

OPERATIONS MANUAL LUKE CHAPTER, MOAA and LUKE CHAPTER MOAA COMMUNITY FUND, INC.

Preface

This Operations Manual provides information and guidance to assist Luke Chapter MOAA officers and members in the conduct of their duties. As an independent self-supporting Chapter, we operate as an ‘affiliate’ under the general guidelines of the national Military Officers Associations of America (MOAA). However, MOAA does not have direct authority over the Chapter regarding how it is organized, what it should do, or how to do it. Therefore, this Chapter Operations Manual approved by the Chapter Board of Directors provides standing operating procedures for the Chapter.

Introduction and History

Luke Chapter MOAA was originally chartered on January 17, 1980 as an affiliate of The Retired Officers Association (TROA). The chapter became an Arizona non-profit corporation in November 1982. The name at that time was “Sun City West Chapter, The Retired Officers Association, Inc.” In March 1988, the name was changed to “Luke Chapter, the Retired Officers Association.” After TROA became the Military Officers Association of America (MOAA) on January 1, 2003, the Chapter again changed its name. The Chapter is registered with the Arizona Corporation Commission and is known now as the “Luke Chapter, Military Officers Association of America” (or Luke Chapter MOAA).

Luke Chapter MOAA is a non-profit corporation incorporated under the laws of the state of Arizona. The members of the organization are mainly located (as determined by zip code) in the west Phoenix Valley area. Membership is comprised of individual commissioned and warranted service members drawn from the eight U.S. uniformed services, and their surviving spouses. Currently, Luke Chapter has about 171 Regular and SS members. Commissioned and warrant officers from allied nations are eligible to join the Chapter as associate members. Overall direction and control of the organization’s affairs are vested in a board of directors elected by the membership.

The Chapter is a tax-exempt organization under Section 501(c)(19) of the Internal Revenue Code. While exempt from federal and Arizona income tax, the Luke Chapter MOAA, does not qualify for tax deductible donations under current law. However, a separate organization, originally incorporated as the Luke Chapter, MOAA, Scholarship Fund, Inc., was established in May 2015 as a tax-exempt, Arizona non-profit corporation organized to comply with the provisions of IRS Section 501(c)(3), a “public charity.” This non-profit corporate entity

was successively renamed several times in later years to better reflect the three main objectives of this organization. As of the second amendment to its Articles of Incorporation in May 2020, this organization is called the “Luke Chapter MOAA Community Fund, Inc.” The Community Fund was established as a Section 501(c)(3) public charity to meet IRS requirements permitting tax deductible donations to support grants for college scholarships, relief of financial hardships by veterans, and local JROTC/ROTC programs. As currently structured, the Community Fund is a subsidiary of Luke Chapter MOAA, which is the ‘single member’ of the Community Fund. The Board of Directors of the Luke Chapter MOAA annually appoints the directors and primary officers of the Board of Directors of the Community Fund.

The two non-profit organizations are separate and distinct entities, with separate mission statements, Bylaws and boards of directors, and with separate books of account. Each entity is governed through separate meetings of the respective boards of directors, and separate corporate documents are maintained.

Luke Chapter is a member of the Arizona Council of Chapters (AZCOC), which includes all approved MOAA chapters and satellite MOAA chapters in the state of Arizona. The Council meets at least twice each program year, generally in November and May. Also, the Chapter is a member of the Northwest Valley Veterans Association (NWXVA), an alliance of many veterans’ related organizations situated in the west Phoenix Valley, which generally meets monthly.

The Chapter consists primarily of members residing in the zip codes below. However, membership is not limited to members living in these zip codes and any retired, reserve, former or active-duty officer may join the Luke Chapter.

Zip	City	Zip	City	Zip	City	Zip	City
85031	Phoenix	85320	Aguila	85345	Peoria	87378	Surprise
85033	Phoenix	85321	Ajo	85351	Sun City	87379	Surprise
85035	Phoenix	85322	Arlington	85353	Tollesen	87380	Peoria
85037	Phoenix	85323	Avondale	85354	Tonopah	87381	Peoria
85043	Phoenix	85326	Buckeye	85355	Waddell	87382	Peoria
85097	Phoenix	85329	Cashion	85358	Wickenburg	87383	Peoria
85303	Glendale	85335	El Mirage	85361	Wittmann	87385	Peoria
85305	Glendale	85337	Gila Bend	85363	Youngtown	85387	Surprise
85307	Glendale	85338	Goodyear	85372	Sun City	85388	Surprise
85309	Glendale/LAFB	85339	Laveen	85373	Sun City	85390	Wickenburg
85311	Glendale	85340	Litchfield Park	85374	Surprise	85392	Avondale
85312	Glendale	85342	Morristown	85375	Sun City West	85395	Goodyear
85318	Glendale	85343	Palo Verde	85376	Sun City West	85396	Buckeye

DUTIES

President

1. Any chapter’s success or failure hinges on a president’s leadership. The President must chart a

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course for the chapter, be the prime mover in new programs and projects, and appoint effective committees for all fields of activity. It is imperative that the selection of a chapter president be accomplished carefully. The President's principal duties are:

- a. Serve as the Chapter's chief elected officer.
- b. Preside at meetings of the Chapter and of the Board of Directors.
- c. Appoint all standing and special committees except the nominating committee.
- d. Serve as an ex-officio member, with the right to vote, on all committees except the nominating committee.
- e. Communicate to the Chapter or to the Board of Directors information or proposals that would help the Chapter achieve its mission.
- f. Serve as the Chapter's principal delegate to the AZCOC.
- g. Appoint a Chapter liaison by formal letter to the Commander, Luke AFB.
- h. Ensure an updated chapter officer list is submitted to MOAA National every year.
- i. Ensure the Chapter has a designated Legislative Chair/Liaison, Membership Chair, and Surviving Spouse Liaison and that their respective names/email addresses are in the MOAA Database.
- j. Ensure the Chapter sponsors at least 10 programs/events per calendar year.
- k. Ensure the Chapter has a leadership succession plan.
- l. Ensure the Chapter is actively engaged in programs/projects that enhance the image of the Chapter and MOAA. (Refer to the current Levels of Excellence (LOE) Chapter Rating Sheet at <http://www.moaa.org/levelsofexcellence/>. For the Chapter Self-Evaluation Checklist, see the appendices for the 2015 Council and Chapter Policies and Procedures Guide at www.moaa.org (in the chapter management section).)
- m. Perform other duties necessary to the office of the President, such as,
 - (1) Seek and identify members to join the chapter Board of Directors.
 - (2) Prepare chapter social/board meeting agendas.
 - (3) Serve as chapter liaison/representative with MOAA National, local veterans/military organizations, and local community/civic organizations or appoint Chapter members to serve as appropriate.
 - (4) Ensure compliance with chapter policies and procedures as outlined in applicable documents and references.
 - (5) Oversee recognition and awards programs.
 - (6) Appoint members to non-committee chapter positions.
 - (7) Provide input to the Chapter *NewsGram*.
 - (8) Oversee the preparation and timely submission of the annual LOE application.
 - (9) Draft and submit a semiannual report/briefing to the AZCOC as required before/at the Spring and Fall AZCOC meetings by their respective deadlines.
 - (10) Provide guidance to chapter committees (e.g., intent, scope, budget, etc.).

2. National guidelines indicate an individual should not serve as president for longer than two consecutive one-year terms or, if elected biennially, two consecutive two-year terms. Some chapter presidents have served their organizations with great dedication and ability for a number of years. As a general rule, having an interested, competent individual serving as president is more important than following a guideline that directs election at specified times. However, there

are distinct benefits to having regularly scheduled elections and installing new leadership at specified intervals. Chapters and their board independently must decide what's best for them.

Vice Presidents

The following guidance from MOAA applies to all vice-presidential duty descriptions:

Each vice president must be prepared to perform the duties of the next higher office should it be vacated, either temporarily or permanently. In particular, the First Vice President should be knowledgeable of the President's responsibilities and represent the Chapter at local/state/national events in the President's absence as required. Also, each vice president serves as a member of the Board of Directors and performs other duties the President might assign.

It is common and highly recommended that a vice president serve as a committee chair, for instance, a membership committee, the annual audit review, and committees that review chapter policies and procedures (e.g., Chapter Bylaws, Operations Handbook, Strategic Plan, etc.).

Generally, three vice presidents shall be designated as officers by Luke Chapter MOAA, i.e., First Vice President, Second Vice President and Third Vice President.

The designation of duties stated of each Vice President (First, Second and Third) depends upon the skills and interests of the individual, and the needs of Luke Chapter, and will draw upon the roles and responsibilities as stated below. With approval of the Board of Directors, these duties may be adjusted accordingly from time to time. In other words, the First Vice President might focus on programs, dinners and events, or on a different area of responsibility. The Second Vice President might manage the membership and retention, and so on. Determination of the specific duties of each vice president will be made after election of officers in the annual members meeting in April of each program year, and as determined by the Board of Directors from time to time.

Director, Programs and Dinners

The duties of the Director, Programs and Dinners are:

1. Serve as Programs Committee Chair and schedule speakers and entertainment for the various months of the year. At the monthly dinner meeting, introduce the speaker(s) or entertainment to the audience. Coordinate seating arrangements for the speaker (to include spouse), or entertainment, and arrange for the gift(s), if any. Program suggestions should be presented to the board for their approval. December has always been a Christmas ball with dancing music. The board must approve the expenditure of funds based on our budget. A copy of any signed contracts should be provided to the Treasurer for his records and check preparation. Members should be polled periodically as to their thoughts and/or suggestions regarding future programs.
2. Pick a menu for each month that is within budget guidelines. The menu should vary from month to month and always include a vegetarian option. The menu is normally presented to the

board for their approval, or as a minimum, the President. Menu selections can and should be made at least 60 days prior to the meeting. Both Briarwood Country Club and PebbleCreek like to have their respective four menus chosen at the same time. A meeting is typically set up with the catering manager at each location and menus chosen for the year at that time.

3. Provide the NewsGram editor with photos and editorial material for upcoming programs, as well as the menus to be served so that this information can be included in the upcoming issues of the NewsGram. This information must be provided to the NewsGram editor no later than the Friday following the monthly dinner meeting, or the Friday one week after the September board meeting. The NewsGram editor has a formatting style sheet for all submissions.

4. Perform other duties the President might assign.

Director, Dinner Reservations

The duties of the Director, Dinner Reservations are:

2. Get mail from the Post Office Box 5072, Sun City West, Arizona, at least once a week.
3. In advance of each dinner meeting:
 - a. Obtain the names of those members requesting tables of three or more and get tent cards made and placed on the tables. Coordinate with the Membership Director to obtain these names and also with the welcoming committee. It is customary to have any new members seated at the President's or First Vice President's table as appropriate. Coordinate such seating with the President and First Vice President ahead of time.
 - b. Arrange for greeters at each of our dinner meetings. Can be the same couple (or different individuals) all year, or a different pair at each dinner. If there are guests attending our dinner meeting for the first time, invite them to sit at the President's table (space allowing) unless they are with someone who has recruited them.
3. Insure that 25-30 blank pressure sensitive name badges and at least one black marker are available at the check-in for members and new members to use so they can easily be identified.
4. Receive and process Dinner Reservations.
 - a. When dinner reservations are received, check to ensure the amount paid is correct. Also check to see if a table reservation or vegetarian meal is requested. If there is doubt, contact the members to determine which meal choice is desired. Contact members as necessary to resolve any questions, ambiguities in the reservation or concerns.
 - b. Receive from the Webmaster a report of dinner reservations made through PayPal on the Luke Chapter website.
 - c. Send a copy of the spreadsheet of dinner reservations to the President (normally by the close of business eight days prior to the dinner meeting) and others assisting in the reservation process. Notify the Treasurer of dinner attendees so he or she can prepare a check for payment to the dinner venue.

- d. Maintain a yearly count (by month) of dinner meeting attendees.
5. Make Bank Deposits.
 - a. As coordinated with the Treasurer, make deposits of checks and cash at the Board approved financial institution.
 - b. Send deposit amounts to the Treasurer for those deposits that are received, identifying dinner, dues, donations, etc., so that the Treasurer may document appropriate accounts based upon approved system of accounting.
 - c. Check to make sure each check is payable to the order of Luke Chapter MOAA or Luke Chapter Scholarship Fund, or Luke Chapter SVS Fund.
6. Help check-in members at the dinner meetings. Notify the President and the Membership Chair of any pertinent information on people coming to dinner.
7. Perform other duties as the President may assign.

Director, Membership

The duties of the Director, Membership are:

1. Serve as Membership Chair and under the general direction of the board, retain existing members and recruit new ones. Although every chapter member should be considered a recruiter, the Membership Chair should establish goals, plans and carry out membership-solicitation drives, and follow up on leads concerning potential members. The primary responsibilities of the Membership Chair include:
 - a. Recruit new members using a variety of methods as outlined in a separate section. Briefly, these include reviewing the list that National MOAA sends out of potential members living in our zip code area and selecting those most likely to join. Generally, the most effective manner of recruiting new members is via referrals from current members.
 - b. Process membership applications and resignations.
 - c. Set up and man a recruiting table at the Luke AFB Retiree Appreciation Day, normally held in October of each year. Further details are in the Membership Committee section of the Chapter Operations Handbook.
 - d. Prepare required correspondence.
 - e. Prepare reports and returns as required by law.
 - f. Maintain and safeguard all important records and legal documents and faithfully pass them on to your successor.
 - g. Maintain or oversee the maintenance of accurate chapter membership records and ensure that the roster of chapter members is maintained through real-time updates to the MOAA Committee Module. Access to this roster is limited to the President and the Membership Director, unless MOAA is notified of a request for a change or addition to access. The Committee Module is found at: <https://www.moaa.org/content/chapters-and-councils/council-and-chapter-forms/> - Admin
 - i. Notify MOAA of new members by filling out the Chapter Member Gain Form or online (preferred). Access the Committee Module website above.
 - ii. Report the deaths of any member to MOAA on TAPS form or online.

iii. Report the resignation of members to MOAA through the Committee Module. Members who have not paid annual dues by the end of the Chapters fiscal year will be placed in “resign” status on the Luke Chapter roster. Resignation from Luke Chapter MOAA does not include resignation from National MOAA.

iv. Update Committee Module with end date of Chapter membership (death, move, resignation). Members should report resignation from National MOAA to: msc@moaa.org

v. Determine criteria for Level of Excellence Award. Membership Status. Assess national and chapter membership status for all members. If chapter member is not a national member, submit member for Basic Membership (for new chapter members Basic MOAA membership is automatic when applying on line or by application. For transferring members, permission will need to be given by member prior to submitting for Basic Membership. (Note: Deadline for LOE is 31 Mar).

h. Maintain Luke Chapter roster. Ensure timely updates of dues, personal information and membership status. Reconcile Luke Chapter roster with MOAA Committee Module quarterly (at a minimum) to ensure accuracy of membership being reported to MOAA.

<http://Lukemoaa.org/adm>

i. The Membership Chair should establish a Membership Committee to provide assistance in these responsibilities. Specific Membership Committee responsibilities are listed in a separate section of the Chapter Operations Handbook under “Committee Charters”, below.

2. Provide the NewsGram editor with editorial material regarding member recruiting as appropriate.

a. This information must be provided to the NewsGram editor no later than the Friday following the monthly dinner meeting, or the Friday one week after the September board meeting. The NewsGram editor has a formatting style sheet for all submissions.

b. Provide NewsGram editor with names of new members and deceased members (include spouse’s name if applicable) since last report. 3.

4. Perform other duties incidental to this office, such as,

a. Chair ad-hoc committees as needed.

b. Perform other duties the President might assign.

Director, Personal Affairs

4. Serve as Personal Affairs Committee Chair. See the “Personal Affairs Committee” section of this Chapter Operations Handbook.

2. Provide the NewsGram editor with editorial material addressing personal affairs issues, so that this information can be included in the upcoming issue of the NewsGram. This information must be provided no later than the Friday following the monthly dinner meeting, or the Friday one week after the September board meeting. The NewsGram editor has a formatting style sheet for all submissions.

5. Be responsible for the storage of the U.S. Flag and the Chapter flag (with bases) and the Chapter signs and bring them to each board meeting and Chapter meeting. Normally,

these flags can be stored at your home between meetings unless they are needed elsewhere. Our current venues for the dinners and programs have U.S. flags on hand, and it is not necessary to bring the Flag to the dinner meetings---just the Chapter flag and ribbons. However, both flags (US and Chapter) are needed at the Board meetings at both locations.

4. Perform other duties incident to the office of the Vice President, such as,
 - a. Chair ad-hoc committees as needed.
 - b. Perform other duties the President might assign.

Secretary

1. Attend all meetings and make a written record of all proceedings at Chapter meetings.
2. Maintain a permanent record of attendance and all proceedings at all Chapter and Scholarship Fund board meetings.
 - a. Send typed minutes to President to proof prior to sending to Board of Directors and other board members. After President makes any changes, send to them to proof. Make any changes received.
 - b. Send out the final approved minutes to the Board of Directors and other board members prior to the next scheduled Board meeting.
 - c. Send one copy of final approved minutes, signed and dated by the Secretary, to Webmaster in PDF format for posting to the Chapter website.
3. Prepare required correspondence and maintain Chapter correspondence files.
4. Prepare reports and returns required by law, except filings and documents prepared by the Compliance Director.
5. Maintain and safeguard all important records and legal documents in accordance with retention policies and faithfully pass them on to the successor Secretary.
6. Perform other duties necessary to the office of the Secretary or assigned by the Board of Directors or the President, such as:
 - a. As needed and if required, handle all administrative tasks at meetings (sign-ins, name tags, etc.).
 - b. Make and maintain a written record of any Chapter business conducted at a monthly dinner meeting or Board actions taken through email voting (resolutions, elections, other votes).
 - c. Ensure that prior notice of meetings of the Board of Directors, and of the member's Annual Meeting in April of each year, is properly sent to the directors and members, respectively, as required by the Bylaws.
 - d. Coordinate with the Membership Chairman on changes to the membership roster.

Treasurer and Assistant Treasurer

The Luke Chapter Treasurer and Assistant Treasurer (see para 8 below) are charged with overseeing the management and reporting of the organization's finances. The general responsibilities of the Treasurer include:

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1. General financial oversight.
 - a. Oversee and present budgets, accounts and financial statements to the Board of Directors.
 - b. Ensure that appropriate financial systems and controls are in place.
 - c. Ensure that record-keeping and accounts meet the conditions of funders or statutory bodies.
 - d. Ensure compliance with relevant legislation.
2. Funding.
 - a. Advise on the organizations fund-raising strategy.
 - b. Ensure use of funds complies with conditions set by funding sources.
 - c. Ensure fundraising and sales comply with relevant legislation and are bound by effective financial systems and controls.
3. Financial planning and budgeting.
 - a. Facilitate preparation and presentation of annual or special budgets.
 - b. Advise on financial implications of strategic and operational plans
 - c. Present revised financial forecasts based upon actual financial activity
4. Financial reporting.
 - a. Present regular reports on the organization’s financial position.
 - b. Prepare accounts for audit and liaising with auditors, as required.
 - c. Present accounts at the Annual Chapter Meeting.
 - d. Advise on the organization’s reserves and investment policy.
5. Banking, book-keeping and record-keeping.
 - a. Manage bank accounts.
 - b. Set up appropriate book-keeping systems.
 - c. Ensure everyone handling money keeps proper records and documentation.
6. Control of assets.
 - a. Ensure proper records are kept, including a list of Chapter assets.
 - b. Ensure required insurances are in place.
7. Standard Operating Procedures. The Treasurer shall follow standard operating procedures, as follows:
 - a. Financial planning and budgeting.
 - i. Budget input from Chapter officers will be requested not later than the March meeting of the Board of Directors.
 - ii. The Treasurer will develop and present an annual budget recommendation at the April meeting of the Board of Directors.
 - b. Financial reporting.
 - i. Monthly reports to the Board of Directors and Annual reports to the Chapter members will be provided for (1) Balance Sheet, (2) Income Statement, and (3) Budget status.
 - ii. Provide monthly report of Community Fund donors to the Chapter President, Compliance Officer and person who writes the donation acknowledgement letters to donors, and NewsGram Editor.
 - iii. Provide the Compliance Officer with financial data and assist with filing of Federal and Arizona tax reports.

- iv. Assist the Compliance Officer with filing of annual Arizona Corporation Commission annual reports and other filings as needed.
 - c. Banking, book-keeping and record-keeping.
 - i. Establish and maintain a system of accounts using an electronic system, such as Quicken or Quick Books.
 - ii. Asset accounts will be reconciled monthly.
 - iii. Maintain financial files for (1) Monthly Board of Director reports, (2) Annual Chapter reports, (3) Annual review/audit results, (4) copy of IRS EIN letters, (5) copy of federal and state tax filing documents, (6) deposit records, and (7) Board of Directors meeting minutes.
 - d. Control of assets.
 - i. All checks will be endorsed ‘For Deposit Only’ upon receipt.
 - ii. All funds will be deposited within three business days of receipt by the Treasurer.
 - iii. Deposit records will include (1) name of check maker or source of funds, (2) check number, (3) amount of check, (4) chart of account activity, (5) supporting documents, and (6) original deposit receipt.
 - iv. Expenditures must be supported by a receipt or other verifiable document showing amount and purpose of expenditure. Disbursements will be made as authorized by the Board of Directors or another authorized officer. Keep a file of all authorized disbursements, checks, contracts, invoices, etc.
 - v. Reimbursements greater than \$100 must be approved by the Board of Directors. However, when a budget for a designated activity is approved by the Board of Directors, that approval constitutes authority to incur those expenses and a separate board approval for expenses over \$100 is not required. For example, if the annual speaker/entertainer budget is approved, expenses as incurred within this budget may be paid without further approval. The Director responsible for such budget is responsible for monitoring related income and expenses to ensure expenditures do not exceed income or budgeted amounts.
 - vi. Prepare financial records for annual review/audit, as follows: (1) Coordinate with Audit Team for time and place of review/audit, (2) organize files in accordance with Audit Team requirements, (3) provide files as needed, and (4) assist Audit Team as needed.
8. When requested by the Treasurer, and in his or her absence or unavailability, the Assistant Treasurer shall act as the Treasurer with the same duties, authority and responsibilities.
9. Perform other duties as designated by the Luke Chapter President.

In all of these areas, the Treasurer is responsible for ensuring that effective financial systems and procedures have been established, are being consistently followed and are in line with best accounting practices and legal requirements.

Immediate Past President

The Immediate Past President’s responsibilities are as follows:

1. Serve as mentor to the President.

2. Serve as voting member of Board of Directors.
3. Serve as chairman for standing/ad hoc committees as needed by the President.
4. Serve as a greeter at Chapter functions as needed.
5. Perform other duties the President might assign.

Director, Surviving Spouses

1. The Surviving Spouse Liaison's responsibilities are
 - a. Serve as primary point of contact on legislative and benefits-information issues concerning Surviving Spouses (SS).
 - b. Work directly with the National's Surviving Spouse Advisory Committee (SSAC).
 - c. Perform other duties necessary to the office of the Surviving Spouse Liaison, such as,
 - (1) Serve as liaison/central point of contact for Surviving Spouses with MOAA National, AZCOC and other applicable organizations.
 - (2) Assist the President with all Surviving Spouse matters.
 - (3) Coordinate activities among Surviving Spouses and provide leadership.
 - (4) Research and respond to inquiries from Surviving Spouses regarding their interests or concerns.
 - (5) Provide articles for the NewsGram on Surviving Spouses matters.
 - (6) Assist the Membership Chair with recruiting Surviving Spouses.
 - (7) Ensure a monthly contact as a goal with all surviving spouses within the Luke Chapter active fiscal year (in coordination with the SS Steering Committee) to Surviving Spouse members with and without email access. Consistent outreach keeps the SSs connected with the SS group, SS leadership and Luke Chapter MOAA. This action will inform them of upcoming Surviving Spouse-related Chapter events, encouraging their participation.
 - (8) Contact Surviving Spouse members with information received from the Virtual Surviving Spouse Activities Committee (SSAC) and the MOAA National Legislative Chair.
 - (9) Contact recently widowed spouses to provide information about Surviving Spouse MOAA membership and invite them to participate.
 - (10) Ensure sympathy cards are sent (in coordination with the Chaplain) to recent widows/widowers and get-well cards to Surviving Spouse members recovering from surgery and/or illness.
 - (11) Solicit financial support from the Chapter for Surviving Spouse member projects.
 - (12) Provide input to the President for the "Semiannual Report to the AZCOC."
 - (13) Develop and maintain Luke Chapter website in coordination with SS Steering Committee and Webmaster with current information for SSs, caregivers and other Luke Chapter members. The website should include exclusive downloads like worksheets, documents and more.
 - (14) Assure consistency with the National MOAA SS website. Members have opportunities to identify and learn about their community members and issues of concern by creating positive relationship within the chapter. This should be done consistently.

- (15) Perform other duties the President might assign.
2. Major publications relevant to surviving spouses:
- a. *Helping Your Survivors Now, A Guide to Planning Ahead*
 - b. *Survivor Benefit Plan: Security for Your Survivors*
 - c. *Aging Into Medicare & TRICARE For Life*
 - d. *TAPS: Your Guide to Military Burials*
 - e. *Survivor's Checklist: First Steps for Moving On*
 - f. *Survivor's Guide*
 - g. "Keys to Continuing Eligibility" fact sheet

To order MOAA publications and the fact sheet, call MOAA's Member Service Center at (800) 234-MOAA (6622), or e-mail auxcomm@moaa.org. Publications also are available for download on MOAA's Web Base.

Director, Employer Support for the Guard and Reserve (ESGR) Liaison

The ESGR Liaison will act as the Luke Chapter's primary point of contact with the Arizona ESGR Committee, and provide information regarding ESGR activities as needed. The ESGR Liaison's responsibilities are as follows:

1. Familiarize yourself with ESGR, including its mission and organization (see <http://www.esgr.mil/az>).
 2. Encourage MOAA members to become active supporters of ESGR by taking an active part as a volunteer supporting the ESGR activities of Military Outreach, Employer Outreach or Ombudsman.
 3. Assist Chapter members who wish to volunteer with ESGR to become qualified.
 4. Inform Chapter members who are also employers of the benefit of being in contact with ESGR.
5. Perform other duties the President might assign.

Director, Historian

The Chapter Historian's responsibilities are:

1. Assist with the preservation of the Chapter's key documents and historical records.
2. Maintain a file of Chapter officers, activities, and programs.
3. Submit articles periodically for the NewsGram about Chapter history (when time permits).
4. Assist the President with the preparation of the LOE award submission (when time permits).
5. Submit noteworthy items to AZCOC to support their efforts to promote AZ chapters (when time permits).
6. Perform other duties the President might assign.

Director, Junior Reserve Officers Training Corps (JROTC)

The Junior ROTC (JROTC) Liaison's responsibilities are:

1. Develop list of area schools assigned as the Chapter's responsibility who offer JROTC and ROTC programs with contact information, including commanders' names, e-mails, phone numbers, etc.
2. Contact assigned JROTC and ROTC schools in our area and inform them of MOAA and its programs to recognize outstanding cadets, to include presenting medals, certificates, etc.
3. Order MOAA Award Sets each year from National MOAA by the deadline established by National MOAA.
4. Determine date, time, and place of each unit's awards ceremony in order to schedule Chapter representatives to present the awards.
5. Ensure delivery of awards (medals and certificates) to each school well in advance of the date of the ceremony. This protects against the event of a scheduled Chapter representative unable to present at the last minute, due to an emergency. Also, ensure that the Chapter's name is included on each certificate and signed by the appropriate Chapter officers. Awardee's names are added by school staff following the ceremony.
6. Develop/maintain continuity folder/book with detailed program policies and procedures.
7. Provide articles on program for the NewsGram.
8. Order supplemental items as required (e.g., certificates, flags, etc.).
9. Brief program details and results during monthly Chapter meeting.
10. Offer MOAA guest speakers for JROTC classes.
11. Provide input to the President for the "Semiannual Report to the AZCOC."
12. Promote the Chapter Scholarship program.
13. Perform other duties the President might assign consistent with the nature and the duties of the position.

Director, Luke AFB and Community Relations

1. The Director will establish a relationship with the Commander and other leaders of Luke AFB and with community leaders within the Luke Chapter's designated zip code areas.
2. Specifically, the Director's responsibilities are:
 - a. Keep abreast of new developments at Luke AFB and recommend actions the Luke Chapter should take (as appropriate) to support the base and its personnel.
 - b. Work with the ESGR Director to identify needs of Reserve units at Luke AFB and other Reserve component units in the Chapter area that the Chapter may be able to help meet.
 - c. Work with the Retired Affairs Office (RAO) at Luke AFB to support the needs of former and retired officers and enlisted personnel.
 - d. Maintain and periodically refresh copies of the Luke Chapter membership application and related chapter information t the RAO at Luke AFB.
 - e. Provide information to and solicit ideas from community leaders regarding ways to support veterans, active-duty personnel and their surviving spouses.
 - f. Keep community leaders apprised of awards and honors they may be eligible for based

on their support to veterans, active duty personnel and their surviving spouses.

g. Perform other duties the President might assign.

Director, Legislative Affairs

1. The Director, Legislative Affairs of Luke Chapter MOAA is responsible for chairing the Legislative Affairs Committee and specific duties are outlined for that committee below. These duties are restricted to Luke Chapter MOAA, and specifically exclude involvement with Luke Chapter Scholarship and Veterans Support Fund, Inc., which may not be involved in legislative lobbying or partisan campaigns.
2. Specifically, duties of the Director, Legislative Affairs are:
 - a. Monitor local and state legislative developments that might affect military service retirees, active duty personnel, the families thereof, or national security.
 - b. Keep the Chapter's board and members informed about legislative developments of particular interest.
 - c. Recommend to the board, when appropriate, new or revised policies or objectives in the field of legislative affairs.
 - d. Liaison with the legislative committee of the AZCOC and with their Government Relations Department regarding state and national political offices on matters vitally affecting military service retirees or national security.
 - e. As far as possible, establish and maintain good working relationships with our local, state, and national legislators (and their key assistants) representing voters in our Chapter area.
3. Additional duties of the Director, Legislative Affairs:
 - a. Follow statewide legislative matters as they relate to veterans' issues, taxes on military retired pay, and support for military families.
 - b. Submit a written description of the Legislative Affairs Committee's level of effort and results to the President annually for inclusion in the Chapter's LOE award submission.
 - e. Perform other duties necessary to the office of the Legislative-Affairs Director, such as,
 - (1) Provide articles for the NewsGram on legislative news and issues.
 - (2) Solicit supporting documents that may be useful in supporting legislation and provide that information in a timely fashion.
 - (3) Provide input to the President for the "Semiannual Report to the AZCOC."
 - (4) Perform other duties the President might assign.

Director, Public Relations (NewsGram)

1. The Director, Public Relations (NewsGram) responsibilities are:
 - a. As time permits, perform media coordination as follows:
 - (1) Provide general information to local media outlets regarding Chapter meeting dates, time, location, contact/RSVP information.
 - (2) Provide specific information to local media outlets that will help promote

upcoming Chapter events (e.g., fund-raisers, membership drives, etc.).

(3) Provide information to local media outlets touting newsworthy Chapter activities (e.g., veteran support projects, community service, scholarship award winners, etc.).

(4) Develop a list of local community organizations that the Chapter wishes to support, to include their up-to-date contact information.

(5) Periodically contact supported organizations as needed.

b. Ensure all Chapter activities are documented through photographs (and video when appropriate) and share the most representative/inclusive photographs with the Chapter Historian.

c. Publish at least eight times per year a NewsGram promoting Chapter activities and providing information of a general interest to Chapter members and their spouses.

(1) Solicit NewsGram input from Chapter officers, program chairs, liaisons, the Chapter Historian, members, etc.

(2) Manage the NewsGram's format and layout and develop and publish a guide for all NewsGram input.

(3) Provide a forum for items of interest for members who miss the meetings.

(4) Provide a forum to introduce new Chapter members and guests, and member deaths.

(5) Use the most current contact information from the current roster each month in preparation for NewsGram distribution. Coordinate with the Webmaster.

(6) Distribute PDF copies of the NewsGram to those members with e-mail accounts and who desire to receive it electronically.

(7) Coordinate printing and distribution of hardcopy Chapter NewsGrams, to include extra copies for new member recruitment. The Webmaster will provide the distribution list for the NewsGram.

2. Working with the Webmaster, draft and submit the annual Communications Levels of Excellence Award nomination to national MOAA. The nomination is a combined submission for the web site and the newsletter.

3. Work closely with the Chapter Webmaster to provide maximum coverage of Chapter activities and information of use to Chapter members.

4. Perform other duties the President might assign.

Director, Webmaster

The Director, Public Relations (Webmaster) responsibilities are:

1. Maintain the Chapter website and ensure updates are made on a timely basis.

2. Provide recommendations to the President and Board of Directors on recommended additions to the Chapter website.

3. Currently, "Constant Contact" is not being published; should it resume by direction of the Board, publish "Constant Contact" e-mail notifications on a regular basis to keep members informed and motivated to participate in Chapter activities.

4. Work closely with the NewsGram editor to provide maximum coverage of Chapter activities and information of use to Chapter members.

5. Monitor criteria for the COL Marvin J. Harris Communications Award for webpages and seek

to achieve these standards.

6. Working with the Director, Public Relations (NewsGram), draft and submit the annual Communications Levels of Excellence Award nomination to national MOAA. The nomination is a combined submission for the web site and the newsletter.
7. Provide the distribution list for the NewsGram to the Director, Public Relations (NewsGram).
8. Perform other duties the President might assign.

Director, Scholarship Affairs

1. The duties of the Director of Scholarship Affairs are:
 - a. Familiarize yourself with the Chapter “Scholarship Fund Articles and Bylaws.”
 - b. Chair the Scholarship Committee and, in that regard,
 - (1) Develop the scholarship application form, including criteria and cover letter.
 - (2) Develop a list of applicable local schools with names of guidance counselors and contact information.
 - (3) Participate in monthly dinner meetings to explain scholarship program status and request donations and/or work with Public Relations Directors to publicize need.
 - (4) Coordinate with the Board of Directors to determine funds available for scholarships.
 - (5) Work closely with the JROTC Director to make supported ROTC and JROTC units aware of applicable Chapter scholarship opportunities.
 - (6) Act as focal point for applicant questions.
 - (7) Lead the Scholarship Committee efforts in reviewing applications and determining winners, to include specific monetary amount for each Scholarship awarded.
 - (8) Develop and maintain continuity folder/book with detailed Scholarship program policies and procedures. Faithfully pass the folder on to your successor.
 - (9) Report Scholarship winners’ names to Chapter Historian.
 - (10) Provide the status of selection process and the names of the awardees to the Board of Directors, NewsGram editor and to local newspapers for publication. The photos and bios also need to be sent to the NewsGram editor and the newspapers.
 - (11) In coordination with the Programs Director (1st Vice President), announce and award scholarships to winners at a Chapter meeting.
 - (12) Invite winners and family member(s) to Scholarship award dinner. Coordinate seating arrangements in advance.
 - (13) Recruit committee members who will work together smoothly and productively.
 - (14) Provide input to the President for the “Semiannual Report to the AZCOC.”
 - c. Perform other duties the President might assign.
2. Ensure that all monetary actions (solicitation, collection of monies and disbursements) regarding scholarships take place using the separate Luke Chapter Scholarship and Veterans Support Fund (a 501(c)(3) nonprofit) account at the Chase Bank. Coordinate with the Financial Co-Treasurer on these actions.

Director, Transition, Liaison and Professional Networking

The duties of the Transition Liaison Director are as follows:

1. Provide transition assistance to military service members.
2. Serve as primary POC in the Chapter for MOAA members and their spouses who are in the process of relocating to our geographic area.
3. Share known job opportunities with AZCOC's Transition Coordinator and National MOAA.
4. Perform other duties necessary to the office of the Transition Liaison, such as,
 - a. Serve as Chapter POC for the AZCOC Transition Coordinator.
 - b. Forward information received from the AZCOC Transition Coordinator deemed appropriate for dissemination to Chapter members.
5. Provide articles for the NewsGram on transition news and issues.
6. Provide input to the President for the "Semiannual Report to the AZCOC."
7. Contact the Luke AFB Retiree Affairs Office and Luke AFB Transition Office and offer assistance to retiring and separating veterans as appropriate.
8. Perform other duties the President might assign.

Director, Chaplain (appointed position)

In his/her role as a member of the ordained clergy and member of this Chapter appointed to serve on the BOD, the Chaplain's duties are:

1. Draw on professional ministerial and/or chaplaincy training, experience and skill set to perform responsibilities.
2. Provide invocations at Chapter BOD meetings, dinner meetings and other events.
3. Provide the blessing at Chapter Officer Installation Ceremonies. (See the 2015 Council and Chapter Policies and Procedures Guide) <http://www.moaa.org/Content/Chapters-and-Councils/Council-and-Chapter-Management/Policy-and-Procedure-Guide-Appendix/Installation-of-Chapter-Officers.aspx>
4. Keep the President informed regarding how the Chapter might assist with requests the Chaplain may receive from members in need, with the member's permission. As a member of the clergy, the Chaplain will not reveal information shared in confidence without specific permission.
5. Send cards and call Chapter members and their spouses on news of any illness or death.
6. Submit a timely Chaplain's article for each issue of the NewsGram.
7. Assist the Personal Affairs Officer as needed.
8. Lead the annual packaged food drive each fall, to support the holiday season distribution to needy veterans and active duty personnel at Luke AFB. Lead the annual "Toys for Tots" drive for new toys and gifts donated by members for distribution through the Marine Corps holiday program.
9. Participate and support the Veterans Relief Grant Committee with interviews and advice regarding selection of needy military members, veterans and retired military members facing financial distress or emergencies.
10. Perform other duties pertinent to the Chaplain's function.

Director, Leadership Succession and Nominating Committee

1. The chairperson of this committee will serve as a Director and a voting member of the Board of Directors (ideally, the chairperson will be a Chapter member who has served in several officer positions within the Chapter). Duties are as follows:

- a. Attend board meetings.
- b. Provide input to the President on issues of Chapter management, finances, programs and special matters, etc.
- c. Perform other duties the President might assign.

2. The Nominating Committee is a special, or ad-hoc, committee called by the President as needed, and as required by the Chapter's Bylaws. This is a very important committee and in its hands rest a chapter's prospects for growth or decline. This committee's responsibilities are as follows:

- a. Submit a proposed slate for elected positions for the next fiscal year in writing to the Secretary at least 30 days prior to the annual meeting where they are presented. Usually, the proposed slate is announced to the BOD in the March board meeting as a courtesy and for their evaluation. Officers are elected in April, installed in the May dinner meeting, and start serving as of 1 July. All attempts should be made to recruit members who bring new perspectives and ideas to the Chapter and to get other members involved in chapter activities.

- b. Prior to submission, the committee will determine each proposed candidate's willingness to serve, if elected.

- c. This committee's term ends once its goal is accomplished.

Director, Compliance

The role and duties of the Director, Compliance, generally are to facilitate the use of 'best practices' in business management and accounting, and facilitate full compliance with all applicable federal, state and local laws and regulations. The Director, Compliance, will work closely and in coordination with all staff and administrative positions within Luke Chapter. The position is not that of lawyer or legal counsel.

Specifically, the duties of Director, Compliance, are:

1. Ensure proper business and corporate governance.

- a. Draft and review with staff the By-laws and policies and procedures dealing with business operations and governance.
- b. Attend as an appointed Director the Board and committee meetings, participate and engage with management on issues and concerns coming before the Board.
- c. Interpret for staff provisions of the Articles of Association and By-laws, and ensure compliance with the By-laws and policies during board meetings and during daily operations.
- d. Advise management and staff regarding good business compliance practices, issues and concerns.

- e. Prepare, review with the executive staff and file the required and appropriate reports with the Arizona Corporation Commission, including the required annual report disclosing the current senior officers and directors of Luke Chapter MOAA and Luke Chapter MOAA Community Fund, Inc.
2. Prepare tax returns and reports.
- a. Study and develop reasonable competence in and about Internal Revenue Service directives and procedures regarding governance and tax reporting requirements for Section 501(c)(3) “public charities,” and Section 501(c)(19) “veterans’ organizations.”
 - b. Ensure that the chapter conducts business operations and maintains its tax-related books of account accurately and in enough detail to maintain its tax-exempt status and comply with all tax laws and regulations, both state and federal.
 - c. Prepare through qualified and competent outside accounting/CPA professionals, sign and file timely annual IRS reports of IRS Form 990-N, 990-EZ and/or 990 income tax returns as appropriate, after completion of the fiscal year; do the same for any required Arizona state income tax requirements and returns.
 - d. Respond to inquiries and correspondence with the Internal Revenue Service as required.
 - e. Prepare IRS Form 1099-MISC, Miscellaneous Income, and Form NEC, Non-Employee Compensation, and file such documents with payees and the IRS no later than January 30 of each calendar year.
 - f. Draft and maintain standard forms for acknowledgement of tax-deductible donations to the chapters, for use by staff as required by IRS regulations.
3. Prepare Contracts and other agreements.
- a. Review terms and conditions of third-party contract agreements, leases and related documents, or other agreements as requested by staff for compliance risk.
 - b. As requested, interpret the meaning and requirements of the terms and conditions of such contracts, etc.
 - c. When appropriate, make recommendations for revisions to such contract terms and conditions.
 - d. Draft engagement agreements for speakers, lecturers and classroom instructors that are retained by the chapter; periodically revise and improve the chapter’s standard forms of agreements.
 - e. Ensure that the contracts and agreements of the chapter are made in the formal legal name of the corporation.
 - f. Assist in negotiation of agreements, as requested.
 - g. When required, engage with third party companies and individuals to obtain proper licenses and authorization to use intellectual property owned by third parties.
4. Obtain legal and tax counsel.
- a. When needed and authorized by management, consult with appropriate outside legal counsel and tax accountants for advice regarding compliance with laws and regulations.

5. Perform such other duties as the President may assign.

COMMITTEE CHARTERS

Fund-Raising Committee (responsibility resides in the Luke MOAA Community Fund, Inc.)

The purpose of the Fund-Raising Committee is to oversee fund-raising efforts specific to the Chapter's Community Fund (vice general fund). The President of the Community Fund has overall responsibility and authority for charitable fund-raising. In so doing, the Committee will:

1. Have a volunteer Chapter member as chairperson.
2. Consist of a minimum of three members, one of which will be the President, who will be the Committee chairperson.
3. Prioritize potential fund-raising events into an overall fund-raising plan to present to the Board of Directors for approval.
4. Select a fund-raising chairperson for each fund-raising event.
5. Meet periodically as needed.
6. Explore various fund-raising activities to include (but not limited to) the following:
 - a. Live auctions
 - b. Silent auctions
 - c. Raffles (dinner meeting raffle and fund-raiser raffle)
 - (1) General dinner meeting raffle; proceeds may be split between the general Chapter Fund and the Community Fund, or with a percentage to each, as determined by the Board of Directors from time-to-time.
 - (2) Fund-raiser raffles going solely to the Community Fund.
 - d. Corporate/foundation fund-raising opportunities
 - e. Member donations (with dues and/or at other times)
 - f. Social (to include athletic) events
 - g. Membership recruiting events
 - h. Community service activities
 - i. Any innovative means of raising monies for scholarships and veteran's support.
7. Complete an annual report of all fund-raising events, to include a description of the event, methods used, income, expenses, net income and recommendations for the future of each event. Report to remain on permanent file in Chapter records.

Legislative Affairs Committee

1. The Legislative Affairs Committee serves under the general direction of the BOD.
2. See the Director and Chair, Legislative Affairs Committee section of the Chapter Operations Handbook, paragraph 1., a.-i., for chair and committee's responsibilities.
3. The legislative committee should consist of at least three members. Continuity of membership

is important, because usually little can be accomplished in the course of a single year.

4. Committee members should be assigned responsibility for monitoring legislative developments at each of the three levels of government: local, state, and federal.

a. At the local level, follow local elections, city or county ordinances, and local tax proposals as they affect military service members.

b. At the state level, follow statewide legislative matters as they relate to veterans' issues, taxes on military retired pay, and support for military families.

c. At the federal level, working with the AZCOC and National MOAA, assign one or more legislative liaisons to maintain contact with congressional representatives in our Chapter's area. On request, the Government Relations Department will provide fact sheets and other materials to support visits to legislators.

5. Many states have legal restrictions on lobbying, and these vary widely from state to state. Before engaging in any form of lobbying, you should become thoroughly familiar with pertinent provisions of state law, especially requirements for registration and for filing of financial reports.

6. A legislative committee should understand that the Chapter must be politically nonpartisan. As an organization, the Chapter should not support or oppose any candidate for political office (see the 2015 Council and Chapter Policies and Procedures Guide, Chapter Guidance Section, Chapter 2, p.29). However, a legislative committee can and should make a deliberate effort to inform its membership of the records and positions of opposing candidates, so they are well informed when they vote.

7. A legislative committee also can arrange for opposing candidates to speak at Chapter meetings. The committee can prepare and submit written questions on a few selected issues to the various candidates and publish the replies in the NewsGram. However, take care to avoid displaying any bias with questions that are asked.

Membership Committee

1. The Membership Committee, under the general direction of the BOD and chaired by the Director, Membership, has primary responsibility to:

a. Retain existing members and recruit new ones.

b. Establish goals, plan and carry out membership-solicitation drives, and follow up on leads concerning potential members.

2. Ideally, three to five individuals should serve on the Chapter's membership committee. One person cannot do it all. It is helpful to have committee members living in various parts of the Chapter area so they easily can make personal contact with prospective members.

3. Names of potential new members can be obtained from various sources, including current member listings provided by National MOAA, local newspapers and other media.

4. Recruiting and retention is probably the most significant chapter-management challenge. Recruiting and retention are far more than just looking at membership totals. A chapter's success in these two areas reflects its ongoing efforts to address a variety of key management issues that serve as the foundation for long-term recruiting and retention success. Following are some key areas for Chapter growth. (See the 2020 Chapter Recruiting Program Guide at MOAA's website for more ideas and details.)

- a. Leadership Development and Strategies for Succession.
 - (1) Identify and prepare potential leaders.
 - (2) Groom and mentor potential leaders.
 - (3) Use our Chapter Operations Handbook to help individuals understand their various duties and responsibilities.
 - (4) Review current term limits (at least two years if possible).
 - (5) Include surviving spouses who are members.
- b. Strategic Planning (providing activities that are interesting and diverse are keys).
 - (1) Formulate a clear vision of what the Chapter is or should be doing to recruit and retain members.
 - (2) Consider the following types of activities during annual strategic planning:
 - a. Social events
 - b. Community involvement
 - c. Support of youth programs
 - d. Promoting patriotism
 - e. Providing personal affairs assistance
 - f. Influencing legislation
- c. Community Involvement.
 - (1) Support JROTC special events, not just handing out awards.
 - (2) Sponsor or co-sponsor annual patriotic events.
 - (3) Participate in outreach programs—veterans in the classroom, etc.
 - (4) Present scholarships to local students.
 - (5) Participate in local telethons (take Chapter banner).
 - (6) Visit MOAA members in nursing homes.
 - (7) Participate in activities that support veterans.
 - (8) Participate in food for the needy, food kitchens, etc.
 - (9) Volunteer at base clinic or the VA.
 - (10) Sponsor or co-sponsor charity events.
 - (11) List all activities on recruiting brochure.
- d. Making a plan.
 - (1) Encourage personal contact by all members. Every Chapter member should be considered a recruiter.
 - (2) Pass leads to membership chair—chair must follow-up.
 - (3) Reward members for bringing in new members.
 - (4) Cull lists from National, go after those most likely to join.
 - (5) Conduct retiree seminars/participate if already in place.
 - (6) Warmly greet new members and assign a sponsor/welcoming committee (avoid cliques).
 - (7) Vary events and activities.
 - (8) Contact inactive members before deleting.
 - (9) Establish a phone tree for getting members to meetings.
 - (10) Recognize accomplishments in the NewsGram.
 - (11) Have short-term activities for member involvement.

- (12) Recognize members for notable accomplishments—present certificates.

Personal Affairs Committee

1. The Personal Affairs Committee's role is to:
 - a. When called upon, provide information to Chapter members and survivors about their entitlements using MOAA booklets and fact sheets.
 - b. When called upon, direct members and survivors to the appropriate office for their submission of inquiries, applications, and claims to governmental agencies, such as the VA, military personnel offices and finance centers, and Social Security.
 - c. In a case of serious illness or death, express sympathy to the next-of-kin and offer assistance as needed.
 - d. Keep members informed, generally by means of the NewsGram, about military facilities and services available in the area, such as commissaries, exchanges, clinics, dispensaries, etc., as needed.
 - e. Create a library of essential personal affairs publications to help the committee do its job effectively. Include all MOAA personal affairs publications as well as information available from local VA and Social Security offices. MOAA's Benefits Information and Financial Education Department will provide, on request, a copy of each of its publications, checklists, and fact sheets, as well as other appropriate materials. (See the 2015 Council and Chapter Policies and Procedures Guide, <http://www1.moaa.org/publications/>)
 - f. Provide an up-to-date list of the telephone numbers, mailing addresses, Web sites, and/or e-mail addresses of the following, which can be posted to the Chapter website:
 - (1) The local military retiree activities offices or offices that have appointed survivor assistance officers.
 - (2) The Defense Finance and Accounting Service Center and the finance centers for the U.S. Coast Guard, the National Oceanic and Atmospheric Administration, and the U.S. Public Health Service.
 - (3) The nearest VA regional office: (800) 827-1000.
 - (4) The nearest Social Security office: (800) 772-1213.
 - (5) MOAA's Benefits Information and Financial Education Department: (800) 234-MOAA (6622), ext. 116, or beninfo@moaa.org.
 - (6) A local veterans' service organization, such as the American Legion, the Disabled American Veterans, or the VFW.
2. While providing information and counsel, you should handle only relatively simple questions and problems that have readily determinable answers and solutions. Inaccurate information or poor advice is worse than none at all. Refer complex questions and problems to National MOAA's Benefits Information and Financial Education Department.
3. If, in the case of a member's death, an active-duty officer stationed nearby has been appointed as survivor assistance officer, do not attempt to duplicate these functions. In this situation, you can be most helpful by giving a survivor someone to talk to initially and someone to turn to later if necessary, after the survivor assistance officer has completed his or her assignment.

4. Ideally, the committee should be composed of three to five members. At least one committee member should have experience in a field related to personal affairs, such as personnel administration, and if possible, at least one committee member should be the Surviving Spouse Liaison. Where possible, all military services should be represented on the committee.

Programs Committee

1. The Programs Committee will be chaired as directed by the President.
2. The committee, under the general direction of the BOD, should plan and execute a program of activities in consonance with the purposes of the Chapter and the desires of the membership. It is vital that planned activities be varied and appeal to all members so they will want to participate and remain members.
3. Both long- and short-range planning is required. Long-range planning entails developing a schedule of activities for up to five years. Short-range planning involves detailed plans and arrangements for individual activities. Normally, long range planning is done in the form of a Strategic Plan which is updated and reviewed on an annual basis.
4. The committee should make a conscious effort to inject a measure of imagination and variety into its schedule of activities. Though most often members might prefer a monthly dinner meeting with a guest speaker, consider offering something different from time to time.
5. Getting good speakers for Chapter meetings requires adequate lead time; few good, interesting speakers are available at the last minute. This also allows for sufficient time to publicize an event once a speaker has agreed to attend a Chapter meeting. An invitation to speak should be extended at least two — preferably three — months before an event. If a speaker cancels at the last minute, have a speaker who is available on short notice in reserve. A Chapter member with unusual expertise can fill this role nicely.

Scholarship and Veterans' Relief Committees (Community Fund)

1. Luke Chapter MOAA Community Fund, Inc. awards monetary scholarships each year to one or more deserving students, usually graduating high-school seniors, from surrounding communities, who meet BOD-approved qualifications.
2. The Luke Chapter MOAA Community Fund, Inc., is an IRS-approved 501(c)(3) entity operating as an independent nonprofit organization, separately from the Luke Chapter, MOAA 501(c)(19) organization. Separate meetings are held on an as-required basis. Donations to this fund are fully tax-deductible.
3. The Community Fund Board of Directors provides general guidance to the Scholarship Committee Chair who directs the Scholarship program and whose duties are outlined in the Director, Scholarship Affairs section of our Chapter Operations Handbook.
4. A budget line-item of the Community Fund provides in its Bylaws (Article I, Section 1.4(b)) assistance to U.S. military organizations (all components), military service members (active and reserve), military veterans (active, reserve, and retired) and their families who are in emergency

financial distress and in need of food and housing-related support (rent, utilities, transportation, etc.). This portion of the Community Fund will initially be directed by the Community Fund Board of Directors, who will assign committee chairs to each designated activity as needed.

5. Because the Luke Chapter MOAA Community Fund, Inc., receives monies from various fund-raising activities, it must submit required reports to the IRS. In addition, reports are required to grant-making entities such as the national Military Officers Association of America, and the Arizona Department of Veteran Services. See the reports section of this handbook for a listing of dates and reports required.

6. The fiscal year for the Luke Chapter MOAA Community Fund, Inc., runs from July 1 to June 30 of the following year. Required reports are submitted in accordance with applicable federal and state regulations based on this fiscal year.

Reports

President

Report	Sent To	Date Due
Levels of Excellence Award Submission (Notice will come from National as to actual submission date.)	National MOAA	NLT 1 April
Annual Financial Review (informal review)	Chapter Board of Directors	15 October
Annual Meeting of Members-elect officers	All members-15-day prior notice	April meeting

Secretary

Report	Sent To	Date Due
Minutes for regular and annual meetings	BOD/Chapter Members	Seven days

Treasurer

Report	Sent To	Date Due
Draft FY Annual Budget	BOD	April BOD Meeting
Annual FY Income/Expense Report	President/BOD	July 31

Compliance Officer

Report	Sent To	Date Due
1. Federal Tax Returns (Annually) (Form 990 or Form 990-EZ)	IRS	Nov. 15
2. Arizona Tax Returns (Currently not required)	AZ Department of Revenue	N.A.

- 3. Corporate Annual Report (Annually)
 - for Luke Chapter, MOAA AZ Corporation Commission June 2
 - for Luke Chapter MOAA Community Fund, Inc. AZ Corporation Commission April 6
- 4. For Luke Chapter MOAA Community Fund, Inc.
 - Registration as a veterans' fund-raising organization AZ Secretary of State Nov 15
 - (keep current, as no specific date for registration is presently stated by Secretary of State)

Note: Reports, interim and final may be required under written grant agreements with the Military Officers Association of America, and the Arizona Department of Veterans Services. Consult those grant agreements for specifics on contents and dates that reports are due.