

***afa21* Task Force Status Report**

November 2005

The ***afa21* Task Force** has begun its second year of activities and looks forward to evaluating new ideas and concepts that can benefit the Air Force Association and bringing them forward for review and consideration later in the year. Since the Board meetings and convention in September, the Task Force has been analyzing the outcome of the debate and vote on its first year recommendations and planning its approach and activities for the coming year. The Director wrote an article for *Air Force* magazine and **Newsline** summarizing the results of the recommended actions and outlining upcoming activities. That article is included in the November issues of those publications. In addition, the Task Force Leadership Team met in October to map out the next steps in the process and developed the following plan.

Tax Status Change Implementation

With the approval to move forward with the change in AFA's tax status, the Task Force has three major responsibilities to achieve implementation. The first is to monitor the status of the request to the Internal Revenue Service for a favorable ruling regarding the change. We have received a request for additional information from the IRS and responded promptly with all of the requested information. We have had no indication that any concerns exist and anticipate a favorable response, perhaps before the end of the calendar year. No action on the tax status change will be taken until a favorable IRS ruling is received.

The second responsibility is to develop a detailed implementation plan, including identification of the documents that will need to be created, revised and/or signed as well as the financial transactions that will need to be executed. This plan is currently under development and will be presented to the Transition Board for review and approval in February 2006.

The third responsibility is to work with the Constitution Committee to develop the Transition Constitution and governance procedures for the Transition Board during Phase 2 of the transition period. This is the period of time after the tax status change has been executed and AFA and AEF have been combined, but prior to approval and implementation of the permanent Governance structure. It is expected that this period will last from April 1, 2006 through September 30, 2006, but those dates could be adjusted based on the IRS approval status and when the permanent governance structure is approved. It is hoped that the Transition Constitution will be ready for review and approval by the Transition Board in December 2005.

Governance Structure

The Task Force has two key responsibilities with regard to governance. The first is to develop the permanent governance structure to support the new organization that is created by the combination of AFA and AEF. This is the top priority for the Governance Team and will be worked between now and early January. The issues to be considered include the size of the Board, the officer structure, the new empowered councils, and the committee structure. It is anticipated that a final proposal will be presented to the Transition Board for review and approval in February 2006. With that approval, the Constitution Committee will be tasked to develop constitution and OPM changes for presentation to the Board and convention in September 2006 so that final approval of the permanent governance structure can be granted.

The second responsibility regarding governance is to further analyze the election process and the issues associated with it. Those include the member-based governance concept, the officer nomination process, and how elections should be conducted. A status report on these issues will be presented to the Transition Board in February 2006, and recommendations will be ready for consideration in September 2006.

Field Structure

The Field Structure Team will continue to evaluate the various concepts under consideration that will impact the field. These include combining the region and state management levels into a single level of management, revising chapter operating procedures, and revising the chapter financial support process. It is anticipated that a status report in these areas will be presented to the Transition Board in February 2006 and recommendations will be ready for consideration in September 2006.

The *afa21* Task Force Advisory Group and the Independent Review Team will both play a role in this year's process much like they did last year and we will continue to seek input from the entire Association regarding the concepts under consideration. As in the past, we will also keep everyone informed as we move forward. The Task Force thanks you for your interest and involvement in this very important initiative.