



NGAUS

General Conference & Exhibition Standard Operating Procedures

Version	Effective Date
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This Standard Operating Procedure (SOP) is a reference for:

- NGAUS Board of Directors
- NGAUS General Conference Committee
- NGAUS Staff
- Potential Hosting States, Territories or the District of Columbia
- Selected Host State, Territory or the District of Columbia

Point of Contact (POC):

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All recommended changes to the SOP should be given to the NGAUS POC for vetting as appropriate. All non-substantive changes or annual updated information will be made from time to time as necessary by the NGAUS staff with Chief of Staff approval.

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SECTION 1

INTRODUCTION

I. NGAUS GENERAL CONFERENCE & EXHIBITION MISSION STATEMENT

The National Guard Association of the United States and a conference Host State will conduct a successful General Conference & Exhibition. This General Conference & Exhibition will provide an environment where the association's members learn about the association and develop association legislative requirements for the next year. It will also provide a platform whereby association's Industry Partners can display and discuss the current and future innovations in equipment, technology, and training available to the National Guard. In conducting this General Conference & Exhibition, they are carrying out the core charter of our Association.

II. NGAUS CHARTER

The National Guard Association of the United States (NGAUS) has been in existence since 1878 and continues the tradition of petitioning congress for support in ensuring that our country resources and trains its National Guard.

NGAUS by its charter works to accomplish the following:

- Educate the Public
- Resource the National Guard
- Work with State Associations
- Encourage Membership

III. GENERAL CONFERENCE & EXHIBITION PURPOSE

In order for the association to be successful in meeting its charter, and in recognizing the value of its members, their state associations and the grassroots support that these entities provide, NGAUS established an avenue to provide feedback to its members and has hosted an annual General Conference & Exhibition since its organization in 1878 for the purpose of:

- A. Discussing major issues affecting the National Guard

- B. Developing and passing resolutions that provide the agenda for the next year's NGAUS legislative plan
- C. Disseminating major issue and resolution information to its members
- D. Offering an avenue for the association to provide its membership with a status of their National Association and its accomplishments during the past year
- E. Providing a setting for the Executive Branch, Congressional Leaders and Army and Air Force senior leaders to offer an overview of the National Guard from the national perspective
- F. Educating NGAUS members, their spouses, and other attendees about the National Guard Educational Foundation (NGEF)
- G. Recognizing the states, its members, and numerous corporate entities who have distinguished themselves in supporting NGAUS and NGEF, their goals and the National Guard during the past year
- H. Providing a forum for networking
- I. Conducting an exhibition that promotes and facilitates the industry's latest equipment, technology, and support of the country's National Guard

NGAUS has the overall responsibility of ensuring that it conducts an annual General Conference & Exhibition in the manner as prescribed by tradition and as modified by the NGAUS Board of Directors (BOD).

The NGAUS Chairman of the Board has overall responsibility for ensuring that the necessary arrangements for the conference are accomplished. The Chairman of the Board delegates authority to the NGAUS President who provides general oversight of the entire conference process.

IV. HOST STATE INVOLVEMENT

- A. The selected Host State (a state, territory, or the District of Columbia) acts as the host of the conference.
- B. The Host State's team must understand the importance of their support to their various chairpersons, their roles, duties, responsibilities and the conceptual nature of their specified area of responsibility.
- C. NGAUS highly encourages the Host State to use their imagination in developing those state specific events that will highlight the state's history, culture and their National Guard. However, NGAUS will determine to what extent the events will support the conference and not interfere with the normal business and traditions of the conference.

1. The selected Host State provides the work force necessary to enhance the small NGAUS staff to execute a General Conference & Exhibition.
2. In addition, the selected host state, host city's economy and potentially the host state association have the potential to receive an influx of revenue.

V. NGAUS APPRECIATION

- A. NGAUS sincerely appreciates all those who bid to host the annual conference and especially the selected host states. NGAUS realizes the importance of the Host State's role, the partnership that it fosters, and the value the state provides in helping NGAUS execute its charter. NGAUS will never undervalue this relationship and will continue to encourage states to seek the opportunity to host its annual General Conference & Exhibition.
- B. NGAUS appreciates the effort that Host States have always exhibited in running the General Conference & Exhibition. NGAUS realizes the amount of work and expense required to run the conference. The Board of Directors is determined to ensure that the NGAUS staff provides maximum support and guidance to the Host State and are available to meet with and assist a potential host state in determining their ability to host a conference.
- C. NGAUS desires that the relationship between NGAUS and the Host State be one of mutual respect and strong teamwork.
- D. NGAUS also recognizes and appreciates the numerous exhibitors and industry representatives who continually support the NGAUS General Conference & Exhibition. Without their partnership, the NGAUS General Conference & Exhibition would not be as large a success.

SECTION 2

THE SOP

I. PURPOSE-SCOPE

- A. This National Guard Association of the United States' General Conference & Exhibition Standard Operating Procedure (SOP) prescribes recommended standardized policies and procedures for NGAUS staff and the Host State in the conduct of the conference.
- B. NGAUS supports and encourages the Host State's uniqueness and designed this SOP to allow individual state distinctiveness while ensuring and maintaining the standardized aspects of the conference. Each General Conference & Exhibition is unique, influenced by Host State traditions, culture, organization, geography, facilities, and resources. The Host State is encouraged to put their personal "stamp" on the conference by conveying some of the flavor and special charm of their state within the guidelines of the SOP.

II. AUTHORITY & LIMITATIONS

- A. NGAUS retains ultimate authority on how the conference is conducted throughout the conference cycle, its agenda, and the flow of the conference. The Host State will not change or alter any format of the conference without first conferring with and receiving NGAUS approval.
- B. This SOP is not all-inclusive. It is important that the Host State and NGAUS General Conference Coordinator (GCC) maintain close coordination throughout the planning and execution phases of the General Conference & Exhibition.
- C. NGAUS staff members and each Host State Committee Chairperson should read, study, and ask questions until they fully comprehend their duties and responsibilities as outlined in this SOP.
- D. NGAUS emphasizes to Host States that management of a national conference of NGAUS General Conference & Exhibition size is different from many of the experiences state members may have had in managing their state association conferences.

- E. NGAUS traditionally has staffed their positions with employees who have had years of experience conducting the conference. They can provide invaluable institutional knowledge and a depth of experience relating to the pros and cons of various situations.

III. SOP FORMAT

- A. This document's format follows the timeline of the General Conference & Exhibition.
- B. Some areas/activities are so complex they have their own section (i.e. hotels, registration, and business session).
- C. Most specified tasks associated with each function are listed however, Functional Area Chairs must look and plan for implied tasks, as well as, coordinating across functional lines.

IV. SOP UPDATES

- A. The NGAUS Chief of Staff as the GCC is responsible for annually updating this SOP. The GCC or designated representative shall be the point of contact (POC) for this SOP and questions related to this document.
- B. NGAUS continually requests feedback from its conference staff, Host State, conference committee and industry to update and modify this SOP.
- C. All recommended changes to the SOP should be given to the NGAUS POC for vetting as appropriate. All non-substantive changes or annual updated information will be made from time to time as necessary with GCC approval.
- D. All substantive changes will be made from time to time as agreed to by the conference committee, with Board of Directors approval if necessary.
- E. If there is any question about a change being non-substantive or substantive the president and conference committee chair will decide.
- F. Changes made since the last approved annual update will be listed on a separate page after the table of contents and will be coded as substantive or non-substantive.

SECTION 3

CRITERIA FOR HOSTING NGAUS GENERAL CONFERENCE & EXHIBITION

I. GENERAL

A. Multiple criteria are taken into consideration when choosing a “Host State”. Some of these criteria are more important than others and some have minimums and maximums associated with them. This section along with others that will be noted have the main criteria listed. It is the conference committee’s responsibility to weigh all the criteria and establish an Order of Merit List (OML) to provide to the NGAUS BOD.

II. BID CRITERIA

A. The details requested below must be included for a bid response to be considered. The conference committee will decide whether the details meet the minimum requirements. The bid presentation can be in any format, but the “checklist” must be filled out as is. *See Appendix 5: NGAUS General Conference & Exhibition Checklist for Host State Bid.*

B. Following are the Checklist Questions with requirement criteria and/or explanations:

1. CITY AND STATE

a. List the city and state of the proposed conference location.

2. PROPOSED CONFERENCE DATES

a. List days of the week and closest holidays.

b. **Tentative dates must be established** and provided to NGAUS as part of the bid package.

c. Exact dates for the Conference will not be a factor either in making a bid or for action by the Board of Directors.

d. **The General Conference dates must make maximum use of weekends, to include travel time.**

e. **NGAUS recommends** working with the city Convention and Visitors Bureau to coordinate dates with the city’s Conference Center.

3. PLANNED LEADER STAFFING

- a. Continuity in staffing always makes for a smoother conference; consider that you are five years out when assigning roles.

4. FACILITIES

- a. A commitment from the Conference Center
 - The Conference Center must provide the information to answer the next questions. **Estimated Rental Cost** should include all costs associated with the rental so nothing is a surprise when negotiating the contract later. (I.e. services, garbage, labor, medical, security) Conference Center should inform if there is a possibility for a sliding scale cost with guaranteed usage or food and beverage spend.

5. SPACE & HOTEL NEEDS

a. Hotel Room Block:

- There must be at least 2,000 rooms in the block on peak nights
- NGAUS provides historical information that will help the Host State in determining the number of industry representatives that the Host State may expect along with their housing needs.

b. Exhibit Hall:

- Minimum **220,000** gross square feet (Note: NGAUS encourages the potential Host State to find a site that has more than the minimum as NGAUS desires to contract for as much space as is available/needed.
- A **Minimum ceiling clearance** of **25 to 35 feet**.
- A **Minimum floor load capacity** of **500 pounds** per square foot.

c. Business Session Area:

- An area with the potential **for theater style seating for 3,500 to 4,000 attendees**. (It is desired that this not be part of the exhibit area space).
- **Co-located with exhibit halls** to allow easy cross flow of attendees.

d. Meeting Rooms:

- A **minimum of 32** meeting, office, and function rooms.
- Ranging in size from **40 to 700** people seating multiple configurations.
- One large room with the ability to subdivide using moving walls (**OPD-600 people**).

- Cost of rooms and if any are given for free with use of the exhibit space.

e. **A States Dinner Area**

- Accommodate banquet seating for 2,500 to 3,000 guests at round tables of no more than 10.
- Allow for a stage area with a two/three- tiered head table arrangement for 100 seats.
- Area for the military band.
- Dance floor if desired.
- Additional space for entertainment should the Host State incorporate this
- **It is desirable, but not mandatory, that the States Dinner space be a separate space from the exhibit hall space.**
- If the states dinner is going to be held in the same exact area as the business sessions it must be identified, and the Conference Center must agree to the timing to make the flip.
- If the states dinner is going to be held somewhere other than where the business sessions were than the additional AV, building of the stage and any other ancillary costs will be taken into consideration.

f. **Planned Required Events**

- List suggested venues for the four required events.

g. **State Sponsored Events**

- List suggested venues for any events the host state would like to sponsor.

6. **TRANSPORTATION**

Transportation has two categories. First the transportation to arrive at the conference and then in and around the conference. Both should be addressed.

- Transportation to the conference city will be considered but has no exact criteria so it will be evaluated on its “ease of operation” and convenience.
- NGAUS defines “ease of operation” to the proposed site by the following criteria:
 - The number of direct, daily flights from major cities
 - Identification of “Conference” airline and offered discounted rate

- The proximity of both civilian and military air terminals
 - The proximity of interstate highways and railways
 - Identification of a “Conference” rental car company with an offered discount rate
- c. For in and around transportation NGAUS requires the host state to provide:
- Transportation to and from the airport two days before the conference and one day after (for members and DGs) at no additional charge to attendees. This includes airports, both commercial and military.
 - Transportation to and from the Conference Center during the days agreed on with NGAUS.
 - Transportation for other NGAUS and host state planned events.
 - Host state must include entire transportation concept of operation in their bid.

7. BUDGET

- a. The potential Host State budget must include all projected revenue and expenses (do not net these) for NGAUS required events and any additional Host State planned events. *See Appendix 6.*

See Financial Operations for more details, Section 7.

8. Other Information that may be considered:

- a. Shipping rates to the proposed site.
- b. Availability of group discount rates for ground and air transportation.
- c. Evidence of sales tax exemption (if Host State has chosen to set up this way.)

SECTION 4

THE POTENTIAL HOST STATE BIDDING PROCESS

The Host State bidding process starts five years before that Host State's actual conference takes place.

STEP 1

At year of execution minus five years (YOE -5) between January and April, the NGAUS President sends out the General Conference & Exhibition Invitation Memo. *See Appendix 1: NGAUS Conference & Exhibition Invitation Memo.*

STEP 2

After receiving, the Conference invitation memo, states interested in hosting a NGAUS General Conference & Exhibition should do the following:

A. Review thoroughly the current SOP paying particular attention to:

- Section 3: Hosting Criteria
- Section 4: Potential Host State Bidding Process
- Section 8: Convention Center Contracts
- Section 9: Hotel Contracts

Contact the NGAUS GCC with any unanswered questions.

STEP 3

After learning the SOP rules, procedures, and the time and labor commitment, the potential Host State should provide a letter of intention to bid to the GCC by the due date. *See Appendix 2; Intention to bid.*

STEP 4

Upon the deadline of receiving letters of intention to bid, the GCC will confirm that there is at least one state bidding on the conference. If not, the GCC will inform the NGAUS President and Conference Committee Chair to discuss options.

STEP 5

Potential Host States should develop their Bid following the SOP guidelines. *See Section 4.*

Full Bids are due to NGAUS GCC by the date set in the Conference Invitation Memo.

STEP 6

In November, the GCC briefs the NGAUS Conference Committee on any potential Host State submissions and qualifications. If only one state bids there will still be a requirement for that state to make a presentation.

The potential Host State(s) will brief their bids to the NGAUS Conference Committee the Friday immediately preceding the BOD meeting in the November of year of bid.

The amount of time given will be one hour. If the potential Host State has any requests for room arrangement, computer or AV requirements they must inform the GCC a minimum of two weeks in advance.

All slide presentations or video clips must be sent a minimum of one week in advance to be tested before arrival.

The bid presentation should contain the answers to the minimum criteria listed in the SOP and any other pertinent information that would make the committee incited to select your state. Any missing criteria information could affect your selection.

Before and after the presentation you will be assigned a room to store any presentation materials or personal items.

STEP 7

The NGAUS Conference Committee goes into executive session and creates an Order of Merit List to present to the Board of Directors when the presentations are completed.

STEP 8

The BOD will listen to the conference committee update and approve or disapprove the OML.

STEP 9

NGAUS staff will visit the first state on the OML list to validate requirements. If it appears the state will pass the validation, NGAUS will start contract negotiations with the conference center but make no commitments.

STEP 10

Host state is validated/confirmed by NGAUS.

STEP 11

December through March, NGAUS will notify the Host State of their selection. This notification will spell out any previously agreed on terms. *See Appendix 3: Notification of Selection.*

STEP 12

The state must acknowledge receipt and acceptance in writing of the terms before officially being deemed a future “Host State.” *See Appendix 4: Acknowledgement of Receipt and Acceptance.*

Additional Information

A. Point of Contact

- The point of contact for questions regarding the bidding process is the NGAUS President or the GCC (General Conference Coordinator).

B. Bidding states can use previous host states as a resource.

C. Summary of Specific items with deadlines for host state bidders:

- Intention to bid must be received by the NGAUS due date.
- Bid must be received by the NGAUS due date.
- Presentation to conference committee, usually the Friday before the November BOD meeting.
- Response to notification of selection.

SECTION 5

HOSTING THE CONFERENCE

I. GENERAL

- A. To manage and execute a successful conference, it is imperative that the roles, responsibilities, and relationships of NGAUS and the Host State be clearly delineated and understood. This section identifies the minimum organization and functions the Host State must staff.
 - 1. Once NGAUS selects a state to host a conference and approves the conference dates, the state's National Guard leadership should move quickly to identify a general chairperson or chairpersons (Army and Air) who shall be a senior officer – active, retired, or warrant.
 - 2. This chairperson must be empowered to interact with and direct the full-time Guard staff in conference-related issues.
 - 3. Together with the Host State's Adjutant General, the chairperson, or chairpersons should designate committee chairpersons for various operational areas. It is vital that such workers be volunteers.

II. NGAUS STAFF ROLES & RESPONSIBILITIES

- A. The GCC, along with designated NGAUS staff, are responsible to make pre-conference trips to the Host State to attend planning meetings and to coordinate with their Host State counterparts.
- B. NGAUS shall be solely responsible for setting agendas, identifying events (those traditionally managed and paid for by NGAUS), identifying speakers, and inviting Distinguished Guests.
- C. The GCC designates specific conference functional area responsibilities to key members of the NGAUS staff. These staff are expected to work closely with their counterparts from the Host State.
- D. The NGAUS President and/or GCC may change the assignment of these duties at any time.

E. **The GCC** works directly with the NGAUS President and the Host State General Chairperson to provide detailed guidance and supervision to those staff assigned to work the conference.

1. General conference coordination
2. SOP updates
3. Budget
4. Schedule of events
5. Sync matrix
6. Conference briefings and related agendas
7. Distinguished Guest's invitations, registration, and support
8. NGAUS hotel requirements
9. Exhibit hall security requirements
10. Force protection requirements-Host State
11. Head table reception
12. States dinner
13. After-action report (AAR) preparation
14. Other areas not assigned to other staff

F. Director of Contracts, Finance and HR

1. Finances
2. Conference center contracts
3. NGAUS hotel requirements
4. Security contracts
5. Audiovisual contracts
6. Telecommunications contracts
7. Food & beverage contracts for staff & special events
8. Medical requirements
9. Insurance-Certificate of Insurance (COI)
10. Insurance-Vehicles

G. Director of Communications

1. Speaker invitations

2. Speaker coordination
3. Sergeant-at-Arms coordination
4. Public affairs coordination
5. Military band/entertainment coordination
6. Opening ceremony coordination
7. Professional Development Session agenda, script, rehearsals and stage management
8. States Dinner agenda and script
9. NGAUS awards oversight and support
10. Website
11. Photographs
12. Company-Grade Officer professional development (OPD) agenda
13. Conference mobile app
14. Business meetings and separate sessions transcription to electronic media
15. Conference program booklet
16. Thank you to industry exhibitors who are also advertisers

H. Director of Membership & Marketing

1. Registration
2. Credentials & rules
3. Badges
4. Conference marketing playbook
5. Advertisements

I. Director of Industry Relations & Development

1. NGAUS booth development and oversight
2. Industry Liaison
3. Exhibit ribbon-cutting ceremony
4. Industry Workshop speakers
5. Corporate Advisory Panel (CAP) meeting
6. Chairman's Head Table reception invitations
7. Head table seating arrangements (not menus)

J. Legislative Director

1. Resolutions Committee meetings and support
2. Task Force meetings support
3. Army – Air Separate Session sessions

K. Exhibits

1. NGAUS is solely responsible for the logistics and funding of the exhibits and any exhibit-related functions. The Host State does not have any responsibility for the exhibit area.
2. The NGAUS GCC shall designate a NGAUS representative to oversee the exhibit aspect of the conference. NGAUS contracts with the Conference Center for the space to support the exhibits.
3. The Host State shall receive a minimum of 10 free booth spaces to provide to vendors in exchange for services and or goods. Any costs for booth set-ups shall be borne by the Host State or exhibitor. The Host State shall not sell these booths.
4. NGAUS shall provide complimentary booth space to Host States to promote future conferences and will fund equipping the booth with standard booth items (furniture, carpeting, electrical, etc.). The future Host States will pay for any giveaways, promotional materials, and staffing the booth. NGAUS will support future Host State booths for two to three years preceding the year of that Host State's NGAUS Conference.
5. NGAUS contracts a decorator to set up the exhibit area. This decorator manages the setup, provides, and installs all carpeting and draping and other exhibit hall setup requirements.
6. NGAUS contracts for and supplies security in the exhibit area. This security is for 24/7 and appropriate badges will be required to access the exhibit hall. The badge requirement begins three days prior to the start of the conference.

L. Host State Roles & Responsibilities

1. The Host State serves as the host representative who coordinates with in-state services to support the General Conference. The Host State is responsible for the following:
 - a. Identifying and contracting areas for the required events:
 - Governors Reception
 - States Dinner, and events that it chooses to hold above and beyond those required by NGAUS

- NGAUS Spouse Luncheon
- b. Events not required by NGAUS include:
 - Sponsor/NGAUS Golf Tournaments
 - Fun Run
 - Host State TAG Reception
 - Company Grade/Warrant Officer Mixer
 - Host State TAG Spouses' Reception
 - c. Raising funds to support the requirements of the conference and those events that the Host State chooses to hold that are not required.
 - d. Providing a written After Action Report (AAR) of the conference to NGAUS within 30 days of the close of the calendar year.
 - e. Providing manpower to assist NGAUS in supporting all aspects of the conference, beginning with the hotels through conference set up and ending with the transportation of state members to airports.
 - f. Manpower Functional Areas.
 - g. The Host State should consider assigning members to chair positions who may have had some experience with running their state or national past conferences.
 - h. While volunteers are highly encouraged, individuals with expertise in certain functional areas through day-to-day work environment may necessitate the Host State assigning them to those functional areas.
 - i. NGAUS recommends that the Host State structure its conference organization to cover the following functional areas:
 1. General Chairperson(s) (Army and Air)
 2. Fundraising:
 - a. Responsible to raise the additional funds (over and above registration fees and proportionally shared exhibit revenue) needed to pay for the conference. *See Appendix 5.*
 3. Administrative Support:
 - a. This includes clerical, word processing, message center, copy support, and signs.
 4. Hotels/Housing:

- a. Negotiating contracts in conjunction with NGAUS with chosen hotels, assigning states to hotels, management of states' and exhibitor room reservations, and working with the hotels throughout the conference. *See Section 9 & 10.*
- 5. Industry/Exhibitor Registration Support:
 - a. This support includes providing the onsite work force to register exhibitor's/industry representatives and office supplies.
- 6. Facilities:
 - a. Assist NGAUS by coordinating with the Conference Center, for set up of meeting space including tables, seating, and audiovisual equipment.
- 7. Distinguished Guest (DG) Operations:
 - a. Involves staffing and coordinating with NGAUS for the pick-up and departure of all NGAUS DGs. *See Section 13.*
- 8. Transportation:
 - a. Commercial and Military airfield operations and ground transportation. *See Section 11.*
- 9. Force Protection:
 - a. Military resources to enhance the onsite security in protecting the senior governmental leaders and officers of the National Guard.
- 10. Public Affairs:
 - a. Press releases, photographs, social media, website support, press relations, etc. *See Section 19.*
- 11. Information Technology Support:
 - a. To include computers, printers, telephones, radios, etc.
- 12. Sergeant-at-Arms:
 - a. *See Section 14.*
- 13. Finance:
 - a. *See Section 7.*
- 14. Legal
- 15. Events:
 - a. Ribbon-Cutting Ceremony
 - b. Governor's Reception

- c. Spouses' Luncheon
 - d. States Dinner
 - e. Fun Run (The Host State establishes a separate registration fee for the Fun Run). *See Section 6.*
 - NGAUS requires that the Host State check with local authorities to determine if there are special requirements (minimum local medical support, permits, etc.) for the Fun Run.
 - If required NGAUS will reimburse the Host State for minimum costs for permits and civilian EMS support for the "Fun Run".
 - NGAUS will include this event in its insurance.
 - f. Host State TAG's Reception. *See Section 6.*
 - g. Company Grade / Warrant Officer Mixer. *See Section 6.*
 - h. Host State TAG Spouse's Reception. *See Section 6.*
 - i. Entertainment
16. Other Functional Areas the Host State shall supply the following specific manpower support:
- a. Announcer(s) for: Business Session. *See Section 15.*
 - b. Business Sessions. *See Section 15.*
 - c. Army and Air Breakout Session.
 - d. States Dinner. *See Section 18.*
 - e. Chaplain(s) for: Sunday religious services (2 - 1 Protestant, 1 Catholic)
 - f. Opening Business Session. *See Section 15.*
 - g. Retirees Luncheon
17. As required:
- a. Military band to support the conference at the opening ceremony and the States Dinner
 - b. Parliamentarians for the Resolutions Process and the Army and Air Breakout Sessions
 - c. Color Guard for Opening Ceremony and States Dinner
18. Golf

Host State golf tournament(s) are optional. NGAUS offers the following information to help the state with managing and conducting the golf tournament(s) should the Host State desire to run the event(s).

- a. In any tournament, the Host State should consider requesting information as early as possible that includes but is not limited to, rental clubs being requested, identifying the hotel in which the golfers will be staying, what fees may be required, what on-course amenities would be offered and whether a breakfast or lunch may be offered.
- b. The latest information on the tournaments must be included as available information at the Host State information desk at the conference center. That information should be current and available one day before the first tournament and on the following two days. This will enable sponsors and state points of contact, as well as individual attendees to get the latest information.
- c. Sponsors Golf Tournament
 - The Host State may schedule for and run a sponsors golf tournament. This event gives sponsors the opportunity to participate in a tournament.
 - The Host State conducts this event two days before the first conference business session.
 - The Host State is not required to provide transportation for this event.
 - This event is by invitation only and the Host State is responsible for, developing an invitee list and inviting sponsors to play.
 - The cost for this event is borne by the Host State.
- d. NGAUS Golf Tournament
 - The Host State can schedule and run a golf tournament for NGAUS attendees. The Host State conducts this event the day before the start of the conference.
 - The Host State has the option to allow potential players to sign-up by downloading and printing a sign-up form and sending in a check or credit card information, (the State must have the capability to process credit cards to handle this). The other option is to allow the states / territories' conference points of contact to register players through the NGAUS registration software.

- NGAUS can provide reports of potential players to the Host State prior to the event in a timeframe amenable to the Host State. This allows the state to gauge how many players are signing up and whether another course may be required and what transportation requirements there are.
- A registration fee is charged for this event and is used to offset the cost of the event and to provide funds to the Host State. The Host State is responsible for establishing the fee.
- The Host State shall coordinate all required aspects of the event to include but not be limited to the following:
 - Identifying and contracting a golf course
 - Soliciting prizes
 - Providing transportation to and from the event
 - Providing a continental breakfast
 - Providing a lunch

19. Conclusion

- a. The Host State Chairperson may consolidate or establish other committees/areas of responsibility as deemed necessary to manage the conference or local requirements.
- b. The Host State must realize that the aforementioned events are a state's decision. The cost of these events is borne entirely by the Host State and are not included in the basic calculation of the budget for the conference and NGAUS lists them as optional.
- c. Registration fees do not go towards these events; therefore, the Host State must raise the funds needed to support hosting them. At no time will the cost of these events and the standard revenue stream be used to fund them at the degradation of NGAUS required events.
- d. The Host State General Chairperson should consider providing each committee chairperson and functional area with a clear, written mission statement, a budget ceiling, and guidance as deemed necessary, and involve them in every aspect of the conference.
- e. The chairperson's principal tasks are to set standards and objectives, make key decisions, facilitate the flow of information throughout the conference organization, and supervise the heads of all functional areas in the Host State organization. In addition, the chairperson

coordinates closely with the NGAUS GCC on all aspects of the conference.

- f. Coordinators and committee chairs must establish and maintain close communication both within and between functional areas. It is also imperative that they maintain close communication and relationships with their NGAUS counterparts.

M. Relationships/Coordination

1. While NGAUS maintains total responsibility for the successful execution of the conference, it realizes that it cannot accomplish this without constant communication and close coordination between the two entities.
2. Close coordination begins the moment that NGAUS selects a Host State and continues through the conclusion of the Conference.
3. NGAUS realizes that the host of a NGAUS conference is a large undertaking and that a state's volunteer staff may require assistance in understanding the dynamics and parameters of hosting the conference.
4. NGAUS suggests that the Host State Committee (HSC) Chairperson review the Conference SOP and then meet with key NGAUS staff to discuss the SOP and any pertinent questions develop from the Chairperson's review.
5. NGAUS encourages the HSC Chair to review the SOP with their various committee chairs and ensure that these individuals understand their requirements. NGAUS is more than agreeable with attending that meeting and assisting in the review process.
6. The Host State Chairperson shall notify the NGAUS GCC when Host State committee meetings are scheduled. When practical, the NGAUS GCC and other designated staff shall attend these meetings, or schedule video teleconferencing or teleconferencing to communicate with the meeting.
7. NGAUS is responsible for sending representatives to the Host State for coordination and planning meetings throughout the years prior to the conference.

N. Meetings/Training

1. For planning purposes, the Host State will be prepared to brief NGAUS during the following meetings:
 - a. First scheduled Host State conference committee meeting must include the NGAUS President, Chief of Staff and Director of Finance to begin the coordination process.

- This first meeting is critical to both the Host State and NGAUS in identifying the conference team and allowing initial personal contact. NGAUS relies on this meeting to set the tone of the conference and identify those areas of the conference that are non-negotiable and are NGAUS specific events. NGAUS encourages this meeting to eliminate NGAUS' intervention further along in the process where the Host State may have expended effort and changes could result in ill feelings. (This can take place at the Host State Annual Conference.)
2. The November and March conference committee meetings preceding their conference.
 3. At the National Guard Executive Directors Association (NGEDA) Annual Conference in January (or the month that NGEDA designates for their Annual Conference) of the year preceding, NGAUS and the Host State shall establish a planning meeting which will include the Host State Committee chairs. The purpose is to discuss their status.
 4. Telecom meetings called by the GCC, usually every other Tuesday at 1pm EST, during the year of execution
 5. ROC Drill, usually one month out from conference
 6. Pre-con meeting at national conference
 7. Conference update briefings (CUB) during the annual conference
 8. Post conference meeting schedule during the travel out day
 9. NGAUS Staff will participate in other Host State planning meetings. They can participate by attending the meetings, video teleconferencing, or teleconferencing.
 10. NGAUS staff members and their host counterparts shall continue to work hand in hand until the conference adjourns.
 11. The NGAUS GCC and selective staff shall visit the Host State each of the preceding two (2) years before the Conference.
 12. NGAUS strongly encourages future Host State personnel (committee chairs – highly recommend housing, transportation, ops center & registration) to attend National Conferences and the NGEDA winter conference one or two years prior to their Conference in order to begin learning their jobs. The current Host State committees should anticipate that their future counterparts might attend staff meetings and observe their operations.
 13. The NGAUS President and/or the GCC shall determine the appropriate additional number of their Washington, DC staff required to work the Conference.

14. NGAUS staff shall arrive, in stages, several days before the conference convenes to effect final planning and mission execution in cooperation with and in assistance to the Host State. The NGAUS GCC shall determine the travel days of staff who will attend. Their level of involvement in the pre-conference event schedule, and requirements to have the staff there for specific interaction, will determine their arrival dates.
15. General Meeting Format
 - a. The Host State chairs should feel free to interject questions to both NGAUS and their committees.
 - b. NGAUS staff may provide specific guidance and ask questions related to the schedule and the functional areas.
 - c. Chairpersons must go into detail in explaining their portion of the operation to demonstrate knowledge of their responsibilities, where they are at in the process, whom is responsible for what, any cost involved and what is left to be accomplished.
16. Conference Update Briefings (CUB) during the Conference
 - a. NGAUS requires that the Host State Committee Chairs hold a daily Conference Update Briefing (CUB).
 - b. These meetings should start on the day before the first official day of the conference; begin at an agreed upon time and run for one hour.
 - c. The agenda should be the functional areas followed by NGAUS and the Host State Chair comments.
 - d. This meeting will allow all to share what has happened during the day, correct those items needing correction before the next day, and discussing the next day's mission to ensure success.
17. ROC Drill
 - a. The NGAUS GCC conducts the "ROC Drill." The NGAUS GCC shall provide an updated Schedule of Events, sync matrix and ROC agenda no later than two days prior to the meeting.
 - b. The meeting agenda (*See Appendix 7*) shall incorporate:
 - The NGAUS Annual Conference Schedule of Events
 - The NGAUS sync matrix
 - Each committee chairperson

- c. In either July or August of the conference year, and at least 30 days prior to the conference, NGAUS shall conduct a Rehearsal of Concept “ROC Drill” with the Host State in the host’s state. This ROC drill will last at least half a day; all lead participants will conduct a “run through” of all aspects of the conference.
- d. The ROC-conference review will include a working lunch and end at TBD
- e. After the briefing, there will be a walkthrough of key areas (Ballroom, Exhibit Halls, Etc.)
- f. Room Set-Up
 - NGAUS realizes that the Host State may want to have deputy committee chiefs and other support personal attend this meeting in order to gain a greater understanding and appreciation for all aspects of the conference and to ensure that the committees have accomplished the necessary communication.
 - In the interest of time, only the committee chairs will be seated at the main table and introduced.
 - Support personnel will sit to the rear of their “boss” and be a resource entity.
 - The NGAUS Staff will coordinate the room set-up with the Conference Center.
 - The Host State does not have to use PowerPoint presentations, however, it is advisable for each chairperson to use some sort of visual aids.
- g. Walkthrough
 - NGAUS with the Host State staffs will conduct a final walk through of all Conference Center facilities and review the designated meeting rooms to ensure they are in line with the sync matrix.
 - The two entities shall also conduct a walkthrough of all the facilities.
- h. Meeting Questions to Address
 - Which day would you like to set up your admin center?
 - Is there anything you would like to add to room set-up or A/V requirements in this room?
 - NGAUS Office copier? Resolution’s Office copier and printers?

- Do you have any special room set-up requirements for the dressing rooms behind the stage that will be used for the band/entertainment?
- Do you have any special A/V requirements for the opening session or states dinner that need to be included on the matrix?
- Have any other commitments been made for rooms at the Conference Center that need to be included on this matrix?
- Have we identified Host State-Specific Distinguished Guests or Sponsors?
- Have we identified our Air and Army Company Grade Representatives?
- Other

18. Next Meetings/Conference Briefings

- a. Multiple Meeting Types: There are three main types of meetings pertaining to the conference but all four should address the same functional areas just in different levels of detail.
 - First are the bi-monthly meetings facilitated by the GCC via telecom
 - Second is the Rehearsal of Concept (ROC) meeting also facilitated by the GCC conducted approximately one month before the conference. *See Appendix 7.*
 - Third are the daily command update briefings (CUB) conducted at the conference.
- b. NGAUS is there as an observer, advisor and to ensure that the basic conference requirements are being met.
- c. The Host State will conduct this briefing every day at an established time during the conference.
- d. All Chairpersons are required to be present or send a representative with authority
- e. A PowerPoint presentation is the preferred process for the ROC, other meetings may not need any visuals.
- f. Each briefer should focus on:
 - What has happened in the last 24 hours?
 - What is going well
 - What could be better

- Corrective actions taken
- Support required from the Chairperson, NGAUS or another committee
- What will happen in the next 24 hours?
- State specific issues
- NGAUS specific issues
- Site specific issues
- Have you identified what resources you need to satisfy the requirement?
- Have you identified and secured the services of personnel required?
- Do not assume, ask questions to eliminate them
- Think and plan in detail
- Ask all relevant questions (the only "dumb" question is the one not asked)

g. Final Pre-Conference Meeting

- Usually second or third day of conference between 0900-1200
- Attendance – All committee chairs, NGAUS Staff, Conference Center Staff
- This meeting will be followed by a walkthrough of key areas and may include separate meetings with hotel staff and support vendors.

h. General Meeting Guidelines

- For planning purposes, the agenda format for all meetings should follow the NGAUS provided “Schedule of Events,” “sync matrix” and functional areas. This will allow those involved to become accustomed to the flow of conference events, provide the opportunity, for each chairperson to give a detailed brief of their functional area, and create dialog between committees to ensure coordination.
- When you brief be concise but thorough
- Ask questions for clarification
- If you have an impact on another’s committee – brief your responsibility

i. Attendees for All Briefings

- NGAUS President
- Chief of Staff
- NGAUS Staff
- Director of Communications
- Director of Financial Operations
- Director Membership & Marketing
- Director of Industry & Business Development
- Industry Liaison
- Host State Chairperson / Chairpersons
- Host State Committee Chairpersons
- Convention Visitors Bureau Representative(s)
- Conference Center Staff
- Conference Center Operations Manager
- Food and Beverage Manager
- Audiovisual Manager
- Communications Manager
- Security Manager
- Business Center Manager
- CAP Representative
- NGEDA Representative
- General Services Contractor-BREDE
- Exhibit Sales and Management-SPARGO
- Registration and Housing-SPARGO
- Other persons whom NGAUS may have contracted to provide support for the conference.

j. Briefing Order

- Welcoming Remarks
 - NGAUS Chief of Staff (COS) / General Conference Coordinator (GCC)

- NGAUS President if in attendance
- Host State Conference Committee Chairperson- In the CUB goes first
- Introductions/Attendance If Necessary (Around the Room [Rank, Name, and Committee Assignment])
- General Information
 - ROC: Review of each day, event, by hour, from day one to travel out
 - CUB Only — Yesterday's events
- What went well
- What did not go well
- Suggestions/Questions
- CUB Only — Today's events
- Coordination w/each chairperson & NGAUS
- Final plan
- Room setup requirement for event
- Confirmation of menus if a food event,
- Security requirements for the event (State & NGAUS)
- CUB Only — Tomorrow's events
- What will happen in the next 24 hours?
- Confirmation of nature of event
- Time of event
- Special considerations of the event
- Intel/Weather
 - Intel concerns
 - Today's weather
 - Weather for the next 24 hours
- Housing
- Transportation
- Distinguished Guests

- Pick-up & transportation
 - Departures
- Distinguished Guest Lounge
- Facilities
 - Room set-up
 - Signage
 - Issues
- Security where/ when/ what level of security is required for each event?
- NGAUS staff (identified by badge) are allowed into all areas and events.
- Badge requirements
- Ticket requirements
- Operations
- Administration
- Communication (IT)
- Registration
- Finance
- Sergeant-of-Arms — Announcers (2)
- Public Affairs
- Legal
- Chaplains,
- Parliamentarians (2)
- Band
- Color Guard
- SPARGO
- Conference Center Representative's Comment
- Audio/visual (NGAUS and State)
- Food and Beverage

- Contact Information
- IT Chair to develop communication plan
- NGAUS Staff phone numbers
- Additional Committees
- Questions/Concerns
- Alibis
- Final Comments
- State Chairperson
- State TAG if in attendance
- NGAUS President if in attendance
- NGAUS Chief of Staff
- AFTER-ACTION REVIEW - Plan NOW to write your After-Action Report.
- Make notes during conference
- Be thorough and Critical
- Finalize ASAP
- Due date to Host State TBD
- NGAUS Due Date (31st December of year following the conference (YOE + one month))

O. Reproduction Services

- a. The Host State shall procure a large, heavy-duty, fast copying machine for general use. This copy machine can normally be obtained on an “in-kind” arrangement from vendors wishing to demonstrate their capabilities to the Guard. The Host State shall provide high-speed copiers in the NGAUS administrative and in the resolution’s administrative areas.
- b. Both NGAUS and Host State committees will generate large amounts of copying. For instance, the 100+ page NGAUS resolutions package will have to be reproduced overnight for distribution well in advance of its consideration and adoption by the general session. Copiers provided to NGAUS shall be used for the reproduction. This does not go out to local reproduction services.

P. Parking

a. NGAUS

1. NGAUS will coordinate with the conference center to have five free parking spaces for NGAUS use located closest to the center's entrance.
2. NGAUS will ensure that the conference center allows parking garage and/or parking lot "in and out" privileges for NGAUS vehicles and staff during the days of the conference.
3. If the parking facility requires passes, NGAUS shall acquire passes with unlimited daily "in and out" privileges and provide the Host State Conference Chairman with a supply of them.
4. NGAUS will also acquire three passes for NGB senior leadership near the entrance to the main business session area.

b. Host State

1. It shall be the responsibility of the Host State to negotiate a limited number of parking spaces for staff.
2. If NGAUS has contracted the Conference Center, then the Host State will work their request through NGAUS.
3. The Host State will be responsible for assigning and managing these spaces.

Q. Medical

- a. NGAUS shall contract for on-site emergency medical services at the Conference Center.
- b. Off-site events may require contracted medical services and should be determined on a case-by-case basis in coordination with the NGAUS Director of Financial Operations.

SECTION 6

OTHER EVENTS

I. General

A. NGAUS Exhibitor Reception

1. NGAUS hosts an Exhibitor Reception two days before the first business session. This event is NGAUS' thank you to the exhibitors who support the conference.
2. NGAUS holds this event in designated open space in the conference center facility. NGAUS GCC or their representative will include this area in the contracted space and will work closely with the conference center facility staff in setting up the area. NGAUS also will coordinate the development of menus and the purchase of the food.

B. Resolutions Committee Training

1. NGAUS conducts training for states' resolutions committee representatives at the conference. This training is conducted prior to the resolutions committee convening for their normal business.

C. Industry Workshop

1. NGAUS conducts an industry workshop for all industry attendees. NGAUS develops the agenda, coordinates for space and audio/visual requirements, speakers, and establishes the time and place.

D. Corporate Advisory Panel (CAP)

1. NGAUS provides meeting space for this panel. The Host State does not have a responsibility for this meeting.

E. Membership Committee Training

1. NGAUS' Membership Committee provides training to states' membership persons and officers. This training may consist of, but not be limited to, use of the NGAUS membership software, exchanging ideas on developing membership and discussing crucial membership problems that inhibit the growth of membership.

F. Resolutions

1. NGAUS' Legislative Director and staff members designated by the Director shall coordinate with the chairperson of the NGAUS Resolutions Committee

and its Army and Air subcommittees. The resolutions process is one of the most important aspects of the Conference because it drives the Association's annual legislative program.

2. The Host State shall assign two (2) administrative personnel to support the Committee at the conference; the Committee shall also require two (2) Sergeant-at-Arms and two (2) parliamentarians.

G. Committee on Resolutions

1. NGAUS legislative staff and the Resolutions Chairperson run the resolutions committee meeting. *See Resolutions Committee page for further details.*
2. This meeting begins the day before the conference and reconvenes as required.

H. Host State TAG Reception

1. This event is an optional event, and the Host State is responsible for all aspects of the event.
2. Should the Host State choose to run this event, then the Host State will invite NGAUS Distinguished Guests. NGAUS shall provide a list of Distinguished Guest to the Host State at the conference of who shall be invited to this event. This list of names will normally include 250 to 300 Distinguished Guests plus spouses/guests. This total must be included in your planning and budgeting process.
3. This event shall not conflict in time with the NGAUS Ribbon-Cutting Ceremony.

I. Ribbon-Cutting Ceremonies

1. NGAUS conducts a ribbon-cutting ceremony to open the exhibit hall.
2. This ceremony is usually conducted the morning of the first official conference business day.

J. Fun Run

1. The Fun Run is an optional event that the Host State may offer. This event usually is held the first day of the conference and starts at 0630 hours.
2. It is important for the Host State to select carefully a safe route that is not far from the conference hotel(s) thus allowing runners to return to their rooms and have the opportunity to make the meetings of the first morning of the conference.
3. Some items that the Host State must consider including but are not limited to the following:

- a. Having transportation run 15 minutes prior to start of run
- b. Advertising the last bus departure time to the fun run on the Fun Run flyer
- c. Providing bathroom facilities available at fun run location or on buses going to the event
- d. Coordinating closure of Fun Run trail with local neighborhoods with flyers the day before the run
- e. Coordinating with public affairs for a photographer to take pictures at the Fun Run
- f. Barricading the Fun Run site to prevent bicyclists from using route during the event
- g. Sorting T-shirts by size prior to event (Sample T-shirt orders would include X-large, large, mediums and small)
- h. Ordering food for Fun Run: Bananas, apples, cereal/granola bars, bottled water, Gatorade, 2 coolers with water/ice
- i. Recruiting the necessary volunteers: suggestions would be to utilize either girl or boy scouts; both have community service requirements and have fun helping with traffic control, parking, safety along run trail, handing out water, cheering, and timing
- j. Determine if medical support on site is required
- k. Working the traffic control issues for parking
- l. Consider purchasing batteries/fuel for lanterns to mark trail when setting up run course and sign-in
- m. Having all runners sign certificate of liability form the morning of the run
- n. Checking with local authorities for police permits, etc., as required

K. NGEDA Breakfast

- 1. The National Guard Executive Directors Association (NGEDA) holds this event the morning of the first business Session.
- 2. The NGEDA point of contact (normally their Secretary/Treasurer), in coordination with the Host State Committee Chair and NGAUS GCC, shall identify a time and location for this event.
- 3. NGEDA shall pay for the cost of the event.

L. Area Meetings/Caucus

1. The Conference will have meetings for the various Areas. These meetings will be held in a time and place established by NGAUS and published in the conference program.
2. NGAUS shall provide the logistical support (sync matrix).

M. Company Grade/Warrant Officer Events

1. The NGAUS General Conference conducts various events for the Company Grade and Warrant Officers. These events start with a Company Grade/Warrant Officer Mixer, which may be two separate events, on the evening preceding the first official opening of the conference.
2. The Host State shall appoint a chairperson(s) to plan and execute this/these event(s). This shall include identifying a location(s), selecting menus and beverages, entertainment (if desired), and providing transportation if necessary.
3. This/these is/are a ticketed event and limited to Company Grade Officers, Warrant Officers, and NGAUS staff assigned to cover the event.
4. The Host State shall provide staff to collect tickets and oversee the conduct of the event.

N. Opening Ceremonies/Professional Development Sessions (Formerly known at Business Sessions)

1. *See Section 15: Opening Ceremonies Guidelines*

O. Warrant Officer Caucus/Luncheon

1. NGAUS provides logistical support (sync matrix).

P. Company-Grade Professional Development

1. NGAUS provides logistical support (sync matrix).
2. The NGAUS Company Grade Committee organizes and coordinates this program with the concurrence of NGAUS staff and in conjunction with all other professional development activities.

Q. Retiree Luncheon/Caucus

1. The NGAUS General Conference & Exhibition provides the opportunity for the retirees to come together and receive a brief on the major topics affecting retirees.
2. The Army and Air Retiree Representatives on the NGAUS Board of Directors are responsible for this event. They coordinate closely with the conference center and the NGAUS staff to determine the location and menu for this event.
3. Once it is determined that the conference center room is available and adequate, the Retiree Representatives will establish the room layout and select the menu items. They also will determine if there is a cash bar.

4. The event can be held in the conference center or at another location (if not at the conference center, it may be at the host hotel) and NGAUS will contract and pay for the space and menu.
5. The retiree luncheon is a ticketed event. NGAUS establishes a small fee. Since it is a ticketed event, attendees must be registered for the conference, have conference badges and present tickets at the door. The Host State must supply staff to collect tickets and assist in the conduct of the luncheon/meeting.
6. The Host State Retiree Luncheon Committee Chair is responsible to provide support to the two NGAUS Retiree Representatives serving as a liaison between the Host State, conference center, and NGAUS. He/She will assist in ensuring that the room is set-up as required and coordinate to have a Chaplain, American, and State flags for this event. They should coordinate with the NGAUS Support Services Manager for the flags.
7. NGAUS is responsible for logistical support (sync matrix). All final coordination for the event will be through the NGAUS Director of Financial Operations.

R. NGAUS Spouses' Luncheon

1. The Host State shall hold a luncheon for all spouses in attendance at the conference. This event is conducted the second business day of the event.
2. The Host State shall identify a location, establish the times, determine a menu, and provide entertainment for this event.
3. This is a ticketed event and is included in the registration fee. The Host State shall pay for this event.
4. The Host State shall coordinate transportation for attendees if the location of the event is not within minimal walking distance.

S. AGAUS Working Lunch

1. Traditionally, the President of the Adjutants General Association of the United States (AGAUS) has requested the opportunity for the Adjutants General to meet and discuss association business matters.
2. NGAUS, through coordination with the President of AGAUS and the conference center, shall identify a time and location for this event.
3. NGAUS will contract for a luncheon menu and AGAUS shall pay for this event.

T. Committee on Nominations

1. The NGAUS Committee on Nominations, as required by the NGAUS by-laws, shall convene at a time and place established by NGAUS.

2. NGAUS provides logistical support (sync matrix).

U. Army & Air Separate Sessions

1. The NGAUS Legislative Staff coordinates an Army and Air separate session on the final business day of the conference. NGAUS provides logistical support (sync matrix).
2. NGAUS coordinates closely with the conference center facilities personnel and provides a layout for the room setup.
3. The NGAUS Vice Chairpersons for Army and Air, along with legislative staff, the NGAUS President, identify and invite speakers for this event.
4. These sessions provide an opportunity for each service to brief and discuss service specific topics with the members.

V. Task Force Meetings

1. NGAUS shall identify and schedule meetings of its various task forces. NGAUS provides logistical support (sync matrix).
2. The NGAUS legislative staff has overall responsibility to ensure that the NGAUS GCC knows the room setup requirements prior to the conference (sync matrix).

W. No-Host Reception

1. The Host State shall plan for a no-host reception for the general conference attendees. This reception will begin an hour and one half prior to the dinner event.
2. The Host State States Dinner Chairperson, along with the NGAUS GCC, will determine the location of this event.
3. The Host State has the responsibility of coordinating any menu and beverage items used for the reception. The Host State will pay for this event.

X. Chairman's Head Table Reception

1. The NGAUS GCC or designated NGAUS staffer and the Host State Facilities Chairperson shall establish a location for this social event, which directly precedes the States Dinner.
2. NGAUS schedules the reception to start one and a half hours prior to the sit-down time for the States Dinner
3. NGAUS invites about 550 persons to attend.
4. NGAUS utilizes the Chairman's Head Table Reception to bring together the General Conference's Distinguished and invited Guests, and the senior leadership of the National Guard.

5. The NGAUS GCC will ensure that the invitations to this event are either sent to the individuals thirty days before the event, included in the individuals' conference registration packets, or placed in the states' mailbox located in the Host State Administrative area.
6. It is the responsibility of NGAUS to make the catering arrangements and to pay for the event.
7. NGAUS staff and badge checkers shall be available to identify invited guests – invitations will be collected at the door and help direct them to the States Dinner at the end of the reception.
8. The NGAUS Director of Industry Relations & Development shall be responsible for providing invitations to attendees for the Chairman's head table reception.
9. Those invited include, but are not limited to, the following:
 - NGAUS Board of Directors
 - NGAUS President
 - NGAUS Task Force Chairs
 - NGAUS GCC
 - NGAUS Distinguished Guests
 - Speakers
 - Non-speaking Distinguished Guest
 - Legion De Lafayette
 - Adjutants General
 - Presidents of States' Associations
 - Executive Directors/Secretaries
 - Host State's Committee Chairpersons
 - Host State TAG designated Distinguished Guests
 - NGAUS Staff
 - Future Host State Chairpersons
 - State Sponsors
10. At a designated time during the reception, usually about 30 minutes prior to the dinner starting, the Director of Industry and Business Development will make announcements asking those being seated at the head table to

begin gathering in a designated area. These announcements must be done numerous times.

11. The Director of Industry and Business Development will ensure that all those seated at the head table are gathered and in correct order according to the seating arrangements. Once the head table personnel are gathered, the Director of Industry and Business Development or their designated representative will begin moving them to the head table on a predetermined route.
12. Host State Facilities Chairperson will ensure that public address equipment is available at the head table reception and that it functions properly.
13. The Host State may want to consider some light entertainment during this reception.

SECTION 7

FINANCIAL OPERATIONS NGAUS FINANCIAL OPERATIONS

I. RESPONSIBILITIES

NGAUS and the Host State have specific mutually exclusive financial responsibilities throughout the conference planning and execution phases. This section identifies those responsibilities. (Since many items are site specific this is not all encompassing and individual sites should work with NGAUS to make sure there are no misunderstandings on who is fiscally responsible for any expense.)

II. NGAUS BUDGET

The GCC is responsible for the NGAUS General Conference & Exhibition budget. Costs for election years may be higher and facility requirements more demanding than normal due to factors such as increased security and special audiovisual arrangements.

NGAUS shall assume financial responsibility for the following:

A. Revenue:

1. Exhibitor Exhibition Space: All revenue from sale of exhibit space
2. Retiree Luncheon Fee: Five dollars per registrant who signs up to attend.

B. Expenses:

1. Conference Center Facility Expense: to include rental, garbage, additional utilities of the conference center.
2. Revenue Share Advance: NGAUS must receive the host state final budget/financial plan prior to the issuance of the revenue share advance of \$50,000. (This can be up to two years before the year of execution.)
3. Revenue Share: NGAUS will provide 15% of the three-year average conference net income to the host state upon receiving the final AAR and final financial report.

4. Industry Exhibit Expenses: to include General Service Contractor and Sales Contractor.
5. Security-Badge checkers and night roving exhibit hall security
6. Local Photographer to serve as dedicated NGAUS photographer
7. Stenographic Reporter: a hired court reporter for the main business session and the Army & Air Separate sessions.
8. Food & Beverage - events in the conference center sponsored by NGAUS, which may include:
 - a. Daily food for the NGAUS staff
 - b. The Ribbon-Cutting Ceremony
 - c. Brunches, coffee breaks, and possibly lunch in the exhibit hall
 - d. Retirees & Warrant Officer Luncheons
 - e. Warrant Officer Luncheon
 - f. Refreshments for the Area Caucuses, Resolutions Committees, Task Force and industry meetings
 - g. Refreshments for the DG Lounge and Green Room
 - h. The Chairman's Head Table Reception
 - i. Other receptions as deemed appropriate
9. Audio Visual Requirements - NGAUS is responsible for the audio/visual requirements for NGAUS-sponsored events:
 - a. Professional Development Sessions (minus any need for additional AV due to entertainment)
 - b. Air Separate Session
 - c. Army Separate Session if it must be moved from the regular business session area
 - d. Distinguish Guest Lounge, Green Room, Booth
 - e. All NGAUS classrooms and NGAUS office
 - f. States Dinner (minus any need for additional AV due to entertainment)
10. General Liability Insurance
 - a. NGAUS shall add the Host State to the Association's General Liability Insurance to cover events at the Conference Center
 - b. Upon request, NGAUS will provide insurance for the transportation of conferees

- c. Off-site events paid for by the Host State may require additional insurance and shall need to be coordinated with NGAUS
 - d. NGAUS shall not provide insurance coverage for Special events involving water or aerial activities or any other high-risk events (i.e. motorcycle rides)
 - e. NGAUS' insurance prohibits the carrying of weapons by military personnel in the conference center
11. Swag Bags - NGAUS pays for and provides the following items to the Host State for placing in the conference packets:
- a. Conference Pins or coins (reimbursed for equal value of coin or pin expense only \$4,000 max)
 - b. Program & Exhibitor Guide: NGAUS prints the Official Program and Exhibitors' guide
 - c. Badge Holders
 - d. Lanyards
12. Alternative Categories of Attendees - NGAUS designated alternative categories expenses for (see specific categories and specific allowed reimbursements below.)
- a. Guest Speaker
 - 1. Registration fee of the Guest Speaker, their spouse and one principal staff assistant
 - 2. Hotel expenses of all guest speakers who are not members of the executive branch/uniformed military
 - 3. NGAUS will register no matter what their anticipated length of stay.
 - 4. NGAUS will obtain a room in the NGAUS block of rooms
 - 5. NGAUS will not pay travel expense or other incidentals unless pre-approved by the NGAUS President
 - b. Distinguished Guests (DG)
 - 1. Registration fee for certain Distinguished Guests as determined by the President.
 - 2. NGAUS will register no matter what their anticipated length of stay
 - 3. NGAUS will obtain a room in the NGAUS block of rooms

4. NGAUS will not pay travel expenses, hotel expenses, and other incidentals
- c. Official Guest. Defined as a member of Congress or their staff that are invited to attend the Conference by the NGAUS Chairman or President
1. Registration fee for these individuals
 2. NGAUS will register no matter what their anticipated length of stay
 3. NGAUS will obtain a room in the NGAUS block of rooms
 4. NGAUS will not pay travel expenses, hotel expenses, and other incidentals
- d. Guest. Defined as special individuals identified and invited by the Chairman or President. They usually fall into the following categories:
1. DOD staff members
 2. Uniformed or civil services in the DOD Secretariat
 3. Other Secretariat staff members
 4. NGAUS does not pay the registration fee
 5. NGAUS will register no matter what their anticipated length of stay
 6. NGAUS will obtain a room in the NGAUS block of rooms
 7. NGAUS will not pay travel expenses, hotel expenses, and other incidentals
- e. NGAUS Board of Directors
1. Registration fee
 2. Round-trip airfare (transportation)
 3. Two nights hotel expenses
 4. Board Members are required to attend the Conference unless excused by the Chairperson of the Board. Board Members unable to attend should notify the NGAUS Chairperson
 5. NGAUS will not assume any expenses for spouses who attend the conference
 6. NGAUS requires registration no matter what their anticipated length of stay. NGAUS encourages Board Members to register through their home state

7. NGAUS will obtain a room in the NGAUS block of rooms unless the Board Member requests otherwise. (NGAUS encourages housing with their state delegation)
 8. Board Members are required to submit a NGAUS travel voucher for reimbursement of approved expenses within fifteen days of the end of the conference
- f. Legion de Lafayette (LDL)
1. Registration fee
 2. NGAUS will register no matter what their anticipated length of stay
 3. NGAUS will obtain a room in the NGAUS block of rooms
 4. NGAUS will not pay travel expenses, hotel expenses, and other incidentals
- g. Individual NGAUS Award Recipients
1. Registration fee for all Individual Award Recipients who attend the Conference
 2. NGAUS does not reimburse any other expenses for Individual Award Recipients
 3. NGAUS requires individual NGAUS Award Recipients to register for the conference through their home state and their state will plan housing with their delegation
 4. Award recipients' or the host state may submit a NGAUS travel voucher for reimbursement of the registration fee
- h. NGAUS Staff – (who are required to attend the Conference as part of their duties.)
1. Registration Fee
 2. Transportation
 3. Hotel expenses (not to include incidentals)
 4. The NGAUS President must pre-approve the use of a rental car or any other extraordinary expense
 5. NGAUS will register no matter what their anticipated length of stay
 6. NGAUS will obtain a room in the NGAUS block of rooms
 7. NGAUS will not assume the expense for staff spouses who attend the conference

- i. Committee Chairpersons and Task Force Chairpersons
 1. Registration fee for all Chairmen who attend the Conference
 2. NGAUS will pay two nights lodging for three Resolutions Chairs due to necessity of early arrival
 3. NGAUS does not reimburse any other Chairman expenses
 4. The Chairs should register for the conference through their home state and their state should plan to house them with their state's delegation
 5. They must submit a voucher for reimbursement of registration
 6. NGAUS pays these registration fees to the Host State when NGAUS DFO finalizes due to/due from reconciliation with the Host State financial representative
- j. Contracted Representatives
 1. NGAUS will process registrations and hotel rooms and assume payment according to the representative's contract. These Representatives include but are not limited to:
 - Exhibit Sales and Management
 - Advertising
 - General Services Contractor
 - Registration
 - Stenographer
 - Photographer
- k. Master Accounts - The NGAUS Director of Contracts Finance and Human Resources (DFO) will, (if required or convenient) establish a master account with:
 1. The headquarters hotel, and any hotel where staff is staying
 2. The conference center
 3. The audiovisual contractor
 4. The security company
 5. The food & beverage company

6. The NGAUS DFO shall monitor each master account, resolve any items in questions, and shall pay the invoices when they are due.
1. Parking
 1. NGAUS (move to NGAUS Responsibilities)
 - NGAUS will coordinate with the Conference Center to have five free parking spaces for NGAUS use located closest to the center's entrance.
 - NGAUS will ensure that the Conference Center allows parking garage and/or parking lot "in and out" privileges for NGAUS vehicles and staff during the days of the conference.
 - If the parking facility requires passes, NGAUS shall acquire passes with unlimited daily "in and out" privileges and provide the Host State Conference Chairman with a supply of them.
 - NGAUS will also acquire three passes for NGB senior leadership near the entrance to the main business session area.

HOST STATE FINANCIAL OPERATIONS

HOST STATE HAS FISCAL OVERSIGHT OF THEIR FINANCIAL PORTION OF THE GENERAL CONFERENCE.

SAMPLE STATE BUDGET: Appendix 6

III. RESPONSIBILITIES

- A. NGAUS and the Host State have specific mutually exclusive financial responsibilities throughout the conference planning and execution phases. This section identifies those responsibilities. (Since many items are site specific this is not all encompassing and individual sites should work with NGAUS to make sure there are no misunderstandings on who is fiscally responsible for any expense.).
- B. Host State Budget
 1. The Host State manages the budget for its portion of the Conference. An initial budget is required during the bidding process.

2. A final budget/financial plan should be ready for review by the NGAUS GCC no later than November 1 prior to the year of execution.
3. The Host State must submit their final budget at the time they request the \$50,000 revenue share advance from NGAUS. (This can be up to two years before the year of execution.)
4. Host State shall assume financial responsibility for the following:

REVENUE:

- A. Registration Fees: The host state receives all the registration fees. The NGAUS Board of Directors is solely responsible for establishing registration fees for the conference. NGAUS will provide the system and process, see (chapter on registration). The Host State shall determine if they will be willing to accept credit card payments for registration fees. Using credit cards as a source of payment is not required, however, it is highly recommended.
- B. Event Fees: all the events (i.e. golf, fun run) except the Retiree Luncheon.
- C. Cancellation Fees: \$15 if canceled before a date to be determined and full registration cost after that date.
- D. Credit Card Processing Fees
- E. Donations In-Kind: Donations in-kind can be services, material, or items to be used (i.e. copy machines, computers, signage, rental cars etc.)
- F. Sponsorships/ Fund Raising: money solicited by the host state for any additional revenue needed to pay for the anticipated expenses. For a successful conference to be “fully funded”, the Host State must raise a minimum of approximately \$300,000 over anticipated registration fees. At the state level (internal) may begin at any time prior to a conference outside of the state and at the national level (external) can only be conducted beginning one year from the actual date of the conference or when the preceding conference has started. The national fundraising usually begins at NGAUS Industry Day (normally the first week of December of the preceding year), and the funds from the national level are not usually received until during or right after the conference. Use of the NGAUS Corporate Partner list may only occur at the end of the previous conference. This list may be used by the host committee’s fundraisers only for the purpose of general conference fundraising (Only after a nondisclosure form has been signed).

- G. Hotel Profit Share: (not to exceed \$10 per room night)
 - H. Local Subsidies/Incentives: Sometimes a local Convention Bureau or Convention Center will give subsidies for items like transportation.
 - I. Advance Revenue Share: NGAUS must receive the host state final budget/financial plan prior to the issuance of the revenue share advance of \$50,000. (This can be up to two years before the year of execution.) This is not truly revenue because it must be paid back to NGAUS through the final reconciliation where the true “Revenue share” is calculated.
 - J. Revenue Share: NGAUS will provide 15% of the three-year average conference net income to the host state upon receiving the final AAR and final financial report. (Approximately \$100,000)
 - K. User Fees: The host state shall not add a “user fee” for any individual expense item except as allowed in this SOP. This is especially true for transportation.
1. Expenses
 - A. NGAUS Required Events:
 1. Governor’s Reception: food and beverage, entertainment and any additional costs for audio visual
 2. States Dinner: food and beverage, entertainment and any additional costs for audio visual
 3. Spouse Luncheon
 4. Transportation
 - B. Non-Required Events:
 1. Under no circumstances will the quality of a NGAUS required event be sacrificed for the state to pay for non-required events.
 - Fun Run
 - Golf Tournament
 - TAG Reception
 - TAG Spouse Luncheon
 - CG/WO Reception
 - C. Other Host State Expenses:
 1. Host State Administrative Area Requirements
 2. Volunteer’s Meals

3. Audiovisual Support: for any additional requirements for their portion of the opening ceremonies and for any entertainment provided at the Governors Reception and States Dinner.
4. Insurance: NGAUS strongly recommends that the Host State secure insurance, which allows for Surety Bonding of all employees and volunteers, especially those handling money, checks, and credit card sales to insure against loss through destruction, dishonesty, or disappearance of funds.
5. Signs: The Host State shall prepare signs prior to the opening of the Conference to identify meeting rooms, offices, work areas, and task force meetings. (These are provided in the sync matrix) (NGAUS shall provide signs relating to the exhibits and registration). NGAUS strongly suggests that the Host State explore in-house printing capabilities before contracting with an outside vendor. Host State is required to check with Conference Center management for pertinent regulations and rules regarding placement and size of signs.

D. Final Financial Report

1. The Host State shall provide NGAUS a complete final financial statement (status report) after the completion of the conference.
2. This final financial report shall be a detailed recap of revenues and expenses.
3. This report along with the AAR is due to NGAUS as soon as you finalize your records but no later than the end of the calendar year of execution.
4. NGAUS will hold a percentage of any monies due the host state until both the AAR and final financial report are received.

IV. GENERAL

A. Non-Profit Corporation

1. NGAUS strongly recommends that the Host State establish a non-profit, tax-exempt corporate entity as soon as possible to facilitate financial operations throughout the conference-planning period.

B. Master Account

1. The Host State Financial Chairperson may establish credit (master account) with the headquarters hotel and Conference Center and may need to establish credit with other hotels as required. This master account shall be in lieu of deposit's or other monetary advances otherwise required in such situations. The State Financial Chairperson shall monitor the master account, resolve any items in questions, and shall pay the bills when they are due.
2. Location of Host State Finance during the Conference
The NGAUS decorator (under the supervision of the GCC) will identify a draped off area (or hardstand room if convenient) co-located with the registration desks.
3. This area will be used to process state and exhibitor registration payments. Computer, printer and credit card processing requirements and supplies will be determined by the host state. For your finance operation are there any special set-up requirements or A/V requirements that need to be listed on the sync matrix?
4. Reproduction Services
 - a. The Host State shall procure a large, heavy-duty, fast copying machine for general use. This copy machine can normally be obtained on an "in-kind" arrangement from vendors wishing to demonstrate their capabilities to the Guard. The Host State shall provide two high-speed copiers, one in the NGAUS administrative and one in the Host State administrative area
 - b. The 100+ page NGAUS resolutions package is reproduced for distribution well in advance of its consideration and adoption by the general session. This does not go out to local reproduction services.
5. Host State
 - a. It shall be the responsibility of the Host State to negotiate a limited number of parking spaces for staff.
 - b. If NGAUS has contracted the Conference Center, then the Host State will work their request through NGAUS.
 - c. The Host State will be responsible for assigning and managing these spaces.

SECTION 8

CONVENTION CENTER CONTRACTS

I. GENERAL

- A. NGAUS is responsible for contracting the conference center facilities. NGAUS GCC and other staff shall meet with the convention facilities staff at scheduled points in time as part of the host state bid and selection process.
- B. Once NGAUS selects the Host State, then the NGAUS GCC and other staff shall survey the facility, acquire floor plans, and review actual space layout to assess the adequacy of housing the various meetings and exhibits.
- C. Whenever possible, NGAUS shall contract for all the space in the center. While Section 8 prescribes the minimum amount of space required, it is NGAUS' desire to contract the entire facility.
- D. The NGAUS Director of Contracts shall be responsible for receiving and reviewing contracts for the Conference Center and ensuring that the Board of Directors approves the contract, and the Chairman of the Board signs them. The Director of Contracts shall pay for the space.
- E. NGAUS GCC and other staff shall visit the Host State conference center in the October – November timeframe in the year preceding the conference and identify the final requirements. (based on the Schedule of Events and Sync Matrix) They will also determine specific requirements for meeting rooms and then assign the various meetings and events to the contracted facility meeting space.
- F. One of the first major requirements is to conduct a walk-thru of the convention facilities. The NGAUS GCC, accompanied by selected NGAUS staff, Host State Chairperson(s), Conference Center staff, and others conducts this walkthrough. It is imperative to identify:
 - 1. Bus drop off points
 - 2. Main Entrances
 - 3. Registration Areas
 - 4. Exhibit Space and flow of traffic
 - 5. Business meeting space

6. States Dinner Space
7. Areas for breaks
8. Meeting Rooms
9. Potential event locations (e.g., Mixers, luncheons, reception's) See sync matrix for the host years' details. See a sync matrix for a summary of logistical details. (i.e. Room set up, AV requirements, Food and Beverage requirements, specific rooms, activities, signs.)

SECTION 9

HOTEL CONTRACTS

I. HOST STATE RESPONSIBILITIES

- A. The Host State (housing committee) assumes all responsibility for each step of the hotel contracting process. This includes requesting proposals (RFP), negotiating terms and concessions, reviewing, signatures, and monitoring the conditions during execution. Diligence in these tasks are extremely important to ensure success.
- B. Request for Proposal (RFP) (Minimum 2000 Peak Night Rooms in as few hotels as possible).
 1. Host States should prepare a Request for Proposal (RFP) for and submit to potential hotels to provide their proposals.
 2. NGAUS strongly encourages the Host State to incorporate the assistance of the city's Convention and Visitor's Bureau in the entire hotel process from identification through contract execution.
- C. Hotel Contracts:
 1. Section 9 provides specific guidelines and recommendations for Hotel Contracts.
 2. All hotel contracts shall be two-party documents between Host State Association (or Conference Corporations - if host state establishes) and the hotels. NGAUS shall not be named as a party on any hotel contract.
 3. Minimum process steps for hotel contracts include:
 - a. Host state prepares and sends out RFP(s)
 - b. Potential hotels submit proposal or draft contracts to the host state for review
 - c. The Host State reviews the contracts in detail to ensure that they include all verbal and negotiated conditions and concessions and they meet all the RFP requirements
 - d. Host provides comments and provides revision requirements to the hotel
 - e. Hotels make the revisions and submits final contracts to Host State
 - f. Host State reviews sign the contracts

g. NGAUS Review of hotel proposals and contracts:

1. Although hotel contracts are not a NGAUS responsibility; NGAUS is ready to assist the Host State if desired by reviewing all proposal and contracts prior to final approval and signatures.
2. At a minimum, it is highly recommended that Host State allows the NGAUS Financial Director to review hotel contracts to eliminate potential violations of minimum requirements and to protect Host States from potential liability issues
3. The Host State can request the NGAUS Financial Director sign a nondisclosure statement to review contracts.
4. Should conflicts in interpretation of the hotel contract arise; the Host State shall work to resolve them.
5. The Host State Chairperson and the Housing Committee Chair must closely monitor any changes to the hotel contracts. They should be careful to avoid missing time sensitive clauses in the proposed contracts that may change the conditions of the contract or the prices and availability of all rooms.
6. It is the sole responsibility of the Host State to manage and allot room assignments.
7. Managing the hotel room block is one of the most important functions of the conference. Having the Conference Chairman and a few key individuals managing these rooms will lead to a successful conference for our members.
8. Important items to track:
 - Total number of sleeping rooms per hotel
 - Complimentary Suites for NGAUS Chairman of Board, NGAUS President.
 - Number of suites in each hotel, cost, size, and name.
9. Ensure that each hotel allows outside food and beverages, including alcohol, in their suites, included in hotel contracts.
10. When providing hotel room count at NGEDA Conference, be sure to deduct:
 - 125 rooms for NGAUS
 - Rooms for Host State sponsors, staff, workers and other requirements. It is very important that Host State Conference Chairman establish a POC to work hotel room inquiries during the life of the contracts. The POC must have knowledge of the total

amount of rooms, suites, prices, state assignments, other assignments, and the availability of rooms at any given time. The POC along with other committee members conducts the final room assignment process roughly 60 days prior to conference. Ethics in Government Regulations of 1993 states that no member of the executive branch of Federal Government may receive lodging as a gift. NGAUS arranges for rooms of Official Guest such guest must pay for their own room. The U.S. Senate and House have their similar ethics rules.

II. NGAUS RESPONSIBILITIES

- A. NGAUS reserves a block of rooms (125) at the Conference Headquarters Hotel for Distinguished Guests and their entourage.
- B. NGAUS requires all State Associations to use “NGAUS” official software for housing management and registration.
- C. NGAUS Rooms:
 - 1. Distinguished Guests: NGAUS secures all information on DG using its own forms for room requirements, requiring invited guest to return all information directly to the NGAUS office in Washington, DC.
 - 2. Host State is required to provide suites (at least a parlor and one adjoining bedroom) for the NGAUS Chairperson and the NGAUS President. NGAUS pays the Host State a regular room rate for each night the suite is used by the NGAUS Chairperson and the President.
- D. NGAUS Master Account:
 - 1. NGAUS GCC or designated representative shall establish a sub-block of rooms with the Host State Conference Chairman, or housing committee chair, at the conference headquarters hotel.
 - 2. NGAUS block of rooms is managed by GCC or designated representative using the registration system and in coordination with hotel reservations manager. NGAUS shall settle the master account at the end of the Conference.
- E. Room Requirements:
 - 1. NGAUS requires at least 125 rooms in the HQ’s Hotel for the lodging of NGAUS officers, staff, Distinguished and other guest.
 - 2. These rooms and rooms the Host State holds to support their sponsors will not be included in the room block count when presenting hotel options to the states at the NGEDA Conference.

- F. States and territories hotel assignment process. Hotel Assignment to States and Territories (occurs the year of NGAUS Conference)
 - 1. NGEDA conducts a double-blind lottery draw at their annual conference (typically in January)
 - 2. States are provided their lottery number for the NGAUS conference for the following year's conference.
 - 3. States have one year to review hotels and information for the following year's conference.
- G. NGEDA/Hotel Assignment Process (occurs the year OF the NGAUS Conference)
 - 1. Host State conducts presentation at the NGEDA Conference for all attendees. Minimum topics are:
 - a. Total number of rooms & suites available in each hotel
 - b. Transportation plan
 - c. Events
 - d. Hotel site visit process
 - e. Selection process
 - f. Deposits requirements
 - 2. Site Visits:
 - a. Only two from each state and territory is authorized to attend the site visit.
 - b. The Host State shall ensure transportation is provided (If necessary) to conduct hotel site visit during the NGEDA Conference.
 - c. Host State will develop a room request form for use by all states and territories after hotel visits. *Sample Appendix 12.*
 - 3. Hotel Selection for States and Territories The day after hotel visit, at a time specified by the NGEDA Executive Committee, each state submits its request form into the Host State in Lottery Order. States monitor hotels availability as states higher lottery select hotels and adjusts their selections. States must have priority list as they will not be given time to review all hotel when their lottery number is called to make their selection.
 - 4. *The maximum number of rooms a state can reserve is based upon an average of the last four years of NGAUS Conferences.*
 - 5. Each state and territory are required to provide a cash or check deposit on sleeping rooms (\$100) and suites (\$200) order to hold its requested room block.
 - 6. If a state or territory is not present to reserve a room block; they must have sent a check to Host State prior to NGEDA to be considered during the hotel assignment process. The check should include the number of rooms to block and an order or

priority for assignment of hotels. States who have failed to provide the above information will lose their ranking in the selection process.

7. The Host State briefs state hotel assignments prior to end of NGEDA Conference.
8. All hotel rooming issues should be handled with Host State Rooming Chairman.
9. NGAUS and Host State's goal is to ensure that hotels meet all requirements for room block and hospitality needs.
10. State and Territory Executive Directors are responsible for members housing and registration.
11. Issues to Monitor
 - a. State and Territory Executive Directors, or their designee, monitor pre and post room availability and cost for each.
 - b. No state or territory can book a suite before, during, or after NGEDA conference. The state's request for a suite must be submitted to the Host State and they will allocate suites based on lottery order.
 - c. Once the Host State allocates a hotel to a state based on lottery order, the state can contact the hotel and establish a POC and request banquet menus.
12. Host State prescribes rules concerning cancellations and return of deposits. This is to avoid potential issue with attrition and encourages states to meet required deadlines, NGAUS has adopted following policy:
 - a. First submission of registration information 120 days prior to conference.
 - b. Second submission is due 90 days prior to conference.
 - c. Final submission due 60 days prior to conference. Any state room cancellation after this date and up until the hotel cancellation policy becomes effective will result in the state losing its initial room deposit.
 - d. Host State must track any changes that may occur between the last submission date and the date of the hotels cancelation policy. This is at a point of time when the Host State authorizes Executive Directors/Secretaries/Delegation representatives to work directly with the hotel(s).
13. States that turn back a room after the Host State submits their final rooming list forfeit their deposit to Host State unless it falls within contractual perimeters of the hotel's cancellation policy, at which time, the hotel will retain the deposit.
14. Exhibitors and Industry

- a. Host State must plan for housing the growing number of industry representatives and exhibitors in the same manner they plan for the states.
- 15. NGAUS provides historical information on determining the number of industry representatives the Host State may expect.
- 16. NGAUS provides guidance to Host State Housing Chair regarding placement of such personnel in headquarters and other hotels.
- 17. It is recommended that Exhibitor/Industry housing allotments be made and considered during the hotel assignment process.
- 18. Host State places their sponsors in the headquarters and other hotels in coordination with NGAUS.
- 19. Host State uses NGAUS program for managing exhibitor housing and registration.

SECTION 10

HOUSING PROCESS

I. HOST STATE RESPONSIBILITY

- A. It is the sole responsibility of the Host State to manage and allot room assignments; therefore, it is imperative that the Host State Conference Committee Chair establish the Housing Committee immediately following the signing of hotel contracts. Not to be confused with the hotel contracting process, this process takes place mainly in the year of execution. The host state shall provide hotel information to the registration/housing system company, currently SPARGO. (Need minimum data requirements from Spargo) Both the host state and SPARGO extract rooming information and combine all the available rooms from every hotel to create a master inventory listing (or hotel room matrix). From this master inventory amount the host state reduces it by the rooms they need to use (staffing and sponsors), and those needed by NGAUS.
- B. NGAUS –Staff and DG rooms
1. When providing the total room count for the conference host hotel at the NGEDA conference, the number of available rooms should not include the 125 rooms and two suites set aside for NGAUS. (Confirm amount each year with the GCC).
 2. These 125 rooms and the rooms the Host State holds to support their sponsors will not be included in the room block count when presenting hotel options to the states at the NGEDA conference.
 3. NGAUS reserves a block of rooms at the Conference Headquarters Hotel for our Distinguished Guests and one staffer. Should the DG travel with additional staff, registration and other costs will be at their own expense. Due to limited room blocks, NGAUS will accommodate additional staff in the next closest available hotel.
 4. The Host State and the NGAUS GCC or designated representative will ensure that the hotel understands that NGAUS shall manage its block of rooms.
 5. NGAUS' GCC or designated representative shall deal directly with the hotel's reservations manager for management of this block of rooms and shall settle NGAUS' master account at the end of the Conference.
 6. In the year of execution, At NGEDA.

- a. NGAUS has given the NGEDA authority to develop and conduct a hotel selection process for the NGAUS general conference.
- b. NGAUS utilizes this hotel selection process to determine how the host state shall assign states to various hotels for the next year's conference.
- c. NGEDA conducts the hotel selection process during its annual conference the year (traditionally in January) of the conference.
- d. NGEDA, traditionally, holds its annual conference in the NGAUS General Conference Host State city in January of the current conference year.
- e. The priority list is based on the lottery from the preceding year at NGEDA. Available annually on ngaus.org website
- f. Host State's Housing Chairperson will assign states and territories to hotels according to the states on-site requests.
- g. Since NGEDA coordinates directly with the hotel and enters its own contracts, it will be the sole decider of where they hold their conference, but NGAUS recommends they utilize a conference hotel.
- h. The remaining inventory is what is shown at NGEDA for the states to choose from.
- i. NGEDA conference Presentation: NGAUS requires the Host State to make a conference presentation at the NGEDA Conference during the business meetings. This presentation will cover:
 - Total number of rooms available in hotel(s)
 - Transportation
 - Events
 - Hotel site visit process
 - Selection process
 - Hotel Deposits
 - Other information the Host State deems important to relay to the states/territories

C. Managing the Housing Block

1. The Host State will develop a plan and provide transportation (if necessary) to conduct hotel site visits during the NGEDA conference (this is usually the first business day afternoon of the conference).
2. The Host State will also develop a plan and a form for accepting Host State rooming request immediately following the hotel site visits. *Request Form Appendix 12.*
3. The states/territories will create a “wish list” identifying their three (3) hotel choices in priority order and be ready to select when their turn arises.
4. Each state/territory shall provide a cash deposit (cash or check only) with their choice to hold it requested room block. (Host State to determine if they will accept credit cards)
5. A state/territory does not need to be present to reserve a room block; however, in order for NGAUS to consider them in the hotel selection process, they must have sent a check to NGAUS or the Host State prior to NGEDA. The check will include the number of rooms to block.
6. States that are not present nor provide a check will lose their ranking in the selection process.
7. Prior to the end of the NGEDA conference, host state will then brief NGEDA on state hotel assignments and provide NGAUS with a copy.
8. Should a state have a problem with their hotel assignment, the states may work among themselves to resolve the conflict.
9. If there are changes, they must be communicated to NGAUS so these changes can get posted in the housing system.

D. Setting due dates for NGEDA

1. Turn-in time
2. The hotel contracts normally contain critical dates that the Host State Housing Committee, NGAUS, and the states must be aware of and follow. These dates identify when the final rooming lists with deposits shall be turned over to the hotels and when cut-off dates are to ensure penalties are not assessed.
3. Host State and NGAUS agree upon a date for the initial submission of attendee information. This date must not change. Changing that date creates problems for the Host State and with the hotels. It is important for the Host State to emphasize the importance of this date at the NGEDA conference

4. Host States may also prescribe rules concerning cancellations and return of deposits.
5. To avoid potential issue of attrition and to encourage states to meet required deadlines, NGAUS has adopted the following general policy: The last submission shall be 60 days prior to the hotel cutoff date. Therefore, the Host State should have greater flexibility when working the block.

E. Cancellations

1. Any state room cancellations after this final submission date and up until the hotels cancellation policy becomes effective will result in the state losing its initial room deposits.
2. It is important that the Host State track any changes that may occur between the last submission date and the date of the hotels' cancellation policy. This is at a point in time when the Host State authorizes Executive Directors/Secretaries/Delegation representatives to work directly with the hotel(s). However, immediately following the last submission and up through turning names and deposits over to the hotels, management of these rooms will become a day-to-day priority. SPARGO will help with this process.
3. Important information to track will be:
 - Total number of sleeping rooms per hotel
 - Number of conference hotel complimentary suites for the NGAUS Chairman of the Board and NGAUS President.
 - Total number of suites with one and two bedrooms per hotel to include their names, number of each style, number of adjoining bedrooms and cost of room
 - Hotel policy on alcohol and food
 - Availability of meeting rooms which can be used for hospitality and the costs of these rooms should be tracked, but arrangements are the responsibility of the individual state associations.

F. Outside notes: Free Rooms

1. The Host State should note that the Ethics in Government Regulation of 1993 provides that no member of the executive branch of the federal government may receive lodging as a "gift." Thus, while NGAUS shall arrange lodging for Official Guests, such guests from the executive branch must pay for their own hotel room. The United States Senate and House of Representatives have their own, similar ethics rules. Should the Host State add rooms to accommodate additional attendees and exhibitors, then the Host State should be cautious of cut-off dates

and the impact they may incur by not signing the contract by the cut-off date. As an example, recently a Host State requested an additional 100 rooms and failed to sign the addenda by the cut-off date. When the Host State began allocating rooms, they discovered that they only received 50 additional rooms and 50 at a much higher price.

2. Exhibitors/Industry
 - The GCC shall provide guidance to the Host State housing chairperson regarding placement of such personnel in the headquarters hotel and other hotels.
3. Exhibitor housing shall be determined after the states' allotments have been determined.
4. Host State Sponsors
5. NGAUS allows the Host State to place their sponsors in the headquarters hotel or in a hotel the Host State and sponsor desire. This placement shall be coordinated with NGAUS to ensure rooms are available and retained.
6. Exhibitor Registration and Industry Not Exhibiting Registration
 - a. Exhibitors/Industry representatives register by opening the NGAUS website, clicking on the conference icon and selecting exhibitor registration. This allows them to register and select a room.
 - b. All exhibitors must be reminded that purchasing a booth only registers the company - not the individuals who attend. While purchasing booth space does provide the exhibitor with a free registration(s), who is assigned to that registration is decided through the registration software. This is done automatically when the booth is purchased.
 - c. For this entire process to be initiated, it is important that all company representatives register through their respective company contact.
7. When negotiating pre- and post-room availability at the conference costs, the Host State must emphasize to the states' Executive Directors/Delegation Secretaries that there is a registration cut-off date for these dates and costs and that accepting changes from their state delegations after this cut-off date will incur a higher room rate for the traveler.
8. The Host State must make it perfectly clear to the various hotel staffs that no state representatives will be allowed to block a suite on their own during or after the NGEDA conference. The states' request for a suite must be submitted to the Host

State and the Host State will allocate suites based on the lottery position of each state. This applies to exhibitors too.

9. Once the Host State allocates a hotel to a state based on its lottery number, number of sleeping rooms requested, and the type of hospitality room requested if any, the state is allowed to visit the hotel to establish a point of contact and to request banquet menus. However, the state is not allowed to request a specific hospitality room from the hotel nor is the hotel authorized to assign one without the full knowledge and agreement of the Host State.
 - Initial Submission - 120 days before the hotel cutoff date
 - Second Submission – 90 days before the hotel cutoff date
 - Final submission – 60 days before the hotel cutoff date
10. It is important that the Host State establish a POC to work hotel room inquiries during the life of the contracts. This POC must have knowledge of the total amount of rooms, suites, prices, state assignments, other assignments, and the availability of rooms at any given time. This POC along with other committee members and NGAUS will do the final room assignment process roughly sixty-days (60) prior to the conference.
11. The NGAUS process for room assignments consist of sub-processes, which are, NGEDA room block assignment, exhibitor registration through the NGAUS website and Distinguished Guest registration by NGAUS staff.

SECTION 11

TRANSPORTATION

I. GENERAL

The Host State shall plan for an appropriate greeting and hosting operations. It shall arrange for transportation at both military and civilian airport terminals. NGAUS recommends that uniformed staff be in place at both civilian and military airports to provide transportation information to attendees. The best location at civilian airports is in the baggage claim area. This position should be clearly identified and readily visible to all attendees.

A. Ground Transportation

1. The Host State is responsible for the transportation of delegates and guests from both civilian and military airfields and other arrival points to the Conference hotels, and should have a plan for such transportation ready for review by NGAUS no later than six months before the NGAUS Annual Conference.
2. At a minimum, the Host State shall provide transportation during the two main travel days before the conference and on the travel day at the end of the conference. The ground transportation to and from the civilian and military airports shall be at no added expense to the attendees. [Note: concerns for our elder retirees and spouses in heels for the States Dinner are important considerations and shuttles must be provided should a walk of two to three blocks from the hotel to the Conference Center be involved]
3. Assignment of sedans and drivers to attendees is discouraged. NGAUS recommends that the Host State's transportation chairperson make maximum use of donated vehicles; many local dealerships may provide such complimentary vehicles in return for the publicity they receive for doing so, also the Convention Visitors Bureau and hotels may offer limited transportation services. Use of government vehicles must be limited to those requirements that clearly are permitted by law and regulation.
4. NGAUS shall provide insurance coverage for non-commercial drivers and vehicles used during the conference if the Host State provides the required

information at least one month prior to the conference. The following information is required for all drivers: Name, Driver's License#, SSN, Date of Birth and period they shall be driving. For vehicles, the following information is required:

- Type vehicle (van, sedan, etc.),
 - Vehicle model (i.e. Dodge Caravan, Mercury, etc.)
 - Tag number
 - Value of the vehicle
 - Where the Host State shall park the vehicles
 - Rental/usage period.
5. The Host State shall provide transportation from all hotels to all official functions for states, guests, and exhibitors if the hotels are beyond easy walking distance (2-3 blocks). There is no requirement to provide transportation to delegations housed in hotels not contracted through the Host State.
 6. NGAUS strongly encourages the Host State ask the various states/territories at the NGEDA conference, to provide the transportation information requested in the NGAUS registration software. This is an important source of information and the Host State uses this information to determine the level of transportation required to transport members. This software provides the Host State:
 - Number of travelers by POV, commercial or military
 - Arrival and Departure dates
 - Arrival times
 - Airlines being used and flight numbers
 - *See Section 11.*
 7. Airfield Operations
 8. It is the Host State's responsibility to provide FBO contacts to NGAUS for publication on website. Host State's responsibility to provide information to the Executive Directors if requested.

SECTION 12

REGISTRATION

I. GENERAL

Overall Responsibility: The National Guard Association of the United States is responsible for the overall registration and housing process to register and book rooms for members, guests, industry and conference exhibitors to the annual conference. From a security and force protection perspective, the NGAUS conference is a high-value target. Therefore, the NGAUS conference is not open to the public. NGAUS desires to limit any access to the conference center during its conference.

A. Software

NGAUS has hired SPARGO, a full-service event management company, to provide a custom registration and housing software solution. This software is web-based and is used by all attendees including NGAUS, the Host State, the states and territories and industry representatives. The software is prepopulated with NGAUS member data as well as event (i.e. golf, fun run, and any other ticketed events) and hotel information.

B. NGEDA

NGAUS will request a block of time at NGEDA to brief the registration software and Housing Portal. **Event information must be submitted by the Host State one week prior to the opening of the registration portal.**

C. Portals

1. The software system will have three portals to support the different types of registrants; state attendees and distinguished guests, exhibitors, and non-exhibiting industry.
 - a. State Attendees - State Executive Director or Conference POC will be responsible for states' members' registration and housing. Individuals must contact their state conference POC to register. Individuals will not be permitted access to register themselves. State conference POCs will also secure housing rooms for state attendees through the housing portal

- b. Exhibitors - Exhibitors' will register through their companies POC using the Exhibitor Portal
- c. Non-exhibiting industry - Non-exhibiting Industry will register individually through the Non-Exhibiting Industry portal
- d. Distinguished Guests - Distinguished Guests (DGs) will be registered by NGAUS through the State Attendee Portal

D. Reports

1. Software reporting functionality is available to system administrators to include NGAUS staff, SPARGO staff, and the conference POC for each state and territory. The Host State will have access to reports with the important event information needed to schedule support, i.e., transportation, number of golf participants, etc. as soon as the website goes live. Host state permission for access to reporting will be withdrawn on December 31 the YOY.

E. Badges

1. Quantities will be determined annually depending on which events are ticketed. Pre-conference and onsite printing will be done by SPARGO and on SPARGO printing equipment. Badge stock is ordered by SPARGO in the following colors:
 - White - Delegates
 - Blue - Exhibitors
 - Green - Distinguished Guests
 - Pink – Press
 - Gold – Host State Staff

F. Swag Bags

1. NGAUS will provide the lanyards, badge holders, and conference program & exhibition guides, all of which are included in each attendee's swag bag. NGAUS and the Host State will establish a cut-off date for receiving all swag bag materials. Any materials received after the cut-off date will be distributed through the state mailboxes. The Host State is responsible for the assembly and distribution of the swag bags to the state attendees.

G. Registration Counter

1. The registration counter will be in the lobby of the conference center. Hours of operation will be listed in the schedule of events.

- a. The NGAUS Decorator will drape off separate areas for state/credentials and rules, Distinguished Guests, nonmembers and exhibitor registration and will provide registration workstations, signs, and tables. SPARGO will provide all computer equipment for registration workstations, including computers, printers and servers. The Host State is responsible for providing general office supplies at the registration counter.
- b. NGAUS requires administrative support from the Host State during the conference to register and check in conference attendees. Registration training will be provided to registration staff by SPARGO onsite. The Host State's registration team must be available to attend this software training. NGAUS provides two staff members to check in the state attendees and certification of delegates and one staff member to check in Distinguished Guests.
- c. Onsite registration will be available for any attendees who have not pre-registered for the conference.
- d. Host state registration personnel should plan to arrive at their workstations 30 minutes prior to the opening of the registration booths.
 - Exhibitors - Exhibitors can pay online and go to the registration counter for badge pick-up. If a company has paid for booth space, the exhibitor may be entitled to a complimentary registration. The registration software tracks the amount of complimentary registrations per company and permits selection of available complimentary registrations on a first come, first serve basis. Badges will be printed onsite when an exhibitor checks in.
 - State – The state Conference POC or Executive Director will collect registrations from his or her attendees and load the information into the registration software. State registrations can be paid online via credit card or onsite via credit card or check. The Conference POC is responsible for verifying a final list of attendees and delegates and picking up credentials. To collect credentials, the state must have paid in full for all memberships as well as all conference registration fees. Badges will be preprinted by SPARGO prior to registration opening and the Host State will deliver swag bags to the state's hotel.
 - Distinguished Guests – NGAUS staff, through the state attendee portal, will register Distinguished Guests and coordinate any necessary transportation requirements. Badges will be preprinted by SPARGO prior to registration opening and swag bags will be handed to the individual upon check in.

H. Credit Card Processing

The Host State will need the capability to accept credit card payments online from the registration software. Merchant processor information is to be provided to SPARGO at least 30 days prior to the launch of registration portals. The Host State will also need the ability to process credit cards onsite. Three to four devices that can process credit cards are recommended.

I. DG Registration

1. NGAUS registers Distinguished Guests and other guests both before and during the conference

- Distinguished Guests: NGAUS uses its own forms to record the hotel requirements of Distinguished and other guests. NGAUS requires invited Distinguished Guests to return their housing requests to the NGAUS headquarters in Washington, D.C.
- DGs who do not provide NGAUS or the Host State with travel information and therefore arrive at the convention center on their own, will report to the DG Registration Booth in the registration area.
- NGAUS will give them DG badges, tickets, and registration packets.
- A NGAUS representative, with assistance from the Host State, will be required to operate this booth.
- Some exhibitors are also listed as Distinguished Guests. DGs will be sent to the NGAUS Distinguished Guest registration booth.

J. Report of DG transportation requirements

1. The registration system will provide a report of Distinguished Guests to the Host State, which can be viewed at any time.
2. The report will include those DGs who have responded with travel information to include their airlines, flight number and travel times.

K. Protocol Officers

1. The Host State shall provide a protocol officer to assist the NGAUS GCC to ensure that NGAUS and the Host State follow proper military Protocol when working with Distinguished Guests. The Host State DG chairperson shall coordinate their duties with the NGAUS DG coordinator.
2. Host State Escort Officers (see above)

L. Staffing

1. The Host State DG chairperson shall appoint a Senior Officer (COL/LTC) who shall be responsible for all Escort Officers and their assignments and coordinate their duties with the NGAUS GCC.
2. The Host State Conference Staff will staff the DG operations center. The Host State shall provide Escort Officers (approx. 6 per day) to assist the NGAUS GCC in ensuring that the Host State and Escort officers shall:
 - Uniform
 - Be in the appropriate uniform (Class A).

M. Operation times

1. This function is an active operation the two days before, the first two days of and the last day of the conference. There are exceptions to this, and it is the decision of the Host State as to whether they extend this courtesy outside this window.
2. The normal operating hours should follow the hours of the Host State and NGAUS Administrative Office hours.

N. Duties

1. Confirm arrival times with the DG ops center.
2. Pick up the DG registration packet (registration packet includes DG name badge, DG ribbon, and event tickets) at DG operations to hand carry to the DG. The Escort Officer will take the DG's and the DG's support elements their badges and packets and provide them to the DG and others when they are met at the airport. The packets shall be signed for by the Escort Officer. Should the Escort Officer miss the DG, then all packets shall be returned to the DG registration booth.
3. The DG Committee Chair shall designate an escort officer, a driver, and provide transportation to meet the DG at the airport and deliver them to their hotel.
4. Obtain a vehicle and driver, and any other required transportation, and drive to the airport/airfield and pick-up the DG.
5. Greet the DG and his/her party, give them their registration information, and brief them on imminent activities during the ride back to the hotel.
6. The Escort Officer will provide the DG with the location of the DG lounge in the convention center and the times of operation.

7. When arriving at the hotel, assist them with baggage and escort the DG to the registration desk and then room.
8. Confirm departure date and times and arrange to pick-up the DG for the trip back to the airport/airfield. The Escort Officer will confirm with the DG their departure date and time and ensure that the DG Command Operations Center has this information for departure transportation.
9. The Host State shall provide ground transportation for all Distinguished Guests arriving at the Conference. NGAUS strongly recommends that the Host State committee only use sedans and drivers for Distinguished Guests, and those be centrally controlled and dispatched.
10. The DG Committee may be requested to provide transportation throughout the conference to selected DGs. This will be coordinated with the NGAUS GCC to ensure that the mission will not interfere with normal transportation requirements.

O. NGAUS Distinguished Guests Liaisons

1. The NGAUS President may appoint NGAUS Distinguished Guest Liaisons, normally officers of the association, to assist Host State Escort Officers in their escorting duties of Distinguished Guests. This may include accompanying the escort officer to the airport to greet a DG, or if the DG is a speaker, escort the DG to the podium. The President will identify and assign these individuals the first few days of the conference prior to a DG's arrival.
2. When NGAUS deems it required, NGAUS Distinguished Guest Liaisons shall:
 - Greet the DG at the airfield, the hotel, or the convention center.
 - Introduce the DG to other Guard members and senior officers.
 - If the DG is a speaker, be a part of the escort party to the speaker's platform.
 - At the direction of the NGAUS President, host the DG for lunch or dinner as appropriate (and be reimbursed by NGAUS).

SECTION 13

DISTINGUISHED GUESTS

I. DISTINGUISHED GUEST (DG) IDENTIFICATION

- A. Identification: NGAUS GCC, with guidance and approval from the Chairman of the Board and the NGAUS President, identifies, prepares, and sends invitations to Distinguished Guests (DGs).
- B. The NGAUS Executive Assistant to the President shall maintain a roster of DGs and update it annually with the assistance of the Director of Industry Relations & Development.
- C. The DG list shall contain the names of individuals by categories and shall be updated by:
 - The Director of Communications for senior Executive Office and Military leaders
 - The NGEF Director for Legion De Lafayette
 - The Legislative Director for Congressional Committees with impact on the National Guard
- D. The updated lists shall be returned to the GCC and reviewed and approved by the NGAUS President.

II. INVITATIONS

- A. The NGAUS Chairman or President issues all invitations.
- B. Invitations shall be sent to the DGs in the April timeframe of the year of the conference. A separate database of responses shall be maintained and only those that acknowledge that they plan to attend the conference shall be placed in the NGAUS registration database.
- C. At least 150 to 200 DGs including the DGs and their spouses/guests attend the NGAUS conference and are to be offered invitations to various Host State and NGAUS events.
- D. The NGAUS DG list of those in attendance at the conference contains approximately 150 to 200 names with the addition of spouses.

III. HOST STATE TAG'S SPONSORS/TAG RECEPTION

- A. This event is an optional event, and the Host State is responsible for all aspects of the event.
- B. Should the Host State choose to run this event, then the Host State will invite NGAUS Distinguished Guests. NGAUS shall provide a list of Distinguished Guest to the Host State at the conference of who shall be invited to this event. This list of names will normally include 150 to 200 Distinguished Guests plus spouses/guests. This total must be included in your planning a budgeting process.
- C. The Host State will request an updated Distinguished Guest list from NGAUS and will mail the invitations out no later than 30 days prior to the event. A copy of the invitation should be placed in the DG's registration packets.
- D. The Host State shall invite NGAUS' Distinguished Guests to the Host State Adjutant's General Sponsor/TAG Reception and any other special event.
- E. The Host State shall place invitations into the State's distribution box for those individuals who were not mailed their DG invites.
- F. The Host State will coordinate with the NGAUS GCC on the day before the event to ensure that they have invited all Distinguished Guests.

IV. RESPONSES

- A. When a DG responds in the affirmative, a second letter shall be sent to the DG acknowledging receipt of their registration. This letter also will reaffirm to the DG that they have a requirement to update NGAUS as soon as they know their travel plans.
- B. Since traditionally RSVPs tend to be ignored, the NGAUS Executive Assistant to the President shall send out reminders at least thirty (30) days in advance. Additionally, the NAGUS Executive Assistant to the President shall have staff contact the DG NLT fifteen (15) days prior to the conference and ascertain their travel plans, cell phone numbers and email address and inform them of their hotel arrangements.
- C. NGAUS shall also provide a list of cancellations to the Host State.
- D. The NGAUS Executive Assistant to the President shall follow up, obtain travel information and hotel requirements, and coordinate with his/her counterpart in the Host State for air arrival and ground transportation.

V. TRAVEL PLANS

- A. The NGAUS Executive Assistant to the President shall inform the Host State DG Chair of the travel plans, cell phone number, email and hotel designation of the DGs prior to arriving at the conference.

VI. TREATMENT

- A. NGAUS has built a reputation over many years for its outstanding treatment of DGs. The NGAUS Executive Assistant to the President will work closely with the Host State Chairperson and shall require the Host State to appoint Escort Officers as appropriate
- B. The NGAUS considers hospitality to its Distinguished Guests vitally important and wants to ensure that the NGAUS General Conference is a memorable experience.

VII. TRANSPORTATION REQUIREMENTS

- A. The Host State DG chair shall work closely with the NGAUS Executive Assistant to the President to ensure that all NGAUS Distinguished Guests, both speaking and non-speaking, are met at their inbound transportation and treated graciously and efficiently.

VIII. DEFINITIONS

- A. Distinguished Guest, Speaker: NGAUS invites this person to speak at a main business session, a separate session, or a conference function.
- B. Distinguished Guest, Non-Speaker: This is an individual, invited by NGAUS, whose position, or former position in government or industry, is such as to merit special treatment. NGAUS includes its Board of Directors in this category. NGAUS often invites such guests so that they may become more familiar with the National Guard.
- C. Official Guest: A member of Congress or congressional staff.
- D. Guests: NGAUS invites such persons by letter from the NGAUS President and NGAUS affords no other privileges, amenities, or services beyond what NGAUS provides to its members.
- E. NGAUS does not consider its members as DGs.

- F. Adjutants General are not Distinguished Guests for NGAUS conference purposes. For the purpose of the Conference, NGAUS does not consider Adjutants General to be distinguished guests; any treatment of TAGs beyond what other delegates receive is the option of the Host State.

IX. HOUSING

- A. DGs and Guests are housed in the NGAUS block of rooms in the headquarters hotel unless determined otherwise by the DG Coordinator, if Guard members, they may be housed with their home state delegation.
- B. NGAUS shall pay for the hotel rooms of Distinguished Guest Speakers if they are not members of the executive or legislative branches and they are thus excluded from such a privilege by regulation.
- C. NGAUS reserves a block of rooms at the Conference Headquarters Hotel for our Distinguished Guest and one staffer. Should the DG travel with additional staff, registration and other costs will be at their expense.
- D. Due to limited room blocks, NGAUS will accommodate additional staff in the next closest available hotel.
- E. NGAUS shall ask Distinguished Guests Non-Speakers to provide credit card information for transmittal to the hotel by the NGAUS DG Coordinator; they are responsible for paying their own hotel bill.
- F. NGAUS pays the registration fees.

X. ARRIVAL PROTOCOL

- A. NGAUS shall appoint a Host Officer for individual Distinguished Guests when the NGAUS President deems it appropriate and will request the Host State to assign an Escort Officer to meet a particular DG at his arrival point.

XI. DISTINGUISHED GUEST LOUNGE (DG)

- A. The purpose of a Distinguished Guest Lounge is to provide a location where Distinguished Guests may gather, relax, view the proceedings, or, in the case of a speaker, wait until the Sergeant-at-Arms escorts them to the “Green Room”.

- B. A DG uses this meeting place to visit with senior leaders away from the hustle and bustle of the Conference.
- C. NGAUS shall establish and run the Distinguished Guest Lounge at the convention center.
- D. This room shall be located as close to the NGAUS Administrative Office as possible.
- E. Besides this room being opened during business hours for all DGs, the Host State Escort Officer may bring the DG Speakers to the DG lounge prior to their addresses.
- F. All DGs may utilize the lounge as they wish.
- G. NGAUS shall provide light food, coffee, juice, and other appropriate beverages.
- H. NGAUS, through the convention center, shall provide a television monitor so that DGs and other senior leaders can keep up with events in the main business sessions.
- I. The Host State DG Committee will not use this room as the Distinguished Guest Operations Center. The DG Committee Chair must identify to NGAUS and their Facilities Committee Chair a room that they will use as their DG Ops Center. This operation can be co-located with the Host States operations center if the Host State desires or if meeting rooms are limited.

SECTION 14

SERGEANT-AT-ARMS

I. GENERAL

- A. Sergeant-at-Arms play a critical role in the conduct of the National Guard Association of the United States General Conference. These individuals serve a traditional role of providing order, security, and assistance in managing the conduct of various conference meetings and events. This includes helping escort guest speakers to the dais during conference business sessions and the Army and Air separate sessions.
- B. Sergeant-at-Arms should be persons who shall be field grade officers when the Conference is in their home state.
- C. They will coordinate their activities with the NGAUS meeting/event points of contact (POC).
- D. Their uniforms for all sessions, except the States Dinner, will be Army Class A or the Air Force equivalent. The States Dinner uniform will be Army Dress Blues or Air Force equivalent or Mess Dress.
 - 1. Arm Bands will be provided by NGAUS and worn during the meetings/events. They shall be returned to the NGAUS administration office immediately following the last conference event.
- E. Sergeant-at-Arms shall report to the event/meeting POC at least 30 minutes prior to the start of the meeting. They shall coordinate with the event/meeting POC for any last-minute changes in the agenda or for additional instructions.
- F. The Sergeant-at-Arms shall be thoroughly familiar with the meeting agenda, guest speakers' names, and the senior guard leaders who will accompany the speaker to the dais.
- G. They will be familiar with all the state seating locations (NGAUS will provide seating chart) in the business meeting to facilitate seating assistance to members. They will ensure that the seating diagrams are posted in the appropriate location to assist the members.
- H. They will determine, with guidance from the NGAUS POC, the appropriate route to the stage and the correct side that speakers will be escorted to and from. Sergeant-at-

Arms will remain on or near the stage until ordered to escort speakers back to meeting entrance, Green Room (speaker ready room), or DG lounge.

- I. Sergeant-at-Arms will ensure that there are phone links between the dais, the Green room, and the Sergeant-at-Arms station (live streaming works best).
- J. The Host State shall provide the Sergeant-at-Arms with individual communications. They will help keep all the Sergeant-at-Arms on the same sheet of music. Phones or radios should be set-up with Sergeant-at-Arms contact numbers and speaker numbers if possible. DG and Operations phones also will be loaded with the Sergeant of Arms contact numbers.
- K. The Sergeant-at-Arms will conduct a microphone checks prior to the start of the First Professional Development Session.
- L. This document is designed to use as a checklist for the Sergeant-at-Arms to follow.

II. HOST STATE RESPONSIBILITIES

- A. The Host State shall provide two principal Sergeants-at-Arms, one Army, and one Air. One shall be designated Chief Sergeant-at-Arms for the Conference. Other Host State Sergeant-at-Arms will be required to support the various events/meetings of the conference.
- B. The Host State Sergeant-at-Arms chairperson is the responsible individual and other states supporting the conference will report to that chairperson.

III. SUCCESSIVE HOST STATE RESPONSIBILITIES

- A. States shall designate their Sergeant-at-Arms at least two years in advance, thereby allowing them to serve in two conferences prior to that being held in their own state and thus allowing them to become fully trained in the Sergeant-at-Arms duties.

IV. SERGEANT-AT-ARMS ASSIGNMENTS

- A. The Sergeant-at-Arms Chairperson shall assign two (2) Sergeant-at-Arms to assist the Resolutions Committee during their committee meetings. The chairperson must establish close coordination with NGAUS' Legislative Director and the Resolutions Committee Chair.
- B. Two Sergeant-at-Arms shall be assigned to assist during the Army and Air Separate sessions. These two must establish close coordination with NGAUS' Legislative Director or their representative.

V. SPECIFIC DUTIES

- A. Sergeant-at-Arms are required to perform the following duties at a minimum and may be required to provide added assistance as directed by event/meeting POCs:
- B. Assisting in moving attendees in and out of meetings/sessions
- C. Identifying speakers and escorting them and their entourage to and from the dais during business sessions
- D. Providing order and security for the meetings/sessions
- E. Serving as Points of Contact for emergencies during meetings/sessions
Communicating to the NGAUS Secretary any changes to the business session agenda and ensuring water and any other comfort items are refreshed as needed (This should be done through the telephone between the Sergeant-at-Arms and Secretary)
- F. Maintaining and controlling access to the Green Room (speaker ready room)
- G. Serving as security (POC to get security in an emergency) during the resolutions meetings and checking to ensure that individuals serving on the resolutions committee have appropriately marked badges (usually a red star or the term "OK")
- H. Serving as security (POC to get security in an emergency) during the Army and Air separate sessions and escorting guests to and from the dais
- I. Knowing the locations of the DG guest lounge, Green Room, routes to and from these locations
- J. Providing direction to these locations to speakers and DGs
- K. Serving as escorts for senior leaders who speak at the conference meetings
- L. Assisting the NGAUS Director of Communications, Army and Air breakout chairpersons and the Resolutions Chairman in setting up the dais, and organizing meetings
- M. Other duties as assigned by the NGAUS Chairman of the Board, NGAUS President or Chief of Staff or by the Host State Committee Chairperson

SECTION 15

PROFESSIONAL DEVELOPMNT SESSIONS (formerly known as Business Sessions)

I. GENERAL

The NGAUS GCC (normally through the Director of Communications) has responsibility for all professional development sessions. The planning, inviting and scheduling of the business sessions and their agenda is the responsibility of the NGAUS GCC in conjunction with the NGAUS Director of Communications. The execution of the sessions, including the development of scripts, staging, and the internal coordination of the sessions among the Host State facilities chairperson, announcer, Sergeants-at-Arms, and Board of Directors members, is the responsibility of the Director of Communications. POC: NGAUS Director of Communication, 202-408-5882.

II. SET UP

A. Seating

1. The hall for the main business sessions (and the Army Separate Session, which is held in the business hall) must have theater-style seating for 3000 persons.
2. Second Professional Development Session seating. Prior to the next business session, NGAUS shall coordinate reducing the seating footprint to adjust to the reduced attendance at the business sessions.

B. State Signs

1. The NGAUS Director of Membership and Marketing provides the state signs and set up for designated seating. NGAUS prohibits the placement of signs in the center aisle. NGAUS shall provide and ship state signs for marking the seating in the business session.

C. Seating Plan-membership

1. The Membership Staff is responsible to set-up the professional development session seating. States are seated by percentage of NGAUS membership. State's signs shall be placed in the business session where the states will be seated. Enough seats shall be provided to allow for seating of delegates, guests and spouses.

2. NGAUS shall establish a seating plan based upon the paid membership of the several states; those states with the highest percentage of membership in NGAUS shall have preferred seating.
3. NGAUS shall provide a copy of the membership order for use by the Host State during the conference.

D. Seating Plan- Others

1. NGAUS shall reserve a separate section of two front rows on each side of the center aisle for Distinguished Guests and NGAUS staff. A special section, location TBD by NGAUS, shall be marked for industry partners and others.
2. The Host State shall provide three (3) support personnel to assemble the state flags prior to the first business session, set-up, and disassemble the state flags on the evening following the States Dinner.

E. Stage

1. NGAUS has oversight of the stage set-up. Raised platform with a podium, at least two-tiered, microphone, light (Dimensions are 20 feet x 72 feet x 48 inches (high)).
2. A set of state flags supplied by and shipped from NGAUS provides the background for the speaker's platform and stage.
3. NGAUS Assistant Manager of Support Services has oversight of the NGAUS flags and is the POC. The NGAUS Manager of Support Services is responsible for setting up the flags on the stage and providing the flags for the flag bearers (Color Guards may bring their own flags).
4. NGAUS ships to the conference two complete set of U.S., POW-MIA flags, states, service flags. These come with their poles and stands.
5. NGAUS Manager for Support Services, with help from the Host State, shall arrange them in order of the states' admission to the Union.
6. The NGAUS decorator staff shall install and display The NGAUS seal above the flags and they shall mount/display the small NGAUS logo on the front of the digital podium (NGAUS shall provide all seals).
7. The NGAUS contracted decorator maintains and stores the NGAUS seal and logo. The stage shall contain a lectern with a light, preferably one that adjusts up and down electronically.

8. NGAUS shall provide a gavel and nameplates for the NGAUS officers. The NGAUS secretary shall have communications with the Sergeant-at-Arms.

F. Stenographic Reporter

1. NGAUS shall contract for a stenographic court reporter, to record all the business sessions and the Army and Air sessions.
2. NGAUS will ensure that a small table is set-up in the front of the main hall (NGAUS establishes the location) with one chair for the stenographic reporter.
3. NGAUS will ensure that electric power and a line into the hall's sound system is available to this table.

G. AV Capabilities

1. PowerPoint capability
2. All sessions video-taped in DVD
3. Audiovisual Recording
4. Steno table in front of platform with line into sound and electric plug
5. Standing microphones in aisles Additional Microphones
6. The Host State shall ensure that convention center staff place two wireless floor microphones on stands in each aisle of the main business session hall.
7. Wireless microphone - two handheld microphones and two lavalieres shall be available for use during the session.
8. Monitor on stage
9. Fold back speaker on stage
10. All AV paid for by NGAUS

H. Media Stands

1. Depending on the conference agenda, there may be a requirement to set up media stands with a clear view of the speaker's rostrum – for example, presidential elections (every four) years. A camera platform, which must have good sight lines to the speaker, may be set up in the side aisles for the use of television and print-media photographers.

I. Aisle width

1. The center aisle must be wide enough for a four-member color guard to march abreast in accordance with Army FM 22-5.

J. Sequence of Events

1. OPENING CEREMONY

- a. The First Professional Session shall include the Opening Ceremony consisting of the appropriate respects to the nation and a welcome from the Host State.
- b. The Opening Ceremony sets the tone for the NGAUS General Conference. It is traditionally the most attended event and the most complicated, with multiple participants and precise timing that can dramatically impact both guest impressions and presentations that follow. As a result, early and close coordination between NGAUS and the host state on planning, scripting and stage management is vital. Note: All Host-State Welcomes that run shorter or longer than their scripted times can adversely impact subsequent events and potentially embarrass NGAUS and the host state.
- c. The Opening Ceremony should be between 30 and 45 minutes. NGAUS encourages the Host State to be creative with its welcome. Past hosts have arranged welcome speeches by state and local officials and brief shows from local musicians and other performers. However, the welcome must be coordinated with the NGAUS Director of Communication for placement in the script.
- d. Rehearsals
 1. It is important that the Opening Ceremony be rehearsed. It is the responsibility of the NGAUS Director of Communication to schedule this rehearsal. All involved should do the walk through to ensure that everyone involved knows the sequence and timing of the Opening Ceremony.
 2. There shall be at least one rehearsal the day before and one the morning of the Opening Ceremony. The purpose is to allow the flag bearers to rehearse their part of the flag ceremony and coordinate a final walk through of the total event.
- e. The Opening Ceremony includes two parts:
 1. Respects. This will take about 15 minutes. It includes:
 2. Brief welcome by the NGAUS chairman
 3. Presentation of colors
 4. Pledge of allegiance
 5. National anthem
 6. State anthem if desired
 7. Posting of U.S. colors
 8. Posting of the service colors

9. Moment of silence
 10. Invocation
 11. AGENDA
 12. Separate Session (Army/Air)
 13. Staff reviews standard separate session agenda elements with Vice Chairmen. POCs: NGAUS President NGAUS (March)
 14. Agenda Item/Time Required
 15. Welcome and Introduction of distinguished visitors and guests - V/Chairs (10 minutes)
 16. Keynote address(s) - Invited Speaker(s) (30 minutes each)
 17. Presentation of Air/Army Director, NGB (30 to 45 minutes)
 18. NGB Air/Army Awards Program - Air/Army Director and Directorate staff 30 to 45 minutes)
- f. Ceremonial Support
1. Host-state requirements for the above:
 - Band for build-up music before the session, the national anthem and service songs, which typically follows shortly after the Opening Ceremony. Host States forwards the musical arrangements for the state and service songs and shall provide them electronically or hard copy to the Host State prior to the conference. The band shall also be required during the States Dinner, playlist to be determined. The Host State may choose to have the military band entertain with dinner music during the States Dinner.
 - Color guard to present and post national, state and service colors. Color Guard: The Host State shall provide a uniformed Color Guard for opening the first business session. NGAUS recommends that the Color Guard consist of Army and Air personnel. The Color Guard must supply their own weapons, flags, and flag holders. State Flag Bearers:
 - Vocalist to sing national anthem (this is optional). Band can play national anthem without a vocalist
 - Chaplain for invocation - The Host State shall provide a chaplain for the invocation during the opening ceremony of the first main business session, and for an invocation and benediction at the States Dinner. NGAUS may also ask the Chaplain to lead the Memorial Service in honor of those Guardsmen who have died since the previous Conference.

- Announcer - The Host State shall provide an announcer for the Business Sessions
- Sergeant at arms - *See Section 14*. The NGAUS Director of Communications shall ensure that the Sergeant-at-Arms know their duties and shall provide them with the business script to include names of speaker escort officers.

SECTION 16

ELECTIONS

PROCEDURES FOR CONDUCTING ELECTIONS

NGAUS Board of Directors, Area Caucuses, Company Grade, Warrant Officer and Retiree Representatives

PROCEDURE FOR CONDUCTING COMMITTEE ON NOMINATIONS – OFFICER ELECTION YEAR

During an officer election year, NGAUS schedules two sessions for the Committee on Nominations. The first session will take place at 1100 on the first full day of the conference at which time names of candidates for officer positions are placed in nomination. Candidates must have their names placed in nomination by a member of the Committee on Nominations irrespective of their having previously announced their candidacy.

The Committee on Credentials and Rules will provide a list, by state, of the official delegate count and of those officers certified by their state association as Committee on Nominations members to the Chair of the Committee on Nominations.

At the initial session, the Nominations Committee chair will hold a roll call of Committee Members. As the state is called the representative of that state should respond by stating their name, which must correspond with the name on the list supplied by the Committee on Credentials and Rules. If a state's representative is not present or someone other than the name on the list responds, then the Committee on Credentials and Rules will be present to inform them that should the designated representative not be present at the subsequent meeting the state will lose its vote.

If more than one person's name is placed in nomination for any officer position, the Committee on Nominations will recess, and states must caucus to determine which candidate they will support for the positions in question. If there are no contested officer positions, state caucuses will not be required.

The second session of the Committee on Nominations will be held at 1430 on the second day of the conference. At this session, the votes for officer positions will be tallied if

there are contested positions. If not, the Committee on Nominations will receive the names of the designees of the various election's caucuses, i.e. NGAUS Areas – Army Board Member, Air Board Member and Adjutant General Board Member from the respective Areas; Company Grade, Warrant Officer and Retired Life Caucuses, as appropriate. This will be accomplished irrespective of the officer selections.

If there are contested officer positions, an alphabetical roll call will be conducted and the designated member of the Committee on Nominations certified by the state will announce the candidate chosen by the state caucus and cast the number of votes of the Official Delegates of that state. The vote will be by unit rule with the total delegates votes cast. The state must be present when the roll call is made to be able to cast their votes. Should they not be present when the state name is called, they will lose the opportunity to cast their vote. Once the vote is cast it cannot be changed.

Report of the Committee on Nominations to the Floor

At this time, the Committee recessed until 1430 on (Date) to receive the report of the (appropriate caucuses.)

OR

As the position(s) for (Name[s]) was/were contested the Committee recessed until 1430 on (Date) to allow the states to caucus and to receive the results of the (appropriate caucuses.)

The Committee reconvened at 1430 on (Date). A roll call of states was conducted with the following results:

- For (Position) – (Names) Total number of votes cast for each nominee.
- The (appropriate caucuses) forwarded the following names to be placed in nomination:
- The Committee on Nominations unanimously approved the above nominees.

At this time, the Chair of the Conference should ask for further nominations from the floor. If none are heard the Chair will again ask for nominations from the floor. Hearing none the Chair will declare the nominees elected.

OR

If there are nominees from the floor the Chair repeats the name of the nominee stating: (Name) is nominated. He again asks for nominations. If there are none, he states nominations are closed.

At this time, a roll call vote will be taken for the contested position(s) giving the delegations a brief time to caucus in place. The roll call will be alphabetical by state, each state casting its vote by the number of accredited delegates. If a state does not respond when its name is called the state loses its vote. Votes will not be able to be changed once the vote is cast.

The Chair announces that (the person receiving most votes) is elected.

PROCEDURE FOR CONDUCTING COMMITTEE ON NOMINATIONS – NON-OFFICER ELECTION YEAR

During a non-officer election year, the Committee on Nominations' main responsibility is to receive the results of the various caucuses' elections, approve them, and then present them to the floor for final approval.

This year the caucuses concerned are:

- NGAUS Areas ____ and _____, which will propose an Adjutant General, Army and Air Member of the Board of Directors.
- The Company Grade Caucus will propose a _____ Board Member.
- The Retired Life Member Caucus will propose a _____ Board Member.
- The Warrant Officer Caucus will propose a Warrant Officer Board Member (when appropriate)

The respective caucuses are required to make their results known to the Committee on Nominations no later than 1400 on the second day of the conference, in this case _____ (state date of meeting).

For a state to vote in the Committee on Nominations, the person designated by the state to be seated on the Committee on Nominations must be present. A roster of those so designated will be furnished by the Committee on Credentials and Rules to the Chair of the Committee on Nominations.

If the results of the various caucuses are uncontested, a simple approval is all that is necessary. Should a position be contested, each state will cast the number of votes of its authorized delegation, certified by the Committee on Credentials and Rules, which will be furnished to the Chair, Committee on Nominations.

The Chair, Committee on Nominations, will prepare the report for presentation to the floor.

Draft Report – Committee on Nominations

When called upon to make the report of the Committee on Nominations to the floor the below verbiage is read and the Chair of the Committee on Nominations states.

“Mr./Madam Chair, the Committee on Nominations met at 1100 on (Date) when the following names were placed in nomination for the open officer positions:

- Chairman of the Board
- Vice Chair – Army
- Vice Chair – Air
- Treasurer
- Secretary

As there were no contested officer positions the Committee unanimously approved the above nominees.

The Committee on Nominations met at (time), (date), to receive the results of the Area Caucuses the positions decided in these Area Caucuses were as follows:

The following names were submitted to the Committee on Nominations:

Area (I through VI, whichever had openings)

Adjutant General Board Member

Army Board Member

Air Board Member

Company Grade Air Board Member

Company Grade Army Board Member

Retired Life Air Board Member

Retired Life Army Board Member

Warrant Officer Board Member

The Committee unanimously approved the above names submitted by the various caucuses.

At that time, the Chair should ask if there are any further nominations from the floor for any of the positions in question. This is done a second time.

If there is none, the Chair declares the nominees elected, thus effecting the election by unanimous consent or “acclamation.”

If there are further nominations, each position should be voted upon separately. In this case the Chair will state the names nominated for each position, ask for further nominations, and do so for a second time. If there is no response, he declares the nominations closed. Voting for that position will then take place. Voting will take place via voice.

The candidates are voted upon in the order in which they were nominated. The Chair should state “All in favor of _____ say aye. Those opposed say nay.” The ayes have it and _____ is elected.” Or “The nays have it and _____ is not elected.” Those in favor of _____ say aye. Those opposed say no.”

As soon as one of the nominees receives a majority vote the Chair declares him/her elected and no further votes are taken on the remaining nominees.

Area Caucuses

SUBJECT: Voting in Area Caucuses

TO: Chairman of the Board, President NGAUS, Chief of Staff NGAUS, Chairman Committee on Nominations, Chairman Area _____ and _____ Caucuses

Each State Association Areas _____ and _____

FROM: Chairman Credentials and Rules Committee

1. To preclude any questions and confusion in procedures to be followed during Area Caucuses, the following guidance, with reference to applicable portions of the NGAUS Bylaws is provided.
2. Each state shall identify and provide a name, one Army and one Air, to serve as a delegate in the Area Caucuses. This identification will be noted in the NGAUS registration software and be provided during the conference registration process.
3. These delegates will represent each state in the respective Area Caucus and must be accredited. (*NGAUS Bylaws - Appendix E Voting at a General Conference 2. A National Guard Area Caucus a.*)

4. The Chairman of each Area Caucus will be provided a list of accredited delegates by the Committee on Credentials and Rules.
5. Should the designated delegate not be present during the Area Caucus, then the state will lose its vote.
6. Any person vying for a vacant area position must have their name placed before the caucus by any member of the caucus. A second is not required.
7. The Army member vacancy of the Board of Directors shall be nominated by a vote of the caucus Army members and the Air member vacancy by a vote of the Air members of the caucus. Adjutants General members shall be nominated by a vote of either the Army or Air members of the caucus but with one vote per state.
8. In the event there are more nominees proposed than there are vacancies to fill, each state concerned shall cast the votes in accordance with the procedures herein set forth. (*NGAUS Bylaws Appendix E Voting at a General Conference, 2. A National Guard Area Caucus c. (3)*).
9. In an Area Caucus each state has one vote, not the number of votes of its Delegation as would be the case in the Committee on Nominations or a roll Call vote, when the vote is cast under the unit rule. (*NGAUS Bylaws - Appendix E Caucuses 1. State Caucuses 1.a. (2) and 1.d.*)
10. The Chairman shall not be entitled to a vote unless a member of the Caucus other than by virtue of appointment as Chairman. (*NGAUS Bylaws - Appendix E Voting at a General Conference 2. A National Guard Area Caucus c. (2)*).
11. A vote may be taken by written ballot if so, determined by most of the Members of the caucus present. (*NGAUS Bylaws - Appendix E Voting at a General Conference 2. c. (2)*).

If there are any questions or contrary opinions, you may contact the Chairman of the Credentials and Rules Committee. (Provide name and telephone number.)

SECTION 17

HEAD TABLE RECEPTION

I. GENERAL

- A. The NGAUS GCC or designated NGAUS staffer and the Host State Facilities Chairperson shall establish a location for this social event, which directly precedes the States Dinner.
- B. NGAUS schedules the reception to start one and a half hours prior to the sit-down time for the States Dinner
- C. NGAUS invites about 550 persons to attend.
- D. NGAUS utilizes the Chairman's Head Table Reception to bring together the General Conference's Distinguished and invited Guests, and the senior leadership of the National Guard.
- E. The NGAUS GCC will ensure that the invitations to this event are either sent to the individuals thirty days before the event, included in the individuals' conference registration packets, or placed in the states' mailbox located in the Host State Administrative area.
- F. It is the responsibility of NGAUS to make the catering arrangements and to pay for the event.
- G. NGAUS staff and badge checkers shall be available to identify invited guests – invitations will be collected at the door and help direct them to the States Dinner at the end of the reception.
- H. The NGAUS Director of Industry Relations & Development shall be responsible for providing invitations to attendees for the Chairman's head table reception. Those invited include, but are not limited to, the following:
 - 1. NGAUS Board of Directors
 - 2. NGAUS President
 - 3. NGAUS Task Force Chairs
 - 4. NGAUS GCC
 - 5. NGAUS Distinguished Guests
 - 6. Speakers
 - 7. Non-speaking Distinguished Guest

8. Legion De Lafayette
 9. Adjutants General
 10. Presidents of States' Associations
 11. Executive Directors/Secretaries
 12. Host State's Committee Chairpersons
 13. Host State TAG designated Distinguished Guests
 14. NGAUS Staff
 15. Future Host State Chairpersons
 16. State Sponsors
- I. At a designated time during the reception, usually about thirty minutes prior to the dinner starting, the Director of Industry and Business Development will make announcements asking those being seated at the head table to begin gathering in a designated area. These announcements must be done numerous times.
 - J. The Director of Industry and Business Development will ensure that all those seated at the head table are gathered and in correct order according to the seating arrangements. Once the head table personnel are gathered, the Director of Industry and Business Development or their designated representative will begin moving them to the head table on a predetermined route.
 - K. Host State Facilities Chairperson will ensure that public address equipment is available at the head table reception and that it functions properly.
 - L. The Host State may want to consider some light entertainment during this reception.

SECTION 18

STATES DINNER

I. GENERAL

- A. The States Dinner is the last scheduled event of the General Conference and traditionally it is the most remembered event by those attending. Critical to a successful event are site selection, audio, timing of activities, seating and food service. Critical to a successful event are the site selection and audio capacity, timing of activities and food service.
- B. The States Dinner is the culminating event of the Conference and, as such, is one of the more remembered aspects.
- Production and Script
 - Responsible
- C. The NGAUS GCC is the POC for the States Dinner and coordinates closely with the Host State event chairperson.
- D. Script
1. NGAUS Director of Communications shall write the script for the States Dinner. NGAUS does not permit changes in the script for the States Dinner without his/her specific approval.
 2. The script will include the sequence of events, critical times, and required items and incorporate any entertainment requirements identified by the Host State.
 3. The NGAUS Communications Director is responsible for developing the agenda and works with the Host State to ensure a smooth and polished production of the ceremonial and official aspects of the dinner. These aspects principally include the introduction of the head table and service flags and may include any agenda-driven items that NGAUS must conclude at the States Dinner.
- E. Announcer
1. The General Conference announcer shall introduce the Head Table guests and read the flag ceremony script for the introduction of the service flags (Army and Air).
- F. Military Band

1. A military band is required to play the National Anthem and the service songs.

G. Chaplain

1. The conference requires a chaplain for the invocation, Memorial Service, and benediction

II. IDENTIFICATION AND INVITATIONS

A. Preparation for execution starts early in the calendar year with the identification of distinguished guests and estimates for the size of the Head Table and script preparation.

B. States Dinner Head Table development starts with tracking, prior to the staff's departure to the conference, acceptance of the Association's invitation by the persons in the pre-designated category of Head Table candidates (shown below)

C. As a minimum the NGAUS Director of Industry Relations and Development needs only those acceptances where the person will attend the States Dinner and verification of the person's full name, title/rank, and position and if a spouse will attend.

D. NGAUS Director of Industry Relations and Development works with State POC to provide names and information for the creation of seating charts.

E. Dinner Menu

1. When ordering the dinner, the Host State should review the agreement/contract to determine if the contract allows for substitutions for items of the menu, garnishment, adornment, and bread. The serving entity will not substitute dinner items without prior consent of the Host State.

F. Conference

1. With the arrival of the NGAUS staff at the conference site, arrangements for the SD are finalized. Once NGAUS Staff arrive at the Conference site, they shall finalize arrangements for the NGAUS seating plan at the States Dinner.

G. Set Up

1. NGAUS and Host State personnel must ensure that the national, Army, Air Force, NGAUS and state flags from the business session are on the podium for the States Dinner.
2. Historically, the States Dinner Head Table numbered 90 to 120 persons.

3. During the rehearsal, NGAUS staff will place name cards at the Head Table and the NGAUS seating areas and will ensure that the name card placement conforms to the seating chart.

SECTION 19

PUBLIC AFFAIRS

I. GENERAL

A. The Conference public affairs operation includes media relations and credentialing, internal event coverage, and the NGAUS Awards Program. It requires close coordination and an appropriate division of responsibilities between the NGAUS Communications Directorate and the Host State PAO before and during the Conference. The basic concept for interview requests shall be the Host State PAO takes local media and NGAUS handles national media and requests from all media related to NGAUS issues outside the Conference.

II. RESPONSIBILITIES

A. NGAUS Responsibilities

1. The NGAUS Communications Directorate coordinates with the Host State PAO on external news and internal photographic coverage of the Conference and oversees the NGAUS Awards Program.

B. Host State Responsibilities

1. The Host State shall assign at least one qualified public affairs person to assist with the media.

2. The Host State shall also provide at least three (3) photographers at all times to cover social and business events.

3. A secure room is required so awards shipped from NGAUS headquarters may be stored, inspected, fixed (as required), and then moved to the main business session platform for presentation.

III. NGAUS

A. The NGAUS Communications Department shall take the lead in drafting pre-Conference press releases and serve as the point of contact for pre-Conference media inquiries outside the Host State or media inquiries related to NGAUS issues outside the Conference.

- B. The NGAUS Communications Department shall be the lead for any interview request during the Conference from non-Host State media organizations and those related to NGAUS issues outside the Conference.
- C. The NGAUS Communications Department shall execute the presentation of all NGAUS Awards.
- D. The NGAUS Communications Department shall provide a list of required photographic assignments at least two weeks prior to the Conference.
- E. The NGAUS Communications Department shall provide NGAUS materials for press packets at least two weeks prior to the Conference.
- F. NGAUS provides a conference app for use by all attendees.
- G. NGAUS will post (i.e. YouTube) video recordings of each speaker NLT 24 hours of their presentations
- H. NGAUS creates a social media presence i.e. #NGAUS20XX, for each conference.

IV. HOST STATE

- A. The Host State shall develop a process to credential the media covering the Conference. This process will be subject to NGAUS approval at least two weeks prior to the Conference.
- B. The Host State shall issue pre-Conference press releases drafted by NGAUS to Host State Media. Localization of such releases is permitted.
- C. The Host State shall serve as the point of contact for pre-Conference inquiries from Host State media but defer to NGAUS those inquiries related to NGAUS issues outside the Conference.
- D. The Host State shall establish a Public Affairs Office with a working outside phone and a Media-Credentialing Area with working phone or radio the day before Conference's First Business Session.
- E. The Host State shall create press packets if necessary, with Host State and NGAUS-provided materials. Expected media coverage will dictate the number of packets.
- F. The Host State shall staff the Media-Credentialing Area during working hours with at least one qualified public affairs person. Additional staff may be necessary for events generating significant media coverage (e.g., presidential candidates.) Conversely, hours may be adjusted if light coverage is expected.

- G. The Host State shall always provide at least three (3) photographers to cover Conference business and social events.
- H. Photographers may work on a rotational basis if there are at least three photographers available from 0800 to 1700 the three days of the Conference and at least one to cover evening social events. Additional photographers may be necessary if the Host State has multiple assignments of its own.
- I. The Host State staff shall use only high-resolution digital cameras. All images shall be provided to NGAUS as soon after the conference as possible.

V. WEBSITE

- A. The website is located at www.ngaus.org. NGAUS has included the ability to have a section specifically dedicated to the General Conferences.
- B. This website shall be populated as soon as the next host state can provide their year's conference information. This will be no later than immediately following the current year's conference.
- C. The Host State's POC should coordinate with the NGAUS GCC for content recommendation.
- D. The Host State shall supply NGAUS with the following as soon as possible but no later than one year prior to the conference:
 - 1. Conference logo should be designed in conjunction with NGAUS. In high-resolution format.
 - 2. Conference events, dates, locations and times and all information necessary to inform the membership about the specifics of the event
 - 3. A letter from the Governor
 - 4. An opening letter or statement from the State's Adjutant General
 - 5. A transportation plan for all events and routes to and from the Conference Center facilities (only when transportation is required because of the distance between hotels and conference facilities)
 - 6. Specific state unique cultural information and other tourists' information that the state would like to advertise.
 - 7. POC list of the Host State Conference Staff with telephone numbers and email addresses.
 - 8. Registration process and information for the golf tournament and fun run
 - 9. Transportation information, maps, and routes
 - 10. Golf tournament information and links to the golf course website.
 - 11. Other pertinent information that is of value to attendees
 - 12. Hotels with links to the hotel websites

13. State specific graphics
 14. Airfare discount information
 15. Rental car information
- E. While NGAUS is willing to host this site, it is the Host State's responsibility to provide the information and to provide it in a timely manner. This ensures the effectiveness of the site and the value to the members, exhibitors, and guests.

SECTION 20

Conference Closeout

I. GENERAL

A. NGAUS Presidents Forum with Executive Directors

1. This meeting is held the last day of the conference before the States Dinner.
2. In attendance are the Executive Directors, the NGAUS President, the GCC and the Director of Membership and Marketing.
3. The meeting usually lasts no longer than one hour.

B. NGAUS/Future Host State Meeting

1. NGAUS conducts a meeting with the next year's Host State Chairperson and as many committee members as are available.
2. The focus of this meeting is to ascertain a benchmark on where the future host state is and what assistance NGAUS may provide at this point in time.
3. NGAUS usually advises the Host State to submit their request for the \$50k monies available to them to support the conference.
4. This meeting usually lasts one hour to an hour and thirty minutes.
5. NGAUS coordinates the meeting space.
6. It is the NGAUS GCC responsibility to notify the next Host State Chairperson about the meeting to ensure maximum participation by other Host State committee chairs.

C. Hotel AAR

1. The conference center and/or conference hotels may request an AAR with NGAUS and the Host State leadership.
2. The conference center and/or hotels determine the meeting location and usually establish an agenda and format for discussion.
3. This meeting usually lasts no more than one hour.

D. Conference Center/Hotels Bill Finalization

1. Normally, the NGAUS Financial Director meets with those NGAUS contracted entities to review their bills. If an agreement is met, NGAUS will

pay valid invoices. Should a discrepancy exist, then NGAUS will reconcile the difference with both parties and then pay the invoice.

SECTION 21

After-Action Review (AAR)

II. GENERAL

- A. Upon completion of the Conference within 60 days of the end, the Host State shall prepare an AAR and forward it to the NGAUS' GCC
- B. The conference AAR is an extremely important final step in the conference execution. This document provides important feedback to NGAUS and direction to future Host States. The AAR should not focus so much on what the state did in the planning process of the conference, but how you did it and the lessons learned. The AAR should be detailed. Use the below outline/format to guide your functional areas in providing a final document
- C. In preparing your AAR, NGAUS asks that you to look at the conference from the perspective of, "If I had to run it again, what would I do differently?"
- D. NGAUS suggests that, for ease of preparation, you format your AAR in the same sections as the functional areas that you have established to execute the mission.
- E. The Conference Chairperson should designate themselves or an assistant as the person responsible for collecting input from all functional areas and developing the chairperson's perspective on running the conference.
- F. NGAUS also suggests that each chairperson maintain notes during their tenure, which note the experiences, decisions, that went well, and those that did not. This would ensure that the Host State incorporates these important aspects into their final AAR.
- G. NGAUS has received numerous AARs and realized that consistency is important in AARs. Therefore, NGAUS asks that the Host State Chairman include, as a minimum, the following into the AAR:
 - HOST STATE
 - LOCATION
 - DATES OF CONFERENCE
 - PERSON FILING REPORT
- H. The Chairperson's perspective of putting together their team, executing a timeline, the support and interaction with NGAUS:
 1. Total Conference Cost

2. Total Number of hotel rooms used
3. Number of rooms used for conference support staff
4. How did you feed conference staff – did you plan this cost
5. Number of Mandays and were they enough
6. Did your fundraising plan work – is the sponsorship program sample realistic?
7. Fundraising Plan
8. Successful? Unsuccessful?
9. Recommendations for follow-on states
10. What went well in the overall planning process and execution
11. What would you change?
12. Were the Conference meetings helpful
13. Were the daily conference update briefs helpful
14. Convention Bureau support
15. Conference Center support
16. Functions/Events – Other Chair Activities
17. COMMITTEE CHAIRPERSON: NAME OF SERVICE OR EVENT:
18. What was your role and what event did you control?
19. Mission?
20. Were you clear on what your mission was?
21. What had you expected to happen?
22. What occurred?
23. What went well, and why?
24. What you may have missed, could improve, and how?
25. Planning?
26. How often did you meet?
27. Was that too often? Not enough? Did you have enough time to plan your conference or event
28. Was working this event a positive experience for you and your team?
29. If not, what would help make it one?
30. NGAUS - Was guidance satisfactory? If not, what needs to be improved
31. Was NGAUS involved too little or too much in your meetings?
32. Was the SOP helpful? Did you use it? What could be improved?
33. Did you coordinate your activity with any of the NGAUS staff?
34. Was NGAUS staff supportive?
35. If so, how?
36. If not, what could be improved?
37. Location?
38. Good choice – if so why, if not why
39. Did you budget enough? What was the budget for your event – was it enough
40. Would you do the same thing again

41. If it was an event – do you think you got your monies worth
42. Did you get the support you needed to execute your event?
43. What could you do better – how could NGAUS help?
44. Did you get enough support from NGAUS?
45. Staffing/Support
46. Total staff used (volunteers, guardsman on orders, others)
47. Total mandays requested and approved by NGB
48. Cost of operation, event, etc. Original budget vs actual cost
49. Equipment planned for vs. what was really needed
50. Quantity
51. Type
52. How much manpower did you use – was it enough - too little or too many
53. What were the positive aspects in planning your event?
54. What were the major stumbling blocks, and could they be changed or planned for?
55. What items did you require of the following and did you plan and budget for these?
56. IT – Computers, printers, copiers, cell phones, etc.
57. Administrative – paper, pens, maps, markers, copiers, paper clips, staplers, etc.
58. Logistics – vehicles, food, water, general transportation, housing, etc.
59. Overall communication, preceding and during the conference
60. GENERAL COMMENTS

SECTION 22

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Appendix 1

Conference Invitation Memo - *Sample*

NGAUS President sends out General Conference & Exhibition invitation memo via email and/or hard copy to all states' Adjutant Generals asking for their consideration to host a NGAUS General Conference & Exhibition and to submit a bid for the same. See Section 4 –The “Potential” Host State Bidding Process.

NGAUS memo establishes a cutoff date for submission of intent to bid and bid which shall be the last official date that NGAUS shall receive a written bid response that is considered.

NGAUS solicits bids at least five (5) years in advance of a Conference so that the potential host state can reserve large blocks of hotel rooms.

MEMORANDUM

TO: Adjutants General

Presidents, Executive Directors/Secretaries of State Associations

FROM: BG (Ret) Roy Robinson, President

RE: Invitation to Bid on NGAUS General Conference & Exhibition, 20XX

The National Guard Association of the United States (NGAUS) invites the States, the District of Columbia, and the Territories to submit bids to host its General Conference in the year 20XX. The invitation (bid) must be submitted in writing to the President of NGAUS from the Adjutant General and either the Association President or the Executive Director (dual signature) of a state/territory desiring to host the Conference.

The criteria for hosting a NGAUS General Conference, Section 3. We have additional supporting data available if you are strongly considering bidding on a future conference. A bid to host the General Conference must address your state's ability to meet each of the criteria. Additional questions on criteria should be directed to the General Conference Coordinator, NGAUS Chief of Staff, at 202-408-5895 or email at cos@ngaus.org.

Once an intention to bid is received, the NGAUS General Conference Coordinator will review and conduct site surveys, as practicable, to determine the ability of a proposed host city to meet the bidding criteria. This will permit the presentation of findings to the NGAUS Committee on the General Conference (a NGAUS standing committee) at its

November year meeting. States that meet the criteria will be notified by NGAUS and informed of their presentation date and time to the Nov 20XX NGAUS General Conference Committee. States should use the time between Mar 20XX to Nov 20XX to coordinate with their local Convention & Visitor Bureaus (CVB's), City Hotels and other site venues to build the best collective proposal as possible. Final selection results will be released at the latest by the Mar 20XX Board of Directors meeting

The Committee on the General Conference will evaluate the bids, and the recommendation of the NGAUS President. The committee will present their order of merit listing (OML) report to the NGAUS Board of Directors at its November 20XX meeting.

The deadline for intention to bid is June 30 and the deadline for the bids to host a General Conference in Year is October 31, 20XX. Early responses are always appreciated.

Conference Schedule: 2021 Charlotte, North Carolina; 2022 Columbus, Ohio; 2023 Reno, Nevada; 2024 Detroit, Michigan; 2025 Milwaukee , Wisconsin

Appendix 2

Intent to Bid- *Sample*

Potential Host states should review the entire SOP and return an “intention to bid” if they are still interested.

State letterhead

BG (Ret) Roy Robinson
President

Date

National Guard Association of the United States
One Massachusetts Avenue, N.W.
Washington, DC 20001

Dear BG (Ret) Robinson:

The STATE Guard and the STATE Association are pleased to announce their interest in hosting the 14Xth NGAUS Conference & Exhibition in 20XX.

We understand the importance of hosting such a conference and we feel we would be the best City both for the member experience and the facilities available.

We have read and understand the NGAUS Conference SOP and agree to the terms within and would like you to consider this our formal “intention to bid”.

We look forward to presenting our City, State to the NGAUS Conference Committee in November 20XX.

Sincerely,

Mandatory dual signatures from the president and Executive Director of the association and the TAG.

Appendix 3

Notification of Selection- *Sample*

MEMORANDUM

TO: Adjutant General State of XX
& Presidents, Executive Directors/Secretaries of State Association
FROM: BG (Ret) Roy Robinson, President
RE: Notification of Selection for NGAUS General Conference & Exhibition, 20XX

Dear State TAG:

On behalf of the NGAUS Board of Directors, I would like to thank you for your interests in hosting the 20XX NGAUS General Conference & Exhibition. It is with great pleasure I inform you that the State NG and the City, State was selected as the host state for the NGAUS General Conference to be held on xx-xx Sep 20XX.

The decision was based off your presentation at the November 20XX General Conference Committee meeting at NGAUS HQs and our December 20XX site validation visit. In order to meet and achieve the Convention Center Food & Beverage discounted terms it will be necessary that the state adhere to hosting both the Governors reception and the States Dinner within the Convention Center as presented in both validation meetings.

The Convention Center will be a nice fit for our annual conference, please keep us informed on *any items that were left outstanding will be in this paragraph.*

The NGAUS Conference Committee Chair along with myself requests acknowledgement of the above terms and a promise to adhere to the NGAUS Conference SOP (updated as needed) to complete this award to City and the State National Guard.

Thanks to your team for your professional presentation on the rich history lesson of the “state” and your team’s willingness to work with NGAUS to host our Associations Annual Conference. We look forward to coming to City in 20XX.

Respectfully,

J. Roy Robinson

Brigadier General (Ret)

President

National Guard Association of the United States

Appendix 4

Acknowledgement of Receipt and Acceptance- *Sample*

The final step to become the host state is to acknowledge the receipt of the notification of selection and acceptance of the terms laid out in that memo.

STATE LETTERHEAD

BG (Ret) Roy Robinson

Date

President

National Guard Association of the United States

One Massachusetts Avenue, N.W.

Washington, DC 20001

Dear BG (Ret) Robinson:

The State and the State association are pleased to acknowledge the selection of the 20XX NGAUS General Conference in City, State. We understand you had multiple choices and are excited to host the 1xxth convention.

We understand the importance of hosting the Governors' reception and States Dinner within the Convention Center to facilitate the Convention Centers Food & Beverage discounts.

We will move forward with hotel contracts and engage NGAUS staff for review before signing. We look forward to hosting an exciting and worthwhile General Conference and Exhibition using the NGAUS Conference SOP as our guide.

The point of contact for the state invitation to bid is *XXXX* at *email* and *phone number*.

Sincerely,

Dual signature required again, state association representative and the TAG.

Appendix 5

Bidding Checklist- Sample

To be used by conference committee members		Rated ___ of ___
Overview		
City and State:		
Proposed Dates of Conference:		
Days of the Week:		
Dates of Closest Holidays:		
Planned Staffing		
Chairperson:		
Vice-Chairs:		
Fundraising:		
All Events:		
Facilities		
Conference Center Name:		
Estimated Cost:		
Sliding Scale:		
Space Requirements:		
Exhibit Hall		
Square Footage:		
Ceiling Clearance:		

Floor Weight Capacity:	
Other Costs:	
Business Session	
Seating Capacity:	
Theater Permanent Seating or Built:	
Vicinity to Exhibit Hall:	
Meeting Rooms	
Quantity:	
Sizes:	
Cost:	
States Dinner Area	
Seating Capacity:	
Room for Three-Tiered Stage:	
Entertainment/Band Area:	
Time to Flip from Business Session:	
Additional Costs for Set up Elsewhere:	
Any Special Circumstances for NGAUS Contracts	
A/V, Tele-communications, Food and Beverage, Force Protection, Security, Unions, Medical	
Hotels/Rooms/Suites	
Names of hotels to be used and number of sleeping and hospitality rooms for each	
Hotel 1-Name and Location:	
Number of Sleeping Rooms:	

Number of Hospitality Rooms:	
Hotel 2-Name and Location:	
Number of Sleeping Rooms:	
Number of Hospitality Rooms:	
Hotel 3-Name and Location:	
Number of Sleeping Rooms:	
Number of Hospitality Rooms:	
Hotel 4-Name and Location:	
Number of Sleeping Rooms:	
Number of Hospitality Rooms:	
Hotel 5-Name and Location:	
Number of Sleeping Rooms:	
Number of Hospitality Rooms:	
Negotiated Rates for Single/Double Rooms:	
Vicinity to Conference Center:	
Food and Beverage (Alcohol) Rules and Regulations:	
Planned/Required Events – Suggested Venues	
Governors Reception:	
Spouse Luncheon:	
Company Grade/Warrant Officer Mixer:	
State Sponsored Events – Suggested Venues	
TAG Reception:	
TAG Spouse Luncheon:	
Sponsor Golf:	

NGAUS Golf:	
Fun Run:	
Hospitality Night:	
Motorcycle Ride or Other Touring Events:	
Transportation Requirements	
“Ease of Operation” and Convenience:	
To and From Military/Civilian Airports:	
Hotels to Convention Center:	
Special Events:	
Budget/Fundraising	
Projected Revenue:	
Projected Expenses:	
Fundraising Plan:	
Marketing	
Provide general concept for marketing/advertising for the NGAUS General Conference & Exhibition	

* NGAUS Conference Committee invites the Host State to attend Meetings prior to Conference execution. Funding for this travel will be from NGAUS provided advance “seed monies”.

Appendix 6

Sample Budget

Music City NGAUS 2009 Draft Budget (Host State) SAMPLE BUDGET			
Budget Item	Budgeted Amount	Actual Amount	Variance from Budget
REVENUES			
NGAUS Related Income			
Full Conference Registration Fees (4,100 X \$180)			
Fun Run Fees (250@\$20)			
Golf Tournament (128@\$80)			
Room Rebates (\$5 per night @10,000 room nights)			
Fund Raising and Sponsorships			
Interest Income - Room Deposits			
Total Revenues	\$	\$	\$
EXPENSES			
TAG Dinner (Reception)			
TAG Spouse Luncheon (75@\$125.00)			
Governor's Reception (4000@\$48.00)			
States Dinner (2700@\$100)			

Spouse's Luncheon (850@\$45.00)			
Company Grade/Warrant Officer Mixer			
Golf Tournament (128@\$85)			
Sponsor's Golf Tournament (80@\$85)			
Fun Run (250@\$20)			
Conference Tote Bags			
Operations Center Room Set Up			
Office Supplies			
Office Furniture/Misc.			
Copiers			
Computer Equipment			
Communications Devices (Cell etc.)			
Decorating Expenses			
Center Charges			
Distinguished Guests/Guests			
Transportation **			
Legal/Insurance			
Public Affairs			
Fund Raising			
Entertainment			
Signs			
General Conference Pins			

Conference Committees/Staff (rooms/food for workers)			
Pre-Conference Meetings/Expenses			
Reproduction			
Postage			
Bank Fees/Credit Card Processing			
Supplies			
Miscellaneous			
Total Expenses	\$	\$	\$
Net Projected			\$

Sample budget. You may add or delete items to fit your NGAUS Conference.

Appendix 7

ROC Drill

I. PROCESS

- A. The NGAUS GCC conducts the “ROC Drill”. The NGAUS GCC shall provide an updated Schedule of Events, synch matrix and ROC agenda no later than two days prior to the meeting.
- B. The meeting agenda shall incorporate:
 - 1. The NGAUS Annual Conference Schedule of Events
 - 2. The NGAUS synch matrix
 - 3. Each committee chairperson
- C. In either July or August of the conference year, and at least 30 days prior to the conference, NGAUS shall conduct a Rehearsal of Concept “ROC Drill” with the Host State in the host’s state. This ROC drill will last at least half a day; all lead participants will conduct a “run through” of all aspects of the conference.
- D. The ROC-conference review will include a working lunch and end at TBD
- E. After the briefing there will be a walkthrough of key areas (Ballroom, Exhibit Halls, Etc.)

II. ROOM SET-UP

- A. NGAUS realizes that the Host State may want to have deputy committee chiefs and other support personal attend this meeting in order to gain a greater understanding and appreciation for all aspects of the conference and to ensure that the committees have accomplished the necessary communication.
- B. In the interest of time, only the committee chairs will be seated at the main table and introduced.
- C. Support personnel will sit to the rear of their “boss” and be a resource entity.
- D. The NGAUS Staff will coordinate the room set-up with the Conference Center.
- E. The Host State does not have to use PowerPoint Presentations, however, it is advisable for each chairperson to use some sort of visual aids.

III. WALK THROUGH

- A. NGAUS with the Host State staffs will conduct a final walk through of all Conference Center facilities and review the designated meeting rooms to ensure they are in line with the synch matrix.

B. The two entities shall also conduct walk through of all the facilities.

IV. MEETING QUESTIONS

- Which day would you like to set up your admin center?
- Is there anything you would like to add to room set-up or A/V requirements in this room?
- NGAUS Office copier? Resolution's Office copier and printers?
- Do you have any special room set-up requirements for the dressing rooms behind the stage that will be used for the band/entertainment?
- Do you have any special A/V requirements for the opening session or states dinner that need to be included on the matrix?
- Have any other commitments been made for rooms at the Conference Center that need to include on this matrix?
- Have we identified Host State-Specific Distinguished Visitors or Sponsors?
- Have we identified our Air and Army Company Grade Representatives?
- Other
- Next Meetings?

Appendix 8

Federal Manday Support Letter & Manday Request Memo- *Samples*

FEDERAL MANDAY SUPPORT LETTER

NATIONAL GUARD BUREAU

1411 JEFFERSON DAVIS HIGHWAY ARLINGTON, VA 22202-3231

AUG 17, 2009

NGB-PA

MEMORANDUM FOR THE ADJUTANT GENERAL OF TENNESSEE

SUBJECT: Tennessee National Guard Support for the 2009 National Guard Association of the United States (NGAUS) Conference, 11-13 September 2009

1. In accordance with United States Code Title 10, Section 2558, the Tennessee National Guard request to use military training mandays in support of the 2009 conference of the National Guard Association of the United States is approved. The total number of mandays authorized is 676. The level of support requested has been reviewed in accordance with Title 10 U.S.C. 2558, "National Military Associations: Assistance at National Conventions," and reviewed by the NGB-JA Ethics Counselor.
2. Conference support is authorized for official NGAUS national conference functions only; it cannot be used to support any other private association that may be conducting business at the same time. Conference support will be in accordance with NG PAM 360-5, Section 4-7, and DoDI 5410.19.
3. In accordance with 10 U.S.C. 2558, the Secretary of a military department may provide certain services in connection with an annual conference or convention of a national military association. The statute restricts these services to limited air and ground transportation, communications, medical services, administrative support, and security support. These services may be provided only if:
 - a. The provision of the services is approved in advance by the Secretary concerned.
 - b. The services can be provided in conjunction with training in appropriate military skills; and
 - c. The services can be provided with existing funds otherwise available to the Secretary concerned.

4. National Guard members supporting the NGAUS conference must be in a specific Air Force Specialty Code/Military Occupational Specialty (AFSC/MOS) related specialty, receive valid training, and provide support in the following authorized areas only: Administration, security, communications, medical, and limited transportation (ground and flight operations support). ARNG Soldiers and ANG Airmen supporting conference functions must do so within their prescheduled individual scheduled training (IDT) 48 drills, or part of their prescheduled 15-day Annual Training (AT) period. No additional mandays will be provided in support of this conference.
5. Military personnel supporting NGAUS in a federally funded training status must receive bona fide training from performing the support while in federal status. Guard members are restricted to performing duties that relate directly to their designated MOS or AFSC. Any use of unit training must be approved in advance by NGB-ARO or NGB-A1 as applicable. Per diem will not be authorized for State military personnel supporting the conference. Use of ADSW mandays is not authorized.
6. All supporting Guard personnel will be in drill status and the appropriate AFSC/MOS-related fields as indicated below. Conference support is limited as follow:
 - a. Limited Air and Ground Transportation: Government travel and transportation resources are to be used for official purposes only. "Official Purpose" is considered those support functions essential to the successful completion of a DOD mission. Accordingly, government air and ground travel will not be used to support private individuals or organizations unless there is a direct benefit to the National Guard. Air travel on military aircraft is restricted to military members on official orders, members travelling "space available" without orders, and approved spouses travelling in an unofficial reimbursable status. All requests involving government air travel support for private individuals or organizations must first be coordinated with State legal counsel. Official conference attendees may be provided transportation to and from the conference and to and from official conference functions only. Spouse functions do not qualify for DOD transportation. No VIP sedan transportation is authorized except for federally funded distinguished visitor (DV) attendees. Transportation by a DOD vehicle shall not be provided when the justification is based on reasons of rank, prestige or personal convenience. Support authorized: 72 mandays (AFSC/MOS: 93XX, 88XX, 88MM, 2T0, A5, 2F0).
 - b. Communications: Support may be provided for federally funded attendees only. Limited communications support includes message distribution, communication system management, automation services, and use of portable radios and cellular phones. Support authorized: 64 mandays (AFSC/MOS: 31U, 2E7, 3CO, 3C1, 31XX, 2E7).
 - c. Security: IAW DoDI 5410.19, security may be provided if local civilian resources are not sufficient and local civilian law enforcement agencies submit an official request for military security assistance. Provided a valid written request is received from local law enforcement, limited security support is authorized. Support authorized: 420 mandays (AFSC/MOS: 3 IB, 3P0).

- d. Administrative: All support must be related directly to official conference events. The duration of support will be no more than two weeks prior to and one week after the official conference dates. Support authorized: 84 mandays (AFSC/MOS: 42A, 6F0, 3AO, 3SX).
 - e. Medical: Medical services are authorized, but IAW DODI 5410.19 support is limited to emergency and life-saving functions only. Support authorized: 36 mandays (AFSC/MOS: 91W, 4F0).
 - f. Food and Beverage: Food and beverage preparation is not authorized under 10 U.S.C. 2558. Therefore, no mandays are authorized for this category.
 - g. Band: Federally funded band support is not authorized under 10 U.S.C. 2558. Therefore, no mandays are authorized for this category, although State-funded band support may be provided subject to TAG approval.
7. The following also applies for federally funded NGAUS support:
- a. Support must be at no additional cost to the government (beyond that directly associated with the duty status of supporting personnel (i.e. pay and allowances)) and must not compete with support or services available commercially.
 - b. Support will not involve purchasing equipment solely for supporting the NGAUS conference.
 - c. Support will not put federally-funded Guard personnel in the position of enforcing, or appearing to be enforcing, local laws or acting as, or appearing to act as, ushers, parking lot attendants, runners, messengers, baggage handlers or crowd control when support is provided outside a military installation. If support is provided on private property, personnel should coordinate planned activities, particularly security details, with the facility owner to obtain concurrence and permission.
 - d. Support will not involve government payment of communication line charges for anything other than official communications.
8. The total number of mandays authorized is 676. These mandays must be supported primarily through drill/IDT training days or limited use of individual annual training. No additional training mandays will be allocated by NGB.
9. Please contact Ms. LeWonnice Belcher, Deputy Chief, Community Relations Division, at DSN 327-2582 or 703-607-2582 if you have questions about this authorization letter.

Director, Public Affairs and Strategic Communications

SAMPLE TN MANDAY REQUEST MEMO

DEPARTMENTS OF THE ARMY AND THE AIR FORCE JOINT FORCE HEADQUARTERS TENNESSEE NATIONAL GUARD HOUSTON BARRACKS, PO BOX 41502 NASHVILLE, TENNESSEE 37204-1502

JFHQ-TN-AG

29 June 2009

MEMORANDUM FOR Departments of the Army and Air Force, National Guard
Bureau, ATTN: NGB-PA, 1411 Jefferson Davis Highway, Suite 11200, Arlington, VA
22202-3231

SUBJECT: Federal Training Support for the 2009 National Guard Association of the United States
(NGAUS) National Conference.

1. The Tennessee National Guard will host the 2009 NGAUS National Conference in Nashville, TN 11-13 SEP 09, with specific military support required during the period 8 - 14 SEP 09. The statutory authority for providing DoD Support to national military association conferences is contained in USC 2558. The Tennessee National Guard intends to assist this conference in the manner permitted by statute.

2. Identified personnel requirements are outlined in the enclosure. The NGAUS Conference venue is at the Opryland Hotel in Nashville, TN. Although most all conference events are being executed within the hotel, there are unique challenges requiring military support. The Opryland Hotel is the largest tourist attraction in Nashville and attracts visitors from all over the world. Our security support requested reflects requirements due to size of the venue and diversity of population. All personnel and equipment support provided will comply with the statute. The government will not provide expendable supplies. Per Diem will only be provided for Soldiers/Airmen in Federal status with statements of non-availability.

3. Request your review and approval of this proposal for support to the NGAUS 09 National Conference. My point of contact is COL William P. Wenzler, Chief, Joint Staff at (615) 313-0532 or william.wenzler@us.army.mil.

The Adjutant General

2009 NGAUS National Conference Support Requirements 8-14 September 2009, Nashville, Tennessee

APPENDIX 2

(PERSONNEL REQUIREMENT - Military Status)

Type of Support	Duties	MOS/AFSC	Total Soldiers & Airmen	Total of Mandays
Admin and Operations	Typing, copying, reproduction and coordination w/ functional committees	42A, 6F0, 3A0X1, 3S0X1 52R3	12	84
Flight Operations	Scheduling, briefings, on/off load, parking services	93XX, 88XX 11M, 1C3X1, 2T2X1	4	16
Ground Transport	Attendee transportation, Dispatching, DG support	88M, 2T0XX, 33S3,13S3, 3C2x1, 2S0X1, 2A6XX,	14	56
Commo	Message distribution, system set up and maintenance / Network management	33S3, 33SX, 3A0X1, 25B, 3COX1, 3C2X1 2E1X1	8	40
IT/Audio Visual	Operate all IT and Audio-Visual Equipment	35P, 3N0, 2E2X1 3C0X1, 25B	3	24
Security	Security for DGs, facilities, & equipment	31B, 3P0X1	70	420
Bands	Army and Air - Provide National Anthem, Service Songs, and event music	572 nd ANG 129 th ARNG	55-39	220-234
Medical	Medic support for Soldiers/Airmen in Status	4A0X1, 4A1X1 68W	6	36

More Medical AFSCs	X4N, 41A, 4T0, 4A0, 46N, 46A, 42G, 45S, 48R, 48G			
Include Student Flight AFSC	9T000			
Totals				1130

OTHER SUPPORT

I. MANDAYS & NATIONAL GUARD BUREAU SUPPORT

- A. National Guard Bureau-Public Affairs is the official approving activity for federal support to the Host State’s operations. The Host State can find authority for this support in Title 10, section 2558 of the US Code.
- B. The Host State should set aside sufficient “man-days” early in the fiscal year to cover the federal pay and allowances required.
- C. National Guard soldiers must be in either AT or IDT status for the conference and working in a job compatible with their MOS.
- D. NGB does not authorize FTNG-OS (i.e. ADOS) for conference work.
- E. It is not the intent of this section of the law to utilize resources not routinely budgeted.
- F. The Host State must submit their request to NGB at least seventy days (70) prior to the scheduled event.
- G. NGAUS strongly recommends that the Host State meet with NGB-PA prior to requesting the man-days. This meeting could take place at NGEDA’s Annual Conference in January of the year of the NGAUS Conference but must happen in some point prior to submission of Manday request. *Sample Manday Request can be found in Appendix 8.*
 1. A memo from NGB regarding Federal Training Support, a sample request form for NGB/PA approval for Host State support to a NGAUS Conference and a sample letter are at Appendix 8.

Appendix 9

Procedures for Conducting Elections

NGAUS Board of Directors, Area Caucuses, Company Grade, Warrant Officer and Retiree Representatives

Procedure for Conducting Committee on Nominations – Officer Election Year

During an officer election year, NGAUS schedules two sessions for the Committee on Nominations. The first session will take place at 1100 on the first full day of the conference at which time names of candidates for officer positions are placed in nomination. Candidates must have their names placed in nomination by a member of the Committee on Nominations irrespective of their having previously announced their candidacy.

The Committee on Credentials and Rules will provide a list, by state, of the official delegate count and of those officers certified by their state association as Committee on Nominations members to the Chair of the Committee on Nominations.

At the initial session, the Nominations Committee chair will hold a roll call of Committee Members. As the state is called the representative of that state should respond by stating their name, which must correspond with the name on the list supplied by the Committee on Credentials and Rules. If a state's representative is not present or someone other than the name on the list responds, then the Committee on Credentials and Rules will be present to inform them that should the designated representative not be present at the subsequent meeting the state will lose its vote.

If more than one person's name is placed in nomination for any officer position, the Committee on Nominations will recess, and states must caucus to determine which candidate they will support for the positions in question. If there are no contested officer positions, state caucuses will not be required.

The second session of the Committee on Nominations will be held at 1430 on the second day of the conference. At this session, the votes for officer positions will be tallied if there are contested positions. If not, the Committee on Nominations will receive the names of the designees of the various election's caucuses, i.e. NGAUS Areas – Army Board Member, Air Board Member and Adjutant General Board Member from the respective Areas; Company Grade, Warrant Officer and Retired Life Caucuses, as appropriate. This will be accomplished irrespective of the officer selections.

If there are contested officer positions, an alphabetical roll call will be conducted and the designated member of the Committee on Nominations certified by the state will announce the candidate chosen by the state caucus and cast the number of votes of the Official Delegates of that state. The vote will be by unit rule with the total delegates votes cast. The state must be present when the roll call is made to be able to cast their votes. Should they not be present when the state name is called, they will lose the opportunity to cast their vote. Once the vote is cast it cannot be changed.

Appendix 10

Report of the Committee on Nominations to the Floor

At this time, the Committee recessed until 1430 on (Date) to receive the report of the (appropriate caucuses.)

OR

As the position(s) for (Name(s)) was/were contested the Committee recessed until 1430 on (Date) to allow the states to caucus and to receive the results of the (appropriate caucuses.)

The Committee reconvened at 1430 on (Date). A roll call of states was conducted with the following results:

- For (Position) – (Names) Total number of votes cast for each nominee.
- The (appropriate caucuses) forwarded the following names to be placed in nomination:
- The Committee on Nominations unanimously approved the above nominees.

At this time, the Chair of the Conference should ask for further nominations from the floor. If none are heard the Chair will again ask for nominations from the floor. Hearing none the Chair will declare the nominees elected.

OR

If there are nominees from the floor the Chair repeats the name of the nominee stating: (Name) is nominated. He again asks for nominations. If there are none, he states nominations are closed.

At this time, a roll call vote will be taken for the contested position(s) giving the delegations a brief time to caucus in place. The roll call will be alphabetical by state, each state casting its vote by the number of accredited delegates. If a state does not respond when its name is called the state loses its vote. Votes will not be able to be changed once the vote is cast.

The Chair announces that (the person receiving most votes) is elected.

Procedure for Conducting Committee on Nominations – Non-Officer Election Year

During a non-officer election year, the Committee on Nominations' main responsibility is to receive the results of the various caucuses' elections, approve them, and then present them to the floor for final approval.

This year the caucuses concerned are:

- NGAUS Areas ____ and _____, which will propose an Adjutant General, Army and Air Member of the Board of Directors.
- The Company Grade Caucus will propose a _____ Board Member.
- The Retired Life Member Caucus will propose a _____ Board Member.
- The Warrant Officer Caucus will propose a Warrant Officer Board Member (when appropriate)

The respective caucuses are required to make their results known to the Committee on Nominations no later than 1400 on the second day of the conference, in this case _____ (state date of meeting).

For a state to vote in the Committee on Nominations, the person designated by the state to be seated on the Committee on Nominations must be present. A roster of those so designated will be furnished by the Committee on Credentials and Rules to the Chair of the Committee on Nominations.

If the results of the various caucuses are uncontested, a simple approval is all that is necessary. Should a position be contested, each state will cast the number of votes of its authorized delegation, certified by the Committee on Credentials and Rules, which will be furnished to the Chair, Committee on Nominations.

The Chair, Committee on Nominations, will prepare the report for presentation to the floor.

Appendix 11

Committee on Nominations – *Draft Report*

Draft Report – Committee on Nominations

When called upon to make the report of the Committee on Nominations to the floor the below verbiage is read and the Chair of the Committee on Nominations states.

“Mr./Madam Chair, the Committee on Nominations met at 1100 on (Date) when the following names were placed in nomination for the open officer positions:

- Chairman of the Board
- Vice Chair – Army
- Vice Chair – Air
- Treasurer
- Secretary

As there were no contested officer positions the Committee unanimously approved the above nominees.

The Committee on Nominations met at (time), (date), to receive the results of the Area Caucuses the positions decided in these Area Caucuses were as follows.

The following names were submitted to the Committee on Nominations:

Area (I through VI, whichever had openings)

Adjutant General Board Member

Army Board Member

Air Board Member

Company Grade Air Board Member

Company Grade Army Board Member

Retired Life Air Board Member

Retired Life Army Board Member

Warrant Officer Board Member

The Committee unanimously approved the above names submitted by the various caucuses.

At that time, the Chair should ask if there are any further nominations from the floor for any of the positions in question. This is done a second time.

If there is none, the Chair declares the nominees elected, thus effecting the election by unanimous consent or “acclamation.”

If there are further nominations, each position should be voted upon separately. In this case the Chair will state the names nominated for each position, ask for further nominations, and do so for a second time. If there is no response, he declares the nominations closed. Voting for that position will then take place. Voting will take place via voice.

The candidates are voted upon in the order in which they were nominated The Chair should state “All in favor of _____ say aye. Those opposed say nay.” The ayes have it and _____ is elected.” Or “The nays have it and _____ is not elected.” Those in favor of _____ say aye. This opposed say no.”

As soon as one of the nominees receives a majority vote the Chair declares him/her elected and no further votes are taken on the remaining nominees.

Appendix 12

Sample Form Requesting Hotel Rooms At NGEDA

137th NGAUS GENERAL CONFERENCE STATE ASSOCIATION ROOM REQUEST FORM



STATE: _____ LOTTERY #: _____

State/Territory/Association:		
Address:		
Conference Coordinator Contact:		
Telephone Work:		Cell:
Email:		Fax:

***Hospitality Rooms: (Circle One)**

*Indicate First, Second & Third Choice of Location of Hospitality Room

	Large	Medium	Small
Large w/1 bedroom = \$600.00	Delta	Delta	Delta
Medium w/1 bedroom = \$500.00	Cascades	Cascades	Cascades
Small w/1 bedroom = \$275.00	Magnolia	Magnolia	Magnolia
<i>Prices do not include tax</i>	Garden	Garden	Garden

Number of Hospitality Rooms Requested

Large @ \$200.00 deposit per suite = \$	Suite Deposit = \$
Medium @ \$200.00 deposit per suite = \$	
Small @ \$200.00 deposit per suite = \$	
Sleeping Rooms: Total Requested @ \$100.00 deposit each = \$	
<i>The sleeping room rate is \$132.00 plus tax</i>	
Total Deposit = \$	

Make Check Payable to: Music City NGAUS 2015, Inc.

Check #

Date:

Authorized Signatures

State/Territory/Association Representative

Music City NGAUS 2015, Inc. Committee

SUMMARY OF ITEMS TO CONSIDER IN PREPARING TO BID ON HOSTING A NGAUS GENERAL CONFERENCE

- **Get support of your State Association & Military Department.**
- **Obtain copy of NGAUS General Conference SOP.**
- **Mail letter of intent to bid to NGAUS President.**
- **Start preparing to make bid presentation to NGAUS General Conference Committee, Friday of November BOD meeting.**
- **Contact Convention & Visitors Bureau in selected city.**
- **Hotel room block of 2,000 rooms on peak night (a lowest possible rate no higher than Government Per-Diem) using as few hotels as possible to meet this requirement with ample number of Hospitality Suites (Parlor w/one bedroom & wet bar).**
- **Convention Center minimum of 220,000 square feet with additional space if needed.**
 - **Minimum ceiling clearance 25 to 35' feet.**
 - **Floor load 500 pounds per square feet.**
 - **Theater-style seating professional development session 3,500 to 4,000 co-located with exhibit hall.**
 - **32 meeting rooms in size from 40 to 700 people.**
 - **Seating states dinner for 2,500 to 3,000 in rounds of 10.**
 - **Two/Three tier stage for 100 seats.**
- **Transportation from and to airport, in and around from hotels to convention center.**
- **Required NGAUS events; Governor's Reception, States Dinner, Spouse Luncheon.**

- **Other events optional for Host State; TAG Reception, Golf, Bike Ride, TAG Spouse Luncheon, Entertainment, Warrant Officer/Company Grade Mixer and Senior Warrant Officer Mixer**
- **Host State chair, co-chairs Army & Air, numerous other event chairs**
- **Most critical: budget & finance chair (\$300K + fundraiser), and Housing Chair for successful conference.**

These are but a few of the items that you need to become familiar with over the course of the next few years. Your work force volunteers are most important in a successful conference.

We encourage you to study our General Conference SOP which covers a lot of important information for your use. If you are successful with your bid and selected to host our Annual General Conference, we stand ready to combine our team with your team to execute a successful conference.