

***STATE & CHAPTER OPERATIONS GUIDE***  
*for the*  
***AIR FORCE ASSOCIATION - TEXAS***



**October 2010**

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# Forward

## State & Chapter Operations Guide

### Purpose

This Guide was created many years ago in an attempt to incorporate important AFA HQ as well as State policies and procedures into one document that members at both the State and Chapter level could use without having to refer to a myriad of separate documents. Since its inception it has been updated on several occasions to reflect changes in both State and Headquarters policy.

This revision incorporates the reorganization of the Air Force Association and puts in a format that parallels the latest AFA HQ *Field Operations Guidebook*. If you find a conflict between this guide and the HQ guidebook, the AFA HQ guidebook shall take precedence.

The AFA-TX Executive Secretary is responsible for keeping this Guide up to date and publishing any changes. In the course of using this Guide, we request that if you find any discrepancies, you notify the Executive Secretary by email as soon as possible ([secretary@texasafa.org](mailto:secretary@texasafa.org)).

### Distribution

Principal distribution will be by the posting of this document on the AFA-TX web site. One printed copy will also be provided to each Chapter, if requested. A copy of the AFA-TX Constitution and By-Laws is included in Section 11 of the Guide.

### Changes

Changes to this Guide will be made periodically by the AFA-TX Executive Secretary to reflect new policies, both AFA HQ and State, as they are approved and published.

You will be notified of these changes by email. The change itself can then be downloaded from the web or a hard copy sent to you for incorporation into your guide book.

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# Chapter One

## The State Organization

### Mission

AFA-Texas serves its members and the Association by functioning as an administrative control unit and as the unifying element among local AFA Chapters. The State Organization also sponsors statewide programs or projects.

AFA-Texas has the primary responsibility for providing assistance to groups interested in organizing a local chapter, and for assisting in every way possible, those chapters already in existence. They also have primary responsibility within the Association for assuring that the chapter is administered properly, supports the AFA HQ mission, conducts the required number and types of programs each year, submits the required reports in the desired format, and maintains at least the minimum required number of members.

### Requirements of a State Organization

For AFA-Texas to retain a charter, the state organization must meet the following requirements:

- A. Maintain an organization of two or more chapters, each of which must have the required number of members and comply with all required programming and reporting procedures. See Chapter Two of this Guide.
- B. Submit a constitution and bylaws to AFA HQ for approval, inform AFA HQ of any changes in these documents, and conduct all activities within the framework established by them.
- C. Review and approve a constitution and bylaws for each chapter in Texas, and forward such Constitution and Bylaws to AFA HQ for approval.
- D. Operate under an elected President, an Executive Committee and such other officers as the State determines necessary.
- E. Provide for representation of each chapter on the organization's Executive Committee.

- F. Accept, as non-chapter members, all individuals who specifically choose to be registered as nonaffiliated Association members and whose official mailing addresses, as registered with the AFA HQ, are located in Texas. Represent these members at the annual convention and provide comparable rights and privileges for all members, chapter and non-chapter. No member may hold office, committee membership, or vote in connection with the affairs or election in any state unless he or she shall be a member of a Chapter in that state.
- G. Comply with all requirements and abide by all official decisions of the Region, the Board of Directors, and the delegates to the annual AFA HQ Convention.
- H. Sponsor an annual state convention to include a business meeting and election of officers.
- I. Sponsor a minimum of three state executive committee meetings.
- J. Submit a State Officer Roster to AFA HQ not later than 31 October each year.
- K. Submit a State Annual Activity Plan and Annual Financial Plan.

## **Privileges of a State Organization**

AFA-TX has certain basic responsibilities to the Association, the Texoma Region, and to its own member Chapters. Within the framework provided by the governing documents and adopted directives, however, there is great latitude for the organization's officers to determine their own programs and the efforts they can expend to assist their local units. As in the case of any organization, the primary factors are the initiative, imagination, and determination of its officers and individuals.

AFA-TX shall:

- A. Plan its own programs and develop its own projects.
- B. Include in the Constitution & Bylaws provisions that will strengthen AFA-TX.
- C. Participate in the Association's national activities through representation at the AFA Annual Convention.

## Responsibilities of the State Organization and Its Officers

The two primary State organization functions are assistance and control. The State must be prepared to offer guidance and direction to local Chapters to help them meet the objectives of AFA and must maintain control of all activities so that the organization can remain a compact, effective unit in fulfilling these objectives.

The chief executive of AFA-TX is the State President. AFA HQ has set forth certain specific activities to be met by all State Organizations, and the State President must assume the responsibility for seeing that these are accomplished. To the greatest extent possible, however, the responsibility for the actual accomplishment of these specific tasks should be assigned to other state officers, freeing the President to accomplish other objectives more closely related to his/her stature in AFA.

Through the Executive Board and the Executive Committee, AFA-TX shall establish and maintain control of all activities, whether they are State or Chapter. No major activity of any kind should be carried out in the state without the prior knowledge of the AFA-TX President. The AFA-TX President need not be concerned with the effort itself, but must be aware of it.

All report forms completed by Chapters are routed first to the AFA-TX President for review and approval with a courtesy copy sent to the AFA-TX Executive Secretary. As the first organizational level to obtain all of these reports, the AFA-TX President is the key official in the "chain of command", whose actions are vital to the success of the entire Association. In many respects, his office is one of the most important in AFA.

Just as the AFA-TX President must be aware of all activities going on in Texas, it is most important that the Region President know what programs are being planned and conducted in his or her area of responsibility. The Vice Chairman of the Board, Field Operations (VCoB-FO), Vice Chairman of the Board, Aerospace Education (VCoB-AE), and AFA HQ must also be familiar with all programs around the country. It is most important, therefore, that Activity and Financial Reports be available to all levels of the Association. To accomplish this, all reports must follow the same channels: from State to the Region President and then to AFA HQ. (See Chapter Three for detailed information on required reports.)

## **AFA-TX Officers**

### **Elected Officers (AFA-TX Executive Board)**

- President
- Executive Vice President
- Executive Secretary
- Treasurer
- Area Vice President - North
- Area Vice President - South

### **Appointed Officers**

- Vice President - Aerospace Education (See note)
- Vice President - Awards
- Vice President – Communications (See note)
- Vice President - Community Partners
- Vice President - Government Relations (See note)
- Vice President - Industrial Relations
- Vice President – Leadership Development (See note)
- Vice President – Membership (See note)
- Vice President - Programs
- Vice President - Scholastic Awards
- Vice President - Veterans Affairs (See note)
- Historian
- Parliamentarian

*Note:* These positions are recommended as a minimum by AFA HQ.

### **Executive Committee**

- Elected State Officers
- Appointed State Officers
- Chapter Presidents
- Standing Committee Chairpersons
- Special Committee Chairpersons
- Immediate Past AFA-TX President

## **AFA-TX Officer Responsibilities**

### **President**

- A. Serve as the Chairperson of the AFA-TX Executive Committee and the AFA-TX Executive Board.
- B. Maintain proper liaison with all Chapters in the state, with the State officers and committees, with the Texoma Region President, and with AFA HQ.
- C. Appoint the non-elected members of the Executive Committee and direct the operations of the Committee.
- D. Establish the agenda for all AFA-TX meetings and serve as the approving official for all activities conducted at the State Convention.
- E. Serve as primary responsible official for liaison with the Regional President and the AFA HQ.
- F. Appoint the following committees: (Annually)
  - Awards
  - Constitution
  - Finance
  - Leadership Development
  - Membership
  - Nominating
  - Programs
  - Publicity
  - Advisory
- G. Promote and support AFA Aerospace Education programs for the state and chapters to include a State/Chapter Teacher of the Year program, Science, Technology, Engineering and Math (STEM) scholarships and other AFA Aerospace Education programs.
- H. Represent AFA-TX in all functions in which the State is invited to participate, or ensure that the Executive Vice President or another state officer is available to do so.

- I. Appoint and supervise the following Vice Presidents and Officers:
- |                        |                   |
|------------------------|-------------------|
| Aerospace Education    | Membership        |
| Awards                 | Programs          |
| Communications         | Scholastic Awards |
| Community Partners     | Veterans Affairs  |
| Government Relations   | Chaplain          |
| Industrial Relations   | Historian         |
| Leadership Development | Parliamentarian   |
| Membership             |                   |
- J. Ensure a minimum of four state executive meetings are scheduled (normally one each quarter) including an annual state convention that includes a business meeting and election of officers. Preside at every regularly scheduled or special meeting, or ensure that the AFA-TX Executive Vice President is available to do so.
- K. Represent the State at all Region and AFA HQ meetings, including conventions, or ensure that the Executive Vice President or another state officer is available to do so.
- L. Receive all pertinent communications from the Chapters, from the Texoma Region President, and from AFA HQ Officers and AFA HQ, and take appropriate action with regard to them.
- M. Require the completion of appropriate Quarterly Reports and Annual Plans by the Executive Secretary and Treasurer, and ensure that the proper copies are forwarded to the Texoma Region President. Ensure that an IRS Form 990, if required, is filed with IRS annually and that a copy is sent to AFA HQ.
- N. Review all reports submitted by AFA-TX Chapters. Reject those not properly prepared or where the program or activities do not comply with AFA objectives and requirements. Forward State and Chapter Quarterly Reports, Officer Rosters, Newsletters, and Annual Plans to the Texoma Region President.
- O. Establish and support a program within AFA-TX to contact all Members of Congress (House and Senate) following each Congressional election to offer complimentary AFA memberships and invite them to participate in state and chapter activities.

- P. Review and endorse charter applications for newly organized chapters, and forward to the Texoma Region President for review and endorsement.
- Q. Assure that the Texoma Region President is notified well in advance of any state sponsored program, activity, or meeting. The Texoma Region President should be considered an honored guest at AFA-TX sponsored social functions.

### **Executive Vice President**

- A. Serve as a member of the AFA-TX Executive Committee and the AFA-TX Executive Board.
- B. Preside at any meeting or function when the President is unable to do so.
- C. Advise the President on all matters concerning AFA-TX and its operations.
- D. In conjunction with the Area Vice Presidents, maintain an active interest in, and knowledge of, all activities of each AFA-TX Chapter, reporting all pertinent information to the President.
- E. Offer all possible assistance to the President with respect to official duties.
- F. Assume all duties conferred upon the office of Executive Vice President by the AFA-TX Constitution and Bylaws.
- G. Assume responsibility for the AFA-TX Charter.

### **Area Vice President(s)**

- A. Serve as a member of the AFA-TX Executive Committee and the AFA-TX Executive Board.
- B. Maintain an active interest in, and knowledge of all, activities of Chapters within the assigned area, reporting all pertinent information to the President.
- C. Promote membership of AFA within assigned area.

- D. Advise Chapters in the assigned area and assist Chapter Presidents in maintaining active programs.
- E. Assure that all required reports and chapter officer rosters are filed by Chapters in their assigned area.
- F. Visit each chapter in assigned area at least once annually.

### **Executive Secretary**

- A. Serve as a member of the AFA-TX Executive Committee and the AFA-TX Executive Board.
- B. Record, transcribe, and deliver to the President the official minutes of every regularly scheduled and special meeting.
- C. Maintain an official Minutes Record Book containing a copy of the minutes.
- D. Assume responsibility for completion of required State Annual Activity Plan, State Quarterly Activity Reports and the submission of proper forms to the President for approval and signature.
- E. Assume responsibility for receipt and acknowledgment of all official correspondence. Maintain close liaison with the AFA-TX President on all correspondence. Initiate correspondence when requested to do so by the President or Executive Vice President.
- F. Serve as Chairperson of the State Constitution & Bylaws Committee, and custodian of the State Constitution & Bylaws, ensuring that all necessary revisions are correctly made.
- G. Assume responsibility for maintenance of appropriate files containing copies of all bulletins and mailings received or mailed by the State organization. Establish administrative policy and serve as the primary responsible official for AFA-TX administrative matters.



**Treasurer**

- A. Serve as a member of the AFA-TX Executive Committee and the AFA-TX Executive Board.
- B. Maintain a current record of expenses, assets, and liabilities.
- C. Serve as Chairman of the AFA-TX Finance Committee.
- D. Assume responsibility for and submit the completed required Quarterly Financial Reports and AFA-TX Annual Financial Plan, and the annual IRS Form 990 (if required) to the State President for approval and signature.
- E. Assume responsibility for bank deposits, withdrawals, and prompt payment of liabilities.
- F. Maintain close liaison with the State President on all financial matters.
- G. Assume responsibility for compliance with all regulations, laws, and statutes (federal, state and local) with respect to AFA-TX financial operations.
- H. Maintain liaison with all AFA-TX Chapters on all financial matters, and assist Chapter officials in assuring financial well being.

**Vice President - Aerospace Education**

- A. Serve as a member of the State Executive Committee.
- B. Encourage development of initiatives in Aerospace Education at the Chapter level to familiarize the civilian community on the need for understanding Air Force objectives, mission and the urgency of educating capable leaders nationwide.
- C. Promote local cooperation with companies and agencies that have an interest in aerospace education i.e., airlines, aerospace manufacturers, local flying schools, etc.
- D. Work at the State level with AFROTC supervisors, Air Explorer Scouts, and Vocational-Technical Training Programs.
- E. Conduct the AFA-TX Teacher of the Year Program by providing Chapters with the selection package (application and supporting documentation) and select the AFA-TX Teacher of the Year from inputs by Chapters.
- F. Conduct the Visions Program by working with AFA HQ and *USA Today* and encourage Chapters to sign up local schools for the program.
- G. Maintain liaison with the Challenger Learning Center to continue to sponsor one class per year.
- H. Encourage chapters to maintain liaison with their local Civil Air Patrol (CAP) chapters and provide support with their Science, Technology, Engineering, and Math (STEM) projects.
- I. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Awards**

- A. Serve as a member of the State Executive Committee.
- B. Ensure the overall effectiveness of the AFA-TX Awards Program and supervise the selection procedures for and the promotion of all AFA-TX awards, including those for the following:

1. The uniform services, including active duty military, AFROTC, AFJROTC, Air Reserve, and Air National Guard.
  2. Active members of AFA Chapter and State Executive Committee.
  3. Public supporters of the AFA and its objectives, such as business and civic groups.
- C. Assist and encourage Chapters in conducting local recognition programs
- D. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Communications**

- A. Serve as a member of the State Executive Committee.
- B. Establish a working relationship with the AFA-TX Chapter Communications Vice Presidents, encouraging them to fulfill their responsibilities and assist them when needed.
- C. Keep the AFA HQ Communications Director informed of innovative communications activities, innovative State programs for inclusion in NEWSLINE, problems and concerns in carrying out responsibilities, and feedback on effectiveness and impact of the publications.
- D. Maintain a close working relationship with the State President to insure that his/her goals and objectives are made known to Chapter leaders.
- E. Ensure AFA-TX members are informed of State and AFA HQ activities via their Chapter Communications Vice Presidents or through a "State President's Letter" or newsletter or other means as necessary.
- F. Ensure the broadest possible audience for state sponsored programs that feature key defense leaders as speakers. Plan in advance to have the speaker interviewed by local media with coordination through the speaker's command or base public affairs office.

- G. Encourage Chapter Communications Vice Presidents to order films from AFA HQ for use with local community groups and schools.
- H. Ensure Chapters order 10 complimentary copies of *Air Force Magazine* and make them available to community leaders, legislators and media representatives, etc.
- I. Encourage Chapter Communications Vice Presidents to ensure that their Chapter purchases discount subscriptions to *Air Force Magazine* for local public libraries.
- J. Encourage Chapters to submit articles and photographs of local activities to *Air Force Magazine* for AFA HQ publication.
- K. Publish a quarterly AFA-TX Newsletter and distribute electronic and/or hard copy. Have newsletter posted on the AFA-TX website.
- L. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

### **Vice President - Community Partners**

- A. Serve as a member of the State Executive Committee.
- B. Encourage the Chapters to contact business and industry in their area to enroll in the Community Partners Program.
- C. Ensure that Chapter Presidents and Community Partner chairpersons are supplied with materials (applications, membership plaques, etc.) for their programs.
- D. Provide periodic reports to the AFA-TX Executive Committee on the status of the Community Partner program throughout the State.
- E. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Government Relations**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Coordinate with chapter counterparts. Remain current on legislative activities at AFA HQ, state and local levels, and provide information to the chapters and the state officers.
- C. Develop and maintain a close liaison with the elected U.S. representatives and their local staffs.
- D. Develop a network of AFA-TX members who know their elected representatives and who are willing to assist when it is necessary to contact congressional delegations.
- E. Maintain an effective liaison with other locally based military organizations.
- F. Maintain a close liaison with the National Defense Issues Office at AFA Headquarters.
- G. Assist in the response of AFA “Calls to Action!”
- H. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Industrial Relations**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Coordinate with chapter counterparts. Maintain contact with the Texas industries and assure a flow of information from national and state AFA.
- C. Promote industrial associate membership.
- D. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

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**Vice President – Leadership Development**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Serve as chairperson of the AFA-TX Nominating Committee
- C. With the approval of the AFA-TX President, select two additional members to serve as members of the AFA-TX Nominating Committee.
- D. Arrange and preside at meetings of the Leadership Development Committee which are deemed necessary to complete selection, training, and or mentoring leadership selectees.
- E. Identify individuals with leadership potential and competencies, observing their behavior in small groups and committee settings.
- F. Develop a system of performance evaluations for those identified as emerging leaders. Provide feedback to the State President and Executive Board.
- G. Conduct leadership training and development programs, mentoring programs, and career succession planning initiatives.
- H. Maintain close liaison with the AFA-TX President, AFA-TX Executive Board and Committee, and the Leadership Development Vice Presidents of each Chapter on all areas of leadership development responsibilities and taskings.
- I. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Membership**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Assume responsibility for membership efforts in areas without Chapters, and coordinate appropriate member affiliations with AFA National.
- C. Maintain active liaison with all Chapter Membership Chairpersons in the state, and with those individuals organizing units.
- D. Ensure that the State President is fully informed on all membership activities and problems.

- E. Maintain a current membership roster of all AFA-TX Chapters.
- F. Work with the other AFA-TX Officers in efforts to save Chapters that are about to become inactive.
- G. Advise and assist Chapter Presidents as necessary, on membership drives in their area.
- H. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Programs**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Make necessary arrangements for statewide special projects and events, including State Executive Committee meetings and State Conventions.
- C. Advise the President on all phases of arrangements for special projects and events.
- D. Consult with the Executive Secretary on all matters of an administrative nature and with the Treasurer on all financial matters.
- E. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Scholastic Awards**

- A. Serve as a member of the State Executive Committee
- B. Administer the AFA-Texas Essay Program, to include management of the title selection, the winner selection program, and the presentation of the AFA-Texas Earle North Parker Awards.
- C. Work with Chapter Presidents and Awards Chairmen to guide the program throughout the year, to ensure good participation and a successful program.
- D. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Vice President - Veterans Affairs**

- A. Remain current on legislative activities at the federal, state and local level.
- B. Maintain a close liaison with legislators at these three levels.
- C. Maintain a close liaison with appropriate offices at AFA HQ.
- D. Maintain a close liaison with the local offices of the Veterans Administration and state offices of Veterans Affairs.
- E. Maintain an effective liaison with other military-oriented organizations in the respective state and chapter areas.
- F. Participate in legislative seminars and symposia at the state and local level.
- G. Assist in the response of AFA HQ "Calls to Action!".
- H. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Parliamentarian**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. During executive session, advises Executive Committee on all matters pertaining to interpretation and compliance with the State Operations Guide and the AFA-TX Constitution and Bylaws.
- C. Advises the AFA-TX Executive Committee on Robert's Rules of Order during executive session.
- D. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

**Historian**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Maintain the historical records and photographs of AFA-Texas significant activities.



- C. Encourage and coordinate submission of reports for record from State Officers and Chapter Presidents.
- D. Maintain a Continuity Folder of how this job is performed to assist the successor in learning the position.

### **Chaplain**

- A. Serve as a member of the AFA-TX Executive Committee.
- B. Provide a prayer at the opening of state meetings and a prayer of blessing before meals.

### **Advisory Committee**

- A. The Advisory Committee consists of those individuals that the State President desires to have as advisors on specific matters and serves at the discretion and appointment of the State President.
- B. Members of the Advisory Committee may meet with the Executive Committee in an Ex-Officio capacity.

## **Annual State Convention**

### **Convention Date & Site Selection**

AFA-TX shall hold an annual convention. This convention shall normally be held in the July time frame, but not less than 30 days prior to the National Convention.

The AFA-TX Executive Committee fixes the exact date and place after coordination with the AFA HQ to eliminate schedule conflicts.

Chapter bids for the Convention to be held two years hence must be submitted to, and be voted on, at an AFA-TX Executive Committee meeting or State Convention.

### **Guest Speakers**

The State President arranges for all guest speakers for the State Convention. Any suggestions for speakers should be made to the State President.

## **Convention Agenda**

The agenda for the Convention is the responsibility of the State President.

## **Convention Delegates**

Each Chapter is entitled to one delegate and one additional delegate for each ten active members or major fraction thereof, provided, however, that no single Chapter is entitled to more than one-fourth of the total accredited votes at the Convention. Delegates shall be affiliated members of an AFA-TX chapter.

## **Voting**

Only delegates who have registered for the convention shall be eligible to vote.

## **Executive Committee Meetings**

### **Frequency of Meetings**

A minimum of two formal AFA-TX Executive Committee meetings shall be held each year, a fall meeting in October or November, and a spring meeting in March or April. A third meeting may be conducted by telephone conference, unless business of an unusual nature requires a formal meeting.

The Annual State convention serves as the fourth Executive Committee Meeting.

### **Meeting Site**

The Executive Committee determines the location of the Executive Committee meetings after coordination with AFA HQ to eliminate schedule conflicts.

Chapter bids for Executive Committee meetings will be accepted for meetings to be held not more than two years hence. Written bids must be submitted to, and voted on, at an AFA-TX Executive Committee meeting or State Convention.

### **Meeting Agenda**

The agenda for the AFA-TX Executive Committee meeting is the responsibility of the State President in coordination with the host Chapter President.

## **Guest Speakers**

The host Chapter normally arranges for guest speakers at AFA-TX Executive Committee meetings. The chapter shall consult with the AFA-TX President to obtain approval before an invitation is extended.

## **Military Representation at State & Chapter Functions**

AFA-TX policy requires the host chapter to request representation from local military installations at AFA-TX and chapter functions. The host chapter should address a letter to the local Air Force Commander, active duty, reserve, or ANG, before the meeting, asking him/her to provide representation.

## **Candidates for AFA-TX State Office Position**

To ensure that the AFA-TX Nominating Committee considers the widest possible cross-section of Texas AFA members for state office, each chapter shall:

- A. Survey its membership in the October through February period each year, and recommend to the AFA-TX Nominating Committee those members to be considered for nomination to an AFA-TX state office position.
- B. Provide to the AFA-TX Nominating Committee biographical and other supporting data for each name recommended either by email or surface mail to the AFA-TX VP Leadership with a copy to the AFA-TX Executive Secretary.
- C. Have the candidate address a letter to the Nominating Committee, indicating his willingness to serve in the particular office involved, and certifying he or she has both the interest and the time required to perform the required duties of the office.

## **State Personnel and Events Reports**

The AFA-TX Executive Secretary provides a roster of names, addresses, and phone numbers of State and Chapter Officers, AFA HQ Officers, Past Presidents and Advisory Council members. This roster will be provided to all Chapter Presidents and State Officers.

The AFA-TX Executive Secretary maintains and makes available information on future activities, programs and special events that will involve chapter, state, or AFA HQ officials particularly those that can create scheduling conflicts or lack of adequate support. Maintenance of a statewide calendar of coming events gives chapter officials a point of contact in planning local events to assist in obtaining maximum attendance.

## Candidates for AFA HQ Office

The recommended process for AFA members to seek nomination for an AFA HQ office is as follows:

- A. The individual should review their time availability and financial means to serve if elected. Once assured, proceed with the next steps.
- B. Inform the Chapter Executive Committee of his/her desire to serve, and obtain formal (written) endorsement of the support by means of a letter signed by the member's Chapter President.
- C. Obtain support of the AFA-TX Executive Committee. This should be done by sending a letter to the President of AFA-Texas, stating the intent to seek nomination and requesting support of the AFA-TX Executive Committee. This letter must be in the hands of the AFA-TX President prior to the beginning of the Spring Executive Committee meeting. A brief oral presentation should then be made at the Spring Executive Committee meeting so that formal state support can be secured and recorded in the minutes of that meeting. State support is validated by a majority vote of the AFA-TX Executive Committee.
- D. When a candidate for nomination is endorsed by the AFA-TX Executive Committee, the AFA-TX President will send a letter supporting that candidate through the Texoma Region President for his or her endorsement. The Texoma Region President will forward the nomination to the Chairman of the AFA HQ Nominating Committee. This letter is to arrive at AFA HQ NLT 1 May of the year the candidate is to be considered for nomination.
- E. This recommended procedure does not preclude a prospective candidate from applying directly to AFA HQ for consideration as a candidate for AFA HQ office without obtaining an endorsement from his or her Chapter or the AFA-TX Executive Committee.

# Chapter Two

## The Chapter Organization

### Objectives

Chapters, the local units of AFA, play a most important role in advancing two of the primary objectives of the Association, which are to:

- A. Address the defense responsibilities of our Nation imposed by the many advances in aerospace technology that have been and will continue to be made.
- B. Educate their members and the public at large as to what those men and women and technology contribute to the security of free people and the betterment of mankind.

Understanding and articulating these basic objectives must begin at the community level, thus the importance of the role of the Chapter in AFA's structure.

Chapters operate effective programs of many different types. Some of the most common are: Air Force Anniversary observances, awards and recognition programs, Air Force Academy orientation projects, ROTC support, and air power displays/programs.

### Chapter Requirements

Requirements for receiving and retaining a charter for an AFA Chapter necessitates a locally organized group meeting the following requirements, which are specified in the AFA Constitution and Bylaws, the Operations and Procedures Manual, or have been established by the AFA HQ Executive Committee:

- A. Maintain a minimum membership of 20 voting members.
- B. Make application for a Chapter charter to the AFA-TX President.
- C. Submit a Constitution & Bylaws to AFA HQ for approval, through the AFA-TX President and Texoma Region President.
- D. Inform the AFA-TX and AFA HQ of any amendments to the Chapter's constitution. An up-to-date copy should be on file in AFA HQ at all times.

- E. Conduct all activities within the framework of the officially adopted Constitution & Bylaws.
- F. Operate under an elected governing body of not less than four persons, including the officers.
- G. Comply with all requirements and abide by all official decisions of AFA-TX, the Texoma Region President, and delegates at the National Convention.
- H. Sponsor a minimum of four programs or activities each operating year (at least one per quarter), in accordance with the Chapter's approved Annual Activity Plan (AAP).
- I. Submit a quarterly Activity Report (QAR) and Quarterly Financial Report (QFR) and file an IRS Form 990 annually, if required, with the District Director of Internal Revenue.
- J. Submit a Chapter Officer Roster to AFA HQ with a copy to the AFA-TX President, AFA-TX Executive Secretary, the Texoma Region President, and the respective Area VP following the annual Chapter elections. The roster is due to AFA HQ NLT 31 October each year, even if there has been no change in officers. Any subsequent changes to the roster should be forwarded as above, within 30 days of their occurrence.
- K. Prepare an annual Financial Plan and Activity Plan for the period 1 January to 31 December (calendar year). Submit these plans to the AFA-TX President NLT 1 December for endorsement and forwarding to the Texoma Region President.
- L. Compose and distribute a chapter newsletter to all members each quarter. A copy of this newsletter will be submitted along with the QAR.

## **Privileges of a Chapter**

A Chapter has basic responsibilities to AFA HQ, its Region, and the AFA-TX Organization, as provided in the AFA-TX Constitution & Bylaws and adopted directives. Within this framework, a Chapter enjoys considerable autonomy with great latitude in determining its programs and administrative procedures. A local Chapter shall:

- A. Plan its own programs and develop its own projects.
- B. Determine its financial program, except that all activities must be consistent with the Air Force Association mission.
- C. Conduct projects for raising funds in addition to membership support payments and rebates.
- D. Include in its Constitution & Bylaws provisions that will strengthen the Chapter.
- E. Participate in the AFA HQ activities through representation at the AFA Annual Convention.
- F. To the maximum extent possible, notify nearby Chapters and the elected AFA-TX officers of Chapter activities to allow for maximum participation and attendance and to avoid possible scheduling conflicts.

## **Organizing a Chapter**

The following steps should be followed in organizing a chapter:

- A. Request organizational assistance from the AFA-TX President.
- B. Secure a listing of the AFA membership roster for the area along with a charter application, organizing information, and membership materials from AFA HQ. The organizing information will include a sample Constitution & Bylaws, as well as detailed information on conducting organizational meetings, publicity, etc.
- C. Contact those AFA members in the area and invite them to a meeting at a central location where an informal atmosphere can be maintained. At the same time, ask them to invite along any friends who might be interested in joining. All current members should be offered the opportunity to attend and participate in the forming of the chapter.
- D. At the initial meeting, have the people present confirm their interest in establishing a chapter, and their willingness to work at the job. Have those present also give names and addresses of their friends in the area who are potential members and workers. Urge them to get at least one potential member to attend the next meeting.

- E. Have at least five of those present agree to serve on a “Membership Committee” to contact other members in the area who did not attend the meeting, give them a progress report and invite them to the next meeting.
- F. Determine if there are sufficient resources (volunteers and finances) to continue organizational activities for an AFA chapter in the location. If there is sufficient interest, discuss and confirm the time and place of next meeting. This should be held within one month’s time to take advantage of the interest and momentum gained at the initial meeting.

## **Organization Minimums**

The following list of Chapter officers and their duties are recommendations with the exception where duties may be specified in the AFA-TX and AFA HQ Constitutions. Each Chapter's operation must be tailored to local conditions. Refer to the AFA HQ *Field Operations Guidebook* Chapter Nine for additional information.

### **Elected Officers (Required)**

President; Vice President(s); Secretary; Treasurer

### **Appointed Officers (Recommended)**

Vice President - Aerospace Education  
Vice President - Awards  
Vice President - Communications  
Vice President - Community Partners  
Vice President – Government Relations  
Vice President – Leadership Development  
Vice President - Membership  
Vice President - Veterans Affairs

### **Committees**

Awards; Community/Military Relations; Finance; Fund Raising; Leadership Development; Membership; Programs/Publicity; Others as Necessary



## **Executive Council**

The Executive Council consists of the four elected officers, the appointive Vice Presidents, the chairpersons of key Chapter committees, and any additional elected members as may be specified by the Chapter Constitution & Bylaws. The Chapter President is the Chairperson of the Executive Council. The Executive Council should meet monthly.

## **Officer Responsibilities**

### **President**

The President's responsibilities are vital to the success of the Chapter and accomplishment of AFA's objectives in the community. These responsibilities are outlined below:

- A. Serve as Chairperson of the Executive Council.
- B. Preside at every regularly scheduled meeting or special meetings, or ensure that the Vice President is available to preside.
- C. Represent the Chapter in all community functions in which the Chapter is invited to participate, or ensure that the Vice President or another officer is available to serve.
- D. Represent the Chapter at all State, Region and AFA HQ meetings (including Conventions), or ensure that the Vice President, or another officer or member is available to represent the Chapter. Ensure that the officer or member is properly appointed and given proper credentials.
- E. Maintain close liaison with other State Chapters, AFA-TX, the Texoma Region President, and AFA HQ.
- F. Receive and review all pertinent communications from AFA-TX, the Texoma Region President, and AFA HQ, and take appropriate action.
- G. Appoint other chapter officers as required to assist in operating the chapter. These might include vice presidents for programs, leadership development, membership, education, communications, veterans affairs. Others may be added as needed.

- H. Assure that the Area Vice President and the AFA-TX President are notified well in advance of all Chapter programs. National directors, especially the individual selected by the region, should be invited to attend chapter programs. When deciding upon a speaker for a chapter event, a National Director or the Texoma Region President should be given consideration.
- I. Require the completion of Quarterly Reports, Officer Rosters, and Annual Plans from the Secretary and Treasurer, and ensure that the proper forms are referred to the AFA-TX President quarterly. If required, ensure that an IRS Form 990 is submitted annually to the IRS regional office and that a copy is sent to AFA HQ through the AFA-TX and Texoma Presidents. Refer to the Chapter President's Suspense Calendar on page 2-11.
- J. Ensure timely submission of nominations for AFA HQ awards as well as for AFA-TX or chapter awards.
- K. Implement a Chapter Teacher of the Year program.
- L. Implement at least one program focused on aerospace education or science, technology, engineering or mathematics (STEM) each year.
- M. Establish contact with any Members of Congress from your chapter area and members of their staff, especially their local offices. Discuss AFA's mission and the local chapter's role in the community. Offer the Member a complimentary membership. The decision to extend that offer to members of the staff is a local option but also must be locally funded. As appropriate, they should be invited to participate in local chapter activities.
- N. Establish chapter committees to assist carrying out chapter functions and activities.
- O. As a minimum, plan and conduct or support a major chapter activity or function each quarter. These generally include such things as a program to recognize military units in the chapter area, a veteran/retiree function, a JROTC/ROTC activity and so on.
- P. Mentor chapter officers and future leaders through participation in AFA HQ, regional and state leadership training sessions.
- Q. Communicate with all the members in the chapter quarterly. Each chapter is obligated to produce a newsletter each quarter (one quarter may be excused by the State). Distribution must be made to each member once per year by electronic or paper means and thereafter by paper only to those who request it. Ensure a copy is sent to AFA HQ.

- R. Conduct one annual membership drive in the local community and implement a chapter membership retention program. A robust Community Partner program can be an excellent source of both members and additional revenue.
- S. Chapters near a military installation should make personal contact with the senior officers and NCOs once a quarter to build relationships and support for the chapter.

**Vice President**

- A. Serve as a member of the Executive Council.
- B. Preside at any meeting or function when the Chapter President is unable to serve. The Vice President is normally the individual who will be the next chapter president and as such should be involved in all chapter functions.
- C. Maintain active interest in, and knowledge of, all activities of Chapter Committees, reporting all pertinent information to the Chapter President.
- D. Assist the Chapter President in every possible way with respect to the official duties imposed on the President.
- E. Assume any additional responsibilities conferred upon the office by virtue of the Chapter Constitution & Bylaws.
- F. Be responsible for the Chapter Charter.
- G. Assume responsibility for all physical property belonging to the unit, except those properties for which other officers have expressly been made responsible.

**Secretary**

- A. Serve as a member of the Executive Council.
- B. Record, transcribe, and deliver to the Chapter President the Official Minutes of every regularly scheduled or special Executive Council meeting.
- C. Maintain official Minutes Book containing copies of all Minutes.
- D. Maintain appropriate files, containing copies of all emails and correspondence received or mailed by the Chapter.

- E. Assume responsibility for receipt and acknowledgment of all official Chapter correspondence. Maintain close liaison with the President on all correspondence. Initiate correspondence when requested by the President or Vice President.
- F. Serve as Chairperson of the Chapter Constitution & Bylaws Committee if one is active. If not active, the Secretary must assume responsibility for the Chapter Constitution & Bylaws, ensuring that all necessary revisions are properly made.
- G. Assume the responsibility for the completion of the Chapter Officer Roster following the annual Chapter elections. This Roster must be filed annually, even when there is no change in officers, and submitted to AFA HQ with a copy to the respective Area VP, the AFA-TX President, AFA-TX Executive Secretary, and the Texoma Region President NLT 31 October.

**NOTE:** The Officer Roster MUST BE ON FILE at AFA HQ before ANY rebate payments will be made to the Chapter.

- H. Assume responsibility for ensuring that the Annual Activity Plan is completed by the Chapter Executive Committee and submitted to the AFA-TX President for forwarding to the Texoma Region President NLT 31 December.
- I. Assume the responsibility for completing and signing the Quarterly Activity Report and submitting the report to the Chapter President for approval and signature. The report must be sent to the AFA-TX President for endorsement who sends to the Texoma Region President for endorsement to AFA HQ.

**NOTE:** See the report due date summary at the end of Chapter Three of this Guide for the due dates for all reports.

### **Treasurer**

- A. Serve as a member of the Executive Council.
- B. Maintain a current record of expenses, including assets and liabilities.
- C. Serve as Chairperson of the Chapter Finance Committee.
- D. Maintain close liaison with the Chapter President on all financial matters of the Chapter for which the Treasurer is responsible.

- E. Assume responsibility, within limitations imposed by the Constitution & Bylaws, for financial deposits, withdrawals, and prompt payment of all liabilities.
- F. Assume responsibility for Chapter compliance with all regulations, laws, and statutes (federal, state, or local) with respect to financial operations of the Chapter.
- G. Complete annual IRS Form 990 (if required) and submit to the Chapter President for approval.
- H. Assume responsibility for ensuring that the Annual Financial Plan is completed for review by the Chapter Executive Committee, endorsed by the Chapter President who submits to the AFA-TX President for endorsement to the Texoma Region President.
- I. Assume the responsibility for completing and signing the Quarterly Financial Report and submitting the Report to the Chapter President for approval and signature. The report must be sent to the AFA-TX President for endorsement and then to the Texoma Region President for endorsement.

NOTE: See the report due date summary at the end of Chapter Three of this Guide for the due dates for all reports.

### **Appointed Vice Presidents**

Selection of Chapter officers listed below is vital to the success of Chapter Programs. Before appointment, the Chapter President should study the duties of the State officer responsible for the corresponding areas, and read the related details that can be found in Chapter One of this guide and Chapter Nine of the AFA HQ *Field Operations Guidebook*.

- Vice President - Aerospace Education
- Vice President - Awards
- Vice President - Communications
- Vice President - Community Partners
- Vice President - Government Relations
- Vice President – Leadership Development
- Vice President - Membership
- Vice President - Veterans Affairs

These Vice Presidents shall:

- A. Manage all Chapter activities with regard to the individual Action Program assignment.
- B. Maintain close coordination with other Chapter officers and key committees.
- C. Maintain regular and direct contact with the appropriate State Vice President.
- D. Adhere to all program commitments and milestone dates.
- E. Serve as a member of the Chapter Executive Committee.

### **Committee Chairpersons**

- A. Serve as a member of the Executive Council.
- B. Complete and submit reports as required to the Chapter President.
- C. Serve as Program Chairperson for any programs sponsored by the Chapter in the area of responsibility of the Committee.
- D. Arrange, and preside at, special meetings of the Committee deemed necessary for successful completion of any program in the area of responsibility of the Committee.
- E. Maintain close liaison with the Chapter President and the Executive Council on all programs in the area of responsibility of the Committee.

**AFA Chapter President's Suspense Calendar**

<b>DUE DATE</b>	<b>ITEM</b>	<b>SUBMIT TO</b>	<b>COMMENTS</b>
<b>January</b>			
15	Quarterly Activity Report 4th Qtr CY	State Pres	Due to Region 1 Feb, AFA HQ 15 Feb
15	Quarterly Financial Report 4th Qtr CY	State Pres	Due to Region 1 Feb, AFA HQ 15 Feb
15	Earle North Parker Essay Contest	State	Submit Chapter Award Winner to VP Scholastic Awards
<b>February</b>			
	None		
<b>March</b>			
Varies	Attend State Spring Meeting		
31	Publish Newsletter 1st Qtr CY	State & AFA HQ	Submit to VP Communications, AFA TX President and AFA HQ
<b>April</b>			
1	State and AFA HQ Award Nominations	State	Submit to VP Awards Refer to the AFA Texas State and Chapter Operations Guide, Chapter 6 and AFA Field Operations Guidebook (FOG) Chapter 15
15	Quarterly Activity Report 1st Qtr CY	State Pres	Due to Region 1 May, AFA HQ 15 May
15	Quarterly Financial Report 1st Qtr CY	State Pres	Due to Region 1 May, AFA HQ 15 May
<b>May</b>			
1	Chapter & State Teacher of the Year Award	State VP AEF	Refer to AFA Texas State and Chapter Operations Guide, Chapter 6
<b>June</b>			
30	Publish Newsletter 2d Qtr CY	State & AFA HQ	Submit to VP Communications, AFA TX President and AFA HQ

<b>DUE DATE</b>	<b>ITEM</b>	<b>SUBMIT TO</b>	<b>COMMENTS</b>
<b>July</b>			
Varies	Attend State Convention		
Late	Field Resolutions	State Pres	For National Convention
15	Quarterly Activity Report 2nd Qtr CY	State Pres	Due to Region 1 Aug, AFA HQ 15 Aug
15	Quarterly Financial Report 2nd Qtr CY	State Pres	Due to Region 1 Aug, AFA HQ I 15 Aug
<b>August</b>			
Varies	Attendance at AFA HQ Convention	State Sec	Notify AFA Texas Secretary if attending AFA HQ Convention
<b>September</b>			
Early	Annual AFA HQ Convention		Info - always starts second weekend of September
30	Publish Newsletter 3rd Qtr CY	State & AFA HQ	Submit to VP Communications, AFA TX President and AFA HQ
<b>October</b>			
Varies	Attend State Fall Meeting		
31	Officer Roster	AFA HQ	Copy to State & Region Presidents & Area VP & State Sec
15	Quarterly Activity Report 3rd Qtr CY	State Pres	Due to Region 1 Nov, AFA HQ 15 Nov
15	Quarterly Financial Report 3rd Qtr CY	State Pres	Due to Region 1 Nov, AFA HQ 15 Nov
<b>November</b>			
	None		
<b>December</b>			
1	Annual Activity Plan	State Pres	Due to Region 15 Dec, AFA HQ 31 Dec
1	Annual Financial Plan	State Pres	Due to Region 15 Dec, AFA HQ 31 Dec
31	Publish Newsletter 4th Qtr CY	State & AFA HQ	Submit to VP Communications, AFA TX President and AFA HQ

See Chapter 3 of this Guide for more information on reports and newsletters and any other required reports.

See Chapter 10 of the AFA Field Operations Guidebook for additional information.



# Chapter Three

## Reporting Requirements

To maintain an active status and to qualify for membership rebates, support payments, and allocations, AFA-TX and each Chapter within the state must meet minimum reporting requirements. The requirements are:

A. AFA-TX and each chapter must submit an annual activity plan using the standard AFA activity plan. These plans should cover the expected activities for the planning year (January-December).

B. AFA-TX and each chapter must submit an annual financial plan (format is at the discretion of the organization). These plans should cover the expected financial activities for the planning year (January-December).

C. AFA-TX and each chapter must submit a Quarterly Activity Report (QAR). This report should cover all activities sponsored by AFA-TX or chapter during the quarter.

D. AFA-TX and each chapter must submit a Quarterly Financial Report (QFR) using the standard AFA financial report form) at the close of each quarter.

E. AFA-TX and each chapter whose gross receipts in each taxable year are normally \$25,000.00 or more must file an annual IRS 990 at the address listed in the instructions on the back of the form and, at the same time, forward a duplicate copy to AFA HQ through the AFA-TX and Texoma Region Presidents. (See the *AFA Field Operations Guidebook* Chapter 10 for additional information.)

F. If AFA-TX or a chapter has gross receipts in a taxable year less than \$25,000.00, an IRS form does not have to be filed.

G. Each chapter must submit a Chapter Officer Roster following their annual elections. To be current, the roster must be dated after the beginning of the current operating year (1 October). Even if there have been no changes, the chapter must submit a new roster. AFA-TX must also submit a State Officer Roster following the same requirements. Please use the standard AFA Chapter Officer Roster.

H. AFA-TX and chapters must prepare and distribute a quarterly newsletter via mail (electronic or snail mail or a combination) to each chapter member.

**NOTES:**

Each year AFA HQ is required to furnish the IRS a complete roster of state/chapter treasurer for the current year.

## Reporting on Unit Activities and Finances

### Required Reports

The following are the required reports that the AFA-TX state organization, as well as each Chapter in the state, must submit:

- A. Officer Roster
- B. Annual Activity Plan
- C. Annual Financial Plan
- D. Quarterly Activity Report
- E. Quarterly Financial Report

**NOTES:**

Planning and reporting templates and instructions for developing chapter annual activity plans and completing quarterly activity and financial reports are available on the AFA website [www.afa.org](http://www.afa.org) under Field Resources Library AFA Governing Documents.

Refer to the end of this chapter for a summary of the report dates to the AFA-TX President, Texoma Region President and AFA HQ.

### Chapter/State Officer Roster

This report is to be submitted following the annual elections. To be current, the roster must be dated after the beginning of the current operating year (October 1). **Even if there have been no changes, you must submit a new roster.**

**NOTE:** This report must be on file at AFA HQ before ANY rebate or support payments will be paid.

The roster should be sent electronically and must reach the AFA HQ NLT 31 October each year. Provide a copy to the respective Area VP, AFA-TX President, Texoma Region President, and AFA-TX Executive Secretary. Copies of the form can be obtained either from the AFA web site at [www.afa.org](http://www.afa.org) under Field Resources Library Governing Documents and Forms.

### **Annual Activity Plan**

This plan is built on the template provided by AFA HQ and found on the AFA website under Field Resources Library Field Operations Planning. Instructions and guidelines are available separately on the AFA website under Field Resources. All chapters need to complete in the "Header" information the year, the region name, state name, chapter number and chapter name. Then complete the rest of the plan by placing the number of activities (1, 2, 3, etc.) that the chapter plans to conduct for each goal during the quarter in the column marked "P" for *Planned*. For each goal, briefly explain in the remarks section what activity is planned. There is no requirement to complete all goals. The document should be labeled with the chapter number and year, e.g., 232AAP2010.

Upon completion of the plan, the chapter president must email the plan to AFA-TX President for review and endorsement. He or she will date and type their name in the appropriate block and then forward to the Texoma Region President for review and endorsement who, in turn, will review and endorse to AFA HQ for processing. The Annual Activity Plan is due NLT 31 December of the operating year, i.e., the 2011 plan is due to AFA HQ not later than 31 December 2010.

### **Annual Financial Plan**

This plan is designed to provide the Region and AFA HQ with a financial plan to include all income and expenses for the State organization, as well as each Chapter in the state, for the coming *calendar* year.

AFA HQ does not publish a form for this report. Each organization can use its own format in publishing the report. The recommended and desired soft copy format is in MS Word. The Annual Financial Plan shall be submitted with the Annual Activity Plan.

NOTE: The Annual Financial Plan is to be published for the next calendar year to coincide with the same time period as the Annual Activity Plan (i.e., 1 Jan to 31 Dec).

## Quarterly Activity Report

This report should cover every activity sponsored by the Chapter during the quarter. Include the date of the activity, the place it was held; the total number of attendees and the number of AFA members present; the name and title of each speaker and program participant; the name and titles of special or distinguished guests; the name and titles of State, Region, and AFA HQ Officers present.

The report is completed on the Annual Activity Plan prepared for the year. Open the annual plan and save it under a new filename for the current quarter, e.g., 234Q2AR2010. Complete the "Header" information, making sure it is marked as a quarterly report and indicate the appropriate quarter by placing an "X" in the block for the quarter. Place the number of activities in the "A" column and then make the corresponding comments in the "remarks" column to explain each activity. First, delete all remarks remaining from the previous Plan (but always keep the numbers in the "planned" column). Then replace the remarks with NEW remarks that explain what the activity was (the who, what, where, when, etc of what took place). An example of an activity is "Conducted an awards banquet on 2/24/10 at Lackland AFB with 350 people in attendance". If more detailed information is required, then continue them in the remarks section at the end of the report. Be sure reference the Theme number and block (e.g. 2a) when continuing remarks at the end.

For each subsequent quarter report, open the previous quarter's report and save it with a new filename for the quarter and delete the remarks section from the previous quarter but keep the number of events accomplished for the previous quarter.

Each quarter's report will be emailed to the AFA-TX President for endorsement and forwarding to AFA HQ via the Texoma Region President.

## Quarterly Financial Report

The report must contain complete details of all receipts and disbursements. For "Other Receipts", explain the source and amount of the income for each source listed. It is **essential** that all expenditures be explained in detail. As an example, an item must not be listed as "President's expenses for the quarter." Each item of the President's expenses must be listed separately and explained in detail. The detail of reimbursements must include a breakout of the type and cost of transportation, hotel and restaurant identification, types of incidental expenses, and the purpose for which the expenditure was incurred, such as attending a Chapter meeting or State Convention, organizing a new Chapter, or entertaining a program participant. It **must** also include the names and titles of those entertained.

After the quarterly financial report has been completed and signed by the treasurer and chapter president, will be emailed to the AFA-TX President for endorsement and forwarding to AFA HQ via the Texoma Region President. The report should be labeled with the chapter number and quarter period, e.g., 391Q3FR2010.

### **Quarterly Chapter Newsletter**

Chapters are required to prepare and distribute a quarterly chapter newsletter. All newsletters should contain the following information:

- A. Name and number of the Chapter.
- B. Names and contact information for the Chapter's officers.
- C. Some content MORE THAN an information flyer for the next Chapter meeting or event.

Chapters have two options for distribution.

- A. Mail (by electronic or snail mail or a combination) a copy to each chapter member. If chapters chose to post newsletters on a web page instead of emailing them to members, a positive notification via e-mail needs to be sent to email recipients. Simply posting a newsletter to the Web without positive notification of the recipients does not fulfill the requirement.
- B. Mail (by electronic or snail mail) a copy of each chapter member who desires to receive the newsletter. Chapters choosing this option must communicate annually with ALL their members via mail or e-mail. Chapter members are urged to provide an updated e-mail address or to indicate if they wish to receive a hard copy.
  - 1. For the remaining three quarters chapter newsletters will be provided electronically to all members with valid e-mail addresses and in hard copy to those who specifically request them.
  - 2. Chapters electing this method must indicate they have done the complete contact/ mailing in the appropriate quarterly report filed with AFA HQ.

Regardless of the distribution method selected, the following additional information applies to chapter newsletters.

- A. One copy of the newsletter should be attached to the chapter Activity Report and labeled with chapter number and quarter (i.e., 416Q4NL2010) when submitted to the AFA-TX President for endorsement.

- B. The AFA-TX President may excuse a chapter from the newsletter requirement for ONE quarter each plan year. Approval must be given in advance, notice sent to AFA HQ and the excusal must be noted on the chapter's activity report.

## **REQUIRED PROCEDURE FOR SUBMITTING REPORTS**

All reports must be submitted via email to the AFA-TX President for his endorsement. If, in his or her judgment, the report fulfills the minimum requirements specified above, the AFA-TX President will endorse the report and forward to the Texoma Region President. The AFA-TX President is primarily responsible for ensuring activities on the Quarterly Activity Report meet the spirit and intent of the goal based on the remarks provided by the Chapter president.

The Texoma Region President will follow the same procedure and will forward to AFA HQ.

If, in the judgment of the AFA-TX President and/or the Texoma Region President, the report does not fulfill the minimum requirements specified above, the report will be returned to the chapter with an explanation from either the State President or Region President. If, in their judgment, a chapter's reports do not meet the minimum requirements, but the unit has the potential of becoming an effective unit within a reasonable period of time, it is the prerogative of the AFA-TX President and/or Texoma Region President to endorse the reports as fulfilling the minimum requirements.

## **IRS Employer Identification Number (EIN)**

All field units must have an IRS employer identification number (EIN). If the chapter does not know its EIN, Field Services at AFA HQ has a listing of AFA unit EIN's reported to them on their annual return by the IRS. An EIN number may be obtained by completing and submitting IRS Form SS-4. If the chapter does not currently have a number, forms may be obtained and filed online or the local IRS office.

## **Tax Status and the Requirement for IRS Form 990**

In February 2006 AFA merged with the former Aerospace Education Foundation (AEF) and became tax exempt under Section 501(c)(3) of the Internal Revenue Code. In July 2006 a request was made for a group exemption for all AFA state and chapter organizations under Section 501(c)(3). In September 2009 the final approval was given for the group exemption with a February 2007 effective date. Requirements to file IRS 990 or 990-N changed as a result.

In general, units with gross receipts less than or equal to \$25,000 are required to file an electronic (only form 990-N). The requirement was first levied in 2008 and there is a three year grace period.

All Chapters that have annual gross receipts of \$25,000 or more are required to file IRS Form 990 or 990-EZ.

The Form 990 must be filed with the Internal Revenue Service Center, Austin, Texas, not later than the 15th day of the fifth month following the close of the Chapter's fiscal year. Since the AFA Field Fiscal Year is 1 January through 31 December, this filing deadline would be 15 May. See the end of this chapter for a summary of all report due dates.

For the purposes of this return (IRS 990), Gross Receipts are the total amounts received by the Chapter during its annual accounting period from all sources without reduction for any costs or expenses. This includes, for example, the total amount received as membership, rebates and allocations, contributions, donations, and gifts; and ticket sales for Chapter dinners, dances, raffles, and other Chapter functions. Do not include membership dues forwarded to AFA HQ as these are accounted for by AFA HQ.

Additional information on reporting requirements and procedures can be found in Chapter Ten of the AFA HQ *Field Operations Guidebook*.

## Texas Franchise Tax

The Texas franchise tax is a privilege tax imposed on each taxable entity formed or organized in Texas or doing business in Texas. All **taxable** entities must file franchise tax reports. Texas exempts qualified organizations from sales, franchise, and hotel taxes. Organizations that might qualify include certain 501(c) organizations; homeowners associations; and educational, religious, and charitable groups. For organizations with a federal IRS exemption, chapters must file for an exemption using AP 204, Texas Application for Exemption – Federal and All Others. For more information, refer to [www.window.state.tx.us/taxinfo/franchise](http://www.window.state.tx.us/taxinfo/franchise). Every four years the chapter must recertify their exemption to the Texas Franchise Tax. A letter will be sent from the Texas Comptroller to the chapter representative requesting the recertification.

## **Report Due Dates Summary**

### **A. Chapter/State Officer Roster Due Dates**

To AFA HQ NLT    Copies to Area VPs, State & Region Presidents NLT

Due Dates	31 Oct	31 Oct
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NOTE: Chapter presidents may submit the above report directly to AFA HQ or to the AFA-TX Executive Secretary for submission. Copies of roster should be sent to the AFA-TX President, AFA-TX Executive Secretary and the chapter's Area VP.

### **B. Annual Activity Plan & Annual Financial Plan Due Dates**

To AFA-TX President NLT    Region President NLT    To AFA HQ NLT

Due Date	1 Dec	15 Dec	31 Dec
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### **C. IRS Form 990**

IRS    Copies to State & Region Presidents & AFA HQ

Due Date	15 Feb	15 Feb
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### **D. Quarterly Activity Report, Quarterly Financial Report & Newsletters**

To AFA-TX Pres. NLT    To Region Pres. NLT    To AFA HQ NLT

For 1st Qtr (Jan – Mar)	15 Apr	1 May	15 May
For 2nd Qtr (Apr – Jun)	15 Jul	1 Aug	15 Aug
For 3rd Qtr (Jul – Sep)	15 Oct	1 Nov	15 Nov
For 4th Qtr (Oct - Dec)	15 Jan	1 Feb	15 Feb



# Chapter Four

## Membership

### Overview

To accomplish the objectives of the Air Force Association at the Chapter, State, and National levels, each Chapter must have an active, aggressive Membership and Community Partner program. Membership in AFA is open to all individuals.

### Categories of Membership

**Regular Membership:** The current membership rate is \$45.00 per year. Optional rates include a three-year membership for \$110.00 or a lifetime membership for \$600.00 (\$630.00 if paid with extended payments).

**Half-Priced Membership:** AFA offers half-priced memberships to current Cadets and Junior Enlisted members.

Cadet memberships are open to any person enrolled as a Cadet at a United States Service Academy, an Officer Trainee, a ROTC Cadet at a college or university, JROTC or Civil Air Patrol.

AFA HQ also offers a special, half-priced rate for currently enlisted members ranked E-1-E-4. Members who join under this special rank are eligible for all member benefits including voting and holding office. This rate is only valid while a member is Active Duty and within the ranks of E1-E4.

### Annual Membership Drive

- A. Appoint a Membership Chairperson each year.
- B. Appoint a Community Partner Chairperson each year.
- C. Establish a new membership goal at least as large as the one assigned by the AFA HQ (see Chapter 11 of the *AFA Field Operations Guidebook*.)

- D. Obtain the area "unaffiliated" AFA membership list from AFA HQ and make one mailing each year inviting these members to associate with the local Chapter. Establish a telephone committee to follow up on the mailing. Get proxy for signing transfer card.
- E. Encourage State elected representatives, the Mayors, and other local politicians to become members of the local Chapter.
- F. Select a specific period of time for the Annual Membership campaign (one month, six weeks, two months). Avoid the time frames of community fund raising efforts, United Fund, Combined Federal Campaign, etc. For purposes of the AFA-TX Ryan Membership Award, the time frame will normally be from about 1 April to 30 May.
- G. Involve local television, radio, and newspapers in your campaign.
- H. Coordinate with the local Air Force Base Commanders or Reserve/Guard Unit Commanders to initiate on-base campaigns. Here are some other helpful hints for ensuring a successful on-base membership campaign:
  - 1. Meet personally with the base membership chairperson in January.
  - 2. Suggest that an advisory committee be appointed that is composed of junior officers, enlisted, and civil service personnel.
  - 3. Suggest that the Chairperson encourage each unit on base to identify a Project Coordinator, either Officer, NCO, or Civilian to assist in the drive.
  - 4. Create an atmosphere whereby those who participate in the drive can enjoy the work. Like you, they are "volunteers" and need more encouragement than discipline.
  - 5. Host a kick-off planning luncheon in February for the Project Chairperson, Project Coordinators, the Wing/Base/Unit Commander, and key members of the local AFA Chapter to discuss the drive.
  - 6. If the Wing/Base/Unit Commander did not attend the luncheon, ask to meet with him or her to discuss command support of the drive.
  - 7. Develop a detailed handout describing what the local AFA Chapter has done in the past and has scheduled for the future.

8. Meet with the Membership Chairperson and their Coordinators and Committee in March.
  - a. Remind all of potential confusion between AFA drive and AFAF (Air Force Assistance Fund) drive in progress.
  - b. Order AFA sound/slide or PowerPoint presentation for base leaders to use.
  - c. Hand out AFA HQ and local Chapter AFA information sheets.
  - d. Review all membership drive material.
  - e. Review the purposes of AFA.
  - f. Answer questions.
  - g. Suggest personal contact with prospects.
  - h. Suggest all completed applications be returned to project coordinators so names can be recorded to ensure all who sign up are entered on the membership rolls.
  - i. Encourage project leaders not to mail the completed applications. A designated chapter representative should pick up each week, all applications received to-date. These should be copies for local records, and sent immediately to AFA HQ.
  - j. Encourage those who are already members to renew their memberships (using the same form) or convert to a life membership.
  - k. Provide refreshments.
  - l. Sincerely demonstrate local chapter's appreciation for the individuals' efforts. Outline an incentive awards program (excellent opportunity to get Community Partners involved).
9. Plan a membership kick-off event. This can be either a major program or informal reception. In either case, hose the Base Drive Leaders. Make them feel

appreciated and part of the AFA team. Ensure publicity kick-off on base. This requires advance coordination with Public Affairs.

10. Ask for weekly membership updates.
  11. Suggest that the project chairperson provide periodic updates to the commander.
  12. Ensure applications are mailed as soon as the names are recorded. This has been an area of concern in the past. **DON'T SIT ON COMPLETED APPLICATIONS - THERE IS NO REASON TO DO SO!**
  13. Plan a membership drive wrap-up.
    - a. Invite all new members (hence, one of the reasons for retaining their names).
    - b. Invite all drive leaders.
    - c. Invite the command structure (Officer and NCO).
    - d. Send thank you notes to individuals and commanders.
- I. Given the above ideas, consider the following additional points which have worked well for chapters:
1. Underwrite the cost of membership for E-4's and below (perhaps \$5.00 off the cost - you must include a chapter check to make up the difference).
  2. Emphasize throughout the campaign the importance of AFA being fully recognized as an organization of senior and junior officers, NCO and junior enlisted, civilians, and cadets.
  3. If appropriate, encourage cadet membership - your chapter will receive credit of one new member for every two cadet memberships sold. No membership rebate will be paid for these new members.
  4. Emphasize over and over again the importance of converting existing memberships to life memberships. It's by far the best deal going for AFA members.

5. Don't forget the insurance and other membership programs available to members. They make great sales tools, especially the new AFA credit card!
- J. Get as many AFA officers and members involved as possible. Assign attainable individual goals.
- K. Get the cooperation of the Chamber of Commerce. Be certain all members of the Military Affairs Committee belong to the AFA. Another worthwhile avenue to consider is to request the Chamber increase their dues sufficiently to allow all their members to belong to the AFA. Make a special effort to recruit local business people, or owners of businesses, as Community Partners. Show them the plaque that can be displayed in the place of business.
1. Consider the rebate the Chapter receives for new members and offer half price memberships to special groups: ROTC, JR. ROTC, CAP, Reserve and National Guard organizations, etc.
  2. Each Chapter should consider inviting approximately 20 top executives of the largest employers in their area to meet for the purpose of obtaining company-sponsored individual memberships in the local Chapter. Describe the Community Partner program and show the plaque and a copy of the Air Force Magazine that is provided by AFA HQ. A suggested program would be:
    - a. Mail personal invitations two weeks in advance.
    - b. Meetings should not be over one and one-half hours in length starting about 4:30 PM on a work day other than Friday.
    - c. Cocktails and hors d'oeuvres for the first half hour. A few comments should be made concerning the economic impact of the Air Force within the state and the local community. the highest ranking AF person in the community should be asked to say a few words about what AFA means to him or her. The Mayor or other local politicians should be invited to comment.
    - d. Membership applications should be available and pledges should be requested from each in attendance. If possible, a few of those in attendance should be approached before the meeting and requested to start the pledges off with a number - 25, 50, 100 - depending on the size of the business.

- e. Suggest the Chapter purchase several Community Partner plaques to have on hand for presentation to new partners that sign up at the meeting.
- f. Heads of newspapers, radio and TV should be among those invited.
- g. Request the application blanks be returned within two weeks. Offer to come by and pick them up when ready.
- h. Send a letter of appreciation to each participant. Ask them to encourage their employees to bring their membership renewal invoices in for payment next year.

## **New Member Activities**

- A. A major problem exists in many AFA Chapters with regard to becoming acquainted with new AFA members, and in informing those new members on AFA activities and programs. The problem is most critical with new "blue suit" members, who often have difficulty relating to the local AFA Chapter as a real organization. Thus, each Chapter should, at least once a year, at the close of the annual membership campaign, schedule a social activity specifically for new members.
- B. Record the names and address of new members and Community Partner applicants during the campaign and prior to mailing applications to National. Otherwise, it may be a full quarter or more before the Chapter has a working list of new members.
- C. The social event should not be a banquet style affair, but should be a "mixer", an informal get-acquainted function. An ideal format for this event is a cocktail party, which begins with a ten or fifteen minute stand-up welcoming speech, in which local leaders and Chapter officers are introduced. Copies of the latest Chapter Newsletter should be distributed to all new members. The over-riding objectives are to ensure the new members are aware of:
  - 1. A local Chapter really exists.
  - 2. Who the local Chapter officers are.
  - 3. Where they can get answers to their questions.

4. How they can become active and stay active in AFA affairs.
5. What AFA is endeavoring to accomplish.

NOTE: Chapters shall make special note of these events in their Quarterly Activity Reports.

## **Membership Awards Program**

There are several awards at the AFA HQ level as well as the state level to recognize those chapters who have excelled at membership recruitment. Information on each of these awards can be found in Chapter Six of this guide as well as Chapter Fifteen of the AFA HQ *Field Operations Guidebook*.

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# Chapter Five

## Finances

### State and Chapter Finances

AFA-TX and state chapters receive funds quarterly support payments from AFA HQ based on specific qualifications outlined in Chapter Three and this chapter. AFA-TX and chapters cannot expect to function effectively by relying solely on payments from AFA HQ. The State and chapter Annual Activity and Financial Plans should include several supplemental sources of income beyond allocations, rebates, and support payments.

### Qualifications to Receive Payments

To receive allocations and support payments, AFA-TX must:

- A. Have a current State Officer Roster on file with AFA HQ NLT 31 October of each year; with a copy to the Area VP, the AFA-TX President, and the Texoma Region President, and the AFA-TX Executive Secretary. Have the Annual Activity Plan and an Annual Financial Plan on file with AFA HQ NLT 31 December of each year. These documents are due to the Texoma Region President for his approval and signature NLT 15 December each year.
- B. Sponsor a minimum of four state activities each operating year (at least one per quarter), including an annual state convention that includes a business meeting and election of officers.
- C. Submit a Quarterly Activity Report and a Quarterly Financial Report. File an IRS Form 990 if required. (See Chapter 3 of this guide for more information).

### Payment Amounts

When qualified, AFA-TX receives an allocation of \$48.00 per quarter for each active, qualified chapter in the state. The amount of the allocation will vary from 0% to 125% of this amount depending upon the performance of each individual chapter.

AFA-TX will receive a support payment of \$.78 per year (\$.195 per quarter) for each member affiliated with a chapter in the state.

Qualification includes on time submission of Quarterly Activity Reports and Quarterly Financial Reports submitted through proper channels and sponsorship of one state executive committee meeting per quarter including an annual state convention that includes a business meeting and election of officers. See Chapter Three of this guide for more details.

### **Use of State Funds**

- A. The primary use of State funds is to defray expenses for:
  - 1. Administration of State Programs
  - 2. State Executive Committee meetings
  - 3. Travel and administrative expenses for State Officer activities
  - 4. AFA-TX Executive Secretary administrative support and salary
- B. All use of state funds is subject to the current availability of said funds and must have PRIOR approval of the State President and the State Treasurer.
- C. There may be reimbursement of expenses in connection with State Conventions and Executive Committee meetings. Prior approval is required.
- D. AFA-TX will advance to the hosting chapter \$300 for conducting an AFA-TX Executive Committee meetings.
- F. AFA-TX may pay for one visit to each Chapter by the assigned Area Vice President not to exceed \$100 per chapter.
- F. AFA-TX will advance to the hosting chapter \$400 for the Annual State Convention.

## Chapter Finances

Each chapter is eligible to receive a support payment from AFA HQ in the amount of \$2.28 per year (\$.57 per quarter) for each member affiliated with the chapter with the exceptions noted below.

- A. New, chapter-recruited members who joined the chapter within the previous 12 month period (since the chapter would have received the new member rebate for this person).
- B. Cadets, complimentary members or Community Partners.
- C. The amount of payment can range from 0% to 125% depending on the chapter's performance criteria explained below.

Each chapter is eligible to receive a rebate payment from AFA HQ for new, chapter-recruited members obtained during the quarter. No rebates are paid for Cadets, complimentary members or Community Partners.

- A. One year member -- \$15.00
- B. Three year member -- \$25.00
- C. Life member (new only) -- \$45.00 upon completion of payment

## Payment Amounts

Chapters must meet certain minimum performance criteria in order to receive any funds.

- A. These performance measures will be applied beginning in calendar year for the January-March quarterly reports. Chapters must accomplish all of the roster, plans, and reports segment below in order to be eligible for any payment (support or membership rebates) for any quarter.
- B. The chapter earns support payments as listed below and further explained in the subsequent paragraph:

0%	Rosters, Plans and Reports
25%	Newsletter
50%	Strategic Plan Goals
25%	Membership

C. Additional payment can be earned in one of two ways, once the basic 100% payment criterion is achieved.

1. 25% for either of the following:

For completing any OTHER goal listed in the annual planning template derived from the annual activity plan.

Meet a chapter membership goal for new, chapter-recruited members equal to 0.75% of the chapter total membership at the beginning of the operating year (1 October) or 1 member whichever is greater.

2. Chapter Matching Grant (for other than education-OTE) (See Chapter 11 of the AFA *Field Operations Guide* for more information.)

D. Chapters are eligible to receive both the 25% bonus and the matching grant (OTE).

E. State allocation for each chapter will vary from 0% to 100% depending on chapter performance but will not be affected or adjusted if a matching grant is awarded.

## Requirements for Qualification

To be qualified, the Chapter must meet the basic requirements outlined in Chapter Two of this Guide. In addition the chapter must:

- A. Have a current Officer Roster, Annual Activity Plan, and an Annual Financial Plan on file with AFA HQ each year. The Activity and Annual Financial Plans are due to the AFA-TX President for approval and signature NLT 1 Dec of each year. To be current, the Officer Roster must be dated after the start of the current operating year (1 October) and sent to AFA HQ NLT 31 Oct. A copy of the Officer Roster is to be sent to the Area VP, State and Region Presidents and AFA-TX Executive Secretary.
- B. Submit an on-time Quarterly Activity Report and Quarterly Financial Report, and file an annual IRS Form 990, if required. See Chapter Ten of the AFA HQ *Field Operations Guidebook* for further details.

NOTE: See the Report Due Date Summary at the end of Chapter Three of this Guide for a listing of all due dates.

**Payments to the Chapter**

Rebates are paid for new members (one year and three year memberships), and for the first year of a life membership. No rebates are paid for Cadets, complimentary members, or Community Partners.

Support payments are paid for each member or patron affiliated with the Chapter except for new chapter-recruited members who have joined the Chapter within the previous 12 month period. Support payments are not paid for Cadets, complimentary members, or Community Partners.

**Fund Raisers**

Chapters can supplement their income by sponsoring banquets, dinner dances, picnics, air shows, sports programs, refreshment stands at base open houses, and through the Community Partner program.

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# Chapter Six

## Awards & Recognition

### Chapter Awards Program

A strong, active awards and recognition program is vital to every AFA Chapter. The program has a dual role, to promote the Air Force and the Air Force Association in your community. This concept will provide the basis for exposure and recognition of the Chapter's activities on a continuing basis.

- A. The Chapter Vice President-Awards is key to making the Chapter Awards Program a success. The Chapter President should take great care in selecting an individual who can dedicate the time and effort necessary to make this program a success. The Chapter Vice President-Awards Shall:
1. Work with local military Commanders to establish a list of available awards and coordinate with staff officers on an appropriate forum for presentation.
  2. Coordinate with community service organizations and Military Affairs Committees to avoid duplications in both awards and presentation functions. Spread awards over several functions during the year.
  3. Be familiar with the AFA HQ programs found in the AFA HQ *Field Operations Guidebook*.
  4. Designate a committee to assist in the nomination selection process.
  5. Assure that a continuing recognition program exists to recognize your Chapter's outstanding workers.
  6. Provide high quality, tangible awards that provide lasting meaning for the recipient. (Many sources are available, including AFA HQ).
  7. Submit to AFA-Texas VP-Awards, nominations for the Active Duty, Reserve and Air National Guard Awards.

**B. Promoting Recognition of Chapter Workers:**

**Recognition is a must!** It is important that every Chapter give appropriate recognition to Chapter officers and committee persons who contributed their time, labor, and finances to the operation of the Chapter. No Chapter President should permit their year to end without ensuring their retiring officers are recognized. There are varying levels of recognition that are appropriate:

1. Plaques or gifts are available from AFA HQ supplies store.
2. AFA Certificates of Appreciation or AFA Citations.

**C. Awards Presentations**

1. Coordinate presentation programs to focus attention on those to whom awards will be made.
2. Use presenters that match the prestige of the award, if possible (i.e., the Guest Speaker, AFA-Texas Officer, AFA HQ Officer).
3. Maximize the publicity for the benefit of the recipients as well as the local Chapter (i.e., City and Base newspapers, and Chapter newsletter).
4. AFA Certificates of Appreciation or AFA Citations are very appropriate for presentations. (See samples on the following two pages of this chapter).

## State Awards Program

The State Awards Program is designed to give maximum statewide recognition to those persons and organizations that, at the local levels, make significant contributions to the Air Force and to the AFA. It is not intended to substitute, but rather to supplement and strengthen local awards programs. It is also intended to serve as a stepping-stone to AFA HQ recognition for outstanding Texans.

### General AFA-TX State Awards

- A. Each chapter should solicit nominations from the Active, Reserve, and Guard units in their chapter area for the following awards. The awards will cover accomplishments for the previous calendar year and will be due to the AFA-TX VP Awards by 1 April.



Active Duty Component (only one nomination for each category from the Chapter President)

- a. Company Grade Officer of the Year – awarded to the company grade officer from a Texas-based USAF unit (wing level or above,) who best exemplifies the core values of the USAF – Integrity First, Service Above Self, and Excellence in All We Do.
- b. Senior NCO of the Year – awarded to the Senior non-commissioned Officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.
- c. NCO of the Year – awarded to the non-commissioned officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.
- d. Airman of the Year - awarded to the airman from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.
- e. Civilian of the Year - awarded to the DoD civilian from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

**NOTES:** Individuals should be chosen by their unit commander.

Air Force Reserve Component (only one nomination for each category from the Chapter President)

- a. Company Grade Officer of the Year – awarded to the company grade officer from a Texas-based USAF unit (wing level or above,) who best exemplifies the core values of the USAF – Integrity First, Service Above Self, and Excellence in All We Do.
- b. Senior NCO of the Year – awarded to the Senior Non-commissioned Officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.
- c. NCO of the Year – awarded to the non-commissioned officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

d. Airman of the Year - awarded to the airman from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

e. Civilian of the Year - awarded to the DoD civilian from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

**NOTES:** Individuals should be chosen by their unit commander.

Air National Guard Component (only one nomination for each category from the Chapter President)

a. Company Grade Officer of the Year – awarded to the company grade officer from a Texas-based USAF unit (wing level or above,) who best exemplifies the core values of the USAF – Integrity First, Service Above Self, and Excellence in All We Do.

b. Senior NCO of the Year – awarded to the Senior Non-commissioned Officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

c. NCO of the Year – awarded to the non-commissioned officer from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

d. Airman of the Year - awarded to the airman from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

e. Civilian of the Year - awarded to the DoD civilian from a Texas-based USAF unit (wing level or above) who best exemplifies the core values of the USAF.

**NOTES:** Individuals should be chosen by their unit commander.

B. Awards should be sent electronically. Write-ups can be done as a one-page written in MS Word. The write-ups for military unit awards should specifically state how the nominee exemplifies the core values. Chapters can only submit one nomination from each chapter on each category.

C. Additionally, every Texas Chapter is encouraged to nominate one person or organization in each of following categories, to be honored by the State for outstanding/significant/unusual contribution to promoting the reputation, image, and standing of the U.S. Air Force and the Air Force Association in the local community.

Nominations are to be submitted in the following categories:

1. Civilian Organization of the Year: An industrial concern or public institution, excluding military unit.
2. Military Organization of the Year: A military organization (Wing, Group, Squadron, Detachment, etc.) which has been exceptionally active in AFA activities and/or has made significant contribution to the mission of the U.S. Air Force. (The name of the Unit Commander who would receive the award must be submitted with the nomination.)
3. AFA-Texas Member of the Year: A member of a Texas Chapter who, as an active participant in AFA, performed in an exceptional manner.
4. Benjamin Foulois First Flight Award: An engraved plaque of the Wright Flyer shall be awarded to an individual or organization that has demonstrated exceptional service to AFA-Texas, and/or made a significant contribution to the mission of the U.S. Air Force.
5. General Claire Chennault Patriotism Award: A P-40 model with inscription shall be awarded to that individual who has made outstanding contributions to our State and/or Nation in demonstrating the ideals of patriotism supported by the Air Force Association.
6. AFA-Texas Medal of Freedom Award: An engraved AFA Texas medal shall be awarded to any AFA Texas member who has provided exceptional service to the AFA mission in Texas. The award shall be a prerequisite for submission of an individual to AFA HQ for a Medal of Merit or an Exceptional Service Award.

D. Preparation Schedule:

**January - March:** Chapters form local selection committees and finalize selection in each category.

**1 - 31 March:** Chapters hold local awards ceremonies, preferably at quarterly membership meetings, to gain maximum publicity relating to later competition for local winners at state level. Additionally, these Chapter nominees can be introduced at a local Chamber of Commerce or other civic affairs meeting during this time period.

**1 - 30 April:** Submit to the State Vice President-Aerospace Education for the Teacher of the Year award, or to the State Vice President-Awards for all other awards except the two General John D. Ryan Membership Awards and the two Community Partner Membership Awards.

### Special AFA-TX State Awards

A. Texas Chapter of the Year:

1. Each State Area Vice President nominates one Chapter in his area. Attach photos, news clippings, etc., which support the nomination. Nominations must be received by the State Vice President-Awards no later than 1 May.
2. The State Awards Committee selects the winner of the Chapter of the Year award.

NOTE: Careful and detailed preparation should be used, in the event the nomination (data) is to be used in submission for AFA HQ competition.

B. Chapters, Area Vice Presidents or any AFA Texas member can make a nomination for the following additional awards:

1. *AFA-Texas Member of the Year*
2. *Benjamin Foulois First Flight Award*
3. *General Claire Chennault Patriotism Award*
4. *AFA-Texas Medal of Freedom Award*

The AFA-TX VP Awards will, in coordination with the AFA-TX President and/or Executive Vice President, establish an awards review board consisting of one AFA-TX member from each geographic area represented by an Area VP. The Area VP should select the area representative. The VP Awards will chair the committee and this committee shall review the submissions, and select a winner in each category. The committee consists of five members to prevent ties. Review and voting procedures shall be at the discretion of the VP Awards and may be done electronically.

**AFA-TX Membership Awards**

## A. Gen. John D. Ryan AFA-TX Membership Award

Two membership awards are to be presented annually, one to the chapter with less than 400 members and one to the chapter with 400 or more members who have the greatest percentage increase in membership via new members. Chapter category is determined as of the start of the membership year as of the first of April. This award is named for General John D. Ryan, former Air Force Chief of Staff and AFA National Membership Chairman, who consented to lend his name to a permanent award to be presented annually. These awards will be presented to qualified chapters at the annual AFA-TX State Convention. Each chapter will receive a \$50 check from the AFA-TX Treasurer.

## B. Rules for AFA-Texas Membership Award Competition

1. The winners of the Texas Award are determined by the percentage increase in both categories by using new members obtained and not just total chapter membership numbers.
2. The qualification period lasts one year, from 1 April through 31 March of each year.
3. New members must join a Chapter, not become an AFA member-at-large.
4. The AFA HQ membership report as of 31 March of each year will be used to compute the percentage reached by the chapter. The competition is automatic.
5. The Chapters that generate the highest percentage increase in each category (under 400 members and 400 or more members) will win the awards.
6. The AFA-TX VP Membership will provide the chapter winners to the AFA-TX VP Awards for inclusion in the awards announcement. An appropriate memento or citation should be presented at the annual AFA-TX State Convention along with the monetary award.

## **AFA-TX Community Partner Membership Awards**

A. AFA-TX awards two Community Partner Membership Awards annually to the Texas Chapters that had the most successful Community Partner increase during the designated drive period. The awards, one each for the chapter with less than 400 members and one with 400 or more members (at the start of the membership year), are presented at the AFA-Texas State Convention. Each chapter will receive a \$50 check from the AFA-TX Treasurer.

### **B. Rules for Community Partner Awards Competition**

1. The winners of the Texas Community Partner Award are determined by the annual percentage increase in new Community Partners, not total numbers.
2. The drive lasts one year, normally from 1 April through 31 March.
3. Community Partners are businesses and/or individuals in the local community belonging to AFA.
4. The AFA HQ Community Partner membership report, as of 31 March of each year, will be used to compute the percentage change of Community Partners in the Chapter. The Competition is automatic.
5. The AFA-TX VP Community Partners will provide the chapter winners to the AFA-TX VP Awards for inclusion in the awards announcement. An appropriate memento or citation should be presented at the annual AFA-TX State Convention along with the monetary award.

## **AFA-TX Awards Presentation & Planning**

### **A. Award Planning**

The AFA-Texas State Vice President-Awards will:

1. Ensure a suitable AFA Texas memento commemorating the winner's accomplishment.
2. Arrange for delivery of the awards at the convention site.
3. The military awards will be passed to the nomination chapter for presentation in suitable forum coordinated by the chapter and recipient's unit.

**AWARDS LIST FOR THE ANNUAL AFA-TEXAS STATE CONVENTION**

**AWARD TITLES**

Nominator: Chapters

Active Duty Component Awards

Company Grade Officer of the Year  
Senior NCO of the Year  
NCO of the Year  
Airman of the Year  
Civilian of the Year

Reserve Component Awards

Company Grade Officer of the Year  
Senior NCO of the Year  
NCO of the Year  
Airman of the Year  
Civilian of the Year

Air National Guard Component Awards

Company Grade Officer of the Year  
Senior NCO of the Year  
NCO of the Year  
Airman of the Year  
Civilian of the Year

**Nominator: AFA - Texas Chapters**

Civilian Organization of the Year  
Military Organization of the Year

**Nominator: AFA - Texas Area Vice Presidents**

AFA-Texas Chapter of the Year

Nominator: Texas Chapters – AFA TX Vice President

AFA-Texas Medal of Freedom

Nominator: Any AFA Member - Texas Selection Committee Selects

AFA-Texas Member of the Year

AFA-Texas Benjamin Foulois First Flight Award

AFA-Texas President's Award - Gen. Claire Chennault Patriotism Award

Nominator: AFA-Texas VP Membership

General John D. Ryan AFA-TX Membership Award (Chapters over 400 members)

General John D. Ryan AFA-TX Membership Award (Chapters under 400 members)

Nominator: AFA-Texas Aerospace Education

AFA-Texas Teacher of the Year

Nominator: AFA-Texas VP Community Partners

Community Partner Membership Award (Chapters over 400 members)

Community Partner Membership Award (Chapters under 400 members)



## AFA National Awards Program

National Activity Awards shall be in three separate classifications to: eligible Air Force Association units; eligible individual AFA members either civilian or service; and eligible individual AFA members, non-members, Air Force or AFA units, aerospace corporations, or private businesses.

- A. Unit Awards – Chapters that have met all of the Chapter Performance Standards for the immediate past four quarters will be given greater consideration than chapters that have not.

*Donald W. Steele, Sr. Memorial Award for "Unit of the Year":* AFA's highest unit award. A single such award shall be made to the AFA chapter which has distinguished itself in all fields of the AFA mission -- new member procurement, community relations, aerospace education, overall programming, best single program, and communications -- over and above the service for which Exceptional Service Plaques (Unit) and Membership Achievement Plaques are awarded for such service. Direct nominations for this award will not be accepted. The Awards Committee will select the recipient from among units selected as the outstanding chapter in their respective size categories. The award shall be presented at the annual National Convention.

*Exceptional Service Award (Unit):* A plaque may be awarded for outstanding accomplishment in each of the following fields: community relations, aerospace education, overall programming, best single program, veteran's affairs and communications. (Each shall have equal distinction, with no precedence.) The awards, not to exceed one per category, shall be presented at the annual National Convention.

There will be an additional Exceptional Service Award in the field of Community Partners. This plaque will be awarded to the unit with the greatest percentage of Community Partners, with respect to overall chapter membership at the beginning of the Membership year. No nomination is necessary. Selection will be made by the National Awards Committee from among the top Community Partner chapters in each chapter size category. The award shall be presented at the annual National Convention.

*Outstanding State Organization:* A plaque may be awarded to the state organization which has distinguished itself in the following areas: overall programming by the state organization and its chapters, including an annual state convention; new member procurement in the state; and communications, including timely submission and quality of activity and financial reports for the state organization and its chapters. The award shall be presented at the annual National Convention.

Outstanding Small, Medium, Large and Extra-Large Chapters: A plaque is presented to outstanding chapters in each of the following total membership categories: 20 to 200 members; 201 to 400 members; 401 to 900 members; and over 900 members. The Chapter will be judged on their accomplishments in the following fields of AFA mission -- new member procurement, community relations, aerospace education, overall programming, best single program and communications. Because the Unit of the Year winner is selected from one of those chapters already identified as best in their chapter size category, unless otherwise directed by the National Awards Committee only three such awards will be made each year, one to the outstanding chapter in each of the three remaining size categories. The awards shall be presented at the annual National Convention.

B. Individual Awards

AFA National Activity Awards for individuals shall be in seven categories, in the following ranking:

AFA Gold Life Membership Card  
Distinguished Sustained Aerospace Education Award  
Chairman's Award for "Member of the Year" (formerly the President's Award)  
Chairman's Award for Aerospace Education Achievement  
Chairman's Citation (formerly the Presidential Citation)  
Exceptional Service Award (Individual)  
Medal of Merit

Individuals nominated for these awards must be current members of the Association (with the exception of the Chairman's Award for Aerospace Education Achievement).

AFA Gold Life Membership Card: A single such card shall be awarded in rare instances to that individual AFA member whose AFA record, production and accomplishments on a national level have been outstanding over a period of years, reflecting the highest credit to the AFA mission, and culminating in a year of greater individual achievement and distinction. The card shall have engraved thereon signatures of appropriate officers and directors, and shall be numbered beginning with "one". While not mandatory, individuals receiving the Gold Card should have received previous national awards for service. No more than a single card shall be awarded in any one year. The award shall be presented at the annual National Convention.

*Distinguished Sustained Aerospace Education Award:* This award shall be presented in rare instances to an individual AFA member whose AFA record overwhelmingly demonstrates distinguished sustained service in support of the educational mission of the Association over a period of years. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving individual, but any AFA member can bring a worthy individual to the attention of the AEC. This award shall be presented at the National Convention.

*Chairman's Award of "Member of the Year":* Shall be awarded to that AFA member who is still active in AFA and whose cumulative AFA achievements in leadership positions in all fields up through the National level over a period of years represent distinguished services to AFA. Such services shall be over and above those for which the Chairman's Citation is awarded. This prestigious individual award shall be presented at the annual National Convention.

*Chairman's Award for Aerospace Education Achievement":* This award shall also be presented in rare instances upon recommendation of the Aerospace Education Council. The award is for special or sustained achievement and can be awarded to an individual(s), an entity, or entities that may be from international, federal, state or local government; industry; community partner; any scholarly enterprise, or any private or public business. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving recipient, but any AFA member can bring a worthy individual/entity to the attention of the AEC.

*Chairman's Citation:* Shall be awarded to those individual AFA members whose distinguished contribution to AFA in a specific field has improved and elevated the effectiveness of the Association in a national sense, above and beyond service meriting the Exceptional Service Award or Medal of Merit. No more than ten (10) Chairman's Citations will be awarded in any one year. The award shall be presented at the annual National Convention.

*Exceptional Service Award (Individual):* Shall be awarded to those individual AFA members who have performed exceptional services for AFA in local, regional or national fields. A specific accomplishment in one or more fields shall determine recipients of this award. For determination purposes by the Awards Committee, consideration shall be given to those who have previously received the Medal of Merit and whose exceptional service has continued from that point. The number of such awards will be limited by the Awards Committee to approximately one half the number of Medals of Merit awarded in each region.

Exceptional Service Awards will be forwarded to the President of the recipient's State. It will be that President's responsibility to work with the President for the AFA Region in which the recipient resides to arrange an appropriate time and place for the presentation of the award, making every effort to have the presentation made by a National Officer or Director. Exceptional Service Awards will not be presented at the AFA National Convention; all will be presented in the field.

*Medal of Merit:* Shall be awarded for exceptional services in local, regional or national fields and shall denote great initiative on the part of the recipient for specific achievements. For determination purposes, consideration shall be given to those individual AFA members whose achievements are being recognized for the first time. Local recognition of achievement should, in most cases, precede National recognition. In the vast majority of cases, someone who has not received prior National AFA recognition should be considered for the Medal of Merit first. There is no limit to the number of times a Medal of Merit may be awarded to one individual for different periods of accomplishment.

In 1985, AFA's Executive Committee approved a recommendation that the approval authority for recipients of Medals of Merit be transferred from the Awards Committee to the respective Region Presidents. A percentage figure of .05%, applied to the March 31 regional membership count or 25% of the total number of active chapters in the region, whichever results in the larger number will determine the maximum number of Medals of Merit (with a minimum of 5) to be awarded to any given region. Region Presidents will be advised of that figure during the month of April each year. They will then approve/reject the nominations received and forward them on the AFA HQ. Their total number of approved Medals of Merit must not exceed the percentage allowed for their respective region. All recipients of Medals of Merit must be AFA members.

Medals of Merit will be forwarded to the President of the recipient's State. It will be that president's responsibility to work with the President for the AFA Region in which the recipient resides to arrange an appropriate time and place for the presentation of the award, making every effort to have the presentation made by a National Officer or Director. Medals of Merit will not be presented at the AFA National Convention; all will be presented in the field.

Note: Individuals recommended for the above family of awards may work up progressively from the lower to the higher awards; or may be elevated initially to a higher award, based on the merits of the nomination as evaluated by the Awards Committee.

### C. Special Citations

Special citations may be awarded to those individual AFA members, to non-members, to Air Force or AFA units, to aerospace corporations or to private businesses whose contribution to national defense, to the Air Force, or to AFA has improved and elevated their effectiveness.

Individual nominations should be specific, focused contributions to the AFA mission rather than a long period of sustained service. Contributions should be other than those most appropriately recognized by the Medal of Merit.

Air Force units (active, reserve, or guard) should only be nominated for activity in direct support of AFA. Outstanding Air Force mission accomplishments are recognized by nomination for an AFA award through Air Force channels by Air Force channels by Air Force commanders.

Nominations may be made at any time, and the award may be presented at any appropriate time and location during the year. Special Citations are not normally within the structure of the awards presented and/or announced during the AFA National Convention.

## **METHOD OF SUBMITTING NOMINATIONS FOR NATIONAL ACTIVITY AWARDS**

1. Chapters must submit the original of each nomination and any supporting material to the appropriate State President who, in turn, is to submit to the appropriate Region President. Nominations that originate at higher levels must follow the same path.
2. The appropriate State President and in turn, Region President must either recommend approval or disapproval of each nomination submitted to them as soon as possible and forward these nominations together with any comments they may wish to make to: AFA Awards Committee, 1501 Lee Highway, Arlington, Virginia 22209-1198.
3. A chapter must initiate a nomination and provide adequate time for both state and region endorsements and receipt at AFA HQ; otherwise, no action will be taken by the Committee. No nomination will be considered without proper endorsement.
4. If a State President or Region President does not forward their endorsements and/or recommendations on a timely basis, the Awards Committee cannot act on the nomination. Endorsed nominations received after the deadline will not be considered.
5. In the case of a chapter nomination within a state with no state organization, the nomination is to be forwarded to the Region President for endorsement, and information copies furnished to the units/individuals involved.

6. In the case of a State President nomination of a unit or an individual, the nomination is to be forwarded to the Region President for endorsement and copies must be furnished to the units/individuals involved.
7. Region Presidents are urged to initiate award nominations, but must advise State and/or Chapter Presidents involved of their nominations.
8. The deadline for submission of nominations will be in May on a specific date to be announced annually by the Awards Committee.
9. All of the above notwithstanding, the AFA National Awards Committee, during its duly constituted meeting, may select individuals or units for an appropriate AFA award, without regard to nominated status.

## MEMBERSHIP AWARDS

### **New Member Recruitment Awards**

Membership recruitment awards are based on a statistical analysis of the new member recruitment during the membership year. The period of qualification for these awards runs from July 1 through June 30. Awards are calculated from the chapter's June 30 membership total the year prior to the year in which the award is given. For example, an award presented at the 2009 National Convention is for the new member recruitment from July 2008 through June 2009. The baseline for the analysis would be the Chapter's membership strength on June 30, 2008. There are two new member recruitment award categories: the Jack Gross Award and the Storz Award.

### **Storz Chapter Award**

The award is the most prestigious AFA membership award as it is based on both the quantity of new members as well as sustained new member recruitment. The award is given to the chapter with the highest number of **NEW** members (as a percentage of chapter size at the beginning of the qualification period – July 1) regardless of chapter size category. The chapter must also meet the following criteria:

1. The chapter has been chartered for at least three years.
2. The number of new members is greater than 25.
3. The chapter has met the membership criteria of the Chapter Performance Standards for each of the qualification periods.

### **Jack Gross Award**

The Jack Gross Award is a cash award given annually to encourage the recruitment of new members. One award will be given in each of the traditional size categories (plus one for chapters with more than 1,500 members). The award will go to the chapters with the highest number of **NEW** members as a percentage of chapter size at the beginning of the qualification period – July 1. A minimum of 10 members is required. The monetary awards are as follows:

Small Chapters (20-200)	\$500.00
Medium Chapters (201-400)	\$750.00
Large Chapters (401-900)	\$1,000.00
Extra Large Chapters (901-1499)	\$1,250.00
Chapters Larger than 1,500	\$1,500.00

### **Sustained New Member Recruitment Ribbons**

Membership Recognition Ribbons will be awarded to chapters achieving the Chapter Performance Criteria minimum new member recruitment standard (1% per quarter) for the three quarters (October – July) since the previous National Convention.

### **Community Partner Awards**

The Community Partner Award structure is as follows based on the total number of Community Partners at the end of the qualification period (June 30).

#### **Community Partner Gold Award**

This award is given to chapters whose Community Partner total is equal to or greater than 6% of total chapter membership at the beginning of the qualification period (July 1). A minimum of five Community Partners are required. There is a flat total of 60 Community Partners for chapters over 1,000 and 90 for chapters over 3,000.

#### **Community Partner Achievement Award**

This award is given to chapters whose Community Partner total is equal to or greater than 3% of chapter membership at the beginning of the qualification period (July 1). A minimum of five Community Partners are required. There is a flat total of 30 Community Partners for chapters larger than 1,000 and 45 for chapters larger than 3,000.

### **Community Partner Exceptional Service Award**

This award is given annually to the chapter selected by the National Awards Committee from among the top Community Partner chapters in each size category. Chapters considered are those with the highest number of Community Partners as a percentage of chapter size at the beginning of the qualification period (July 1).

### **Additional Information for Qualifying Chapters**

Existing chapters will compete on the basis of their June 30 totals. There are exceptions. For example, when the chapter gives up members to a newly formed chapter the base can be reduced by the number of members reaffiliating on the new chapter's chapter application. When chapters merge or absorb a closed chapter, the base can be adjusted upward by the number gained. Changes to the base June 30 totals will normally be initiated by the State President with the concurrence of the Region President.

The period of consideration for each of these awards begins on July 1 and runs through June 30.

## **National Aerospace Education Awards**

The AFA National Aerospace Education Awards were established to recognize sustained excellence in the execution of aerospace education programs. The program is two-tiered: the first tier is the Aerospace Education Achievement Award and the second tier is the Aerospace Education Excellence Award.

### **Aerospace Education Achievement Award**

#### **Requirements/Selection Criteria**

The AFA Chapters who complete the three Aerospace Education Goals under AFA Strategic Plan Theme 1 will receive the Aerospace Education Achievement Award. Theme 1 is: Educate the public about the critical role of aerospace power in the defense of our Nation. The three aerospace education goals are:

1. Each chapter reach the grassroots (non-choir audiences) through at least one outreach program per year, to include contact/speaking opportunities to service clubs, church groups, chambers of commerce, local newspapers-editorial boards, political organizations, etc.



2. Implement the Teacher of the Year recognition program.
3. Participate in at least one aerospace education program per year.

Chapters wishing to qualify for this award must submit their nomination to the AFA Awards Committee by the due date for the submission of National Awards. A nomination form is available in the Field Resources section of the AFA website ([www.afa.org](http://www.afa.org)).

### **Award Allocation**

Certificate to be mailed to each chapter by September 1 of each year.

Chapter members attending the AFA National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

### **Guidelines**

Accomplish all aerospace education goals as defined in the AFA Strategic Plan. Goals defined above.

## **Aerospace Education Excellence Award**

### **Requirements/Selection Criteria**

AFA Chapters who have met the AE Achievement Award criteria for the current award year are eligible to apply for the AFA Aerospace Excellence Award.

One page narrative submitted by the Chapter explaining why the Chapter's Aerospace Education programs are exceptional.

Submissions should be made to the AFA Awards Committee by the due date for the submission of National Awards.

AFA National Awards Committee will select the winners.

### **Award Allocation**

One chapter in each of the AFA size categories, small, medium, large and extra large will be selected each year to receive the Excellence Award

The award consists of a chapter patch.

The Award will be awarded at the AFA National Convention.

Chapter members attending the AFA National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

### **Guidelines**

A chapter is not eligible to receive the award for two years in succession in the same chapter size category unless there is no other qualified candidate. At its discretion, the Awards Committee may withhold the award in any size category if there is no qualified candidate.

The narrative award nomination is limited to one page.

## **AFA AEROSPACE AWARDS AND CITATIONS OF HONORS**

AFA Aerospace Awards are presented to individuals and/or organizations contributing in an outstanding manner to advancing the cause of aerospace power.

In 1948, the Air Force Association established five national aerospace awards to be presented annually. The original five, the W. Stuart Symington Award, added in 1985, and the John R. Alison Award established in 1992, are the ranking awards presented by AFA. The H. H. Arnold Award, the W. Stuart Symington award, and the John R. Alison awards are equally, the highest ranking, with the remaining four holding equal stature and the Citation of Honor immediately following.

AFA asks for nomination for these awards and Citations of Honor as appropriate from members and leaders of the Air Force Association and the aerospace industry, the U.S. Air Force, the Veterans Administration and U.S. Citizens and/or organizations having a deep interest in aerospace activity. All nominations should be well documented and submitted to: AFA National Awards Committee, 1501 Lee Highway, Arlington VA 22209-1198. Nominations for September presentations should arrive at AFA HQ by no later than May 1. Air Force organizations should submit nominations in accordance with paragraph 3, AFI 36-2805. Each year, in an all-major-command letter, AFPC advises commands of suspense dates for these awards. The awards are as follows:

*H. H. Arnold Award:* Awarded to the most outstanding Military contributions to the field of Aerospace Activity. (The award is named in honor of pioneer airman and first president of AFA, the late General H. H. "Hap" Arnold.) Nominations are not solicited for this award.

*W. Stuart Symington Award:* Awarded for the most outstanding Civilian contribution to the field of Aerospace Activity. (This award is named in honor of Senator Symington, the first Secretary of the Air Force.) Nominations are not solicited for this award.

*John R. Alison Award:* Awarded to the Aerospace industrial leader who has done the most over a period of time, especially the past year, to highlight the unique contributions of industry to National Security. (this award named in honor of Major General John R. Alison, (USAF Ret) World War II Flying Tiger, industrial consultant, and former AFA President). Nominations are not solicited for this award.

*David C. Schilling Award:* Awarded for the most outstanding contribution in the field of Flight. (This award was originally named the Flight Trophy, but was renamed in 1957 in honor of the late World War II fighter ace, Colonel Schilling.)

*Theodore Von Karman Award:* Awarded for the most outstanding contribution in the field of Science and Engineering. (This award was originally called the Science Trophy, but was renamed in honor of the late Air Force Chief Scientist Theodore Von Karman.)

*Gill Robb Wilson Award:* Awarded for the most outstanding contribution in the field of Arts and Letters. (This award was originally named the Arts and Letters Trophy, but was renamed in 1966 in honor of long-time noted aviation writer and AFA President and Board Chairman, the late Gill Robb Wilson.)

*Hoyt S. Vandenberg Award:* Awarded for the most outstanding contribution in the field of Aerospace Education. (This award is named in honor of the late General Hoyt S. Vandenberg, an early Air Force Chief of Staff.)

*Citation of Honor:* The Air Force Association Citation of Honor is given in recognition of the outstanding contribution of an individual or organization to the development of aerospace power. Nomination procedures are the same as those for the awards listed above.

### **AFA Awards to AFROTC and AFJROTC Cadets**

An AFA Silver Medal is available for annual presentation to the Outstanding "Aerospace Studies 300" cadet in each AFROTC detachment. An AFA Bronze Medal is available for annual presentation to the outstanding junior cadet in each AFJROTC unit. These medals

(accompanied by a ribbon and certificate) must be requested from AFA Member Services Office, Department of ROTC Affairs by the Professor of Aerospace Studies or the Aerospace Science Instructor, as the case may be. The medals should not be requested by AFA state organizations or chapters. AFA Chapter Presidents will be sent a copy of the confirmation letter informing them when a school in their respective area is sent either medal. Every effort should be made to have an AFA officer or representative present the medal.

A AFA CAP Cadet medal is available annually to the most outstanding CAP Cadet at each CAP Cadet Squadron. This presentation is a Silver Medal accompanied by a ribbon I sky-blue, with "AFA" stamped on it in red. CAP Squadron Commanders request these directly from AFA Members Services Office, Department of CAP Affairs in accordance with their CAP Instruction. These commanders may also present the medal if no AFA Chapter representative is available. This medal should not be requested by AFA State or Chapter organizations.

# Chapter Seven

## Earle North Parker Essay Program

### Essay Program

The AFA-Texas Earle North Parker Essay Program is an ongoing annual essay competition available to Texas high school seniors, in both public and private schools. It was founded in 1963 as a result of Mr. Parker's contribution of seed money to start such a program.

The purpose of the program is to foster judicious thought about patriotism and/or national security matters. The essay competition provides a vehicle for rewarding scholastic excellence and providing financial assistance to the contestants for pursuing higher education, if they so desire.

### Administration of Program

The State Vice President - Scholastic Awards is responsible for the overall administration of the program. He or she shall:

- A. Issue instructions to Chapters for conducting the annual event.
- B. Encourage Chapters and State Officers to submit suggested essay topics.
- C. Announce the essay topic for the coming year at the State Convention.
- D. Prepare an implementation package for the coming year's contest for distribution at the State Convention or email to AFA-TX Executive Secretary for distribution to Chapter Presidents. The package includes:
  1. A cover letter announcing the essay topic.
  2. Copies of Exhibits "A" through "C" found at the end of this chapter.

## Award Funding

### A. Background:

Mr. Parker initiated the essay program with an initial source of funds. The Texas Aerospace Education Foundation (AEF) supplements the Parker family's contributions. A fund was established to make the award self-sustaining. The number and cash value of the awards may vary from year to year. The State award amounts are currently as follows:

First Place	\$2,000 (subject to change)
Second Place	\$1,000 (subject to change)

Chapter awards shall be determined at each Chapter.

### B. Funding:

1. The Chapter awards will be of a denomination determined and financed by the Chapter.
2. The State awards will be funded as follows:
  - a. The Texas AEF will contribute the total award money.
  - b. The AFA-Texas Treasurer will provide up to \$250 travel allowance for the State level First Place winner and his or her family, who are invited to attend the Award Ceremony normally held annually at the AFA-Texas Convention.

## Calendar of Events

### **April - Start of 12-month cycle.**

The State VP-Scholastic Awards will select a essay topics which is appropriate for the high school senior level and should relate to National security and patriotism. Start Chapter's plans for next year's contest.

**July**

The AFA-TX Vice President - Scholastic Awards selects the essay topic and prepares implementation packages for the coming year's contest for distribution at the State Convention or email direct to AFA-TX Executive Secretary for distribution to Chapter Presidents and other Executive Committee members.

**August**

Chapter Presidents kick off Chapter contests as soon as the implementation package is received from the State Vice President - Scholastic Awards (approximately 1 August).

Chapters appoint a committee to judge the Chapter entries at the close of the Chapter Contest. Suggestions for judges include members or organizations such as the AFROTC staff, MOAA, ROA, College or University faculty, Junior Officers Council, Chapter members, etc.

**September**

The AFA-TX Vice President - Communications will advertise the essay contest in the Fall AFA-TX quarterly newsletter.

**December**

The AFA-TX Vice President - Scholastic Awards appoints a panel of at least three persons to judge essays received at the state level.

**January**

The AFA-TX Vice President - Scholastic Awards sends an e-mail message or letter to all Chapter Presidents on or about 2 January as a reminder to have their winning essays and completed Contest Entry Forms to State by the end of January.

Chapter Presidents send their winning essays and Entry Forms to reach the AFA-TX Vice President - Scholastic Awards not later than 31 January.

The AFA-TX Vice President - Scholastic Awards reproduces all essays received at the State level, void of any identification of contestant's names, in sufficient copies to provide one copy for each State level judge. Request the judges to rank order the essays and return the rating form by 10 February. If necessary, the panel may be asked to resolve differences to select the award winners.

### **February**

The AFA-TX Vice President - Scholastic Awards follows up with judges to assure the return of essay rating forms by 15 February.

The AFA-TX Vice President - Scholastic Awards sends an e-mail message by the end of February to AFA-TX Executive Secretary advising that the State judging has been completed and will list the names of the State finalists and their sponsoring chapter in rank order of how they placed in the final judging.

The AFA-TX Vice President - Scholastic Awards writes a letter of congratulations for the First Place winner and invites the winner and his or her family as guests of AFA-TX to the Summer State Convention. Send this letter with a cover letter to the Chapter President for his or her delivery/coordination with the 1st Place Winner.

### **March**

The AFA-TX Vice President - Scholastic Awards forwards the winners' information to the AFA-TX Vice President – Awards for completion of an appropriate memento.

### **March/April**

The Chapter President having the First Place winner in the State competition assumes total responsibility for notifications and arrangements with the winner and the winner's family, for attending the Summer State Convention. Responsibilities of the Chapter include full hosting duties at the state meeting. A special letter of congratulations from State, with details of the Summer State Convention, will be forwarded by cover letter to the Chapter President.

Details of actions by the Chapter will be in the cover letter. The cover letter will include the amount of travel allowance authorized the winner and family, a maximum of \$250, payable after the travel and meals is concluded and submission of the statements (travel, lodging and meal bill) to the AFA-TX Treasurer, for reimbursement. The Chapter is responsible for "host duties" for the winner and family at the AFA-TX Summer State Convention.



The AFA-TX Treasurer on receipt of the statements of the travel expenses from the First Place winner will send a reimbursement check in the amount authorized as a maximum to the winner and family. This is normally a maximum of \$250; the amount will vary up to the maximum amount, depending on the distance traveled and dates of travel, either one or two nights' lodging.

The AFA-TX Vice President - Scholastic Awards ensures the AFA-TX Vice President – Awards includes the award presentation on the agenda for the evening occasion, reserves a table for the family of the First Place winner and seats the winner, as appropriate, at the head table. The First Place winner's host chapter will host the First Place winner and his or her family during the Summer State Convention.

**AFA-TEXAS / EARLE NORTH PARKER ESSAY PROGRAM****MILESTONE CHART**

<u><b>TASKS</b></u>	<u><b>DATES DUE</b></u>
Chapters submit essay topics to AFA-TX Vice President – Scholastic Awards Essay topic announced	AFA-TX Spring Executive Committee Meeting AFA-TX State Convention
AFA-TX VP – Scholastic Awards mails implementation package to each chapter	1 August
Chapter contests held	15 August to date determined by each Chapter
Each Chapter judges its entries	Date determined by each Chapter
Each Chapter submits its entry to AFA-TX VP – Scholastic Awards	As designated in implementation package
State judging	February - March
First Place Award presentation	AFA-TX Summer State Convention

PLEASE NOTE: For Chapters and State Vice President - Scholastic Awards: The annual contest constitutes a 12-month cycle of recurring actions. With timely planning and preparations, the full implementation and conclusion of this annual contest are, in fact, very simplified. Appointment of a Chapter Essay Contest Chairperson, with long tenure, is highly recommended. This also applies to the AFA-Texas State Vice President - Scholastic Awards.

**LETTER TO PRINCIPALS/COUNSELORS****(CHAPTER LETTERHEAD)**

(Sample letter, as Chapters wish to modify, proposed for corresponding with Principals and Counselors throughout the greater Chapter area).

We are proud once again to announce that the Air Force Association - Texas will sponsor an essay contest with the statewide winners receiving a total of (dollar amount) in awards. The awards are given in honor of Earle North Parker, a noted industrialist and community leader of Fort Worth.

The Air Force Association is an independent, non-profit national association, which was established at the end of World War II. Its primary objective is to support an armed strength adequate to maintain the security and peace of the United States and the Free World.

The essay topic for this year's contest is, (Enter Subject). ALL high school seniors in Texas are eligible to participate in this essay contest. Each essay shall be limited to a minimum of 500 words and a maximum of 600 words. Deadline for submission of the essay, accompanied by the completed Contest Entry Form, is (TBD by Chapter).

After all entries are received, our (Chapter name) will select our Chapter winner, who will receive a \$ (Enter dollar amount TBD by Chapter). Our winning entry will then be forwarded for state competition. The winning entry from each of the Texas Air Force Association Chapters will compete for the (Enter dollar amount) in awards. The two awards are \$ (amount) First Place and \$ (amount) Second Place. The winners will be determined and announced next Spring.

I am attaching a Contest Entry Form. You are welcome to reproduce this form in numbers to accommodate your participants. This appropriately completed form must accompany each contestant's essay. If you or your seniors wish to discuss the contest in more detail, please, by all means, feel free to contact me.

Sincerely,

**AIR FORCE ASSOCIATION - TEXAS  
EARLE NORTH PARKER ESSAY CONTEST  
School Year 20XX-20XX Entry Form**

Name of Participant \_\_\_\_\_  
(Please print - First –Middle -Last)

Address: \_\_\_\_\_  
(Please print – Street, City, State, Zip Code)

Home Telephone: (\_\_\_\_) \_\_\_\_\_

School: \_\_\_\_\_

Parent / Guardian Name (s): \_\_\_\_\_

Mailing Address \_\_\_\_\_

**ESSAY TOPIC:** Define and support your position on the following topic: (Example Only)  
The subject this year is: **XXXXXX**

**CONTEST RULES:**

- Participants must be a senior in a State of Texas High School.
- Essays must pertain to the Essay Topic shown above.
- Essays must consist of not more than 600 or less than 500 words. Exceeding the word limits by more than 5% will disqualify the entry. Footnotes and bibliographies are not required and are not included in the word count.
- All words including “I”, “A”, and “a” will count toward the word limit.
- Essays must be typed, double-spaced, on 8 ½ x 11 inch white paper.
- Participant’s name will be typed in the upper right corner of each page of the essay, submitted as part of the contest entry. Pages must be numbered sequentially, at the bottom of each page.
- Essay topic must be typed, centered at the top of page one of the essay, two spaces above the first line of the first paragraph. Any other heading will disqualify the entry.
- All information required on this form (above) and signature below must be provided.
- **Contest entry form and the essay must be postmarked by** (enter due date).

**Return entry form and essay in hard copy and e-mail to:**

(enter Chapter contact name and address)

**All participants must sign below:**

The participant above named, hereby grants permission to the Air Force Association – Texas to publish in any publication of its choice any essay and related materials or information that he or she may submit as an entry in the AFA – Texas, Earle North Parker Essay Contest.

Date: \_\_\_\_\_ Signature of participant: \_\_\_\_\_

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# Chapter Eight

## Aerospace Education Program

### Overview

AFA helps to educate America about science, technology, and our national defense. AFA is dedicated to assuring America's aerospace excellence through education. Through scholarships, grants, awards and public awareness, AFA provides America with the tools needed to educate the public and our youth on the importance of science and technology to our national defense. AFA works closely with the Air Force family to support their education opportunities.

AFA-Texas and chapter organizations play a highly visible and ever increasing role in supporting the mission and educational programs of the Air Force Association. The Aerospace Education Vice President for State and chapter organizations is an appointed individual to be the Association's point of contact. Chapters should appoint a qualified and motivated Vice President – Aerospace Education, who will work closely with the State Vice President Aerospace Education.

### Heritage AEF Programs

AFA has numerous programs and grants to assist in Chapter efforts in this area. Listed below are some of the major programs and Chapter Awards/Recognition. Further information can also be found in Chapter Four of the AFA HQ *Field Operations Guidebook*.

- Visions of Exploration Program
- Educator Grants
- Chapter Matching Grants
- AFJROTC Instructor Grants
- Civil Air Patrol Instructor Grants
- Pitsenbarger Award Scholarship Program
- Teacher Recognition Programs
- Aerospace Education Awards
- AFA Scholarships for Air Force Spouses
- The Jodi Callaghan Memorial Scholarship

## The Fellowship Program

Air Force Association members and chapters can designate a special fellowship in honor of significant contributions of individuals to the advancement or understanding of aerospace power through donations to support the Aerospace Education Foundation programs. All contributions to the Association are, by law, fully tax-deductible. Listed below are some of the fellowships available. Further information can also be found in Chapter Four of the AFA HQ *Field Operations Guidebook*.

H. H. Arnold Fellowship  
 General Bernard A. Schriever Fellow  
 Jimmy Doolittle Educational Fellow  
 Ira Eaker Historical Fellow  
 Fellow of the Foundation  
 Associate Fellow of the Foundation  
 Scott Associate

## Texas Aerospace Education Foundation Fellowships

The Texas Aerospace Education Foundation has established a series of Fellowships which are designed to recognize those who contribute to Texas AEF and its work. These Fellowships will provide Texas AFA Chapters and members a way to recognize or memorialize Chapter members, leaders and friends through a contribution to the Texas AEF which will be recognized by a presentation quality gift from the Texas AEF in the name of the contributor/honoree.

Fellowship Coins are unique and sequentially numbered on the reverse side. Each Fellowship level includes the coin and a distinctive lapel pin denoting the wearer as a Texas AEF Fellow. Fellowship levels, names and the associated gift are elaborated below:

\$50	Mustang Fellowship	Certificate/ Lapel Pin/ Commemorative
Coin		
\$100	Fortress Fellowship	Certificate (Nicely Framed)/Lapel Pin/ Commemorative Coin
\$250	Liberator Fellowship	Certificate (plaque-mounted)/ Lapel Pin/ Commemorative Coin



\$500	Charlotte Loos Fellowship	Medallion (Approx 1½ times as large as AFA Medal of Merit), and presented with wood display mount with name and date of fellowship engraved on reverse/Lapel Pin/Commemorative Coin
\$1000	Ollie Crawford Fellowship	8 ½ X 11 inch acrylic plaque mounted on a walnut base internally lighted to highlight Engraved message/Commemorative Coin/Lapel Pin
\$5000+	Earle North Parker Fellowship	Bronze Eagle/Commemorative Coin/Lapel Pin

## **Chapter Responsibilities**

The Chapter Vice President – Aerospace Education shall be responsible for developing and implementing Chapter activities related to Aerospace Education. As such, he or she shall:

Maintain close liaison with the AFA-TX Vice President - Aerospace Education.

Contact and work with agencies which also have interests in aerospace education e.g., airlines, aerospace manufacturers, local flying schools and air parks, Departments of Aviation, Chamber of Commerce Transportation Councils, Civil Air Patrol, and others.

Encourage and assist in the development of aerospace education programs. Examples of programs include development of aerospace education programs in local high schools, establishment of liaison with school AFROTC units, support of Explorer Scouts program of the Boy Scouts of America, conducting a community awareness seminar in Aerospace Education.

Conduct the Chapter's Teacher of the Year Program.

Conduct the Visions of Exploration Program.

NOTE: Many other Heritage Aerospace Education Programs are available. Please refer to Chapter 4 of the AFA HQ *Field Operations Guidebook*.

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# Chapter Nine

## Community Partner Program

### Purpose

The Community Partner Program was established in 1975 as a method to stimulate community participation in AFA. The program publicly identifies a business as a supporter of AFA as well as Air Force people. It is also an excellent method of getting your Chapter involved and known among your community businesses and leaders. It can also prove to be a significant source of revenue for the chapter treasury.

### Recognition

Community partner businesses are recognized in several ways. They receive a plaque that identifies the business as a Community Partner, providing instant recognition for Air Force members. They also receive an 8.5 x11 window decal identifying them as Community Partner that "supports our troops". There are two categories of AFA Community Partners: Category One may designate one person in the Partner organization as a member of AFA to receive all the benefits of a member. Category Two may designate two persons in the Partner organization as members of AFA. The chapter is entitled to retain a portion of the annual affiliation fee.

The chapter should also provide opportunities to demonstrate its appreciation of their partners by inviting them to attend chapter meetings and events where they should be recognized. They can serve as valuable members on committees. They should also be recognized in the Chapter newsletter. Chapters should also consider holding special events where the Community Partners can network.

### Awards Programs

To encourage recruiting, AFA-TX recognizes its chapters that recruit the most businesses each year with two awards presented at the AFA-TX State Convention, one to a chapter with over 400 members and one to a chapter under 400 members. In addition, Chapters also compete for AFA HQ awards. AFA HQ sponsors three awards, the Community Partner Gold Award, the Community Partner Achievement Award, and the Community Partner Exceptional Service Award. Additional information can be found in Chapter Six in this guide and Chapters Thirteen and Fifteen of the AFA HQ *Field Operations Guidebook*. The Chapter Community Partner Vice President should also consult with the AFA-TX Vice President – Community Partners as well as the membership department at AFA HQ for help with the Chapter program and additional information.

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# Chapter Ten

## Activities Planning

### Overview

It has often been said that, to the average citizen who is not an AFA member, the local chapter **IS** the Air Force Association, no matter what AFA HQ means as an organization. Therefore, it is vital that every function be carefully planned and implemented to develop full effectiveness. Every program you sponsor is important and needs to be planned properly and thoroughly.

Experience is the key ingredient for successful planning of a large function. Yet, AFA officers are elected annually, and thus, do not have the opportunity to gain the needed experience. The guides and checklists provided in this section, as well as the chapters in the AFA HQ *Field Operations Guidebook* and the AFA website ([www.afa.org](http://www.afa.org)) Field Resources area will give even the inexperienced person, good information to begin planning your function. There is no substitute for experience in planning these functions and it is highly recommended that you include someone on the planning committee who has the experience and who can break in the new people.

There are many different types of functions that the Chapter or AFA-TX can hold, and space does not permit publishing individualized checklists for each of them. Most of the events you will conduct revolve around either a banquet or meeting/convention scenario. As a result, guides and checklists are included in this section to cover these two types of events which you can modify accordingly to suit your particular needs.

## Banquet Planning & Budgeting Guide

### Banquet Planning Guide

Determine the purpose of the banquet, a program theme, and use the following steps:

1. Select a date and time free of competition from other events. (Anticipate, if possible, conflicting events that may be scheduled.)
2. Estimate the total attendance expected.
3. Select a suitable banquet hall, not more than 25% larger than required to seat those expected to attend.
4. Determine what the banquet ticket will include, and estimate cost of each item. (See step 8 below.)
  - a. Cocktail hour before banquet
  - b. Banquet meal
5. Determine which of the following will be required, and estimate cost:
  - a. Decorations, flowers
  - b. Stage, bandstand
  - c. Music, entertainment
  - d. Spotlights, projectors, operators
  - e. Stage hands, doormen, and ushers
  - f. Printing, postage, telephone calls
  - g. Reception for head table guests

6. Determine which of the following are to be paid by the Chapter for the participants, and estimate the cost:
  - a. Transportation
  - b. Hotel bill
  - c. Wife's or aide's expenses
  - d. Complimentary banquet tickets
7. Determine the cost of the banquet by adding the costs of steps 4, 5, and 6 above - this is your expense budget.
8. Determine the price of the banquet ticket, as follows:
  - a. Determine if the banquet is to be paid for by ticket sales only.
  - b. If any outside revenue is available, subtract it from the total expense budget (step 7 above). This is the total banquet cost.
  - c. Divide this sum by the number expected to attend. Don't forget to include comp meals. This is your ticket cost.
9. Appoint and assign duties to at least the following committees:
  - a. Program - Invite participants, script writing
  - b. Promotion - News stories, radio and TV interviews
  - c. Ticket sales – Advance or pay at door
  - d. Arrangements - Physical set-up of the banquet hall
10. Follow the progress of events constantly, until the banquet is over, taking prompt action to correct any errors or problems, and **keep the income expense budgets in mind at all times.**

## **Banquet Budget Guide**

### **Arrangements**

1. Printing of invitations, tickets, posters, miscellaneous.
2. Mailing - postage, miscellaneous
3. Local Expenses (Committee's):
  - a. Hotel and Restaurant
  - b. Telephone
  - c. Miscellaneous
4. Other Expenses:
  - a. Transportation (guests)
  - b. Hotel and Restaurant (guests)
  - c. Honorarium (guests)
  - d. Wife's, or Aide's, expenses (guests)
  - e. Others

### **Reception** (not to exceed one hour):

1. Drinks (Average: 2 per person)
2. Decorations and Flowers
3. Music and Entertainment



**Dinner:**

1. Food (including Tax & Gratuities)
2. Decorations and Flowers
3. Lights and Sound
4. Miscellaneous

## **Meeting & Convention Planning**

### **Overview**

AFA-Texas holds two quarterly meetings and a Summer Convention each year. The purpose of the quarterly meeting is to conduct AFA Texas business and to educate and inform chapter presidents and Executive Committee members on AFA HQ events and updates. The Summer Convention is held to honor annual award winners and hold officer elections. State chapters bid to host the meeting or convention at least two years in advance of the meeting or convention to ensure adequate planning. This provides the chapters enough time to seek sponsorship with other interested groups or city chamber of commerce and schedule local speakers and make plans to invite local non-audience members to join the meeting, luncheon or banquet. Host chapters will sponsor a spouse tour for members not attending the meeting. The hotel should provide a meeting room, catering service, and a room or area for the hospitality suite. The registration fee should be set to cover costs, plus honored guests, plus barest incidentals. Too high of registration fee or hotel reservation cost will detract from the audience size. Fee charges should be flexible to permit those who are unable to participate in luncheon, banquet, or reception, to attend the meeting at little expense.

### **Meeting/Convention & Banquet Planning Checklists**

There are many items to consider in planning and staging a meeting and/or convention so it is almost impossible not to omit something that should be considered, checked, or double-checked. For this reason, two checklists have been developed to use in planning the events and appear on the following pages. Copy these checklists, modify them as needed, and use them in the planning and execution of the event.

## Meeting/Convention Checklist

### 1. Dates, Attendance, and Accommodations

- ( ) Estimate total number of registrants expected.
- ( ) Date majority of guests will arrive.
- ( ) Date majority of guests will depart.
- ( ) Date uncommitted guestrooms are to be released.
- ( ) Approximate number of rooms needed, with breakdown on singles, doubles, and suites and room for hospitality suite.
- ( ) Room rates for registrants.
- ( ) Copies of reservation confirmations.

### 2. Guests

- ( ) Invite local dignitaries; establish deadline for their answer, and call them on the telephone at that time.
- ( ) Make sure all invitations to out-of-town guests have been mailed, and deadline date established for their answer. Maintain card file on all invitations.
- ( ) Advise all guests with respect to: Transportation credentials, appearances (if they are expected to speak even briefly, warn them), hotel accommodations, time you desire them to be available, expenses (type and amount) sponsor will assume.
- ( ) Arrange to have Honored Guests welcomed and briefed by a member of the Host Committee. Hand them a written agenda at the time they are welcomed so they may study it.

## Meeting/Convention Checklist (Cont.)

### 3. Equipment and Facilities

- Signs for Registration Desk, Hospitality room, Tours, etc.
- Special Lighting: Floods, Spots, etc.
- Blackboards, Magnetic Boards, Chart Stands, Easels, etc.
- Lighted lectern, gavel, etc.
- Public Address System -- microphones, type, number, etc.
- Recording: Tape recorder, photographer, etc
- Projection equipment, "blackout" switch, operators
- Telephone, Radio & TV facilities, etc.
- Flags, banners, flowers, etc. (Check fire regulations)
- Music
- Special equipment and/or services. (Make sure agreement is reached on total cost of services.)

### 4. Registration

- Time and days required; number and size of tables; other materials needed, such as, water pitchers and glasses, signs, etc.
- Ensure adequate personnel are available to operate desks.
- Obtain registration cards.

**Meeting/Convention Checklist (Cont.)**

- ( ) Separate desks for Advance Registrants, Current Registrants, and Honored Guests.
- ( ) Printed programs/schedule of events available.
- ( ) Make sure someone who can answer all program questions is available in the registration area at all times.
- ( ) Pencils, note pads, miscellaneous supplies.

**Immediately prior to opening Registration Desks, check:**

- ( ) Personnel knowledgeable of registration procedure.
- ( ) Policy on accepting checks and making refunds.
- ( ) Information to be typed on nametags and badges.
- ( ) Handling of Honored Guests and other dignitaries.
- ( ) Emergency housing.
- ( ) Registration list.

**If registrants fill out registration cards:**

- ( ) Cards, pencils, programs on desk.
- ( ) Instructions posted.
- ( ) Tables properly lighted

**During registration, make sure someone is available who can:**

- ( ) Accommodate registrants in all matters & render policy decisions.
- ( ) Check out funds at closing times.

## Meeting/Convention Checklist (Cont.)

(After Registration Desks are closed, make sure instructions are conspicuously posted regarding next opening; and directions to meeting room or hospitality suite where information may be obtained.)

### 5. Meetings:

- ( ) Conspicuously post correct date and time for each.
- ( ) Make up seating chart, including Head Table, for each.
- ( ) Make sure hotel has copies of all necessary information.
- ( ) Make sure all necessary equipment is available (check against Equipment & Facilities list).

#### **Immediately prior to Meeting, double-check:**

- ( ) Meeting room open and properly staffed.
- ( ) Seating arrangement as ordered.
- ( ) Cooling and/or heating system in order and working.
- ( ) Public address system in order and working.
- ( ) Recording equipment in order; and/or stenographer available.
- ( ) Microphones in place and operating -- check each one.
- ( ) Lectern in place as ordered; Lectern light in order.
- ( ) Gavel, water pitcher, glasses, ashtrays on Head Table.
- ( ) Guard service at entrance door if desired.
- ( ) Projection equipment on hand and in order if needed.

**Meeting/Convention Checklist (Cont.)**

- ( ) Pencils, paper, chart stands, easels, etc. on hand if ordered.
- ( ) Signs, Flags, Banners on hand.
- ( ) Music and lighting in order and available.
- ( ) Photographer on hand.
- ( ) Flowers, decorations, special facilities as ordered.
- ( ) If meeting room is difficult to locate, post directional signs.
- ( ) If meeting location is changed, post conspicuous notification.

(Immediately the meeting, assign someone to remove property, and check for forgotten items.)

**6. Publicity: Make sure a publicity committee is set up to:**

- ( ) Call on City Editors, and Radio/TV Program Directors.
- ( ) Prepare news releases and distribute them.
- ( ) Make arrangements for photographic coverage of arrivals of Guests, and on-the-spot coverage during program.
- ( ) Obtain advance copies of any speeches, reproduce them, and have them on hand for release.

## **Banquets & Receptions Checklist**

### **1. Dates, Attendance, and Accommodations**

- Establish one person as point of contact regarding entire function; distribute his name, address, phones, to all concerned.
- Agree on Function Room to be used.
- Number of covers (places) to be set.
- Number of covers guaranteed, or date such guarantee will be made.
- Menu selected, including cocktail, wine, fish alternate for Friday.
- Reception: Hors d'oeuvres, decorations, music, etc.
- Exact serving time.
- Price, including taxes and gratuities.
- Table arrangement and seating style; number at Head
- Ticket collection.

### **2. Equipment and Facilities:**

- Special decorations, flowers, etc.
- Lighted lectern, gavel.
- Assembly room for head table; drinks served?
- Photographer, Projection equipment and operator, Tape recorder, etc.
- Flags, Banners, Signs.
- Special lighting: Floods, Spots, etc.
- Public address system.

## **Banquets & Receptions Checklist (Cont.)**

- Other extra services.

### **3. Immediately prior to function, check:**

- Chef, Maitre d', Banquet Manager advised of any changes.
- Bar operating on schedule, if ordered.
- Seating, including Head Table, arranged as ordered.
- Coat rooms open and staffed, if ordered.
- Decorations, flowers, etc., arranged as ordered.
- Microphones placed as ordered, and operating.
- Temperature & special lighting of room correct & in order..
- Lectern placed as ordered, and light operating.
- Water pitcher and glasses placed at lectern.
- Recording and projection equipment in order, and staffed.
- Flags, banners, signs in place.
- Place cards properly made out and placed on Head Table in seating order.
- Other special requirements in order.



# Chapter Eleven

## AFA-TX CONSTITUTION AND BYLAWS

### ARTICLE I NAME

The name of this Association shall be Air Force Association-Texas hereinafter known as AFA-TX.

### ARTICLE II OBJECTIVES

The Association provides an organization through which we, as free people, may unite to address the defense responsibilities of our nation imposed by the many advances in aerospace technology that have been, and will continue to be made; to educate the members and the public at large as to what that technology can contribute to the security of free people and the betterment of mankind; and to advocate and support military preparedness of the United States and its allies adequate to maintain the security of the United States and the free world.

The purpose and objectives of AFA-TX are to carry out the goals and objectives of the Air Force Association through its duly constituted chapters and members at-large located throughout the State of Texas; to supervise and coordinate the activity of the Texas chapters; and to act as an administrative liaison between the Air Force Association, and the chapters in the State of Texas.

### ARTICLE III LIMITS

The AFA-TX shall be civilian and shall not be used for the dissemination of partisan principles nor for the promotion of the candidacy of any person seeking office or preferment nor for any other personal or commercial gain.

The AFA-TX shall operate exclusively for the purposes specified in AFA's Articles of Incorporation, and shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Upon dissolution of AFA-TX, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

#### **ARTICLE IV MEMBERSHIP**

Members of this Association shall be those Air Force Association members whose chosen chapter affiliation or official mailing address is located in Texas and who have so registered with Association headquarters.

#### **ARTICLE V ORGANIZATION**

AFA-TX shall be organized in Chapters chartered by the Air Force Association and assigned to one of two (2) geographical areas within the state as established by the AFA-TX Executive Committee. No person may be a member of more than one Chapter.

#### **ARTICLE VI FINANCE**

Section 1. Dues. Annual dues are paid to the Air Force Association as required by the Association. No other dues are required.

Section 2. Fiscal and Operating Years. The Fiscal Year and Operating Year of the AFA-TX shall be January 1 to December 31.

#### **ARTICLE VII OFFICERS**

Section 1. Elected Officers. The officers of the AFA-TX shall be a President, Executive Vice President, Executive Secretary, Treasurer and two (2) Area Vice Presidents. The officers shall be elected by the delegates at the State Convention held annually and shall assume office on the last day of the State Convention in the year in which they are elected and shall be known as the AFA-TX Executive Board. A term of office is one year. No person may be elected to the office of President or Executive Vice President for more than two (2) consecutive terms without approval of the President of the Region. No person may be elected to the office of Executive Secretary or Treasurer for more than five (5) consecutive terms without approval of the President of the Region.

Section 2. Appointed Officers. The State President may appoint additional officers with the approval of the Executive Board to serve concurrently with the President. Appointed officers may be removed from office by the President or by a majority vote of the Executive Board (See Article X).

Section 3. Vacancies. In case of a vacancy in any elective office, it shall be filled by appointment of the President for the remainder of the unexpired term and thereafter until a successor is elected, except that in the case of a vacancy occurring in the office of President, the duties of that office shall be assumed by the Executive Vice President until such time as a President shall be elected by the AFA-TX Executive Board.

### **ARTICLE VIII DUTIES OF OFFICERS**

Section 1. President. The President shall: exercise the powers and perform the duties assigned by the Constitution and Bylaws; supervise the management of the state organization; enforce the provisions of the Constitution and Bylaws; appoint all standing and special committees or councils; and perform such other duties as are usually incident to the office. The President shall preside at State Convention and shall be chairperson of the AFA-TX Executive Board.

Section 2. The Executive Vice President. The Executive Vice President shall perform such duties as may be assigned by the President or by the AFA-TX Executive Board and shall discharge the duties of the President whenever the disability or absence of the President as determined by the AFA-TX Executive Board makes such service advisable.

Section 3. Executive Secretary. The Executive Secretary shall: keep a record of the proceedings of all meetings and of all other matters of which a record shall be ordered by the AFA-TX Executive Board; notify the officers and all members of committees of their election or appointment; issue notices of special meetings; and perform such other duties as may be assigned by the AFA-TX Executive Board or that are usually incident to the office.

Section 4. Treasurer. The Treasurer shall: collect and disburse all funds and be the custodian of such funds; make a financial report annually and at such other times as requested by the AFA-TX Executive Board or by the President; make financial records available for inspection by any member of the AFA-TX Executive Board when requested; and perform such other duties as may be assigned by the AFA-TX Executive Board or are usually incident to the office.

Section 5. Area Vice Presidents. The state shall have two (2) elected Area Vice Presidents (North and South). They shall serve as the liaison for a group of Chapters assigned by the President. As such, each shall maintain close contact with their assigned Chapters, assuring that they are fully informed on all problems and activities, and provide close coordination between the Chapters and the President. Each Area Vice President shall maintain close contact with other state officers to assure Chapter understanding and participation in National, Regional, and State programs and projects.

### **ARTICLE IX STATE CONVENTION**

Section 1. State Convention. An annual convention shall be held not less than thirty (30) days prior to the National Convention, at the time and place set by the AFA-TX Executive Board.

Section 2. Notification. All Chapters in the State, the President of the Region, and the President of the Air Force Association shall be notified in writing of the date and location of the annual State Convention at least sixty (60) days in advance of the meeting.

Section 3. Delegates. Each Chapter shall be entitled to one (1) delegate, and (1) additional delegate for each 10 of its voting members or major fraction thereof, provided, that no single Chapter shall be entitled to more than one-fourth of the total accredited votes at the convention. All delegates shall be affiliated members of a Chapter in Texas. The AFA-TX Executive Board shall determine procedures for certifying delegates from the Chapters.

Section 4. Voting. Only delegates who have registered for the convention shall exercise the right of voting. Each delegate shall be entitled to one (1) vote. If a Chapter is authorized more votes than it has delegates present and registered, the number of votes cast shall not exceed the number of delegates from that chapter. The Chapter President shall be the chairperson of the delegation or may designate another member of the Chapter to act as chairperson if the President is unable to attend.

Section 5. Quorum. A quorum shall exist when majorities of the AFA-TX Chapters are registered and present.

Section 6. Convention Rules. The AFA-TX Executive Board shall establish rules and procedures for the convention which shall be approved by the convention body at the opening of the first business session.

**ARTICLE X**  
**AFA-TX EXECUTIVE BOARD**

Section 1. Membership. Between State Conventions, the administrative power of the Association shall be vested in the AFA-TX Executive Board which shall consist of the elected officers as outlined in Article VIII.

Section 2. Administrative Authority Between Executive Committee Meetings. The AFA-TX Executive Board and chapter presidents shall have administrative authority between quarterly meetings of the Executive Committee for matters not otherwise assigned by the Constitution and Bylaws. This body may meet in person or may vote by mail or electronic communications. Decisions shall be by majority vote and a report of action taken shall be made to the Executive Committee.

Section 3. Powers and Duties. The AFA-TX Executive Board shall exercise the powers and perform the duties assigned by the Constitution and Bylaws; be responsible for the general management of the state organization; approve appointments of standing committees and special committees and councils; and provide for the appointment of subordinate officers as may be needed for proper administration of the affairs of the state.

Section 4. Meetings. The AFA-TX Executive Board shall meet at least quarterly. Special meetings may be called by the President and shall be called upon the written request of twenty-five (25) percent of its members.

Section 5. Quorum. A quorum of the AFA-TX Executive Board shall consist of a majority of its members.

**ARTICLE XI**  
**AFA-TX EXECUTIVE COMMITTEE**

Section 1. Membership. The AFA-TX Executive Committee shall consist of the elected officers, the Chapter Presidents, the appointed state officers, the chairpersons of Standing and Special Committees, and the immediate past State President. The term of appointed officers or chairpersons shall be concurrent with the appointing President.

Section 2. Powers and Duties. The AFA-TX Executive Committee shall exercise the powers and perform the duties assigned by the Constitution and Bylaws and is responsible for the general management of the State organization. They may recommend to the Board, appointments to the Standing and Special Committees and the Advisory Council.

Section 3. Meetings. The AFA-TX Executive Committee shall meet at least quarterly. The President may call special meetings. Special meetings may also be called upon the written request of twenty-five (25) percent of its members.

Section 4. Quorum. A quorum of the AFA-TX Executive Committee shall consist of a majority of its members.

## **ARTICLE XII COMMITTEES**

Section 1. Standing Committees. The President shall provide for such committees as may be deemed necessary. The President, annually, shall appoint the members of each Standing Committee, designate the chairpersons, and fill vacancies.

Section 2. Special Committees. The President, the AFA-TX Executive Board, or the convention body may create Special Committees. The President shall appoint the members of such committees, designate the chairperson, and fill vacancies. The President or the AFA-TX Executive Board may abolish any Special Committee, or it will automatically cease to exist after it makes its final report.

Section 3. Meetings. Standing and Special Committees shall meet after due notice to its members is given by its chairperson, by the President, by the AFA-TX Executive Board, or upon the written request of a majority of its members.

## **ARTICLE XIII NOMINATING COMMITTEE**

Section 1. Membership. The Nominating Committee shall be appointed by the State President and shall consist of seven (7) members. Two (2) members shall be elected members of the AFA-TX Executive Committee, either Chapter Presidents or elected state officers but not the State President. Two (2) members shall be non-elected members of the AFA-TX Executive Committee. Two (2) members will be from AFA-TX Chapters at large and who are not currently members of the AFA-TX Executive Committee. The remaining member will be the immediate past State President or if not available, one of the other past AFA-TX Presidents. The immediate past State President or one of the other past State Presidents will serve as the chairperson of the Nominating Committee.

Section 2. Quorum. A majority of its members shall constitute a quorum of the Nominating Committee.

Section 3. Nominations. The Committee shall meet at the call of the chairperson not less than forty-five (45) days prior to the election. Nominees shall be selected by majority vote of the committee and may be selected by conference call or other communications. The Chairperson of the Nominating Committee shall inform the Chapter Presidents and the members of the AFA-TX Executive Committee of the nominees not less than thirty (30) days prior to the election of officers. The Nominating Committee shall certify that all nominees are eligible, qualified, and willing to serve.

Section 4. Nominations from the Floor. Nominations may be made from the floor at the State Convention provided that such nomination(s) shall be accompanied by the written consent of the nominee to serve.

#### **ARTICLE XIV NATIONAL CONVENTION**

Section 1. State Delegates. The AFA-TX President shall be the Chairperson of the Delegation to the National Convention. In the event that the President is unable to attend, the chairperson shall be the Executive Vice President and if neither officer is able to attend, the President shall designate the delegation chairperson from among other voting members of AFA-TX.

Section 2. Delegate Selection. The State Convention may determine the manner in which the other delegates to the national convention are selected or the President may select the delegates to represent AFA-TX and then manage the delegation in compliance with the National Constitution.

#### **ARTICLE XV DISCIPLINE**

Section. 1. A State Organization which violates the Constitution of the Air Force Association, reflects discredit upon the Association, or has been inactive may have its charter suspended or revoked. Disciplinary action may be taken against any state organization elected or appointed officer according to the procedures established in the Constitution and the Operations and Procedures Manual of the Air Force Association.

Section 2. AFA-TX shall not enter into any agreements, leases or other commitments, or involvements of any kind or nature whatsoever, the direct or indirect effect of which shall be legally to obligate or constrain the Air Force Association, without the prior written approval of the National President of the Air Force Association; nor shall they engage in any activity contrary to or inconsistent with, the objectives or policies of the Air Force Association.

**ARTICLE XVI  
PARLIAMENTARY AUTHORITY**

The rules contained in Robert’s Rules of Order Newly Revised shall govern the State Organization in all cases to which they are applicable and in which they are not inconsistent with the Constitutions and Bylaws and any special rules of order the State Organization may adopt.

**ARTICLE XVII  
AMENDMENTS**

This Constitution and Bylaws may be amended by a two-thirds (2/3) vote of the delegates at the State Convention, or by a three-fourths (3/4) vote of the total AFA-TX Executive Committee; provided, however, that any amendment adopted by the AFA-TX Executive Committee shall be subject to amendment or ratification by the majority vote of the delegates at the following State Convention

Adopted July 10, 2010  
(original date)

ENDORSEMENTS

**Kelly M. Jones**

**10 July 2010**

State President

Date

*David A. Dietsch*

**10 July 2010**

Region President

Date

*David T. "Buck" Buckwalter*

25 October 2010

AFA Constitution Committee

Date





***STATE & CHAPTER OPERATIONS GUIDE***  
*for the*  
***AIR FORCE ASSOCIATION - TEXAS***



**October 2010**