

- Association functions – List of Distinguished Members of the Regiment (DMOR).
- Links – Association Links to other related WEBSITES.
- Guestbook - sign-in, Member privileges, contact and reconnection service.
- Association Monthly Newsletter – *Dagwood Dispatch [DD]* [WEBSITE Copy].
- Veteran’s Help and Assistance – Articles and links to other Help related websites.
- Board to Member Announcements, voting, annual Budget and Financial Statement.
- Reports and information in direct and in direct support of the Mission as stated above.
- Pertinent information as officially directed by the Board.

To maintain on-going interest and traffic pattern new information must be gathered on a regular basis and the site must continually present a new face. Continued support of all members will help to create a world class website.

Funding for Website expenses are a budget item and must receive annual board approval.

ASSOCIATION NEWSLETTER

Dagwood Dispatches [DD] is a quality Regimental Newsletter published as the Board directs. Pertinent information is collected from the Active Duty Battalions and the 16INFRA. The DD serves the Board and Members as a primary means of communications. A version of the DD is available in PDF format. The PDF version may be found in the Members Only section of the website, this is only available to dues paying Members. The mailing of the paper copy is only available to dues paying members [PARA 2.4 (5)].

Funding for the production and mailing are budget items that must be approved annually.

3.4 FINANCIAL PLAN

The financial plan supports the Association’s mission and objectives, and more specifically, it supports approved and funded projects. The central part of the financial plan is the budget. The current year’s approved budget will be filed by the Treasurer and Secretary with the Association’s Management Plan at Appendix A. Financial activity will be recorded and reports generated using off-the-shelf accounting software, such as “Quick Books.” The Association will maintain financial activity and reports on a calendar year, cash basis. Typically, accounting software is capable of mailing lists. Thus address information received with dues payments and donations can be used to update the Association’s mailing list and member file, and provide expiration notices to recipients of the newsletter, *Dagwood Dispatches*.

The Treasurer will budget and arrange for a financial audit by a CPA during the first quarter of each year. The results of the audit will be sent to the President/Board and appear in the next issue of *Dagwood Dispatches*.

3.4.1 THE BUDGET PROCESS

Each year, not later than October 15, the Treasurer will prepare and distribute a budget worksheet to the appropriate Association staff for preparing the next year’s budget. The budget worksheet will show the previous and current year’s major expense and income accounts. Staff and committees responsible for projects requiring funding are required to prepare a budget estimate for anticipated income and expenses for their activities and projects. The completed budget worksheets will be returned to the Treasurer by November 15. The Treasurer will consolidate budget input and submit the budget to the President and Board for approval. Upon approval, the budget will be distributed to appropriate members and staff, and printed in the *Dagwood Dispatches* (Para 3.3.2).

3.4.2 FIXED ASSETS

Obtain an inventory and value assessment for the Association’s historical and museum items and artifacts. Maintain an inventory of fixed assets through an appointed custodian. The 16INFRA current assets consist of Company Guideons, National Colors, Army Colors with Battle Streamers, Division Colors with Battle Streamers, and Regimental Colors with Battle Streamers. The estimated value of the assets is \$25,000. In addition there are approximately 30 VHS videos, uniforms, photo albums, and considerable other Regimental assets. The Board will determine the most positive impact of the historical significance of the fixed assets and will make a recommendation to the 16INFRA Members. The fixed assets will be insured and stored by the 16INFRA Board, as a part of the-MISSION task noted above.

3.4.3 REPORTS

A report can be generated to show any data provided during payment of dues and donations. Reports will be made available for legitimate purposes when requested by the Board, or for other Members when approved by the President. The following reports will be issued on a recurring basis:

- * Quarterly Profit and Loss Statement
- Current financial condition report for the “annual meeting” at the reunion.
- Annual Budget Report and quarterly status reports.
- Annual Fixed Assets Report.

An inventory of assets, with the individual value, will be formalized for inclusion by the Treasurer in the Association’s worth.

3.5 PREPARATION OF THE OPERATING PROCEDURE AND STANDARDS

The primary author was Sandi Kruse (September 2007 HMOR, and 16th Infantry Regiment Webmaster team). Information was received from Gerald Griffin (out going President, Founder, Trustee, HCOR, and DMOR); Ron Saxton, (DMOR and Secretary); Ken Alderson (DMOR and Treasurer); Ron (Mack) Mackedanz (DMOR and Editor *Dagwood Dispatches*); John Marfia (September 2007 DMOR, 16th Infantry Regiment Webmaster and Website Manager); Al Herrera (DMOR); Ken Costich (DMOR); and Ed Gripkey (DMOR).

****** YOUR VOTE IS CRITICALLY NEEDED ******

16th INFANTRY REGIMENT ASSOCIATION **OPERATING PROCEDURES AND STANDARDS**

Early 2007 former President and Trustee Gerald K. Griffin asked the Association Board Members and dedicated Members to develop a formal written business document for the standardization of the operation of the 16INFRA. An informal first DRAFT was placed on-line on 1 August 2007 for a 60- day comment period and Jerry Griffin discussed the initial DRAFT at the 10 August 2007 Annual Meeting in St. Louis, MO. Input received has been incorporated onto the final document, within reason and based upon a determination of the good for all within the Association and the Members. This document is being published both in this DD edition and in the on-line edition at <http://16thinfantry-regiment.org/> All Members have an opportunity to vote either YES to accept the document, NO to decline, or to ABSTAIN. Election to accept or decline the document will be by simple majority voting (one vote greater or one vote less than half of the Members voting). Votes must be in writing via e-mail or mailed hard copy with the voting Members signed copy (for letter mail) and date. Any Member may submit specific exception proposals to the document citing the specific paragraph and exception in writing also with the Member’s signed and printed name, mailing address, date, telephone number, and e-mail address (where applicable). The Association Board Task Force will review and reply in writing within seven (7) days of receipt with a consensus opinion. Upon receipt of the review, the Member may vote as stated above. NO verbal votes or comments/proposals for exception will be accepted.

All votes and exception comments will be submitted to:

Ron Saxton, 16INFRA Secretary, 805 Yacht Club Pointe, Chapin, SC 29036

or ron.saxton@us.army.mil.

DEADLINE FOR VOTES AND/OR EXCEPTION COMMENTS IS 28 FEBRUARY 2008.

Results will be announced in the next DD copies.

OPERATING PROCEDURE AND STANDARDS

1.0 INTRODUCTION

1.1 REFERENCES

1. By Laws, 16th Infantry Regiment Association (16INFRA) dated 22 August 1990.
2. Articles of Association, 16INFRA, dated 22 August 1990.
3. US Internal Revenue Service Tax Exempt Non-profit Organization Approval IAW IRS Code 501 (c) (19) dated 4 April 1991.
 - a. Original Contact-Address: Gerald K. Griffin.
 - b. Revised Contact-Address: Ronald Saxton, Secretary, 805 Yacht Club Point, Chapin, 23036.

1.2 BACKGROUND

The 16th Infantry Regiment Association is a non-profit veteran's organization with the sole purpose to perpetuate Regimental history and heritage, sponsor and support unit Members and activities, and the Society of the First Infantry Division (1ID). Since its inception (1990), Members, Boards, and Trustees have made oral amendments and notes to develop and define the organization. Given that this is the first formal Operating Procedure and Standards in the history of the 16INFRA, these previously informal revisions are the major contributions to this Plan. The Active Duty 16th Infantry Regiment is currently divided into two battalions, the 1st Battalion (IRON RANGERS), and the 2nd Battalion (RANGERS), both part of the First Infantry Division (Big Red One), at Fort Riley, KS.

1.3 PURPOSE

These Operating Procedures and Standards will provide direction to the 16th Infantry Regiment Association.

Provide documented guidelines, procedures, and standards for conducting and managing the Association's business operations

Identify the organization, staff duties and responsibilities, and business operating procedures.

1.4 MISSION STATEMENT

To honor and perpetuate the 16th Infantry Regiment past, present and future heritage by participation and support of Military activities and functions that share a common bond.

1.5 OBJECTIVES

- * To accomplish the 16INFRA mission and all activities in the spirit of our motto (Semper Paratus), and the motto of the First Infantry Division (Duty First).
- * To provide emotional and limited economic support (when possible) to members and the active duty soldiers of the regiment as needed.
- * When battalion units are deployed, assist spouses and family members who remain at home.
- * To operate a support team for wounded soldiers and their families.
- * To assist former ex-Members of units to re-establish and maintain contact with friends.
- * To provide historical information about the Regiment – in the form of written documents, our website and other sources of historical information.
- * To continue efforts to open the 16INFRA WWI Tozar Museum in Fleville, France.
- * To continue temporary storage of 16INFRA Historical items [not at unit locations] until suitable permanent space is selected, provided, and funded in an appropriate location or museum. Board approval for the storage expense budget is required. This objective is not perpetual.
- * To continue "The Band of Brothers" as an adjunct motorcyclist unit formed with a purpose and mission to support the military and law enforcement, a direct relationship to the 16INFRA Mission. This support is not perpetual and will continue subject to Board and Member approval.

1.6 SERVICE AND SUPPORT

Members of the 16INFRA and active duty battalions of the 16th Infantry Regiment.

1.7 SOURCES OF INCOME

As a wholly non-profit organization, the 16INFRA is totally dependent on Members' dues and donations, profits from the Association's "store," and donations from other individuals and organizations in support of the 16INFRA mission and purpose. There are no paid employees. Volunteers provide all services and support activities. Specific "fund raisers" will be conducted to finance board approved projects, when needed.

1.8 WORKING HISTORY

Since its inception, the 16INFRA has served its Members, active duty Battalions, and the Society of the First Infantry Division with social, historical, cooperative, and non-political support.

The history of the regiment is documented in the book, '*Blood and Sacrifice*,' which traces the history of the 16th Infantry Regiment from the Civil War to Desert Storm. It was written by the Association's Historian, LTC Steve Clay (USA Ret.).

The 16th Infantry Regiment Association was founded in 1990 by four of its veterans. The original By-Laws and Articles of Incorporation signors were LTC John Finke (USA Ret.) (WWII), LTC Steve Ralph (USA Ret.) (WWII), COL Roger Seymour (USA Ret.) (RVN), and COL Gerald K Griffin (USA Ret.) (RVN). CPT Tom Avery (RVN) was the first member added after Association was legally established. The five Members guided the membership to almost 4000 by 1999, and later declined to about 2500 members.

Arthur Tozar, a WWII medic, kept names of WWII Regiment Members, and he took his time and paid to send birthday and anniversary cards and letters to each Member [some postage from others]. Art's dedication and interest helped retain contacts and to build our Association.

All 16INFRA Board actions of this nature shall in all ways protect Board Member privacy, and Members making the request. The Board decision by simple majority vote will be discussed by the President with the named Board Member. Appropriate recourse may range from a reminder concerning duty responsibilities and a warning against reoccurrence, to a vote by the Members for removal. The three Members making the request will be advised of the discussion between the President and the Board Member before any removal vote is conducted. Removal votes are conducted similar to Board elections (Para 2.5.1).

3.0 BUSINESS OPERATION PLANS

3.1 MEMBERSHIP

Veterans of the 16th Infantry Regiment (See Para 2.4 (8) for conflict and period eligibility), and soldiers currently serving in the 1st and 2d Battalions of the 16th Infantry Regiment may become Association Members upon submission of an official application and payment of dues. Former Members of the 16th Infantry Regiment who are current dues paying Members, may have their sons and daughters approved as Honorary Members on a limited basis, upon submission of an application, approval of the Board, and payment of dues. The Widows and children of deceased members of the Regiment may apply, and upon Board approval, will be placed in a non-payment of dues category. Limited Honorary Membership is open to members of other units with Board approval and dues payment. All active dues paying 16INFRA Members may vote for applicable actions.

All present members should actively promote the website and encourage new members to join. A yearly membership forecast will be prepared by the Membership Chair in coordination with Board Members. The Membership Chair will develop a membership drive plan for Board approval to include specific actions, budgeted funding, potential results, a forecasting method, and a measurement system to evaluate the plan. The forecast should be monitored on a semi-annual basis with revisions as appropriate to ensure that membership is being actively promoted. The Membership Chair and the 2d VP will coordinate all activities with the Secretary and Treasurer. A thank you note and a membership package will be developed by the Membership Chair for the committee to forward to all new members within one week of joining. On-line PayPal is available for dues payment. Active pursuit of all 16th Infantry Regiment Veterans, and active duty Soldiers is encouraged. Methods of solicitation will be developed by the Membership Chair, with a 30-day status report provided to the 16INFRA Board.

3.1.1 MEMBERSHIP GOALS

In September 2007, the 16INFRA has approximately 1,500 Members. Extensive membership efforts are underway to attract former Members and Active Duty soldiers of the Regiment. The appointment of a Membership Committee Chair, recruiting Members, and the provision of a budget are intended to increase membership by 10% in each year through 2010.

3.2 PROJECTS

3.2.1 PROJECT APPROVAL AND FUNDS BUDGETING

No Association funds will be approved without an approved project Action Plan. The 1st VP will accept Board direction to plan, budget, obtain approval, and conduct projects. He will report to the Board the following information. A quarterly report will be provided to the Board by the 1st VP.

Action Plan:
Project name:
Person Responsible for Execution:
Project Members:
Purpose:
Scope:
Budget:
Execution:
Lessons Learned: [minimum the closure date and the total cost].

3.2.2 PROJECT INTELLIGENCE

Project intelligence should be gathered regularly. Members are encouraged to submit ideas for new projects. Once the scope of a potential project is known and project costs determined, the project will be provided to the 1st VP for Board discussion and funding. Approved projects will be made available to all Members of the 16INFRA. Membership support will create a positive attitude within the 16INFRA and encourage Members to volunteer their services when needed.

3.3 ASSOCIATION COMMUNICATIONS

The Board will utilize multiple means to communicate with Members: publication of the 16INFRA *Dagwood Dispatches* in paper copy [on website], as often as the Board directs, Website postings, use of the INTERNET, telephone, FAX, and written correspondence. Members are encouraged to maintain communication with other Members and the Board. The 16INFRA communications net will be used to accomplish all Association formal actions—voting, budget and financial statement publication and approval, and official notices.

3.3.1 ASSOCIATION WEBSITE

The 16INFRA offers a state of the art and active informative website available to Members and visitors 24/7 and offers on-line PayPal services. The Membership only section provides a PDF version of *Dagwood Dispatch* (16INFRA newsletter), a Regimental email list, a locator service and a membership database. The WEBSITE address is: www.16thinfantry-regiment.org

3.3.1.1 WEBSITE SERVICES

- 16INFRA information is available 24 hours per day and seven days per week.
- Membership – ability to obtain Website membership, monthly and lifetime, and donations.
 - History - Documented historical information of the Regiment.
 - Hall of Honor - Data for wounded and deaths- -wars fought by the 16INFRA.
 - Association Medal of Honor and Distinguished Service Cross recipients.
 - Gallery – Pictorial history of the Regiment and entertainment.
 - Events – Notification of upcoming events.

7) **Separate Committees:** appointed by the President for the completion of specific asks.

8) **Member Era Service Positions:** appointed by the President to represent 16INFRA Members who are eligible based upon 16INFRA service during the listed period. Duties and responsibilities include [Members with service in different era units may select participation]:

16INFRA IRAQ ERA REPRESENTATIVE—with the Board and Iraq Members in an interest to best serve the Members, the Board, and recruit new Members.

16INFRA HORN OF AFRICA ERA REPRESENTATIVE—interface with the Board and Horn of Africa Members in an interest to best serve the Members, the Board, and recruit new Members.

16INFRA AFGHANISTAN ERA REPRESENTATIVE—interface with the Board and Afghanistan Members in an interest to best serve Members, Board, and recruit new Members.

16INFRA DESERT STORM ERA REPRESENTATIVE—interface with the Board and Desert Storm Members in an interest to best serve the Members, the Board, and recruit new Members.

16INFRA SOMALIA ERA REPRESENTATIVE—interface with the Board and Somalia Members in an interest to best serve Members, Board, and recruit new Members.

16INFRA COLD WAR REPRESENTATIVE—interface with the Board and Cold War Members in an interest to best serve the members, the Board, and recruit Members [includes service in Germany and throughout Europe, and in other Forward Deployed 16INF locations].

16INFRA PANAMA ERA REPRESENTATIVE—interface with the Board and Panama Members in an interest to best serve Members, Board, and recruit new Members.

16INFRA SANTA DOMINGO ERA REPRESENTATIVE—interface with the Board and Santa Domingo Members in an interest to best serve Members, Board, and recruit new Members.

16INFRA WWII ERA REPRESENTATIVE—interface with the Board and WWII Members in an interest to best serve Members, Board, and recruit new Members.

16INFRA KOREA ERA REPRESENTATIVE—interface with the Board and Korean Members in an interest to best serve Members, Board, and recruit new Members.

2.4.1 HONORARY COLONEL OF THE REGIMENT PROGRAM (HCOR)

The 16INFRA HCOR Program serves as the most visible part of the Association through the selection and investiture of Distinguished Members of the Regiment (DMOR), and The Honorary Members of the Regiment (HMOR). The 16INFRA has no responsibility for the HCOR Program, which is the sole responsibility of the 16th Infantry Regiment HCOR, and is conducted in accordance with AR 600-82, The Regimental System. The HCOR will select and receive approval of the Honorary Sergeant Major of the Regiment (HSGMOR).

The HCOR serves as a Non-Voting Member of the 16INFRA Board. Any 16INFRA DMOR or HMOR may submit nominations for DMOR and HMOR to the HCOR for approval. It is the sole responsibility of the HCOR to select the annual DMOR and HMOR based on the service criteria he determines. The HCOR will arrange for, and conduct all aspects of the annual DMOR-HMOR investiture ceremony. The Program will generate donations for all necessary funds to accomplish Program mission and goals. No 16INFRA funds will be authorized for use by the HCOR Program.

2.4.2 ASSOCIATION TRUSTEES

Gerald K. Griffin remained the sole surviving Founder, Trustee, President, DMOR, and HCOR. Dennis Morehead, DMOR and Association ex-President was later named a Trustee. Both Trustees have resigned after dedicating 19 years to the development and continued success of the 16INFRA. The Board profits from the knowledge and experience of the founders to direct the future of the 16INFRA. Trustees may remain as non-voting Trustee Emeritus Members of the Board. The 16INFRA continues to achieve the intent of the four founders by adding management refinements to perpetuate the success under previous leadership. .

2.5 BOARD MEMBER ELECTIONS AND INDIVIDUAL REPLACEMENTS

2.5.1 ELECTIONS

Elections for the 16INFRA President, 1st VP, 2d VP, Secretary, and Treasurer will be completed at a time and location the Board directs. The President has the principal role in the Board election process: will request Member nominees who are willing to serve; will make every effort to obtain multiple position nominations; will interview nominees to be certain they are aware of their duties and responsibilities, and capable of active performance; and will make nominee proposals to the Board for selection. Following a simple majority vote approval by the Board, the President will refer the nominee slate to the Members. The formal election location, date, and means, and vote by the Members, will be determined by the President [optimally at the annual reunion, on the WEBSITE and using the DD] [See Communications Paragraph3.3].

2.5.2 INDIVIDUAL BOARD MEMBER REPLACEMENTS

The President shall exercise authority to appoint Board Members as required using the set succession plan (Para 2.1.1), or from Members who will serve until the next election.

2.6 BOARD MEMBER REMOVAL

All 16INFRA Members reserve the right to recommend removal of any of the President, 1st VP, 2d VP, Secretary, and Treasurer they believe are not performing in an appropriate manner. Such recommendation will occur under extreme circumstances where the requirement is for the good of the 16INFRA, and most obvious to Members. Upon receipt of a written request from three Members who are in good standing, who seek removal of a Board Member, the Board will review the request.

The 16INFRA was the first unit in the First Infantry Division to have its own hospitality suite (CP) at the annual reunions and the Division Officers' Dinner – which established precedent and set the standard for other units to follow.

1.9 MAINTENANCE OF THE OPERATING PROCEDURE AND STANDARDS

1.9.1 CHANGES

Any members in good standing can recommend changing these Operating Procedure and Standards. The change (addition, deletion, or other modifications) must be submitted to the Secretary in writing by three Members and it must include the following:

- * Cite the portion or area for change.
- * Reasons for requesting the change.
- * Proposed "new" wording.

If the recommendation is general in nature, the Secretary will send the recommendation directly to the Board for action (review, discussion, and vote). If the change involves a specialized area such as the newsletter, merchandise sales, financial, etc, the Secretary will send the recommendation to the person responsible for that particular area for comments before sending it to the Board.

The Board can take the following actions:

- * Approve, or approve with modifications.

- * Disapprove, in which case, the Member submitting the recommended change will be provided with the Board's reason for not adopting the change. Vote to put the issue (recommended change) out to full membership vote.

1.9.2 POSTING AND MAINTENANCE OPERATING PROCEDURE AND STANDARDS

This is a living document, and changes will be posted and maintained in a secure location. The Secretary is tasked with the responsibility to maintain the original—Official—up to date—copy of the OPERATING PROCEDURE AND STANDARDS.

1.9.2.1 DISTRIBUTION

The Secretary will provide one copy of the **OPERATING PROCEDURE AND STANDARDS** to the President, 1st VP, 2d VP, Treasurer, and all other service provider members appointed by the President. Members who have an interest may contact the Secretary to purchase a copy for a reasonable fee.

2.0 ORGANIZATIONAL STRUCTURE, ROLES AND RESPONSIBILITIES

2.1 BOARD ORGANIZATION

President: [elected-voting member].
1st Vice President: [elected-voting member].
2d Vice President: [elected-voting member].
Secretary: [elected-voting member].
Treasurer: [elected-voting member].
CDR and CSM, 1-16 Infantry: [non-voting members].
CDR and CSM, 2-16 Infantry: [non voting members].
Multiple non voting support leaders appointed by the President

2.1.1 SUCCESSION PLAN

Board Members will assume the next higher position as an opening is created (1st and 2d VP and Secretary). The President may appoint interim Board Members to serve until the next 16INFRA election; however, See Para. 2.1.2 RE multiple vacancies. The Treasurer will remain until replaced.

2.1.2 APPOINTMENT OF INTERIM LEADERSHIP TASK FORCE

Upon the resignation or absence of multiple Board Members, the senior Board Member will accept responsibility to establish an Association Task Force with leadership authority in lieu of appointing new Board members until the next scheduled election. In October 2007, the senior Board Member is the Secretary and the positions of President, 1st VP, and 2d VP have been vacated.

The Senior remaining Board Member will appoint an interim Association Leadership Task Force consisting of elected Board Members and the remainder from Members at-large.

2.2 VOTING BOARD MEMBER DUTIES AND RESPONSIBILITIES

1) President:

The president is elected by the 16INFRA Members and serves a term of three years, or until his successor has been duly elected. The President leads 16NFRA activities, and duties include serving as the primary 16INFRA representative and contact:

- Shall preside over general and executive meetings.
- Shall initiate programs to further 16INFRA aims and goals.
- Shall retain authority to make all official contacts with outside agencies and organizations.
- Shall oversee operations of the 16INFRA and Board functions.
- ** Shall delegate duties to Board Members and selects and directs non-voting Board Members.
- ** Shall consult with the Treasurer and Board to prepare, approve, and publish the annual Budget, and Financial Statement, and as required to approve additional expenditures.
- ** Shall serve the primary role to conduct 16INFRA Board elections IAW Paragraph 2.5.1. Shall fill vacancies by appointment [Paragraph 2.5.2] until the next annual meeting. [Distance between Board members dictates consideration of INTERNET capabilities.

While not a mandatory factor lack of the INTERNET has limited performance].

- ** Shall conduct 16INFRA actions RE Board Member removal IAW Paragraph 2.6.
- Shall keep all 16INFRA Board members informed of contract obligation and proposed expenditures. Appoints committees and provides necessary guidance to ensure compliance IAW the Constitution and By-Laws.

2) First Vice-President:

The 1st Vice President is elected by 16INFRA Members, serves a three year term or until his successor has been duly elected, and be prepared to replace the President if needed.

First Vice Presidential duties include:

Shall act as the President in case of the latter's absence or inability to represent to represent the 16INFRA.

- Shall perform duties as the President may direct.
- Shall interact with all board members and 16INFRA Members to increase membership.
- Shall monitor all on-going and projected 16INFRA programs, events and activities – to advise the Board on a quarterly basis [as directed in Paragraph 3.2.1]. Shall coordinate directly with the President on a frequent basis to serve as a direct and formal communications link between all board members. Updated Project Situation Reports will be provided to the Board as needed (minimum-quarterly).

3) Second Vice President:

The 2d VP is elected by 16INFRA Members, serves a term of three years or until his successor has been duly elected, and be prepared to replace the 1st VP if needed.

Second Vice Presidential duties include:

- Shall be directly responsible to the board and the 16INFRA for membership coordination and follow-up actions.
- Shall coordinate the recruiting responsibilities with the Treasurer, Secretary, DD Editor, and the Membership Committee Chair and Members selected or appointed. Recruiting and membership service response activities will be primary areas.
- Shall coordinate with the Treasurer and Membership Committee Chair to have a membership budget approved by the Board.
- Shall serve as primary INTERNET communications link within the board – President, 1st VP, Treasurer, and Secretary) – and – as required with the lower tier board members RE all appropriate activities and recruiting activities and needs.
- Shall serve in the role as the 16INFRA "memory" and continuity.
- Shall perform 16INFRA duties as the President may direct.

4) Secretary:

The Secretary is elected by 16INFRA Members and serves a term of three years, or until his successor has been duly elected, and be prepared to serve as the 2d VP, or as the President directs.

Secretarial duties include:

- Shall maintain a database of names and addresses of all 16INFRA members past and present in co-ordination with the Treasurer, 2nd VP, and Membership Committee Chair (16INFRA gains and losses report).
- Shall serve in a direct co ordination role with the 2nd VP, Treasurer, (see duties and responsibilities defined for the Treasurer and 2nd VP), and the Membership Committee Chair for membership accounting, growth development actions, and welcoming new Members.
- Shall initiate 16INFRA correspondence as directed by the President or as needed to coordinate on-going areas of interest to the membership.
- Shall perform other duties, of a significant nature, as may be assigned by the President, for the good of the 16INFRA and Members.
- Shall serve as the meeting recording officer at all meetings, shall publish the minutes, and provide safe storage in the official 16INFRA file.

5) Treasurer

The Treasurer is elected by the Membership and serves a term of three years, or until his successor is duly elected. The Treasurer's duties involve, in large part, the duties and responsibilities of a Chief Financial Officer, such as complying with requirements of the IRS Tax Exempt Status 501 (c) (19), managing Association assets, and ensuring appropriate and adequate accounting of all Association funds.

Specific duties include:

- Shall as custodian of Association funds, receive, safeguard, record, and deposit dues and donations received through the mail.
- Shall use acceptable accounting procedures in all financial transactions (safeguarding funds, making appropriate bookkeeping entries, establishing an adequate chart of accounts, requiring proof of delivery or appropriate approval before paying for goods or services or making grants/donations, making timely payments, keeping adequate records, etc).
- Shall advise the Board of cost-saving measures and interest bearing options for Association funds.
- Shall obtain Board approval before depositing funds in a money market, CD, or any account besides the Association's checking account.
- Shall provide names and addresses of dues payments received from sources other than PayPal on a monthly basis.
- Shall provide technical guidance and supervision of all "money handling" activities such as Quartermaster and "CP" activities.
- Shall arrange for and coordinate an annual financial audit by a CPA.
- Shall coordinate the preparation and submission of the annual budget.
- Shall provide financial information (Profit and Loss Statement, Budget, Audit results, etc) for publication in the Dagwood Dispatches.
- Shall provide periodic reports to the Board on the Association's financial condition, as needed or as directed.
- Shall update the membership database on the website on a monthly basis so that the President, Secretary, DD, and Webmaster have access to the latest membership information at all times.
- Shall record all membership payment data received from all sources including the on-line payment system (paypal) and update the membership database accordingly.

2.3 NON VOTING BOARD MEMBERS

The active duty Battalion Commander and Command Sergeant Major will serve in a non-voting role to assist and guide the Board as applicable.

2.4 NON VOTING SUPPORT MEMBERS

Support leaders of the 16INFRA are appointed by the President and serve at his pleasure.

1) Membership Committee Chair.

Membership Committee Chair Duties include:

- Shall coordinate recruiting of new Members and retention of old Members with the Secretary, 2nd VP, and the Treasurer (mean not limited to the following): establishment of the Board approved budget, recruiting goals and methods, all intended to establish an aggressive 16INFRA recruiting effort.
- Shall maintain an active communications link (phone, mail and INTERNET) with the Board and Members, in order to solicit ideas, and be responsive for recruiting.
- Shall take actions to welcome new members within 10 days of receipt of dues payment [coordinate with Secretary and Treasurer].

2) Reunion Coordinators:

- Shall coordinate any and all aspects of activities at which the members of the 16INFRA are represented, to include but not limited to the Annual Officer's Dinner and the annual membership meeting held in conjunction with the Division Annual Meeting.
- Budgets for CP expenses and sales.
- Meets with the President (teleconference if personal meetings are not practical) six, three and one month out to plan and coordinate annual reunion and CP activities and issues.
- Provide Treasurer with timely invoices and receipts for payment by check or petty cash.
- Account for any leftover/unused goods or beverages.

3) Historian-Archivist:

Historian-Archivist Duties Include:

- Shall complete and maintain the historical record of the activities of the 16INFRA and of the Regiments active duty battalions.
- Shall receive guidance from the President.

4) Webmaster

The Webmaster Duties include:

- * Shall maintain and control the on-line portal software (DNN).
- * Shall maintain and control the interface of PayPal function with the Association's website.
- * Shall have password access to every aspect of the website.
- Shall coordinate with the Board, HCOR, and 16INFRA Members to create website updates.
- Shall maintain the dues paying members log-in list.
- Shall maintain the website and receive guidance from the President regarding technical direction and function of the website.
- Shall coordinate with the Treasurer to ensure that PayPal customer payment data is received to the extent and limitations of the software package.
- Shall administer the technical operation of the website inclusive of any add-on components that form an integral part of the website.
- Shall endeavor to provide services as requested by the board to the extent and limitations of the software packages.
- Shall coordinate with the Treasurer to budget for the website operations expenses.
- Shall provide technical guidance and assistance to any members requiring help.
- Shall receive requested information within a timely manner and post the information on the website as required within seven (7) business days. Posting of sensitive data shall require guidance from the President.

At a future date should 16INFRA choose to subcontract Website services to an outside Website provider, 16INFRA would enter into a separate contract with the Web contractor. If such were the case the terms and conditions of the said contract would over-ride the stated Webmaster duties.

5) Editor of the *Dagwood Dispatches* [DD]:

The Editor of Dagwood Dispatches Duties include:

- Shall collect pertinent information from Active Duty Battalions and 16INFRA, and publish meeting the highest standards of integrity, appropriateness, and non-political nature as the 16INFRA newsletter.
- Submit any article received for publication which might not be in good taste or contrary to the Associations standards to the Board for approval before publishing.
- Shall publish the DD on a regular basis as directed by the Board.
- Shall coordinate with the Treasurer to budget for printing and mailing costs.

6) Quartermaster

The Quartermaster is appointed by the President to serve at his discretion to manage and direct sales of 16INFRA items. Direct coordination will be accomplished with the Treasurer and webmaster to institute the PAYPAL system methodology for payment, to post an appropriate listing of all sales items that is available in the DD, and other areas where sales may be generated, and to accurately account for income and expenses.

- Shall provide monthly inventory, sales, and purchases to the Treasurer. Provide invoices of purchases to the Treasurer for payment.
- Shall budget for income and expenses from sales.
- Purchases merchandise directly for resale.
- Submits invoices for purchases to the Treasurer for payment.
- Submits sales receipts (cash, checks, money orders) to the Treasurer at least monthly.
- Maintains an inventory of all items.
- Gets approval from the Board before purchasing/introducing new items.
- Accounts for and safeguards merchandise and receipts while in the Quartermaster's possession.