

## **Old Dominion Squadron Organization and Functions**

### **1. MISSION**

The mission of the Old Dominion Squadron is to preserve aircraft flown by the Armed Forces of the United States in flying condition and to develop a museum complex in the Hampton Roads Area for the permanent display, restoration, maintenance, and preservation of these aircraft and related aviation artifacts for the benefit and education of people of all ages.

### **2. PURPOSE**

This Standard Operating Procedure (SOP) contains specific information on the Squadron's organizational structure and functions. It enumerates the duties of staff officers and special staff members of the Old Dominion Squadron. This SOP is intended to supplement the Commemorative Air Force (CAF) Unit Manual. The CAF Unit Manual will take precedence over this SOP when conflicting guidance is found.

A glossary of acronyms used in Old Dominion Squadron SOPs is at Appendix A.

### **3. GENERAL INFORMATION**

The Old Dominion Squadron operates under the authority of the CAF and in coordination with other CAF units.

The Old Dominion Squadron Staff conducts all official business of the Squadron. To receive reimbursement for purchases, individuals must first obtain approval from the appropriate Squadron Staff Officer. Failure to do so will result in the item being donated. Squadron Staff Officers have approval authority of \$500 or less. The Squadron Leader and Finance Officer may approve expenditures up to \$2,500. All purchases over \$2,500 must be approved by the Squadron Staff.

Squadron Staff officers must obtain expressed written approval from CAF Headquarters to sign contracts or enter into agreements of any kind on behalf of the CAF. There are no exceptions to this rule. Monetary commitments or purchases made outside these guidelines must be reviewed by, and ultimate financial responsibility determined by, the Squadron Staff. Squadron checks must be signed by the Old Dominion Squadron Finance Officer and at least one other designated Squadron Staff member.

## **4. SPECIFIC GUIDELINES**

### **3.1 Elected Squadron Staff**

The Old Dominion Squadron is governed by an elected Squadron Staff consisting of seven officers discussed in Section 4.3 as follows:

- Squadron Leader
- Executive Officer (XO)
- Finance Officer
- Adjutant
- Operations Officer
- Maintenance Officer
- Safety Officer

### **4.2 Appointed Special Staff**

Other positions may be appointed by the Squadron Leader as Special Staff. These may include, but are not limited to, the following positions discussed in Section 4.4:

- Post Exchange (PX) Officer
- Public Relations Officer (PRO)
- Squadron Recruiter
- Supply Officer
- Squadron Historian
- Squadron Photographer
- Newsletter Editor
- Database Manager
- Fund Raising Coordinator
- Cadet Leader
- Social Events Coordinator
- Mentor Coordinator
- "Sunshine" Coordinator
- Oral History Program Coordinator
- Web Master
- Flight Control Board Coordinator

### **4.3 Squadron Staff - Specific Duties and Responsibilities**

#### **4.3.1 Squadron Leader**

Squadron Leader minimum requirements, per CAF General Staff policy, include being a CAF member in good standing for at least 2 yearss, having a background in military or business management, having the ability to present a good public appearance, being adept at public speaking and, preferably, having a background in

aviation. The Squadron Leader is responsible for the overall leadership and direction of the Old Dominion Squadron. Specific duties include:

- Preparing the Squadron meeting agenda.
- Serving as chairman at meetings.
- Appointing various committee or team leaders.
- Coordinating work of the Squadron Staff, committees and teams to ensure that Squadron goals and objectives are fulfilled.
- Drafting and updating, as necessary, the Old Dominion Squadron Organization and Functions SOP-1.

#### **4.3.2 Executive Officer**

The Executive Officer (XO) is the principal assistant to the Squadron Leader and acts in place of the Squadron Leader during his absence. Specific duties include:

- Maintaining current knowledge of CAF and Old Dominion Squadron rules, regulations and policies, including SOPs.
- Arranging meeting facilities.
- Providing CAF Hold Harmless forms to Squadron members who desire to fly on CAF aircraft, collecting the forms and maintaining the file.
- Arranging Squadron socials, which may be delegated to an appointed Social Events Coordinator.
- Performing other duties as may be assigned by the Squadron Leader.

CAF regulations permit the Unit Leader to appoint the XO. However, if the Squadron Leader chooses to appoint the XO, the Squadron Leader sacrifices his regular voting privilege and can vote only in the case of a tie. If the XO is duly elected, the Squadron Leader retains his usual voting privileges.

#### **4.3.3 Finance Officer**

The Finance Officer is in charge of all Old Dominion Squadron funds, keeps accurate records of such funds, and is responsible for Squadron compliance with all CAF Headquarters regulations, policies and directives that relate to financial matters. Other duties include:

- Submitting all required reports to CAF Headquarters in a timely manner.
- Ensuring all donated monies and property becomes the property of the Commemorative Air Force, Inc., and are used in accordance with General Staff policies.
- Ensuring coordination of membership files with the collection of dues, which may be delegated to the Adjutant.
- Ensuring payment of approved Squadron debts, including the Annual Unit Administrative Charge (ANUAC).

- Overseeing finances of all Squadron projects.
- Submitting Squadron financial records for audit on an annual basis.
- Communicating with CAF Headquarters as required.
- Preparing the annual budget for review by the Squadron Staff in October of each year and for approval by the Squadron general membership in November of each year.
- Preparing financial reports for Squadron Staff and general membership meetings.
- Coordinating with local, state, and federal agencies on all matters concerning taxation, licensing and permit requirements for fundraising activities.
- Supporting the Operations Officer in carrying out the Operations Officer's financial responsibilities as the Squadron's aircraft coordinator.
- Maintaining the OY-1 Minimum Cost Recovery Program (MCRP) SOP.
- Maintaining the PT-22 Minimum Cost Recovery Program (MCRP) SOP.

The Finance Officer's signature, plus that of one additional authorized Squadron Staff officer, must appear on all squadron checks.

#### **4.3.4 Adjutant**

The Adjutant records and maintains the permanent minutes of all Squadron general membership meetings and maintains suitable correspondence files concerning the business and activities of the Old Dominion Squadron, ensuring that all required Squadron reports are submitted to CAF Headquarters in a timely fashion. Additional duties include:

- Assisting the Squadron Leader in the timely and accurate preparation and dissemination of official Squadron correspondence of a general nature.
- In coordination with the Finance Officer, maintaining the Squadron's personnel records.
- Advising the CAF Headquarters Member Services Department of any significant changes to the Squadron membership and semi-annually sending a roster of Squadron members to the CAF Headquarters.
- Sending an electronic updated Squadron roster to each squadron member in conjunction with the semi-annual update.
- Forwarding a copy of the minutes of each Squadron general membership meeting to all members with e-mail capability and to the Taildragger editor for inclusion in the following month's edition.

#### **3.2.5 Operations Officer**

The Operations Officer will meet minimum qualification requirements, per General Staff policy, including all those listed for Squadron Leader, plus a general or military aviation background. It is recommended that the Operations Officer be a CAF rated pilot or air crew member with a basic knowledge of CAF flight operations, including air shows and static displays, and the safety requirements and special consideration

of each. The Operations Officer should also be familiar with the CAF Aircraft Sponsor Program (See the CAF Aircraft Sponsor Program and the Old Dominion Squadron Fundraising SOP (SOP 2)). Specific duties include:

- Authorizing all flights of Old Dominion Squadron aircraft.
- Supervising all operations of ground equipment.
- Verifying pilot and crew member currency in FAA and CAF ratings and status.
- Assigning pilots and crewmembers for Squadron aircraft missions.
- Maintaining communications with CAF Headquarters through the Director of Flight Operations.
- Serving as Aircraft Coordinator for Squadron assigned aircraft.
- Drafting and updating SOP 5 - FlyAway Air Shows and SOP 3 - "Gathering of Eagles AIRSHO".
- Developing the Squadron's air show schedule using the International Committee of Air Shows (ICAS) schedule and from other sources and requests.
- Keeping the membership regularly informed of the air show schedule and changes by giving the air show schedule to the "The Taildragger" Editor each month from February through October, for integration with other Squadron calendar events.
- Chairing the Old Dominion Squadron "Gathering of Eagles" AIRSHOW Committee.

#### **4.3.6 Maintenance Officer**

The Maintenance Officer should be a Federal Aviation Administration (FAA) licensed Airframe and Powerplant (A&P) or Aircraft Instrument (AI) repairman. Specific duties of the Maintenance Officer include:

- Ensuring the proper care and maintenance of all aircraft and ground equipment assigned to the Squadron.
- Scheduling and direction of restoration efforts for all CAF aircraft assigned to the Squadron.
- Overseeing activities of Squadron aircraft project officers.
- Clearing all restoration work with the CAF Director of Maintenance prior to implementation.
- Clearing all planned expenditures through the Old Dominion Squadron Staff.
- Ensuring all Old Dominion Squadron aircraft are airworthy prior to flight.
- Drafting and maintaining the Ground Engine Run Certification SOP 6.
- Maintaining proper technical manuals, records, and log books.
- Ordering parts and supplies through the Supply Officer.
- Training aircraft crew chiefs and ground equipment personnel.
- Submitting monthly maintenance or restoration status reports to the Old Dominion Squadron and CAF Headquarters as required.

#### **4.3.7 Safety Officer**

The Safety Officer works with the Operations Officer and the Maintenance Officer. The Safety Officer should be well versed in all aircraft ground operations, including startup, taxi, and shutdown, and hand signals used in aircraft ground operation. The Safety Officer is directly responsible for the following:

- Implementing applicable CAF Safety Directives.
- Exercising ground control during flight activities.
- Placing hand and engine fire extinguishers on aircraft and appropriate ground equipment.
- Implementing escape procedures from aircraft emergency exits.
- Teaching hand signals utilized in aircraft ground operation to those who will perform that duty.
- Drafting and maintaining the Squadron Fireguard Certification SOP 7.

The Safety Officer may contact the CAF Headquarters Director of Flight Operations or Director of Aircraft Maintenance with specific questions pertaining to safety.

#### **4.4 Special Staff - Primary Duties and Responsibilities**

Old Dominion Squadron members filling Special Staff positions are appointed by the Squadron Leader. The following sections contain descriptions of the duties of Special Staff positions.

##### **4.4.1 Post Exchange Officer**

The Post Exchange (PX) Officer is responsible for the following:

- Generating funds for Old Dominion Squadron operation and aircraft support through sales of PX items.
- Operating and maintaining of the Squadron's PX.
- Determining the type and quantity of retail stock.
- Ordering, labeling, pricing and stocking merchandise.
- Training and managing sales, stocking and inventorying workers.
- Coordinating payment of invoices, receipts from sales of merchandise and inventory/equipment reports with the Finance Officer.
- Ensuring that tents, tables and other PX equipment are serviceable.
- Coordinating PX availability for air shows and other events with the Operations Officer and Squadron Staff.
- Drafting and updating SOP 12 - PX Operations.

The PX Officer reports to the Squadron Leader and the general membership at monthly squadron meetings.

#### **4.4.2 Public Relations Officer**

The Public Relations Officer (PRO) is responsible for the following:

- Keeping the public informed of Old Dominion Squadron/CAF activities to stimulate recruiting and foster public awareness for the purpose of obtaining sponsorships, contributions, endowments and miscellaneous support.
- Maintaining contact with media personnel (newspaper, radio, TV) to publicize Old Dominion Squadron and CAF events, and arrange for interviews with Squadron personnel.
- Chairing the Squadron Public Relations committee and reporting results of Committee meetings to the Squadron Staff and membership.
- Actively encouraging recruiting to increase membership in the Old Dominion Squadron and CAF.
- Printing and distributing posters, flyers, news releases and press kits and posting Internet announcements.
- Conducting informational briefings using slides, videos, etc.

The PRO reports to the Squadron Leader and the general membership at monthly Squadron meetings.

#### **3.3.3 Squadron Recruiter**

The Squadron Recruiter is responsible for the following:

- Maintaining a supply of CAF and Old Dominion Squadron membership forms and brochures.
- Setting up and manning the Squadron Recruiting table during the Gathering of Eagles AIRSHO and local area air shows and at special Squadron events.
- Ensuring that the contact information for people who are interested in CAF and Squadron membership is recorded and maintained.
- Ensuring that people who are interested in CAF and Squadron membership receive a copy of "*The Taildragger*."
- Maintaining Code Bravo statistics for new members with CAF Headquarters.
- Telephoning prospective new members.

The Squadron Recruiter reports to the Squadron Leader and the general membership at monthly Squadron meetings.

#### **4.4.4 Supply Officer**

The Supply Officer works with the Finance and Maintenance Officers. The Supply Officer is responsible for the following:

- Maintaining a record of all aircraft parts, and Squadron equipment and tools.

- Conducting an annual equipment and tool inventory, noting condition and quantity.
- Ensuring that all Squadron equipment and tools are numbered, and labeled or tagged, as belonging to the CAF-Old Dominion Squadron.

The Supply Officer reports to the Squadron Staff, as necessary, the status of the Squadron's equipment and tools and coordinates any necessary reports with the Finance Officer. The Supply Officer coordinates the repair or acquisition of aircraft parts and tools and equipment with the Maintenance Officer. The Supply Officer logs each new equipment or tool into the Squadron inventory.

#### **4.4.5 Newsletter Editor**

The Newsletter Editor publishes the Old Dominion Squadron's monthly newsletter, "*The Taildragger*," to keep the Squadron membership informed of Squadron and CAF events, policy changes and personal/unit awards. As publisher, the Newsletter Editor is responsible for the following:

- Gathering pertinent material and photographs for publication.
- Conducting interviews.
- Drafting announcements and articles.
- Ensuring that typing, printing, collating, addressing and mailing of "*The Taildragger*" is accomplished on a monthly basis.
- Actively obtaining feedback for future improvements.

The Newsletter Editor reports to the Squadron Leader and the general membership at monthly Squadron meetings and works closely with the Public Relations Officer, Web Master, Squadron Historian, Adjutant and Squadron Photographer.

#### **4.4.6 Squadron Historian**

The Squadron Historian collects and maintains those items (articles, photographs, plaques, pictures, etc.) deemed of historical significance to the Old Dominion Squadron.

The Squadron Historian reports to the Squadron Leader and the general membership at monthly Squadron meetings.

#### **4.4.7 Database Manager**

The Database Manager records, organizes, publishes, and distributes in printed and in electronic format, the holdings of the Old Dominion Squadron and its members as a Library Database to include the following:

- Aircraft
- Components and Parts



- Books
- Artwork
- Collectibles
- Audio and videotapes

The Database Manager also maintains a listing of worldwide:

- Air Shows
- Aviation museums and libraries
- Sources of aircraft parts, supplies, aviation art, books, collectibles, magazines and videotapes.

The Database Manager records, publishes, updates, and distributes Squadron SOPs.

The Database Manager reports to the Squadron Leader and the general membership at monthly Squadron meetings.

### **3.3.8 Squadron Photographer**

The Squadron Photographer makes a photographic record of Old Dominion Squadron events (airshows, dinners, etc.). The Squadron Photographer works with the Public Relation Officer, Web Master, Newsletter Editor, and Historian to support each of their efforts.

### **4.4.9 Fund Raising Coordinator**

The Fund Raising Coordinator is responsible for the following:

- Forming a Committee to develop a Fund Raising program.
- Drafting and updating SOP 2 - Fund-Raising Procedures.
- Developing grant proposals.
- Developing a list of potential corporate sponsors to serve as a source of contacts.
- Developing a biographical database of Old Dominion Squadron members to generate Old Dominion Squadron member data profiles for proposals.

The Fund Raising Coordinator reports to the Squadron Leader and the general membership at monthly Squadron meetings.

### **4.4.10 Cadet Leader**

The Cadet Leader, with the support of the Squadron Staff, is responsible for the following:

- Managing the Old Dominion Squadron Cadet Program.

- Determining the goals and objectives of the Cadet Program and drafting SOP 13 - Old Dominion Squadron Cadet Program.
- Recruiting and retaining Cadet members of the Old Dominion Squadron.
- Establishing Cadet leadership development.
- Conducting suitable meetings of the Cadets.
- Conducting and coordinating training, educational events and project work sessions for the Cadets.

The Cadet Leader reports to the Squadron Leader and the general membership at monthly Squadron meetings on the status of the above responsibilities, and on funds received/expended, awards earned/recommended and the result of recruiting efforts.

#### **4.4.11 Social Events Coordinator**

The Social Events Coordinator is responsible for proposing, planning, organizing, conducting, and reporting on the results of Old Dominion Squadron social events throughout the year. The Social Events Coordinator develops and updates SOP 4 - Hangar Dance for approval and publication by the Squadron XO. Squadron social events may include:

- Cookouts and bar-b-cues in conjunction with monthly Squadron meetings.
- Guest speaker dinners.
- Annual Christmas Party and Awards dinner.
- Trips to aviation museums.
- Social events at a "Gathering of Eagles" AIRSHO.
- Hangar dances.

The Social Events Coordinator reports to the Squadron Leader and the general membership at monthly Squadron meetings.

#### **4.4.12 Mentor Coordinators**

The Mentor Coordinators aid the Old Dominion Squadron leadership by mentoring new members for one year in support of membership retention. Duties include:

- Maintaining frequent social contact with new members.
- Explaining CAF and Old Dominion Squadron policies and procedures.
- Coaching during work parties.

#### **3.3.13 "Sunshine" Coordinator**

The "Sunshine" fund is an informal petty cash fund, not to exceed \$300, that is used to purchase cards and flowers for get well, sympathy, or significant life events of Old Dominion Squadron members. Duties of the "Sunshine" Coordinator include:

- Managing the "Sunshine" fund and maintaining accountability over it.
- Reporting the status of the fund and soliciting replenishment at Squadron meetings.
- Purchasing and delivering cards and flowers.

The "Sunshine" Coordinator reports to the Squadron Leader and the general membership at monthly Squadron meetings.

### **3.3.14 Oral History Program Coordinator**

The Oral History Program Coordinator interviews Old Dominion Squadron members and other veterans, with emphasis on World War II, and maintains oral histories of their experiences. Duties of the Oral History Program Coordinator include:

- Seeking out and interviewing veterans to record their oral histories.
- Providing CAF Headquarters with a copy of audiotapes and videotapes from oral history interviews.
- Maintaining cameras, recorders and other equipment assigned to support the Oral History program.
- Draft and update SOP 10 - Oral History Program.

The Oral History Program Coordinator reports to the Squadron Leader and the general membership at monthly Squadron meetings.

### **3.3.15 Web Master**

The Web Master establishes and maintains the Squadron Web site at [www.olddominionsquadron.org](http://www.olddominionsquadron.org). Duties include of the Squadron Web Master include:

- Coordinating the Web site server host, license and payment of fees.
- Establishing and maintaining the look and feel of the Web site consistent with that of the CAF Web site.
- Updating the Web site public access and member's only content as required.
- Updating Squadron meeting and event information in a timely manner.
- Obtaining permission for use of copyrighted material on the Web site.
- Providing links to other Web sites of interest.
- Scanning documents and photographs for use in the Web site.

The Web Master coordinates regularly with the Public Relations Officer, Newsletter Editor, Database Manager, Fund Raising Coordinator, Adjutant and Operations Officer for exchange of accurate and timely information. The Web Master reports to the Squadron Leader and the general membership at monthly Squadron meetings.

**Appendix A – Acronyms**

ADA	Americans with Disabilities Act
AI	Aircraft Instrument
ANUAC	Annual Unit Administrative Charge
A&P	Airframe and Powerplant
CAF	Commemorative Air Force
CAP	Civil Air Patrol
FAA	Federal Aviation Administration
ICAS	International Committee of Air Shows
MCRP	Minimum Cost Recovery Program
NAS	Naval Air Station
ODS	Old Dominion Squadron
PRO	Public Relations Officer
PX	Post Exchange
ROTC	Reserve Officer's Training Corps
SOP	Standard Operating Procedure
XO	Executive Officer