



AzFRW
Leadership Guide
for
Officers
&
Committee Chairs

Updated for 2018-2019
President Loraine Pellegrino

Preface

This is an informational document of general practices, guidelines and forms currently in use; as well as serving to supplement the Bylaws which intentionally tend to be lacking in specifics for certain job descriptions. This manual does not replace any of AzFRW's published documents or policies but rather offers a helpful explanation or starting point to assist new local and state leaders to be successful with the goal of professional, well run organizations on all levels.

Loraine Pellegrino
AzFRW President

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**Club Presidents are voting members of the AzFRW Board of Directors and should review the Board of Directors Section*



Understanding our “tri-level” Organization...Clubs, AzFRW and NFRW

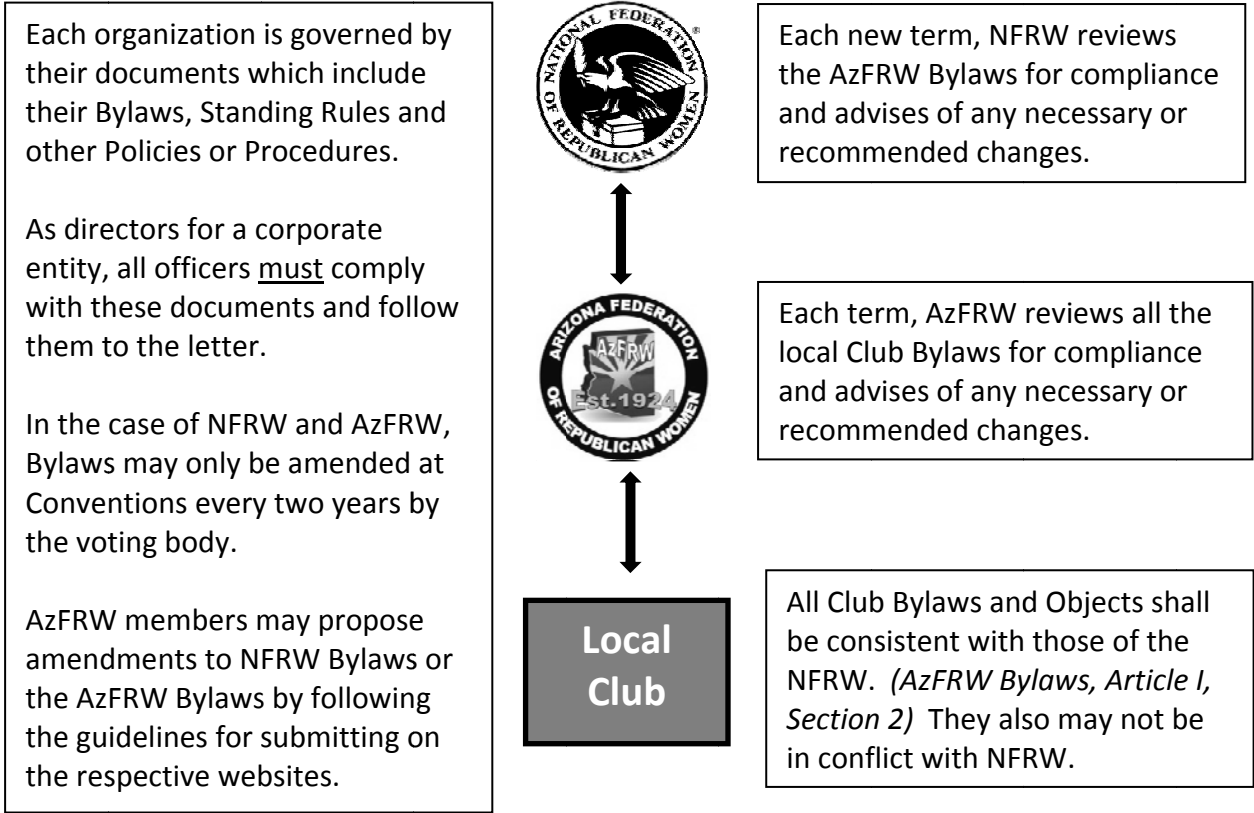
Club members remit annual dues to their Club. Of the dues amount received, Clubs then send \$14 for each Active member on to AzFRW. AzFRW retains only \$4 per member, forwarding \$10 per member to the NFRW. Every Republican Woman who joins a local “Federated” club automatically joins AzFRW and NFRW. Clubs also remit a nominal annual “Service Charge” on top of dues. The NFRW Annual Service Charge fee is \$15 per Club and AzFRW annual is \$10 per Club. Club Service Charges fees are due with the First Quarter (Q1) Report in January each year.

The AzFRW State President serves as Arizona’s member to the NFRW Board of Directors and attends the NFRW meetings during her term. NFRW holds two meetings in even years and one in the odd year which is usually combined with a Legislative Day at the U.S. Capitol. Conventions for both NFRW and AzFRW occur every two years and are held in the fall of odd years. Conventions are more extensive than regular meetings and legal business such as elections and bylaws amendments for the corporations are handled by the voting body which is established through the Delegate credentials process.

For the NFRW biennial convention, the State President and one Delegate per club (usually the Club President but not necessarily) have voting status. Other Arizona members serving NFRW in various official capacities may also have voting status. In addition, each state sends their elected Delegates-at-Large and Alternates-at-Large to the NFRW Convention, the number for which is determined by the state membership totals as of the third quarter (Q3) of the convention year. For either State or National Convention, credentials requirements must be met to preserve voting status.

AzFRW State Meetings are held three times in even years and twice in odd years with the third meeting of the odd year being the biennial AzFRW Convention. For State Meetings only, Club Presidents may send a proxy (with duly executed proxy form) to represent their club if they cannot attend. Club Presidents should do their best to attend all meetings or make sure their club is represented.

For State and National Conventions, proxies are not permitted. Properly credentialed Alternates may substitute in the event of an emergency. For the AzFRW State Convention, Clubs are entitled to representation by means of their voting Delegates and Alternates in addition to their President or her Alternate and the number is based upon Q3 membership numbers. Refer to appropriate Bylaws for more details on AzFRW Delegates and Alternates or NFRW Delegates-at-Large and Alternates-at-Large. Please be aware that whether it is for AzFRW State Convention or NFRW Convention, all who have voting privileges must comply with the credentialing and registration requirements to preserve their voting rights!



As a leader, when a question or issue arises, your first response should be:

“What do the Bylaws say?”

If the local Club Bylaws are not clear, AzFRW Bylaws prevail.

If the AzFRW Bylaws are not clear, refer to NFRW and to Roberts Rules Of Order (most current) for additional information. Our State Parliamentarian, your Region Director or other State Officers are always available to assist when Clubs run into issues.

Remember, club bylaws, standing rules or policies may not be in conflict with AzFRW or NFRW and must be lawful.

If you find discrepancies or errors in your Club Bylaws or other documents, determine the proper manner to remedy or update your documents. Bylaws are intentionally not very specific. They are the frame of your structure and only changed with difficulty. Standing Rules, or other policies, comprise the décor of your structure and are far more easily changed. When amending Bylaws, try to avoid extensive specifics, for you will be anchored to them.

No if’s and’s or but’s....Bylaws MUST be respected and followed!

AzFRW Executive Committee & General Leadership Guidelines

Understanding The AzFRW Board of Directors and Executive Committee

- The Board of Directors is the governing body for the AzFRW. Voting Board members are the Executive Committee, the Appointed Officers, Arizona's National Committeewoman, the Immediate Past President of AzFRW, AzFRW Club Presidents, AzFRW Standing Committee Chairs and any members serving as NFRW Officers, Chairs or Committee Members. The AzFRW Board of Directors meets during our State Meetings and the meeting is open to all members to attend.
- The AzFRW Board of Directors is quite large and the Executive Committee serves as a smaller guiding force on behalf of the AzFRW Board of Directors. The Executive Committee makes recommendations to the Board for their approval and/or action. Examples would include the Budget, Standing Rules or other document updates, etc.
- The Executive Committee is comprised of 14 elected officers who are the AzFRW President, 1st, 2nd and 3rd Vice Presidents, Secretary, Treasurer and the eight Region Directors. The Parliamentarian also attends all Executive Committee Meetings. Other officers or guests may sometimes be invited to attend or be present, but do not have voting privileges.
- The decision power of the Executive Committee is limited by the bylaws. The guiding vision of the President and the members of the Executive Committee is intended to create a spirit that will positively energize the organization.
- Executive Committee members should realize that they are at all times setting an example in their demeanor, attire and message.
- Discussions in Executive Committee are sometimes sensitive, always considered confidential and never discussed with anyone outside of the Executive Committee. Executive Committee Minutes are also confidential and are distributed only to Executive Committee members.
- Robert's Rules of Order shall be followed for all AzFRW meetings.

In addition to such other duties or responsibilities as may be requested by the President, or as defined in such other documents as Bylaws, Standing Rules or Financial Policies, the Executive Committee shall:

- Read and become familiar with all published AzFRW documents including Bylaws, Standing Rules and Financial Policies. The most current versions of all documents may be found online in the Master Document Directory. Bylaws, Standing Rules and Policies should be carried by all Executive Committee members at all times.

- Per the AzFRW Bylaws (Article V, Section 3, Item 1) the President is the official representative of the Federation. Accordingly, all communications, plans or events shall be pre-approved by the President prior to implementation. Per our Standing Rules, “All special projects at AzFRW Board meetings require prior approval of the AFRW President.” Adopted October 26, 2002. This shall include private “in suite” parties of more than 6 people.
- Submit any expense reimbursements or mileage reimbursements within 60 days. Other than mileage, receipts are to be provided for all expense requests per AzFRW reimbursement policies. Expenses submitted later than 60 days will not be reimbursed.
- Submit newsletter articles, State Meeting or other documents, Convention Reports or any other such items requested in a timely manner and by the deadline dates as published or requested.
- Executive Committee members are expected to attend all Executive Committee meetings. If unable to attend, they should submit their request to be excused by contacting the President with a copy to the Secretary.
- Unless officially excused, State Officers and all Committee Chairs are expected to attend all State Meeting events. This is as a professional courtesy to our guest speakers, to our 1st Vice President for her hard work in arranging quality programs and to properly represent the Federation with the presence of duly elected officers in a formal gathering of members, guests or elected officials.
- AzFRW is a 527 Political Organization. We are non-profit, but we are not tax exempt. According to NFRW, all Clubs are also 527 Political Organizations.
- All in-state travel for AzFRW Officers, other than the President, shall be pre-approved by the President prior to officers accepting speaking requests or scheduling any visits. This is accomplished by use of the Speaker Request Form.
- It is our job as the Arizona Federation of Republican Women to educate, encourage, motivate, mentor and inspire our leaders and members on the local level statewide.



AzFRW President's Responsibilities

Per the AzFRW Bylaws (Article V, Section 3) many of the President's duties are clearly defined including the fact that she is the official representative of the Federation. Therefore, all communications, or miscommunications, are her responsibility. All communications flow to the President for approval prior to distribution. In addition to the responsibilities defined in the bylaws, President is also responsible for:

Generating the Master Calendar for the coming two years:

- This is a top priority and should be done as quickly as possible as everyone is waiting for dates to be provided so they may schedule their club events.
- Once dates are set and/or simultaneously, firm up meeting locations with venues.
- Additionally, to be determined by no later than the summer meeting of the odd year, is the location for the first meeting of the new term. *(This is relevant as the major metropolitan areas are in peak "tourist season". Room rates become very expensive and hotels are booked up if location is not secured well in advance)*
- The President shall then schedule Region Directors to serve as "hosting regions" for State Meetings.
- President shall make Committee Appointments prior to the February State Meeting.
- President shall prepare her Program of Action per the AzFRW Bylaws for the February State Meeting.
- President shall review Standing Rules and all policies and procedures for updating as necessary at the February Winter Meeting.
- Work with editor to establish calendar deadline dates, calls for reports etc.
- Work with the newsletter editor to publish and distribute the Winter Newsletter announcing the February meeting in a timely manner. *(Generally, early registration discount expires 2 weeks after the posting/publication date. Hotel rooms block and other registration dates are driven by the hotel and/or Arrangements Chair).*

Determining the AzFRW Convention dates:

- Once the Convention Chair has been appointed, ascertain the next Convention location which should be resolved by no later than the summer meeting of the even year and requires the Board's approval.
- Follow up with Convention Chair to ensure that reports and updates as well as recommendations of previous committees have been evaluated and/or incorporated.
- All AzFRW dates revolve around NFRW dates to avoid conflicts. Once the NFRW dates are known, and the AzFRW Convention dates are selected, you will then need to use an online day counter to calculate the days from the Convention Opening Session date to establish such requirements as Bylaws report, Nominating Committee report, and publishing deadline for Call to Convention etc.

- It is generally recommended to schedule the Summer Meeting in Conventions year to be held in May before members scatter for the summer and many clubs go dark. It is important to provide a coaching session to guide club presidents through the awards processes for both state and national. It is also critical to review the credentials requirements for both conventions as well as accomplishing the election of Arizona's NFRW Delegates-at-Large and Alternates-at-Large prior the NFRW Credentials deadlines. *(Refer to the AzFRW Bylaws, Article X and XI).*
- Once calendar dates are established, work with Arrangements Chair and Newsletter Editor to set and publish other deadlines. Advise Webmaster so she may update website calendar.

Working through the State & National Awards Process:

- In conjunction with 1st Vice President and the Awards Chair, the AzFRW leadership team shall set the course for the content of the meetings, speakers and workshops. Jointly, they shall endeavor to meet required guidelines for the NFRW Heitman Award to maintain Arizona's history of top tier recognition as well as to motivate and educate our members.
- State Achievement Award Chair should revise and update as needed the AZ Awards forms during the first year and have them ready for presentation at the Winter Meeting of the odd (Convention) year. *(Historically, changes after that date confused the clubs who did not go to the website for the most recent updates).*
- Consider an Awards Workshop as part of the convention year Summer State Meeting so that all clubs may be mentored to properly complete both state and national awards forms. The goal is lots of awards, not frustrated club presidents.

Working through the Banking and Finances (also, see Treasurer's Section, Page 13-16)

- President shall ensure that checkbooks and other records are delivered to the Financial Review Chair timely to accomplish required financial reviews prior to the first meeting each year. *(AzFRW Bylaws, Article VII, Section 2)*
- Online access codes for QuickBooks Online shall be changed to any new officers.
- AzFRW incoming and outgoing Presidents will meet with the various account Treasurers as necessary to accomplish signature changes at the bank by no later than the first week in January, preferably in December. For Operating Account, Chase Bank will need a copy of the Convention Minutes reflecting the election of the new officers Also, be sure former signatories are removed.
- President shall work with the Budget Committee (see Budget Committee) to accomplish the proposed budget in time for the first meeting. *(AzFRW Bylaws, Art VII, Section 2-F)*

Timely delivery of the new officers NFRW reports and paperwork....

- President shall ensure that the new AzFRW Officers Report is submitted to NFRW in a timely manner which is on or before January 1st. *(The Secretary will update and send out a “Club Officers Update” form to all clubs in November with follow ups as needed in December. All Clubs should report their new officers as soon as possible)*
- Current AzFRW members having access to the NFRW master database are:
 - President
 - AzFRW Treasurer

Note: As of 2018, Clubs will be phased in to enter their own information and updates with oversight by the AzFRW Treasurer.

- It is important that the Q1 membership upload to NFRW be accomplished timely. NFRW Board and Committee Members not reported by the NFRW Winter meeting in March would not be in good standing. Accordingly, they would not be published in the NFRW directory and/or their voting rights, if any, might be affected.
- Additionally, the membership upload tends to find errors in the form of duplicates or associates which affect the accuracy of the dues remittances and membership counts.

Transitioning the committees...

- Traditionally, there has been a joint transition meeting immediately after convention but it seems to be a time when everyone is in a hurry to hit the road. Process TBD by the incoming President-elect.
- Incoming President needs to assign Chairs and define her goals with them. It’s difficult to transition a new team the same day you are elected, let alone have all the decisions and appointments made, which are technically not approved until the first State Meeting and it is partly why this General Instructions Guide was created. Outgoing Chairs should turn over all materials as well as a summary report with their recommendations.
- Consider scheduling sufficient time for all committees to meet during the first Winter State Meeting of a new term.
- Additionally, the President should try to diversify appointments endeavoring to utilize members from various parts of the state which will hopefully create more involvement as well as more effective communications.

**DEFINE YOUR GOALS,
TRAIN AS NEEDED
AND DELEGATE WHENEVER & WHEREVER POSSIBLE!**

AzFRW 1st Vice President - Programs Chair

Per the AzFRW Bylaws, the 1st Vice President shall serve as the Programs Chair. Her duties shall include:

- Serving as the right hand of the President. Together they will plan and implement programs for the State Meetings and AzFRW biennial convention as well as other desired goals. 1st Vice President shall be fully cognizant of the functioning of the organization as well as ongoing plans and be fully prepared to assume duties of the President if necessary.
- Overseeing programs, workshops & speakers to meet Awards goals and ensure that AzFRW continues to qualify as a top recipient for the NFRW Heitman Award, and well as any other categories.
- Make suggestions for programs as well as scheduling all speakers and workshops.
- To write personal thank you notes to all speakers and presenters following State Meetings or biennial Convention.
- To be fully knowledgeable of AzFRW Bylaws and all other related documents such as Standing Rules, Financial policies, budget etc.
- It is recommended she serves as a member of the Budget committee.
- The AzFRW 1st Vice President and President shall coordinate the agendas for the State Meeting banquet events including introductions of officials and dignitaries and introduction of guest speakers. They may utilize a Mistress of Ceremonies, implement assigned tables if desired and in general, vary the formats as needed to keep routines fresh and interesting.
- Perform other duties as may be assigned to her by the President or Executive Committee.

AzFRW 2nd Vice President - Membership Chair

Per the AzFRW Bylaws, the 2nd Vice President serves as the Membership Chair. Her duties shall include:

- Assists all AZFRW Clubs to boost their membership by providing ideas to promote success including researching programs and ideas utilized by other clubs or states that have worked successfully. Be aware of and promote any NFRW membership programs. Prepares various recognition awards at each state meeting that recognize clubs in a positive manner such as:
Club with Most Members Present
Club with Most First Timers in Attendance
Club Who Attained Better Than the Previous Year's Quarterly Number
Club State Meeting Mileage Award
Clubs who Attained Special Milestones (such as topping 50, 75 or 100 members)
- To recognize, welcome, tend, mentor and educate First Time Attendees at State Meetings including preparation of a Welcome Packet for First Timers which could include informational materials about AzFRW or the NFRW. Introduce them and take a group photo for inclusion in the next state newsletter.
- To track and recognize club milestones such as a club attaining 50 or 100 Members coordinating with the President to present a special certificate to recognize their achievement at the next state meeting. We all want to share successes!
- Assist Clubs to bring back former members by providing Clubs with their prior years database lists as well as offering other helpful retention ideas such as "you have been missed postcards" or phone bank calling parties providing resources to prior year membership lists that club may have lost.
- Assist Clubs with ideas and suggestions for Membership Events to grow their numbers as well as other ideas for club membership brochures, event flyers, etc.
- Assist the President as requested to identify and charter new clubs.
- Work in conjunction with the Treasurer to lead a Membership/Treasurer's workshop, as time permits, at various State Meetings. In particular, training to be emphasized at the first meeting of each year when we have many new officers if such training has not previously taken place in the form of statewide regional leadership training events.
- To track all membership recognitions given to all clubs during the term for inclusion in the biennial Convention Book report for membership.
- Per the AzFRW bylaws perform other duties as may be assigned to her by the President or Executive Committee.

AzFRW 3rd Vice President - Ways & Means Chair

Per the AzFRW Bylaws, the 3rd Vice President shall serve as the Ways & Means Chair. Fundraising takes time, commitment and above all enthusiasm to create, implement and innovate various fundraising opportunities for AzFRW to achieve our budgetary goals and beyond. Her duties shall include:

- Serving as a member of the Budget Committee so she may offer input to the budget under consideration as well as her ideas for “making it happen”.
- To be responsible for implementing ideas and other special opportunities or events for raising funds as needed to meet budget requirements. This includes 50/50 Split the Pot Raffles at each State Meeting as well as other new and innovative ideas she may bring to the table.
- To coordinate with the Hosting Region Director(s) and the Arrangements Chair so that Silent Auctions or Raffle Events are well planned for, well stocked and successful. The AzFRW Arrangements Chair will be responsible for coordinating necessary tables with the hotel. All must function as a team to ensure a seamless event. In addition, if there are special Live Auction items, she must ensure that the President and Editor are aware so publicity and time may be arranged.
- 3rd Vice President is responsible for providing all raffle tickets, ticket drawing bags or bid sheets as needed for 50/50's, Silent Auctions or other fundraising events she has planned. She shall prepare a schedule of volunteers needed and advise the hosting Region Director(s) as to number of volunteers she will need to set up, assist and accomplish fundraising events.
- Contact the Treasurer in advance if a change fund/bank will be required.
- Ways & Means Chair oversees the AzFRW name badge sales, the Angels Program and the “Women & Friends in Business” advertising sponsors.
- Assist as needed with other AzFRW special projects.
- Fundraising proceeds from all events should be remitted to the AzFRW Treasurer for deposit within 48 hours of the event along with a summary report for same. Treasurer and Ways & Means Chair should always reconcile their numbers.
- Per the Bylaws, perform such other duties as may be assigned to her by the President or Executive Committee.

AzFRW Secretary

Some duties for the Secretary are defined in the AzFRW bylaws. In addition, she shall:

- Update and distribute the CLUB OFFICERS UPDATE FORM to all Clubs in the fall of each year. *(Needed for the AzFRW report of same due to NFRW by January 1st of each year, for the annual AzFRW Directory the Secretary is responsible for publishing and for the AzFRW Treasurer to have accurate new officer information to request the Q1 membership report).*
- Shall issue “Call to Meeting” notices as requested by the President. Secretary will also send out and tally any electronic votes taken between meetings.
- Secretary assists the President with preparation of the meeting agendas for Executive Committee and Board of Directors meetings. Once agenda is set, she prepares necessary copies and/or sends out email advance copies. In addition, Secretary should ensure that any actions taken between meetings are included in the next meeting agenda for ratification.
- Secretary shall call the roll at all meetings to ascertain the required quorum has been met.
- Records Minutes for all Executive Committee Meetings. The Executive Committee Minutes are forwarded to Executive Committee members only. Normally, the President shall be sent a copy for her review prior to distribution to the rest of the committee.
- Following the Executive Committee Meeting, Secretary will work with the President as needed to finalize the agenda for the Board of Directors Meeting the following day with the recommendations and other business to be brought forward.
- Records Minutes for all Board of Director Meetings. The minutes are forwarded to all Board Members and, once accepted by the Board, posted in the Members Only section of the website. Normally, the President shall be sent a copy for her review prior to distribution to the Board.
- Secretary shall handle any general correspondence as needed to assist the President and perform such other duties as may be assigned by the President or Executive Committee.
- Update the Master Documents Directory and keep the most current copy of all related documents as approved by the Board. Per the Bylaws, perform such other duties as may be assigned to her by the President or Executive Committee.

AzFRW Treasurer & Convention Treasurer

The Treasurer is responsible for the financial stability and security of the organization. Her duties are enumerated in the Bylaws as well as various financial policies documents and include:

- Treasurer serves on the Budget Committee and on the Biennial Credentials Committee.
- Treasurer shall pay bills in a timely manner, produce an easily understood Financial Report for the Executive Committee & Board of Directors in advance of all meetings.
- Treasurer shall monitor compliance with the approved Budget and bring any areas of concern forward to the President and/or Executive Committee for their evaluation.
- Shall maintain AzFRW in current and good standing with the Corporation Commission, the Secretary of State (trade name) or other entities including insurance.
- To ensure the membership numbers reported to NFRW are accurate and timely, to facilitate and verify the accuracy of the NFRW database upload.
- To ensure that taxes are filed timely with the IRS and/or State of Arizona. Said filings are to be reviewed by the President prior to submission and shall be prepared by a professional tax preparer.
- Treasurer works with the bookkeeper entering the QuickBooks Online check register entries for all AzFRW bank accounts.

Banking account signatures...

- The outgoing and incoming Presidents will need to meet at a convenient branch to accomplish signature changes for the President who, per the AzFRW Bylaws, shall be a signatory to all accounts. This may be any branch in Arizona as they are all online. Once the Presidents signatures are changed, the Treasurer's or other signatories will also need to be added or deleted as appropriate. It may be the same day or involve more than one trip to a branch that is convenient.
- Each bank seems to have their own policies for adding or removing signatures. Plan to take a copy of the Convention Minutes reflecting the election results for President and State Treasurer. It may also be a good idea to provide them with an official AzFRW letter directing the change. Be sure to delete former signatories from the accounts, which may or may not require them to sign.
- NO checks or deposit slips should have any personal addresses printed on them. They should all just say the name of AzFRW and whatever fund it is such as AzFRW Operating Account or AzFRW Convention Fund.
- Hard copies of bank statements should be mailed to the President and each Treasurer downloads her statement copy online.
- The President has online access to all bank accounts and each Treasurer should have online access for her particular fund.
- All should be recording transactions in the check registers of the actual checkbook.
- AzFRW has three banking accounts and their signatories are:

1) AzFRW Operating Account at Chase Bank

Signatories: AzFRW President and AzFRW Treasurer

- *There shall be absolutely NO debit card access to this account due to balances maintained in this account.*
- *Corporate debit/credit fraud must be reported to the bank within 24 hours per bank policy which poses an undue responsibility on the President and Treasurer.*

2) AzFRW Square Fund Account at Chase Bank

Signatories: AzFRW President and AzFRW Treasurer

- *This account actually does not even have checks and is used to process credit/debit income from the Square.*
- *Funds flow in from Square transactions and are then transferred electronically to the Operating or other account.*
- *This account is returned to a service charge free balance of \$1500 after each event.*
- *Transactions are recorded in the QuickBooks online register.*

3) AzFRW Online Services Account at Chase Bank

Signatories: AzFRW President and Treasurer

- *This is a newly opened account which has a small balance held in the account.*
- *Debit cards are issued on this account to the President and the Treasurer so that automatic online payments may be made for such recurring items as QuickBooks Online, Constant Contact, GoDaddy Website hosting & software, possible NFRW Registration fees and so on.*
- *Treasurer is authorized to transfer funds as necessary between the Operating Account and the Credit Card Account in accordance with the pre-approved Budget to maintain a minimum balance in this account as to be service charge free.*

4) AzFRW Convention Fund at Chase Bank

Signatories: AzFRW President, AzFRW Convention Treasurer, AzFRW Convention Chair

- *There shall be NO debit card access to this account.*
- *All income and expenses relating the convention including any mileage expenses are paid out of the Convention Fund.*
- *Following the convention, all bills/expenses are paid and the books receive their financial review. At that point, a decision is made, usually as part of the budget process, as to how much to retain in the account as "seed money" for the next convention. The remainder of the proceeds flow into the Operating Account and are then shown on the budget under projected income.*
- *Current financial policies say a minimum of \$3,000 will remain in the Convention Fund.*

General Financial Responsibilities in addition to any other Financial Policies:

All banking accounts:

- Transactions shall be entered in QuickBooks Online with the appropriate codes.
- Check registers shall be reconciled each month by their respective Treasurer.

- Monthly, all account bank statements shall be sent to Personal Finances Simplified LLC/Rebecca Davis who will reconcile all with the QuickBooks Online entries.
- Any outstanding AzFRW checks for any account that are issued to Clubs or members for any reason shall be followed up on by their appropriate Treasurer should checks fail to clear within 30 days.

State Meetings:

- Treasurer, Arrangements Chair and President will coordinate as to hotel bill, advance deposits previously paid and review bill prior to payment.
- Treasurer should always bring Chase Operating Account checkbook to State Meetings.
- Treasurer should also bring ample Reimbursement Forms. (*She does not need to issue checks at the meetings if she is pressed for time but should have the forms available*)
- If requested, Treasurer should bring change fund for Ways & Means, or other events.
- Treasurer should bring Square to each meeting to process and credit transactions.

Membership Dues Credits:

- Sometimes dues are overpaid as members inadvertently join two clubs and are converted to Associate status in one or the other. It is preferred that Membership dues shall not be allowed to “float” as a future credit. This causes confusion and a lack of true clarity with regard to our finances and membership numbers.
- If NFRW has been overpaid for membership dues, a refund check shall be requested.
- If pending NFRW report is due and prior credit has not been issued, the credit amount shall be deducted from the pending report to NFRW.
- If AzFRW member Clubs have overpaid dues, they shall be issued a refund check once Membership Chair and Treasurer reconcile the correct membership number.
- Prompt resolution of membership duplicates/associates is very important. AzFRW Treasurer will resolve any member discrepancies and when the quarterly report is balanced, will forward copies to Executive Committee.

Personal Finances Simplified LLC/Rebecca Davis:

- AzFRW uses a professional bookkeeper to assist our volunteer treasurers to ensure our income & expenses are properly coded and recorded in the online QuickBooks chart of accounts. QuickBooks profit & loss financial reports are also required by most accountants for the tax preparation.
- Rebecca Davis oversees the accuracy in our QuickBooks data entry; and reconciles the online registers monthly for all bank accounts.
- She works with the State Treasurer to keep things in good order and may make recommend changes or corrections to the Chart of Accounts in conjunction with the Treasurer.
- Three people have access codes to our QuickBooks. President, Treasurer and Rebecca Davis. Conv. Treasurer shares a code with the President as we are limited to 3 codes on our plan.

Treasurer Documents of Importance:

- Financial Policies (*various accounts*)

- Reimbursement Forms for various bank accounts
- Treasurer’s Report Form (*aka Membership Report –Tres will update and send out prior to each quarter. This is a confidential document*)
- Scholarship Remittance Form
- Memorial Contribution Form
- Voucher Form (*Treasurer will update and send out prior to each report*)
- NFRW Quarterly Report Form
- About AzFRW Quarters (*for the current year*)
- Angels Sponsor List and Advertising Sponsors (*or as named for each term*)

REGION DIRECTOR RESPONSIBILITIES

In addition to those duties enumerated in the Bylaws (Article V, Section 3-E), the Region Director shall:

- Serve as the leadership training resource between their Clubs and AzFRW and are therefore expected to be knowledgeable on subjects such as club function, awards processes, club bylaws requirements in addition to ongoing state or national projects or events. The Region Director should be the “go to” resource for Club officers for all their issues and questions, researching as needed to obtain answers when necessary.
- Review the Awards forms with your clubs to maximize points in their programs planning. Encourage your clubs to invite the AzFRW Officers to attend and/or to speak. AzFRW Officers are not expected to automatically attend club meetings or events. It is considered proper protocol for the club to extend an invitation to a state officer. Please utilize the Speaker Request form when Officers will be part of your Program.
- Remember to ask the question, “*What do your Club bylaws say?*” If their club bylaws are silent, then AzFRW bylaws will prevail. If AzFRW bylaws are silent, Roberts Rules (most current) will prevail. NFRW may also be researched. All club actions must be lawful.
- Each year, we have many Clubs with brand new officers, some of whom were not even club members a year ago. Most have no concept about our tri-level organizational structure. It is the job of the Region Director and our State Meetings to welcome, train, assist and mentor our club leaders. Always remember, we start fresh each year. To some, mentioning an item may be a reminder, but to others it will provide welcome guidance. Region Directors should communicate with all Club presidents in her region at least once per quarter in addition to frequent visits to Clubs and emails.
- Obtain a copy of each of her region Clubs current Bylaws, Standing Rules and/or other rules or policies for notebook. She shall submit same to the AzFRW Bylaws Committee

for their biennial review and/or work with her clubs to facilitate any recommended changes per the review and re-submit revised documents to Bylaws region member.

- **Region Director's notebook** should contain a section for each Club, their documents mentioned above, perhaps their most current newsletter or upcoming event flyer and a roster of the current Club officers. This notebook should be passed on to the next Region Director.
- RD's are responsible for generating a Region Report for each newsletter per deadlines requested by the President. Photo reports and/or bullet points are far more interesting than line after line lengthy paragraphs. Be sure to add names/captions to any photographs as well as the event being shared or planned. The goal is an interesting and visual report showing Republican Women being involved and making a difference in their various communities across Arizona. Late reports will be shown as "report not submitted".
- Assist as Hosting Region(s) for one State Meeting during the term. The 3rd VP and Arrangements Chair will coordinate with the Region Director(s) as to Silent Auction or Raffle donation needs, volunteer needs etc. Region Directors should let their Clubs know they will need help in all areas. Region Director(s), 3rd Vice President and Arrangements Chair should work as a team for the State Meeting to coordinate volunteers, activities, tables needed etc.
- By no later than the AzFRW Winter Meeting of the even year, Region Directors shall have contacted their Clubs, introduced themselves and begun tentative arrangements for a Regional Meeting or event in the coming two years as well as obtaining a copy of all club documents. Region Meetings or events should preferably be scheduled during the even year or early in the odd year due to conventions. AzFRW President to be informed of all region meetings or event dates as soon as possible to avoid conflicts and so she may try to attend. Joint Regional Events are encouraged!
- AzFRW will reserve time at the Summer Meeting prior to Awards deadlines to coach and mentor club presidents as needed so forms are properly completed and submitted to maximize awards for their clubs and AzFRW. Region Directors should plan to attend this meeting and should contact the Awards Chair sooner with any questions sooner if necessary.
- Region Directors shall review forms and other procedures with their clubs incoming leadership each year and generate an annual checklist of items that may be shared with future Region Directors to help new club officers get a good start. Such items to be covered might include:
 - Proxy forms (*and importance of attending state meetings*)
 - Voucher forms & membership report (*Tres sends out updates each time*)
 - About AzFRW Quarters for the current year

- Club Update form (*Secretary sends out. Due every fall as soon as known!*)
- Assisting with program recommendations to optimize club awards
- Protocol, meeting agendas (*make meetings professional, it matters!*)
- Where do they need help or are overwhelmed?
- AzFRW Bylaws, Standing Rules etc

Goal: Create a Region Directors Notebook that contains all club bylaws, current officers, newsletters or pending events AND the reference documents above, all of which may be found on the AzFRW website. Region Directors are leaders and mentors and should be prepared when they visit their clubs, especially for the first visit with new officers.

- If Region Directors are aware they have clubs who are not in attendance at a State Meeting, they should pick up the information packets from Registration or the Secretary. These should be mailed or hand delivered to their clubs as quickly as possible. Please do not delay weeks until your next club visit. Encourage club attendance.

AzFRW Committee Descriptions

A brief descriptive overview of committee responsibilities and goals follows. It is intended as a starting point of reference for incoming Officers, Chairs and Club Presidents and is not a complete list as additional duties or responsibilities may evolve or be assigned by the President. **Standing Committee Chairs, Appointed Officers & Club Presidents are all voting members of the AzFRW Board of Directors.** Special Committee Chairs have a voice, but do not vote. All Standing Committees Chair positions listed in bylaws must be filled.

- **Americanism (Standing):** Leads the Pledge of Allegiance at each meeting or appoints someone to do so. Responsible for the proper display of the flag at all functions of the organization. Promotes patriotism at State Meetings, in the newsletter or the website which may include various information on our flag or history. Other ideas might include donations of patriotic books to libraries or schools, sponsoring patriotic essay contests for schools, presenting flags where a need is found and so forth as well as ongoing efforts to **Support Our Troops.**
- **Arrangements (Standing):** Works closely with the President, 1st Vice President, 3rd Vice President and Hosting Region Director(s). She is responsible to secure prospective venues for State Meetings, arrange event details including menu options, meeting rooms, vendor/candidate tables or AV needs. She will coordinate with the Hosting Region Director(s) to confirm necessary volunteers or assistance. She will negotiate and discuss contract options with the venue although final contracts for AzFRW must be signed by the President or the Treasurer. Arrangements Chair is the central registration point and shall generate an excel spreadsheet of attendees, creating or submitting list to appropriate

person for generation of the meeting name tags. She shall also track registered dignitaries and provide a list to the President for proper introductions.

- **Budget (Standing):** Required Committee members include the Budget Chair and Treasurer. Recommended others include the President, 1st Vice President, 3rd Vice President and sufficient other members as desired. Committee shall review past term expenditures and current requests to meet anticipated committee needs in the coming term. They shall come to an agreement of biennial budget amounts based on discussions with committee chairs and anticipated income. Budget Chair shall follow up on any items still to be determined, confirm the budget is balanced and all monies detailed and enumerated as required by standard accounting practices. Budget Chair will then present the proposed Biennial Budget to the Executive Committee and upon their approval, to the full Board of Directors at the first Board meeting of the- new term.
- **By-Laws (Standing):** Reviews all club bylaws every two years making recommendations as needed or required by NFRW and following up to ensure compliance for any mandatory items. Review the AzFRW Bylaws to ensure our state bylaws reflect any changes in the NFRW bylaws as well as for any other updates that may be needed in addition to receiving suggestions from members for revisions to State or National. Assists new Clubs with the composition of bylaws by providing a sample outline of satisfactory bylaws to any group establishing a new Club. Notify the Executive Committee of approval of bylaws prior to President's signature signing off the notification to NFRW of request to charter a new Club.
- **Campaign Activities (Standing):** The Campaign Committee is in charge of one of our cherished goals – to get more Republicans elected to public office at every level of government. Since our members hail from all parts of the state. The AzFRW has the opportunity to share the news about Republican candidates and political races to all our members regardless of their geographic home. The campaign committee ebbs and flows with the political cycle. In an election year it may be involved with various Republican campaigns ongoing around the state by providing volunteers to assist. The Campaign committee assists clubs to form their own campaign strategies through information and advice offered to clubs. It keeps up the NFRW Website to get important information on races of particular importance throughout the nation and communicates this information to club Presidents for distribution to their members. The Campaign Committee also urges members to assist in voter registration drives. Campaigns is also responsible for tracking member volunteer hours for Club participation in the NFRW and AzFRW Awards.
Note: AzFRW does not have a separate Political Committee and does not make financial contributions. Clubs must form required legal political committees prior to raising funds if they desire to help a particular candidate or issue.
- **Chaplain (Appointed Officer):** Shall provide spiritual leadership with invocations or benedictions as requested to reflect our reverence for God, our respect for America and her history as well as honoring our troops. Chaplain shall also serve as the “Sunshine

Chair” and will send sympathy, get well or encouragements cards from AzFRW to members as needs occur. Shall provide copies of prayers to the President in advance of events. If Chaplain cannot attend, she shall issue her proxy to Assistant Chaplain.

- **Asst Chaplain**: Shall assist the Chaplain as needed. The two chaplains should jointly share responsibilities for prayers at meetings and events with each handling some of the responsibilities.
- **Club Presidents (AzFRW Board Members)**: Club Presidents are their Club’s official representative and voting members of the AzFRW Board of Directors. Club Presidents are expected to attend State Meetings or send their Club proxy. Club presidents are responsible to ensure compliance with all bylaws requirements which may include financial reviews/audits, bonds, nominating committee procedures and election procedures. All Clubs have a fiscal year of Jan 1-Dec 31st and all Club officers assume their duties on Jan 1st. All Clubs are 527 political organizations and clubs may not be in conflict with AzFRW or NFRW. Please review AzFRW Board of Directors section in this document.
- **Financial Review (Standing)**: Annually, the Operating Account for AzFRW is required to be reviewed. A simple financial review is performed to ensure that checks and deposits are being properly recorded, deposits are being made timely and bank account is being reconciled monthly. This is done by a committee of three members who may not be members of Executive Committee. In addition, should there be a vacancy in the office of Treasurer, books are reviewed prior to turning over to the new treasurer, or at any other time as directed.
- **Historian (Appointed Officer)**: Functions as the official photographer to create a photo history of the term. Historian responsible for photographing meetings and other events, putting photos in an orderly fashion in a scrapbook/DVD/thumb drive format as per the President’s request. She should send pictures to Public Relations Chair, Newsletter& Website Editors for possible media releases and should also take the First Timers Photo taken at each State Meeting. President shall be responsible to forward notecards or other correspondence to the Historian if she would like them scanned for inclusion in the history.
- **Legislative (Standing)**: Educates and informs AzFRW members on key proposed legislation or newly enacted laws. Encourage and support AzFRW members to take an active part in the public policy process. May provide written or oral testimony or editorials on specific legislation at the direction of the AzFRW to raise awareness of legislative issues. Works with Day at the Legislature Chair to implement and coordinate the biennial AzFRW Day at the Legislature for spring during even years or other legislative networking opportunities.

Ideas for Legislative Committee could include:

- Legislative committee members will timely advise AzFRW Clubs in their region of key issues and legislative “alerts” by e-mail list or phone tree.

- Educate members on how and when to influence legislation and policy issues.
 - Conduct research and provide “talking points” on key legislation to AZFRW members for letters, testimony and call-in to radio and TV public interest shows.
 - Provide periodic updates on AzFRW Web Page regarding Legislative Update – key issues for upcoming week.
 - Provide a Legislative Report at end of session.
 - Implement a Call to Action for crucial key issues to alert the membership.
 - Encourage local Clubs and individual members to voice support or opposition.
 - Organize visits to legislators and their staffs during the legislative session particularly when key legislative votes are pending.
 - Committee members...at least one member from each AzFRW Region who are active, willing volunteers to make contact with members, write letters to legislators and newspapers, attend hearings or even testify on key issues.
- **Literacy (Standing)**: Donates books or DVD’s that reflect Republican philosophy, or present outstanding Republican personalities that have historical significance to local public libraries or school libraries. (Prior to donating a book, you should consult with the local librarian or recipient regarding your selection. This will avoid duplication and confirm the book, tape, or video is desired). Submits book donations for recognition in September, MELP month. Participation in the MELP book project is recognized by NFRW Achievement Awards program and they will also provide MELP bookplates for presentations, or you may provide your own. Many clubs donate books with bookplates to local libraries in memory of members who have passed away as a fitting and permanent gift. Establish AzFRW goals for the coming year. In recent years, AzFRW Literacy Committee also created a video about how our members were making a difference in Arizona schools...with donations of books, flags, mentoring, reading and more which was shown at our biennial Convention. AzFRW Literacy Committee also presents a “Teacher of the Year” award every two years at convention.
 - **Membership (Standing-2nd VP is Chair, see 2nd VP Section)**
 - **Nominating Committee (Standing)**: Members are elected by Region at the AzFRW biennial convention. Committee will review and/or update the candidate application form and any other relevant forms or procedures. Per bylaws, they will recruit qualified nominees for each office, conduct interviews and make a recommendation of one final nominee for each elected office per the Bylaws. Deadlines and timelines are further defined in the AzFRW bylaws. All applicants will promptly be notified of Nominating Committees recommendations. The nominating committee makes recommendations and does not propose a “slate”.
 - **Parliamentarian (Appointed Officer)**: Shall attend all meetings of the Executive Committee and Board of Directors acting as advisor to the President. Parliamentarian should endeavor to facilitate, as requested, training for Clubs on Parliamentary procedures and to work in close conjunction with the President on the State Convention

procedures. She also advises the Nominating Committee in their duties and assists the Bylaws Committee as an advisor. Parliamentarian only votes when voting is by written ballot.

- **Programs (Standing- 1st VP is Chair, see 1st VP Section)**
- **Public Relations (Standing):** Promotes AzFRW events with the goal of generating news coverage. Maximize impact through personal telephone calls and/or visits to news media to discuss functions and/or coordinate with 1st Vice President to communicate with the offices of scheduled speakers to maximize press coverage including media interviews with a guest speaker. Invite local media to events. Work with Arrangements Chair to facilitate seating of news media and their other special needs for meeting functions. By working with President and 1st Vice President and planning in advance, the committee can schedule news releases and conferences for particularly significant events and report meetings and special projects to the media on a regular basis. Develop a mailing contact list of news media people and current. Local Clubs are encouraged to contact the Chairman of the Public Relations committee for assistance in promoting their club events with local media. Provide assistance for Clubs with writing press releases or guidance in their local communities. Positive and consistent Public Relations is critical for growth and new members
- **Scholarship (Standing):** Chair and committee publish information on all AzFRW and NFRW Scholarship programs. They solicit applicants through the various Arizona college campuses, receive and screen applicants to determine AzFRW's scholarship recipients. They also evaluate and determine the Arizona nominee for the various NFRW scholarships. To generate a master list of our AzFRW Clubs who also sponsor local scholarships. Scholarship Committee also oversees the AzFRW Dodie Londen TARS award recipient. Funds for AzFRW scholarships are derived in part from the AzFRW Operating Budget and partly from club donation gifts to AzFRW Scholarships. Committee should endeavor to reach out to clubs to publicize the need for assistance with scholarship programs in the form of donations or memorial contributions.
- **Secretary (Elected Officer, see Secretary section)**
- **Treasurer (Elected Officer, see Treasurer section)**
- **Ways & Means (Standing-3rd VP is Chair, see 3rd VP section)**
- **Awards (Special):** Promotes Club participation in the NFRW and AzFRW awards program. Provides information as to any changes in the NFRW Awards program to the Executive Committee. Committee is also responsible for State Awards program, providing awards information to Club Presidents and Executive Committee. Notifies Clubs of timeframe for awards to meet all deadlines. Works with program committee for awards recognition at AzFRW Convention.

- **Caring for America (Special)**: Based on the belief that problems can be solved more effectively through the generosity and combined energies of individuals rather than through dependency on government programs. Suggest (and track) both club and state community service projects ensuring they are marketing Republican values and Republican Women, as well as sharing ideas that work to encourage participation. Participates on the Awards Committee.

- **Communications Director (Special)**: Assists the President and Executive Committee as needed to distribute timely reminders to the membership via Constant Contact. Will also work closely with the Public Relations Chair, Facebook and Twitter Chairs as well as the NFRW Communications Team. All ongoing communications from Chairs should be submitted to Communications Chair for electronic delivery. Communications Director shall submit all communications to the President for her approval prior to distribution.

- **AzFRW Convention Committee (Special)**: Oversees all details of the AzFRW Biennial Convention and coordinates same. Refer to the Bylaws and prior convention books for more details but the following committees are required:
 - Credentials: Must have 5 members, Treasurer shall be one.
 - Rules: Prepares the Rules/Guidelines for Convention.
 - Program: Coordinates Speakers/Workshops and any other programs needed.
 - Elections: Tellers Committee facilitates election voting if necessary.
 - Resolutions: Solicits and resolves submitted Resolutions; drafts others as may be directed and/or prepares the courtesy resolutions. Shall also bring forward any NFRW Resolutions passed that AzFRW may wish to consider.

Other convention committees may include:

- Arrangements (this may be a slight duplication with the Chair)
- Volunteers (coordinates all volunteers including Registration, Credentials, other)
- Programs (speakers, workshops etc)
- Convention Book (consists of the required reports, seek out advertising sponsors, proposed bylaws amendments and more)
- Convention Program Guide...contains the final agenda(s), Resolutions, any last minute changes. (May be a separate book or insert
- Awards Committee A major function of the Convention is to recognize all award recipients in all categories.
- Convention Forms Requires updating for every convention. Must be completed and in place before sending out advertising requests to dignitaries and others to avoid overloading the Editor.
- Fundraising Ads for Convention Book, auctions and all fundraising events.
- Dignitaries/Guests Need to generate a mailing list which may include the advertising opportunity flyer. Coordinate with Book Editor. Special registration table, Pages to assist with seating.
- Sergeant at Arms: Convention seating is by voting Delegates from each Region.

Sgt at Arms shall ensure that sufficient seating per Region is prearranged, assist in maintaining floor decorum and microphone control, assist with any standing or hand votes as needed.

- Teller Committee: Prepares paper ballots if needed following the close of nominations; serves to count the ballots should ballot elections be required. Parliamentarian should be available to advise. Recommend 3 Tellers minimum and an odd number is good.
- **Leadership Circle (Special)**: In 2014, the Leadership Circle was created consisting of past presidents of AzFRW or another State and Officers who have served on the NFRW. Their experience and expertise have been sought and utilized when possible. Mentors to all new club and state officers to teach Federation procedures, protocol and governing documents to assist them to better perform their responsibilities. Identify leadership needs and associated problems. Work with clubs, AzFRW and NFRW leadership to solve problems. Share leadership skills, ideas and training to offer encouragement and support. Assist with any club issues as well as assisting with establishing new Clubs and following through for training.
- **Region Directors**: See Region Directors section.
- **NFRW Regent's Liaison (Special)**: Must be a NFRW Regent. Enthusiastically endorses the Regent program. Initiates contact with women to renew their membership and looks for potential women to join the Regent program. Submits periodic articles to the AzFRW Newsletter or website.
- **Newsletter Editor (Special)**: The AzFRW Bulletin is a vital part of our communications with members and is emailed to all members approximately one month ahead of State Meetings. It is also posted on the AzFRW website. The newsletter should contain, but is not limited to the following:
 - President's Message: Should be placed in a prominent place and is her direct link to members. Its length is negotiable.
 - 1st VP-Programs: Details on the pending State Meeting Speakers and Workshops
 - 2nd VP-Membership Update: Ideas to grow membership and possibly, space permitting, highlights on new members names and their Clubs. Photo of First Timers from most recent meeting with their names and clubs.
 - 3rd VP-Ways & Means: Information on fundraising plans and events including a list of all current Angels sponsors.
 - Region Directors Reports: Highlights of your regions achievements or events in a primarily a pictorial format with captions & names of members shown.
 - Legislative Update: This should contain any items of interest or calendar events of importance to AZFRW members.
 - Calendar of Events: Including AZFRW, NFRW key dates.

- Upcoming State Meeting Details: Registration form, hotel information and speaker information. (President, 1st VP and Arrangements jointly pull this information together)
- Women & Friends in Business: Advertising section of our members & friends in business...wouldn't you rather do business with a Republican?
- Scholarship: Information on current status as well as any Memorial Gifts received to the Scholarship Funds.

Note: With the frequent use of Constant Contact, the Newsletter may consist of the President's Message, Call to Meeting and the Registration Form. TBD by the President.

- **Sergeant at Arms (Special)**: Sgt at Arms shall assist the Arrangements Chair to ensure that sufficient seating and meeting room arrangements are as they should be for meetings. Further, working with Americanism Chair, she shall also ensure the flag is properly presented for all meetings. Sergeant at Arms shall also maintain decorum during meetings and assist with any standing or hand count votes as needed. Her duties are most important during biennial convention events.
- **Webmaster (Special)**: Ensures items on the AZFRW website are updated on a regular basis and deletes outdated. Solicits and receives information from members of the Executive Committee. Coordinates with AZ GOP and NFRW to ascertain that information on their sites is current and correct for AzFRW particularly at the beginning of each year when officers change.
- **Social Media (Facebook & Twitter)**: AzFRW Social Media is currently administered by the President.

It is imperative that Club presidents appoint a knowledgeable and responsible administrator to oversee these powerful media tools. How do you wish your club to be represented? Think before you post. Think before you tweet!

Social Media Administrators under any club name or the AzFRW should be mindful of our Bylaws. Clubs and Club Presidents do not endorse candidates in a Primary.

Club Facebook groups and pages should not post heavily in favor of one candidate over another. Individual members may post what they wish, however, administrators are asked to monitor and remove inflammatory or inaccurate posts.

Facebook - The AzFRW Page is public. AzFRW Group Page is closed. This is highly suggested to control content and privacy.

Club Facebook groups and pages should not post in favor of one candidate over another. Individual members may post what they wish, however, administrators are asked to monitor and remove inflammatory or inaccurate posts. All posts should be germane and relevant to the objectives of the AzFRW and in keeping with our Bylaws.

Twitter - Tweets should not contain personal opinions. Information disseminated should be newsworthy, accurate and informative. Tweets should be germane and relevant to the objectives of the AzFRW and in keeping with our Bylaws.

The preceding descriptions are intended as starting or talking points for committees to accomplish or improve their areas of responsibilities and success. They are subject to changes as determined by the Board of Directors during the course of the term.

If you have other great ideas, please bring them forward!

Thank you for your involvement and dedication. Truly, you are making a difference & leading the way across Arizona!

President Loraine Pellegrino
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Website resources for additional information, forms etc:

<p>National Federation of Republican Women (NFRW) WEBSITE www.nfrw.org</p> <hr/> <p>AzFRW WEBSITE www.azfrw.com</p> <p>Members Only Documents page: Think "About AzFRW" Go to "About" page and then click on the AzFRW logo about midway down the page <i>or</i> you may go direct: www.azfrw.com/members-only.html</p>

