



International Submariner's Association  
United States of America

## **Operations Manual**

## **Purpose and Background**

The International Submariner's Association traces back to 1962 when a small group of European World War II submarine veterans from 2 or 3 countries got together for a few days and truly enjoyed the camaraderie and decided to hold another meeting. These annual meetings have continued since then. The ISA-USA was initially formed in 1987, with the all of the early members being Submarine Veterans of WW II. The initial purpose of the organization was to join in with various European countries that had formed similar organizations for the sole purpose of holding informal annual social meetings at a predetermined country. In November 2006 the ISA-USA membership was approximately 300 members. In November 2009 the membership was approximately 600 members, with a considerable likelihood of doubling again in the next three years. The Executive Board has decided that a more formal mode of operating our organization will enhance the membership experience for all ISA-USA members. This Operations Manual is intended to give some guidance to the elected and appointed officers of the ISA-USA.

This Operations Manual is intended to be a living document, with changes to it occurring on an as needed basis.

## **Organizational Structure**

The ISA-USA leadership consists of three components:

1. An Elected Executive Board, consisting of a President, Vice President, Secretary, Treasurer and Member at Large.
2. An appointed Board of Advisors, initially consisting of one person with the option of increasing the number of advisors to three. It is currently anticipated that the Board of Advisors will include one or more ISA-USA Past Presidents
3. An appointed roster of support positions, currently consisting of the following:
  - Standby Member at Large
  - Point of Contact (POC) – Optional for the President
  - Historian
  - Storekeeper
  - Chaplain
  - Membership Chairman
  - Editor - Newsletter
  - Web Master
  - Chairman - Nomination Committee
  - Annual ISA Convention Coordinator

- Veterans Affairs Advisors

## **ISA Annual Conventions**

The purpose of the ISA is to meet annually at a predetermined country for two purposes: 1) To remember and to pay tribute to those submariners, from all countries, who are on eternal patrol and 2) To socialize and foster goodwill toward all countries with submariners, including active duty, veterans and those with a strong interest in submarines by participating in the ISA experience.

It is logical and reasonable to assume that anyone who desires to participate in the leadership of the ISA-USA will make every attempt to attend these annual international conventions. Anyone desiring to run for the position of President should have attended, as a minimum, more than one ISA convention. Anyone desiring to run for any other elected position should have attended at least one ISA convention. Each elected person should make every effort to attend ISA conventions while in their elected office.

## **ISA-USA Executive Board Requirements**

The ISA-USA membership consists primarily of U. S. Navy Qualified Submarine Veterans; however the membership requirements do not mandate being qualified in submarines. We have spouses and children of submariners. We also have foreign members of the ISA-USA. This broader membership makes for a dynamic and interesting mixture, thereby adding to the overall experience. This having been said, in order to assure that the organization maintains focus on submariners, at all times the President, Vice President, Member at Large and Stand By MAL must be members in good standing and also must be Qualified in U. S. Submarines. The Secretary and the Treasurer do not have to be Qualified in Submarines, but they do need to be members in good standing.

## **Duties and Responsibilities of the Executive Board– Background**

The ISA-USA founding fathers formed an organization that has survived for 23 years and is growing. As a result of our founding fathers, our organization is well recognized and respected within the ISA worldwide. The initial group of founders made significant investments of time and energy. This group was a close knit group and this same group basically led the organization for most of the first 20 years. They would rotate the responsibilities every couple years, but, generally, the same group maintained leadership. As always happens, time takes its toll and many of those initial leaders are now on their eternal patrols.

Virtually all of the operations and procedures were passed on to each new leadership group using the “Tribal Knowledge” approach, through discussion, conversation. This approach works fine in periods of little change. In the past three years, we have doubled in size and we could double again over the next three years. There is much happening and a more organized approach seems reasonable at this time.

### **Duties and Responsibilities of the Executive Board**

The purpose of this section is not to legislate or mandate activities of the officers of ISA-USA, but rather to suggest a means of managing our organization in an organized and consistent manner. It is a certainty that every new administration will operate differently, reflecting the personalities of that group of leaders and the desires of the membership. This Operations Manual is intended as an aid toward that goal.

It should be pointed out that each position on the Executive Board will have their separate responsibilities, but all have equal fiduciary responsibilities to the organization. Each is equally responsible for pursuing good decision making. This includes the exchanging of ideas and opinions with others on the Executive Board when pursuing some decision. As has been said before, we are an organization of military people, but we are not a military organization. Every person’s opinions are valuable and no person’s opinion’s override the groups. Any decision that causes a financial obligation of greater than \$500.00 must be first approved by the majority of the Executive Board. All decisions must pass with a majority of the Executive Boards approval.

### **President**

The President shall be the Chief Executive Officer of ISA-USA and shall have general control and management of its assets and affairs. He shall preside at all meetings of the Board and he shall perform all duties incident to the office of President. Further, he shall:

- Appoint Heads of Committees in and for ISA-USA whose appointment is not regularly provided for within the by-laws and shall be a member ex-officio of all committees.
- Appoint Advisor(s) to the Board of Advisors, if positions are open.
- Checks which exceed \$ 500.00 or are drawn to an Officer of ISA-USA shall require review and approval of three members of the ISA-USA Executive Board.
- Develop a Vision Statement (Strategic Plan or Action Plan, i.e. an outline of his administration’s goals) within the first quarter of taking office at which time this Vision Statement or strategic plan will be reviewed with the Board of Directors.

He shall then communicate the reviewed Vision Statement or Strategic Plan to the entire membership of ISA-USA in the first newsletter of the current term. The Vision Statement or Strategic Plan shall be reviewed with the Executive Board every six months by conference call, or at scheduled meeting, for the purpose of reviewing the progress of the goals and objectives set forth in the plan.

- It is recommended that the President be the Point of Contact (POC) for the ISA-USA, except he may delegate this function to an appropriate member. All global (broad) communications to members must come from the President, even if delegated to a support member.
- Within the first quarter of assuming the duties of President, he shall contact the National Commander of the USSVI, the President of the Naval Submarine League and establish contact with the heads of delegations of all ISA countries. The purpose of these contacts is to establish firm lines of communications between the ISA-USA and all of these key organizations.
- The President is advised to be aware of the checks being issued by the Treasurer (both quantity and amounts) and if or when that volume reaches a level that the Executive Board feels is appropriate, the Board should implement a check counter signing (two signatures) policy, for the protection of the Treasurer and for the implementation of good internal controls.

### **Vice President**

Except as specifically limited by vote of the Executive Board, the Vice President shall perform the duties and have the powers of the President during his absence or disability. Any Vice President shall also perform such other duties as may be delegated to him by the President.

In addition, the Vice President shall:

- Maintain a regular line of communication with the President, at least monthly. This monthly communication should include who, what, where, when, why and how for every activity currently on-going. This should be done at a high level as an overview. The communication is intended to go in both directions from and to the President and from and to the Vice President.
- The Vice President shall at all times maintain a position of readiness to assume the responsibilities of the President.

- Shall serve as The Program Director; assist the President in selecting committee chairman, coordinate and direct all Committees and Programs designated by the President or requested by the Board of Directors. These Programs shall include, but not limited to, Stores, Web Site, Chaplain and chaplain activities, Membership development, ISA convention attendance and Membership recognition.

## **Secretary**

The Secretary shall prepare and maintain a record of the minutes of the proceedings of all meetings of the Executive Board and the members and of the ISA-USA. The Secretary shall issue all notices required by law or by the ISA-USA Bylaws. He or she shall have the custody of the seal and all books, records and papers of the ISA-USA, except as shall be in the charge of the Treasurer or of some other person authorized to have custody and possession thereof by a resolution of the Board, and shall discharge all other duties required of such officer by law or delegated to him or her from time to time by the Board or as are incident to the office of Secretary.

In addition, the Secretary shall:

- Coordinate with the Treasurer to maintain an up to date accurate record of all ISA-USA members and membership including type of membership (annual / Life) full name, address, phone number, e-mail address, spouse's name, boat qualified on, year qualified, country, language member and members spouse speak. The Secretary may also maintain a record of any and all ISA conventions each member has attended. This list of detail is not intended to limit data the Secretary may maintain in order to better operate the organization.
- Notify the President of the death of any member or member's immediate family and coordinate with the Chaplain that a proper condolence card or message is sent to the member's family.
- The Secretary shall coordinate with the Treasurer on each and every new member added, to assure that the new member has paid the appropriate dues for their selected type of membership. This coordination shall also include the annual billing for the annual dues for Annual Members.
- The Secretary shall report on membership levels to the Executive Board at least semi-annually
- The Secretary shall maintain an e-mail list of all members for mass e-mails to the membership for annual News Letters and or other needs for communications to

the membership. This e-mail list shall be routinely coordinated with the POC to assure currency, completeness and accuracy.

- The Secretary shall also maintain a list of addresses for those members who do not have e-mail addresses.
- Attend all meetings and conference call meetings and be prepared to vote on any issue that is brought before the ISA-USA organization

## **Treasurer**

The Treasurer shall have charge and custody of and be responsible for all funds and securities of the ISA-USA, keep full and accurate accounts of receipts and disbursements and financial books belonging to the ISA-USA, deposit all monies and valuable effects in the name and to the credit of the ISA-USA in depositories designated by the Board, and he or she shall discharge all other duties required of such officer by law or delegated to him or her from time to time by the Board or as are incident to the office of the Treasurer.

In addition, the Treasurer shall:

- Maintain a bookkeeping system showing all financial transactions, including incoming funds and disbursements.
- Prepare financial reports for the Executive Board on a semi-annual basis and be prepared to have these reports available for the semi-annual meetings. After the Executive Board review, prepare the membership report for the membership meetings. This reporting shall include an Income and Expense statement as well as a Cash Flow statement. These statements shall be prepared on a cash basis and may be prepared in a simplified manner, unless reasonably requested to be enhanced by the President.
- Make recommendations to the Executive Board as to the monies to be maintained in the checking accounts and how any extra monies might be invested in income producing accounts such as CD's, Bonds, etc.
- Have all books, records and bank accounts in review-able condition in the event the President elects to ask for an independent review of the treasury activity.
- Attend all meetings and conference call meetings and be prepared to vote on any issue that is brought before the ISA-USA organization
- The Treasurer shall maintain close communication with the Secretary regarding funds received from any and all members. The Secretary shall record dues paid

by members and the Treasurer shall assure with the Secretary that the funds are properly assigned to the appropriate member and reason for the cash receipt.

### **Member at Large**

The Member-at-Large (MAL) shall understand that the his position is that of stepping into any Executive Board position that may become vacant for any reason and the assumption of those duties will be immediate. Therefore the MAL will have to be involved in all aspects of the ISA-USA meetings, conference calls, special events, and ISA conventions around the world. The MAL should make every effort to maintain contacts with the various parties that the Executive Board has established.

In addition, the Member at Large (MAL) shall:

- Be prepared to accept any reasonable duties the President assigns the MAL in the conduct of the ISA-USA business.
- Coordinate the between the newsletter editor and the Executive Board for the preparation of the semi-annual newsletter. By assuming these duties the MAL will become more aware of the other positions he or she may be asked to assume in the event one of the positions becomes vacant.
- Attend all meetings and conference calls and be prepared to vote on any issue that is brought before the ISA-USA organization.
- Assist the Program Director / Vice President with the management of all Committees, events and Programs and reporting process designated by the ISA-USA President or Executive Board.

### **Stand By Member at Large**

The Stand-by Member-at-Large is a non-voting member of the Executive Board. He shall be qualified in submarines and maintain familiarity of all the offices of ISA-USA and stay current with the business of ISA-USA. He is not required to attend Executive Board meetings but attendance is strongly encouraged.

Additionally, he shall accept and be willing to step into the office of Member-at Large in the event that office becomes vacant. Additionally he is strongly recommended to be of assistance to the President or the Executive Board members in whatever way they may ask for assistance.

## **Board of Advisors**

### **Purpose**

*“More important than the quest for certainty is the quest for clarity”  
Francois Gautier*

A board of advisors is a small group of people which meets periodically to offer advice and direction to an organization. Members of the board of advisors do not bear legal responsibilities for the organization’s actions. Generally, this group should include at least one Past President. All must be members in good standing of ISA-USA.

The Advisors shall serve as statesmen consultants to the President and the ISA-USA Executive Board. They shall be qualified in submarines. The Advisors are not members of the Board of Directors but are encouraged to attend Executive Board meetings to provide expert experience and guidance.

In addition, they shall:

- Review the annual financial report and make recommendations to the ISA-USA President and Executive Board.
- Serve as the hearing officer(s) in case of hearings and / or investigations of any matters of dispute or interest to ISA-USA.
- Will make an effort to attend the annual ISA convention.
- Serve a term of between a minimum of three and a maximum of five years.