

NAVY COMMUNITY SERVICE GUIDEBOOK



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TABLE OF CONTENTS

CHAPTER	PAGE
Preface	vii
Executive Summary	viii
Section 1: Introduction to the Navy Community Service Program	1 – 1
Community Service Program Goal and Objectives	1 – 1
Community Service Program Background	1 – 1
Navy Community Service Program Overview	1 – 3
Section 2: Program Management Responsibilities	2 – 1
Deputy Chief of Naval Operations	2 – 1
Flagship Sponsors	2 – 2
Fleet Commanders	2 – 3
Geographic/Regional Area Coordinators	2 – 4
Commanding Officers, Unit Commanders and Officers in Charge	2 – 7
Local Area Coordinators	2 – 8
Command Volunteer Coordinators	2 – 12
Section 3: Implementation of the Navy Community Service Program	3 – 1
Communication Strategies	3 – 7
Communication Tools	3 – 8
Decision to Pursue Flagship Partnerships	3 – 13
Contact with Potential Flagship Partners	3 – 13
Task Forces and Committees	3 – 14
Command Role in a Flagship Partnership	3 – 15
Command Coordinator Turnover File	3 – 16

Section 4: Navy Volunteers	4 – 1
General Guidelines	4 – 1
Recruiting Volunteers	4 – 2
Volunteer Reviewing	4 – 5
Volunteer Orientation and Training	4 – 21
Volunteer Training	4 – 24
Volunteer Feedback	4 – 25
Section 5: Risk Management Issues Associated with Commitment of Navy Resources: What’s Legal, What’s Not	5 – 1
Personnel Resources	5 – 1
In-Kind Donations	5 – 4
Financial Resources	5 – 7
Special Navy Support	5 – 9
Section 6: Flagship Partnerships	6 – 1
Flagship Partnership Agreements	6 – 1
Formal Kickoff Event	6 – 4
Flagship Partnerships	6 – 5
Flagship Partnership Activities	6 – 9
Section 7: Navy Volunteer Recognition	7 – 1
Volunteers	7 – 1
Volunteer Recognition	7 – 2
Other Command Recognition Activity Ideas	7 – 13
Section 8: Program Monitoring and Evaluation	8 – 1
Accountability	8 – 1
Community Service Evaluation	8 – 1

Navy Partnerships	8 – 2
Measurable Objectives	8 – 2
Procedures for Conducting an Evaluation	8 – 3
Evaluation Results	8 – 3
Determining and Resolving Program Obstacles	8 – 4
Terminating Flagship Partnership Activities	8 – 5
Section 9: Flagship Successes	9 – 1
Success Stories and Lessons Learned	9 – 1
Media Coverage	9 – 2
Section 10: Frequently Asked Questions: Navy Community Service Program	10 – 1
Personal Excellence Partnership Flagship	10 – 1
Health Safety and Fitness Flagship	10 – 3
Environmental Stewardship Flagship	10 – 4
Campaign Drug Free Flagship	10 – 5
Project Good Neighbor Flagship	10 – 6
Appendix A: References	A – 1
Enclosure (1): Instructions and Guidance Pertaining to the Navy Community Service Program	A – 1
Enclosure (2): Donating Excess Computer Equipment to Schools and Nonprofit Organizations	A – 4
Enclosure (3): Partnerships Between Defense Laboratories and Educational Institutions	A – 6
Enclosure (4): Standard Property Loan Agreement	A – 7
Appendix B: Glossary	B – 1

Appendix C: Navy Community Service Program Projects and Ideas	C – 1
Programs	C – 1
Projects & Ideas	C – 6
Summer Ideas	C – 8
Deployment Ideas	C – 8
Appendix D: Navy Resources	D – 1
Appendix E: Calendar of Significant Events for a Program Year	E – 1

PREFACE

The Navy Community Service Guidebook is a resource to assist Navy commands in planning, developing, and implementing the Navy Community Service Program (NCSP). This document encourages Navy commands to promote volunteerism and community service. The NCSP targets issues related to education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. Navy commands are encouraged to establish community service partnerships.

The purpose of this book is:

- To assist coordinators who are new to community service partnerships to develop, implement, manage, and evaluate efforts based on methods found to be useful throughout the Navy, and
- To assist experienced coordinators to expand community service partnerships and programs.

The Navy Community Service Guidebook issued XX MAR XX takes the place of the Navy Community Service Program – Reference Guidebook (NAVPERS 15604D) and supersedes any and all other draft revisions that may have been disseminated.

NAVY COMMUNITY SERVICE PROGRAM EXECUTIVE SUMMARY

It is the Navy's policy to promote a joint Navy and community effort to assist in the education and enrichment of America's youth and communities and in revitalizing citizenry.

Navy civilian and military volunteers will strive to improve education as well as the quality of life in communities. Volunteers are highly encouraged to join with other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and Government agencies in developing a collective vision of community needs and commitment to share responsibilities and resources required to address them. Five Flagship areas serve to strengthen youth and communities. These Flagship areas are titled:

The Navy Community Service Program targets issues related to education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.



Personal Excellence Partnership. Develops American youth in the areas of education and civic responsibility. Volunteers tutor, mentor, provide technical expertise and serve as role models. Project goals include improving scholastic achievement, social and life skills, and providing vocational guidance.

Health, Safety and Fitness. Promotes healthy, safe and fit lifestyles for youth and adults through a variety of initiatives, including athletic events, health and safety awareness activities and programs, nutrition, hygiene, youth violence prevention programs, and recreational programs such as Special Olympics.



Environmental Stewardship. Encourages commands to join efforts with local communities on environmental and energy initiatives, and the preservation, protection, restoration and enhancement of the environment. Activities include developing youth environmental stewardship awareness, teaching environmental values and energy efficient habits, enhancing environmental and energy science curricula of schools, implementing recycling programs, and organizing or participating in environmental clean-up efforts.

Campaign Drug Free. Encourages Navy commands to promote drug demand reduction programs to schools, organizations, and communities to address youth on the dangers of drug abuse and the importance of being drug free. This program reports on all outreach demand reduction activities and sponsors a specific Campaign Drug Free curriculum.



Project Good Neighbor. Provides an avenue for volunteers to contribute to improved quality of life in their communities year-round. Navy volunteers support food drives, repairs/renovations of shelters and homes, and other initiatives that assist struggling individuals, families and communities. This project generates hope and helps others help themselves.

SECTION 1

INTRODUCTION TO THE NAVY COMMUNITY SERVICE PROGRAM

Community Service Program Goal and Objectives

The Navy Community Service Program (NCSP) promotes volunteerism and community service to assist in the education and enrichment of the nation's youth and communities and in revitalizing citizenry.

The Community Service efforts of the Navy focus on:

- Promoting a joint Navy and community partnership,
- Improving education as well as the quality of life in communities, and
- Developing a collective vision of community needs and commitment to share responsibilities and resources in a partnership with other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and Government agencies.

Community Service Program Background

In November 1992, the Navy Community Service Program (NCSP) was developed to support national youth education goals and a globally competitive America. Building on the success of the Personal Excellence Partnership (PEP) and community outreach programs, the NCSP expands the role of the Navy by encouraging community service projects and partnerships that strengthen the academic and personal growth of youth and improve quality of life in communities.

The NCSP corresponds to the Partnership with Schools Program of November 1989 (Public Law 101-165, sec. 9111) which authorizes the military services to coordinate with government agencies, civic and social service organizations, and representatives of business and labor to perform community service and develop volunteer programs.

The Civilian-Military Cooperative Action Program, passed by the United States Congress in 1992 and repealed under Public Law 104-106 in February 1996, resulted in a directive from the Secretary of Defense that encouraged the armed forces to support civilian efforts addressing domestic deficiencies. The Civilian-Military Cooperative Action Program focused on six objectives:

1. Enhancing individual and unit training and morale in the armed forces through meaningful community involvement.
2. Encouraging cooperation between civilian and military sectors of society in addressing domestic needs.
3. Advancing equal opportunity.
4. Enriching the civilian economy through education, training, and transfer of technological advances.
5. Improving environmental, economic, and social conditions.

6. Providing opportunities for disadvantaged citizens.

Executive Order 12820 - Facilitating Federal Employee Participation in Community Service Activities. It encourages federal employees, including members of the armed forces, “to participate voluntarily in direct and consequential community service.” To facilitate its implementation, the Office of Personnel Management provided policy guidance to encourage federal employee volunteerism by establishing flexible work-hours and volunteer recognition programs.

The Navy has implemented the NCSP as a way to develop quality Sailors; reinforce the Navy Core Values of Honor, Courage, and Commitment; and broaden leadership training. Community service should be a lifelong endeavor, focusing on improving the individual and the community. Participation in community service partnerships benefits the community, military personnel, and the military. Navy participation in community service projects increases visibility of the military while also enhancing the image within the community. As a result, community support for Navy efforts increases and the Navy is identified as a partner. Furthermore, participation in community service projects increases team spirit of Navy personnel by providing activities outside the workplace. Navy personnel also have a vested interest in the success of community service projects and partnerships. The NCSP encourages the personal and professional development of Navy personnel through participation in community service. By participating in community service projects, volunteers reinforce the Navy Core Values as a means to further leadership and character development.

This guidebook should be used to ensure effective and responsible implementation of the NCSP. The contents identify opportunities for establishing community service partnerships and encourage participation in local community service projects. This guidebook is a comprehensive source that provides parameters for:

The Navy Community Service Council encourages feedback to increase the usefulness of this information and hopes that the guidebook is helpful in implementing community service projects and partnerships in local communities.

- Initiating community service projects and partnerships;
- Identifying and recruiting volunteers;
- Managing associated risks;
- Recognizing volunteer and partnership efforts;
- Monitoring and evaluating projects, partnerships, and activities.

The Navy Community Service Council was established in 1996 and is composed of the NCSP Program Manager, Flagship program managers, regional coordinators, Navy Office of Information Community Relations Director representative, CNIC N9 (Director, Fleet and Family Readiness), and CNIC. This council meets once a year and is committed to promoting volunteerism throughout the five NCSP Flagships by encouraging voluntary community service activities and providing Navy commands with policy,

guidance, and support. Additional functions of the council include:

- Advising the Chief of Naval Operations on Navy policy and issues pertaining to community service and conducting strategic planning to promote Navy support for community service programs.
- Serving as a vehicle for regional coordinators to exchange information on volunteer programs within
 - their areas, strengthening Navy support for community service programs, and assisting in the professional development of Command Volunteer Coordinators.
- Increasing awareness of volunteer activities performed by Navy commands.
- Establishing a framework and organizational structure that addresses issues such as policy, use of Navy resources, volunteer management and administration, promotional products, professional training, information sharing, use of electronic networks and technology, risk management, awards programs, and publicity.
- Serving as an advocate for commands engaged in meaningful voluntary service.
- Advising Navy program managers on outreach activities that develop Sailors' skills for positive use of leisure time.

In addition to promoting community service, the council enhances personal readiness through community service, serves as an advocate for commands, addresses community service issues, incorporates professional volunteer management, and increases awareness of Navy efforts.

**Information related to the NCSP is maintained and updated on the World Wide Web
at www.cnic.navy.mil/ncsp**

Navy Community Service Program Overview

NCSP encourages and expands involvement of Navy volunteers in the communities, in which they live and work. Its goal is to promote volunteerism and community service between Navy personnel and local communities.

The NCSP consists of five Flagships that promote education, citizenship, health, safety and fitness, environmental conservation, drug demand reduction, and humanitarian efforts within communities. Commands are encouraged to develop "Flagship Partnerships" with other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and government agencies to promote the five Flagships.

The five Flagships are:

- **Personal Excellence Partnership** - Focuses on improving scholastic achievement, social, and life skills, and providing vocational guidance.
- **Health, Safety, and Fitness** - Encourages a healthy lifestyle encompassing fitness, good nutrition, and health education.
- **Environmental Stewardship** - An environmental education and natural resource stewardship program that encourages communities to preserve, protect, restore, and enhance the environment.
- **Campaign Drug Free** - A drug demand reduction program that educates youth on the dangers of drug and substance abuse and the importance of being drug-free.
- **Project Good Neighbor** - A year-round humanitarian outreach program to establish aid and restore hope for homeless, hungry, homebound, ailing, and elderly community members.

Personal Excellence Partnership Flagship

The Personal Excellence Partnership (PEP) Flagship, sponsored by Commander, Navy Installations Command (CNIC) is a partnership effort among Navy commands, public and private sector organizations, schools, and youth groups. The project's goals include improving scholastic achievement, social, and life skills and providing vocational guidance.



The Flagship activities encourage young people from preschool through high school to be educated, healthy, and responsible citizens. Navy personnel (including military, civilians, and family members) volunteer time toward tutoring and mentoring youth in subjects such as reading, writing, mathematics, science, health, personal safety, and citizenship to encourage youth to excel. In return, volunteers acquire personal and professional skills and are exposed to the classroom environment. Moreover, by participating in community service projects, volunteers reinforce the Navy Core Values of Honor, Courage, and Commitment as a means to further leadership and character development.

Approximately 1,500 educational partnerships exist between Navy commands and youth organizations, involving approximately 40,000 volunteers and more than 300,000 youth annually.

The PEP Flagship includes activities such as:

- Adopt-A-School or Class
- Saturday Scholars
- Science Fair Sponsorships

*For additional information, contact: Navy Community
Service Program Manager, CNIC HQ PAO,
716 Sicard St SE, Washington, DC 20374-8055
Phone: (202)433-4019 DSN: 288-4019
E-mail: monique.hilley@navy.mil*

- Career Education and Orientation Events
- Ship to School Program

Health, Safety and Fitness Flagship



The Health, Safety and Fitness Flagship, sponsored by Commander, Naval Education and Training Command (NETC), promotes healthy lifestyles and fitness for all.

Navy volunteers provide instruction and mentoring to supplement the health and physical education classes offered in schools. The Health and Physical Fitness curriculum, which involves scheduling lectures and practical training, focuses on nutrition, hygiene, mental health, disease prevention, leisure skills development, personal safety, and drug demand reduction.

Navy commands also sponsor recreational health and fitness events, such as:

- Special Olympics
- Jump rope competitions
- Safety and health fairs

For additional information, contact:
*Commanding Officer, Naval Education and Training
 Professional Development and Technology Center
 (NETPDTC,N7)
 6490 Saufley Field Rd, Pensacola, FL 32509
 Phone: (850) 452-1001 Option 3, Ext 1604
 DSN: 922-1001, Option 3, Ext 1604
 Fax: (850) 452-1244*

Moreover, by participating in community service projects, volunteers reinforce the Navy Core Values of Honor, Courage, and Commitment as a means to further leadership and character development.

Environmental Stewardship Flagship

The Environmental Stewardship Flagship, sponsored by the Deputy Chief of Naval Operations Logistics (N4), encourages Navy commands to join efforts with local communities to educate youth and families on domestic and international environmental initiatives and to encourage communities to preserve, protect, restore, and enhance the environment. The Navy works in cooperation with community and natural resources organizations to establish partnerships with schools and neighborhoods as well as private, state, and federal organizations.

As Flagship Partners, goals focus on promoting environmental education and good stewardship. The activities include developing youth environmental stewardship, teaching environmental values, enhancing environmental science curriculums, and organizing or participating in environmental cleanup efforts.



Navy personnel with engineering, mathematics, oceanography and other scientific experience demonstrate environmental conservation practices through presentations and hands-on activities. These experiences help

students apply concepts learned from books, and allow Navy personnel to share technical knowledge and experiences. Moreover, by participating in community service projects, volunteers reinforce the Navy Core Values of Honor, Courage, and Commitment as a means to further leadership and character development.

Environmental Stewardship Flagship includes:

- Adopt-A-Highway
- Recycling Programs
- Environmental Education for Youth

*For additional information, contact:
CNO Energy and Environmental
Readiness Division (N45)
2000 Navy Pentagon, Room 2E259
Washington, DC 20350-2000
Phone: (703) 695-5073*



Campaign Drug Free Flagship

The Campaign Drug Free (CDF) Flagship, sponsored by Commander, Navy Reserve Forces Command (COMNAVRESFOR), focuses efforts on helping communities and schools educate youth on the dangers of drugs and substance abuse and the importance of being drug-free.

The CDF Flagship involves arranging speakers and providing educational materials to schools, organizations and communities. Posters, brochures, and public service announcements reinforce the anti-drug message and are available for use by the schools. As part of the presentation, Navy and Marine Corps volunteers use age-targeted films to convey an anti-drug message to elementary, middle, and high school students. Following the film,

volunteers discuss the challenges of taking charge and establishing self-control to remain drug-free. More-over, by participating in community service projects, volunteers reinforce the Navy Core Values of Honor, Courage, and Commitment as a means to further leadership and character development.

*For additional information, contact:
Commander, Navy Reserve Forces Command
1915 Forrestal Drive, Norfolk, VA 23551-4615
Phone: (757)322-6547 DSN: 262-6547 Fax: (757)444-7622*

Project Good Neighbor Flagship

The Project Good Neighbor Flagship, sponsored by the Chief of Chaplains of the Navy/Director of Religious Ministries (CNO N097), is a cooperative effort with public and private organizations that encourage Navy personnel to help those who are less fortunate. Navy personnel, both military and civilian, participate in local, national, and international relief efforts to offer a helping hand to disadvantaged families and members within the community.



This Flagship promotes community outreach activities throughout the year to establish aid and restore hope for homeless, hungry, homebound, ailing, and elderly community members. It also provides a valuable lesson in caring, generosity, and human dignity. Volunteers have helped with food drives, meal deliveries to homeless people, repairs and renovations on homes and shelters, and other community service activities. Moreover, by participating in community service projects, volunteers reinforce the Navy Core Values of Honor, Courage, and Commitment as a means to further leadership and character development.

*For additional information, contact:
Chief of Navy Chaplains
2000 Navy Pentagon, Room 5E270
Washington, DC 20350-2000
Phone: (703)693-5411 Fax: (703)614-4725*

Project Good Neighbor Flagship Partnerships have resulted in Navy volunteers cooperating with various organizations including:

- Habitat for Humanity
- Navy/Marine Corps Relief Society
- Orphanages
- Disabled American Veterans
- Soup kitchens
- American Red Cross

SECTION 2

PROGRAM MANAGEMENT RESPONSIBILITIES

The Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), and the Commandant of the Marine Corps (CMC) issued a Core Values Charter that identified three Core Values of Honor, Courage, and Commitment. Every member of the Navy was instructed to internalize the Core Values and sustain community service that exemplifies these desirable characteristics. The introduction of the charter reads:

“As in our past, we are dedicated to the Core Values of Honor, Courage, and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve, and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter conflict around the globe and, if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage, and Commitment as our abiding duty and privilege.”

The CNO also directed naval commands to implement the Navy Community Service Program (NCSP) and establish projects, partnerships, and activities consistent with the Navy Core Values.

Participation by Navy personnel (including active, reserve, and civilian employees) in community service program activities is voluntary. It is, however, the responsibility of every level of program management to ensure that NCSP projects, partnerships, and activities comply with the goal and objectives of the program while focusing on issues related to education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.

Deputy Chief of Naval Operations

The Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (MPT&E) is responsible for overall policy aspects of the NCSP. Responsibilities include:

- Encouraging all military and civilian employees to participate voluntarily in direct community service. Community service may include participation in programs, activities, and initiatives designed to address national problems, strengthen education, provide humanitarian assistance, and promote anti-drug and healthy lifestyles.
- Distributing policy, serving as a resource of NCSP information and support, and providing guidance and instruction to Navy commands when the chain of command is unable to do so.
- Coordinating the efforts of Flagship Sponsors and Regional Coordinators.

Flagship Sponsors

Five Flagship Sponsors facilitate, promote, and expand opportunities for community service and Flagship Partnerships for Navy commands and individuals. Flagship Sponsors are responsible for working with other Flagship Sponsors to consider any appropriate changes in policy or practices that encourage volunteer participation in community service. The Flagship Sponsors provide information and technical support, including information on resources for improving youth opportunities and community quality of life. The Flagship Sponsors are responsible for aggressively publicizing NCSP initiatives throughout the Navy. The Flagship Sponsor assignments are:

- **Commander, Navy Installations Command** is the designated Flagship sponsor for the “Personal Excellence Partnership” Flagship. The Flagship’s focus is on academic, life skills, and civic education for youth. Examples of supported projects include adopting schools, academic tutoring, and mentoring.
- **Commander, Naval Education and Training Command (NETC)** is the designated Flagship sponsor for the “Health Safety and Physical Fitness” Flagship. The Flagship’s focus is on programs that promote healthy lifestyles and fitness. Examples include Special Olympics; safety and health fairs; and the Fitness, Nutrition, and Safety Workbook Program.
- **Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (N4)** is the designated Flagship sponsor for the “Environmental Stewardship” Flagship. The Flagship’s focus is on educating youth and families on environmental initiatives, and helping communities manage America’s natural resources and improve the world environment. Examples of supported projects are cleanups, recycling, and restoration of wildlife habitats.
- **Commander, Navy Reserve Forces Command (COMNAVRESFOR)** is the designated Flagship sponsor for the “Campaign Drug Free” Flagship. The Flagship’s focus is on helping communities and schools educate youth on the dangers of drugs and substance abuse.
- **Chief of Navy Chaplains CNO (N097)** is the designated Flagship sponsor for the “Project Good Neighbor” Flagship. The Flagship’s focus is on year-round sharing by Navy personnel with those in need and joining local outreach efforts that build a sense of community and hope. Examples of supported projects are disaster relief, adopting orphanages, assisting at “soup kitchens” and homeless shelters, and helping needy families.

Additional responsibilities of the Flagship Sponsor include:

- Assisting the Regional Coordinators with the NCSP implementation and providing continuous support.
- Enlisting support and commitment from senior Navy officers in order to promote the NCSP among commands and individual active duty members.
- Providing an orientation, training and guidance for the Regional Coordinators.

Fleet Commanders

Fleet Commanders shall support the NCSP goal and objectives by:

- Implementing volunteer community service programs and Flagship Partnerships in the respective fleets and encouraging voluntary participation.
- Recognizing outstanding community service programs and Flagship Partnership efforts.
- Developing public relation strategies to communicate community service programs and Flagship Partnerships internally and externally.

Regional Coordinators

Regional Coordinators are assigned for designated geographic regions and are responsible for supporting the NCSP goal and objectives by assisting in the development of voluntary partnerships and projects that are consistent with the primary mission, function, and tasks of Navy commands. Regional Coordinators responsibilities include:

- Serve as subject matter expert (SME)
- Enlisting support and joining in partnerships with the local community to share responsibilities and resources. This may include:
 - *Facilitating the development of Flagship Partnerships and programs.*
 - *Attending meetings and activities related to Flagship Partnerships.*
 - *Establishing relationships with Regional and Command Master Chiefs.*
 - *Representing NCSP at regional meetings and activities.*
- Coordinating and assisting with the planning, development, implementation, promotion, management, monitoring, and evaluation of NCSP projects and Flagship Partnership activities within the geographic area of responsibility.
- Publicizing NCSP and Flagship Partnership initiatives internally and externally. Partner with Public Affairs Office (PAO) for success stories.
- Encouraging Navy commands as well as individual active duty members, reservists, family members, and Navy employees to participate in the NCSP.

The individual appointed as a NCSP Coordinator should exemplify the highest standards of community service and possess the leadership skills, expertise, and experience to manage community-partnership efforts.

-
- Providing an orientation and training sessions for Command Volunteer Coordinators. The training should include discussions of recommended strategies for planning, developing, implementing, promoting, managing, monitoring and evaluating the command NCSP projects, partnerships, and activities.
 - Facilitate the collection of volunteer and Flagship data from regional and local commands for submission to NCS program manager.
 - Distributing Flagship Partnership materials to commands. Available materials may include:
 - *OPNAVINST 5350.6 Series, Navy Community Service Program, and applicable references.*
 - *Local implementing instructions of OPNAV 5350.6 series.*
 - *Policies, guidelines, and procedures related to the NCSP.*
 - *Auxiliary materials published by NCS program manager and Flagship sponsors including website addresses for Flagship news and information and NCSP magazine, "NAVY Volunteer!"*.
 - *Certificates of Appreciation.*
 - *Turnover Files (refer to Section 3, Implementation of the Navy Community Service Program).*
 - Serve as Navy point of contact for NCSP projects and Flagship Partnership activities within the geographic area and responding to requests for information from higher authority. Regional Coordinators should be aware of NCSP projects, partnerships, and activities conducted by regional commands and the specifics of each. This may be accomplished by maintaining an inventory of current partnership programs conducted by area commands. The inventory should include the name and contact information for the Command Volunteer Coordinator, names of Flagship Partners, goals, types of activities, and resources and be the basis for monitoring and evaluating the NCSP projects, partnerships, and activities.
 - Ensuring that NCSP projects and Flagship Partnership activities address the community needs regarding educational achievement, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.
 - Recognizing the contributions of Navy personnel and other community members for outstanding community service and Flagship Partnership efforts using the Navy Community Service Award Program.
 - Revitalizing and expanding the existing programs by contacting and offering assistance to commands whose partnerships have become less active, and by identifying additional resources needed to meet increased activity levels.

- Promoting partnerships by collecting lessons learned from commands, and sharing this information at coordinator meetings and for possible replication.
- Providing direct and informal feedback to the appropriate Flagship Sponsor.

Information regarding the Regional Coordinators is included as Figure 2-1, Regional Map and Figure 2-2, Strategies for NCSP Regional Coordinators. Contact information for Regional Coordinators can be found at: www.cnic.navy.mil/ncsp

**Figure 2-1
Regional Map**



Figure 2-2, Strategies for NCSP Regional Coordinators

- Generate an introduction letter to Commanding Officers (COs) either recognizing the command's participation in the Navy Community Service Program (NCSP) or encouraging involvement.
- Schedule and present information at gatherings of Command Master Chiefs, PAO's and other command leaders.
- Establish contact with each Command Community Service Coordinator.
- Conduct periodic meetings with Command Volunteer Coordinators to distribute and discuss program guidance, information on projects, partnerships, activities, and opportunities
 - for networking.
- Facilitate the initial meeting between the local command and potential Flagship Partners if needed.
- Conduct area-wide volunteer training on topics such as education, tutoring, mentoring, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. Offer training material.
- Conduct training for Command Volunteer Coordinators to address risk management issues. This training should include discussions on screening and placement of volunteers, liability, waivers and release forms, and crisis intervention.
- Publicize the NCSP project and Flagship Partnership opportunities. Draft messages advertising the program and soliciting participation.
- Prepare a message addressed to the Area Commander that reaffirms the importance of partnerships.
- Publish partnership information released to all commands within the region.
- Provide a footnote to editors of base papers that may be added to partnership articles. Remember to provide point of contact information.
- Brief command personnel on NCSP project and Flagship Partnership opportunities to generate interest and participation.
- Recognize accomplishments. Initiate letters of commendation and appreciation as well as present awards. Provide Local Area and Command Volunteer Coordinators with information on national, state, and local awards from outside agencies. Submit nominations, when appropriate.
- Coordinate with the Public Affairs Office and the base newspaper staffs to publicize accomplishments. Arrange awards ceremonies and open house activities to honor Flagship Partnerships.
- Maintain an inventory of existing NCSP projects, partnerships, and activities conducted by area commands. The inventory should include information on the Command Volunteer Coordinator, Flagship Partners, goals, types of activities, and resources.

Figure 2-2 Strategies for Regional Coordinators

- Survey Flagship Partners annually to update points of contact and to monitor activities. Offer assistance to commands whose partnerships are less active.

Commanding Officers, Unit Commanders, and Officers in Charge

Flagship partnerships between a Navy command and the surrounding community are the responsibility of the Commanding Officer. The Commanding Officer may assign a community service Command Volunteer Coordinator to direct the local Navy Community Service Program (NCSP).

The selected Command Volunteer Coordinator should exemplify Navy Core Values. In addition, the Command Volunteer Coordinator should be an effective manager, possess adequate communication skills, and maintain composure when interacting with people both inside and outside the Navy environment. The Command Volunteer Coordinator is responsible for planning, developing, implementing, promoting, managing, and evaluating the NCSP objectives, projects, partnerships, and activities at his/her local command.

As previously noted, participation by Navy personnel (active, reserve, family members, and civilian employees) in community service program activities is voluntary. It is, however, the responsibility of every level of program management to ensure that NCSP projects, partnerships, and activities comply with the objectives of the program and relate to education, citizenship, health safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance.

Upon identifying a Command Volunteer Coordinator, the Commanding Officer may want to distribute a notice regarding the commitment to the NCSP and the efforts of the Command Volunteer Coordinator (Figure 2-3, Navy Community Service Program Appointment Document for the Command Volunteer Coordinator).

Commanding Officers, Unit Commanders, and Officers in Charge shall comply with the “Standards of Conduct and Government Ethics” and are encouraged to:

- Establish and promote NCSP projects and Flagship Partnership activities. Program participation shall be conducted on a voluntary basis and not interfere with the command’s primary mission. Commanding Officers should ensure that all volunteers exemplify “personal excellence.”
- Designate a Command Volunteer Coordinator to recruit, train, and manage volunteers and organize
 - NCSP projects, partnerships, and activities.
- Create incentives to encourage volunteers in the command to participate in NCSP projects and
 - Flagship Partnership activities.
- Recognize personnel for outstanding achievements in self-development and contributions to community service and Flagship Partnership efforts.
- Publicize community service and Flagship Partnership initiatives internally and externally.

- Maintain communication to keep the appropriate Regional and Command Coordinators informed of Flagship Partnership activities by providing direct and informal program feedback and information. Commands choosing to initiate a community service project or Flagship Partnership with other services, businesses, labor, foundations, colleges and universities, religious organizations, media, community groups, health care centers, and governmental agencies should inform the appropriate Regional Coordinators.

Deployed units should contact the Regional Coordinator for the area in which the command is home ported.

Each Region has a point of contact for the NCSP. This individual is available to provide technical assistance and guidance with regard to community service and Flagship Partnerships.

Command-sponsored community service and Flagship Partnership activities during normal working hours may be authorized by the Commanding Officer.

The command mission shall not be compromised in support of the NCSP projects and Flagship activities. Military personnel may be permitted to participate by adjusting normal duty schedules or obtaining liberty, leave, or no-cost temporary additional duty.

Standards of Conduct guidelines prohibit Navy personnel from using their title or position in connection with charitable or nonprofit organizations to avoid the appearance of preferential treatment by the United States Navy. Funding and solicitation by Navy personnel is limited to Combined Federal Campaign and Navy/ Marine Corps Relief Society.

Civilian personnel may be permitted to participate upon approval of alternative work arrangements or use annual leave, leave without pay, or excused absence. Commands should review guidance issued by the Office of Personnel Management at <http://www.opm.gov>, other applicable regulations, and any collective bargaining agreement before approving participation in community service or Flagship Partnership activities.

Command Coordinators

Command Coordinators are assigned for designated commands and are responsible for supporting the NCSP goal and objectives by assisting in the development of voluntary partnerships and projects that are consistent with the primary mission, function, and tasks of Navy commands. Command Coordinator responsibilities include:

- Serve as subject matter expert (SME) for command.
- Enlisting support and joining in partnerships with the local community to share responsibilities and resources. This may include:
 - *Facilitating the development of Flagship Partnerships and programs.*
 - *Attending meetings and activities related to Flagship Partnerships.*

- Establishing relationships with Regional Coordinator, neighboring commands and local Command Master Chiefs.

- Representing NCSP at regional meetings and activities.

- Coordinating and assisting with the planning, development, implementation, promotion, management, monitoring, and evaluation of NCSP projects and Flagship Partnership activities within the local command of responsibility.
- Publicizing NCSP and Flagship Partnership initiatives internally and externally. Partner with Public Affair Office (PAO) for success stories.
- Encouraging Navy commands as well as individual active duty members, reservists, family members, and Navy employees to participate in the NCSP.
- Providing an orientation and training sessions for Command Volunteer Coordinators. The training should include discussions of recommended strategies for planning, developing, implementing, promoting, managing, monitoring and evaluating the command NCSP projects, partnerships, and activities.
- Facilitate the collection of volunteer and Flagship data from local commands for submission to NCS Regional Coordinators.
- Distributing Flagship Partnership materials to/throughout command. Available materials may include:
 - *OPNAVINST 5350.6 Series, Navy Community Service Program, and applicable references.*
 - *Local implementing instructions of OPNAV 5350.6 series.*
 - *Policies, guidelines, and procedures related to the NCSP.*
 - *Auxiliary materials published by NCS program manager and Flagship sponsors including website addresses for Flagship news and information and NCSP magazine, "NAVY Volunteer!"*
 - *Certificates of Appreciation.*
 - *Turnover Files (refer to Section 3, Implementation of the Navy Community Service Program).*
- Serve as Navy point of contact for NCSP projects and Flagship Partnership activities within the local area and responding to requests for information from higher authority. Command Coordinators should be aware of NCSP projects, partnerships, and activities conducted and the

The individual appointed as an NCSP Coordinator should exemplify the highest standards of community service and possess the leadership skills, expertise, and experience to manage community-partnership efforts.

- specifics of each. This may be accomplished by maintaining an inventory of current partnership programs conducted by area commands. The inventory should include the name and contact information for the Command Volunteer Coordinator, names of Flagship Partners, goals, types of activities, and resources and be the basis for monitoring and evaluating the NCSP projects, partnerships, and activities.
- Ensuring that NCSP projects and Flagship Partnership activities address the community needs regarding educational achievement, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.
- Recognizing the contributions of Navy personnel and other community members for outstanding community service and Flagship Partnership efforts using the Navy Community Service Award Program.
- Revitalizing and expanding the existing programs by contacting and offering assistance to commands whose partnerships have become less active, and by identifying additional resources needed to meet increased activity levels.
- Promoting partnerships by collecting lessons learned from commands, and sharing this information at coordinator meetings and for possible replication.
- Providing direct and informal feedback to the appropriate Regional Coordinator.

Figure 2-3, Appointment Document for the Command Coordinator for the Navy Community Service Program

(Date)

From: _____
(Commanding Officer/Officer in Charge, Navy Activity)

To: _____

Subj: APPOINTMENT AS COMMAND COORDINATOR FOR THE NAVY COMMUNITY SERVICE PROGRAM

Ref: (a) OPNAVINST 5350.6D

1. You are hereby appointed as the coordinator for this command's Community Service Program. As the Command Volunteer Coordinator, you will manage this program in compliance with the guidance provided in reference (a), and will use your proven management and communication skills in dealing with individuals both inside and outside the Navy community. Furthermore, you will be entrusted with continually recruiting, assessing, and training the volunteer personnel who represent this command at every partnership activity.

2. Your selection for this collateral duty was based on your proven balance of good judgment, diplomacy, perseverance and your demonstrated commitment to personal excellence and community service. This appointment shall continue until such time as it is terminated in writing.

(Commanding Officer's signature)

Copy to: Regional Coordinator

Command Volunteer Coordinators

The community service Command Volunteer Coordinator is responsible for planning, developing, implementing, promoting, managing, monitoring, and evaluating the NCSP goal and objectives, projects, partnerships, and activities. To accomplish this, the tasks of the Command Volunteer Coordinator include:

- Recruiting, reviewing, training, and managing volunteers, as well as organizing community service and Flagship Partnership activities. The Command Volunteer Coordinator is responsible for ensuring that all activities and resources involved in the NCSP are in compliance with policy guidelines.
- The Command Volunteer Coordinator is responsible for ensuring that all activities and resources involved comply with policy guidelines.*
- Serving as point of contact for the NCSP within the command and community as well as distributing information to Navy personnel regarding community service opportunities.
 - Responding to requests for information from higher authorities.
 - Ensuring that Flagship Partnership activities are conducted in an efficient manner as not to interfere with the assigned military missions. Efficient management includes suggesting, designing, and providing procedures and tools such as:
 - *An NCSP plan to clarify policy, guidance, and procedures for Navy volunteers. This includes the identification of goals and objectives.*
 - *Reviewing criteria to select Navy personnel exemplifying Navy Core Values of Honor, Courage, and Commitment.*
 - *Strategies to clearly and concisely communicate with Navy volunteers, Flagship Partners, and the community.*
 - *Procedures for monitoring and evaluating the NCSP projects, partnerships, and activities, including the collection of metrics regarding numbers of volunteers and volunteer hours. This allows the Navy command to assess the effectiveness of efforts and the ability to achieve the NCSP goal and objectives. In addition, the evaluation allows the Command Volunteer Coordinator to determine whether resources have been allocated efficiently, utilized appropriately, and support program goals and objectives.*
 - *Reference the OPNAVINST change or NAVADMIN in conjunction with this requirement. An annual report describing the actions taken by the command to encourage Navy personnel to participate in community service activities as well as describing the command's involvement. This report should be submitted up the chain of command.*
 - Encouraging the command to participate in community-wide partnerships.
 - Coordinating command efforts with other military services, businesses, labor, foundations, colleges

and universities, religious organizations, media groups, community organizations, health care centers, and government agencies to form partnerships.

- Establishing goals and objectives as well as planning projects and activities with Flagship Partners.
- Attending meetings and events related to NCSP projects, partnerships, and activities as well as community relations, youth, school, and volunteer programs.
- Publicizing events and program successes.
- Recognizing volunteers.
- Ensuring that the NCSP Turnover File is current and available for each command.

The purpose of the Flagship Partnership should be to increase the availability of resources, share responsibilities, and encourage community service initiatives.

Continuity of involvement in partnership activities is a critical component to ensure effective results. It is important to establish and document (1) management guidelines, (2) a list of duties, and (3) operational procedures to facilitate the transition of the Command Volunteer Coordinator.

- Ensuring that efforts focus on addressing community issues that may include disaster relief, drug abuse, crime, homelessness, illiteracy, AIDS, teen pregnancy, hunger, problems associated with low-income housing, education, health care, and the environment.

SECTION 3

IMPLEMENTATION OF THE NAVY COMMUNITY SERVICE PROGRAM

The Navy Community Service Program (NCSP) Command Volunteer Coordinator is responsible for initiating community service projects, partnerships, and activities in compliance with policy guidelines. In this voluntary position, the Command Volunteer Coordinator must ensure that command projects, partnerships, and activities also comply with the objectives of the program and relate to education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. The community service objectives are noted at the beginning of Section 2, Program Management Responsibilities.

The Regional Coordinator is the central point of contact (POC) for the NCSP while the Command Volunteer Coordinator is the POC within the command and the community. The Command Volunteer Coordinator is encouraged to contact the Regional Coordinator to obtain assistance while planning the command's community service projects, partnerships, and activities.

The Regional Coordinator may possess information regarding potential partners as well as success stories and lessons learned from previous partnership efforts. This information should be shared with the Command Volunteer Coordinator to facilitate the implementation of the NCSP projects, partnerships, and activities. The Regional Coordinator responsibilities include assisting the Command Volunteer Coordinator in the identification of Flagship Partners as well as providing technical assistance in the development and management of projects, partnerships, or activities. The Regional Coordinator should be knowledgeable of current and past NCSP projects, partnerships, and activities. This includes monitoring other volunteer efforts within specific communities in order to partner and share resources and responsibilities. The Regional Coordinator may also recommend the involvement of a command in an established partnership either on a local or regional level.

The Command Volunteer Coordinator should use the Command Interest Survey (Figure 3-1) to develop command NCSP projects, partnerships, and activities. This survey should be distributed to the command, completed by potential volunteers, and returned to the Command Volunteer Coordinator. The survey is intended to identify the command's level of interest for projects pertaining to education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. The survey responses indicate available command resources and support for NCSP projects. This information also assists the Command Volunteer Coordinator in preparing a project plan and guidelines to promote the NCSP within the command. The results of the survey should be provided to the Regional Coordinator to include in the inventory that tracks NCSP projects, partnerships, and activities. Potential Flagship Partnerships may be established within the parameters of the Personal Excellence Partnership, Health, Safety & Fitness, Environmental Stewardship, Campaign Drug Free, and Project Good Neighbor. It is important to identify Flagship Partnership goals and prioritize the projects during the initial development and implementation of the NCSP projects, partnerships and activities. Establishing goals and objectives for the Flagship Partnership allows the Navy to monitor and evaluate the success of community service efforts. The issues of monitoring and evaluating are addressed in Section 8 of this guidebook.

Before initiating projects, partnerships, or activities, the Command Volunteer Coordinator should gain an understanding of the command interest and resources for community service projects.

Figure 3-1

Command Interest Survey for the Navy Community Service Program

The purpose of this survey is to determine your interest in community service. Your input will be used to determine this command's involvement with a school or community organization. Please take a few minutes to answer the following items.

Name: _____ Rank/Rate: _____ Date: _____

Dept./Div.: _____ Work Phone: _____ Work Email: _____

1. With which type of organization/activity would you be most interested in volunteering? (Check all that apply. Number your preferences starting with "1" as your top choice.)

___ School Please indicate preferred grade levels:

___ Pre K-5 ___ 6-8 ___ 9-12

___ Youth organizations such as Boys and Girls Clubs, Scouts, etc.

___ Recreation programs

___ Programs for the handicapped

___ Homeless shelters

___ Food distribution programs (Foodbank, soup kitchens, meal deliveries, etc.)

___ Neighborhood/community cleanups

___ Home repairs for the poor and/or elderly

___ Drug and substance abuse prevention programs

___ Adult literacy programs

___ Mentoring youth

___ Other

2. How often would you be willing to volunteer?

___ Weekly ___ Bi-weekly ___ Monthly ___ Occasionally

3. When would you volunteer your time?

___ During working hours ___ Weekdays after work ___ Saturdays

4. For what period of time would you be willing to make a commitment?

___ 6 mos. ___ 1 yrs. ___ More than 1 yr.

5. What special talents or hobbies could you share? _____

Return your completed survey to: _____

(Rank/Rate) Name (Dept/Code) (Phone)

Your interest in participating in the Navy Community Service Program is appreciated.

Once the command has specified areas of interest for volunteer efforts, it is important to use that information to identify potential Flagship Partners. Information gathered on potential community service projects may be obtained using the Needs Assessment Survey (Figure 3-2) and the Community Group Profile Form (Figure 3-3). The Needs Assessment Survey tends to focus on opportunities to volunteer with educational institutions while the Community Group Profile Form allows the Command Volunteer Coordinator to obtain more general information from various community groups. Once obtained, this information should be considered and compared with the information collected with the Command Interest Survey (Figure 3-1). In addition, it may be necessary to review command briefing materials.

The Command Profile (Figure 3-4) allows the Command Volunteer Coordinator to identify the command's resources. The Command Volunteer Coordinator should complete this form and return it to the Regional Coordinator upon initiating a Flagship Partnership. The Command Profile is intended to assist the Command Coordinator in obtaining information necessary to target NCSP projects, initiate partnerships and activities, and inform the Regional Coordinator of command involvement in the NCSP. The information obtained from the Needs Assessment Survey (Figure 3-2) and the Community Group Profile Form (Figure 3-3) should be compared with the Command Profile to identify compatibility between the needs of the community, available resources, and volunteer support within the command to assist with the implementation of the NCSP and development of Flagship Partnerships. The Command Volunteer Coordinator is responsible for ensuring that Navy resources are used to best match community needs. Information obtained from the Command Profile should also be used in the preparation of the project plan and guidelines. It is important for the Command Volunteer Coordinator to identify existing community service programs and resources in order to expand opportunities within the community.

Figure 3-2
Needs Assessment Survey for the Navy Community Service Program

This command is exploring the possibility of a community service partnership. This survey is designed to gather information regarding your organization’s needs in the areas of: education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. The information will be used to coordinate the interest, knowledge, and skills of our command with your organization’s needs. This will enable the establishment of a partnership that addresses the Navy’s goal of promoting volunteerism and community service to assist in the education and enrichment of the nation’s youth and communities and revitalizing citizenry.

Name of Organization: _____

Point of Contact: _____ Phone: _____

Please identify five items that represent the organization’s greatest needs and prioritize these needs with 1=highest and 5=lowest.

- | | |
|--|---|
| <p>___ Classroom Activities (Circle applicable)</p> <ul style="list-style-type: none"> Tutoring Proctoring Exams Language Tutoring Computer Programming Career or Academic Planning Time Management Other | <p>___ Skill Building (Circle applicable)</p> <ul style="list-style-type: none"> Writing Speaking Reading Health and Physical Fitness Mathematics Science Government and History |
| <p>___ Vocational Skills (Circle Applicable)</p> <ul style="list-style-type: none"> Drafting Graphic Design Automotive Electrical Carpentry | <ul style="list-style-type: none"> Foreign Language English History Business Home Economics Art |
| <p>___ Health and Fitness Program Assistance</p> <p>___ Library Assistance</p> <p>___ School Newspaper Publication</p> <p>___ Computer Laboratory Assistance</p> <p>___ Community Service Activities</p> <p>___ Guest Speaker</p> | <p>___ Landscaping and Beautification Projects</p> <p>___ Building Improvements</p> <p>___ Club Sponsorship (Brownies and Cub Scouts)</p> <p>___ Chaperone Field Trips or Tours</p> <p>Other (Please Specify) : _____</p> |

Figure 3-3, Community Group Profile Form for the NCSP

Name of Organization: _____

Address: _____

Organization Director: _____ Title: _____

Contact Person: _____ Phone: _____

Organization's Calendar Year _____ to _____ (please attach calendar)
(month) (month)

Special Programs:

Please answer as applicable:

- What deficiencies have been identified in the following areas?
 - Education (all subject areas, basic skills)
 - Health and Fitness (nutrition, exercise, substance abuse prevention)
 - Environmental Conservation (recycling, cleanup and beautification projects)
 - Citizenship (responsible behavior, self-discipline, community service, civics)
 - Humanitarian Assistance (food drives)
- What activities have been identified for the Navy to assist in a partnership to address the deficiencies?
- What unique characteristics describe the organization?
- What resources are available to establish a partnership (for example, staff, equipment, educational material, and facilities)?
- What partnerships has the organization established?

Name of Partner

Typical Partnership Activities

Figure 3-4
Command Profile for the Navy Community Service Program

Name of Command (no acronyms please): _____

Address: _____

Name of Command Volunteer Coordinator: _____

Phone Number: _____ DSN: _____ Email: _____

Command description (Size, Mission): _____

Command area of interest or expertise: _____

Current community involvement: ___ Personal Excellence Partnership Flagship
 ___ Health Safety and Fitness Flagship
 ___ Environmental Stewardship Flagship
 ___ Campaign Drug Free Flagship
 ___ Project Good Neighbor Flagship

Name of Partner: _____

Address of Partner: _____

Number of Volunteers: ___ Military ___ Civilian

Resources needed to implement NCSP Projects, Partnerships, and Activities: _____

Factors Unique to Navy partnerships

1. Navy’s primary operational mission always comes first.
2. No money or financial aid has been appropriated or budgeted for partnership programs.
3. Involvement with classified material causes some restrictions on activities.
4. Unexpected changes in schedules, rotation of staff and deployment of commands are a fact of life.
5. Special limitations of this command include:

Please Return to Regional Coordinator

Information obtained by utilizing the forms included in this section will provide the Command Volunteer Coordinators with baseline information to support the development of goals and objectives, allocation of resources based upon identified needs of the community organizations, as well as the selection of projects, partnerships, and activities. It is also helpful for the Command Volunteer Coordinator to develop short-term and long-term measurable objectives based on community needs and available community or Navy resources. The NCSP objectives, when properly written, provide specific guidance regarding:

- Assistance to be provided in the course of the community service project.
- Benefits to be conveyed to Sailors and civilians.
- Numbers or percentages of the group targeted to participate.
- Types and levels of groups (youth or adult) to be targeted.
- Outcomes (changed levels of achievement, attitudes, behaviors) expected as a result of partnership activities.

When developing objectives, it is important to be:

– **Realistic.** The NCSP projects should be within the parameters of the command ability to allocate resources and meet specific needs of the community. Be conscious of time constraints, the number of command volunteers participating in the program, the amount of time volunteers are willing and able to contribute towards activities, and the activities volunteers support.

– **Basic.** Maintain a basic program. Volunteers are participating in the NCSP as a collateral duty, above and beyond regular responsibilities. Thus it is important to channel the energy and enthusiasm of volunteers toward activities that support the community.

– **Specific.** Communication by the command and Flagship Partners is essential if goals, objectives, and expectations are to be achieved.

– **Respectful.** The NCSP policy and guidelines provide the flexibility to commit human resources, not command property for community service projects. Use this guidebook as a reference to answer questions concerning limitations on the commitment of Navy resources for partnership activities.

– **Flexible.** Partnership involvement changes. It may be necessary to modify the partnership agreement in the event of a command deployment, downsizing of personnel, or change in the command priorities. Discuss anticipated changes with the Flagship Partners.

Communication Strategies

Command Volunteer Coordinators should be knowledgeable of the various Flagship programs in order to communicate effectively to other Navy personnel, to potential Flagship Partners and to the community at large. Communication should focus on:

- *How the partnership addresses issues associated with education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.*
- *The Chief of Naval Operations and command's strong support of the partnership.*
- *The Commanding Officer's support of the Flagship Partnership. Evidence of support may include involvement in signing letters of commendation for Navy volunteers (Figure 7-1), letters of appreciation (Figures 7-2), and distributing certifications of appreciation (Figure 7-3).*
- *The success of command partnerships, as well as other Flagship Partnerships throughout the Navy.*

The Command Volunteer Coordinator should contact the Community Relations Officer, the Public Affairs Officer, the Command Master Chief, and the Executive Officer to promote the NCSP within the command and to ensure maximum coverage of community service activities. Partnerships internal to the Navy are just as important as the partnerships established with the external community. An effective partnership consists of individuals willing to provide support, advice, and assistance. In addition, an effective partnership involves combining resources and sharing responsibilities to support the NCSP projects, partnerships, and activities.

Communication Tools

In order to promote the NCSP projects, partnerships, and activities with the command, the Command Volunteer Coordinator may use the following tools:

Briefings. The preparation of a 15-to-20 minute brief with accompanying materials to be distributed at every level of command. The brief will assist the efforts of the Command Volunteer Coordinator to create a positive awareness of the NCSP. The briefing should explain the NCSP (history, goal, and objectives) and include an overview of the five Flagships of the program. The briefing should identify:

- Flagship projects
- Target groups for Flagship Partnerships
- Organizations that are potential Flagship Partners
- Expected outcomes of the volunteer efforts
- Advantages of participating from the perspectives of the volunteer, the command, the Navy, the community involved, and other partners.

Additional resources may include videotapes, slides or other printed materials to introduce the program.

This material is available through the Regional Coordinators as well as the Flagship Sponsors.

Briefings may be conducted for:

Commanding Officers. Following an endorsement from the Commanding Officer, the Command Volunteer Coordinator may want to prepare a briefing for the other senior command personnel. The focus of the briefing should be issues related to community service, volunteerism, and partnerships. Support for command participation in partnerships involving schools, youth groups, and other business and community partners is generated through strategies that focus on building awareness of the program's benefits. It is important to keep the Commanding Officer, Executive Officer, and Command Master Chief informed of community service activities and progress.

Department Heads. The Command Volunteer Coordinator may want to familiarize department heads with the NCSP and the concept of Flagships. The Regional Coordinator may conduct these briefings in coordination with the Command Volunteer Coordinator.

All Hands. Short briefings from the Command Volunteer Coordinator or the Regional Coordinator may be conducted for the command to increase awareness regarding the NCSP. The briefing may occur at daily musters, during Captain's Calls, at indoctrination of newly reporting personnel, on closed-circuit television broadcasts or through email. The command briefing includes an identification of resources available to implement the NCSP and develop Flagships projects, partnerships, and activities. In addition, the briefing provides an opportunity to resolve issues of concern regarding release time, travel, and legalities. These issues are addressed in Section 5, Risk Management Issues Associated with Commitment of Navy Resources: What's Legal, What's Not.

Encourage the Commanding Officer to use these channels to promote command support for the program. Use a video or slide presentation to highlight the benefits of volunteering. Include examples of volunteer activities or provide information about current or prospective community service activities. Invite various community organizations to discuss areas of need for volunteer assistance.

Written Communication. The Public Affairs Office prepares various press and news releases for venues such as "Navy News Service," "Navy Times," and "NAVY Volunteer!" Also, available are the Plan of the Day or Plan of the Week; command newsletters or advisories; and general distribution of naval messages. The Command Volunteer Coordinator should use these resources for publicizing the NCSP. For example of possible entries to promote the NCSP, refer to Figure 3-5. Figure 3-6 is an example of a possible newspaper article.

Also keep in mind the value of Fleet Hometown News Releases. They provide public recognition for our many valued volunteers and offer a tremendous vehicle for sharing the Navy's community service initiatives to a nationwide (often non-military) audience. The Public Affairs Officer can provide the Command Volunteer Coordinator copies of the submission guidelines.

Figure 3-5
Sample Plan of the Day Entries for the
Navy Community Service Program

PLAY A PART IN BUILDING A STRONGER AMERICA AND A BRIGHTER FUTURE by becoming a volunteer in the Navy 's Community Service Program. Volunteers tutor, support youth sports and recreation programs, encourage healthy lifestyles, encourage environmental conservation, provide positive role models, and participate in humanitarian assistance projects. If you are interested in more information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

If encouraging youth to be educated, and responsible citizens, healthy, environmentally aware, drug-free, and service oriented is of interest to you, become a volunteer with the Navy Community Service Program. **YOU CAN HELP OUR NATION'S YOUTH** by tutoring supporting youth sports and recreation pro- grams, promoting environmental conservation, discouraging substance abuse, and providing a positive role model for youth as part of the command's community service program with Flagship Partners. Get involved by volunteering to participate in this worthwhile program. To volunteer and obtain additional information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

STRENGTHEN THE NAVY'S IMAGE IN THE COMMUNITY while also **PARTICIPATING AS A VOLUNTEER IN NAVY COMMUNITY SERVICE EFFORTS**. You can do all this by becoming a volunteer in the Navy's Community Service Program. It is a program designed to assist in the education and enrichment of America's youth and communities, and in revitalizing citizenry with regard to issues related to education, citizenship, health, safety and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.

By tutoring, providing classroom assistance and being a positive role model, you can make a real difference in the lives of the young people in this command's partner school, youth group, or community organization. Sign up today to become a Flagship volunteer by contacting contact (Command Volunteer Coordinator's name) at (location, phone number, email).

MAKE A DIFFERENCE IN THE LIVES OF YOUTH by becoming a tutor, guest instructor, coach, or mentor through the Navy's Community Service Program. This initiative partners a Navy command with a local school, youth group, or community organization to focus Navy resources on issues related to education, citizenship, health, safety and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. Not only will you be helping to build a stronger nation, but you will be having fun and gaining the satisfaction of knowing you have helped young people develop to their full potential. To volunteer or learn more about the Navy Community Service Program, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

VOLUNTEERS are needed to tutor students, support sports and recreation programs, escort student field trips, provide special instruction, and promote healthy lifestyles for our command sponsored **PERSONAL EXCELLENCE (PEP) FLAGSHIP AND HEALTH, SAFETY AND FITNESS FLAGSHIPS (HSF)**.

Figure 3-5
Sample Plan of the Day Entries for the
Navy Community Service Program (con't)

If you are interested in becoming a volunteer or want information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

VOLUNTEERS are needed to work with the community on preserving and restoring natural resources through our command sponsored **ENVIRONMENTAL STEWARDSHIP FLAGSHIP**. If you are interested in becoming a volunteer or want information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

VOLUNTEERS are needed to convey a drug demand reduction message to elementary, middle, and high school students through our command sponsored **CAMPAIGN DRUG FREE (CDF) FLAGSHIP**. If you are interested in becoming a volunteer or want information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

VOLUNTEERS are needed to restore hope to the homeless, the hungry, homebound, sick, or elderly for our command sponsored **PROJECT GOOD NEIGHBOR (PGN) FLAGSHIP**. If you are interested in being a volunteer or want information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

PERSONNEL, BOTH MILITARY AND CIVILIAN, who are interested in volunteering to participate in a Flagship Partnership with a local school, youth group, or community organization, should contact (Command Volunteer Coordinator's name) at (location, phone number, email) to learn more about exciting volunteer opportunities. Flagship Partnerships are fun, provide support for local youth, promote healthy lifestyles, encourage environmental conservation, discourage substance abuse, and encourage humanitarian assistance while enhancing Navy relations with the local community. Flagship Partnerships benefit everyone involved!

HELP PREPARE OUR NATION'S YOUTH FOR SUCCESS by volunteering for community service projects. By helping young people develop to their full potential, you will be making a major contribution to ensure a bright future for our nation. To volunteer or to obtain additional information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

FIND OUT HOW YOU CAN CONTRIBUTE TO A STRONGER AMERICA AND A BRIGHTER FUTURE at a general military training (GMT) session on the Navy Community Service Program (NCSP) at (time) on (date) in (place). For more information, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

SEVERAL HOURS OF YOUR TIME each week or month can make a **LIFETIME OF DIFFERENCE TO A CHILD**. Whether it's helping out on Sport's Day, judging an art contest, assisting in a computer lab, or tutoring a child who desperately needs additional personal instruction...**THERE IS A PLACE FOR YOU** in the Navy Community Service Program. For information about how you can join our partnership team, contact (Command Volunteer Coordinator's name) at (location, phone number, email).

Figure 3-6

Sample Community Service Newspaper Article

** Always get hometown information (city and state) from participants, in case the article is marketed outside the immediate Navy audience.

** Identify personnel by their rate/rank, Chief Yeoman Mark Jones, Illustrator Draftsman Second Class Monica Seles, Seaman Amy Hill, Commander Jeff Beans, Ensign Chet Marks, etc.

(Your story could begin with an intriguing lead paragraph or two about service personnel enjoying their liberty, but also frequently taking time to give to others as well... and then lead into the next paragraph, or the story could begin with the next paragraph as lead.)

Submitted by (rank) (name)

(command) (title)

On (date) more than (number) (name of command) (personnel, Sailors, Airmen, etc.) turned out for a (restoration, beautification, etc) project at (name of school, hospital, etc), lending their hands and hearts to the (children, elderly residents, etc) of the community.

Throughout the (number) hour day, teams of (number) people traded off doing...(Summarize the activity in one or two sentences).

“Upbeat quote from someone who participated about how much they enjoyed being able to help out,” said Petty Officer (name, command, hometown information). “Complete their quote with a short sentiment following their identification line.”

The project, which was organized by (name and command association of organizer) (saved the school more than \$1,000 in labor fees, generated more than one ton of waste from the roadside, positively impacted the lives of the senior citizens living in the home, etc...this information is simply the result of the project.)

“Quote from organizer about why he or she decided to put the project together or how they got the idea to do it,” said (last name only). “Finish up this paragraph with an amplifying statement from the same person.”

But those feelings weren’t felt by the volunteers alone. They were also felt by those who benefited from their kindness. (This is a transition paragraph, telling the reader you are changing from a quote from a volunteer to a quote from a recipient of the project. You can write it in many different ways.)

“Quote from student, senior citizen, etc about the importance of the project and how much it impacted their life,” said (name, a 4th grade student, a resident at the home, etc).

If that last quote is strong enough, you may choose to finish the article with it. If not, you can write a short conclusion saying something about the Navy’s continuing commitment to the community.

All stories could be ended with a statement similar to this: If you would like to find out more about how you can make an impact in the community, or have an idea for a project, contact the command community service coordinator, (name) at (phone number, email).

Decision to Pursue Flagship Partnerships

Each Navy command should determine the type of Flagship partnerships that complement the command's identified goals, objectives, and interests. The command has four options:

- Initiate a partnership to include the command and one other organization
- Coordinate with an established local partnership
- Coordinate with an established regional partnership
- Initiate a local or regional partnership

The advantages of participating in a coordinated regional partnership include access to additional resources that are unavailable through the command or from local partners; exposure to a larger base for ideas, strategies, and activities focused on community service; wider access to technical assistance; and share responsibilities.

The command may choose to initially participate in one type of partnership and then expand into others. It is important to focus efforts so that resources are used in an effective and efficient manner. A command may decide to partner with one organization and slowly expand to partnering with several organizations to achieve the goal and objectives of a specific project.

Contact with Potential Flagship Partners

After gathering information about a potential partner, initial contact should be made by mail. An introductory letter should be sent to a potential Flagship Partner or to a local and regional partnership, if one exists. The letter should explain the goals and objectives of a Flagship Partnership, identify the command's point of contact including phone number, and suggest a meeting time and location.

Once contact has been established, an initial meeting should be scheduled with all potential partners in attendance. To address the needs of the community or organization, this initial meeting should focus on identifying primary points of contact, available resources, and responsibilities. If the potential partners are considering a local or regional partnership, representatives from other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and Government agencies may be invited to participate in the planning process to establish a Flagship Partnership. It is important that the representatives are able to make decisions on behalf of the organization.

The Command Volunteer Coordinator is encouraged to assume a facilitating role in this process. Information the Command Volunteer Coordinator should distribute at the meeting may include the results of the Command Interest Survey (Figure 3-1), information on NCSP Flagships and Flagship Partnerships, command information as noted in the Command Profile (Figure 3-4), the mission statement, and command points of contact including the Commanding Officer's name and phone number, the Command Volunteer Coordinator's name and phone number, the command address and information on command capabilities and limitations for involvement in the partnership.

Prepare a Command Briefing

Civilian organizations are often unfamiliar with the structure, protocols, resources, and priorities of military commands. A command briefing for potential Flagship Partners should present an effective description of the command and communicate the command's interest in community service partnerships.

The briefing should be presented at the initial meeting and may include the use of slides, videos, Welcome Aboard packets, and other materials that contain information of the command.

Draft a Meeting Agenda

A draft agenda should be distributed to potential partners in advance of the meeting and include a request for schedules or calendars. This information will assist in the identification of potential project dates. A person should be designated to prepare and distribute meeting minutes. At the initial meeting, the discussion should include the following agenda items:

- Overview of the Navy Community Service Program and Flagship Partnerships including an explanation of the goal, objectives and purpose of the partnership. The role of Navy volunteers should be that as a partner, not just a resource provider. The Flagship Partnership goal and objectives should be developed collectively with the partners. Roles and responsibilities as well as expected outcomes should be agreed upon.
- Review of Needs Assessment Survey (Figure 3-2) or Community Group Profile Form (Figure 3-3) and an explanation of the compatibility of the Navy's goal, objectives, and available resources with the needs of the potential Flagship Partner.
- Identification information for potential partners including organization profiles such as structures, operations, and personnel. This agenda item includes the command briefing and review of the Command Profile (Figure 3-4).
- Discussion of the available resources including the number of volunteers, the types of projects supported by the command and other potential partners, as well as schedules for projects.
- Identification of challenges, barriers, and reservations regarding the potential Flagship partnership.
- Questions.

Task Forces and Committees

Task forces are convened at local, state, regional, and national levels to foster and guide changes in policy and to solidify the recruitment of whatever accompanying legislative and financial support is required. If a task force or committee is active in the community, the command may be able to join an existing partnership. The presence of a task force usually indicates that procedures, strategies, and activities have been formally established. The Command Volunteer Coordinator should determine if the command needs are compatible with the task force goals. It is important for the command to participate in partnerships that comply with the objectives of the NCSP and focus on projects involving education, citizenship, health,

safety and fitness, environmental conservation, drug demand reduction, and humanitarian assistance. The purpose of a partnership is to enable a pooling of resources and sharing responsibilities to address the needs of the community.

The Command Volunteer Coordinator may form a committee to implement the NCSP projects, partnerships, and activities. This committee may be involved in the initial efforts of the command by brainstorming ideas for potential projects, partnerships, and activities. Questions to raise at this time include:

- What are the goals for establishing a local or regional partnership? How would the partnership affect the community and address community needs?
- What organizations should be considered for the partnership?
- What are the roles and responsibilities of partners?
- How should the partnership be structured?
- Where would the partnership be headquartered?
- How would the partnership be staffed?
- How would the partnership be funded?
- What should be the next steps?

If a decision is made to pursue the Flagship Partnership, members of the initial planning group should contact other area leaders and expand the dialogue. The goal of the group is to broaden the base of ideas, concerns and information before actively developing the partnership's organization, programs, and activities.

Command Role in a Flagship Partnership

If the command decides to join an existing local or regional partnership effort, or to act as a catalyst to initiate such an effort, the Command Volunteer Coordinator becomes a participating partner, liaison, and facilitator for Navy resources. Whatever type of partnership the command decides to pursue, the subsequent action should be planned with input from all partners involved. Issues the Flagship Partners should resolve include:

- Scheduling follow-up meetings with partners to plan, develop, implement, promote, manage, and monitor as well as to evaluate projects, strategies, and procedures
- Identifying supplemental information to promote and support the partnership
- Planning tours of Navy and partner facilities to familiarize volunteers with other Flagship Partners
- Preparing and conducting orientations or command briefings to promote the Flagship Partnership

- Identifying collective needs and resources to establish goals and objectives
- Recruiting and screening volunteers
- Developing a conducting training sessions for volunteers
- Planning an event to celebrate the Flagship Partnership

Command Volunteer Coordinator Turnover File

As Command Volunteer Coordinator for the NCSP, responsibilities will be challenging. As this is often a collateral duty, most new Command Volunteer Coordinators are limited in the amount of time available to become familiar with the steps necessary for managing the NCSP efficiently and effectively. The Command Volunteer Coordinator responsibilities include planning, developing, implementing, promoting, managing, monitoring, evaluating, and sometimes revitalizing the command's community service program.

To facilitate the transition of responsibilities from each Command Volunteer Coordinator, it is requested that a turnover file be prepared and maintained. The file should be current and available for review. The advantages of a well maintained turnover file include continuity in Navy Participation in community service projects, partnerships, and activities as well as the ability of the Command Volunteer Coordinator to avoid reinventing the wheel. Preparing a turnover file is an excellent way for the Command Volunteer Coordinator to become familiar with the program, and to ensure that the program maintains direction and focus when it comes time to pass the responsibilities to another individual. Figure 3-7, Recommended Items for the Turnover file, should be used as a reference for the Command Volunteer Coordinator in preparing and maintaining the turnover file.

- The Navy Community Service Program (NCSP) Guidebook, and other material available through Commander, Navy Installations Command (N00P).
- Copies of all instructions and guidance that apply to the NCSP (Refer to Appendix A for initial listing).
- NCSP points of contact for Chain of Assistance:

N00P

Flagship Sponsors

Regional Coordinators

Unit Commander, Commanding Officer, or Officer in Charge (command personnel responsible for community service activities)

Command Volunteer Coordinators (including contact information for local area commands)

Public Affairs Office personnel

Flagship Partners (Name of Flagship Partner, POC, and phone number)

Command Volunteers

Figure 3-7, Recommended Items for the Turnover File for the Navy Community Service Program

- Job Description: Include duties and responsibilities (refer to Section 2) and who you report to and who reports to you.
- Program information such as Memorandum of Understanding (Section 6 Figure 6-1) and Activity Planning
- Checklist (Section 6 Figure 6-3) for each program.
- Information on volunteers, including contact information and areas of interest for:
 - Volunteers who participate on a regular basis.*
 - Volunteers who occasionally supply in-kind donations, for example: logistical and supplemental support (transportation, refreshments, tours, etc.) & special events assistance*
- Updated list of Navy personnel available as speakers. Include name and rank, command, availability, and qualifications by area of expertise (education, citizenship, health and fitness, environmental conservation, drug demand reduction, or humanitarian assistance). This list is in the form of a computerized resource guide that can be updated periodically.
- List of personnel not presently active as volunteers, but have indicated an interest in volunteering.
- Protocols, rules and regulations of Flagship Partners that are pertinent to interaction with Navy volunteers.
- Copy of Flagship Partners' addresses and phone numbers.
- Map of the area, showing the location of the Flagship Partnership project or activity.
- Copies of schedules, agendas, minutes, notes from Flagship Partnership meetings as well as correspondence describing successes and lessons learned, memorandums, newsletters, media references, and training seminars.
- Promotional ideas including newspaper clippings, news releases, sample flyers, and notices that draw attention to events within the command.
- Letters of appreciation from Flagship Partners.

NAVY VOLUNTEERS

General Guidelines

Volunteers may include uniformed officers, enlisted personnel, or Department of Defense civilians and family members. Family members are not covered under command liability and should obtain liability coverage.

The Command Volunteer Coordinator is responsible for recruiting, screening, interviewing, training, assigning, and recognizing Navy volunteers. The recognition of volunteers is discussed in further detail in Section 7, Navy Volunteer Recognition. The Commanding Officer may approve the appointment of an Assistant Volunteer Coordinator to work directly with the Command Volunteer Coordinator. The Assistant Volunteer Coordinator responsibilities include assisting the Command Volunteer Coordinator with the recruitment, screening, training, assigning, and recognizing volunteers. Volunteers should:

- Be reviewed. This requires the Command Volunteer Coordinator to establish criteria to review volunteers considered to be unacceptable candidates for the volunteer position. It is important to be aware of the rights of the potential volunteer during the screening process.
- Be interviewed. In addition to interviewing the candidate, the Command Volunteer Coordinator should verify the information obtained in the application and during the interview. This includes contacting references.
- Receive orientation and training with regard to the Navy Community Service Program (NCSP) projects, partnership, activities, and responsibilities. The Command Volunteer Coordinator should communicate the expectations of the command with regard to the laws, policies, guidance, and procedures.
- Participate in uniform when appropriate.
- Be recognized.

Volunteers should

not:

- Find themselves in a situation of one volunteer alone in a room or other setting with a single youth participant.
- Be perceived as taking the place of paid personnel.
- Utilize, commit, or donate government equipment or funds without command approval.

Recruiting Volunteers

Strategies to recruit volunteers include the following:

Ask. Simply asking individuals to participate is an effective method to recruit volunteers.

Establish A Community Service Committee. The committee could include the Commanding Officer, Executive Officer, Command Master Chief, Command Volunteer Coordinator, Public Affairs Officer and a representative from each department within the command.

Identify Representatives. These individuals would be responsible for distributing NCSP volunteer information and responding to commonly asked questions.

Distribute Flyers. At least two weeks before a formal recruitment session, distribute flyers describing the NCSP (Figure 4-1).

Decorate a bulletin board, bulkhead, or other area for posting messages, clippings, and pictures. This designated space should be utilized consistently and updated regularly to publicize the command's Flagship Partnership efforts. Utilize student art work or other promotional information for the NCSP projects, partnerships, and activities. This space should also be utilized to advertise the continuing need for volunteers.

Submit Articles. Prepare articles for the base newspaper with regard to community service and volunteer opportunities. Publicizing the opportunities in the base newspaper will assist in recruiting volunteers year-round.

Promote the NCSP at the Command Indoctrination. Utilize the command indoctrination to motivate newly arrived personnel to volunteer for community service projects and activities. This is accomplished by involving the Command Volunteer Coordinator in the check-in procedure, or including information in the Welcome Aboard packages.

Obtain Testimonials. Document the experiences of command volunteers or other commands. This may include an explanation as to what prompted their involvement in community service efforts and what benefits have been gained from participating in the NCSP projects, partnerships, and activities.

Recognize Active Volunteers. Expressing appreciation for individuals involved in community service will generate interest among other Navy personnel. It is important to consistently recognize volunteers.

Figure 4-1, Flyer for the Navy Community Service Program (Sample)



NAVY COMMUNITY SERVICE PROGRAM FLAGSHIP PARTNERSHIPS

Volunteers are needed to assist with projects related to education, citizenship, health safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance. Navy volunteers will assist in the education and enrichment of the nation's youth and communities.

If you are interested in participating as a volunteer in the Navy Community Service Program, contact the Command Volunteer Coordinator:

Help build Flagship Partnerships by becoming a volunteer!

**Figure 4-1
Flyer for the Navy Community Service Program (Sample) (cont'd)**



Navy Community Service Program

Volunteers are needed to assist with projects related to education, citizenship, health safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance. Navy volunteers will assist in the education and enrichment of the nation's youth and communities.

If you are interested in participating as a volunteer in the Navy Community Service Program, contact the Command Volunteer Coordinator:

Help build Flagship Partnerships by becoming a volunteer!

I am interested in becoming a Navy Community Service Program volunteer!

Detach this section of the form and return to: _____

Name: _____ Rank/Rating: _____

Work Section/Department: _____

Work Phone Number and Extension: _____

Supervisor: _____

Volunteer Reviewing

As the Command Volunteer Coordinator for NCSP activities, it is important to support an active community service program which will foster good relations between the command and the local community. In addition, it is important to promote high morale and team building among Navy personnel while at the same time protecting the Navy, the command, Navy volunteers, and the community impacted by the NCSP and Flagship Partnerships. This involves avoiding allegations of misconduct, negligence, or other wrong doing. Risk management is a necessity for all Navy leaders to ensure that issues of volunteer liability are addressed prior to the development of problems. A few simple steps should ensure that the NCSP complies with Navy requirements and reduces adverse legal action.

Navy military and civilian personnel who indicate an interest in participating in command sponsored community service activities should be reviewed for suitability prior to receiving an orientation and assignment. It is important to examine volunteer applications for suitability for the NCSP and Flagship Partnerships as well as verify information provided by the applicant. Reviewing allows the Command Volunteer Coordinator to eliminate individuals considered to be a risk for particular volunteer positions.

Reviewing volunteers before allowing them to represent the command in community service projects ensures that only individuals demonstrating a commitment to the Navy Core Values of Honor, Courage, and Commitment are accepted as a NCSP volunteer. This is particularly important when volunteers are assigned to projects involving youth, severely handicapped individuals, or elderly individuals. Immediate supervisors are in a position to provide an assessment of the prospective volunteer's suitability. The Command Volunteer Coordinator should maintain a list of all volunteers who have undergone the reviewing process and have been approved.

Reviewing volunteers is a continuous process that is used to ensure that suitable individuals are honored with the opportunity to participate in the NCSP projects, partnerships, and activities. This section provides information and materials for the Command Volunteer Coordinator and the Commanding Officer to use in selecting suitable volunteers and to avoid unnecessary liability to the Navy or command. It is the obligation of every Navy command to ensure, to the best of its ability, that the Navy, the command, the volunteers, and the community impacted by the NCSP and Flagship Partnerships are protected from harm.

Remember, family members, retirees, and other civilians who are not employees of the Department of Defense should be reviewed by the Flagship Partner.

Criteria for reviewing volunteers may include the following:

- Is the potential volunteer a role model for youth?
- Does the potential volunteer demonstrate a commitment to the Navy Core Values of Honor, Courage, and Commitment?
- Does the potential volunteer demonstrate the potential for leadership qualities?
- Does the potential volunteer possess sound judgment and character?

- Does the potential volunteer communicate effectively and use language appropriate for interacting with youth?
- If the potential volunteer has previously had problems with alcohol or drugs, are the problems resolved at this time?
- Is the potential volunteer responsible?
- What positive contributions will the potential volunteer bring to the Flagship Partnership or NCSP project?

An additional method of controlling command liability is to develop and distribute a position description for potential Navy volunteers. The position description will provide a tool for Navy personnel to conduct a self-evaluation as to their suitability for the position. A position description clarifies the requirements and expectations for the volunteer and also provides clear parameters within which a volunteer is expected to perform. Volunteers should be discouraged from participating in activities outside the parameters of the position description and warned of the consequences should the volunteer fail to adhere to the responsibilities identified within the description. In addition, consideration should be given to the Reviewing Guidelines (Figure 4-2).

Figure 4-2

Reviewing Guidelines for the Navy Community Service Program

The purpose of reviewing volunteers is to protect the Navy, the command, the volunteers, and the community impacted by the NCSP and Flagship Partnerships. Reviewing ensures suitable volunteers are assigned to the roles to which they are best qualified. The following guidelines may be used when determining an individual's suitability for youth-oriented community service projects and activities.

Temperament

Many of the youth selected to receive special attention through Flagship Partnership projects and activities fall into the category of "at risk" students. The identification of "at risk" students includes student who are learning disabled, economically disadvantaged, or potential dropouts. These youth require additional attention, acceptance, patience, innovative and sometimes repetitive instructional approaches. If a volunteer has a low frustration threshold, and cannot be tolerant, the partnership experience will be unsatisfying for both the student and the volunteer. Patient, caring, flexible, accepting individuals work best with young children and children with special needs. Volunteers with a structured approach to addressing issues may want to direct their efforts toward older, more mature students, or may concentrate on activities other than tutoring or mentoring. Alternatives may include judging science fair projects, helping with school landscape, maintenance, or cleanup activities.

Judgment

Volunteers are often called upon to make judgments on serious issues. For example, the volunteer may be faced with deciding whether to drive the student home when the child misses the regular mode of transportation. The answer is no. Another example would be deciding whether the volunteer should work one-on-one with a child alone in a room? The answer is no. Another example is whether a volunteer should share concerns with a school teacher regarding the possible abuse or drug situation at home. The answer is yes. The list of possible serious judgment calls a volunteer may be required to make is endless. It is therefore important that volunteers be mature in order to manage these types of decisions in a sensitive manner. Volunteers need to exercise sound judgment if they wish to promote partnership success and minimize possible liability.

Reliability

Volunteers who are selected must be reliable and responsible. When screening volunteers, supervisors should carefully consider each individual's commitment to community service and demonstrated degree of dependability. Children need to know that they can depend upon adults to fulfill promises and keep appointments. It is disappointing for children to look forward to a volunteer's arrival only to have the volunteer fail to show up. Not only does this disappoint the children, but also it reflects poorly on the Navy and provides a negative example for children to follow. When occasions arise which necessitate canceling or postponing a Flagship project or activity, it is important to notify the Flagship Partner with sufficient advance notice. Advance calling will allow Flagship Partners to prepare youth for a change in plans and to make alternative lesson arrangements.

Figure 4-2 Reviewing Guidelines (con't)

Communication Skills

To effectively act as a tutor, guest speaker, or instructor, a volunteer should be reasonably articulate in verbal presentation of ideas, enunciation, pronunciation, and grammar. Reasons for this are obvious. If a volunteer cannot be understood readily or sets a poor example in speech patterns and language usage, the volunteer will not be a productive example for easily influenced and impressionable youth. Supervisors should ensure that each volunteer has adequate communication skills to handle this challenge.

Behavior and Attitudes

Navy volunteers should set the example for children to emulate when it comes to behavior and attitudes. Children should be able to note that Navy volunteers follow the rules, exercise good manners when interacting with other individuals, accept responsibility, maintain a positive outlook, and demonstrate a cooperative spirit. Children should see that the volunteers embody good work ethics such as timeliness, thoroughness in completing assignments, respect for supervisors, willingness to work hard, and positive attitudes which foster cooperation and good morale.

Appearance

Volunteers represent the Navy when interacting with the public. A neat, clean appearance is important, both as a reflection on the Navy as well as an example for impressionable children. Navy personnel with substance abuse problems, a history of disciplinary situations, or poor military performance should not be permitted to participate as Flagship Partnership volunteers in youth-oriented programs until they have adequately demonstrated that these conditions no longer exist. Careful volunteer screening and selection of suitable volunteers will contribute significantly to program success.

Step 1. Volunteer Application and Request Chit

The Command Volunteer Coordinator should provide copies of a volunteer application package to interested Navy personnel. This application package consists of the Volunteer Application (Figure 4-3), the Volunteer Request Chit (Figure 4-4), and a Command Endorsement Form (Figure 4-5). Figures 4-3, 4-4, and 4-5 provide only samples of these forms. A command may generate a form of similar construct that is tailored to its needs.

The Volunteer Application and Volunteer Request Chit should be completed by the applicant and routed to the Command Coordinator via the Leading Petty Officer, Division Officer, Department Head. The Volunteer Request Chit must contain responses from key supervisory members regarding whether they recommend or do not recommend the applicant for a volunteer position.

The purpose of the Volunteer Request Chit is to ensure that the volunteer’s chain of command is supportive of the NCSP projects, partnerships, and activities. This step also provides the Commanding Officer and the Command Volunteer Coordinator with the assurance that the applicant’s suitability is supported by key supervisory members.

Step 2. Endorsement Process

The Department Head should complete the Command Endorsement Form (Figure 4-5). This form should be forwarded to the Command Volunteer Coordinator along with the Volunteer Request Chit (Figure 4-4) and Volunteer Application (Figure 4-3). The Command Endorsement Form should contain a response for each of the check-off items. The list of check-off items provides the final endorsement authority, usually the Department Head, the opportunity to conduct a quick but thorough check-off of all areas that need to be considered. Additionally, the Command Endorsement Form contains a statement that the endorsement authority has reviewed the applicant’s service record and this will ensure that any red flags that appeared during the review are addressed, if necessary. This process may involve contacting the Family Advocacy Program (FAP) Manager for referrals, or the local police department for arrest records if drugs, alcohol, or child abuse or neglect is involved. This information is not readily known or available if strictly military records are reviewed.

Always remember to ensure the confidentiality of applicant information, and to limit disclosure of information to personnel with a need to know

Figure 4-3
Volunteer Application for the Navy Community Service Program (SAMPLE) (cont'd)

I am interested in participating in the NCSP and would like to assist with the (check box):

- Personal Excellence Partnership (PEP) Flagship
 - Tutoring in academic subjects
 - Mentoring student or assisting with research projects
 - Assisting students with special projects or computers
 - Assisting with physical education classes or sports teams
 - Assisting with clubs during school time
- Health , Safety and Fitness (HSF) Flagship
 - Sports and recreation activities
 - Youth fitness activities
 - Special Olympics
 - Safety and health fairs
- Environmental Stewardship (ES) Flagship
 - Environmental stewardship activities
 - Presentations on environmental issues
 - Environmental cleanup activities
- Campaign Drug Free (CDF) Flagship
 - Campaign Drug Free presentations
 - Drug Education for Youth (DEFY) activities
 - Drug Abuse Resistance Education (DARE) activities
 - Red Ribbon Week events
- Project Good Neighbor (PGN) Flagship
 - Food drives
 - Repairs and renovations of shelters and homes
 - Assistance to less fortunate individuals in times of need

Figure 4-3
Volunteer Application for the Navy Community Service Program (SAMPLE) (cont'd)

The age level I would be willing to assist includes:

- Preschool
- Elementary (Kindergarten - 3rd grade)
- Elementary (4th-6th grade)
- Middle School (7th-8th grade)
- High School (9th-12th grade)
- Adults

Time available to volunteer (please X)

Frequency willing to commit

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Working hours | <input type="checkbox"/> Weekly |
| <input type="checkbox"/> After work | <input type="checkbox"/> Bimonthly |
| <input type="checkbox"/> Evenings | <input type="checkbox"/> Monthly |
| <input type="checkbox"/> Weekends | <input type="checkbox"/> Other |

If you checked “yes” for weekday or weekend assistance, what days and hours would you be available?

Return Form to:

(Name/rank of Command Volunteer Coordinator)

(Department/Code)

(Phone number)

Your interest in Navy Community Service Program Flagship Partnerships is appreciated.

Figure 4-4, Volunteer Request Chit for the Navy Community Service Program (Sample)

Date: _____

From: (Applicant Rate/Name)

To: Command Coordinator

Via: (1) Leading Chief Officer ___ recommended ___ not recommended
(2) Division Officer ___ recommended ___ not recommended
(3) Department Head ___ recommended ___ not recommended

Subj: REQUEST TO PARTICIPATE IN THE NAVY COMMUNITY SERVICE PROGRAM

Encl: (1) Volunteer Application for the Navy Community Service Program
(2) Command Endorsement Form

1. I request permission to participate in (name of command) Navy Community Service Program with (name of Flagship Partner). I have completed the Volunteer Application, which is included as enclosure (1).
2. I will commit myself to active participation in the program for (specific timeframe).
3. I have included the Command Endorsement Form (enclosure (2), which is to be completed by the Department Head. This form provides additional information for the Command Volunteer Coordinator to evaluate.
4. I am aware that consideration to participate in the Navy Community Service Program involves an interview process and informal background check to determine my suitability for working with youth oriented organizations.

(Signature)

Conducting an informal background check allows the Navy to ensure the safety and protection of everyone involved in the NCSP and Flagship Partnership. The background check is essential to rule out any major risk factors that could interfere with the Navy's reputation and the program's success. Ensuring the suitability of volunteers is particularly important in programs involving youth. Applicants who feel threatened by this explanation and choose to pull their application are probably not best suited for the program.

Confidentiality is essential during the initial reviewing process. To maintain confidentiality, authority to contact the FAP should be limited to the Department Head, Executive Officer, or higher authority. Always remember to ensure the confidentiality of applicant information, and to limit disclosure of information to personnel with a need to know.

For applicants who clearly do not qualify for the NCSP, the Command Volunteer Coordinator should express an appreciation for their interest and if a specific reason for the rejection is requested, stick to objective facts. The Command Volunteer Coordinator should ensure that consideration has been given toward any volunteer positions that the individual may still be qualified to fill, but it is important that the Command Volunteer Coordinator avoid risks to the Flagship Partner, the command, and the Navy.

Step 3. Interview Process

After receiving the potential volunteer's Command Endorsement Form from the Commanding Officer or designee, the next step is to interview the applicant to obtain supplemental information to ensure selection of suitable individuals, particularly for youth-oriented programs. An interview, if properly conducted, will assist in identifying applicants that are qualified for the volunteer position as well as identify applicants that should be rejected for unsuitable characteristics. Applicants may decide to withdraw themselves from consideration once additional information is shared regarding expectations and responsibilities.

Interview questions should be open-ended, thereby requiring more response than a simple yes or no. The questions should enable a two-way exchange of information between the interviewer and applicant. Remember, the applicant also needs to have an opportunity to ask questions about the program. The Command Volunteer Coordinator as well as other individuals assisting with the interviews should be familiar with the Screening Guidelines provided in Figure 4-2.

Figure 4-5

Command Endorsement Form for the Navy Community Service Program

DEPARTMENT HEAD ENDORSEMENT:

From: Department Head

To: Command Coordinator

Subj: NAVY COMMUNITY SERVICE PROGRAM

Encl: (1) Volunteer Request Chit

(2) Volunteer Application for (applicant's name)

1. I have reviewed enclosures (1) and (2). In addition, I have reviewed the applicant's Personnel Record as part of the reviewing process for the Navy Community Service Program. Additionally, the following suitability criteria have been carefully considered:

	YES	NO
Is there any documented evidence of drug usage or alcohol abuse?	___	___
Does the applicant's record indicate unsatisfactory job performance?	___	___
Does the applicant have any history of court martial, non-judicial punishment or involvement with civil authorities in the previous two years, or any major offenses anytime during the period of service?	___	___
Does the applicant present a neat, professional appearance?	___	___
Will the applicant reflect the command's high standards in his/her role as a Navy ambassador?	___	___
Has the applicant been referred to the Family Advocacy Program (FAP) or is he/she experiencing any unusual family, marital or financial problems?	___	___

2. This applicant is strongly recommended/not recommended for participation in the Navy Community Service Program.

The Command Volunteer Coordinator may want to use the following interview questions that were developed by the Boys and Girls Club of America and have been adapted for use in the NCSP.

1. *Why are you interested in volunteering for our program?*

Be alert for someone who over-identifies with children, is unduly excited about the possibility of working with children, or who emphasizes that working with children is much easier than working with adults.

2. *How would you describe yourself?*

3. *Please tell me about a situation in which you were responsible for disciplining a child, other than your own.*

Listen for use of excessive force, denigration of the child, unrealistic expectations about the children's needs, or use of discipline techniques that would violate the program's intent.

4. *What appeals to you most about volunteering for the program?*

Be alert for a preference to be left alone to "do their own thing." Also use this opportunity to explain the command's procedure for addressing situations where a volunteer has elected to stray from the responsibilities noted on the position description and the Flagship Partnership Memorandum of Understanding. For an example of a Memorandum of Understanding, refer to Figure 6-1.

5. *What was your childhood like?*

This question is intended to help uncover if the applicant was subjected to abuse as a child. If the applicant was, there may be an elevated chance that he or she could be abusive. Individuals who were abused as children and who have resolved their victimization have the potential to be excellent volunteers and provide positive role models for children. Applicants who appear not to have resolved their own childhood victimization should be screened out of unsupervised contact with children.

The Command Volunteer Coordinator should not rule out a person based on responses to just one of the questions above. However, an exception to this would be individuals with a documented history of child victimization.

CAUTION! Applicants who are good candidates for working with children and those who are a threat to children share many characteristics. Rigorous interviewing can help the Command Volunteer Coordinator to distinguish the difference.

Step 4. Volunteer Placement

Navy personnel selected to participate in the NCSP and Flagship Partnerships must demonstrate appropriate credentials or qualifications to perform the tasks.

The Command Volunteer Coordinator should track each volunteer entering the NCSP. This should be accomplished by maintaining a tally on the Program Information Sheet (Figure 4-6). This information should be reported to the Regional and Local Area Coordinators regularly to maintain a consolidated, up-to-date record keeping system.

The procedure for recruiting volunteers who have previously participated in Navy community service projects includes reviewing the list of volunteers who are approved to participate in the NCSP and Flagship Partnerships and who are also still in the command. The Command Volunteer Coordinator should also review the Volunteer Post Project Survey (Figure 4-7) that was completed by the volunteer. The information collected through the Volunteer Post Project Survey will tell the Command Volunteer Coordinator if the volunteers enjoyed the experience, if they thought the project was worthy of the time and resources allocated, and if the volunteers perceived their efforts resulted in a positive impact in the areas of education, citizenship, health safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance.

Figure 4-6
Program Information Sheet for the Navy Community Service Program

Program Year: _____

- Project Flagship: ___ Personal Excellence Partnership (PEP) Flagship
- ___ Health, Safety and Fitness (HSF) Flagship
- ___ Environmental Stewardship (ES) Flagship
- ___ Campaign Drug Free (CDF) Flagship
- ___ Project Good Neighbor (PGN) Flagship

Command name (no acronyms please): _____

Full Address: _____

Community Service Command Coordinator (include rate, rank, or cvilian grade): _____

Phone Number: _____ DSN: _____

Name of Flagship Partnership Project: _____

Name and Address of Flagship Partners: _____

Number of Volunteers: _____ Military _____ Civilian

Total Number of Volunteer Hours: _____ Military _____ Civilian

Number of Individuals Involved in Flagship Partnership Activities: _____

(this number is related to the people benefiting from the partnership)

Summary of Activities from Previous Program Year: _____

Return to the Regional Coordinator

Figure 4-7

Volunteer Post Project Survey for the Navy Community Service Program

VOLUNTEER POST PROJECT SURVEY FOR THE NAVY COMMUNITY SERVICE PROGRAM

The command is interested in your assessment of the command's involvement in the Navy Community Service Program (NCSP). In addition, we would appreciate feedback regarding how the NCSP affected you personally, and what impact you feel the command's participation has had thus far. Your sincere response to each question as well as your comments will greatly increase the command's ability to determine the effectiveness of the program, as well as areas of the program that need to be reevaluated.

1. Were the goals of the program, based on the needs of the volunteer site, made clear to you?

Yes No Comments

2. Do you feel the command is meeting the needs of the Flagship Partner?

Yes No Comments

3. What could volunteers or the command do to meet those needs?

4. Were the Navy's resources used effectively?

Yes No Comments

5. Was there effective communication between the Flagship Partners and the volunteers?

Yes No Comments

6. Did partners seem satisfied with the projects and activities?

Yes No Comments

7. What do you recall as your best experience(s) while volunteering?

8. What, if any, difficulties did you encounter in volunteering?

9. Did the Flagship Partners seem to appreciate volunteer efforts?

Yes No Comments

How was this appreciation shown?

Figure 4-7

**Volunteer Post Project Survey for the Navy Community Service Program
(cont'd)**

10. Do you feel you received the proper orientation and training to be an effective volunteer?

Yes No Comments

11. Did your command and department support your involvement in the program?

Yes No Comments

12. Did you have any difficulty meeting your pre-arranged schedule because of collateral duties?

Yes No Comments

13. Do you feel your involvement assisted in the education or enrichment of the youth and the community?

Yes No Comments

14. Do you think the program enhanced the Navy's image in the community?

Yes No Comments

15. Did your involvement in the program affect you personally and professionally?

Yes No Comments

16. Weighing all factors, would you consider the program a success?

Yes No Comments

17. Please list the reason(s) you chose to volunteer

18. Would you recommend volunteering to other Navy personnel?

Yes No Why?

19. What do you think you gained from this experience?

20. Would you participate again in the program if given the opportunity?

Yes No Reasons:

Thank you for responding to this survey. The time you have contributed to the success of the Navy Community Service Program and Flagship Partnerships is appreciated. This survey should be returned to the Command Volunteer Coordinator.

Volunteer Orientation and Training

In the event that the Command Volunteer Coordinator selects to renew or revitalize a Flagship Partnership, proper recognition should be given to those volunteers who previously supported the effort and elected to continue to serve as a volunteer.

If the command has maintained a partnership for an extended time, the Command Volunteer Coordinator should contact the partner's representative. This individual may be able to provide periodic updated briefings for potential volunteers. If possible, meet with the representative, especially if the Command Volunteer Coordinator or the representative is new to the program or partnership.

Volunteer Orientation and Training

Orientation Time and Place

Orientations for volunteers participating in the Flagship Partnerships may be formal or informal depending on the scope of community service program as well as the experience and expertise of those involved. Orientation sessions should occur frequently to include new volunteers as they enter the program. Quarterly orientation sessions are a reasonable frequency.

Orientation activities should last one or two hours and include an opportunity for socializing among volunteers who will be working together. Orientation activities for various community service programs should be tailored to the program's needs. Having all persons involved together at the community service site, the command or base, or at another suitable site encourages an exchange of information and viewpoints, and helps increase the understanding of each other's needs, resources, and limitations.

Preparing for the Orientation

Orientation, is the responsibility of the Command Volunteer Coordinator and Flagship Partners. The Flagship Partners usually take the initiative to conduct the orientation. Orientation materials, agenda, and procedures should be prepared jointly by the Flagship Partners. Name tags should be prepared for all participants both volunteers and instructors. The Volunteer Checklist (Figure 4-8) contains information that should be addressed during the orientation.

If the orientation is conducted at the command or base site, the Command Volunteer Coordinator should assume the responsibility for making logistical arrangements. The Command Volunteer Coordinator should coordinate with Flagship Partnership representatives to ensure that the orientation activities are useful, appropriate, and meaningful to the volunteers.

Figure 4-8 Volunteer Checklist for the Navy Community Service Program

Please use this sheet to take notes during the orientation to ensure that you are initially prepared to participate in the community service project.

Where do I park during the Flagship Partnership activity?

Who do I check in with to determine my activities for the day?

Where are the restrooms?

Where are the emergency exits?

To whom do I refer discipline or participant problems?

What is the number of participants and what they are like (special education, at-risk, low income, college bound)?

What might I expect from participants with regard to behavior, skill levels, values?

What procedures are to be followed if I am unable to participate in a Flagship Partnership activity?

Are there particular students I will be assisting?

To what subject areas or activities I am assigned?

What is the schedule to be followed during the activity?

(Note to Command Volunteer Coordinators: The list above includes sample questions that the volunteer may want to ask. Volunteer orientation should take place at the Flagship Partner site and should include a tour of the facilities. With specific information regarding the participants, the volunteer will be able to maintain a comfort level that allows him/her to be better equipped to address possible problems.)

Purpose of the Orientation Session

The intent of the orientation is to acquaint volunteers with:

- Community service goals and objectives.
- The site where they will be working.
- The target group with which they will work.
- Special protocols and procedures.

Agenda for the Orientation

- Introduction of Regional and Local Area Coordinator, Command Volunteer Coordinator, and other Flagship Partners. The presence of a senior Navy official such as the Commanding Officer is recommended.
- Welcoming remarks.
- Distribution of a volunteer handbook or other pertinent materials to volunteers.
- Brief profiles of the command and Flagship Partners presented by the Navy volunteers with previous experience and Flagship Partner representatives. Cultural differences should be reviewed. The Navy volunteers and Flagship Partners are informed on the organization, demographics, other pertinent data about the target group, description of the group's needs, and available resources. The Flagship Partners have the opportunity to learn about the Navy and the command.
- Presentations may include the following information:
 - Identification of objectives.
 - Identification of benefits of the Flagship Partnership.
 - Explanation of Command Volunteer Coordinator and volunteer responsibilities.
 - Explanation of NCSP organizational structure, policy, guidelines, procedures, and activities.
 - Identification of Navy and Flagship Partner resources including materials and technical assistance.
 - Discussion of results collected through Needs Assessment Survey (Figure 3-2) and prioritization of community needs and identified projects.
- Volunteers should be informed on:
 - Calendar of events including project schedule, starting and ending dates, and activity hours.

-
- Description of location of the activity including location of parking and restroom facilities.
 - Transportation arrangements (public transportation, command vehicles, Flagship Partner vehicle, or personal vehicle).
 - Points of contact, phone number, fax number, and e-mail address (as appropriate).
 - Cancellation procedures.
 - Confidentiality issues.
 - Relevant state and local requirements impacting community service projects and activities.
- o Question and answer period.
 - o Social opportunity.

Volunteer Training

Training will sometimes be needed to prepare Navy volunteers to perform specific tasks for planned activities. Training consists of instruction that is more detailed than a general orientation. Training is recommended for Navy volunteers and Flagship Partners involved in NCSP projects and activities.

Special training may be necessary following orientation and is usually conducted by the Flagship Partner.

Designing a Training Program for Volunteers

The Flagship Partner has primary responsibility for training volunteers. The Command Volunteer Coordinators should also be informed and capable of developing the training program. If training is necessary, and no program exists, the program should be developed by the Command Volunteer Coordinator, and the participating Flagship Partners.

Training helps volunteers to:

- o Define their roles clearly.
- o Increase their confidence and leadership abilities as well as identify resources for volunteers to obtain directions if an unforeseen event occurs.
- o Learn skills to assist in the selected activity.
- o Encourage a positive experience.
- o Convey a good initial impression.
- o Smooth the way for acceptance of the program in the community.

Guidelines for Training

- Identify the specific community need to be addressed by Navy volunteers.
- Define training objectives. For example, the objective might be that volunteers will acquire the skill to communicate clearly with student audiences or that volunteers will respond appropriately to a crisis hotline call.
- Select among alternative training approaches. For example, training might include a lecture, demonstration, simulation, role playing, small group activities, discussions, question-and-answer forum.
- Design training materials that are practical and specifically support training objectives. Materials may include audiovisuals, flip charts, manuals and other written materials, or an explanation of basic research related to the training topic.
- Select knowledgeable individuals to conduct the training. For example, trainers could include staff members, teachers, Navy trainers, and counselors.
- Conduct the training.
- Evaluate the usefulness of the training.

Volunteer Feedback

The Command Volunteer Coordinator should always be receptive to ideas and suggestions as well as will to address conflicts identified by volunteers. To encourage volunteer input throughout the year, the Command Volunteer Coordinator should:

- Solicit input during regular volunteer meetings. These ideas should be documented if requested in a verbal forum.
- Maintain a suggestion box.
- Insert the Command Interest Survey (Figure 3-1) as an attachment to the Plan of the Day or distribute the survey via electronic mail to solicit volunteers periodically throughout the year.
- Activity Ideas Submissions (Figure 4-9) should be reviewed routinely and acknowledged.

Figure 4-9
Activity Idea Submission Form for the Navy Community Service Program

Activity Idea Submission Form for the Navy Community Service Program

Date:

Name:

Phone Number:

Name of Community Group:

Point of Contact for the Community Group:

Phone Number:

Activity Idea:

Goal or Objective Accomplished Through the Activity:

Thank you for taking time to submit your idea. The idea will be carefully considered in planning upcoming projects and activities. Please return this form to the Command Volunteer Coordinator.

SECTION 5

RISK MANAGEMENT ISSUES ASSOCIATED WITH COMMITMENT OF NAVY RESOURCES: WHAT'S LEGAL, WHAT'S NOT

The Navy is authorized to provide four types of resources: personnel, in-kind donations, financial, and special Navy support.

Navy personnel participating in the Navy Community Service Program (NCSP) and Flagship Partnerships should be familiar with the policy, guidance, and procedures regarding the commitment of Navy resources. This section addresses issues related to personnel resources, in-kind donations, financial support, and special Navy support.

The Command Volunteer Coordinator should maintain copies of the references noted throughout the NCSP Guidebook as well as other applicable policies, guidance, and procedures. Space has been allocated under a tab noted as References. Appendix A contains a list of references noted in the NCSP Guidebook. This list is included in Enclosure (1), Instructions and Guidance Pertaining to the Navy Community Service Program. Appendix A contains additional enclosures that provide supplemental information to issues addressed in this section. For clarification, see Appendix B, Definitions.

The Command Volunteer Coordinator should utilize the reference documents for clarification to ensure that NCSP projects, partnerships, and activities comply with the goal and objectives of the program. Projects, partnerships, and activities should focus upon education, citizenship, health and fitness, environmental conservation, drug demand reduction, and humanitarian assistance.

The Command Volunteer Coordinator should provide a briefing for the Flagship Partners to clarify relative Navy guidelines and legal restrictions.

The Regional or Local Area Coordinator has access to the noted reference and should be contacted if the Command Volunteer Coordinator is unable to locate the information. The Local Area Coordinator is also available to assist the Command Volunteer Coordinator with briefings for potential Flagship Partners who may not be familiar with Navy regulations, policies, guidance, and procedures. The briefing should address legal issues associated with community service and volunteerism. For additional information, contact the Local Area Coordinator, Legal Officer, or Public Affairs Officer.

Personnel Resources

Navy volunteers are a significant resource commitment. The Navy volunteers contribute to the success of the NCSP and Flagship Partnerships, as well as impact communities by encouraging educational achievement, revitalizing citizenry, promoting health and fitness, implementing environmental stewardship, encouraging drug demand reduction, and participating in humanitarian assistance. Navy volunteers have experience and expertise in a wide variety of areas.

Volunteer Participation

The common ownership of the defense establishment by the citizens of the United States allows personnel to support certain events and participate in forums that serve the common good.

Participation in the NCSP and Flagship partnerships shall be voluntary.

Participation in the NCSP and Flagship Partnerships shall be voluntary. Navy civilian and military men and women from afloat and shore commands should be encouraged to volunteer for this program to the extent that participation does not interfere with their assigned mission or compromise command operational goals or objectives.

Volunteers shall be screened to identify and select Navy personnel possessing technical skills or a specific area expertise and projecting a proper military appearance and attitude. For additional information regarding the recruitment and screening of volunteers, refer to Section 4, Navy Volunteers. Improper screening techniques can infringe on the rights of potential volunteers and lead to lawsuits. Thus, the Command Volunteer Coordinator should understand how the legal system defines the liability for screening and placement.

Leave and Work Scheduling

The federal personnel system provides considerable flexibility to address requests for leave or changes in work schedules to allow employees to engage in volunteer service. The Navy is encouraged to make appropriate use of this flexibility. It is recommended that consideration be given to the effects of the individual's absence or change in duty schedule on work operations and productivity before approving requests.

Participation in partnership activities should not conflict with assigned duties. Some events, however, occur during the working day. The Office of Personnel Management (OPM) recognizes that it may be appropriate, under limited conditions, to excuse employees for brief periods of time without loss of pay or charge to leave. Excused leave allows Navy personnel to participate in volunteer activities. OPM has determined that the granting of such excused absence would be limited to those situations in which the employee's volunteer service, in the agency's determination, satisfies one or more of the following criteria:

- It is related to the department's or agency's mission;
- It is officially sponsored or sanctioned by the head of the department or agency;
- It will enhance the professional development of the employee's skills in his or her current position; or
- It will not have an adverse effect on work operations or productivity.

Careful judgment should be exercised in reviewing requests by personnel to be granted excused absence to participate in voluntary service during working hours. Under law, an agency is authorized to pay the salaries only of employees who perform work related to the department or agency's mission. As a general rule, it is inappropriate to pay an employee engaged in volunteer service. When an employee is paid a regular salary while performing services on a voluntary basis, the employee, in essence, would no longer be a volunteer.

Based upon the determinations from OPM, the Commanding Officers may adjust normal schedules or may grant liberty, leave, or no-cost temporary additional duty (TAD) to naval personnel to permit their participation in volunteer activities if the project or activity meets the following criteria:

- It is directly related to the department's or agency's mission.
- It is officially sponsored or sanctioned by the head of the department or agency.
- It will enhance the professional development or skills of the employee in his or her current position.

Supervisors may authorize flextime or may excuse civilian employees for short periods of time without loss of pay or charge to leave to participate in command-sponsored volunteer activities. Use of overtime to support this program is not authorized.

Reference: Office of Personnel Management, <http://www.opm.gov>. DoD Instruction 1400.25, Volume 630.

Office of Personnel Management, Guidance on Scheduling Work and Granting Time Off to Permit Federal Employees to Participate in Volunteer Activities.

Volunteer Liability

Navy commands should be aware of liability issues regarding injuries that occur during NCSP and other volunteer activities. The Department of Labor advises that, in most instances, personnel who perform mission-related, agency sponsored or sanctioned, or skill-enhancing volunteer activities while on excused absence are covered by 5 U.S.C. Chapter 81, Compensation for Work Injuries. The Office of Personnel Management, Federal Personnel Manual, Chapter 810, Injury Compensation, contains further information and guidance on workers' compensation. Navy volunteers authorized by their commanding officer to participate in command-sponsored community service projects and activities are considered within the scope of official duties and employment.

Navy personnel, whether civilian or uniformed, are considered to be within the scope of their duty and are not liable for mishaps occurring in an official capacity during command-sponsored activities. Application of this general rule is dependent upon circumstances and does not protect the volunteer from the consequences of criminally negligent actions. Volunteers acting on their own initiative, without command sponsorship, are not similarly protected.

The Volunteer Protection Act of 1997 provides protection for volunteers from suits and liability of harm inflicted when they are volunteering with a nonprofit organization or a governmental entity when there is no criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights and safety of others. The law does not apply to the operation of a motor vehicle, vessel, aircraft or other vehicle, nor to an activity requiring a license or certification.

It is the obligation of the command to ensure, to the best of its ability, that the Navy, the command, the Navy volunteers, and the community served are protected from harm. Commands should not rely upon commu-

nity organizations to maintain liability insurance that extends coverage to include Navy personnel. It is the responsibility of the command to arrange for liability insurance to cover Navy personnel during volunteer activities.

Claims against the United States are processed in accordance with JAGINST 5800.7F, Manual of the Judge Advocate General.

Reference: The Federal Employees Liability Reform and Tort Compensation Act of 1988

Waivers and Release Forms

Signed release forms and waivers are an effective tool to limit liability against a Navy command in the event that an accident should occur to non-Navy individuals at a Navy site or on Navy transportation. The waiver or release form must be written properly to state the potential dangers or possible injurious situations to sustain the document. Commands should work closely with a Judge Advocate General when drafting a waiver or release document.

When planning activities at Navy commands, the use of a waiver or release form is encouraged. The visitors should sign and return the waiver or release form to the Command Volunteer Coordinator. The forms are typically used to obtain a promise from the visiting individuals to surrender the right to sue. Waivers and release forms are only valid if signed by an appropriate person (parent or legal guardian for minor children). The waiver or release form should identify the risks involved. For example, a ship tour exposes the visitor to the possibility of slipping or falling when climbing ladders or walking on deck surfaces. Waivers and release forms do not protect a command from negligence, but provide a measure of protection from nuisance lawsuits. Contact the local Navy Legal Officer to ensure that the command waivers and release forms comply with local legal requirements.

Waivers and release forms allow the Navy to take simple precautions to protect commands from allegations of volunteer wrong doing. It is important to manage the risks to volunteers, the command, and the Navy.

In-Kind Donations

In-kind donations from the Navy are wide-ranging, but primarily consist of authorizing the use of facilities (buildings, rooms, athletic fields) at no cost. Other resources that are considered in-kind donations include supplies, materials, and equipment. Specifics concerning the use of these resources follow:

Use of Navy Facilities

Commanding officers may allow the use of command facilities in support of Flagship Partnership activities. All NCSP projects, partnerships and activities must be conducted in a manner free of any discrimination on the basis of age, race, creed, religion, color, national origin or sex.

Reference: SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations (Chapter 5)

United States Navy Regulations, 1990 (Art.0835)

Donation of Surplus Property

Donations of Federal equipment including computer equipment to schools and nonprofit organizations is permitted by Presidential Executive Order 12999 of April 17, 1996, "Educational Technology: Ensuring Opportunity for All Children in the Next Century." This Executive Order promotes making modern computer technology an integral part of every classroom, providing teachers with the professional development they need to use new technologies effectively, connecting classrooms to the National Information Infrastructure, and encouraging the creation of excellent educational software. In addition, the Executive Order streamlines the transfer of excess and surplus Federal computer equipment to the Nation's classrooms and encourages Federal employees to volunteer their time and expertise to assist teachers and to connect classrooms.

GSA is eligible, in appropriate cases, to transfer excess federal property to state agencies such as public schools.

The computer donation program is administered by the Computer for Learning (CFL) Program of the U.S. General Services Administration (GSA). For additional information and procedures for donating computer equipment, the Command Volunteer Coordinator should refer to Appendix A, Enclosure (2), Donating Excess Computer Equipment to Schools.

Public Law 101-510, passed on November 5, 1990, encourages partnership agreements between defense labs and educational institutions and allows the director of defense laboratories to provide various types of assistance. This includes loaning defense laboratory equipment; identifying lab personnel available to teach or assist in the development of science courses for the institution; and involving the institution's faculty in defense laboratory research projects. The Command Volunteer Coordinator should refer to additional information in Appendix A, Enclosure (3), Partnerships with Defense Labs and Educational Institutions.

Donation of other federal properties under the "Federal Surplus Personal Property Donation Program" is managed by the Property Management Division of U.S. General Services Administration (GSA) Central Office. State surplus property agencies have been established by each state, the District of Columbia, and U.S. territories to distribute personal property designated as surplus by the federal government. Contact the Director, State Agency for Surplus Property for the appropriate "state" or contact the appropriate GSA regional office for information on eligibility, program requirements and procedures.

Loan of Surplus Supplies and Equipment

Government property and equipment under normal circumstances is not to be loaned on a permanent or semi-permanent basis to community organizations. However, unclassified government equipment or property may be loaned to the community organization for tutorial, short-term training, and demonstration purposes. No equipment should be lent out if the command uses the equipment, nor should it be lent with the intent or implication of permanency. Appendix A, Enclosure (4), Standard Property Loan Agreement, is a form that should be used by the Command Volunteer Coordinator.

For commands with surplus supplies, materials, and equipment, the command should reference the following procedures in order to lend Navy resources to Flagship Partners. The Commanding Officer should follow the identified steps:

1. The materials and equipment are first made available to anyone in the command who may want to use it. For example, the availability of the equipment could be advertised at a staff or department head meeting.
2. If no one in the command wants the materials or equipment, the Commanding Officer drafts a memorandum for the record that states that the equipment is not needed by the command; and was loaned to a Flagship Partner in accordance with provisions of the DoD Defense Materiel Disposition Manual 4160.21M.
3. The Commanding Officer completes a Standard Property Loan Agreement (Appendix A, Enclosure (4)). These agreements are not restricted to a long-term basis. If something is needed on a one-time basis or for a couple of days, the above procedures should be adequate. The terms of the agreement should normally not exceed one year.
4. The community organization completes the acceptance blocks of the loan agreement. The Commanding Officer maintains the original on file and provides the Flagship Partner with a copy. Officially, the command keeps the materials and equipment on its inventory, but lends it to the school. When the community organization finishes with the materials, they are returned to the command for proper disposal.
5. If the agreement runs for an entire year, the command should reclaim the loaned materials or equipment during extended periods of disuse and renegotiate the loan. This procedure serves the triple purpose of: keeping a handle on the inventory; making sure that the agreement is renegotiated at regular intervals; and reminding everyone of the importance of renewing the partnership commitment at the start of the school year.

Visits and Tours of Navy Facilities

Navy commands may provide an opportunity for youth to be exposed first-hand to ships, aircraft, and naval installations. No admission charge may be levied on the public solely to see a Navy demonstration or exhibit. Should admission be charged at an event in which the Navy is one of several participants, the Navy activity must not be the primary attraction.

Tours should be arranged on a not-to-interfere basis.

If the command does not have anything to show off, there are usually other resources available. For example, check with the Public Affairs Office for details regarding scheduled ship visits or open houses. It may also be possible to arrange a tour of another command.

Reference: SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations (Section 507)

Financial Resources

The term “financial resources” refers to the distribution of funds, grants, scholarships, monetary awards, and general fund-raising.

Funds for Flagship Partnership Activities

Fiscal expenditures for the community in support of NCSP goals will be kept at the absolute minimum necessary to accomplish official objectives.

There are no funds specifically designated for NCSP. Examples of allowable expenditures include normal personnel pay, incidental expenses such as local transportation, routine utility and telephone charges, and other minor operating expenses.

In cases where a participation fee is required, Navy commands may not participate in partnerships unless outside funding can be arranged.

There will be no direct financial assistance to a private organization from a non-appropriated fund in the form of contributions, dividends, or other donations of monies or other assets.

Recreation funds may not be expended for cash donations to or cash donations for any charitable or fraternal group or organization.

References: SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations (Section 507)

OPNAVINST 5350.6 Series, Navy Community Service Program

DoD 5500.07-R, Joint Ethics Regulations

Meals

Flagship Partners dining in the galley while visiting the base as part of a community service activity are required to pay the basic meal rate. Waiver requests should be submitted, via the “owner” of the galley, to the Assistant Secretary of the Navy, Financial Management (ASN (FM)) via the Commander, Naval Supply Systems Command (NAVSUP). Once the request has been received by NAVSUP, the Navy Food Service Division will review and validate the request. Waiver applications must include:

- Name of event and organization requesting the waiver.
- Brief description of event and organization.
- Actual or estimated number of people for which waiver is requested.
- Reason the approval would be in the best interest of the Navy.

The request must be in writing, and signed by the Commanding Officer or an individual with “by direction” authority. Restrictions for granting waivers include a prohibition on authorizing “blanket” waivers for organizations or individuals, and a revenue loss cap of \$1 million per year. The galley must absorb costs and losses of revenue resulting from surcharge waivers.

References: NAVSUP P-486, Food Services Management - General Messes Manual

Fundraising

Official Navy support of fund-raising events is limited to campaigns authorized by law or approved by the President or the Director of the Office of Personnel Management. Support for a single-cause fund-raising event may be authorized by the Chief of Information (CHINFO) when the fund-raising program is local in nature; of community wide benefit; and has the support or endorsement of the local, united, federated or joint campaign officials.

Support may also be authorized by the local commander when such action is judged an appropriate response to a community organization (volunteer fire department, rescue unit, or youth activity fund drives).

Navy personnel are encouraged to actively participate in federated, joint or authorized campaigns to the extent authorized by Department of Defense (DOD) policy and prudent use of official time. Support of fund-raising activities will be at no additional cost to the government.

DOD employees may participate in community service activities of non-federal entities as individuals in their own capacities, provided they act exclusively outside the scope of their official position. Purely personal, unofficial, volunteer efforts to support fundraising are not prohibited where the efforts do not imply DOD endorsement. The head of the DOD component command or organization may authorize such activities outside the federal government workplace, such as at public entrances, in community support facilities and in personal quarters. These activities may be further limited by federal government building and grounds regulations.

*References: SECNAVINST 5720.44C, Department of the Navy Public Affairs Policy and Regulations (Section 501)
DoD 5500.07-R, Joint Ethics Regulations*

Special Navy Support

Special Navy support includes organizations comprised of current and former members of military services interested in promoting a strong defense. Close liaison with local chapters provides access to valuable resources for support of a partnership effort. The organizations include the Fleet Reserve Association, Navy League of the USA, Navy Wives Clubs of America, and National Naval Officers Association (NNOA).

SECTION 6

FLAGSHIP PARTNERSHIPS

Flagship Partnership Agreements

The establishment of a Flagship Partnership should be formally acknowledged and celebrated by the Navy command and the Flagship Partners. To formalize a newly established Flagship Partnership, the command should draft and sign a memorandum of understanding (MOU) between the command and the Flagship Partner. Written agreements are necessary to identify commitments, obligations, and operating procedures. The MOU should specify the goals of all Flagship Partners, the desired outcomes, the resources allocated for the Flagship Partnership, and the limitations of the project. Figure 6-1 provides a sample MOU. The command and Flagship Partners should use an MOU to renew Flagship Partnerships or address changes in command or partnership leadership. All Flagship Partners should retain a copy of the agreement. Each partner should also receive a Flagship Partnership Agreement Certificate (Figure 6-2) to be displayed by the command and Flagship Partners.

Flagship Partnerships provide an opportunity for Navy personnel to cooperate with the community to improve educational, physical, environmental, social, and economic conditions.

Figure 6-1
Memorandum of Understanding for the Navy Community Service Program

**Navy Community Service Program Flagship Partnership Agreement
Between (Name of Command) and (Name of Flagship Partner)**

We agree to enter into a working Flagship Partnership focusing resources of all parties on the following goals:

- To assist in the education and enrichment of the nation’s youth and communities and in revitaliz- ing citizenry.
- To develop a collective vision of community needs and commitment to share responsibilities and resources in a partnership.
- The effectiveness of the Flagship Partnership will be measured by the achievement of the objectives listed below:
 - Students considered to be “at risk” who participate in the tutoring program will improve their grades by the end of the semester.
 - Two fitness programs will be agreed upon and completed by a team of Navy and commu- nity volunteers.
 - Two environmental stewardship projects will be agreed upon and completed by a team of Navy and community volunteers.
 - Student awareness of the dangers of substance abuse will increase as a result of presenta- tions and facilitation efforts by the Navy and community volunteers.
 - Navy and community volunteers will coordinate efforts, including resources, to reach out to less fortunate individuals to improve the quality of life in the community.

Flagship Partnership activities are scheduled to start by (date).

The Flagship Partnership involves ongoing projects and activities that are subject to review. All parties agree to exchange written evaluations of the partnership, with any recommended modifications, in six months.

Command Volunteer Coordinator (Title, Command)

Principal or Director (Name of Organization)

Commanding Officer (Title, Command)

Superintendent or Officer

Figure 6-2
Flagship Partnership Agreement Certificate for the Navy Community Service Program (Sample)



Navy Community Service Program

This is to certify that

(Name of Command)

and

(Name of Flagship Partner)

have entered into a Partnership

on

(Date)

for the purpose of working together to (explain the purpose of the partnership here).

Signature (CO, OIC)

Signature (Director, Principal)

Formal Kickoff Event

When a Flagship Partnership is established, the agreement should be formally acknowledged and celebrated by the Navy command and the Flagship Partner. Flagship Partners should jointly organize the kickoff event. The initial steps are to determine where the event will take place, when the event will be scheduled, what activities will take place at the event, who should be invited to attend the event, and how the media should be involved in promoting and reporting the event.

Activities at the event may include:

- The Pledge of Allegiance.
- A tour of the command or Flagship Partner site.
- Student or youth performance by the band, chorus, cheerleaders, dance team, or sports team.
- Performances by Navy drill teams, color guards, or band.
- Speeches by the Commanding Officer and Flagship Partner representative.
- Ceremony focused on the signing of the Flagship Partnership Memorandum of Understanding (Figure 6-1).
- Presentation of Flagship Partnership Agreement Certificates (Figure 6-2).

The activities should encourage youth, Navy volunteer, and Flagship Partner involvement and participation at the kickoff event. The event should include members of the community including other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and government agencies. The kickoff event is an opportunity to continue to promote the Navy as a partner in community service activities and partnerships.

The Public Affairs Officer is the Navy's official media point of contact and has overall responsibility for media involvement as well as release of information regarding Navy activities.

The Command Volunteer Coordinator should prepare information describing the purpose of the NCSP and Flagship Partnerships, identifying goals and objectives of the partnership, and noting points of contact. This information will be used by the Public Affairs Officer to prepare a press release. The Command Volunteer Coordinator may also arrange for a photographer to attend the event by coordinating with the local Public Affairs office.

Following the event, the Command Volunteer Coordinator should prepare letters of appreciation and ensure that information regarding the event is distributed to publicize the event and the Flagship Partnership efforts.

Flagship Partnerships

Examples of Flagship Partnerships are included in this guidebook as Appendix C. Appendix D provides a list of resource organizations that the Command Volunteer Coordinator may contact for information to implement a Flagship Partnership. The selection of a Flagship Partnership project or activity should be a joint Navy and community effort. It is important for Flagship Partners to share responsibilities and resources to improve education and the quality of life for the community. Issues to consider when identifying potential Flagship Partners include:

- What is the mission of the organization being considered as a potential Flagship Partner? What are the goals and objectives of the organization? Do the mission, goals, and objectives complement those of the command?
- What resources are needed to implement the project?
- What schedule will be followed to implement the project?
- What type of volunteer is necessary to implement and manage the project or activity?
- Is volunteer training necessary? If so, what type? How and when will the training be done?
- What target groups will be served?
- Where should activities be conducted?

The Activity Planning Checklist (Figure 6-3) should be used by the Command Volunteer Coordinator to plan and finalize Flagship Partnership activities.

Figure 6-3

Activity Planning Checklist for the Navy Community Service Program

Activity: _____

Activity date(s): _____

Command Name: _____

Command Coordinator: _____

Command Address: _____ Phone Number: _____

Activity Site: _____

Time of Day: _____

Target Group Served: _____

Number in Target Group: _____

Specific area addressed: education, citizenship, health safety and fitness, environmental conservation, drug demand reduction, humanitarian assistance

What is the project or activity objective? _____

What feedback will be collected? _____

Number of volunteers needed for the project or activity: _____

Number of volunteers participating in the project or activity: _____

Is volunteer training required? Yes No

If yes, training will be conducted on Date: _____

Time: _____

Location: _____

POC: _____

Was volunteer training conducted? Yes No

Materials Required:

Resource:	Supplied by:	POC/Phone #	Obtained (yes/no)
-----------	--------------	-------------	-------------------

_____	_____	_____	_____
-------	-------	-------	-------

_____	_____	_____	_____
-------	-------	-------	-------



Other Resources Required (publicity, transportation, certificates, audio-visual equipment, etc.):

Resource:	Supplied by:	POC/Phone #	Obtained (yes/no)
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Are uniforms required for activity? _____

Are permission slips required for the activity? _____

Is adequate parking available or arranged? _____

Have safety concerns been carefully addressed? _____

Is water available? _____

Are bathrooms accessible? _____

Is security assistance required? (base or city police) _____

Flagship Partnership Activities

Many ideas for partnership activities are identified in Appendix C of this Guidebook.

Special Events

Special events, ceremonies, career fairs, community drives, tours, field trips, social gatherings, and holiday festivals provide interaction in a stimulating atmosphere that incorporates learning with pleasure. These types of activities may serve as an alternative for commands with limited resources or unable to commit to a Flagship Partnership. The special events may be planned on a case-by-case basis.

Resources for special events may include the Navy band, drill team, color guard, honor guard, and static displays. Using such resources also allows the command to participate in community events organized by other organizations.

A command is not required to have a formal Flagship Partnership to offer resource support. For example, a command may express interest in assisting a school or community organization that has a business or command partner, but needs additional support for a particular activity. This flexibility allows a command to support an existing partnership with volunteers or other resource support, while not entering into a formal partnership agreement. Commands should share resources with other commands, especially with those having partnerships. For example, a shore command might want to take its students on a tour of a ship. This cooperation often leads to special project ideas that are otherwise unavailable to an individual command.

SECTION 7

NAVY VOLUNTEER RECOGNITION

The best community service program cannot succeed without the dedication of its volunteers.

Properly recognizing volunteers assures their commitment to the program. This section describes how to maintain motivated, enthusiastic, and experienced volunteers. Suggestions in this section, both informal and formal, will help the Command Volunteer Coordinator identify strategies that motivate volunteers and reinforce their willingness to continue supporting the Navy Community Service Program (NCSP).

Volunteers

When a community service project is initiated, it attracts larger numbers of volunteers willing to allocate time to support the effort; however, as time passes, the number of volunteers tends to dwindle. People stop volunteering if they do not feel appreciated, if they are assigned tasks or projects they do not enjoy, if the working conditions are not conducive with the volunteer's expectations, or if volunteers lack support in the work environment.

Ways to motivate volunteers include:

- Paying attention to local cultural behaviors and adapting the style of supervision and recognition of volunteers accordingly.
- Creating a fun, friendly work environment among Navy volunteers and Flagship Partners. Providing refreshments works wonders.
- Explaining the goals of the Flagship Partnership clearly to everyone involved. Volunteers will not stay active if they are not committed to the project.
- Demonstrating to the volunteers how their contributions make a difference. The impact of contributions may not be readily visible to volunteers.
- Meeting with volunteers regularly to share experiences and address concerns.

The purpose of this is two-fold: It provides the Command Volunteer Coordinator with access to valuable input from volunteers to further improve the program's effectiveness and it promotes a feeling of team spirit among the volunteers. Volunteers learn from one another. They share ideas regarding what works best for them in dealing with certain situations, and develop new friendships based on a common goal of dedicating time and talents for community service.

- Providing resources for the volunteers. The Command Volunteer Coordinator in conjunction with Flagship Partners should attend to details such as arranging lunch, ensuring waivers and release forms were signed, and providing supplies. This allows volunteers to focus on specific tasks. Observance of Flagship Partnership projects and activities allows the Command Volunteer Coordinator to provide support and guidance to volunteers, and to address concerns and resolve problems that arise during the project or activity.

- Conducting orientation and training for all incoming volunteers. In addition to preparing volunteers for responsibilities and activities, it demonstrates from the onset that volunteers are valued and essential to the success of the Flagship Partnership.
- Assigning volunteers to tasks that take into consideration their reasons for volunteering to participate in the NCSP and Flagship Partnerships.
- Reviewing and changing volunteer assignments as motivational needs change. Graduate volunteers to more challenging tasks or new work environments to maintain their interest.

Volunteer Recognition

It is essential that volunteers are recognized frequently, promptly, and consistently. Recognition is the most powerful strategy to retain volunteers and to recruit new volunteers. Volunteers should be recognized when something special is accomplished. The degree of recognition should be appropriate to the contribution of the volunteer.

Recognition:

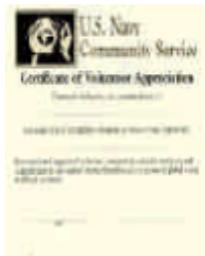
- *Should be continuous and ongoing.* Consistent acknowledgment of volunteer efforts such as praise, thank-you notes, or a special privilege will encourage continued volunteer participation.
- *Should conform with the chain of command.* When an organization commends volunteers, the chain of command should be informed. Informing the chain of command will help garner support for the volunteer in participating in the next project or activity.
- *Should be prompt and specific.* Timely recognition of volunteers demonstrates that command leadership supports the Flagship Partnership and acknowledges that volunteer efforts are important. Timely recognition also provides feedback for the volunteers by sharing information with regard to the success of their efforts toward addressing community needs as well as Flagship Partnership goals and objectives.
- *Should be public.* The Command Volunteer Coordinator should work with the base PAO to publicize Navy volunteer efforts internally and externally. News coverage can motivate individuals to volunteer, increase interest in Flagship Partnerships, as well as reinvigorate a current Flagship Partnership.

Recognition Strategies

Strategies to recognize volunteer achievement within the command community and the local, state, and national community include:

Letters of Commendation (Figure 7-1) from the Flagship Sponsor, Commanding Officer, or the Command Volunteer Coordinator are well received. In addition, Letters of Appreciation (Figure 7-2) from the command to the Flagship Partner should also be prepared.

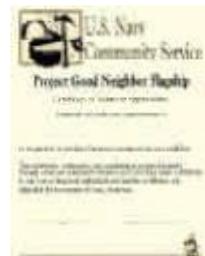
Certificates of Appreciation (Figure 7-3) should be presented to the individual volunteer from the command or Flagship Partners during a partnership project or activity that specifically recognizes volunteer service. Command Volunteer Coordinators may also order formal NCSP Certificates of Volunteer Appreciation for military and civilian volunteers from the Defense Logistics Agency (DAPS). Each certificate is 8 1/2” x 11” and is printed with graphics on manila cardstock with gold and black ink and available in packs of 25 at <https://navalforms.documentservices.dla.mil/web/public/home>. The Command Volunteer Coordinator may also produce the certificates locally.



NCSP Certificate of Volunteer Appreciation
NAVPERS 1650/90
0109LF9847700



Environmental Stewardship Certificate of Volunteer Appreciation
NAVPERS 1650/92
0109LF9850100



Project Good Neighbor Certificate of Volunteer Appreciation
NAVPERS 1650/94
0109LF9852500



Campaign Drug Free Certificate of Volunteer Appreciation
NAVPERS 1650/95
0109LF9853700



Health, Safety & Fitness Certificate of Volunteer Appreciation
NAVPERS 1650/93
0109LF9851300



Personal Excellence Partnership Certificate of Volunteer Appreciation
NAVPERS 1650/91
0109LF9848900



Personal Excellence Partnership Certificate
NAVPERS 1650/4
0109LF9854900

Evaluation Reports. Voluntary service offers another dimension to evaluate leadership and personal development. Stellar performance as a volunteer should be recognized at the command level. Command Volunteer Coordinators should ensure that this is emphasized to ensure that volunteer initiatives are properly acknowledged by supervisors and reflected through avenues that potentially promote their careers in the Navy.

Figure 7-1 Letter of Commendation for the Navy Community Service Program

(NAME OF COMMANDER)

takes pleasure in presenting

a

LETTER OF COMMENDATION

to

(Name of Volunteer, United States Navy)

for

Outstanding service to the Navy Community Service Program from (beginning date) to (ending date), (year). (Name of volunteer) contributed directly to the (name of Flagship) as a (tutor, playground assistant, club leader, mentor, etc.) in the (name of Flagship Partner). His/her unselfish participation in this program was in response to the national goal of greater voluntary community action, as established by the President of the United States. This contribution to the (name of community) has assuredly improved the (education and citizenship, health, safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance) of the (Flagship Partner) involved. (Name of volunteer)'s exceptional skill, personal initiative, and dedication to the community reflect great credit upon himself/herself and his/her command, and are in keeping with the highest traditions of the United States Naval Service.

(Signature)

Figure 7-2
Letter Of Appreciation To Flagship Partners for the Navy Community Service Program

(Command Letterhead Stationery)

(Director or Principal)

(Name of Flagship Partner)

(Street Address of Flagship Partner)

(City, State, ZIP Code)

Dear (Name of Director or Principal),

In order for any partnership to be effective, the firm commitment of both partners is required. I believe that much of the success of my command's partnership with (name of Flagship Partner) may be attributed to the total dedication and thorough attention to detail of (name of person being commended), one of your many outstanding staff members. (Name of person being commended)'s professionalism, program management skills and ability to effectively motivate and communicate with volunteers are tremendous assets to our partnership. His/her contributions play a significant role in our ability to make a positive difference in the lives of others. Please convey my sincerest appreciation to (name of person being commended) for his/her efforts to enhance our partnership.

Sincerely,

(Commanding Officer's Name), (Rank), U.S. Navy

Commanding Officer

CERTIFICATE OF APPRECIATION

PRESENTED TO _____

Figure 7-3
Certificate of Appreciation from the Command and Flagship Partner
for the Navy Community Service Program

CERTIFICATE OF APPRECIATION

PRESENTED TO _____

In recognition of service to

(Name of Flagship Partner)

Your contribution to the success of our Community Service Flagship Partnership
is deeply appreciated. We hope this certificate will serve as a memento of this occasion

Presented on this ____ day of _____, 19__

(Director)

(Commanding Officer)

(Name of Base/Command)

Awards opportunities include the Navy Community Service of the Year Award Program to recognize outstanding community service contributions by Navy commands. The five Flagship programs recognize efforts focusing on education and citizenship, health, safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance. Each Flagship selects award winners from nine categories, based upon command size and location. Command winners are selected from award submission packages and rated on the impact the volunteer event has on the community, Sailors and command. An emphasis is placed on command-sponsored and approved involvement activities. Additionally, a sixth award, the USS BAINBRIDGE Award, recognizes one command in the Navy for overall excellence in community service each year.

A variety of local, state, national, and Navy volunteer award programs also exist. Command Volunteer Coordinators should contact local partners, state agencies, and national organizations to obtain information pertaining to award programs. For information regarding the Navy Community Service Award and other national awards, refer to Figure 7-4. Tips for writing a Volunteer Award Nomination Application are included in Figure 7-5.

Invitations to Recognition Events including appreciation breakfasts, luncheons, and potluck suppers help solidify partnership relationships. These events also encourage communication and interaction between volunteers participating in the Flagship Partnership.

Special Recognition of volunteers often occurs at special meetings, Chamber of Commerce events, assemblies, holiday occasions, Volunteer Month or Day, and Navy Recognition Day. Plaques may be given, trees planted, or murals painted to commemorate the involvement of all partners. Another alternative is to establish an honor roll of volunteers to be posted in the command, school, or organization.

Navy and Community Media should be included in the recognition of volunteers. The Command Volunteer Coordinator is encouraged to work closely with the base PAO to communicate recognition information for publication in newspapers, magazines, newsletters, brochures, on the radio, and on television. Consult with your Public Affairs Officer for instructions regarding contact with local media groups. Other options may include submitting base newspaper articles with pictures, “BZ” messages, Navy feature stories in All Hands, Navy Times, and Fleet Hometown News Releases. The Public Affairs Officer is available to assist the Command Volunteer Coordinator with the submission procedures. In addition, the NCSP maintains a quarterly magazine called NAVY Volunteer! highlighting achievements of Navy commands in community service. See Section 3 for more information concerning article submissions.

Figure 7-4
Navy and National Awards Contact Information
for the Navy Community Service Program

NAVY COMMUNITY SERVICE AWARD PROGRAM (OPNAVINST 5350.6D)

Navy's Community Service Program provides opportunities for Navy military and civilian employees to volunteer for meaningful command-sponsored community service projects. Through this program, Navy volunteers make a difference by strengthening education, preserving the environment, providing humanitarian assistance, and promoting anti-drug and healthy lifestyles. The Navy Community Service Award Program recognizes Navy commands that engage in exemplary voluntary community service activities and offers awards for each of the five Flagships.

Point of Contact: Navy Community Service Program Manager

Commander, Navy Installations Command (N00P)

716 Sicard Street SE, Suite 1000

Washington Navy Yard, DC 20374-5140

Phone: (202)433-4019

DSN: 288-4019

<http://www.cnic.navy.mil/ncsp>

MILITARY OUTSTANDING VOLUNTEER SERVICE MEDAL

The purpose of the Military Outstanding Volunteer Service Medal (MOVSM) is to recognize members of the United States Armed Forces, including Reserve components, who distinguish themselves through outstanding community service. The MOVSM is intended to recognize exceptional community service over time and not a single act or achievement. It is intended to honor direct support of community activities. To be eligible for the award, an individual's service must:

- Be to the civilian community, to include the military family community;
- Be significant in nature and produce tangible results;
- Reflect favorably on the military service and the Department of Defense; and
- The service member should normally perform a sustained, direct hands-on community service over a three-year period (not necessarily consecutive). Members assigned to deploying units may include deployed time in the three-year period.

The commanding officer will certify that the eligibility requirements have been met and service was honorable throughout the award period. For consideration for the MOVSM award, a service member must be recommended by anyone senior to them. The recommendation must be submitted via the commanding officer using OPNAV 1650/3, Personal Award Recommendation. The MOVSM is further detailed in the Navy and Marine Corps Awards Manual SECNAVINST 1650.1H, 22 August 2006, Chapter 4.

Figure 7-4

Navy and National Awards Contact Information for the Navy Community Service Program (con't)

Points of Light

Points of Light is an independent, nonpartisan, nonprofit organization that works with the support of caring Americans who believe that volunteerism can be a powerful antidote to the social problems that affect neighborhoods and communities. The foundation focuses on finding, spotlighting and showcasing outstanding individuals, families, groups or organizations, businesses and labor unions engaged in direct and consequential community service, and sponsors several award recognition programs for individuals and businesses.

Point of Contact:

Points of Light

1625 K Street, Suite 500

Washington, DC 20006

<http://www.pointsoflight.org>

The Daily Point of Light Award

The Daily Point of Light Award honors individuals and volunteer groups that have made a commitment to connect Americans through service to help meet critical needs in their communities. It focuses on the goals for children and youth set by the President's Summit for America's Future. Each weekday, one volunteer or volunteer effort in the country receives a Daily Point of Light Award.

Point of Contact:

Daily Point of Light Award

600 Means Street, Suite 210

Atlanta, GA 30318

(404)979-2900

Awards for Excellence in Workplace Volunteer Programs

The Awards for Excellence are designed to honor a business' overall employee/retiree volunteer effort, including the actual community service projects and the program policies and corporate vision that support those volunteer activities.

President's Community Volunteer Award

Formerly called the President's Service Award, it is the most prestigious award for volunteer community service. It reflects the importance the President has placed on community service. Established in 1982, the awards are presented annually by the President in recognition of outstanding volunteer service directed at solving critical social problems and to call public attention to the contributions made by the nation's 93 million volunteers.

Figure 7-4
Navy and National Awards Contact Information
for the Navy Community Service Program (con't)

THE CONGRESSIONAL AWARD

Younger service members may be nominated for the Congressional Award. Created by Public Law 96-114, the Congressional Award Act is presented on a noncompetitive, individual basis to young people in the United States between the ages of 14 and 23 in recognition of initiative, achievement and service. To earn a Congressional Award, participants set and achieve individual goals in four program areas: voluntary public service, personal development, physical fitness, and expeditions.

Individuals with disabilities are equally able to earn a Congressional Award, as goals are set based on individual interest, need, and ability. The young person must earn the award. There are no limits set on the number of awards that may be earned throughout the country.

Members of the United States House of Representatives and Senate recognize their constituents who earn Bronze and Silver Congressional Awards at local, citywide, or statewide ceremonies. The Gold Congressional Award ceremony is held in the United States Capitol and is presided over by the congressional leadership.

Point of Contact: **The Congressional Award Foundation**

PO Box 77440

Washington, DC 20013 (202) 226-0130

<http://www.congressionalaward.org>

THE PRESIDENT'S VOLUNTEER SERVICE AWARD

Every day, millions of Americans volunteer, using their time, talents, and compassion to make a difference in the lives of others. By mentoring a child, caring for an elderly neighbor, teaching someone to read, or bringing food and clothes to those who need them, Americans are helping to foster a culture of service, citizenship, and responsibility for generations to come. It is through these acts of kindness and decency that we are able to demonstrate the true character and compassion of our country.

The President's Volunteer Service Award is a Presidential recognition program for Americans of all ages, who contribute a significant amount of time to volunteer service. The program recognizes individuals, families, and groups that have achieved a certain standard – measured by the number of hours served over a 12-month period.

Point of Contact: **President's Volunteer Service Awards**

600 Means Street, Suite 210

Atlanta, GA 30318

Phone: (404)574-5378

<https://www.presidentserviceawards.gov/index.cfm>

Figure 7-4
Navy and National Awards Contact Information
for the Navy Community Service Program (con't)

THE JEFFERSON AWARDS FOR PUBLIC SERVICE

In 1972, Jacqueline Kennedy Onassis, U.S. Senator Robert Taft, Jr. and Sam Beard founded the American Institute for Public Service, a 501c3 public foundation, to establish a Nobel Prize for public and community service - The Jefferson Awards.

The Jefferson Awards are presented on two levels: national and local. National award recipients represent a “Who’s Who” of outstanding Americans. On the local level, Jefferson Awards recipients are ordinary people who do extraordinary things without expectation of recognition or reward.

Point of Contact: Jefferson Awards for Public Service

100 West 10th Street

Suite 215

Wilmington, DE 19801-1665

(302) 622-9101

<http://www.jeffersonawards.org>

Figure 7-5

Tips for Writing Volunteer Award Nomination Applications

Writing a dynamic, succinct award nomination can be a challenge, but can make the deciding difference between two equally exceptional nominees. Here are some guidelines to help you develop a clear, concise, *award-winning* nomination.

- Follow the directions for submitting the award nomination. Due to the large number of award nominations submitted, readers are asked to evaluate the nomination forms. Points are usually assigned to each category on the form with points deducted if directions are not followed.
- Provide only the information requested and use the exact space allocated. Do not attach additional pages or information unless otherwise instructed.
- Type, rather than hand write, the information requested on the nomination form. Leave clear margins and use the same typeface throughout.
- Present the information in clear and concise paragraphs. Never write one giant paragraph if several ideas are expressed. The information should be well organized.
- Review the eligibility requirements before preparing the nomination form. Most forms will be disqualified if the individual being nominated does not meet the requirements. For example, it may be required that the individual has volunteered for at least one year; do not nominate a person who has volunteered for less time.
- Provide a clear description of the volunteer's skills and participation in volunteer activities. Emphasize unique contributions the volunteer has made. Explain how the volunteer's contribution helps accomplish the targeted goals.
- Describe the impact of the volunteer's contribution as it pertains to the youth and community involved.
- Obtain endorsements if requested as part of the award nomination package. Endorsements may be obtained from teachers, administrators, students or members of the community. Be sure to label each endorsement. Signatures or lists of endorsers without endorsement statements do not fulfill the requirement.

Other Command Recognition Activity Ideas

Command Volunteer Coordinators may prepare a volunteer recognition recommendation to the Commanding Officer or Executive Officer, and then assist by implementing ideas such as:

- Reserve a desirable parking space or award a free dinner for the volunteer of the week, month, quarter or year.
- Designate extra points for personnel participating as volunteers in a command-sponsored partnership program and nominate these volunteers for Sailor of the Quarter or Year.
- Consider nominating the individual for a Navy Achievement Medal if they have demonstrated significant and sustained commitment to volunteerism.
- Dedicate a Volunteers are Important People (VIP) bulletin board with photographs of outstanding volunteers along with action shots and summaries of the events.
- List upcoming events on a bulletin board and include a signup sheet.
- Work with the base PAO and initiate a volunteer celebrity breakfast with a local media person or a senior military person.
- Recognize experienced volunteers with leadership abilities by appointing them as mentors to personnel who are new to the program.
- Grant special liberty to outstanding volunteers.
- Plant a tree to commemorate partnership.
- Conduct a Volunteer Appreciation Day.

SECTION 8

PROGRAM MONITORING AND EVALUATION

Monitoring and evaluating the Navy Community Service Program (NCSP) and Flagship Partnerships allows the Navy to assess the effectiveness of community service projects, partnerships, and activities. It provides an opportunity to determine whether the program goal and objectives are achieved as well as inventory allocated resources. It also provides information to justify decisions regarding whether or not to modify, eliminate, continue, or duplicate projects, partnerships and activities. The focus of the evaluation should address whether the community service efforts improve education and the quality of life in the community.

Through monitoring and evaluating the program, projects, partnerships, and activities, the Navy benefits from “lessons learned.” These lessons may be used to initiate and continue NCSP participation, and to strengthen current and future community service efforts that target issues related to education and citizenship, health, safety and fitness, environmental stewardship, drug demand reduction and humanitarian assistance.

Accountability

The evaluation of community service programs provides public accountability regarding the effectiveness of the Flagship Partnership. In addition, the evaluation addresses problems related to education and citizenship, health, safety and fitness, environmental stewardship, drug demand reduction and humanitarian assistance, and determines the impact of the program on the community, especially with youth. Community service activities should:

- Complement the Flagship Partnership goals and objectives, and
- Support efforts to make positive change in the achievement, behaviors, and attitudes of the nation’s youth, communities and other partners.

Community Service Evaluation

The Flagship Partners should take the lead in determining the type of feedback that will be made available. The Command Volunteer Coordinator’s role in this effort is to ensure that the Navy resources allocated to the Flagship Partnership are efficiently and effectively used, and to support Flagship Partners as they monitor and evaluate the results.

This involves reviewing and assessing the manner in which program activities are planned, implemented and managed. The impact and results of program activities should be measured. Through measurements, the evaluation can determine the degree to which community service activities clearly support the command’s objectives, which may include:

- Increased achievement in academic subject areas (for example, mathematics, reading, and geography).

- Increased attendance rates.
- Increased appreciation for the cultures of other countries.
- Decreased dropout rates, tardiness, school-related vandalism and crime, and suspension rates.
- Increased ability to use computers.
- Increased safety habits such as wearing seat belts and using helmets.
- Increased participation in physical fitness activities.
- Increased awareness of healthy lifestyles.
- Increased awareness of and participation in environmental stewardship efforts.
- Increased awareness of the harms of substance abuse and the need to remain drug free.
- Decreased rates in cigarette smoking and substance abuse.
- Increased awareness of opportunities to assist less fortunate members of communities.

Navy Partnerships

From the outset, the command should encourage Flagship Partners to provide feedback regarding the effectiveness of the program and the outcomes of command efforts. Questions should be posed so Flagship Partners understand that the Navy intends to respond to the evaluation results by:

- Improving the implementation of the NCSP, which may involve refining program activities and implementing program corrections as necessary.
- Improving the recruitment, reviewing, orientation, training, management, and recognition of Navy volunteers.
- Ensuring that education and citizenship, health, safety and fitness, environmental stewardship, drug demand reduction, and humanitarian assistance issues are addressed in the same proportion.
- Expanding and replicating successful activities.
- Introducing innovative activities.
- Sharing and recognizing partnership success.

Measurable Objectives

A community service program may establish both short-term and long-term objectives related to the achievement, attitudes, and behavior of the organization.

Over a period of time, program monitoring will lead to the collection of information on the achievement of short-term objectives. This information then becomes the data upon which the evaluation of long-term objectives is based.

Data can be consistently collected through records, surveys and questionnaires, observations, and interviews to assess the impact and effectiveness of the partnership.

Various resources are available to assess changes in student achievement, behavior, and attitudes. These resources may include records containing information on grades, school attendance, dropouts, suspensions, grade point averages, standardized test scores, involvement in extracurricular activities, or physical fitness tests.

Resources available to assess program management efficiency include program records such as memorandums, meeting minutes, record keeping forms, budgets and schedules of events, as well as observations, and previously documented “lessons learned.”

To assess volunteer participation, performance, and attitudes, Command Volunteer Coordinators should refer to information from annual exit interviews, reports and surveys. The Command Volunteer Coordinator may find the Command Interest Survey (Figure 3-1), Needs Assessment Survey (Figure 3-2), Community Group Profile Form (Figure 3-3), and the Volunteer Post Project Survey (Figure 4-7) helpful in identifying priorities or areas for improvement.

Procedures for Conducting an Evaluation

With the support and assistance of Navy personnel, Flagship Partners should:

- Obtain approval for conducting the evaluation,
- Prepare monitoring and evaluation tools,
- Distribute the tools,
- Conduct the evaluations,
- Analyze the data collected, and
- Report the results.

Evaluation Results

Evaluation results should be provided to the commanding officer and executive officer for command-level awareness, and then be used to make knowledgeable decisions. Information should be used for overall program improvement as well as midpoint program correction. It also should be used to define obstacles to partnership development, implementation and management. Obstacles may include:

- Limited resources.
- Limited commitment to the Flagship Partnership.
- Rules, regulations, practices and customs of the Navy or Flagship Partner.
- Time constraints of Navy personnel or Flagship Partners.
- Limited technical assistance.
- Deployments.
- Inability to sustain Flagship Partner participation and enthusiasm.
- Proximity of Flagship Partners to the project or activity site.
- Limited volunteer pool.
- Misconceptions regarding military presence in the community.

Determining and Resolving Program Obstacles

Once obstacles are identified, the Command Volunteer Coordinator should apply appropriate solutions. For instance, she/he may:

- Recruit additional Flagship Partners.
- Initiate parent or community involvement programs.
- Initiate community awareness and outreach programs.
- Develop commitment “contracts.”
- Conduct site visits.
- Replace or redefine Command Volunteer Coordinator position.
- Increase “shadowing” experiences.
- Conduct joint planning and discussions.

- Adjust schedules.
- Provide turnkey training in skills such as management and communication.
- Enhance volunteer recognition, incentives, and awards.
- Expand the dissemination of information regarding community service including videos, press releases, and brochures.
- Plan and implement new joint activities and events with Flagship Partners.
- Initiate donation campaigns for in-kind resources.
- Develop a community resource bank.
- Improve volunteer orientation and training.
- Update or modify training manuals.
- Expand networking and sharing of solutions.

The final report should contain information regarding the initial evaluation and the identified solutions to be implemented. This document should be drafted by the Command Volunteer Coordinator, signed by the Commanding Officer, and distributed to the individuals assisting in the coordination of the Flagship Partnership. The Regional Coordinator should receive a copy of the final report.

Terminating Flagship Partnership Activities

If a partnership must be terminated, the Command Volunteer Coordinator should notify the Commanding Officers and any other individuals or organizations supporting the Flagship Partnership. This may include notifying the Regional Coordinator, Flagship Partners, and volunteers.

SECTION 9

FLAGSHIP SUCCESSES

Effective communication between the Navy and Flagship Partners enhances perceptions of community relations. This means that all involved partners should be aware of and sensitive to the appropriate communication channels.

When communicating with Flagship Partners and the community at large, commands should take into account the local issues that may help or hinder partnership efforts. This may include local history, values, and cultural traditions. Opinions of local leaders should be considered, including veterans' groups, retirees, and Reserve units.

The recipients of Navy Community Service Program (NCSP) communications include Navy personnel at all levels of the chain of command and other local commands. Additional target audiences include other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and government agencies.

Effective communication is vital to increase overall awareness of the NCSP's purpose, goals, objectives and results. Once people are aware of Flagship Partnership efforts, support is likely to be obtained in the form of assistance and increased participation. Effective communication can also be used to recruit technical assistance, share lessons learned, report results of program activities, and recognize individuals, organizations, and exemplary programs. The Exemplary Program Form (Figure 9-1) should be prepared by the Command Volunteer Coordinator and returned to the Regional Coordinator. This form provides the Regional Coordinator with information regarding the impact of the program on the community. This form should be attached to other community service program material which might be applicable for presentation at a conference or event.

Success Stories and Lessons Learned

By celebrating and communicating individual, group, and organization accomplishments, commands and Flagship Partners can publicly recognize successful partnership projects and activities, which in turn will:

- Provide youth and the community with positive role models;
- Stimulate friendly competition, fostering higher expectations for positive changes in youth achievement, behaviors, and attitudes;
- Raise awareness of Navy community service at local, state, and national levels;
- Recruit ongoing commitment to participation in Navy community service partnerships;
- Improve the self-image of participants.

Command Volunteer Coordinators should periodically disseminate information about successful experiences. Lessons learned should be communicated up the chain of command/(chain of assistance) and to other regions throughout the Navy, as appropriate, to share innovative ideas that work, or even to spare a command the frustrations of obstacles the command may have encountered.

The “Navy Volunteer!” produced by Commander, Navy Installations Command (CNI), may also be used to communicate successful experiences. Stories may be submitted with color or black-and-white photos with caption information identifying who, what, where, when, and why. For additional information, call the NCSP program manager at (202)433-4019, DSN 288-4019.

Media Coverage

The Command Volunteer Coordinator should coordinate with the Public Affairs Office to develop a public affairs plan to promote awareness fo NCSP success stories through the use of internal and external media, as well as other communication tools, such as Plan of the Day notes.

The Public Affairs Office has overall responsibility for releasing information, including press releases, for the command.

Figure 9-1
Exemplary Program Form for the Navy Community Service Program

EXEMPLARY PROGRAM FORM FOR THE NAVY COMMUNITY SERVICE PROGRAM

Command: _____

Command Address: _____

Point of Contact: _____ Phone: _____

Please provide the information requested below to describe any exemplary community service activity that you feel is successful and you would recommend for use to other community service coordinators:

Activity: _____

Objective(s): _____

Participants: _____

Number of Navy Volunteers Participating: _____

Activity Implementation (how it works): _____

Accomplishments: _____

Recommendations (ways to avoid pitfalls, disseminate results, reward and recognize participants, etc.):

Please attach any materials regarding this exemplary activity such as evaluation data, news articles, photographs, or recognition forms and return to the Regional Coordinator.

Section 10

FREQUENTLY ASKED QUESTIONS: NAVY COMMUNITY SERVICE PROGRAM

Personal Excellence Partnership Flagship

***Question:* What is the purpose of the Personal Excellence Partnership Flagship?**

Answer: The Personal Excellence Partnership Flagship is a partnership effort among Navy commands, public and private sector organizations, schools, and youth groups to improve scholastic achievement, social, and life skills and provide vocational guidance. Navy personnel may volunteer to assist with tutoring, mentoring, sharing information with teachers, supporting special school programs (career days, sports days, Red Ribbon celebrations), and encouraging students.

The Navy Community Service Program encourages Flagship Partnerships to assist in the education and enrichment of the nation's youth and communities and in revitalizing citizenry. Navy commands are encouraged to join with other military services, businesses, labor, foundations, colleges and universities, religious organizations, media groups, community organizations, health care centers, and Government agencies in developing a collective vision of community needs and commitment to share responsibilities and resources to address them.

***Question:* What is the difference between a partnership and adopting a school?**

Answer: Most people use the terms interchangeably. The term "adoption" suggests that the adopter will take care of all the needs of the adopted organization. Navy commands do not have the authority or the resource to commit to the adoption of an organization. The term "partnership" implies a shared responsibility, with the possibility of cooperation between several community organizations to improve education and opportunities for youth.

***Question:* Is the Personal Excellence Partnership Flagship a recruiting initiative?**

Answer: The Navy Personal Excellence Partnership Program is not a recruiting program. This program is intended to demonstrate the Navy's commitment to the nation's future by contributing to the development of young people.

***Question:* Does this program apply only to Navy commands or can individuals and organizations participate?**

Answer: The Navy has a long tradition of encouraging individual members to contribute to the development of their communities through volunteer service. The focus of the Personal Excellence Partnership Flagship, however, is on Navy commands or activities, whose personnel resources can be focused on addressing the needs of a Flagship Partner. The Personal Excellence Partnership Flagship is not intended to replace or discourage individual volunteer efforts; rather, it is aimed at increasing the effectiveness of individual service members by combining efforts into a stronger, coordinated, focused endeavor. Furthermore, only command-sponsored partnerships are authorized for personnel release time during normal working hours, provide for volunteer liability, and are eligible for submission to the Navy Community Service Award program.

Question: What paperwork is involved in a Personal Excellence Partnership?

Answer: The primary paperwork consists of (1) a signed partnership agreement between the Commanding Officer, the Command Volunteer Coordinator and the Flagship Partners, (2) a statement that volunteer screening has been conducted, and (3) authorization for approved command members to participate in a command Personal Excellence Partnership. The authorization consists of the name and social security number of Navy personnel approved to participate in the Navy Community Service Program and Flagship Partnerships.

Question: To whom should I direct questions regarding the Navy Community Service Award?

Answer: You should direct your questions to the Regional Coordinator, the Flagship Sponsor, or to Commander, Navy Installations Command (N00P).

Question: What happens if the Navy partner is a ship that deploys? Can a Flagship Partnership still exist if the Navy member is deployed?

Answer: If the command is deployed, do not avoid or terminate a Flagship Partnership. The focus of the activities will need to be adjusted to address the needs of the command and the needs of the Flagship Partner. Possible alternatives include establishing a pen pal program, sharing pictures or videos of the new location for use in geography classes, writing letters that describe life on board a ship or submarine, or describing cultural traditions encountered in foreign ports.

Question: How much time does it take to support a Flagship Partnership?

Answer: The time required to support a Flagship Partnership depends upon the activities that the command agreed to support when the partnership was established. Care should be taken when establishing the goals and plan of action. Flagship Partnerships should use available resources. If a Navy command finds that it has over-extended itself in the partnership, the Command Volunteer Coordinator should contact the Flagship Partner to arrange to renegotiate partnership activities. The average volunteer spends about two hours a week on the Personal Excellence Partnership Flagship.

Question: How many volunteers are needed to have a partnership?

Answer: The number of volunteers needed for a Flagship Partnership depends upon the partnership activities that the command agreed to support when the partnership was established. If command size or volunteer participation varies significantly, partnership activities can be renegotiated with the Flagship Partner to reflect the command's available resources.

Question: Who is the Flagship Sponsor for the Personal Excellence Partnership Flagship?

Answer: The Personal Excellence Partnership Flagship Sponsor is Commander, Navy Installations Command (N00P).

Question: Does Navy provide any guidance for operating a partnership?

Answer: The Navy guidance consists of OPNAVINST 5350.6 series, which provides policy and implementation requirements, as well as the Navy Community Service Program Guidebook. The Community Service Newsletters are issued regularly to update the Command Volunteer Coordinator on Navy activities.

Health, Safety And Fitness Flagship

Question: Is the Health, Safety and Fitness Flagship a separate program or is it part of the Personal Excellence Partnership Program?

Answer: The Health, Safety and Fitness Flagship is a distinct component of the Navy Community Service Program; however, aspects of health and nutrition, physical fitness and sports are included in the goals of the Personal Excellence Partnership Flagship. The Chief of Naval Education and Training (CNET), the Flagship Sponsor, has prepared a Health, Safety and Fitness curriculum, which is a valuable asset for Navy commands to offer Flagship Partners. The program stands on its own and may be used with recreation centers, after school programs for kids, neighborhood sports programs, or youth group programs.

Question: Can I use the exercises and test that are used by the Navy for Physical Readiness Training (PRT) with children and youth?

Answer: While there is no reason that the exercises from the Navy's PRT could not be used with youth, the actual PRT should not be used as a fitness indicator. The scoring tables the Navy uses for the PRT are not appropriate for school-aged children.

Question: Do Special Olympics, Little League, and neighborhood soccer fall under the Health, Safety and Fitness Flagship?

Answer: The programs support the goals and objectives of the Health, Safety and Fitness Flagship. Commands are encouraged to support these types of programs as part of the Health, Safety and Fitness initiatives.

Question: Are Health, Safety and Fitness programs long-term like Personal Excellence Partnerships?

Answer: Health, Safety and Fitness projects and activities may be either long- or short-term. For instance, using the CNET curriculum with a youth recreation center would be a long-term project while assisting with local Special Olympics competitions would be a short-term project.

Question: Does a command need a written agreement for a Health, Safety and Fitness Flagship Partnership?

Answer: It is a good idea to have a written agreement so that everyone clearly understands commitments,

obligations, and operating requirements. Regardless of whether or not there is a written agreement, commands still need to screen participating members to ensure that volunteers are good role models and will represent the command. Volunteers should receive written confirmation authorizing participation in the Flagship Partnership.

Environmental Stewardship Flagship

Question: What is the purpose of the Environmental Stewardship Flagship?

Answer: The purpose of the Environmental Stewardship Flagship is to educate youth and families on domestic and international environmental initiatives, and to encourage communities to preserve, protect, restore and enhance the environment.

Question: Who is the Flagship Sponsor for the Environmental Stewardship Flagship?

Answer: The Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (N4) is the Flagship Sponsor.

Question: What is environmental justice?

Answer: Environmental Justice has been defined by the United States Environmental Protection Agency's Office of Environmental Justice as "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies. Fair treatment means that no group of people, including racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies." The goal of this "fair treatment" is intended to identify potentially disproportionately high and adverse effects and identify alternatives that may mitigate these impacts.

Question: Who is responsible for issues related to environmental justice?

Answer: Each federal agency is responsible for addressing the issue of environmental justice as part of the agency's mission. The Department of Defense (DOD) developed a Strategy on Environmental Justice that identifies major programs and areas of emphasis. Goals include the promotion of partnerships with stakeholders and identifying impacts of DOD activities on minority and low-income populations.

The Environmental Justice program is overseen by the United States Environmental Protection Agency. The program is a result of Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations. The order, dated Feb. 11, 1994, is intended to promote nondiscrimination in federal programs affecting human health and the environment, and to provide minority communities and low-income communities access to public information on, and an opportunity to participate in, matters relating to human health and the environment.

Furthermore, Title VI of the Civil Rights Act of 1964 requires each federal agency to ensure that all pro-

grams or activities receiving federal financial assistance that affect human health or the environment do not directly, or through contractual or other arrangements, use criteria, methods, or practices that discriminate on the basis of race, color, or national origin.

The National Environmental Policy Act of 1969 (NEPA), 42 U.S.C. Section 321 et. seq. and provisions in the Installation Restoration program that pertain to Restoration Advisory Boards, provides opportunity to address environmental justice issues. There is an emphasis on providing for public participation and conducting analysis on environmental effects that include human health, economic and social effects, or federal actions that include effects on minority communities and low-income communities.

Steps the Navy has taken to implement the DOD strategy include: translating documents into additional languages, providing interpreters at public meetings, posting environmental warning signs in additional languages, establishing an Internet home page (www.enviro.navy.mil), and developing partnerships with local communities. The Navy Community Service Program encourages partnerships and outreach efforts to address community issues.

For additional information, contact the Chief of Naval Operations (N45), CNO Energy and Environmental Readiness Division, 2000 Navy Pentagon, Room 2E259, Washington, DC, 20350-2000

Campaign Drug Free Flagship

Question: Who participates in the Campaign Drug Free Flagship?

Answer: This Flagship is sponsored by Commander, Navy Reserve Forces Command and primarily uses Navy and Marine Corps volunteers to deliver the message to students to refrain from experimenting or using drugs or alcohol.

Question: Is Campaign Drug Free a drug demand education reduction program?

Answer: Campaign Drug Free is not a long-term education program. This drug demand reduction program provides young people with Navy role models in exciting military careers who motivate the students to abstain from using drugs if they wish to qualify for jobs like the speaker's. It makes the students look ahead to their possibilities and gives them the information they need to make those possibilities realities.

Question: How do I set up a Campaign Drug Free presentation for a Flagship Partnership between the command and a school or youth organization?

Answer: Contact the nearest Naval Reserve activity or contact Campaign Drug Free Flagship Sponsor at Commander, Navy Reserve Forces Command, 1915 Forrestal Drive, Norfolk, VA 23551-4615, Phone: (757)322-6547, DSN: 262-6547.

Question. If my partnership school has a Drug and Alcohol Resistance Education (DARE) Program, Red Ribbon Program, or other comprehensive drug demand reduction education program for its students, would a Campaign Drug Free presentation be “overkill?”

Answer: Campaign Drug Free presentations complement other drug demand reduction education initiatives. The Command Volunteer Coordinator is encouraged to schedule a Campaign Drug Free presentation to reinforce other school drug and alcohol prevention efforts.

Project Good Neighbor Flagship

Question: What is the purpose of the Project Good Neighbor Flagship?

Answer: The Project Good Neighbor Flagship consists of basic humanitarian relief and assistance. This includes helping out at a soup kitchen or homeless shelter; donating used clothing and food items to the needy; visiting and helping the sick or elderly; repairing and fixing up schools, orphanages, or group foster homes; and assisting communities after a natural disaster.

Question: Is Project Good Neighbor a year-round program?

Answer: While Project Good Neighbor Flagship projects and activities may occur at any time, some command focus their efforts on specific occasions like holidays, Make A Difference Day, Day of Caring, National Volunteer Week, Christmas in April, and other recurring volunteer celebrations.

Question: Do volunteers need to be screened for Project Good Neighbor Flagship projects and activities?

Answer: Volunteers should always be screened to ensure that they are suitable for the activity they will be supporting and are good representatives of the Navy. Furthermore, all volunteers should be designated in writing as participants of a command-sponsored volunteer event. This will ensure that volunteer liability is covered in the event that the volunteer is involved in an accident during the Project Good Neighbor Flagship project or activity.

Question: Can Navy commands promote fund-raising activities to support a humanitarian relief effort as a Project Good Neighbor Flagship project or activity?

Answer: Navy commands may not promote fund-raising for a Flagship Partnership project or activity. The only fund-raising that Navy commands can engage in are those that support the Navy/Marine Corps Relief Society and the Combined Federal Campaign.

***Question:* Where can I get ideas for Project Good Neighbor projects and activities?**

Answer: Contact the local Navy Chaplain, the Regional Coordinator, the community's Volunteer Action Center, or a local relief agency such as the United Way or the American Red Cross.

***Question:* Who is the Flagship Sponsor for the Project Good Neighbor Flagship?**

Answer: The Project Good Neighbor Flagship Sponsor is the Chief of Chaplains of the Navy.

APPENDIX A

REFERENCES

Instructions and Guidance Pertaining to the Navy Community Service Program

Public Law 101-165, Section 9111, Partnership with Schools Program, November 1989

This law provides the Department of Defense with the authority to enter into partnership programs and agreements with educational institutions. It also allows the Department of Defense to provide assistance by loaning and transferring defense laboratory equipment to educational institutions.

Public Law 101-510, November 5, 1990

This law encourages partnerships with educational institutions and allows loaning of defense laboratory equipment to institutions as well as allows making laboratory personnel available to teach science courses and develop science courses as well as materials.

Public Law 101-610, National and Community Service Act of 1990 (November 16, 1990)

Authorizes several programs to engage citizens of the U.S. in full- and/or part-time projects designed to combat illiteracy and poverty, provide job skills, enhance educational skills, and fulfill environmental needs.

Executive Order 12999, “Educational Technology: Ensuring Opportunity for All Children in the Next Century” (April 17, 1996)

This Executive Order streamlines the transfer of excess and surplus federal computer equipment to the nation’s classrooms (and nonprofit organizations) and encourages federal employees to volunteer their time and expertise to assist teachers and to connect to classrooms.

Executive Order 13401, “Responsibilities of Federal Departments and Agencies With Respect to Volunteer Community Service” (April 27, 2006)

This Executive Order charges agencies with ensuring that the Federal Government supports and encourages volunteer community service.

The Federal Employees Liability Reform and Tort Compensation Act of 1988

5 U.S.C., Chapter 81, Compensation for Work Injuries

Guidance on Scheduling Work and Granting Time-off to Permit Federal Employees to Participate in Volunteer Activities.

The Office of Personnel Management (OPM) has prepared guidance to support the efforts of departments and agencies to encourage employee participation in volunteer activities. Departments and agencies should also review any applicable regulations or policies and collective bargaining agreements before making determinations on these matters.

Public Law 105-19, June 18, 1997 - Volunteer Protection Act of 1997

Provide certain protections to volunteers, nonprofit organizations, and governmental entities in lawsuits based on the activities of volunteers.

JAGINST 5800.7 series, Manual of the Judge Advocate General

DOD 5500.7-R, Joint Ethics Regulations

This regulation provides guidelines on favoritism, instructions on receipt and provision of gifts, and use of Government funds.

Department of Defense Manual 4160.21M - Defense Materiel Disposition Manual

This manual, authorized by DoD 4140.1-R, Department of Defense (DoD) Materiel Management Regulation, implements the requirements of the Federal Property Management Regulation (FPMR), and other laws and regulations as appropriate, as they apply to the disposition of excess, surplus, and foreign excess personal property (FEPP).

DoD Instruction 1402.5, Criminal History Background Checks on Individuals in Child Care Services

This instruction requires existing and newly hired “care providers” to have background checks. “Care providers” include civilian and military providers who regularly have contact with children. This is inclusive of DOD education and recreational programs.

DOD Instruction 1400.25, Volume 630, DoD Civilian Personnel Management System

This guidance permits a command to grant excused absence for employees participating in management-sponsored volunteer projects such as school partnerships.

DOD Instruction 1000.15, Procedures and Support for Non-Federal Entity Authorized to Operate on DoD Installations

Updates responsibilities and procedures to define and reestablish parameters for private organizations located on DoD installations for their authorization and support.

United States Navy Regulations 1990 (Art. 0835)

SECNAVINST 5720.44C, Department of Navy Public Affairs Policy and Regulations

This instruction provides guidelines on fund-raising as well as use of equipment and facilities.

Community Relations

Security and Policy Review

OPNAVINST 5350.6 Series, Navy Community Service Program

This instruction establishes the Navy Community Service Program and Flagships and provides guidance for Navy personnel, including commands and volunteers.

OPNAVINST 5720.2L, Embarkation in U.S. Naval Ships

To provide guidance pertaining to the embarkation of civilian guests aboard Navy ships, submarines and vessels for public affairs purposes.

Memorandum for CNO of April 8, 1989

This memorandum states that “volunteers are acting in an official capacity when involved with command-sponsored (community) activities, and, as such, their efforts are considered to be within the scope of their duties and employment.”

SECNAVINST 1650.1H, Navy and Marine Corps Awards Manual

Section four of the Navy and Marine Corps Awards Manual criteria for awarding the Military Outstanding Volunteer Service Medal for sustained, significant volunteer service.

Qualifying services for the Military Outstanding Volunteer Service Medal

Sample MOVSM Authorization Letter

Enclosure (2)

DONATING EXCESS COMPUTER EQUIPMENT TO SCHOOLS AND NONPROFIT ORGANIZATIONS

Executive Order 12999, “Educational Technology: Ensuring Opportunity for All Children in the Next Century” was signed on April 17, 1996 and streamlines the transfer of excess and surplus Federal computer equipment to our nation’s classrooms and encourages federal employees to volunteer their time and expertise to assist teachers and to connect classrooms.

EO 12999 states, “In order to ensure that American children have the skills they need to succeed in the information-intensive 21st century, the federal government is committed to working with the private sector to promote four major developments in American education: making modern computer technology an integral part of every classroom; providing teachers with the professional development they need to use new technologies effectively; connecting classrooms to the National Information Infrastructure; and encouraging the creation of excellent educational software.”

Computers for Learning (CFL)

Computers for Learning (CFL) provides schools and educational nonprofit organizations a place to request excess computer equipment. It also provides a quick and easy way for government agencies and the private sector to donate excess equipment to schools and educational nonprofits. The result is a benefit to schools who receive much needed computers. Organizations no longer need to waste space storing surplus computers. The community is better served as a useful computer is deployed as a valuable learning tool.

The CFL program evolved as a guide for implementing Executive Order 12999, Educational Technology: Ensuring Opportunity for all Children in the Next Century. The executive order encourages agencies, to the extent permitted by law, to transfer computers and related peripheral equipment excess to their needs directly to schools and some educational nonprofit organizations. The CFL program specifically matches the computer needs of schools and educational nonprofit organization with excess equipment in Federal agencies.

CFL will make an extra effort to transfer excess computer equipment to eligible schools and educational nonprofit organizations in Federal Empowerment Zones and Enterprise Communities (EZ/ECs). Established by law in 1993, EZ/ECs create self-sustaining, long-term economic development in areas of pervasive poverty and unemployment. Schools and educational nonprofit organizations indicate whether they are located within an EZ/EC when they register for the program.

Department of Defense (DoD) Computer for Learning (CFL)

The DoD CFL program authorizes the transfer of information technology (IT) assets to Historically Black Colleges and Universities, Minority Institutions, Tribal Colleges and Universities, and pre-kindergarten through 12th grade public and private schools as well as educational nonprofit organizations.

School

A school is eligible to receive donations through the DoD CFL program if it is a public, private, parochial school serving pre-kindergarten through grade 12 students. Schools and educational nonprofits must also be located within the United States of America or its territories to be eligible.

Special consideration for computer donations will be given to schools and educational nonprofits in federal empowerment zones and enterprise communities. You can determine whether your school or educational nonprofit is located within an empowerment zone or enterprise community at the EZ/ER website located at

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/Economicdevelopment/programs/rc.

Educational Non-Profit

The General Services Administration (GSA) Computers for Learning Program, developed guidelines for Department of Defense (DOD) agencies to follow when transferring excess computer equipment to educational nonprofit organizations. The criteria given below should be used to determine whether or not a nonprofit organization qualifies to receive DOD computer equipment under E.O. 12999, Educational Technology: Ensuring Opportunity for All Children in the Next Century. The criteria are grounded in the order's use of the Stevenson-Wydler Technology Innovation Act of 1980 (15 U.S.C. 3703) to authorize the transfer of computer equipment and the definition of nonprofit organizations found in section 4 of that Act.

Criteria:

1. The organization has a current tax exempt certificate and identification number issued by the Internal Revenue Service under section 501(c) of the United States Tax Code.
2. The organization must operate exclusively for the purpose of education.
3. The organization must serve pre-kindergarten through grade 12 students.

If these three criteria are met, the nonprofit organization is eligible to receive DOD computer equipment. Navy commands should work with the GSA CFL program to properly transfer excess computer equipment.

Software

Software is not automatically transferred with the computers. Software manufacturers license users to use their software and is almost never sold outright. Therefore, software is not the Navy's to donate. Software manufacturers may authorize transfer of those licenses from the Navy to schools, but the transfer must be done formally by the software manufacturer.

Enclosure (3)

PARTNERSHIPS BETWEEN DEFENSE LABORATORIES AND EDUCATIONAL INSTITUTIONS

Public Law 101-510, passed on Nov. 5, 1990, provides guidelines on what resources labs can make available to schools, and encourages partnership agreements between defense labs and educational institutions in order to encourage and enhance study in scientific disciplines at all levels of education, particularly among minority students. It reads as follows:

There are guidelines on what resources labs can make available to schools, that encourage partnership agreements between defense labs and educational institutions.

“Under a partnership agreement entered into with an educational institution (defined as local education agencies, colleges, universities, and any other nonprofit institutions that are dedicated to improving science, mathematics, and engineering education), the director of a defense laboratory may provide assistance to the educational institution by:

1. Loaning defense laboratory equipment to the institution;
2. Transferring to the institution defense laboratory equipment determined by the director to be surplus;
3. Making laboratory personnel available to teach science courses or to assist in the development of science courses and materials for the institution;
4. Involving faculty and students of the institution in defense laboratory research projects;
5. Cooperating with the institution in developing a program under which students may be given academic credit for work on defense laboratory research projects; and
6. Providing academic and career advice and assistance to students of the institution.

The Secretary of Defense shall ensure that the director of each defense laboratory shall give a priority under this section to entering into an education partnership agreement with one or more historically black colleges and universities and other minority institutions.”

The Secretary of Defense shall ensure that, in entering into education partnership agreements under this section, the director of a defense laboratory gives a priority to providing assistance to educational institutions serving women, members of minority groups, and other groups of individuals who traditionally are involved in the engineering and science professions in disproportionately low numbers.”

NOTE: There is no current legislation that similarly addresses the use or transfer of resources from military commands to their Personal Excellence Partnership schools or youth organizations.

Enclosure (4) STANDARD PROPERTY LOAN AGREEMENT

By this agreement, made as of (date) between the United States of America, hereinafter called “the Government,” represented by (name/title of Service representative), hereinafter referred to as “the Lender”, and (name of Municipality, non-profit organization., etc.), hereinafter referred to as “the Borrower”, incorporated and operating under the laws of the State of _____ and located at _____; and,

Pursuant to (Public Law 80-421 (10 U.S.C. 2572)) the Government hereby loans to the following property: _____ for the period commencing _____ and ending _____ with an option for annual renewal.

Whereas the Borrower has applied in writing by letter date _____ for the loan of said property, he hereby agrees to accept it on an “as is, where is” basis, to be responsible for all arrangements and to assume and pay all costs, charges and expenses incident to the loan of this property, including the cost of preparation for transportation from (location of property) to (destination), of disassembly, packing, crating, handling, transporting and other actions incidental to the movement of the loaned property to the Borrower’s location; and

Whereas the Borrower shall obtain no interest in the loaned property by reason of this agreement and title shall remain in the Lender at all times; and,

Whereas the Borrower agrees to use the loaned property in a careful and prudent manner, not, without prior permission of the Lender to modify it in any way which would alter the original form, design or the historical significance of said property, to perform routine maintenance so as not to reflect discredit on the Lender, and to display and protect it in accordance with the instructions set forth in attachment _____ which are incorporated herewith and made part of this Loan Agreement; and,

Whereas the Borrower agrees to accept physical custody of the property within (period of time), after execution of this agreement, to receipt to the Lender for said property on assuming custody of it, to place it on exhibit within (period of time), and to report annually to the Lender on the condition and location of the property.

Whereas the Borrower agrees not to use the loaned property as security for any loan, not to sell, lease, rent, lend, or exchange the property for monetary gain or otherwise under any circumstances without the prior written approval of the Lender; and

Whereas the Borrower agrees to indemnify, save harmless, and defend the Lender from and against all claims, demands, actions, liabilities, judgments, costs, and attorney’s fees, arising out of, claimed on account of, or in any manner predicated upon personal injury, death, or property damage caused by or resulting from possession and/or use of the loaned property; and

Whereas the Borrower agrees to allow authorized Department of Defense representatives access to the Borrower’s records and facilities to assure accuracy of information provided by the Borrower and compliance with the terms of this Loan Agreement; and

Whereas the Borrower agrees to return said property to the Lender on termination of this Loan Agreement or earlier, if it is determined that the property is no longer required, at no expense to the Lender;

The failure of the Borrower to observe any of the conditions set forth in this Loan Agreement and the attachment(s) thereto shall be sufficient cause of the Lender to repossess the loaned property. Repossession of all or any part of the loaned property by the Lender shall be made at no cost or expense to the Government; the Borrower shall defray all maintenance, freight, storage, crating, handling, transportation and other charges attributable to such repossession.

Executed on behalf of the Lender this _____ day of _____, 20____, at _____,

United States of America

By: _____

Title: _____

Agency: _____

Address: _____

ACCEPTANCE

The Borrower, through its authorized representative, hereby accepts delivery of the loaned property subject to the terms and conditions contained in the Loan Agreement set forth above.

Executed on behalf of the Borrower this ___ day of _____, 20____, at _____.

(Name of Borrower Organization)

By: _____

Title: _____

Address: _____

APPENDIX B GLOSSARY

The following are terms relevant to the Navy Community Service Program.

Campaign Drug Free Flagship. A project of Navy and Marine Corps personnel that delivers a simple message: “If you want to be a success, don’t use drugs.” Sailors and Marines serve as volunteers to lecture on prevention of drug abuse in elementary, middle, and high schools nationwide.

Citizenship. The development of skills aimed at improving the individual’s value to American society, including taking responsibility for one’s actions, justice, compassion, respect for self and others, community service, and concern for the environment.

Coordinator. Applies to regional, local area and Command Volunteer Coordinators alike. In general, the coordinator is the person assigned the day-to-day management and coordination responsibilities for any community service project or Flagship.

Education. Personal intellectual growth and achievement in subjects such as reading, writing, English, foreign languages, mathematics, science, computer skills, geography, history, humanities, social studies, and knowledge of other cultures.

Educational Institution. Local education agencies, schools K-12, colleges, universities, and any other nonprofit institutions that are dedicated to improving science, mathematics, and engineering education.

Environmental Stewardship Flagship. Community Service projects that focus on preservation and restoration of the environment through education of youth, their families and the community.

Flagships. The Community Service Program is initiated through local commands in collaboration with public and private sector organizations and is based upon five premier community service programs called “Flagships.” Each one of these Flagships supports a variety of community service activities that coordinate with the Flagship mission.

Flagship Partnership. A joint Navy and community effort to assist in the education and enrichment of the nation’s youth and communities and in revitalizing citizenry. The intent of developing a partnership is to obtain and pool resources and volunteers for the purpose of strengthening the academic and personal growth of youth, and improve the quality of life in communities. Flagship Partnerships seek to promote a collective vision of community needs and commitment to share responsibilities and resources to target issues related to education, health and fitness, environmental conservation, citizenship, and humanitarian assistance.

Health, Safety & Fitness Flagship. Health promotion programs are those activities designed to promote a healthy lifestyle. Health, Safety & Fitness addresses physical fitness, sports, exercise, nutrition and weight control, alcohol and drug abuse prevention, smoking prevention or cessation, stress management, back injury prevention, high blood pressure screening and control, and personal safety practices such as the use of car restraints and bicycle/motorcycle helmets.

Partnership. A partnership is a cooperative effort between one or more organizations (e.g., educational institution, private business, civic organization) and a recipient entity (e.g., school, school class, orphanage, half-way house) to enhance the education of youth or improve the quality of life of the community. Most Navy partnerships involve one Navy command and one school.

Partnership Program. A cooperative effort between the military and an educational institution or community organization to enhance the education of students or the quality of life for the community.

Personal Excellence. The achievement of an individual's highest potential in education, health, physical fitness, and citizenship.

Personal Excellence Flagship. This Flagship's goal is to strengthen the education, health promotion, and citizenship of America's youth, preschool through 12th grade through tutoring, mentoring, conducting science fairs, computer instruction, health/fitness activities, and community service, including environmental projects.

Project Good Neighbor Flagship. Encourages Navy people worldwide to participate in programs which serve needy families in neighboring communities. The Navy's Chief of Chaplains coordinates the activities, such as food drives, building homes for less fortunate people, and cooking Thanksgiving dinner at shelters for homeless people.

School Volunteer. A person beyond the age of compulsory schooling who is working without financial remuneration under the direction of professional staff within a school or school district.

Volunteer. A volunteer is any person working without financial remuneration under the direction of professional staff within a school or other public support organization.

APPENDIX C

NCSP PROGRAMS, PROJECTS AND IDEAS

The following are examples of partnerships and projects that satisfy the Navy Community Service Program (NCSP) goal of assisting in the education and enrichment of the nation's youth and communities and in revitalizing citizenry. The Flagship Partnership programs target issues related to education, health safety and fitness, environmental stewardship, citizenship, and humanitarian assistance.

Programs

STARBASE ATLANTIS

A U.S. Navy program serving local community youth by offering students an opportunity to participate in a variety of learning experiences designed to increase interest in and knowledge of math, science and technology. These activities also help students to develop positive self-esteem, focus on setting and achieving personal goals and develop a drug free life-style. The hands-on approach and participatory learning experiences provide a strong motivation to learn. Teamwork is emphasized throughout the curriculum, teaching students to work effectively with others.

Fifth grade students from selected schools attend classes at the Navy facility one day a week over a five-week period. Participating teachers from each class are provided supplementary materials designed to sustain student excitement between Starbase-Atlantis visits. Year-round and summer programs are also offered for teachers and students. More than 25,000 students have already attended Starbase Atlantis programs.

The Starbase Atlantis curriculum includes astronomy, model rocketry and the physics of flight. Classrooms are located at a variety of installations and each site uses available Navy resources to enhance program operations. In areas where surface ships or submarines are concentrated, participating students are exposed to skills related to ship operation and navigation. Aircraft flight and related concepts are the focus in classrooms on naval bases with aviation concentrated missions. One academy operates on a Navy Construction Training Base. Students visiting this classroom are exposed to a broad range of construction trades, including engineering of buildings, bridges and other related concepts. At many of the Starbase-Atlantis locations students have an opportunity to operate actual simulators or computer simulation programs to enhance their learning experiences.

Complete lesson plans corresponding to state math and science requirements have been developed for all activities. Evaluation of program impact is based upon pretest and post-test score comparisons and questionnaires returned from students, teachers, parents and participating Navy personnel.

Starbase Atlantis, one of many Personal Excellence Partnership programs, serves the U.S. Navy and the community by providing an inspiring educational program for children, and by reinforcing Navy Core Values of Honor, Courage, and Commitment.

For additional information, visit the Starbase Atlantis website at:

<https://www.netc.navy.mil/community/starbase>

PEER MEDIATION

If your partnership school does not have a mediation or conflict resolution program, start one! Peer mediation programs teach youth to help others resolve conflicts without resorting to violence. The program trains a third party to help people see the conflict from the other person's point of view and to work together to find a resolution to the conflict. The Association for Conflict Resolution (ACR) at 12100 Sunset Hills Rd, Suite 130, Reston, VA, 20190, (703)234-4141, has materials on establishing a peer mediation program at your school. Also visit:

<http://teacherpathfinder.org/Support/peermediate.html>

TREE MUSKETEERS (TM)

Tree Musketeers is committed to empowering young people to lead environmental improvement in earth's communities through innovative action and education programs that motivate others to become partners in a united youth movement. Tree Musketeers was incorporated in 1990 as a nonprofit administered by youth with the support of adult partners. All activities are youth-led with adults serving as a support system for young decision makers. The vision of Tree Musketeers includes planting trees and exerting powerful influence in fostering social change.

Projects supported by Tree Musketeers include planting trees to create wildlife habitats. For example, in El Segundo, Calif. Tree Musketeers volunteers work with Chevron USA to plant native vegetation to help the endangered El Segundo Blue Butterfly survive. The Tree Musketeers have also created the Partners for the Planet Network in which children run a speakers bureau and coordinate national youth environmental summits. For information on starting a Tree Musketeers chapter, visit their Web site at <http://treemusketeers.org>. Tree Musketeers, 305 Richmond Street, El Segundo, Calif. 90245, (310) 322-0263.

EARTH FORCE

Earth Force engages young people as **active citizens** who improve the *environment* and their *communities* now and in the future. They do so by **training and supporting educators** in programs that enable young people to lead community action projects focused on creating **sustainable** solutions to local environmental issues in the community. For example, an Earth Force class may decide that they want to clean up a local park strewn with litter. Cleaning up the park is an admirable task, but it does not ensure the park will be clean the next week. Earth Force encourages young people to look at the root cause of the issue and focus on creative solutions that address a public policy or community practice. In the end, Earth Force is a transformative experience for students, educators and the community. For more information contact <http://www.earthforce.org> or write to Earth Force, 2555 W 34th Avenue, Denver, CO, 80211, (303) 433-2956.

TOASTMASTERS INTERNATIONAL

Toastmasters International, a nonprofit organization, develops communication and leadership skills through a series of speech assignments which teach and reinforce the basic techniques of public speaking. Help youth learn the arts of speaking, listening, and thinking - crucial skills for personal and professional development - by sponsoring a Junior Toastmaster Club in your partnership school.

Check with your local Human Resources Office. For additional information, contact <http://www.toastmasters.org> or 949-858-8255.

CONSTITUTIONAL RIGHTS FOUNDATION

The Constitutional Rights Foundation is a nonprofit organization that has developed mini-lesson plans to introduce elementary and secondary school students to the Bill of Rights. Through provocative discussion and writing activities, the lesson plans afford students the opportunity to explore the individual amendments and concepts of fair rules and responsible authority. Another resource offered by the Foundation is the “Bill of Rights in Action,” a free newsletter for distribution to students. The newsletter presents articles to help students analyze current issues related to the Constitution. For more information, contact <http://www.crf-usa.org> or the Constitutional Rights Foundation, 601 S. Kingsley Drive, Los Angeles, CA 90005, (213) 487-5590, FAX (213) 386-0459.

GLOBE

Global Learning and Observations to Benefit the Environment (GLOBE) is a worldwide hands-on, primary and secondary school-based education and science program. GLOBE encourages students to help answer questions about how the environment around them works. Participating in science investigational projects, students learn the importance of creating hypotheses, analyzing data, drawing conclusions and reporting their results. Students measure and transmit data via the Internet on air temperature, barometric pressure, wind speed, and solar radiation to scientists, who compile the data and send back the results in the form of computer graphic images.

GLOBE is a cooperative effort of schools, led in the United States by a federal interagency program supported by NASA, NSF and the U.S. State Department, in partnership with colleges and universities, state and local school systems, and non-government organizations. Internationally, GLOBE is a partnership between the United States and more than 100 other countries.

For more information and GLOBE registration materials, visit <http://www.globe.gov>.

NASA MATH AND SCIENCE

From aeronautics to zoology, grade school through graduate school, the National Aeronautics and Space Administration (NASA) has numerous programs for enhancing mathematical and scientific literacy. The NASA Spacelink computer offers current information on programs and can be contacted at <http://www.nasa.gov/home/>

YOUNG ASTRONAUT COUNCIL

The Young Astronaut Council was formed by the White House in 1984 to help kids experience the fun and adventure of learning through a five-unit printed science education curriculum for kindergarten through 9th grade students. Students explore what’s in space, how we get there, how we live there, and what we do while we’re there. Space provides the framework for the curriculum whose activities encompass and integrate earth and space science, physical science, and life science, as well as other subjects. Mission: Science incorporates the national science education standards and their inquiry-based approach. Each activity includes a cross-discipline activity to help children view the topic from a different perspective and develop additional skills.

Mission: Science is produced in three levels, K-3, 4-6, and 7-9, with age appropriate activities at each level. The five sequential units of Mission: Science include:

- Astronomy: The Solar System and Beyond
- Flight
- Living in Space
- Earth and Space
- Mission and Marvels

Space School - a live, interactive Young Astronaut television program for grades 4-6 broadcast directly into classrooms twice weekly. Space School lessons are tied to and enhance the Mission: Science printed curriculum with NASA film footage and other graphics, regular features and special guests.

Visit <http://www.youngastronauts.org/yac/> or write 5200 27th Street NW, Washington D.C. 20015 or (301) 617-0923 for further information.

NATIONAL ENERGY EDUCATION DEVELOPMENT (NEED) PROJECT

The mission of the NEED Project is to promote an energy conscious and educated society by creating effective networks of students, educators, business, government and community leaders to design and deliver objective, multi-sided energy education programs.

The NEED program includes curriculum materials, professional development, evaluation tools, and recognition. NEED teaches the scientific concepts of energy and provides objective information about energy sources and their use and impact on the environment, the economy and society. The program also includes information to educate students about energy efficiency and conservation, and tools to help educators, energy managers and consumers use energy wisely. Visit the NEED Web site, <http://www.need.org> to learn how you can help promote energy awareness and make science fun for students.

CAMPAIGN DRUG FREE

Provides a drug demand reduction program to schools, organizations and communities to address youth on the dangers of drug abuse and the importance of being drug free. Volunteer teams use professionally produced videotapes to convey a powerful anti-drug message to elementary, middle and high school students. Following the videotape presentation, volunteers engage the students in discussions to challenge them to take charge of their lives and stay drug free. Contact your local Navy Reserve or Marine Corps Reserve Center and ask for the Campaign Drug Free Coordinator.

JUNIOR ACHIEVEMENT, INC.

Through age-appropriate curricula, Junior Achievement programs begin at the elementary school level, teaching students how they can impact the world around them as individuals, workers and consumers. Junior Achievement programs continue through the middle and high school grades, preparing students for future economic and workforce issues they'll face. Junior Achievement provides training, materials, and support necessary to ensure a positive experience for the classroom volunteer.

Junior Achievement Elementary Programs include six sequential program themes which teach students that people assume roles as individuals, consumers, and workers in an expanding cultural environment that extends from the self and family to global relations. **Junior Achievement Middle School Programs** build on concepts the students learned in Junior Achievement's Elementary School Program and help teens make difficult decisions about how to best prepare for their educational and professional future. The programs supplement standard social studies curricula and develop communication skills that are essential to success in the business world. **Junior Achievement High School Programs** help students make informed, intelligent decisions about their future and foster skills that will be highly useful in the business world and teaches about concepts from microeconomics and macroeconomics to free enterprise.

For further information, contact the local Junior Achievement Executive Director or contact <http://www.ja.org>

DRUG EDUCATION FOR YOUTH (DEFY)

Drug Education For Youth (DEFY) is a self-esteem building program that provides kids with the tools they need to resist drugs, gangs, and alcohol.

Initially developed by the Drug Demand Reduction Task Force (DDRTF), DEFY is sponsored by the local command and restricted to youth ages 9-12 from military families. A two-phase program, DEFY begins in the summer with either a five-day residential or an eight-day non-residential camp program. This challenging, fun-filled week in the summer is followed by a year of mentoring.

DEFY focuses on building youngsters' self-image and setting goals. It stresses interpersonal relations, and emphasizes leadership and teamwork. Along the way it raises awareness of the harmful effects of alcohol and other drugs, as well as the dangerous effects of peer pressure to join gangs. The structured curriculum offers education, skill development and physical fitness. DEFY is all about creating positive experiences so that kids will choose healthy alternatives instead of substance abuse and gang involvement. In essence, the DEFY program provides leadership to kids and thereby strengthens our military communities. Their motto is: "Strong children.... Strong families.... for a Ready Future..."

For further information, visit DEFY at www.npc.navy.mil/support/nadap/defy or call the DEFY Program Manager at DSN 882-3300 or (901)874-3300.

Other Projects and Ideas

- Form a wellness council with your partnership school to discuss ways to help youth acquire self-esteem, learn life skills, and develop a sense of usefulness and hope for the future. Share leadership with youth and address the “whole person - mind, body, spirit and heart.”
- Plan a talent show or comedy hour at your partnership school.
- Chaperon a school dance.
- Form a Saturday or midnight basketball league.
- Write and produce a play using puppets that address the risks of violence and substance abuse.
- Sponsor a Second Childhood Games Tournament (wheel barrow and gunny sack races, relays, hula-hoop competition, etc.) or a Fun and Fitness Day.
- Coach in your community’s or partnership school’s recreation program. Build youth self-confidence through supportive coaching and encouragement by promoting sports as a health-enhancing human activity. Instead of focusing on winning, develop teamwork in youth - caring and helping each other, practicing self-control, and setting realistic goals.
- Host a summer fitness camp.
- Sponsor a slogan or poster contest to cure the couch potato blues.
- Participate in your partnership school’s safety patrol.
- Sponsor a “Nutrition and You” essay contest.
- Organize a day hike to a nearby recreational area.
- Challenge youth to a “Week without TV” and organize fitness or social activities.
- Sponsor a children’s triathlon of swimming, biking, and running or walking.
- Present a Campaign Drug Free (CDF) program with your partnership school.
- Conduct a poll at your partnership school to assess smoking attitudes and practices of both students and faculty. Involve students to publish the results in the school newspaper.
- Sponsor a team to participate in a one-mile fun run or walk for AIDS, Race for the Cure, or other event to benefit a nonprofit organization.

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- Start a 100-mile club for walking or jogging.
 - Start a support network for pregnant teenage girls in your partnership school to encourage pregnant teens to complete high school.
 - Support the Great American Smokeout. Adopt a student smoker and emphasize the benefits of a smoke-free lifestyle. Contact the American Cancer Society for packets of information and ideas to promote a smokeout.
 - Become involved with Special Olympics. Volunteer to coach or be a buddy for an aspiring special Olympic athlete.
 - Sponsor a bike safety workshop or bike tour for children to inspect bikes for safe riding, teach bicycle maintenance, and experience the joy of riding.
 - Many Navy Recruiting Commands have Youth Programs Offices that maintain a lending library of educational related videotapes available for checkout to active-duty personnel. (“Check it out!”)
 - Establish a partnership to identify, evaluate, and recommend after-school programs for teenagers that involve recreation, environmental project, drama, social activities, or public speaking.
 - Set up a speakers bureau to talk to youth groups about AIDS prevention, alcohol and drug abuse, nutrition, dental hygiene, fitness, suicide prevention, etc.
 - Involve youth in a project to design and print a coloring book on health and fitness.
 - Start a rap group to write and perform songs on growing up healthy and risky adolescent behavior.
 - Make a “Contract for Literacy” with your partnership school. Pledge a flower bulb for every book students read during the school year or semester, and plant the bulbs in the spring. As an art project, students can landscape their new bulb garden. The bloom of spring every year will not only beautify the school grounds, it will also reaffirm the friendship and commitment of Navy volunteers to strengthen youth education.
 - Serve as advisor or managing editor to help students write a school newspaper column (similar to “Dear Abby”) devoted to answering students’ questions regarding conduct, personal or school problems, or guidance on life skills. Students will have the opportunity not only to research and compose responses, but to learn about problem-solving and issues important to youth.

Summer Ideas

Are you planning a summer activity with your partnership school? Consider the following projects:

- Equipment repair
- Grounds maintenance
- Drama camp
- New capital improvements, painting, school plant refurbishment
- A sports league
- Tutoring
- Ship/tug/squadron airplane/base tour, etc.
- Operation Shipmate or similar program
- Teacher/staff development (Lean 6 Sigma, computer instruction)
- Student contests (essays, reading, art, etc.)
- Volunteer training

Deployment Ideas

Here are some ideas to help continue your partnership while on deployment:

- Have each youth bring in a roll of film to be shot during the deployment.
- Prepare a school bulletin board before deploying, to be used as a “status board,” with a map (and/or navigational charts) that can track your “movements” (with flags or push pins). The board can hold postcards and letters from Sailors, and pictures taken at various ports.
- Introduce new partnership volunteers by correspondence (and videotape, if possible).
 - Have them describe themselves, their jobs, interests, hobbies, and families, and then have them say how much they are looking forward to meeting the students after the deployment.
- Initiate an overseas pen-pal program for your partnership school, with schoolchildren (of corresponding ages) at one of your ports. (This can be done through the U.S. Consulate. Your commanding office can provide a point of contact.)
- Call the school via Military Affiliate Radio System (MARS). A liaison from the command or from a sister command is responsible for arranging a demonstration with a Ham radio. An operator at the other end of the Ham radio will converse with students. Explain to the

students (prior to the call) the required procedure for conversing (“over,” “out,” etc.) and the reason for the procedure. Also explain how Sailors sometimes talk to their families via MARS, and encourage discussion, following the call to the school, about the benefits and disadvantages of this type of communication. Be sure to emphasize that the actual school phone call is subject to available operators and frequencies, to ensure flexibility at the “receiving end.”

- Have students prepare banners for homecoming. Since most Sailors are likely to be preoccupied with their own families and friends at the actual homecoming, it might be better for the youth to plan their own “welcome back” celebration following post-deployment standdown.

APPENDIX D NAVY RESOURCES

PROGRAM MANAGER FOR NAVY COMMUNITY SERVICE

Commander, Navy Installations Command (N00P)

716 Sicard Street SE, Suite 1000
Washington Navy Yard, DC 20374-5140
(202)433-4019

CNIC provides overall Navy policy and guidance for the Navy Community Service Program. CNIC is also the point of contact for program materials for commands for which there is no identified regional community service coordinator. CNIC is the Flagship sponsor for Personal Excellence Partnerships.

FLAGSHIP SPONSORS

The Flagship Sponsors facilitate, promote, and expand opportunities for community service for Navy commands and individuals. They are responsible for a working partnership with the NCSC and with other flagship sponsors to consider any appropriate changes in policy or practices that would encourage volunteer participation in community service. The Flagship Sponsors provide information and technical support concerning their specific flagship.

Personal Excellence Partnership:

Commander, Navy Installations Command (N00P)
716 Sicard Street SE, Suite 1000, Washington Navy Yard, DC 20374-5140
Phone: (202) 433-4019, DSN: 288-4019

Health, Safety and Fitness:

Commanding Officer, Naval Education Training Professional Development Technology Center
(NETPDTC) N7
6490 Saufley Field Rd, Pensacola, FL 32509

Environmental Stewardship:

Chief of Naval Operations (OPNAV N45)
2000 Navy Pentagon, Room 2E259, Washington, D.C. 20350-2000
Phone: (703) 695-5073

Campaign Drug Free:

Commander, Navy Reserve Forces Command
1915 Forrestal Drive, Norfolk, VA 23551-4615
Phone: (757) 322-6547 DSN: 262-6547 Fax: (757)444-7622

Project Good Neighbor:

Chief of Navy Chaplains

2000 Navy Pentagon, Room 5E270, Washington, DC 20350-2000

Phone: (703) 693-5411

REGIONAL COORDINATORS

Regional Coordinators for Navy Community Service Program provide technical assistance and information to commands in establishing and maintaining community service programs.

Geographic areas of responsibility are displayed in Figure 2-1. A list of Regional Coordinator contact information can be found at www.cnics.navy.mil/ncsp.

OTHER NAVY SOURCES FOR TECHNICAL ASSISTANCE, INFORMATION AND MATERIALS

GOVERNMENT WEB SITES

The official Navy Community Service website may be accessed at www.cnics.navy.mil/ncsp.

For guidance on donating government computers, visit

<http://www.dispositionservices.dla.mil/rtd03/cfl/index.shtml> and <http://computersforlearning.gov>.

Guidance on time off for civilian employees to participate in command-sponsored volunteer projects may be found at <http://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/related-information> and

<http://www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=503>.

A listing of State Agencies for Surplus Properties is available at GSA's [Personal Property Disposal](#) webpage.

The official Web site for Campaign Drug Free can be found at [Campaign Drug Free](#).

For information on the Navy's STARBASE Atlantis Program, an educational outreach program that focuses on math, science, technology, drug demand reduction and goal setting, visit

<http://www.netc.navy.mil/community/starbase>.

NAVY MATERIALS

Contact your regional community service coordinator for more information on the following:

Volunteer Recognition Certificates - Certificates of Appreciation should be presented to the individual volunteer from the command or Flagship Partners during a partnership project or activity that specifically recognizes volunteer service. Command Volunteer Coordinators may also order formal NCSP Certificates of Volunteer Appreciation for military and civilian volunteers from the Defense Logistics Agency (DAPS) at <https://navalforms.documentservices.dla.mil/web/public/home>. Each certificate is 8 1/2" x 11" and is printed with graphics on manila cardstock with gold and black ink and available in packs of 25. The Command Volunteer Coordinator may also produce the certificates locally.

NCSP Certificate of Volunteer Appreciation

NAVPERS 1650/90 - 0109LF9847700

Environmental Stewardship Certificate of Volunteer Appreciation

NAVPERS 1650/92 - 0109LF9850100

Project Good Neighbor Certificate of Volunteer Appreciation

NAVPERS 1650/94 - 0109LF9852500

Campaign Drug Free Certificate of Volunteer Appreciation

NAVPERS 1650/95 - 0109LF9853700

Health, Safety & Fitness Certificate of Volunteer Appreciation

NAVPERS 1650/93 - 0109LF9851300

Personal Excellence Partnership Certificate of Volunteer Appreciation

NAVPERS 1650/91 - 0109LF9848900

Personal Excellence Partnership Certificate

NAVPERS 1650/4 - 0109LF9854900

Where in the World is Our Navy Today, a middle school curriculum to teach students about the U.S. Navy.

Navy Brochures - Navy Mentors, Navy Volunteer, Serving America Twice, etc.

NAVY Volunteer! - Web-based, quarterly produced magazine, highlighting Navy command and volunteers.

Program directives - OPNAVINST 5350.6 Series.

Navy Community Service Partners in Volunteerism

The Points of Light Foundation

600 Means Street, Suite 210

Atlanta, GA 30318

Phone: (404) 979-2900

Fax: (404) 979-2901

The Point of Light Foundation is a nonpartisan nonprofit organization devoted to promoting volunteerism. One of the major areas of the Foundation's work is assisting employers in developing workplace volunteer programs. The Foundation sponsors several awards to honor volunteerism including the President's Service Award and the Daily Points of Light Award. More information is available on the Foundation's Web site, <http://www.pointsoflight.org/>

America's Promise – The Alliance for Youth

909 North Washington St., Ste. 400

Alexandria, VA 22314-1556

Phone: 703-684-4500

Fax: 703-535-3900

America's Promise is a national organization dedicated to mobilizing the nation to ensure our children and youth have access to the fundamental resources they need to become successful adults: marketable skills, a caring adult, the opportunity to give back through community service, a healthy start for a healthy future, and a safe place to grow and learn. To learn how you or your organization can become involved, visit the America's Promise Web site at <http://www.americaspromise.org>

APPENDIX E

CALENDAR OF SIGNIFICANT EVENTS FOR A PROGRAM YEAR

This appendix identifies significant events observed during the calendar year. Dates that remain constant each year are provided. For events that fall on different days or weeks each year, only the month and event are provided. Sources of information regarding the events are included to assist in planning support activities, should the command's partnership goals and objectives coincide with Flagship Partners' plans to observe these occasions. A support category (education, citizenship, health, safety and fitness, environmental conservation, drug demand reduction, and humanitarian assistance) is provided for each event.

For current dates, contact the Flagship Sponsor where appropriate.

JANUARY

January 1: New Year's Day (Education)

Legal holiday in all states and territories, also a federal holiday designated by P.L. 92-392. Contact your local or school librarian for information regarding how the New Year is celebrated around the world.

January 15: Martin Luther King, Jr. Birthday (Education & Citizenship)

"A day ON, not a day OFF" celebrates the life of Martin Luther King, Jr., civil rights leader, minister, and winner of the 1964 Nobel Peace Prize. Born in Atlanta, Georgia, on Jan. 15, 1929; assassinated April 4, 1968. A federal holiday celebrated on the third Monday in January, now turned into a day of service honoring Dr. King, who encouraged Americans to come together to strengthen communities, alleviate poverty, and acknowledge dignity and respect for all human beings. Service, he realized, was the great equalizer. Visit <http://mlkday.gov> to learn how your command can help honor King's legacy of tolerance, peace, and equality by meeting community needs and making the holiday "A day ON, not a day OFF."

FEBRUARY

Black History Month (Education & Citizenship)

Sponsored by the Association for the Study of African American Life and History. Black History Month kits are available in October for a fee. The kit includes a resource guide, posters, and other materials. Each year, a different theme is selected. Visit the Association for the Study of African American Life and History for further information at <http://www.asalh.com>. You can also visit <http://www.africanamericanhistory.gov>, hosted by the Library of Congress, for further ideas on celebrating Black History Month.

National Children's Dental Health Month (Health & Fitness)

The American Dental Association held the first national observance of Children's Dental Health Day on February 8, 1949. This single day observance became a week-long event in 1955. In 1981, the program was extended to a month-long celebration known today as National Children's Dental Health Month. Visit the American Dental Association website, <http://www.ada.org/5578.aspx>, for free material, ideas and resources for highlighting this important month of dental awareness for children.

February 1: National Freedom Day (Education & Citizenship)

Major Richard Robert Wright Sr., a former slave, fought to have a day when freedom for all Americans is celebrated. When Wright got his freedom, he went on to become a successful businessman and community leader in Philadelphia, Pennsylvania. Major Wright chose February 1 as National Freedom Day because it was the day in 1865 that President Lincoln signed the 13th Amendment to the Constitution. In 1948, a Presidential Proclamation established this date as National Freedom Day. Contact your local or school librarian for information.

February 2: National Goundhog Job Shadow Day (Education)

Sponsored by America's Promise, the National School-To-Work Office, Junior Achievement, and the American Society of Association Executives. Information is available at the official Web site <http://www.jobshadow.org>, and from regional coordinators for Navy Community Service.

February 8: Boy Scouts of America Anniversary Day (Citizenship) Celebrated during Scouting Anniversary Week. Materials are available during the month of October. Visit the Boy Scouts of America Web site, <http://www.scouting.org>, for further information or contact your local Boy Scout council.

Third Week in February: National Engineers Week (Education)

Founded in 1951 by the National Society of Professional Engineers. Contact National Engineers Week Headquarters, 1420 King St., Alexandria, VA 22314, (703) 684-2852, <http://www.sme.org/memb/neweek/neweek.html>

February 14: St. Valentine's Day (Education)

An occasion to exchange affectionate greetings in the United States, Canada, and Europe. The celebration dates back to the Roman festival of Lupercalia. Contact your local or school librarian for information.

February 17: PTA Founders Day (Education & Citizenship)

Founders Day is always February 17, although local PTAs may celebrate it on other dates in February. Information is available on the worldwide web at <http://www.pta.org> and questions may be directed via email to info@pta.org. Contact: National PTA Headquarters, 1250 N. Pitt Street, Alexandria, VA 22314, Phone: (703)518-1200, Toll Free: 1-800-307-4782.

Third Monday in February: Presidents' Day (Education & Citizenship)

Designated as a federal holiday to honor Presidents George Washington and Abraham Lincoln. Contact your local or school librarian for information or visit <http://www.whitehouse.gov/kids/presidentsday/> for ideas on how to serve your neighbor, community or country in honor of them.

February 24: Gregorian Calendar Day (Education)

Pope Gregory XIII issued a Papal Bull on February 24, 1582, correcting the Julian Calendar. The new calendar, which was named for him, became effective on October 4, 1582. It is the most widely used calendar today. Contact your local or school librarian for information.

MARCH

National Nutrition Month (Health & Fitness)

Promotes the importance of good eating habits and physical and mental health. Visit the Academy of Nutrition and Diabetics website for further information at <http://www.eatright.org/nnm>.

American Red Cross Month (Education, Citizenship, Health & Fitness)

Observed during the entire month of March. Visit the American Red Cross at <http://www.redcross.org> for ideas on how to celebrate National Red Cross Month.

March 1: Peace Corps Anniversary (Education & Citizenship)

President John F. Kennedy signed the Executive Order establishing the Peace Corps on March 1, 1961. Visit the Peace Corps Web site for further information at <http://www.peacecorps.gov>.

March 2: Read Across America Day (Education)

March 2 is the birthday of beloved children's author Theodore Geisel, otherwise known as Dr. Seuss. NEA's Read Across America is an annual reading motivation and awareness program that calls for every child in every community to celebrate reading on or around Dr. Seuss's birthday. For tips on how to celebrate Read Across America Day, visit <http://www.nea.org/grants/886.htm>.

March 3: Adoption of United States National Anthem (Education & Citizenship)

The "Star Spangled Banner" was adopted as our national anthem on March 3, 1931. It was written in 1814 by Francis Scott Key. Contact your local or school librarian for information.

Week of March 12: National Girl Scout Week (Citizenship)

Observed all week including March 12, the date of its founding in 1912. Visit the Girl Scouts of America website at <http://www.girlscouts.org/> or contact your local Girl Scout Council for information.

March 19: National Agriculture Day (Education & Environmental Conservation)

Honors the farmers, ranchers, growers, and agribusiness people who contribute to the abundant U.S. food supply. Visit the National Ag Day Web site at <http://www.agday.org/> to learn more.

March 21: International Day for the Elimination of Racial Discrimination (Education & Citizenship)

Honors those people throughout the world who have been victims of racial injustice. Visit the United Nations website to learn more, at <http://www.un.org/cyberschoolbus/iderd/>

Third week of March: National Wildlife Week (Education, Citizenship, & Environmental Conservation)

A celebration of wildlife and wild places since 1938, National Wildlife Week encourages kids and adults across the country to learn and experience nature - starting in their own community. Visit the National Wildlife Federation website for more information at <http://www.nwf.org/national-wildlife-week.aspx>.

APRIL

Child Abuse Prevention Month and the Month of the Military Child.

Contact your Fleet and Family Support Center for information.

Mathematics Education Month (Education)

Promotes student, parent, and public awareness of the importance of understanding mathematics in today's world. Visit the <http://www.mathaware.org/> website sponsored by the Joint Policy Board for Mathematics to learn more.

National Volunteer Week (Citizenship)

National Volunteer Week began in 1974 when President Richard Nixon signed an executive order establishing the week as an annual celebration of volunteering. Since then, every U.S. President has signed a proclamation promoting National Volunteer Week. Additionally, governors, mayors and other elected officials make public statements and sign proclamations in support of National Volunteer Week. Sponsored by the Points of Light Foundation, information on National Volunteer Week can be found at <http://www.pointsoflight.org/signature-events/national-volunteer-week>.

Global Youth Service Day (Citizenship)

National Youth Service Day is the largest service event in the world. The goals of National Youth Service Day are:

- To **MOBILIZE** youth to identify and address the needs of their communities through service.
- To **SUPPORT** youth on a life-long path of service and civic engagement.
- To **EDUCATE** the public, the media, and policymakers about the year-round contributions of young people as community leaders.

To find out you can help our nation's youth start a life of service, visit <http://www.ysa.org/gysd/>

April 2: International Children's Book Day (Education & Citizenship)

Celebrated on Hans Christian Andersen's birthday to help young children develop an understanding of other cultures through literature. Contact: American Library Association. 800-545-2433. Center for the Book at the Library of Congress. 202-707-5221. International Board of Books for Young People, <http://www.ibby.org/index.php?id=269>

April 7: World Health Day (Health & Fitness)

Commemorates the establishment of the World Health Organization in 1948. Visit the World Health Organization Web site at <http://www.who.int/world-health-day/> for more information.

April 22: Earth Day (Education, Citizenship, and Environmental Conservation)

Promotes awareness of environmental issues. Visit the Earth Day website, <http://www.earthday.org> or contact your local Environmental Commission or librarian for information.

Fourth Thursday in April: Take Our Daughters & Sons to Work Day (Education)

Sponsored by the Ms. Foundation for Women to focus attention on the needs and concerns of girls and boys and to help them stay focused on their future during adolescence. Visit the Take our Daughters and Sons to Work Web site of more information at <http://www.daughtersandsonstowork.org/>.

Last Friday in April: National Arbor Day (Education, Citizenship, & Environmental Conservation)

Encourages people to plant and care for trees. National Arbor Day is observed in late April, however States often celebrate it at a different time according to the best tree-planting times. The following listing indicates the month in which a particular State observes Arbor Day. For the exact dates, visit the National Arbor Day Foundation Web site at <http://www.arborday.org/>

January – Florida and Louisiana

February – Alabama, Georgia, Mississippi, Nevada

March – Arkansas, California, Kansas, New Mexico, North Carolina, Oklahoma, Tennessee

April – Arizona, Colorado, Connecticut, District of Columbia, Delaware, Idaho, Illinois, Indiana, Iowa, Kentucky, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, New Hampshire, New Jersey, New York, Ohio, Virginia, Washington, West Virginia, Wisconsin, Wyoming

May – Alaska, Maine, North Dakota, Vermont

November – Hawaii

December - South Carolina

MAY

National Physical Fitness and Sports Month (Health & Fitness)

Emphasizes the importance of physical education to health and fitness. Contact the National Association for Sport and Physical Education, <http://healthfinder.gov/nho/MayToolkit.aspx> for more information.

Asian Pacific American Heritage Month (Education & Citizenship)

Commemorates the contributions and the culture of Asian Americans. Visit the Asian Pacific American Heritage Association Web site for more information at <http://www.apaha.org/>.

Healthy Vision Month (Health & Fitness)

Alerts the public to the value of eye care and safety and the early detection of eye problems. Visit the Healthy Vision 2010 website, sponsored by National Eye Institute (NEI) at <http://www.nei.nih.gov/hvm> for more information.

May 1: Law Day USA (Citizenship)

Joint resolution of Congress and Presidential Proclamation for “re-dedication to the ideals of equality and justice under the law.” For further information, visit the Library of Congress Web site at <http://www.loc.gov/law/help/commemorative-observations/law-day.php>.

First full week in May: Be Kind to Animals Week (Education, Citizenship, & Environmental Conservation)

Sponsored by the American Humane Association to raise awareness on being kind to animals. You can find more information at <http://www.americanhumane.org/>.

First full week in May: National PTA Teacher Appreciation Week (Education)

Encourages respect for and support of the educational professionals. Check out the National PTA website for ideas on how to help honor your local educators at <http://www.pta.org/>

Tuesday of first full week in May: Teacher Day USA (Education)

Focuses on the contributions teachers make to help children succeed in school and in life. Learn more at http://www.teacher-appreciation.info/Teachers_Day/USA_Teachers_day_and_week.asp

Wednesday during National Nurse Week (May 6-12): School Nurse Day (Health & Fitness)

Increases awareness regarding the role of the school nurse. Visit the National Association of School Nurses, Inc. Web site, <http://www.nasn.org/AboutNASN/NationalSchoolNurseDay> for ideas on celebrating School Nurse Day at your school.

First Saturday in May: Join Hands Day

JOIN HANDS DAY is a national day of volunteering that brings youths and adults together to improve their own communities. A benefit of the day comes through the friendships that will be made across generations. JOIN HANDS DAY is the only national day of service that specifically targets and develops relationships between young people and adults through neighborhood volunteering. Young people and adults work together on an equal basis to plan, organize and implement the day's activities. For more information, visit the Join Hands Day Web site at <http://www.joinhandsday.org/scripts/home.cfm>

Third week after Mother's Day: Girls Incorporated Week (Citizenship)

Girls Incorporated is a national nonprofit youth organization dedicated to inspiring all girls to be strong, smart, and bold. With roots dating to 1864, Girls Inc has provided vital educational programs to millions of American girls, particularly those in high-risk, underserved areas. Today, innovative programs help girls confront subtle societal messages about their value and potential, and prepare them to lead successful, independent, and fulfilling lives. To learn more about how to celebrate Girls Inc. Week, visit <http://www.girlsinc.org>.

Second Week in May: National Historic Preservation Week (Education, Citizenship, & Environmental Conservation)

The National Trust for Historic Preservation is a privately funded non-profit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. Visit the National Trust for Historic Preservation Web site at

<http://www.preservationnation.org> for more information.

Second Sunday in May: Mother's Day (Education & Citizenship)

Observed nationally since 1914. Contact your local or school librarian for information.

Second Week in May: National Children's Book Week (Education)

A celebration of the written word, Children's Book Week introduces young people to new authors and ideas in schools, libraries, homes and bookstores. Through Children's Book Week, the Children's Book Council encourages young people and their caregivers to discover the complexity of the world beyond their own experience through books. Learn more at the Children's Book Council Web site at <http://www.bookweekonline.com>.

Third Saturday in May: Armed Forces Day (Education & Citizenship)

Observed by Presidential Proclamation. Celebrated by all branches of the armed forces of the United States. First celebrated in May 1950, this special day was established to replace the separate celebrations held for the Navy, Air Force, and Army. Contact the Public Affairs Office for information regarding local events.

Third week in May: Bike Safety Week (Health & Fitness)

Sponsored by the National Highway Traffic Safety Administration to raise awareness on bicycle safety measures. Visit <http://www.nhtsa.gov/Bicycles> for further information.

Last Monday in May: Memorial Day (Education & Citizenship)

A state and federal holiday in remembrance of all war dead; also known as Decoration Day. Contact the Public Affairs Office for information regarding local events.

JUNE

National Safety Month (Health & Safety)

Each June, the National Safety Council (NSC) encourages organizations to get involved and participate in National Safety Month (NSM). NSM is an annual observance to educate and influence behaviors around leading causes of preventable injuries and deaths. Visit the NSC webpage at http://www.nsc.org/nsc_events/Nat_Safe_Month/Pages/home.aspx for more information about NSM.

World Environment Week (Education, Citizenship, & Environmental Conservation)

Annual observance to reaffirm concern for the preservation and enhancement of the environment. Visit the United Nations Environmental Programme Web site at <http://www.unep.org/> for further information.

June 14: Flag Day (Education & Citizenship)

The "Stars and Stripes" was adopted as our nation's flag by the Continental Congress on June 14, 1777. Contact the Public Affairs Officer for information regarding local events and observances.

Third Sunday in June: Father's Day (Citizenship)

Established as a day to honor fathers. Contact your local or school librarian for information.

JULY

July 4: Independence Day (Citizenship)

Contact your local or school librarian for information.

AUGUST

First Sunday in August: National Kids Day (Education)

National Kids Day is a day set aside each year to celebrate and honor America's children by spending meaningful time with them. It's about celebrating kids - whether your children, grandchildren, or any child in need of mentoring. To learn more, visit the National Kids Day Web site at

<http://www.kidspeace.org/nationalkidsday.aspx>.

August 14: VJ Day (Education & Citizenship)

Celebrates President Truman's 1945 announcement of the surrender of Japan to the allies signaling the end of World War II. The local Veterans of Foreign Wars and Navy League should be able to assist with locating retired military personnel who actually served in the Pacific during World War II to help the command observe this day.

August 26: Women's Equality Day (Education & Citizenship)

Established by Congress in 1971. On this date in 1920, the 19th Amendment to the Constitution was ratified. It prohibits sex discrimination with regard to voting. For more information, visit the Defense Equal Opportunity Management Institute website at

<http://www.deomi.org/SpecialObservance/presentations.cfm?CatID=5>.

SEPTEMBER

First Monday in September: Labor Day (Citizenship)

Labor Day is a creation of the labor movement and is dedicated to the social and economic achievements of American workers. It constitutes a yearly national tribute to the contributions workers have made to the strength, prosperity, and well-being of our country. Visit the Department of Labor Web site at <http://www.dol.gov/opa/aboutdol/laborday.htm> to learn more.

Healthy Aging Month (Education, Health, Safety & Fitness)

A national ongoing health promotion designed to broaden awareness of the positive aspects of aging and to provide information and inspiration for adults, age 50+, to improve their physical, mental, social, and financial fitness. Visit the Healthy Aging website at <http://www.healthyaging.net/> to learn how commands can help older Americans age well.

National 5 A Day Month (Education, Health & Fitness)

The 5 A Day for Better Health Program is a national initiative to increase consumption of fruits and vegetables by all Americans to 5 to 9 servings a day. Eating 5 to 9 servings of fruits and vegetables a day will promote good health and reduce the risk of many cancers, high blood pressure, heart disease, diabetes, stroke, and other chronic diseases. Sponsored by the National Cancer Institute and the Produce for Better Health Foundation. Additional information can be found at

http://cancercontrol.cancer.gov/5ad_exec.html.

September 8: International Literacy Day (Education)

Observed on this day each year by the United Nations. Visit the United Nations Web site at <http://www.unesco.org/new/en/education/themes/education-building-blocks/literacy> to learn more about International Literacy Day.

September 11 – 9/11 Day (Education & Citizenship)

9/11 Day was founded and is lead each year by MyGoodDeed, a 501(c) 3 nonprofit, tax exempt organization. MyGoodDeed also led the successful effort to secure the formal designation of September 11 as a National Day of Service and Remembrance, which was supported on a bipartisan basis by former President George W. Bush, formally authorized in 2009 under federal law approved by Congress, and established officially by President Barack Obama under Presidential Proclamation. For more information, visit <http://www.911day.org>.

September 15 – October 15: National Hispanic Heritage Month (Education & Citizenship)

Hispanic Heritage Month begins on September 15, the anniversary of independence for five Latin American countries—Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. In addition, Mexico declared its independence on September 16, and Chile on September 18, and honors the rich contributions of Hispanics to America. Visit the National Parks Service and National Register of Historic Places at <http://www.cr.nps.gov/nr/feature/hispanic/> or Scholastic teacher’s website at <http://teacher.scholastic.com/activities/hispanic/> to learn ways to celebrate National Hispanic Heritage Month.

Week of September 17: Citizenship Day and Constitution Week (Education & Citizenship)

After framing the Constitution, the Constitutional Convention adjourned on this day in 1787 from Independence Hall, Philadelphia, Pennsylvania. The twelve states represented had voted unanimously to approve the proposed document. Presidential Proclamation sets aside this day and week for observance each year. Visit the National Center for Constitutional Studies at <http://www.nccs.net/constitution-week/> to learn more.

September 21: United Nations International Day of Peace (Education & Citizenship)

Devoted to “commemorating and strengthening the ideals of peace both within and among all nations and peoples.” Established by a United Nations resolution in 1981, International Day of Peace is celebrated the world over to serve as a reminder as a permanent commitment to peace. Visit the International Day of Peace Web site at <http://www.internationaldayofpeace.org/> to learn more.

Last Saturday in September: Family Health and Fitness Day (Health & Fitness)

The event’s purpose is to promote family involvement in physical activity, one of the goals of the U.S. Surgeon General’s Report on Physical Activity and Health. Visit the Fitness Day. com site sponsored by the Health Resource Information Center at <http://www.fitnessday.com/> for further information.

OCTOBER

Children's Health Month (Health & Fitness)

Designed to bring awareness to the importance of children's health issues. The President's Task Force on Environmental Health Risks and Safety Risks to Children was established in April 1997 by Executive Order 13045, and is co-chaired by the Secretary of the Department of Health and Human Services and the Administrator of the Environmental Protection Agency. The Task Force is composed of sixteen departments and White House offices who make it a high priority to identify, assess, and address children's environmental health and safety risks. To learn more, visit <http://yosemite.epa.gov/ochp/ochpweb.nsf/content/chm-home.htm>.

Week beginning on the Second Sunday in October: National School Lunch Week (Health & Fitness)

National School Lunch Week was established in 1963 by a proclamation from President John F. Kennedy. It is designed to help raise awareness of and garner support for the role that school food service and nutrition programs play in the lives of America's children today, and in the strength of America tomorrow. The School Nutrition Association (SNA) helps celebrate the event each year with a theme and promotional materials. SNA is a national, non-profit, professional organization which provide high-quality, low-cost meals to students across the country. Founded in 1946, SNA is the only association devoted exclusively to protecting and enhancing children's health and well-being through school meals and sound nutrition education. Visit the SNA School Lunch Web site for free downloadable materials at <http://www.schoolnutrition.org/nslw/>.

Week that includes October 10: National Metric Week (Education)

Encourages use of the metric system. Visit the National Council of Teachers of Mathematics website <http://www.nctm.org/news/content.aspx?id=10248> for ideas how to celebrate National Metric Week.

Second Week in October: Fire Prevention Week (Health & Fitness)

Fire Prevention Week was established to commemorate the Great Chicago Fire, the tragic 1871 conflagration that killed more than 250 people, left 100,000 homeless, destroyed more than 17,400 structures and burned more than 2,000 acres. The fire began on October 8, but continued into and did most of its damage on October 9, 1871. In 1920, President Woodrow Wilson issued the first National Fire Prevention Day proclamation, and since 1922, Fire Prevention Week has been observed on the Sunday through Saturday period in which October 9 falls. To learn ideas on how to celebrate Fire Prevention Week with command community service partners visit the National Fire Protection Association website at <http://www.nfpa.org/categoryList.asp?categoryID=2017&URL=Safety%20Information/Fire%20Prevention%20Week>.

October 13: United States Navy Birthday (Education & Citizenship)

The Navy celebrates the anniversary of its founding in 1775. Contact the Public Affairs Office for information.

Second Monday in October: Columbus Day or Discoverers' Day Observed (Education & Citizenship)

Honors Columbus and all explorers as well as commemorates Columbus' sighting of the New World on October 12, 1492. Contact your local or school librarian for information.

Third Week in October: Kids Care Club (Education, Citizenship, Humanitarian Assistance, Environmental, Health, Safety & Fitness)

Sponsored by the Points of Light Foundation, Kids Care Week is dedicated to recognizing the power of kids to reach out and help others in their local community. During the week, young people focus their compassion on a specific social issue through a service project. Visit the Kids Care Club web site, <http://www.kidscare.org>, to learn more.

Third Week in October: National School Bus Safety Week (Education, Health & Fitness)

Includes an annual poster contest. Visit the National Association for Pupil Transportation Web site at <http://www.netforum.avectra.com/eWeb/DynamicPage.aspx?Site=NAPT&WebCode=SBSW> for additional information.

October 16: World Food Day (Education, Health & Fitness, Citizenship, and Humanitarian)

Designed to increase awareness, understanding and informed, year-round, long-term action on the complex issues of food security for all. This event is observed around the world. For more information, visit <http://www.fao.org/getinvolved/worldfoodday/en/>.

October 17: Black Poetry Day (Education)

Recognizes the contribution of black poets to American life and culture and commemorates the birthday of Jupiter Hammon, first black in America to publish his own verse. Contact your local or school librarian for information on how to celebrate Black Poetry Day or visit <http://www.readwritethink.org/classroom-resources/calendar-activities/black-poetry-celebrated-20310.html>.

Fourth Saturday in October: Make a Difference Day (Education, Environmental, Health & Fitness, Drug Demand Reducation, Citizenship & Humanitarian)

Make A Difference Day is the most encompassing national day of helping others — a celebration of neighbors helping neighbors. Everyone can participate. Created by USA WEEKEND Magazine and in partnership with the Points of Light Foundation, Make A Difference Day is an annual event that takes place on the fourth Saturday of every October. To learn how to Make a Difference, visit <http://www.usaweekend.com/section/MDDAY>.

Last Full Week of October: Red Ribbon Week (Campaign Drug Free)

Red Ribbon Week is an **awareness campaign** observed annually the last full week in October. We regard Red Ribbon Week as the “kick off to a year of prevention in our schools and in our communities.” Red Ribbon Week began in honor of Drug Enforcement Administration Agent Enrique “Kiki” Camarena, who was brutally murdered by drug traffickers and has one primary mission - **to reduce the demand for illegal drugs and illegal use of legal drugs**. To learn more, visit The Red Ribbon

Coalition Web site at <http://www.redribboncoalition.com>.

October 31: Halloween (Health & Fitness)

Evening before All Saints' or All Hallows' Day. Traditionally an occasion for masquerading, pumpkin decorating, and for children to play pranks. Contact your local or school librarian for information.

NOVEMBER

National Native American Heritage Month (Education & Citizenship)

National American Indian Heritage Month is celebrated to recognize the intertribal cultures and to educate the public about the heritage, history, art, and traditions of the American Indian people. What began at the turn of the century as an effort to gain a day of recognition for the significant contributions the First Americans made to the establishment and growth of the United States has resulted in the month of November being designated for that purpose. In 1990 President George Bush approved a joint resolution designating November 1990 as "National American Indian Heritage Month." Similar proclamations have been issued each year since 1994. Visit the U.S. Department of the Interior, <http://www.doi.gov/tribes/index.cfm>, Bureau of Indian Affairs, as well as your local or school librarian for information. You can also visit the Defense Link website for more information at <http://www.deomi.org/SpecialObservance/presentations.cfm?CatID=8>.

November 10: Marine Corps Birthday (Education & Citizenship)

Contact: Marine Corps Historical Foundation, Building 58, Washington Navy Yard, Washington, DC 20374.

November 11: Veterans Day (Education & Citizenship)

Anniversary of the World War I Armistice between the Allied Powers and the Central Powers; signed at 5:00 A.M., Nov. 11, 1918. Hostilities ceased at 1100 on that day. In many places, a silent memorial is observed at the 11th hour of the 11th day of the 11th month each year. Visit the Veterans Day Web site at <http://www1.va.gov/opa/vetsday/> and sponsored by the Department of Veteran's Affairs.

Third Week in November: American Education Week (Education)

Instituted by the National Educational Association to inform the public on school activities. For more information, view the National Education Association website, <http://www.nea.org/grants/19823.htm>.

Third Thursday in November: Great American Smoke-Out/Navy Smoke-Out Day (Health, Safety & Fitness, & Drug Demand Reduction)

Starting in 1977, the Great American Smoke-out works to expands awareness of health hazards of smoking as well as smokeless tobacco, and encourages abstinence from smoking. For more information visit the American Cancer Society website, <http://www.cancer.org/healthy/stayawayfromtobacco/greatamericansmokeout/index>.

Saturday before Thanksgiving: National Family Volunteer Day (Education, Environmental, Drug Demand Reduction, Health, Safety & Fitness, Humanitarian & Citizenship)

National Family Volunteer Day is designed to showcase the benefits of families working together, to introduce community service, and encourage those who haven't yet made the commitment to volunteer as a family. National Family Volunteer Day is held the Saturday before Thanksgiving and kicks off National Family Week. Visit the Points of Light Foundation for more information at

<http://www.pointsoflight.org/signature-events/family-volunteer-day>.

Fourth Thursday in November: Thanksgiving (Education, Citizenship, & Humanitarian Assistance)

Day appointed for giving thanks for blessings. A federal holiday and legal public holiday in all states. Many schools also observe the following Friday. Contact your local or school librarian for information.

DECEMBER

December 7: Pearl Harbor Day (Education & Citizenship)

The Japanese bombed Pearl Harbor on this date in 1941, killing 2,300 people and sinking or damaging 19 ships. The United States declared war on Japan the following day. Visit the Naval Historical Center at <http://www.history.navy.mil/> for more information.

December 10: Human Rights Day (Education & Citizenship)

Observed on this date each year as the anniversary of the adoption of the Universal Declaration of Human Rights in 1948. Visit the United Nations website for Human Rights Day at

<http://www.un.org/events/humanrightsday>.

December 15: Bill of Rights Day (Education & Citizenship)

Anniversary of the adoption of the first 10 Amendments of the United States Constitution in 1791. Often marked by Presidential Proclamation. Contact your local or school librarian for information.

December 25: Christmas (Education)

A federal holiday celebrated in all states and territories. Contact your local or school librarian for information.