO., INC., South Deerfield, MA 01373, U.S.A.  
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1980 Edition

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Because--  
it's a time-tested  
method of conducting  
business at meetings  
and public gatherings.

## WHY IS Parliamentary procedure IMPORTANT?

### PARLIAMENTARY PROCEDURE MEANS:

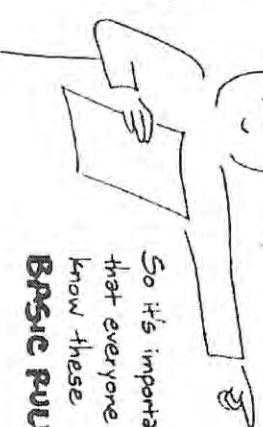
DEMOCRATIC  
RULE

PROTECTION  
OF  
RIGHTS

A  
FAIR HEARING  
FOR  
EVERYONE

FLEXIBILITY

...it can be  
adapted to fit  
the needs of any  
organization.



So it's important  
that everyone  
know these  
**BASIC RULES!**

Organizations using parliamentary procedure usually follow a fixed

## ORDER OF BUSINESS

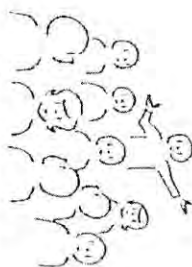
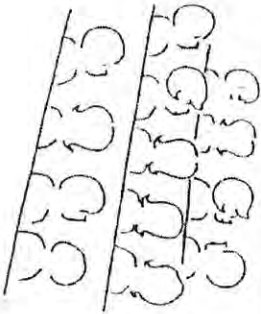
Here's a typical example



<p><b>I. CALL TO ORDER</b> The chairperson says, "The meeting will please come to order."</p> <p><b>II. ROLL CALL</b> Members say "present" as their names are called.</p> <p><b>III. MINUTES</b> The secretary reads a record of the last meeting.</p> <p><b>IV. OFFICERS' REPORTS</b> Often limited to a report from treasurer, but others may report at this time.</p> <p><b>V. COMMITTEE REPORTS</b> First come reports from "standing," or permanent committees; then from "ad hoc," or special committees.</p>	<p><b>VI. SPECIAL ORDERS</b> Important business previously designated for consideration at this meeting.</p> <p><b>VII. UNFINISHED BUSINESS</b> Business left over from previous meetings.</p> <p><b>VIII. NEW BUSINESS</b> Introduction of new topics.</p> <p><b>IX. ANNOUNCEMENTS</b> Informing the assembly of other subjects and events.</p> <p><b>X. ADJOURNMENT</b> The meeting ends by a vote, or by general consent (or by chair's decision if time of adjournment was pre-arranged by vote).</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### QUORUM...

The number of members that must be present for business to be conducted legally. The actual number is usually stated in the bylaws.



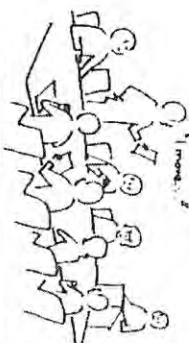
### THEY MAKE MOTIONS!

A motion is a proposal that the assembly TAKE A STAND or TAKE ACTION on some issue.

Members can:

#### PRESENT motions

(make a proposal)



#### SECOND motions

(express support for discussion of another member's motion.)



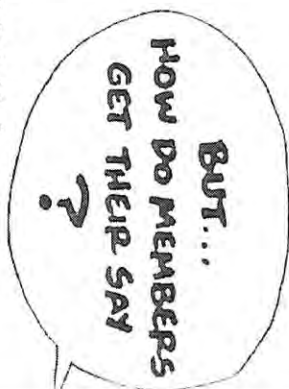
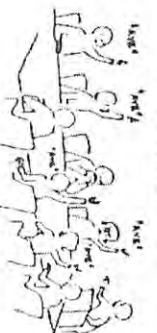
#### DEBATE motions

(give opinions on the motion)



#### VOTE on motions

(make a decision)





## 4 GENERAL TYPES OF MOTIONS



### ① MAIN motions

introduce subjects to the assembly for its consideration. They cannot be made when another motion is before the assembly. They yield to privileged, subsidiary and incidental motions.

#### FOR EXAMPLE--



### ② SUBSIDIARY motions

change or affect how the main motion is handled (voted on before the main motion).

#### FOR EXAMPLE--



### ③ PRIVILEGED motions

are most urgent... about special or important matters not related to pending business.

#### FOR EXAMPLE--



### ④ INCIDENTAL motions

are questions of procedure that arise out of other motions... must be considered before the other motion.

#### FOR EXAMPLE--



## Some QUESTIONS

relating to MOTIONS

### IS IT IN ORDER?

Your motion must relate to the business at hand, and be presented at the right time. It must not be obstructive, frivolous or against the bylaws.

### DO I NEED A SECOND?

Usually, yes. A second indicates that another member would like to consider your motion. It prevents spending time on a question which interests only one person.

### MAY I INTERRUPT THE SPEAKER?

Some motions are so important that the speaker may be interrupted to make them. The original speaker regains the floor after the interruption has been attended to.

### IS IT DEBATABLE?

Parliamentary procedure guards the right to free and full debate on most motions. Some privileged and incidental motions are not debatable.

### CAN IT BE AMENDED?

Some motions can be altered by striking out, inserting, or both at once. Amendments must relate to subject as presented in the main motion.

### CAN IT BE RECONSIDERED?

Some motions can be debated and revoked to give members a chance to change their minds. The move to reconsider must come from the winning side.

### WHAT VOTE IS NEEDED?

Most require only a majority vote but motions concerning the rights of the assembly or its members need a 2/3 vote to be adopted.



# PARLIAMENTARY PROCEDURE

... at a glance



Here are some motions you might make, how to make them, and what to expect of the rules.

TO DO THIS:	YOU SAY THIS:	MAY YOU INTERRUPT THE SPEAKER?	DO YOU NEED A SECOND?	IS IT DEBATABLE?	CAN IT BE AMENDED?	WHAT VOTE IS NEEDED?	CAN IT BE RECONSIDERED?
ADJOURN MEETING	"I move that we adjourn"	NO	YES	NO	NO	MAJORITY	NO
CALL AN INTERMISSION	"I move that we recess for..."	NO	YES	NO	YES	MAJORITY	NO
COMPLAIN ABOUT HEAT, NOISE, ETC.	"I rise to a question of privilege"	YES	NO	NO	NO	NO VOTE	NO (usually)
TEMPORARILY SUSPEND CONSIDERATION OF AN ISSUE	"I move to table the motion"	NO	YES	NO	NO	MAJORITY	NO
END DEBATE AND AMENDMENTS	"I move the previous question"	NO	YES	NO	NO	2/3	NO ①
POSTPONE DISCUSSION FOR A CERTAIN TIME	"I move to postpone the discussion until..."	NO	YES	YES	YES	MAJORITY	YES
GIVE CLOSER STUDY OF SOMETHING	"I move to refer the matter to committee"	NO	YES	YES	YES	MAJORITY	YES ③
AMEND A MOTION	"I move to amend the motion by..."	NO	YES	YES ③	YES	MAJORITY	YES
INTRODUCE BUSINESS	"I move that..."	NO	YES	YES	YES	MAJORITY	YES

## THE MOTIONS LISTED ABOVE ARE IN ORDER OF PRECEDENCE... BELOW THERE IS NO ORDER...

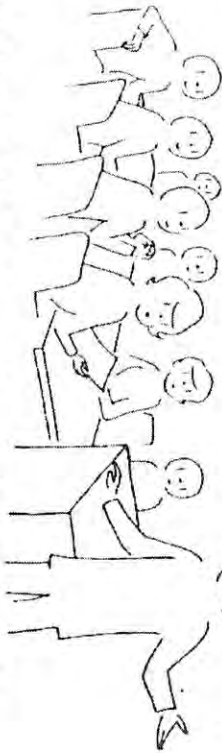
PROTEST BREACH OF RULES OR CONDUCT	"I rise to a point of order."	YES	NO	NO	NO	NO VOTE ④	NO
VOTE ON A RULING OF THE CHAIR	"I appeal from the chair's decision"	YES	YES	YES	NO	MAJORITY ⑤	YES
SUSPEND RULES TEMPORARILY	"I move to suspend the rules so that..."	NO	YES	NO	NO	2/3	NO
AVOID CONSIDERING AN IMPROPER MATTER	"I object to consideration of this motion"	YES	NO	NO	NO	2/3 ⑥	— ⑦
VERIFY A VOICE VOTE BY HAVING MEMBERS STAND	"I call for a division" or "Division!"	YES	NO	NO	NO	NO VOTE	NO
REQUEST INFORMATION	"Point of information"	YES	NO	NO	NO	NO VOTE	NO
TAKE UP A MATTER PREVIOUSLY TABLED	"I move to take from the table..."	NO	YES	NO	NO	MAJORITY	NO
RECONSIDER A HASTY ACTION	"I move to reconsider the vote on..."	YES	YES	— ⑧	NO	MAJORITY	NO

### NOTES:

- ① Unless vote on question is not yet taken.
- ② Unless the committee has already taken up the subject.
- ③ Only if the motion to be amended is debatable.
- ④ Except in doubtful cases.
- ⑤ A majority vote in negative needed to reverse ruling of chair.
- ⑥ A 2/3 vote in negative needed to prevent reconsideration.
- ⑦ Only if the main question or motion was not, in fact.
- ⑧ Only if motion to be reconsidered is debatable.

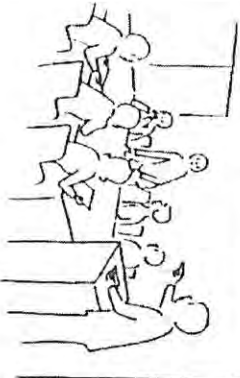
## How do I present my motion?

Here's what to do  
when it's your turn  
to speak...



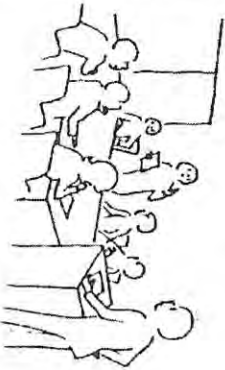
### 1 OBTAIN THE FLOOR

- Wait until the last speaker is finished.
  - Rise and address the chair.
- Say, "Mr. (or Madam) Chairperson" or "Mr. (or Madam) President."
- Give your name. The chair will recognize you by repeating it.



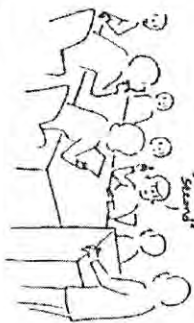
### 2 MAKE YOUR MOTION

- Speak clearly and concisely.
  - State your motion affirmatively.
- Say, "I move that we..." instead of "I move that we do not..."
- Avoid personalities and stay on the subject.



### 3 WAIT FOR A SECOND

- Another member will say, "I second the motion."
- Or the chair will call for a second.
- If there is no second, your motion will not be considered.



### 4 EXPAND ON YOUR MOTION

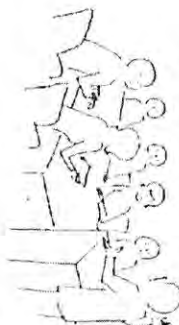
- Mover is allowed to speak first.
- Direct all comments to the chairman.
- Keep to the time limit for speaking.
- You may speak again after all other speakers are finished.
- You may speak a third time by a motion to suspend the rules with a 2/3 vote.



### 5 CHAIR STATES YOUR MOTION

The chairperson must say, "It is moved and seconded that we..." After this happens, debate or voting can occur.

Your motion is now "assembly property" and you can't change it without consent of the members.



### 6 PUTTING THE QUESTION

- The chairperson asks, "Are you ready for the question?"
- If there is no more discussion, a vote is taken.
- Or motion for previous question may be adopted.





The method of  
**VOTE ON A MOTION**  
depends on the situation  
and on the laws of  
your organization.



### BY VOICE

The chairperson asks those in favor to say "aye" and those opposed to say "no." (For majority votes only.) Member may move for exact count.



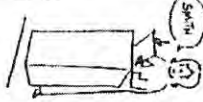
### BY SHOW OF HANDS

Members raise their hands as sight verification of or alternative to a voice vote. It does not require a count. Member may move for exact count.



### BY ROLL CALL

If a record of each person's vote is needed, each member answers "yes," "no," or "present" (indicating the choice not to vote) as his or her name is called.



### BY BALLOT

Members write their vote on a slip of paper. Done when secrecy is desired.



...more about **VOTING**

...are we ready for the question?



A question (motion) is **PENDING** when it has been stated by the chair but not yet voted on.

The last motion stated by the chair is the first pending. The **MAIN MOTION** is always the last voted on.

### A motion to **TABLE**

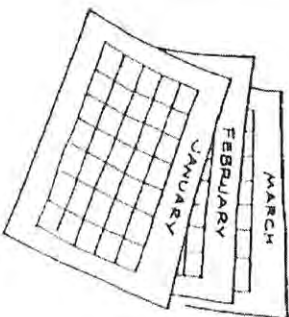
(lay on the table)

This motion is used to lay something aside temporarily to take care of a more urgent matter. There is always the option to "take from the table" any motion for reconsideration by the assembly.



### A motion to **POSTPONE INDEFINITELY**

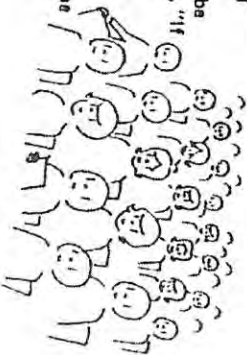
This is parliamentary strategy -- allows members to dispose of a motion without making a decision for or against. It is useful in case of badly chosen main motion for which either "yes" or "no" vote would have undesirable consequences.



### BY GENERAL CONSENT

When a motion isn't likely to be opposed, the chairperson says, "If there is no objection..." Members show agreement by their silence.

If someone says, "I object," the matter must be put to a vote.



# SO WHAT?

---

**PARLIAMENTARY PROCEDURE**  
is the **BEST WAY** to  
**GET THINGS DONE**  
at meetings

**BUT--** it only works if you  
use it right !

- ✓ **MAKE MOTIONS** that are in order
- ✓ **OBTAIN THE FLOOR** properly
- ✓ **SPEAK** clearly and concisely
- ✓ **OBEY** the rules of debate

.. and most of all,  
**BE COURTEOUS**



That's  
always  
**IN  
ORDER**  
!

### 3.5 Marine Corps League Uniform Information

#### How to Procure Uniforms

U. S. Marine Corps uniforms may be obtained by calling the following numbers or by writing to the following address:

UNIFORM SUPPORT CENTER  
MAIL ORDER PROGRAM  
1545 CROSSWAYS BLVD, SUITE 200  
CHESAPEAKE, VA 23320

The phone numbers are 1-800-368-4088 (outside Virginia) or fax to 1-800-NAVY. Visa, Master Card and Discover cards are accepted. All orders are shipped within 24 hours and are received within 7 to 10 working days. Sale of Marine Corps uniform items will be restricted to authorized personnel in accordance with current Marine Corps regulations. **They will only sell Marine Corps League members those items that are authorized in our MCL uniform code. (National Bylaws, Enclosure Three).**

If you are in need of custom-made uniforms, you **MUST** fill out a DD Form 358 (male), or a DD Form 1111 (female). These forms **MUST** then be taken to the nearest uniform shop at a military installation or mailed to the Uniform Support Center at the above listed address.

**Red Blazer:** The Hardwick blazer for men and women can be purchased directly from Hardwick Clothing in Tennessee. Their number is 423-476-6534. Please ask for Fran. They accept checks and credit card orders.

**Shirts:** The white aviator shirt for both men and women may be ordered through Executive Apparel of NY. You can place an order by calling them toll-free at 1-800-322-1442 or logging on to their website at [www.pilot-shirts.org](http://www.pilot-shirts.org). Short-sleeved shirts for men are ordered by neck size. Long sleeve shirts are available only in half sizes, while the shirt-sleeved shirts are available in both full and ½ sizes. There is also a Tall men's shirt in short sleeves. For women, shirts are available in sizes 4 to 26. The shirts are priced at \$16.50 for Short-Sleeves and \$17.50 for the Long-Sleeves. If the shirts are ordered in groups of 6 or more then the Shipping is free. Forms of payment accepted and preferred are PayPal, Visa, MasterCard, Discover and American Express. They do also accept checks. Mail your payment to them directly at:

Executive Apparel of NY  
42 CR 406  
Greenville, NY 12083  
Please make the check payable to Executive Apparel of NY



Please include \$6 for S/H for up to 12 shirts. The following states require that you must pay their sales tax: Alabama, Arkansas, California, Georgia, Illinois, Indiana, New York, North Carolina, Pennsylvania, Tennessee, Virginia and Washington.

#### **Marine Corps League Accessories**

Items such as covers (hats), insignias, patches, khaki web belts & buckle, black belts & buckle, MCL blazer buttons, black ties and tie bar, MCL collar emblems and other accessories may be ordered through the Marine Corps League National HQ ships store, using the mail order form found in your MCL magazine, or by calling (800) 625-1775, or online at [www.mcleague.com](http://www.mcleague.com). There are S/H charges.

#### **Military Order Devil Dogs (MODD) Accessories**

MODD accessories may be ordered through the Honorable Kennel Quartermaster, using the MODD order form found in your WOOF-A-GRAM, or through your Pack or Pound Dog Robber. S/H rates are \$2.00 up to a \$20 order; for orders \$20 to \$250 add 10%, orders over \$250 add 5%.

**Note:** Refer to the Marine Corps League National Bylaws, Enclosure Three, Uniform Code, for more details about uniforms. Enclosure Three has seven pages of information related to MCL uniforms, mounting of medals, ribbons, patches, covers (hat), and crests. It lists both male and female uniform information, identifying the Undress, Casual, and Formal uniform descriptions. In addition, it also lists information related to the Associate Members uniform. Generally, new members just starting are requested to purchase the red cover (hat), with Detachment name and location (county or state), to proudly identify their membership in the League.

## How To Properly Wear The MCL Cover

Note: The ONLY approved headwear is the standard Marine Corps League cover. "Smokey the Bear," USMC service covers, berets, etc., are NOT AUTHORIZED. All members of the Marine Corps League are authorized the Red cover. Department Officers are authorized to wear a Red cover with a Gold Crown. Members elected to National office, or appointed to National Staff/Committee are authorized to wear Gold Covers. The National Commandant will wear a White cover.

### Left Side

On the left side of the cover, one of two identifying insignia shall be worn. All regular members of the MCL shall wear the Marine Corps Eagle, Globe and Anchor, in either highly shined natural brass or Hamilton gold plated anodized brass. Associate Members of the League shall wear the sunburst.

### Right Side

**A. Detachment/Department Identification** - The Detachment or Department name (for Department Officers) shall be on the lower band of the cover centered on the cover.

**B. Title Identification** - The cap strip or embroidery which denotes your title or office in the League shall be worn ABOVE the Detachment/Department identification. It too shall be centered on the cover. In the case of National Officers, elected or appointed, their office identification is worn as explained in paragraph A above.

**C. Life Member** - If space allows it and you are a Life Member of the League, the Life Member strip or embroidery will be placed centered on the cover atop the titled identification info mentioned in paragraphs A and B. If space is not available above the strips, a small strip or embroidered LIFE may be worn on the top edge of the side and to the rear of the cover.

**D. Military Order Of The Devil Dogs** - If you are a member of the MODD, you will wear the round MODD patch according to stipulations set forth by the Kennel Bylaws.

### E. SPECIAL RULES

1. If you were an elected or appointed Officer at the Department or National level and you no longer hold that position, you must revert back to the cover of your present status.

2. The following FORMER OFFICERS shall be accorded the right to wear the cover of their previous office, with the time of tenure: Past Chief Devil Dog, Past National Executive Director, and Past National Director of the Young Marines.

3. If you held the office of Commandant at any level, you are authorized to wear your cover with either a cap strip or embroidery, which says "Past Commandant" and the

time of tenure, no matter what other elected or appointed offices you may now hold or will hold, except for Past National Commandant, who have a special cover.

4. No pins, medals, or any devices shall be worn on the Marine Corps League Cover under any circumstances.



### **3.6 Marine for Life (M4L)**

#### **Once A Marine, Always A Marine:**

This is part of the Marine Corps ethos inextricably linked to our official motto of SEMPER FIDELIS. It takes on special significance for our Marines leaving active service and captures their continued fidelity to the Corps and country. The Commandant of the Marine Corps acknowledges that each year more than 27,000 high quality Marines honorably transition to civilian careers, with recognition that every one of them is and remains a “Marine for Life.” Unfortunately, however, too many Marines lose official contact and their personal bonds with the Marine Corps when they leave active service. At the Commandant’s direction, the Marine Corps has developed the Marine For Life program to improve assistance to Marines leaving active service, sponsor them upon their return to civilian life, keep them in the Marine Corps family, and reemphasize the value of honorable service.

Transitioning Marines honorably re-entering civilian life, whether after 4 years or 30 years, remain an important part of our Marine Corps family. They offer valuable skills to employers and return as better citizens, yet they find themselves in a vulnerable position, as do their families. They face significant issues such as employment, housing, schools for children, adult education for themselves and more mundane issues such as registering a vehicle and obtaining a driver’s license in their new hometowns. The Marine Corps had no mechanism or means to sponsor (assist in the assimilation of) Marines returning to civilian life. While the existing, Transition Assistance Management Program (TAMP) provides invaluable assistance and tools to these Marines in preparation for the transition from active service, there remains a marked deficiency in our Marines’ ability to connect with and take advantage of the existing but generally isolated networks of Marine-friendly resources throughout America. This is true even though there are hundreds of thousands of Reserve, retired, and other veteran Marines, and there are hundreds of Marine and service affiliated organizations such as the Marine Corps League. These resources are neither collected nor connected and they cannot be effectively provided to our Transitioning Marines. With the Marine Corps League assistance, the Marine for Life program will fill this void.

#### **The Power of Human Networking:**

As the business world knows, human networks form the backbone of society and provide a powerful means of getting done. Networks begin with family and close friends and extend to connections made through even less formal, casual ties. The average American has 1,500 personal contacts, most of which are less formal ties. These network connections are valuable social resources and represent “social capital.” Indeed, as established by a recent review of sociological, business, and employment research and literature, *The Value of Human Networks* by Gunnar Wieboldt, Captain, USMCR, the less formal connections “are indispensable to individuals’ opportunities and their integration into communities.” It is not surprising that individuals making life changes will be more successful if they join and develop support networks. The most

obvious value of networking for the individual is employment; however, the assistance and information available through networking is applicable to all but the most personal decisions we make. The Marine For Life program will assemble and nurture these Marine-family networks and make them available to all Marines.

### **Marine Mentors:**

The Marine for Life program is a web-based, globally accessible, nationwide assistance network of local Marine-friendly information for Marine Corps "alumni." Marines serving as Hometown Links in the major geographic areas of the current 83 sites in 44 States build and nurture the local network resources, provide face-to-face networking information and assistance, and are the primary local level networking resource for Transitioning Marines. Employers can log onto the website and request access to post job openings and browse resumes of Marines who are transitioning. Since October 2004, veteran Marines are able to register as "Marine Mentors" through the site. A mentor is an individual who is willing to help a fellow Marine with issues such as career advice, information about the local economy, and other areas of expertise. Through the database and with the personal assistance of Hometown Links, Transitioning Marines will be able to see, find, and connect with employers and members of Marine Corps League Detachments.

### **Your Participation:**

As a Mentor, you will become a member of Marine for Life, working with your local Hometown Link, to sponsor and assist Marines returning to civilian life. Through participation, you will be networked not only with Transitioning Marines, but also with the "Marine Corps Alumni" in your area. You will be helping Marines, helping the Marine Corps, and helping the Marine Corps League.

### **Status:**

Between February and June 2004, more than 10,000 Marines registered on the website. Over 4,000 employers have registered, posting approximately 1500 jobs on the website. For more information, visit the website – [www.m4l.usmc.mil](http://www.m4l.usmc.mil)



### 3.7 Marine Corps League Organizational Chart





## **PART IV - ENCLOSURES**

**Enclosure 1 – Request for Charter**

**Enclosure 2 – Dues Transmittal**

**Enclosure 3 – Request for Transfer**

**Enclosure 4 – Report of Officers' Installation**

**Enclosure 5 – Report of Death Notice**

**Enclosure 6 – Membership Application**

## Request for Charter



### APPLICATION FOR CHARTER

MARINE CORPS LEAGUE  
POST OFFICE BOX 3070  
MERRIFIELD, VIRGINIA 22116-3070



"INCORPORATED BY AN ACT OF CONGRESS, AUGUST 1937"

To: National Commandant  
Via: (1) Department Paymaster or Adjutant/Paymaster  
(2) Department Commandant  
(3) Division Vice Commandant

Dear Commandant;

The undersigned hereby attest that they each qualify to be Regular members of the Marine Corps League as set forth in Article Six, Section 600 (a) of the National Bylaws and respectively apply to the National Staff of the Marine Corps League for the issuance of a CHARTER for the formation of a Detachment of the Marine Corps League to be located at SWANSBORO, N.C. in the State of NORTH CAROLINA and to be known as the CAROLINA PANTHERS Detachment of the Marine Corps League.

If granted this Charter, the undersigned agree, upon the issuance of same, to immediately proceed with the formation of a Detachment of the Marine Corps League and further agree to support and uphold the provisions, and principles of the National Bylaws of the League and such changes and amendments as are passed and ratified at future National Conventions of the organization, in accordance with the provisions of said Bylaws. We further agree to abide by the provisions of the Department Bylaws of the Marine Corps League in such States where a Department exists, and further agree to **incorporate** under the laws of our State.

We understand and agree, that in the event our Detachment becomes inactive, has its Charter revoked for cause by the National Staff or voluntarily surrenders its Charter, that all properties, money and records of our Detachment shall be subject to the provisions of Article Five, Section 555 and Section 560 of the National Bylaws. We further agree that our books and records may at any time, be inspected and audited by qualified Officers of the Department or National organization.

Print Name	Signature	Street Address (or PO Box #)	City, State
Adam T. ATKINS	Adam T. Atkins	123 OAK STREET	Jacksonville, NC
John W. BROWN	John W. Brown	678 Cherry Lane	Hubert, NC
Robert C. CHARLES	Robert C. Charles	456 Ash Circle	Swansboro, NC
HENRY A. DAVIS	Henry A. Davis	897 Plum Drive	Richlands, NC
GLENN G. EVANS	Glenn G. Evans	322 Orange Court	Stella, N.C.
FRANK B. FOXX	Frank B. Foxx	650 Ashton Road	Jacksonville, NC
DAVID D. GEORGE	David D. George	396 Colony Plaza	Hubert, NC

Print Name	Signature	Street Address (or PO Box #)	City, State
LEON C. HOWARD	<i>Leon C. Howard</i>	8567 Swansboro Street	Swansboro, N.C.
HARRY H. JAMES	<i>Harry H. James</i>	986 Route #4, Box 345	Richlands, N.C.
THOMAS E. KING	<i>Thomas E. King</i>	455 Old Country Road	Stella, N.C.
WILLIAM F. LONG	<i>William F. Long</i>	130 Highway #17 So.	Jacksonville, N.C.
ROBERT R. MAYBEE	<i>Robert R. Maybee</i>	325 Cherry Lane	Hubert, N.C.
JOHN H. NICHOLS	<i>John H. Nichols</i>	547 Ash Circle	Swansboro, N.C.
DAVID I. OWENS	<i>David I. Owens</i>	219 Plum Drive	Richlands, N.C.
PETER T. PALMER	<i>Peter T. Palmer</i>	865 Orange Court	Stella, N.C.
WILLIAM K. ROSE	<i>William K. Rose</i>	1357 Oak Street	Jacksonville, N.C.
ALAN A. STONE	<i>Alan A. Stone</i>	6543 Colony Plaza	Hubert, N.C.
TOMMY B. THOMAS	<i>Thomas B. Thomas</i>	298 Heritage Lane	Swansboro, N.C.
JOHN A. VICARY	<i>John A. Vicary</i>	410 Ashton Ave.	Richlands, N.C.
JAMES M. WHITE	<i>James M. White</i>	391 Independence Drive	Stella, N.C.
ROBERT N. YOUNG	<i>Robert N. Young</i>	4567 Western Blvd.	Jacksonville, NC
BERNARD R. ZAWATASKI	<i>B.R. Zawatacki</i>	892 Cherry Lane	Hubert, NC

I, Adam T. Atkins, acting for my fellow qualified applicants, have examined the eligibility of each and have found them in order. I have been present and heard them read aloud, before all of the above, this application for Charter in the Marine Corps League.

Adam T. Atkins  
Signature of Organizing Officer

**Approved:**

Department Adjutant/Paymaster

John P. Butler

Department Commandant

Chester Fuller

Division Vice Commandant

William A. White

National Adjutant/Paymaster

National Commandant

Date Charter Issued



# Dues Transmittal

## MARINE CORPS LEAGUE

### MEMBERSHIP DUES TRANSMITTAL & CHANGE NOTIFICATION FORM

FROM: Adjutant/Paymaster of \_\_\_\_\_  
 TO: National Adjutant/Paymaster, PO BOX 3070 MERRIFIELD VA 22116  
 VIA: Department Paymaster

Detachment # \_\_\_\_\_

Date \_\_\_\_\_

**PLEASE READ CAREFULLY**

- PLEASE TYPE OR PRINT NEATLY AND LEGIBLY.
- Enclose separate dues payment checks; one (1) payable to National HQ, MCL, Inc. and one (1) payable to your Department.
- Include Date of Birth for all NEW applicants (mandatory for PLMs).
- Utilize two entries (Old and New) to change a member's address or to correct or change a member's name (COA Code).
- STAPLE ORIGINAL-SIGNED APPLICATION FORMS TO TOP COPY (applications cannot be accepted without attached application forms).
- Detach and retain bottom copy - Forward balance to Department  
 Department - retain bottom copy and forward balance to National HQ

Transmittal # \_\_\_\_\_  
 (Start new sequence on  
 July 1 each fiscal year).

MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH
MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH
MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH
MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH
MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH
MEMBER #	CODE(S)	HQ USE ONLY	LAST NAME (JR, etc.)	FIRST	MI
PLM #	STREET ADDRESS (or PO BOX #)		CITY	ST	ZIP + 4
TELEPHONE NUMBER		E-MAIL ADDRESS			DATE OF BIRTH

**National dues only**

**Code**

R \_\_\_ Renewal @ 18= \$ \_\_\_\_\_  
 N \_\_\_ New Member @ 23= \_\_\_\_\_  
 RAM \_\_\_ Renewal Associate @ 18= \_\_\_\_\_  
 NAM \_\_\_ New Associate @ 23= \_\_\_\_\_  
 RDM \_\_\_ Renewal Dual @ 18= \_\_\_\_\_  
 NDM \_\_\_ New Dual @ 23= \_\_\_\_\_  
**Life Member by age:**  
 L \_\_\_ 35 and under @ 500 \_\_\_\_\_  
 L \_\_\_ 36 to 50 @ 400 \_\_\_\_\_  
 L \_\_\_ 51 to 60 @ 300 \_\_\_\_\_  
 L \_\_\_ 61 and over @ 150 \_\_\_\_\_  
 Total National Dues \$ \_\_\_\_\_

Check # \_\_\_\_\_

**Department Dues**

Check # \_\_\_\_\_

Total \$ \_\_\_\_\_

Received at Department

Date: \_\_\_\_\_

Received at National HQ  
 (Date/Time Stamp)

SIGNED DETACHMENT ADJUTANT - PAYMASTER

PRINTED NAME

ADDRESS

CITY ST ZIP + 4

NATIONAL HEADQUARTERS ONLY

PINS \_\_\_\_\_ INV \_\_\_\_\_

Shaded areas are for National HQ use only.

Revised December 2012

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## REQUEST FOR TRANSFER



### MARINE CORPS LEAGUE REQUEST FOR TRANSFER

1. Printed Name \_\_\_\_\_ Member # \_\_\_\_\_ PLM # \_\_\_\_\_  
Street \_\_\_\_\_ Apt # \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip +4 \_\_\_\_\_  
SSN \_\_\_\_\_ Tele# (\_\_\_\_) \_\_\_\_\_ Date of Birth \_\_\_\_/\_\_\_\_/\_\_\_\_  
Date of Enlistment/Commissioning \_\_\_\_/\_\_\_\_/\_\_\_\_ Date of Discharge/Separation/Retirement \_\_\_\_/\_\_\_\_/\_\_\_\_  
I hereby request that my membership as a \_\_\_\_ Regular Member \_\_\_\_ M-A-L \_\_\_\_ Dual Member \_\_\_\_ Associate Member,  
in the \_\_\_\_\_ Detachment # \_\_\_\_\_ be transferred to the \_\_\_\_\_  
Detachment # \_\_\_\_\_ Department of \_\_\_\_\_ as a \_\_\_\_ Regular Member \_\_\_\_ Dual  
Member \_\_\_\_ Associate Member or to \_\_\_\_ M-A-L status.

\_\_\_\_\_  
Signature Date

**2. TO BE COMPLETED BY THE LOSING DETACHMENT (Det. No. \_\_\_\_\_)**

The above member is in good standing \_\_\_\_\_; delinquent \_\_\_\_\_. Membership expiration date is  
\_\_\_\_/\_\_\_\_/\_\_\_\_.

Member (is/is not) indebted to this Detachment. (If indebted, please explain on reverse side). The transfer of this  
member is approved \_\_\_\_\_ disapproved \_\_\_\_\_.

\_\_\_\_\_  
Signature of Commandant Date

**3. TO BE COMPLETED BY THE GAINING DETACHMENT (Det. No. \_\_\_\_\_)**

I have reviewed the foregoing information and hereby approve \_\_\_\_; disapprove \_\_\_\_ of the transfer of this member.

\_\_\_\_\_  
Signature of Commandant Date

**4. FOR DUAL MEMBERS ONLY**

\_\_\_\_ I certify that I am a Dual Member and I hereby request that my voting rights for Department and National  
Conventions be transferred to \_\_\_\_\_ Detachment # \_\_\_\_\_ Department of \_\_\_\_\_

\_\_\_\_\_  
Signature of Dual Member Date

**INSTRUCTIONS (Type or print legibly)**

Member requesting transfer:	Complete all information in #1 and #4 (if applicable) above. Sign and date the application in space provided. Forward the form to your current Detachment Commandant for approval.
Losing Detachment Commandant:	Complete the appropriate information in #2. Sign and date the form in the space provided. Retain one copy for Detachment records and forward the original and two copies to the gaining Detachment Commandant. Send one copy to your Department Paymaster for information purposes.
Gaining Detachment Commandant:	Complete # 3 as appropriate. Sign and date the form in the space provided. Retain one copy. Forward the original and remaining copy to the Department Paymaster, along with Dues Transmittal Form listing the transferring member.
Department Adjutant/Paymaster:	Retain bottom copy and forward the original to National Headquarters along with Dues Transmittal Form listing the transferring member.

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## Report of Officers' Installation

# Marine Corps League

### REPORT OF OFFICER INSTALLATION



DETACHMENT NAME	DETACHMENT #	DEPARTMENT OF
FROM:		

TO: NATIONAL ADJUTANT PAYMASTER

VIA: DEPARTMENT ADJUTANT

DET FEDERAL EIN: \_\_\_\_\_

DET INCORPORATION ID # \_\_\_\_\_ DATE \_\_\_\_\_

DEPT FEDERAL EIN: \_\_\_\_\_

DEPT INCORPORATION ID # \_\_\_\_\_ DATE \_\_\_\_\_

FOR DEPT INSTALL ONLY: \_\_\_\_\_

DATE OF ELECTIONS	DATE/PLACE OF INSTALLATION	INSTALLING OFFICER & TITLE	SIGNATURE OF INSTALLING OFFICER
<b>DETACHMENT MEETING:</b>			
DAY/DATE OF MEETING	TIME	PLACE	
STREET ADDRESS		CITY	STATE ZIP

E-MAIL OFFICIAL CORRESPONDENCE TO: \_\_\_\_\_

FAX OFFICIAL CORRESPONDENCE TO: ( ) \_\_\_\_\_ MARK FOR THE ATTN: \_\_\_\_\_

\*Note: The ADDRESS information called for in the following section does not necessarily refer to the Officer's personal mailing address, but rather the address at which the Officer will receive official correspondence from National and Department Headquarters. If the Department/Detachment has a single address, i.e. PO BOX, to which all official correspondence should be sent, list that address for all Officers.  
The officer MUST be installed to be listed on form.

OFFICE	INCUMBENT	PHONE NUMBER EMAIL ADDRESS	ADDRESS *See note above	CITY, STATE ZIP +4
COMMANDANT		( )		
SENIOR VICE COMMANDANT		( )		
JUNIOR VICE COMMANDANT		( )		
JUDGE ADVOCATE		( )		
JUNIOR PAST COMMANDANT		( )		
ADJUTANT PAYMASTER		( )		
ADJUTANT		( )		
PAYMASTER		( )		
CHAPLAIN		( )		
SERGEANT- AT ARMS		( )		
WEB SERGEANT		( )		
		( )		

Total **renewal** dues are \$ \_\_\_\_\_. This amount is the total of Detachment, Department and National dues and will appear on the Direct Billing Notices.

SUBMITTED BY	TITLE	SIGNATURE	DATE

#### PLEASE READ CAREFULLY

Detach and retain bottom copy. Forward balance to Department Adjutant.  
Department retain bottom copy and forward original to National HQ  
and remaining copy to National Division Vice Commandant

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## Report of Death Notice

### — NOTICE OF DEATH — MARINE CORPS LEAGUE



\_\_\_\_\_ of the \_\_\_\_\_  
(Leaguer's Name)  
Detachment, Marine Corps League did answer his/her final Earthly Roll Call on  
\_\_\_\_\_. The deceased is survived by \_\_\_\_\_  
(Date) (Relation's Name)  
\_\_\_\_\_ who resides at: \_\_\_\_\_  
(Relationship)  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Membership No. \_\_\_\_\_ PLM No. \_\_\_\_\_ Detachment No. \_\_\_\_\_  
Comments:

Submitted By: \_\_\_\_\_  
Date: \_\_\_\_\_  
Title: \_\_\_\_\_  
Street: \_\_\_\_\_  
City: \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

(1) A sympathy card will be sent if this notice is received within sixty (60) days from the date of death, unless otherwise requested.

(2) A replacement form will be sent to the individual submitting this form.

Detach and retain bottom copy. Forward balance to Department Chaplain.  
Department Chaplain retain bottom copy and forward balance to National Headquarters. National Headquarters will forward form to National Chaplain.

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# Membership Application

## MARINE CORPS LEAGUE

Incorporated by Act of Congress  
August 4, 1937  
Temporary Membership Card and Receipt  
This will certify that

is a member in good standing of the

This card is good for a period of sixty days from

Amount

Sponsor's Signature



## APPLICATION FOR MEMBERSHIP - MARINE CORPS LEAGUE

Full Name \_\_\_\_\_ Phone (\_\_\_\_) \_\_\_\_\_  
 Street Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Date of Birth \_\_\_\_/\_\_\_\_/\_\_\_\_ E-Mail Address \_\_\_\_\_  
 Date of Enlistment/Commissioning \_\_\_\_\_ Date of Discharge/Retirement/Separation \_\_\_\_\_ Service or S.S. No. \_\_\_\_\_  
 Type of Application—New ( ) Renewal ( ) Membership Type— Regular ( ) Associate ( ) Dual ( )  
 Have you ever been convicted of a felony? YES ☐ NO ☐ If yes is checked, I agree to waive my rights under the Privacy Act and disclose the nature of the felony conviction for consideration of membership in the Marine Corps League.  
 ( ) I hereby apply for membership in the \_\_\_\_\_ Detachment, Marine Corps League and enclose \$ \_\_\_\_\_ for one year's membership.\*  
 -OR-  
 ( ) I hereby apply for membership in the Marine Corps League as a Member-at-Large (MAL), and enclose \$30 for one year's membership.\*  
 \*Includes free subscription to "Semper Paratus", The Magazine of the Marine Corps League  
 I hereby certify that I am currently serving or have served honorably in the U.S. Marine Corps, on active duty, for not less than ninety (90) days and earned the Eagle, Globe and Anchor, or have served or am currently serving in the U.S. Marine Corps Reserve and have earned no less than ninety (90) Reserve Retirement Credit Points or that I have served or am currently serving as a U.S. Navy Corpsman who has trained with Marine FMF Units in excess of ninety (90) days and earned the Marine Corps Device or Warfare Device worn on the Service Ribbon authorized for FMF Corpsmen. If discharged, I am in receipt of a DD Form 214 or Certificate of Discharge indicating "Honorable Service". ("Honorable Service" will be defined by the last Form 214 or Certificate of Discharge that the applicant received.) General discharge under Honorable Conditions is acceptable. By signature on this application, I hereby agree to provide proof of honorable service/discharge upon request. I have authorized the National Executive Director, Marine Corps League to obtain an un-redacted copy of my latest DD Form 214 from the Marine Corps custodian of Official Military Personnel Files (IMPF) and/or verification of honorable service if deemed necessary to verify my eligibility for regular membership in the Marine Corps League. I understand the DD Form 214 may contain information such as military awards, training, and character of service. (\*Korean War Era Members See National Bylaws, Article 6, Section 600)

(Sponsor where applicable)

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Applicant's Signature

(See reverse side)

Upon completion, turn into your Detachment sponsor with required payment. Applicants for MAL Membership, remit this form with check or money order in the amount of \$30 to: Marine Corps League, National Headquarters, P.O. Box 3070, Merrifield, VA 22116-3070.

### OATH OF MEMBERSHIP – REGULAR MEMBERS

I, \_\_\_\_\_, in the presence of Almighty God, and the members of the Marine Corps League here assembled, being fully aware of the symbols, motto, principles and purposes of the Marine Corps League, do solemnly swear or affirm that I will uphold and defend the Constitution and Laws of the United States of America and of the Marine Corps League. I will never knowingly wrong, deceive or defraud the League as to the value of anything. I will never knowingly wrong or injure or permit any member or any member's family to be wronged or injured if to prevent the same is within my power. I will never propose for membership, one known to me to be unqualified or unworthy to become a member of the League. I further promise to govern my conduct in the League's affairs and in my personal life in a manner becoming a decent honorable person and will never knowingly bring discredit to the League, so help me God.

Signature \_\_\_\_\_

### OATH OF MEMBERSHIP – ASSOCIATE MEMBERS

I, \_\_\_\_\_, in the presence of Almighty God, and the members of the Marine Corps League here assembled, being fully aware that as an Associate Member, I will not be permitted to hold an elective office or to vote on Marine Corps League policy, a membership application, or an election of officers, do solemnly swear or affirm that I will uphold and defend the Constitution and Laws of the United States of America and of the Marine Corps League. I will never knowingly wrong, deceive or defraud the League as to the value of anything. I will never knowingly wrong or injure or permit any member or any member's family to be wronged or injured if to prevent the same is within my power. I will never propose for membership, one known to me to be unqualified or unworthy to become a member of the League. I further promise to govern my conduct in the League's affairs and in my personal life in a manner becoming a decent honorable person and will never knowingly bring discredit to the League, so help me God.

Signature \_\_\_\_\_

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The retention of business records are often mandated by Federal, State or Local Government or other business related requirements. As such, it is important for individuals and businesses to know the length of time records should be retained. The following table provides you with the minimum requirements for the most common type of records. Please retain this table for future reference. Do not hesitate to contact Reznick Fedder & Silverman to obtain more specific requirements.

## RECORDS RETENTION SCHEDULE

<u>Retention Period</u>	<u>Retention Period</u>
Accident reports/claims (settled cases).....7 years	Magnetic tape and tab cards.....1 year
Accounts payable ledgers and schedules.....7 years	Minute books or directors, stockholders, bylaws, and charter.....Permanently
Accounts receivable ledgers and schedules.....7 years	Notes receivable ledgers and schedules.....7 years
Audit reports.....Permanently	Option records (expired).....7 years
Bank reconciliations.....2 years	Patents and related papers.....Permanently
Bank statements.....3 years	Payroll records and summaries.....7 years
Capital stock and bond records: ledgers, transfer registers, stubs showing issues, record of interest coupons, options, etc.....Permanently	Personnel files (terminated).....7 years
Cash books.....Permanently	Petty cash vouchers.....3 years
Charts of accounts.....Permanently	Physical inventory tags.....3 years
Checks (canceled - see exception below)....7 years	Plant cost ledgers.....7 years
Checks (canceled for important payments, i.e. taxes, purchases of property, special contracts, etc. Checks should be filed with the papers pertaining to the underlying transaction).....Permanently	Property appraisals by outside appraisers.....Permanently
Contracts, mortgages, notes and leases (expired).....7 years	Property records, including costs, depreciation reserves, year-end trial balances, depreciation schedules, blueprints, and plans.....Permanently
Contracts, mortgages, notes and leases (still in effect).....Permanently	Purchase orders (except purchasing department copy).....1 year
Correspondence (general).....2 years	Purchase orders (purchasing department copy).....7 years
Correspondence (legal and important matters only).....Permanently	Receiving sheets.....1 year
Correspondence (routine) with customers and/or vendors.....2 years	Retirement and pension records.....Permanently
Deeds, mortgages, and bills of sale.....Permanently	Requisitions.....1 year
Depreciation schedules.....Permanently	Sales commission reports.....3 years
Duplicate deposit slips.....2 years	Sales records.....7 years
Employment applications.....3 years	Scrap and salvage records (inventories, sales, etc.).....7 years
Expense analyses/expense distribution schedules.....7 years	Stenographers' notebooks.....1 year
Financial statements (year-end, others optional).....Permanently	Stock and bond certificates (canceled).....7 years
Garnishments.....7 years	Stockroom withdrawal forms.....1 year
General/private ledgers, year-end trial balance.....Permanently	Subsidiary ledgers.....7 years
Insurance policies (expired).....3 years	Tax returns and worksheets, revenue agents' reports, and other documents relating to determination of income tax liability.....Permanently
Insurance records, current accident reports, claims, policies, etc.....Permanently	Time books/cards.....7 years
Internal audit reports (longer retention periods may be desirable).....3 years	Trademark registrations and copyrights.....Permanently
Internal reports (miscellaneous).....3 years	Training manuals.....Permanently
Inventories of products, materials, and supplies.....7 years	Union agreements.....Permanently
Invoices (to customers, from vendors).....7 years	Voucher register and schedules.....7 years
Journals.....Permanently	Voucher for payments to vendors, employees, etc. (includes allowances and reimbursement of employees, officers, etc., for travel and entertainment expenses).....7 years
	Withholding tax statements.....7 years