

*United States Army  
Warrant Officers Association*

**USAWOAM 400-6**



**NATIONAL HEADQUARTERS FINANCIAL &  
ADMINISTRATIVE MANAGEMENT MANUAL**

Revised 1 February 2012

FOREWORD

This manual was developed by the National Board of Directors under the direction of the Chairman of the Board of Directors under authority contained in the USAWOA Bylaws and approved by the National Board of Directors with an effective date of 1 July 2004.

This manual is designated to unify the Association and serve to answer any director's questions about the operation and meeting procedures of the National Board of Directors.

This manual is binding on all members, chapters, regions, members of appointed committees and councils, National Headquarters staff, contractors, consultants, Executive Director, all elected officials, or other individuals or any companies under contract with USAWOA. The USAWOA legal counsel will ensure that all contracts and/or agreements contain provisions for compliance with appropriate sections.

The National Board of Directors, with an effective date of 1 February 2012, has approved this edition of the manual.

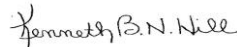
Amendments and additions to this manual are encouraged and should be addressed to the Executive Director, USAWOA, 462 Herndon Parkway, Suite 207 Herndon, Virginia 20170-5235.

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ADMINISTRATIVE MANAGEMENT MANUAL

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**NATIONAL HEADQUARTERS FINANCIAL AND ADMINISTRATIVE  
MANAGEMENT MANUAL**

**SECTION 1. GENERAL:** Representatives of the United States Army Warrant Officers Association, whether elected officials, paid employees and consultants, or other agents of the Association, are guardians of the reputation as well as property of the Association and play vital roles in its preservation and progress. The fulfillment of these roles requires an understanding of their relationship with the Association, its membership, and those with whom the Association engages in professional business, social, community, governmental, and other meaningful activities. A subsequent obligation for all acting for and on behalf of the Association is to maintain and adhere to the highest standards of ethical conduct.

**SECTION 2. PURPOSE:** The purpose of this manual is to ensure that the National Headquarters of the Association is operated in the efficient, competent, and professional manner expected by the membership of the Association.

**SECTION 3. AUTHORITY:** Bylaw X, USAWOA Bylaws.

**SECTION 4. ASSOCIATION CODE OF ETHICS:**

a. The Association code of conduct charts the course for the honorable and provides standards by which to judge the transgressor. Each individual, who purports to act in the name of the Association should aspire, by their conduct, to rise above minimum standards bearing in mind that the respect and confidence of the members of the Association whom they serve requires the highest degree of ethical conduct. The Association code of conduct, while having as its basis all of the laws of the United States and the underlying moral and spiritual values, will focus upon certain general ethical standards which must be adhered to by those holding certain positions.

b. All who represent the Association in any capacity will:

(1) Engage in no activity of any nature that will bring discredit upon the Association.

(2) Maintain complete loyalty to the United States Army Warrant Officers Association.

(3) Hold inviolate the confidential relationship between the individual members of the Association and themselves and the confidential information entrusted to them through the Association's National Headquarters, Regions, and Chapters.

(4) Endorse no product or service on behalf of the Association unless approved by the National BOD.

(5) Work harmoniously with local commands, the Department of the Army, Department of Defense, other governmental agencies, and military associations with goals and values similar to that of USAWOA.

(6) Uphold the independence of the Association and never permit it to become subservient to any other association or other organization.

(7) Accept no gratuities or special compensation for the performance of acts in behalf of the Association from any individual member, region, chapter, or other person or organization except with the knowledge and consent of the National BOD.

(8) Neither engage in nor countenance any exploitation of the Association by any person or organization.

(9) Recognize and discharge their responsibility and that of the Association to uphold all local, state, and federal laws and regulations relating to the activities of the Association.

(10) Exercise and insist on sound business principles in the conduct of the affairs of the Association.

(11) Never use the name of the Association or its influence, directly or indirectly, to support any political party or any candidate for nomination, election, or selection to any federal, state, country, city, town, or other political office.

(12) Use only legal and ethical means in any efforts to influence legislation, regulations, or administrative policies and determinations. In this regard, chapters, regions, and/or members will not use the name of the Association, directly or indirectly, to influence said governmental policies or determinations, unless specifically authorized to do so in writing by the National Headquarters of the Association. Recommendations in the form of resolutions for the proposed federal, state, or local government legislative or regulatory action shall be forwarded to the Executive Director, USAWOA for evaluation and consideration of appropriate coordination and concerted action.

(13) Issue no false or misleading statements of any nature, whether they affect the Association, other associations, or other individuals or organizations.

(14) Utilize every opportunity to promote public understanding of the Association and its objectives.

(15) Maintain highest standards of personal conduct so that the Association will have an indisputable image of solid integrity.

c. Paid employees, consultants, and similar agents will not participate in Association policy decisions except as authorized and required as part of their employment agreement. In this regard, such individuals will:

(1) Refrain from using official authority or influence for the purpose of interfering with or affecting the results of any election or nomination for office within the Association.

(2) Refuse to accept any elected office within the Association even if elected without being a candidate.

(3) Avoid taking part in the political campaign or the management of the campaign for any elective office in the Association.

(4) Never directly or indirectly coerce, attempt to coerce, command or advise any person to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes within the Association.

(5) Decline to make or offer to make any expenditure to any person, either to vote or with hold their vote, or to vote for or against any candidate for office within the Association.

(6) Request no information from any person within the Association with reference to their choice of or their vote for any candidate for office within the Association.

(7) Never directly or indirectly promise or pledge the appointment, or use of their influence in support for the appointment of any person to any position within the Association, for the purpose of securing support for any candidate for office within the Association.

(8) Refrain from soliciting, receiving, or contributing whatsoever for any political purpose within the Association.

(9) Decline to accept nomination to become an elected or appointed official of any chapter within the Association.

(10) Attend no chapter meetings (other than their own assigned chapter, if applicable) unless specifically invited by the Chapter President or other authorized representative.

(11) Enthusiastically pursue all of the Association's objectives regardless of any personal misgivings they may have about the established objective.

(12) Serve all members of the Association impartially granting no special favors or privileges to any member.

(13) Cooperate fully in every reasonable and proper way with USAWOA members, officers, executives, and other personnel dealing with the Association.

(14) Comply with lawful requests and instructions and give only reasonable and lawful requests and instructions if acting in a supervisory capacity.

(15) Where employment involves the receipt of money or property on behalf of the Association or the disposal of Association property the employee shall act prudently. The employee shall keep account of each transaction and present an accounting at the proper time or upon demand with such vouchers and receipts as business usage customarily requires.

(16) Accept no gift, compensation or other profit of any kind for the exercise of their employment beyond the compensation to which they are entitled by the terms of their employment contractor other agreement with the Association National BOD.

(17) Not only exercise their duties loyally and skillfully but also refrain from deceiving the Association by entering into business relations with others that would create a conflict of interest with the Association.

(18) Never use knowledge acquired during this employment for personal advantage and to the detriment of the Association or in competition with the Association. In this regard, even after the employment has ceased, employees remain subject to a duty not to disclose or use for their own information entrusted to them during this employment.

(19) Association employees shall maintain their personal appearance in a manner that upholds the high professionalism of the Warrant Officers they serve.

(20) Resign any elected or appointed position immediately upon becoming a paid employee of this Association.

**SECTION 5. DUTIES OF OFFICERS AND EMPLOYEES:**

a. National President: The National President shall be the principal executive officer of the Association and shall in general supervise and control all of the business affairs of the Association. The National President shall serve as Chairperson of the National Board of Directors, National Board of Directors Executive Committee, Council of Presidents and the Meeting of the Members. He/she shall make all required appointments of standing and special committees with the approval of the National BOD. He/she may sign, with the secretary or any other proper officer of the

Association authorized by the National BOD, any deeds, mortgages, bonds, contracts, or other instruments which the National BOD has authorized to be executed, except in cases where the signing and execution there of shall be expressly delegated by the National BOD; by the Association by laws, other manual, or by statute to some other officer or agent of the Association; and in general shall perform all duties incident to the office of president and such other duties as, from time to time, may be prescribed by the National BOD. The authority of the president shall be that requisite to the proper performance of the office and the duties stated herein.

b. National Vice President: In the absence of the National President or in the event of their inability or refusal to act, the Vice President (or in the event there be more than one elected Vice President, the Vice Presidents in the order of their election) shall perform the duties of the National President, and when so acting, shall have all the powers and authority of and be subject to all the restrictions upon the National President. In addition to the Vice President duties as assistant to the National President and such other duties as provided elsewhere in the by the Association bylaws, other manual, or by statute the Vice President shall perform such other duties as, from time to time, may be assigned to him/her by the National President or by the National BOD. The authority of the Vice President shall be that requisite to the proper performance of the office and the duties stated herein.

c. National Secretary: The Secretary shall assist the National President in conducting the official business of the Association in such a manner as the National President may require, and in the performance of the duties as Secretary shall, in addition to such other duties as provided elsewhere in this manual:

(1) Ensure that a record is prepared and maintained of minutes of meetings of the members, the Council of Presidents, the National Board of Directors Executive Committee, and the National Board of Directors of the Association.

(2) Ensure necessary adequate notification is provided to the members, Council of Presidents, and National Board of Directors of time and place for all scheduled meetings.

(3) Ensure complete files of the affairs of the Association are maintained, including all official correspondence.

(4) Ensure that a file is maintained for each member of the Association, including the most recent address furnished by the member.

(5) In general perform all duties incident to the office of Secretary and such other duties, as from time to time, may be assigned to him/her by the National President or the National BOD.

(6) The authority of the Secretary shall be that requisite to the proper performance of the office and duties stated herein.

d. National Treasurer: The Treasurer shall institute and maintain proper and accurate fiscal records of the Association, and in this connection shall, in addition to such other duties as provided else wherein this manual:

(1) Have charge and custody of, and be responsible for, all funds and securities of the Association.

(2) Account for all monies received, receive and give receipts, from whatever source and deposit them in insured banks and/or trust companies or invest them for the credit of the Association as directed by the National BOD.

- (3) Prepare all drafts and checks against funds of the Association.
- (4) Keep records posted to date and available for review by any member or audit at all times.
- (5) Render a monthly report to the National BOD regarding the financial status of the Association.
- (6) In general perform all duties incident to the office of Treasurer and such other duties as may, from time to time, be assigned by the National President or the National BOD.
- (7) The authority of the Treasurer shall be that requisite to the proper performance of the office and duties stated herein.
- (8) Assistant Treasurers may be appointed by the National Board of Directors, under the provisions of BYLAW VI, Section 2. While these assistant treasurers may be granted the authority to assist and/or perform any of the above listed functions, the responsibility for the function(s) remains with the Treasurer.

e. National Executive Director: The Executive Director shall be the administrative director of the Association and staff and shall assist the national officials in conducting the official business of the Association and as such be responsible for:

- (1) Assisting in the formulation of USAWOA policies;
- (2) Representing the USAWOA in relations with representatives of the U.S. Government and its various branches, departments, and agencies. Such agencies may include, but are not limited to, The White House, The U. S. Congress, The Department of Defense, and Headquarters, Department of the Army.
- (3) Representing the USAWOA as a member of The Military Coalition (TMC) Capitol Hill Exchange Club, and other organizations as directed by the National BOD of the Association;
- (4) Is responsible for the preparation and publication of the monthly NEWSLINER as well as Contributing a monthly article as Executive Director, for publication in the NEWSLINER;
- (5) Hiring and daily supervision of other salaried or hourly wage employees and administering the daily activities of the National Headquarters;
- (6) Acting as the Staff Liaison Representative on all established committees until enlargement of USAWOA staff permits delegation of these functions to other staff members;
- (7) Representing the USAWOA through the presentation of "command" briefings and participation in other Association activities on a worldwide basis;
- (8) Attending Executive Committee meetings as an ex-officio member;
- (9) Preparing, keeping current and distributing to all National Officers, Region, and Chapter Presidents appropriate USAWOA briefing materials in hard copy or electronically if applicable. All briefing material will be approved by the EXCOM.

f. Headquarters Staff: Members of the staff, except the Executive Director, shall not initiate any dealings except pursuant to their assigned duties or as otherwise specifically authorized by the Executive Director. Conversely, members of the National BOD shall not request services or data from such members of the staff except when authorized by the National President. Nothing herein,



shall preclude direct contact between members of the National BOD and the Executive Director, or vice versa, or the submission of routine requests similar to those that may be made by members not holding National Office.

g. Restrictions on Policy Matters: Discussion of proposed policy matters is healthy and encouraged among the members and Association leadership. However, to insure that the Association presents only approved policy, all members, elected and appointed officials, and members of the headquarters staff, will refrain from presenting Association "position" or "policy" until such policy is formally approved by the National BOD. Exception is granted only to the National President and/or Executive Director who, for the sake of expediency, may have to develop and present an "official Association position" on a time-sensitive matter. In these instances, the BOD Executive Committee at the next meeting (or by other means) will be advised of the circumstances and position(s) taken.

SECTION 6. COMMITTEES:

a. Standing Committees: The following committees will be termed "standing committees" and will be appointed and maintained at full strength by the National President and/or the BOD for the purposes for which formed in accordance with the Association bylaws, other manual, or by written instructions by the National President:

- (1) Executive Committee.
- (2) Past Presidents Council.

b. The following committees, when deemed appropriate by the National President and National Board of Directors may be selectively established as part of the National Board of Directors Committee System. When established, these committees will be a supplemental part of the standing committee structure:

- (1) Budget and Finance Committee.
- (2) Legislative Committee.
- (3) Membership and Chapter Affairs Committee.
- (4) Administrative Management Committee.
- (5) National WOAUX Steering Committee; (when an Auxiliary is operating).
- (6) Credentials Committee.
- (7) Nominating Committee.
- (8) Teller Committee.
- (9) Meeting of the Members Arrangements Committee.
- (10) Future Directions/Marketing Committee.
- (11) Corporate Affiliation Committee.
- (12) Junior Warrant Officers Council
- (13) Audit Committee.

c. Other committees may be established by the National President to facilitate the conduct of Association business.

d. Time and Term of Appointment: All committee appointments for established committees will be made by the National President, as soon as possible, after election but, in no event, later than sixty (60) days from the date of election or date of establishing a committee requirement. In the selection of the members of committees, the National President shall, to the extent practicable, endeavor to balance the structure of each committee by appointment of members of all components. Committee members may, in some cases, not be members or may be paid employees of the Association or of a professional firm or organization assisting in the committee or group efforts. Furthermore, the National President shall endeavor to appoint Past National Presidents to committees, thus taking advantage of their experience and talents. The appointment shall be for the same duration as the National President's term of office unless sooner terminated by death, disability, or removed by the person authorized to appoint such members whenever in their judgment the best interests of the Association shall be served by such removal.

e. Past Presidents Council: The Past Presidents Council shall consist of all past National and Region Presidents of the association who are current members of the association and shall provide advice and counsel to the Executive Committee and the National BOD on matters relevant to the management and operations of the association. The chairman shall be elected by the council and serve for the period of time equal to the tenure of the elected officials (normally two years). Members of the Past Presidents Council shall not be compensated for services rendered. However, they may be reimbursed for incidental and necessary expenses incurred as provided for in the bylaws in the performances of their duties and for special missions as directed by the National President or the National BOD.

Note: Any Past Presidents currently serving on the National Board of Directors are excluded from serving on the Past Presidents Council until such time as their term is complete on the National BOD.

f. Frequency of Meetings: Committees shall meet commensurate with the Meeting of the Members and the Board of Directors/Council of President's Meeting at a time and place as established by the committee chairperson in conjunction with the staff liaison representative. In order to provide continuity and to assist in accomplishing the tasks assigned to the committee by the National BOD and the National President, the committee may take any action which may be taken at a formal meeting of the committee, without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the committee members.

g. Committee Agenda: An agenda will be prepared by the committee chairperson and forwarded to each committee member at least thirty (30) days prior to the scheduled formal meetings.

h. Committee Quorum: A majority of the committee members shall constitute a quorum for the transaction of business at any formal meeting of the committee, and a majority vote of the committee members assembled is necessary to adopt any matter presented to the committee. While voting by mail, a majority vote by the committee members is necessary to adopt any matter presented to the committee.

i. Rules of Order: Each committee may adopt rules for its own government not inconsistent with the Bylaws or with rules adopted by the National Board of Directors.

j. Jurisdictional Disputes:

(1) When there is a jurisdictional dispute between committee chairpersons each will endeavor to resolve the dispute with the other. If they cannot reconcile their differences, both will present the matter to the National President who will decide the issue.

(2) When a dispute arises between a committee chairperson and the staff liaison representative, both will endeavor to resolve the dispute amicably. If they fail to do so, both will present the matter to the National President who will decide the issue.

k. Compensation: Members appointed or assigned to Association committees, groups, and councils will not be compensated for their services. However, the expenses of committee members to duly convened committee meetings shall be borne by the Association in the same manner as provided in the Bylaws.

l. Staff Liaison Representatives: The National Headquarters staff shall function as Liaison Representatives until such time as the Association is financially capable of increasing the present staff to a size required to accommodate current and future committees. To the extent possible, these representatives shall perform the following duties:

(1) Provide general administrative and logistical support to committees, councils, and task forces;

(2) Brief incoming committees, councils, and task forces;

(3) Gather statistical and other data as required;

(4) Prepare proposed plans and agendas;

(5) Prepare reports reflecting the results of deliberations by committees, councils, and task forces.

m. Special Committees: The National President is authorized to establish special committees, ad hoc groups, or task forces when appropriate to accomplish a given task which cannot be accomplished by established standing committees.

o. Vacancies: Vacancies in the membership of any committee shall be filled by appointments made in the same manner as provided in the case of the original appointments.

p. Term of Office: Each member of an established committee shall continue as such until the next Meeting of the Members of the Association and until his successor is appointed, unless the committee shall be sooner terminated, or unless such member is removed from such committee, or unless such member shall cease to qualify as a member thereof. The Past Presidents Council shall serve for the full period of the National President's term and elect its Chairman following each National election.

#### **SECTION 7. DUES:**

a. The National Board of Directors shall determine the amount of annual dues payable to the Association by its members. Changes in the amount of dues presently in effect shall call for an amendment to this manual by the National Board of Directors. Prior to any change in the amount of dues presently paid, the National Board of Directors shall take the following actions:

(1) Publish in the Association publication a statement to the fact that a dues rate change is under consideration. This statement shall include as a minimum:

- (a) A synopsis of all statistical data that necessitates the dues rate change;
- (b) The proposed dues rate including the specific area(s) that will be affected by the dues rate change (increase or decrease);
- (c) The exact date on which the National Board of Directors takes action shall not be less than sixty (60) days from the date of publication.

(2) Ensure that any change in the membership dues does not become effective until at least ninety (90) days after final action by the National Board of Directors and that each copy of the next three (3) issues of the Association publication contains the membership dues change.

b. Individual membership dues in the Association, including associate membership, shall be paid in the amounts and for the period specified below:

- (1) Regular Member/Associate 1-Year for \$45.00, 3-Years for \$126.00, 5-Years for \$200.00.
- (2) Regular Member, introductory rate free (applicable only to WO1's at no cost joining at time of, or within 60 days following, appointment.)
- (3) Retired Member 1-Year for \$30.00, 3-Years for \$84.00, 5-Years for \$130.00.
- (4) An additional fee of \$12.00 per year will be added to members dues if they choose to receive hard-copy distribution of the USAWOA Newsliner Publication and are not Life Members or members with 25 years or more with the Association. This fee is to cover the cost of a hard copy Newsliner. This fee is not charged for an electronic version of the Newsliner, which remains free to all members.

(5) Life Member Age. The dues for USAWOA Life Membership are graduated based on the age of the member when he or she applies for life membership. The rates are:

Age 30 and under:	\$800.00	Age 51-55:	\$455.00
Age 31-35:	\$765.00	Age 56-60:	\$385.00
Age 36-40:	\$685.00	Age 61-65:	\$320.00
Age 41-45:	\$610.00	Age 66 and over:	\$260.00
Age 46-50:	\$530.00		

Members may make one single payment by cash or charge. Members may also authorize USAWOA to place a charge against a regular credit card for up to a ten-month period. Members who have a Pentagon Federal Credit Union account (Share, Money-Market, Pen-Check, or PFCU-USAWOA Affinity Visa credit card) can authorize a charge to their account for ten (or fewer, as arranged) equal payments for the Life Membership.

- (4) Corporate Affiliate Member \$1,200.00 or \$1600.00 (based on color of advertisement (per corporation)).
- (5) Small Business Proprietor-Level Membership for \$80.00. This will cover membership of business and one member.
- (6) Small Business Partnership-Level Membership for \$140.00. This will cover membership of business and two members.

c. No region or chapter shall collect dues other than those listed above from its members.

SECTION 8. MEMBERSHIP BENEFITS:

The Executive Director and the BOD Executive Committee shall continually seek to develop a number of desirable benefits available to the Association members. Such benefits may include, but not be limited to the following: a periodic publication; financial services and programs; insurance supplement programs; discount programs for commercial products and services; etc. The National BOD, or its Executive Committee, shall approve the acceptance of, and the withdrawal from, such programs.

The BOD, EXCOM (and/or appropriate committee) will establish the benefits that shall be made available to Corporate Affiliation Members at the corporate level.

SECTION 9. DUES REBATES TO CHAPTERS:

a. Chapters will receive a dues rebate according to the following schedule and procedures:

(1) No rebate will be made for introductory (no-cost) memberships.

(2) No rebate will be made for individuals who select Member at Large status (no chapter affiliation).

(3) Newly activating/reactivating chapters will receive a rebate of \$5.00 for each regular (\$45.00) membership and (\$3.00) for each retired (\$30.00) membership (both initial and renewal) processed for that chapter during each calendar quarter. This rebate amount will be received for the initial 24 months of the chapter's existence.

(4) Established chapters will receive a rebate of \$2.50 for each regular membership and \$1.50 for each retired membership (both initial and renewal) processed for that chapter during each calendar quarter.

(5) All chapters will receive a rebate of \$3.75 for each Small Business Proprietor-Level membership and \$5.00 for each Small Business Partnership-Level membership (both initial and renewal) processed for that chapter during each calendar quarter.

(6) In accordance with the rebate schedule above, a one-time rebate will be paid for each Lifetime membership. Payment of this rebate will be based on the calendar quarter in which the first payment toward the life membership is received.

(7) All rebates are subject to the following provision: There must be at least one business meeting of the chapter during the quarter, and copies of the minutes and financial statement thereof be forwarded to the National Headquarters by no later than the fifth working day of the new quarter.

b. Rebates will be paid by the National Headquarters within sixty (60) days of the new quarter; but only after receipt of the aforementioned minutes and financial statement. The above mentioned documents must be received by the fifth working day of the new quarter to receive the full rebate. If the required documentation is received in the timeframes listed below the rebate will be paid as indicated:

POSTMARKED	FORFEITURE
-- No later than the 5 <sup>th</sup> working day..... after the end of the quarter	0%
--6 <sup>th</sup> working day to 30 calendar..... days after the end of the quarter	25%

--31-45 calendar days after end of..... quarter	50%
--45 or more calendar days after end..... of quarter	100%

SECTION 10. DISTRIBUTION OF DUES REBATES TO REGIONS:

a. Formally organized Regions will receive a dues rebate of \$1.00 for each membership (both initial and renewal) processed during each calendar quarter for that region. These rebates are subject to the following provision: There must be at least one business meeting of the region during the quarter, and copies of the minutes and financial statement thereof be forwarded to the National Headquarters by no later than the fifth working day of the new quarter.

b. No rebate will be paid/earned for introductory memberships.

c. Rebates will be paid by the National Headquarters within sixty (60) days of the new quarter; but only after receipt of the aforementioned minutes and financial statement. It is the responsibility of each Chapter and its officers to submit their minutes in a timely manner. No notice will be provided by the National Headquarters. If the required documentation is received in the timeframes listed below the rebate will be paid as indicated:

POSTMARKED	FORFEITURE
--No later than the 5 <sup>th</sup> working day..... after the end of the quarter	0%
--6 <sup>th</sup> working day to 30 calendar..... days after the end of the quarter	25%
--31-45 calendar days after end of..... quarter	50%
--45 or more calendar days after end..... of quarter	100%

d. Rebates will not be distributed to regions not formally organized. Instead, the budget committee will determine an amount, based on projected region membership, to be budgeted for reimbursement of Region Directors. In amounts not to exceed the approved operating budget, the Region Director may request, through the Executive Director, reimbursement of personal expenses incurred in performance of Association and/or region business. Such amounts so budgeted and managed will not “accrue”; but must be used within the budget year in which they would have been paid. Such unused funds will become general operating monies for the Association.

SECTION 11. DISTRIBUTION OF MEMBERSHIP DUES:

REGULAR MEMBERSHIP (\$45.00)(or multiple derivatives thereof.):

Chapter Rebate..... (None for Members at Large)	\$2.50 or \$5.00 as appropriate.
Region Rebate Fund.....	\$1.00
Operating Fund (see budget for details).....	\$39.00
TOTAL.....	\$45.00

INTRODUCTORY RATE MEMBERSHIP (Free):

Region Rebate.....	\$0
Operating Fund.....	\$0
TOTAL.....	\$0

RETIRED MEMBERSHIP (\$30.00) (or multiple year derivatives thereof):

Chapter Rebate.....	\$1.50 or \$3.00 as appropriate.
(None for Members at Large)	
Region Rebate.....	\$1.00
Operating Fund (see budget for details).....	\$26.00
TOTAL.....	\$30.00

LIFETIME MEMBERSHIP

Chapter Rebate* .....	\$2.50 or \$5.00 as appropriate.
(None for Members at Large)	
Region Rebate* .....	\$1.00
Operating Fund*(see budget for details).....	\$39.00 or \$26.00 as appropriate.
Lifetime Reserve Fund (1 time deposit). See Note	

SMALL BUSINESS PROPRIETOR-LEVEL MEMBERSHIP

Chapter Rebate* .....	\$15.00
(None for Members at Large)	
Region Rebate* .....	\$2.00
Operating Fund*(see budget for details).....	\$63.00
TOTAL.....	\$80.00

SMALL BUSINESS PARTNERSHIP-LEVEL MEMBERSHIP

Chapter Rebate* .....	\$20.00
(None for Members at Large)	
Region Rebate* .....	\$3.00
Operating Fund*(see budget for details).....	\$117.00
TOTAL.....	\$140.00

Note: Deposit will be the amount of the dues less the deductions prescribed above.

\*For Members at Large, the chapter rebate amount (\$5.00; \$3.00; \$2.50, or \$1.50; is retained in the National Headquarters Operating Fund.

SECTION 12. USAWOA FUNDS:

a. Lifetime Reserve Fund (hereinafter "the fund"): The purpose of this fund is to provide the Association with long-range reserves. With the exception of the first-year dues payment, this fund shall contain all funds received as payment of membership dues for lifetime and honorary members. Investment of Fund monies will be pursuant to the rules described herein below, in SECTION 22.

b. Expenditures from the Fund are limited to:

(1.) On an annual basis, prior to the 31st Day of January, the treasurer will “harvest” ten percent of the “excess value” of the Fund and add it to the General Budget of the association for that year. Such “excess value” shall be calculated by subtracting the amount of such monies necessary to meet the original requirements set for the Fund from the total real value of the fund, and multiplying the product of this calculation by ten percent. Here is the formula: **(Total Value – LM Requirement) X 10% = Annual Addition to General Budget.** This calculation shall be made using account values as of the 31<sup>st</sup> day of the immediately preceding December. This “harvesting” of the Fund was approved by the BOD, by unanimous vote, on 24 April 2010, at the Mid-Year BOD Meeting.

(2) Use of interest as approved in the fiscal year budget to cover expenses of servicing the lifetime and honorary members.

(3) Expenditures as otherwise authorized by the National Board of Directors.

c. Operating Funds: This fund shall contain those funds deducted from membership dues to defray the operation and maintenance expenses of the Association. The Treasurer (or assistant treasurers) is authorized to disburse monies from this fund according to the approved fiscal year budget or as otherwise authorized by the National Board of Directors. As deemed necessary for efficient financial management and/or fiscal control, the Treasurer may establish "sub-accounts" (to include, but not mandated, separate bank accounts) within the Operating Fund, i.e. a separate account to manage "memorabilia" income and expenses.

d. Special Activities Fund: This fund shall contain only those funds raised through specific fund raising projects and other activities as authorized by the National Board of Directors or its Executive Committee. The Treasurer (or assistant treasurers) is authorized to disburse monies from this fund according to the approved fund budget and as otherwise authorized by the National Board of Directors.

#### SECTION 13. POLICY REGARDING THE COMMITMENT OF USAWOA FUNDS:

a. The National Treasurer has the overall responsibility for control of USAWOA funds subject to the provisions of this section.

b. Preparation of the Budget: The National Treasurer has overall responsibility for preparation of the annual budget. The following principles will be observed:

(1) The budget must portray the objectives and goals of the Association in monetary terms.

(2) The budget must be well conceived, requiring maximum participation by directors and staff and coordination with appropriate committee chairpersons.

(3) The budgeting process must appropriately interface with the USAWOA long-range programs and plans.

(4) The budget will be prepared no less than ninety (90) days prior to the Annual Meeting of the Members as outlined in Bylaw X, Section 8.

(5) The completed budget will receive preliminary review by the Executive Committee prior to consideration by the National BOD.

c. Execution of the Budget: The Budget will be used by directors and the Executive Committee as a primary tool for controlling the financial posture of the Association.



(1) The Budget will be broken down into periods corresponding to the periodic financial statements.

(2) Periodic comparisons of budgeted amounts to actual expenses will be made by the Treasurer and distributed to the members of the National BOD.

(3) Directors' expenses may exceed budgeted amounts at the detailed element of expense level no more than ten percent, provided that the aggregate budgeted amount is not exceeded.

(4) The Executive Director may, with concurrence of the Executive Committee, exceed budgeted amounts by no more than ten percent, provided that the overall budget is not exceeded.

d. The Executive Director, in coordination with Executive Committee (EXCOM) must be prepared to take action where the comparison with the Budget indicates a significant deviation and/or when budgeted amounts have been exceeded above tolerances specified in paragraph

**SECTION 14. POLICY REGARDING THE ACQUISITION OF PROPERTY, EQUIPMENT, AND/OR SERVICE(S):**

a. The Executive Director is responsible for the advance planning, cost analysis and subsequent acquisition of property, equipment, and/or service subject to provisions of this section.

b. Acquisition is defined as the act of coming into possession of, by any means. There are three methods by which the authority for acquisition of property, equipment, and/or services maybe funded.

(1) The National BOD may grant the Executive Director, by a majority vote, acquisition authority for specified items through approval of the annual budget containing adequate funding for such specified items.

(2) The National BOD may grant the Executive Director authority, by majority vote, for the acquisition of property, equipment, and/or services not included in the annual budget by a majority vote of the National BOD.

(3) As an alternative, and at the time of the Annual BOD meeting, the BOD may grant the National President or the Executive Director one-year "blanket" authority for the acquisition of property, equipment, and/or services not included in the annual budget. This is providing that the aggregate cost of such items, including pertinent accessories, does not exceed a cumulative total of \$ 5,000, and does not commit USAWOA resources of subsequent fiscal years. Typically, acquisitions of this type will be paid for from any reserve funds available for use through the general budget. If the said President or Executive Director believes that otherwise committed funds (such as the Life Members Fund) must be accessed to effect such purposes, this power, while effective, becomes null and void, and he shall seek such funding only with the concurrence of the BOD.

c. The Executive Director and Executive Committee share the joint responsibility for determining the appropriate method for acquisition (i.e., rent, leases, purchases, etc.)

**SECTION 15. EMPLOYEE WITHHOLDING TAX (STATE AND FEDERAL):** The National Treasurer shall ensure that applicable state and federal taxes are withheld from the salaries of paid employees of the Association. Said taxes to be withheld at the current rate as specified in tax laws and promptly paid to the proper accounts.

**SECTION 16. EMPLOYEE AND USAWOA CONTRIBUTION TO SOCIAL SECURITY:** The National Treasurer shall ensure that applicable social security tax is withheld from the salaries of paid employees of the Association; said taxes to be withheld at the current rate as specified in tax laws and together with the required (USAWOA) contribution, promptly paid to the proper account.

**SECTION 17. USAWOA ANNUAL REPORT TO IRS:** The National Treasurer shall ensure that all reports required for submission to IRS are prepared and presented to that agency within the proper time limitations as specified by the agency.

**SECTION 18. ANNUAL AUDIT:**

a. **Conduct of Audit:** It is recommended that the accounts of the Association elements (chapter, regions, and National) shall be audited at least annually in accordance with generally accepted auditing standards by one or more disinterested parties. This audit will normally be conducted immediately after end of each calendar (fiscal) year. The audits shall be conducted at the place or places where the accounts of the Association are normally kept.

b. All books, accounts, financial records, reports, files, and all other papers, things, or property belonging to or in use by the Association and necessary to facilitate the audits shall be made available to the person(s) conducting the audits. Full facilities for verifying transactions with the balances of securities held by depositories, fiscal agents, and custodians shall be afforded to such person(s).

c. **Reports to National BOD:** The report of each audit shall be submitted to the National BOD not later than ninety (90) days following the close of the fiscal year for which the audit was made. The report shall set forth the scope of the audit and include such statements as are necessary to present fairly the Association's assets and liabilities, surplus or deficit with an analysis of the changes therein during the year. The report will also be supplemented in reasonable detail by a statement of the Association's income and expenses during the year including the results of any commercial type endeavor carried on by the Association together with the independent auditor's opinion of those statements. The approved report shall be published and made available to the membership.

**SECTION 19. PERIODIC PUBLICATION:** The National Headquarters shall publish and distribute a publication containing information pertaining to matters that are of general interest to the membership of the Association. . In exceptional circumstances, the BOD may approve the suspension or consolidation of one or more months of the publication.

a. **Advertising.** Advertising, not to exceed one-half of the total publication, may be solicited to assist in defraying the cost of publication and distribution of the publication to the membership. Rates for advertising shall be competitive as determined by the Executive Director or the Editor through study of rates for similar publications. Rates for the following year will be approved by the National BOD each year during the meeting held immediately after the annual meeting of the members and reviewed during the semiannual BOD meeting.

b. **Preparation, Publication, and Distribution.** The preparation, publication, and distribution of the publication shall be the responsibility of the National Executive Director under supervision of the National President.

**SECTION 20. INVESTMENT OF LIFETIME RESERVE FUND:** At such time as the Treasurer and his committee formulate the general budget for the year following such formulation, a figure will be determined for placement in a money market or other readily available cash account, such that funds are readily available for expenditure in accordance with the original intent of the Fund. The

remainder of the Fund will be invested in a professionally managed investment portfolio. The rules governing such investments were approved unanimously by the BOD at the 2009 AMM (unless otherwise noted) and are as follows:

a. Asset Allocation Restrictions:

- (1) Equity Assets (Stocks, Real Estate, Metals, etc.): 70% or less
- (2) Debt Assets (Bonds, Annuities, CDs, etc.): 20% or more
- (3) Cash (Money Markets, Bank Deposits, etc.): 5% or more

b. Investment Advisor Restrictions:

(1) Account must be a Wrap Account or alternatively be managed by a Registered Investment Advisor, compensated by fees vs. trades.

(2) Broker must be Series 7 licensed to sell a range of securities, to include mutual funds, stocks, bonds, metals, REITs, exchange-traded funds, etc.

(3.) Investments shall never include commodities or funds that utilize them (except investments in metals, as inflation hedges, as prescribed in a. (1) of this section above).

(4.) Investment in options shall only be employed as “hedge investments.”

(5.) The Treasurer shall operate freely within these restrictions.

(6.) The Treasurer will receive and maintain monthly Statements and make monthly reports to the EXCOM.

(7.) The Treasurer will brief the BOD at least annually, and otherwise upon request.

**SECTION 21. ASSOCIATION EXPRESSION OF APPRECIATION OR RECOGNITION OF ACHIEVEMENT:**

a. **CERTIFICATE OF APPRECIATION:** The Association headquarters will develop and maintain a certificate to provide the National President a means of recognizing a special service to the Association by distinguished persons. The certificate may be presented to Association members, non-members, or governmental/private organizations. Recipients may subsequently be awarded additional certificates. The National President may award this certificate without prior approval of the National BOD.

b. **CERTIFICATE OF ACHIEVEMENT:** The Association headquarters will develop and maintain a certificate to provide the National Headquarters a means of recognizing meritorious service to the Association by members, who have made significant contributions to the Association at the National, Regional, or Chapter levels. This certificate is of higher precedence than a Certificate of Appreciation. Award of this certificate is subject to the following provisions and conditions:

(1) The request for issuance of this certificate must be in writing, signed by a National officer, member of the National Board of Directors, Region president, or Chapter president; and must contain the specific citation to be used on the certificate. Support justification is desired but not required.

- (2) It may be awarded to any member of the Association.
- (3) Recipients may subsequently be awarded additional certificates.
- (4) The National BOD must approve the issue of this certificate.
- (5) The certificate will be a scroll and will be signed by the President of the Association.

c. **CERTIFICATE OF ACHIEVEMENT FOR ACADEMIC EXCELLENCE.** The Association headquarters will develop and maintain a certificate to allow the Association to recognize the academic achievements of Army warrant officers. Such certificates will be provided to the academic departments of service schools for presentation to all warrant officers who achieve the school's standards for excellence. The authority and responsibility to provide such certificates shall rest with the Executive Director.

**SECTION 22. CHAPTER/REGION CERTIFICATE OF APPRECIATION.** Formally organized Regions and Chapters may design and print their own certificates. However, to ensure the Association's high standards of professionalism are maintained, a copy of the certificate will be provided to and kept on file at the National Headquarters.