



Book 2

Duties of Chapter Officers

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Duties of AFE Chapter Officers

The typical AFE chapter elects five chapter officers: the President, Vice President, Secretary, Treasurer and Membership Chair. Some chapters, especially the larger ones, elect additional vice presidents who have responsibility for specific programs or chapter activities.

The following is a summary of the typical duties and responsibilities of each of these elected chapter officers. Each chapter is free to structure the duties and responsibilities of each chapter officer in a way that will enable it to successfully achieve its goals and objectives. In any event, the specific duties and responsibilities of each officer should be in writing (many chapters include these in the chapter bylaws) so that there is no confusion about which officer has responsibility for a specific chapter program or activity. The AFE Headquarters' website has a good document on Chapter Officers which can be accessed by clicking [HERE](#).

Chapter President

The chapter President is the chief executive officer of the organization. His/her role is to lead the officers and committees of the chapter. In this section, you will learn what you need to do on your first day as chapter president, understand the process and need for ongoing strategic planning, and identify the resources available to you as the chapter's leader. Finally, a specific step-by-step plan has been developed and included at the end of this section which explains the president's duties each month for a one-year term of office.

What are my basic job duties?

- Lead the members by affecting policies & actions that make the chapter successful
- Preside at all chapter meetings and meetings of the executive board
- Serve as ex-officio member of all chapter committees
- Ensure all chapter officers and committee chairmen perform their duties
- Serve as the representative to the House of Delegates meeting (currently held at AFE's annual conference *Facilities America*)

What should I do first?

Your job as chapter president will be to set the goals and initiatives the chapter should achieve during your term of office. You are the principle point of contact between your chapter members and the community, the state, and AFE at large. Therefore, it is important that you first set a meeting with the other members of your executive board and review the status of the chapter, its activities and its members.

An example of an effective chapter's executive board will consist of the chapter president, vice president, secretary, treasurer, and in some cases, the membership chairperson. These individuals comprise your leadership team. During your first meeting, review the goals and objectives you have identified for the chapter. What do you want to accomplish during your term of office? What is the status of the chapter? What is the major obstacle facing the chapter? Is there anything within the community or industry that is affecting your chapter members? The chapter's leadership should explore these questions and more so that you can assess the immediate needs of your chapter members.

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What should I do second?

Review the chapter's bylaws. Bylaws are the operating document that describes the makeup of the chapter, how the chapter should operate, and who manages the chapter's activities. A vote of at least two-thirds of the chapter membership is required to make changes to the bylaws. This document will help you determine committees that need to be identified, explain the different membership opportunities, and help you understand the roles of each chapter officer.

When should the Executive Board meet?

Most successful chapter leaders recommend that the officers meet monthly to discuss the current and future state of the chapter. If possible, meeting dates should be published one year in advance. Too many times adequate advance notice is not given to officers about an upcoming meeting, and people become discouraged when there is little or no attendance. By letting your officers know about upcoming dates, even if the topic is not yet confirmed, they can work the meeting into their busy schedules.

How do I run an Executive Committee meeting?

First, always remember that the chapter officers are volunteers just like you. There are numerous challenges they face daily in juggling their personal and professional life. Your executive board meetings should be well thought out and organized. Volunteers today want their experience to be meaningful and professionally rewarding or otherwise they may not want to stay involved. The following highlights will help get you on the right track:

- Be on time; do not start the meetings late
- Have an agenda of discussion topics and stick to them
- Give attendees at least three weeks advance notice of a meeting date and location
- Schedule meetings in a consistent pattern (e.g. every other Friday or second Tuesday of the month)
- Contact officers individually before each meeting to identify discussion topics
- Email the agenda prior to the meeting date so that attendees can prepare in advance
- Include an update of the AFE Headquarters Office issues and programs on the agenda at every meeting
- Include current financial and membership information from the treasurer and membership chair at every meeting

Should minutes be taken of the meeting?

Absolutely! There should always be a record of decisions made on behalf of the chapter and of policies determined for future chapter actions. Your chapter secretary is responsible for keeping minutes of all official business of the executive board and any related committee or task force. Minutes do not need to be extremely detailed recordings of the discussions. Rather, they should summarize the opinions of the committee members and record the actions taken by the majority. The minutes must remain in chapter files so those subsequent officers have a history of the chapter's policies.

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Guiding the other chapter officers

During the first meeting of the executive board, it is important for the chapter president to review the duties and responsibilities of each chapter officer. Provide each officer with a job description that details what their responsibilities are to the chapter. Distribute copies of the chapters in this book that apply to positions held within the chapter.

Review these responsibilities carefully with each officer and address any concerns they may have with their role in the chapter. This will reduce any later confusion over who is responsible for what initiatives and avoid lapses in activities.

Who should set up a chapter budget?

As the chief leader of the chapter, you hold a fiscal responsibility for managing the membership dues and other income of the chapter. A budget will help you to carefully manage the assets of the chapter and allow the committees to accomplish their goals through programs and services. This budget should be developed in conjunction with your chapter treasurer so that he or she is knowledgeable about the financial goals of the chapter and can provide recommendations where needed. The chapter treasurer will be responsible for reporting the financial status of the chapter at every executive board meeting.

How do I appoint committees and chairman?

Developing a chapter committee structure varies from chapter to chapter depending on the size of its membership, the scope of its volunteers, and the activities that it sponsors. Careful attention should be given to selecting your committee chairmen. They should be clearly informed as to what is expected of them, avenues of approach, timetables, budgets & other available resources, and their relationship to other committees. Two recommended committees the chapter should support are a membership committee and a program committee.

The membership committee implements programs and complete tasks that help retain chapter members and recruit new ones. The chairman appointed to this committee should have a strong grasp of the industry in order to understand and identify needs of the members. The chairman should also be very personable in nature and have lots of energy. Their charge will be to make contacts with prospective members and promote the organization to facility engineers and maintenance managers who may never have heard of the association.

The program committee develops and organizes all the chapter monthly educational meetings and facility tours. This committee chairperson should be well organized, highly motivated and creative. They should work closely with the membership chairperson to identify possible new ideas for facility tours or speaking topics that would appeal to the membership. The program chair will determine the entire year's monthly meeting schedules one year in advance. Remember that the chapter should establish a routine meeting date, such as the second Thursday of the month, so those members can remember and schedule to attend chapter events.

Who else should I contact during my first month in office?

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Always keep in close contact with your group director. The group director is appointed by the regional vice president and works with chapters in a specific geographical region to help plan events and develop membership action plans. They can serve as a great resource to help start your year positively.

Review your meeting agenda with them before each meeting and inquire about upcoming national or regional issues that should be discussed. Be sure to include their mailing information on your database and invite them to attend all chapter functions including the executive board meetings.

The communication with your group director will ensure that your chapter's concerns are addressed at a national level. The group director reports on initiatives and challenges of chapters in their region to the regional vice president and, in some cases, to national committees for which they hold an active seat.

In most cases, the group director was a chapter officer and has firsthand knowledge of how to run an effective chapter

Is there training available for chapter officers?

No formal training is available at this time (2017), however peer consultation is always gladly accessible. National and regional officers as well as national office personnel are a phone call/email away. Plans are being worked to provide more officer tutorials on the AFE website.

What else should I remember as chapter president?

Always thank your officers for their contributions and recognize them at the end of their terms with a certificate of appreciation or other form of recognition. Some chapter presidents elect to save their last chapter meeting of the year to acknowledge officers for their achievement. Do not hold your praise until the very end. Be sure to thank officers and other volunteers at the end of chapter meetings for their participation and commitment to the chapter's activities.

Beginning with the fall meeting of your term, consider who will lead the chapter the following year. Many chapters appoint the outgoing president as the Nominating Committee Chairman. Ensuring continuity in the Secretary and Treasurer positions (some chapters have made these positions permanent) will ultimately leave a legacy of success behind you.

What resources are available to Chapter Presidents?

- Regional Vice Presidents – The RVP is an elected official who serves on the national Committee of Representatives. The [elected] Chairman of the CoR plus two other RVPs are elected by the CoR members (nine RVPs) to serve on the national Board of Directors. RVPs are elected to this position by a vote of the membership in a specific geographic region. The term of each RVP is two years.

Your RVP should be informed of all your chapter initiatives, programs, events and concerns. He/she can provide guidance when dealing with strategic planning and can serve as a speaker for a chapter meeting.

Through their membership on the Committee of Representatives, they receive reports of the direction the national association is taking for the year and can pass down that information.

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- Group Director – This volunteer officer serves the interests of the region in which he/she was appointed by the RVP. They serve as the link between local chapter issues and regional initiatives and programs. This person can serve in a variety of capacities - from program planning to speaking engagements. You should invite your group director to all chapter activities so that they may report to your members and volunteer officers' action of the organization on a national level.
- Regional Membership Chair – This volunteer position is appointed by the RVP and serves on the national membership committee. They also represent the needs and concerns of AFE members in a geographic region. They can provide your chapter with assistance and direction with the development and implementation of a membership recruitment and retention plan. Some regions also appoint a Group Membership Chair for further resources pertaining to membership issues.
- Past President of chapter – All of the chapter's past presidents can provide you with input and ideas. These individuals can prove invaluable during all of your chapter strategic planning meetings. Their input and guidance can be helpful because of the experience they had with the chapter. You may identify a new program or idea that was already attempted and was not successful. Of course, other past officers and volunteers can serve as advisors to the chapter when needed.
- AFE Chapter and Member Services Team – these are paid staff professionals with experience in association management. Their role is to provide the chapter with the tools and resources they need to manage a successful chapter. Staff can provide written materials, program ideas, speaker topics, and other ideas where needed. They can also arrange through the RVP to conduct a local leadership training program for your volunteer officers so that they are trained on how to perform the duties of their volunteer job.
- AFE website tutorials – videos recorded on various “how-to’s” principally on chapter webpage use
- National Leadership Training – Conducted annually at *Facilities America* and offered to all chapter and regional volunteer offices. Regional officers also conduct leadership development sessions.
- Internet – The internet is a wealth of information and ideas for chapter programs. You may want to consider designing a web site to advertise your chapter activities and expose your chapter to individuals who may be interested in becoming a member. A link to your site can be provided at the AFE Headquarters site at www.afe.org

Strategic Planning Process

What every President should know before you can have a successful year you must have an intelligent plan of action. Your plan can be as detailed or as simple as you need. Every chapter can have its own direction and needs since member interests and backgrounds can vary depending on where the chapter is located. However, the content and structure of your plan should contain the following basic headings to ensure that you are developing initiatives that best meet the needs of your members.

- Understand AFE's mission statement
 - “To enhance the value and expertise of facility professionals”
 - This statement clearly defines the chapter's principal activities; is a motivation for new activities and as a test of appropriateness for existing programs

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- Read and understand the chapter's bylaws

As the chief executive officer of the chapter, it is your responsibility to understand all aspects of your chapter's bylaws. Bylaws serve as the official governing document of the chapter. It outlines how the chapter is structured, who is responsible for the chapter's actions, and who can belong to the chapter. Identify a group to develop this plan. Ideally, if your chapter is rather large in scope and membership, you can identify a long range planning committee. This committee would be charged with developing future initiatives and targeting trends that will affect your members' needs.

If your chapter is not equipped to appoint a committee, then your Executive Committee can serve the purpose of developing an action plan. Whatever group you appoint, it is important to ensure that communication lines are constantly buzzing with information between the members and the volunteers.

- Conduct a thorough chapter analysis – begin your action plan development by performing an evaluation of the chapter and the services it is providing to your members. This analysis is accomplished in several steps:
 - Conduct an internal environmental analysis. List all the strengths of the association and the chapter. Anything the chapter does that positively affects the members, the community and the association at large should be noted. Also include a list of weaknesses the chapter faces. Examples of a chapter weakness might include lack of motivation by leadership, poor attendance at chapter events, or limited resources to plan chapter events.
 - Conduct an external environmental analysis. List all the opportunities that are available to the chapter. An example of opportunities might include student member recruitment, regional chapter leadership training, and membership marketing to AFE prospect lists. Include any threats that exist which will affect your chapter's initiatives. An example of a threat might include competition from other engineering societies.
 - Talk with members of other engineering societies and determine what actions they are currently taking as part of their annual section plan. What programs and services are they supplying to their members? How are they combating the issues of volunteer commitment?
 - Review all of the analysis from above and determine 2-3 primary areas that need action and strategies identified. As you review these lists, you will see primary topics that need immediate attention such as membership or program development.
 - Once you have identified the primary objectives begin detailing specific action that will achieve those objectives. As you do that keep the following in mind:
 - exploit opportunities that build on strengths
 - protect against threats as best you can
 - address weaknesses immediately.
 - Do not forget to involve past officers, group directors, and regional vice presidents in your planning process. They have a great sense of history and can provide a perspective you may not have realized. They can be helpful in solving problems that are new to you but not new to them.

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- Discuss your final plan with AFE chapter services staff for their input and guidance. They will have additional membership survey information that might be useful to support your ideas and can help you simplify your plan so that it is readily undertaken by your volunteers.
- Once your plan has been presented to the chapter, begin developing strategies for monitoring its implementation. Follow-up with your committee chairmen on a regular basis to ensure those actions are being completed. Finally, determine whether new initiatives or directives have arisen that might cause you to modify the plan during the year.

A successful chapter is one in which leaders develop appropriate strategies, has an executive committee to implement them, and equips the members with effective systems of information, planning and reward to get the job done. The objective is to have the people in the chapter understand and share the same guiding visions and goals.

Chapter President Responsibilities by Month

This list of tasks is based on officers beginning their term of office in January. You may need to modify this for terms beginning at other times of the year.

NOTE: AFE Headquarters' national convention, *Facilities America*, is held in the fall annually. Please adjust your checklist accordingly if the conference is held at a different time.

January

- Review committee reports and minutes of each Executive Board meeting, chapter program and tours from last year and preside over chapter meeting
- Read chapter and AFE Headquarters Office bylaws to familiarize yourself with operating procedures and make adjustments as necessary
- Verify with chapter Treasurer that the annual financial report form was mailed to AFE Headquarters. This form is due February 28th.
- Conduct Board and Committee Orientation – ask chairpersons and officers to submit objectives and financial needs in writing
 - Review responsibilities of each officer. Advise them of deadlines to report information to executive board
 - Review AFE mission and vision statement
 - Review chapter action plan, results of chapter evaluation, and membership survey
- Confirm that the Chapter secretary mailed the Officer Report form to the AFE Headquarters Office which is due the month new officers are installed
- Develop chapter strategic plan and prepare to review it with the Executive Board. Submit a copy to the AFE Headquarters Office
- Complete chapter membership evaluation. Review the feedback and modify your action plan where needed to respond to member comments

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February

- Preside over the chapter monthly meeting *(Every month)
 - Develop 5-minute talking points about AFE initiatives
 - Arrange for meeting space, head table, etc
 - Choose someone from membership with special knowledge of the speaker's subject and have them thank the speaker or tour host
 - Announce dates for any other related engineering society meetings and promote upcoming chapter/national meetings
- Work closely with Program Chair to schedule all meeting dates for program year. Confirm this information is submitted to Newsletter Editor for publishing to chapter membership
- Work closely with the Program Chair to plan the next monthly meeting to ensure all information required for promotion is provided one month in advance of meeting date
- Ask Treasurer of Finance Committee to present the year's budget at the next Executive Board meeting. This report should be based upon the financial needs reported by the committee chairman

March

- Conduct Executive Board meeting and review Committee Reports *(Every month)
- Ask membership chair to provide status reports on membership recruitment and retention plan.
- Determine the assistance needed to complete the tasks as outlined

April

- Announce membership plans and goals at Executive Board meeting
- Request the program chair provide a written report of success/feedback from chapter monthly meetings for Executive Board meeting
- Follow-up with Chapter Treasurer to confirm status of chapter communications. Provide any assistance as needed
- Remind Chapter Treasurer of the necessity for arranging annual audit in June and completing IRS Tax Form 990 for current fiscal year *(See Book 11 for more details on tax requirements)

May

- Discuss the current financial status of the chapter with the Chapter Treasurer
- Assure that IRS Form 990 is filed by 15th (if tax year ends on 12/31 of each year)
- Make contact with other chapter presidents in the surrounding area. Explore the idea of a joint meeting or social event
- Provide newsletter editor a short blurb about AFE CPE/CPMM re-certification requirements and deadlines to submit information to AFE Headquarters

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June

- Review FAME and Fellow Award nominations. Give information to the newsletter editor to disseminate to members. Assign the Chapter Secretary the duty of completing the nomination forms and returning to AFE Headquarters
- Begin planning for mid-year regional meeting (if applicable)
- Confirm that the Vice President prepared submission for Chapter Summit awards due July 1st

NOTE: Some chapters do not meet during the months of July – August for vacations

July

- Determine who will represent the chapter at the AFE House of Delegates meeting at Facilities America and confirm that reservations have been made to attend

August

- Confirm plans for House of Delegates representative to attend Facilities America
- Ask chapter membership chair to provide status report on membership standing and upcoming recruitment campaigns
- Review current finances with Chapter Treasurer and determine projected net income for remainder of the year

September

- Encourage Vice President to begin selecting next year's leadership team. Discuss the nominations process
- Attend *Facilities America* and chapter officer leadership training

October

- Prepare outgoing speech
- Prepare letter to members summarizing the year's activities
- Follow-up with Vice President to confirm chapter awards/certificates/plaques were ordered for chapter officer awards/recognition
- Take first round of nominations for next year's leaders

November

- Report on chapter officer leadership training held at Facilities America and other significant issues from regional/national board meetings
- Announce award recipients of chapter recognition programs at holiday meeting
- Remind awards/nominations committee to send members an announcement of local chapter awards
- Close nominations and vote in next year's leaders

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December

- Preside over chapter meeting and install new officers
- Wish Vice President and incoming Executive Board the best by helping to transition the leadership and turn over all-important chapter documents, records and resources

Chapter Vice President

The chapter vice president is the second in command of the organization and, in some chapters, is the President-elect. It is their role to assist the president in fulfilling their job duties. This officer will assume the duties of the president in his or her absence so the vice president must be familiar with their responsibilities. In this section you learn what you need to do on your first day as chapter vice president, understand the importance of running effective committee meetings, and understand the role you play in developing the membership of the chapter. Finally, a specific step-by-step plan has been developed at the end of this section explaining the Vice-president's duties each month for a one-year term of office.

What are my basic job duties?

- Assume the duties of the president in his/her absence
- Serve as the chairperson for the chapter programs committee
- Oversee the membership committee
- Prepare to assume the office of president next year (if set up in bylaws this way)

What should I do first?

Your role is to assist the chapter's president should he/she be unable to fulfill the duties of their term. This is also the time when you should begin identifying the actions and initiatives you hope to accomplish during your term as president. It is important that you make every attempt to attend as many committee meetings as possible. While you will want to ensure that chapter actions are being carried out, it is also important to spend time evaluating the volunteer officers to determine if changes need to be made for next year.

During your first month on the job, you need to review the committee reports and board actions from last year's meetings. Be sure to familiarize yourself with actions taken, programs planned, and the specific issues addressed by the board. Having this historical knowledge will allow you to guide the chapter in the next year and continue capitalizing on the successes achieved from the last year.

You should also assist the chapter president with the completion of a chapter evaluation. Send an annual survey to every chapter member asking them to evaluate the programs offered and identifies new topics for the program committee to consider. This survey should also help target immediate concerns expressed by the membership. A summary of these evaluations should be given to all officers of the Executive board and any related committee.

What should I do then?

Review the chapter's bylaws. Bylaws are the operating document that describes the make-up of the chapter, how the chapter operates, and who manages the chapter's activities. Changes to this document can only be

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done through a vote of the entire chapter membership. This document will help you determine committees that need to be identified, explain the different membership opportunities, and help you understand the roles of each chapter officer.

Guiding other chapter volunteers

Train committee chairmen how to conduct effective meetings. It is recommended that you, in conjunction with the chapter president, provide each committee chairperson a written job description detailing their responsibilities to the chapter. You may also distribute copies of pertinent chapters in this book that apply to their positions and responsibilities.

Review these responsibilities carefully with each committee chairperson and address any concerns they may have with respect to their role in the chapter. This will reduce any later confusion over who is responsible for what initiatives. It will also avoid potential lapses in activities and deadlines.

Who else should I contact in my first months in office?

Begin contacting other vice-presidents in surrounding chapters to review issues and concerns of chapters around you. You will be surprised to learn that many other chapters share the same concerns and challenges. Learn from your counterparts what they have done to create value within the chapter membership. Building this network will be helpful when you take office as chapter president. Talk with other chapter leaders and explore the opportunities for joint programming. This is an excellent method of sharing resources while keeping your expenses to a minimum.

Is there training available for chapter officers?

No formal training is available at this time (2017), however peer consultation is always gladly accessible. National and regional officers as well as national office personnel are a phone call/email away. Plans are being worked to provide more officer tutorials on the AFE website.

If the President guides the Executive Board, who do I motivate?

You are responsible for directing the actions of the program committee. This is a very important job since developing quality educational meetings and valuable networking events for chapter members is the very reason why the chapter exists. This committee is responsible for planning and executing the monthly meetings, facility tours, and special events for the chapter. While there may be a chair person for the committee, your job is to ensure the committee is meeting the needs of members and organizing professional rewarding activities.

What else do I need to do?

As Vice President, you should encourage committee chairmen to take initiative to create new ideas and new programs when a chapter need is identified. Having the initiative to identify problem areas will help ensure that your chapter remains successful. It is also important to keep your ears open to member concerns as well as volunteer complaints. Listening to your members very carefully will help you respond directly to their needs. It is how quickly and effectively you listen and respond that will ensure that your members continue to support the chapter and renew their dues. However, most importantly, listen to your volunteers and provide them all

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the resources available to do their jobs successfully. These could be the people to serve you as president. Giving them guidance and excellent training now will only ensure a more successful future next year.

Managing a Successful Committee

Many people pay too little attention to practices that can make meetings effective. In an age when recruiting volunteers is more and more difficult, it is important to ensure that the time the volunteer has invested is valuable and worthwhile. That is why it is important to make meetings effective and productive. A meeting is simply not an agenda – it is a coordinated process designed to achieve specific outcomes.

An effective meeting encourages input from all members, discusses trends, issues affecting the chapter, and results in decisions and direction. Committee members' actions encourage high attendance, consistent involvement, and successful working relationships.

It is important that you take time to orient the committee chairs to their responsibilities. This may be the first time they have ever chaired a committee or even become involved in any organization. They will need guidance from their executive leaders and need to understand some basics. The following steps will help create effective meetings: (More details on meetings in Book 5)

- Plan the agenda in advance and distribute it to committee members at least a week before the meeting. This will give members time to understand what issues are being discussed, what actions they will be expected to report on, and what information they will need to bring with them
- Spread out the work load as much as possible. If the same few members handle all the responsibility, they run the risk of tiring out and leaving the committee. In addition, those that do not have a chance of participating will feel that their participation is not valued.
- Stick to the topics on the agenda. Do not waste your volunteers' time by straying too far on unrelated issues. Focus on the tasks at hand.
- Give adequate notice. Many people do not have flexible schedules and need at least 2-3 weeks' notice of a meeting. It is also highly recommended that the chapters meeting schedule be set a year in advance so that individuals can work their schedules around committee days.
- Share information in advance of the meeting. It is never more frustrating to a volunteer to receive a stack of papers to read and comment on the day of the meeting. Give them time to digest the material so that they are prepared to discuss it.
- Keep the momentum and energy going. Take a break when necessary. In addition, keep the meeting light – remember this is supposed to be fun!
- Create standard procedures for informing members about committee actions and ideas. They, too, appreciate the input and want to see what their chapter is doing on their behalf.

Just like AFE Headquarters, you may want to consider hosting an annual meeting for your chapter. A yearly meeting can provide a forum for your members to hear what actions are being pursued and to provide input on major chapter ideas and initiatives. This will help strengthen the commitment of your members come membership renewal time.

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Another communication vehicle to consider is producing an annual report. Your members are dues-paying stakeholders in the chapter – you work on their behalf to spend their money wisely on activities and events that benefit them. Show them on paper what you accomplished on their behalf during the year and encourage them to continue their support in the coming year. In this document you can include goals and objectives for the chapter, highlight the progress made on these goals, and describe projects and activities that the chapter implemented. It will also provide the incoming officers with a snapshot view of the chapter which will be useful during the planning stages of their administration.

Chapter Vice President Responsibilities by Month

This list of tasks is based on an officer beginning their term of office in January. You may need to modify this for terms beginning at a different time of the year.

NOTE: AFE Headquarters' national convention, *Facilities America*, is held in the fall annually. Please adjust your checklist accordingly if the conference is held at a different time.

January

- Review committee reports and minutes of each Executive Board meeting, chapter program and tours from last year
- Prepare for board/committee orientation meeting next month
- Assist chapter President with completion of chapter evaluation by membership. Use the feedback gained to develop chapter action plan for following year
- Work with the program chair to plan the first monthly meeting and ensure that all the information required for promotional mailings is provided to the newsletter editor or chapter secretary

February

- Assist chapter President with the development of chapter strategic plan for current year
- Attend the Board and Committee orientation
- Attend each chapter monthly meeting and provide a critique of the meeting to the Executive Board
*(every month)

March

- Attend Executive Board meeting *(Every month)
- Work with chapter Membership chair and committee to assist with the development of membership renewal campaign
- Contact other chapter vice-presidents for feedback, ideas and other planning initiatives they are pursuing

April – May - July

- Attend chapter monthly meeting and Executive Board meeting *(Every month)

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June

- Begin formulating ideas for chapter volunteer's nominations. Review action plans needed and identify committee needs and areas of weakness to be improved

NOTE: Some chapters do not meet during the months of July – August for vacations

August

- Survey the chapter membership to determine new program ideas, interest in serving as a volunteer, and individual members' view about how the chapter could better serve their needs
- Make plans to attend the chapter leadership training program at *Facilities America*

September

- Attend the AFE Annual Conference, *Facilities America*
- Attend chapter officer leadership training
- Attend regional meeting during the conference (if applicable)
- Review the chapter nominations process as outlined in chapter bylaws and prepare a nomination request to be sent to chapter members

October

- Report chapter officer leadership training & other significant issues discussed at *Facilities America*, and prepare a written report to the newsletter editor for publication to the members
- Review nominations received for officer and committee volunteers

November

- Finalize the chapter action plan for the coming year and review it with the AFE Headquarters Office to ensure that initiatives support national drives
- Prepare the board and committee officer orientation program to train incoming officers. Mail the meeting notice four weeks prior to the meeting dates
- Begin preparations for completing the chapter evaluation form

December

- Wish new Vice President and incoming Executive Board the best by helping to transition the leadership and turn over all important chapter documents, records and resources

Chapter Secretary

The Chapter Secretary is responsible for maintaining all chapter records, history, member lists, reports, and official business of the Executive Board. You are also responsible for disseminating information between the AFE Headquarters Office and the region in which the chapter is located. Any correspondence to be sent to members, association leaders, or the community-at-large is under the jurisdiction of the chapter secretary. Finally, you also handle all orders of chapter stationary, award plaques, and other chapter supplies.

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In this section you will learn what you need to do on your first day as chapter secretary. Information is also included to teach you how to maintain good accurate chapter records. Finally, a specific step-by-step plan has been developed explaining the secretary's duties each month for a one-year term.

What do I do first?

Your first primary responsibility is to send the AFE Headquarters Office the New Officer Update form (Please refer to Book 13). This form tells AFE who the new chapter leaders are and ensures they are placed on the mailing list for all national correspondence and that they are given access to the chapter records/membership list on the website. This form is due to the AFE Headquarters Office the first month the officers begin their term.

What are my main responsibilities as secretary?

Your primary responsibilities can be summarized into three categories:

- Maintaining records – maintain historical documentation of events held, general meeting data, educational events, social outings, and any other business of the chapter. This information will serve a vital role for the officers who succeed you. They will have a quick snapshot of the chapter's activities and can review records to see how successful and well received various program ideas were.
- Keeping minutes – minutes should include items discussed during any official executive committee and/or board meeting. You should make sure to highlight any items that required a decision and what the outcome resulted in. A synopsis should be included in the next membership newsletter or other communication.
- Correspondence – Be a facilitator of general communications. If a thank you letter needs to be written and sent to the host of a facility tour, or to a speaker of an event, this is your responsibility. These items would be at the direction of the president or vice-president.

Am I responsible for managing the chapter newsletter?

In some cases the chapter secretary also serves as the chapter newsletter editor. Your role in this project is to produce and mail a chapter newsletter to members, along with meeting notices and event promotions of upcoming events. That is why it is important that accurate listings of chapter members, their addresses and telephone numbers, be kept on file with the chapter and AFE Headquarters.

What role do I play in membership of the chapter?

The chapter secretary must work closely with the membership committee, and/or membership chairman to keep accurate records of new members joining the chapter. The secretary has primary responsibility for maintaining the chapter membership roster. Frequent communication with the AFE Headquarters Office membership department will ensure records are accurate. In addition, if a member changes their mailing address, employer, or any other change to their membership information, the secretary must notify the AFE Headquarters Office and the chapter membership chairman.

You can also assist the chapter membership chairman to maintain a list of facility engineers in your community who are not members. The AFE Headquarters Office can supply you with a list of those individuals who have

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contacted AFE for membership information but have not yet joined. Also ensure that these prospective members receive meeting announcements.

Who coordinates the development of a membership directory?

In larger chapters this position may be responsible for the development of a chapter member directory. Directories are printed to include membership information as well as advertisements from local chapter sponsors. By selling advertisements and listings in your chapter directory, it can serve as a great fund-raiser for a chapter.

What is the proper use of AFE's name and logo on all correspondence?

When sending out any chapter correspondence, whether it is a thank you letter to a sponsor, a solicitation letter to a prospective member, or simply minutes from a chapter meeting, the proper use of AFE's name and logo must be adhered to. The official name of the organization is the *Association for Facilities Engineering*. In all official chapter business the official name of the chapter should always be used (which can be found on the first page of your chapter's bylaws).

Awards

The Chapter secretary will work with the chapter vice president to write and submit nomination forms for AFE Headquarters awards such as the FAME, Fellow and Chapter Summit award programs.

Ordering Chapter supplies/stationary/plaques

- Customized chapter stationary – as secretary, you assume the duties of ordering supplies for your chapter. The AFE Headquarters Office has arrangements with local printers to reproduce customized letterhead and envelopes that you may use for all chapter correspondence. **NOTE:** any use of the AFE logo and/or name must be used in a format approved by AFE Headquarters.
- Chapter plaques – you are not limited to using these plaques for an outgoing chapter president. They can be engraved with any information you choose, whether you are presenting an award to a chapter member, plant engineer of the year, or honoring a longtime sponsor of the chapter. Please check the AFE web site (www.afe.org) for ordering information from our current vendor. Please note that it can take up to three weeks for a plaque to be ordered and delivered to your door. Be sure to plan in advance so that it is ready when you need it.
- Chapter supplies – the AFE Headquarters Office will send printed marketing materials at no charge. Numerous publications and technical reference material, including reprints of several AFE Journal articles, are also available for purchase for your chapter members. These items are available through the AFE Headquarters Office Communications department. Please refer to the AFE Technical Resources Guide for a complete listing of available materials.

How to Order Chapter Stationary

Chapter stationary includes letterhead, envelopes, and business cards. To place an order you may send a letter, email, fax, or call the AFE Headquarters Office for assistance. Include the specific information you would like

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included on your letterhead. Indicate the quantity of stationary and envelopes needed. Typically, chapters order in quantities of 500 or more.

Chapter Secretary Responsibilities by Month

This list of tasks is based on an officer beginning their term of office in January. You may need to modify this for terms beginning at a different time of the year.

NOTE: AFE Headquarters' national convention, *Facilities America*, is held in the fall annually. Please adjust your checklist accordingly if the conference is held at a different time.

Every Month

- Attend Executive Board meetings/take minutes
- Attend each chapter meeting/take minutes
- Mail meeting notice to members for next month's chapter meeting/tour
- Send thank you letters to the meeting host and speaker within three days after meeting

January

- Mail to AFE Headquarters: Chapter New Officer Form (due month officers are installed)
- Secure and file completed chapter evaluation from previous year end
- Set up file for maintaining all chapter documents for new year

February

- Mail to AFE Headquarters: Chapter's Strategic plan
- Attend Board and Committee Orientation hosted by the region (if applicable)

March

- Every month duties

April

- Work with chapter president/vice-president to complete award forms, check deadline dates

May - June

- Every month duties

NOTE: Some chapters do not meet during the months of July – August for vacations

July

- Make preparations to attend Chapter Leadership training held at *Facilities America*

August

- Every month duties

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Duties of AFE Chapter Officers

September

- Attend Facilities America
- Attend Chapter Leadership Training
- Attend Regional meeting (where applicable) and report on actions in next mailing

October

- Write synopsis of *Facilities America* activities, training, and regional meetings (where applicable) and give to newsletter editor for inclusion in next month membership mailing
- Provide copy to membership chair to use in any communications with members
- Order chapter award/certificate/pins from the AFE Headquarters Office for local nominees to be presented at chapter awards program in December
- Mail “call for nominations/volunteer committee sign-up forms” to chapter members

November

- Every month duties

December

- Mail meeting notice for January meeting
- Review all chapter history, correspondence, and monthly duties with new, incoming chapter secretary

Chapter Treasurer

The chapter treasurer is responsible for maintaining the financial records of the chapter. This position has the responsibility to manage the chapter’s funds and make recommendations to the Board on any expenditure that may put the chapter in financial jeopardy. Any correspondence that is of a fiscal related nature must be approved through the chapter treasurer.

In this section, you will learn what you need to do on your first day as chapter treasurer. You will also learn about chapter dues and how they are managed, tax issues, you need to be aware of, and who is responsible for the different aspects of the chapter’s finances. Finally, a specific step-by-step plan has been developed at the end of this chapter explaining the treasurer’s duties each month for a one-year term of office.

What do I do first?

Send the chapter Annual Financial Data Form to the AFE Headquarters Office Chapter Services. This form provides AFE information of the financial stability of the chapter and is necessary for sending quarterly member dues checks (See below for more information on chapter dues)

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What Should I do next?

It is important to establish a finance committee that will work with you to monitor the expenses and revenues of the chapter and recommend financial changes that will help grow the chapter. The finance committee can be comprised of a separate group of volunteers, or it can simply be the executive committee. If no finance committee is established, then the Treasurer, in coordination with the chapter President and Vice President should be responsible for the establishment of the annual budget. A budget is a financial representation of the chapter's annual strategic plan. Committees should be informed as to the parameters designed for individual activities. Once a budget has been established, it must be presented before the full board for approval.

Is there paperwork that the treasurer is responsible to complete?

The Treasurer is expected to make a monthly financial report at each Executive Board meeting to keep the officers informed of the chapter's current financial status. Remember, you are managing the monies of individuals who have "loaned" dues to the chapter. You must consider the chapter a small business and treat it as such by operating in a fiscally responsible way. Record keeping of all expenses and income should be handled through the treasurer, or some cases a finance committee, depending on the chapter's size.

At the end of the AFE fiscal year, which runs January 1 to December 31, the *Chapter Financial Data Form* is to be sent in to the AFE Headquarters Office Chapter Services. This paperwork is needed in order for the national association to complete its auditing and financial reporting. A sheet has been provided for you to use as a guide. Some chapters have elected to use computer software programs to record their expenditures. In this case, you do not have to use the form provided as long as your financial report contains the same information.

How should the chapter organize its funds?

As treasurer you have the fiduciary duty to preserve and protect the assets of the chapter. Therefore, keeping the chapter's revenues in FDIC-insured bank checking and savings accounts is required. Signature authority must be granted to at least two chapter officers. It is recommended that the chapter treasurer and chapter president serve as signature authorities.

Who can write checks on behalf of the chapter?

It is important to understand the responsibility the chapter officer's share in managing the funds of the chapter. You are managing the funds contributed by chapter members, and as such, you hold sole liability for the appropriate use and investment of this money. The chapter finance committee, in conjunction with the Executive Board, might consider the following policy for writing chapter checks:

- Allow the chapter president authority to write checks on his/her own authority not to exceed \$100
- Checks written in the amount not to exceed \$1000 can be written under the authority of the chapter treasurer, as long as written back-up documentation (receipts, invoices, etc) is attached
- Checks written for amounts exceeding \$1000 require approval of the Executive Board and the signatures of chapter treasurer and chapter president. The board approval must be noted in chapter minutes.

Should the chapter simply maintain one checking account for all chapter finances?

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This depends on the level of activity by the chapter. If the chapter is rather small in size and scope, a checking account can be the simplest method of managing the minor expenses associated with building a new chapter. However, if the chapter is well established, you should consider opening different accounts for each activity your chapter sponsors. For instance, the chapter might consider opening an account with a high interest yield for collection of contributions made for scholarships. If the chapter sponsors a local trade show, separate accounts should be maintained, with appropriate signature authority as specified above, for the expenses and revenues associated with such an event. This avoids any concern those membership dues or other chapter revenues might be integrated with funds derived from the trade show.

How are chapter's dues distributed?

Members are billed for annual national, regional and chapter membership dues on the anniversary date their membership began. A quarterly dues check is mailed to the chapter treasurer by the AFE Headquarters Office. All chapters who have submitted their year-end financial summary report form and hold an active tax exemption from the IRS will receive their quarterly payments. This check will contain dues money that has been received in AFE's office from the prior three months. For more information on chapter dues, please contact the AFE Vice President of Finance.

Can our chapter raise our chapter dues?

Once a year the chapter can file a motion to increase or decrease their chapter dues. A chapter cannot increase its dues without a vote from the entire chapter membership. Chapters must notify the AFE Headquarters Office by October 31 for a dues increase to start in January of the following year.

To change your chapter dues, follow the following steps:

- Hold a meeting with the Executive Committee and Finance Committee (where applicable) and approve a board motion to increase dues. A specific amount must be voted on and disclosed to chapter members.
- Contact the AFE Headquarters Office Chapter Services and alert them of the chapter's decision to increase chapter dues
- Conduct a mailing to all chapter members, quoting Bylaws of the requirement that notice is given to members of dues increase. Check your chapter's bylaws to determine if a timeframe is specified for mailing this notification.
- Enclose a response form for members to register their vote for the increase
- Tally the votes and announce to the membership the results of that vote

Raising chapter dues can have serious repercussions on the stability and long-term growth of the chapter and its membership. It is highly recommended that this decision be discussed with your group director and regional vice president. This will ensure that the chapter received objective commentary on the opportunities and pitfalls that may result from such a decision.

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Do I have to be concerned with taxes owed for the chapter?

In some cases where the chapter has money invested in reserves, this officer serves the role of managing these funds and ensuring the chapter future. With this comes the responsibility of filing the proper tax forms and financial reports as required by state law

The Association for Facilities Engineering is recognized by the Internal Revenue Service as a not-for-profit membership organization and is therefore exempt from paying federal income tax under section 501(c)(6) of the Internal Revenue Code. The Association does not support a group exemption number which would entitle local chapters to be included under the national organization's exemption. Therefore, each chapter must seek exemption under the IRS Code. Local chapter treasurers should contact AFE's VP of Finance with specific questions about tax exemption. Also, [read Book 11 for more detailed instructions.](#)

What is an EIN number and should the chapter obtain one?

Each local chapter must have its own Employer Identification Number (EIN) and report this number to the AFE Headquarters Office for recordkeeping purposes. This number should be used on all correspondence and tax returns filed with federal and state authorities. **UNDER NO CIRCUMSTANCES SHOULD A CHAPTER USE AN INDIVIDUAL'S SOCIAL SECURITY NUMBER TO HANDLE/REGISTER CHAPTER FINANCES.**

Chapters should **not** use AFE Headquarters' EIN number on any local chapter tax returns or correspondence. New chapters which have not yet applied for an EIN number should do so by completing the federal Form SS-4 as soon as possible. This form may be obtained online or at your local IRS office. EINs can also be easily obtained online at [TAX ID APPLICATION.](#)

Does the chapter have to file tax forms with the IRS? --- YES!!

Local chapters whose annual gross receipts (money accumulated during the year) are more than \$50,000 must file tax form 990 every year. Chapters whose yearly gross receipts are equal to or less than \$50,000 are required to file an informational Form 990-N (online) which is also referred to as an 'ePostcard'.

The proper Form 990 must be filed by the 15th day of the 5th month after the chapter's accounting period ends. For example: chapters with a year-end of December 31 must file Form 990 by the following May 15. Late filling can result in severe penalties (except for the ePostcard). For general information and guidance, please contact AFE's VP of Finance. Chapters with income of \$50,000+ may consider garnering the services of an attorney for tax and incorporation issues. Again, [Book 11 of this manual offers more details.](#)

Chapter Treasurer Responsibilities by month

This list of tasks is based on an officer beginning their term of office in January. You may need to modify this for terms beginning at a different time of the year.

NOTE: AFE Headquarters' national convention, *Facilities America*, is held in the fall annually. Please adjust your checklist accordingly if the conference is held at a different time.

Every Month

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- Attend each Executive Board meeting and provide monthly financial report
- Attend chapter meetings

January

- Work with Chapter President to identify finance committee
- Develop chapter budget for the year and submit to Executive Board for review and approval

February

- Hold first meeting of finance committee to review chapter financial status
- Attend Board and Committee Orientation hosted by chapter president (where applicable)
- Attend Chapter executive board meeting and present chapter budget for approval

March

- Every month duties

April

- Hold chapter finance committee meeting to review current chapter financial status

May

- File proper Form 990 by 15th of month (15th of 5th month after close of fiscal year)

June

- Hold chapter finance committee meeting to review current chapter financial status

NOTE: Some chapters do not meet during the months of July – August for vacations

July

- Make preparations to attend Chapter Officer Leadership Training held during Facilities America

August

- Hold chapter finance committee meeting to review current chapter financial status

September

- Attend Chapter Officers Leadership Training at *Facilities America*

October

- Hold chapter finance committee meeting to review current chapter financial status

November

- Every month duties

December

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- Hold last chapter finance committee meeting and review chapter's financial status at year's end
- Mail end of year financial form to the AFE Headquarters Office due January 31

Responsibilities of a Chapter Membership Chairman:

- Reports to the chapter president and chairs the chapter's membership committee
- Recommends to the chapter president annual goals and objectives for membership retention and new member recruitment
- Leads implementation of plans in support of national and regional membership goals
- Coordinates membership activities within the chapter
- Coordinates follow-up contact with prospective members
- Introduces new members at each chapter meeting and event
- Channels ideas for action to regional membership chairman
- Provides general support to other chapter officers in their efforts to provide quality programs and services
- Participates in local trade shows and conferences to recruit new members