

ANFP VOLUNTEER HANDBOOK



**2026-
2027**

Welcome

Dear ANFP Member,

Thank you for volunteering!

Getting involved is a great way to make the most of your membership, develop your leadership skills, and advance your profession. ANFP is a stronger organization because of your dedication. Your hard work is appreciated.

We encourage you to use all resources that are available to you in order to have a successful term. Develop a team effort between state chapters and districts; frequent communication among state and district officers and membership will keep everyone involved and informed.

We hope you enjoy your time as a volunteer and share those experiences with others.

Sincerely,

ANFP Chapter Relations Staff



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SECTION I

STANDARDS OF CONDUCT



SECTION
I

Welcome

Volunteering is not only fun, it is also rewarding and benefits you professionally and personally. As a volunteer, you will gain leadership skills that transfer to your professional and personal lives, foster teamwork, expand your professional network and build your resume by contributing to industry issues. While ANFP wants volunteers to learn and benefit from their experience, we also ask that they conduct themselves in a professional manner during their term while they serve as ANFP representatives.

As an ANFP volunteer, you are expected to:

- Use only legal and ethical means in all association activities.
- Use every opportunity to improve public understanding of the role of ANFP.
- Promote and encourage the highest level of ethics within the industry and profession.
- Refuse to engage in activities for personal gain at the expense of ANFP, the industry, or the profession.
- Maintain the confidentiality of privileged information entrusted or known to me by virtue of my office or appointment.
- Maintain loyalty to ANFP and pursue its objectives in ways that are consistent with the public interest.
- Serve all members of ANFP impartially, provide no special privilege to any individual member and accept no personal compensation from the association, a member, or a vendor except with the knowledge and consent of the association's Executive Board.
- Always communicate association internal and external statements in a truthful and accurate manner.
- Cooperate in every reasonable and proper way with allied associations' elected and appointed leaders and work with them in the advancement of ANFP, the industry, and the profession.
- Recognize and discharge the responsibility of my elected and appointed office upholding all rules and regulations relating to ANFP bylaws and policies and procedures.
- Maintain the highest standard of personal conduct.
- Reflect pride in membership with ANFP by wearing pin and displaying certificate, if allowed by employer.

SECTION II

ANFP OVERVIEW



SECTION
II

ANFP Overview

Association of Nutrition & Foodservice Professionals (ANFP) is a national 501(c)(6) not-for-profit association established in 1960 that today has nearly 14,000 professionals dedicated to the practice of providing optimum nutritional care through foodservice management.

Mission

Build an inclusive and diverse community of experts in foodservice management and safety through:

- Education
- Advocacy
- Research

Vision

Enhance health and wellness through optimum nutritional care.

Core Values

The Association of Nutrition & Foodservice Professionals (ANFP) has adopted a set of Core Values, encouraging its members to maintain ethical and professional standards consistently across all workplace scenarios.



Professional Excellence

- Upholding the highest standards of professionalism and expertise in foodservice management
- Adhering to and implementing industry best practices
- Providing optimum nutritional care



Integrity and Ethics

- Always acting with integrity and upholding the highest ethical standards
- Leading with honesty, transparency, and accountability in all interactions, fostering trust with all members, partners, and the broader community



Adaptability and Resilience

- Recognizing and adapting to industry trends and opportunities
- Proactively addressing and managing challenges
- Embracing change and ensuring preparedness and resilience when faced with obstacles



Collaboration and Inclusivity

- Creating an inclusive community and welcoming environment for all
- Embracing diverse perspectives and collaborating with all professionals
- Honoring individuals' unique gifts and abilities



Lifelong Learning and Innovation

- Fostering a culture of continuous competence, professional development, and innovation
- Proactively exploring and embracing new ideas, research, and technologies to implement cutting-edge best practices in foodservice management and nutritional care
- Collaborating, striving, and demonstrating a commitment to continual growth opportunities



Advocacy for Public Health

- Engaging in advocacy efforts to influence policies and practices that support the well-being of communities across all foodservice settings
- Advocating for public health by promoting optimal nutritional care for individuals regardless of background or circumstances



Responsibility for Food Safety

- Prioritizing food safety and advocating for best practices in safety and sanitation
- Assuming a leadership role in promoting food protection to contribute to the overall well-being of all communities



Empowering Impact and Excellence in Service

- Making a positive difference in the well-being of communities and society
- Recognizing the unique qualities and contributions of all and fostering professional growth opportunities for advancement and success
- Providing exceptional service in all settings through demonstrated expertise in foodservice management

As part of these core values, ANFP members pledge to:

- Adhere strictly to legal and ethical practices in their profession.
- Decline involvement in activities that prioritize personal gain over the interests of their employer, industry, or profession.
- Safeguard privileged information entrusted to them, maintaining utmost confidentiality.
- Demonstrate loyalty to their employer while dedicated to the mission of customer service.
- Communicate with honesty and precision in all workplace interactions.
- Provide their clientele with the finest products, catering to both nutritional needs and individual preferences.
- Enhance public awareness of the vital role played by nutrition and foodservice professionals.
- Uphold the highest standards of personal conduct.

Board of Directors

ANFP is governed by a Board of Directors. The Leadership Development Committee recommends a slate of qualified members from officer and director positions of ANFP each year. A President & CEO reports to the Board and oversees employees at headquarters. The national Board and Committees work with staff to determine strategic directions of the organization. For the full list of national Boards and Committees, visit www.ANFPonline.org/leadership.

Strategic Plan

The following goals were approved by the Board in November 2024 and took effect in June 2025, and will remain in place until May 31, 2028, when a new strategic plan will take effect. For more information about the strategic plan, please contact 800.323.1908 or info@ANFPonline.org.

Goal #1 Members	Goal #2 Credential	Goal #3 Education	Goal #4 Innovation	Goal #5 DE&I
Members and prospective members find value, community, and support at the local, state, and national levels, resulting in an engaged and growing membership.	CDM, CFPPs are recognized as the experts in foodservice management and food safety. The credential is required in regulations and supported by employers and stakeholders.	ANFP is a leader in creating and curating resources to elevate the food and nutrition industry.	ANFP is a leader in innovation and continuously evolves to meet the needs of its stakeholders and members.	ANFP, as an organization and community, organically fosters a safe environment of diversity, equity and inclusion through the actions of members and stakeholders.

Membership

ANFP members work in hospitals, long-term care, schools, correctional facilities, and other non-commercial foodservice settings. The association provides foodservice reference, publications and resources, employment services for members, continuing education and professional development, and certification programs. ANFP monitors industry trends and legislative issues, and publishes one of the industry’s most respected magazines.

Certifying Board for Dietary Managers

CBDM[®]

**Certifying Board for
Dietary Managers[®]**
The credentialing agency for
Association of Nutrition & Foodservice Professionals 

The Certifying Board for Dietary Managers (CBDM) is responsible for the CDM, CFPP Credentialing Exam. The actual exam is conducted by a nationally-recognized professional testing firm. The certification program is accredited by the National Commission for Certifying Agencies (NCCA).

www.CBDMonline.org

Nutrition & Foodservice Education Foundation



The Nutrition & Foodservice Education Foundation (NFEF) supports and strengthens the foodservice and nutrition profession through research, education, charitable and awareness-building activities, enhancing the profession's ability to improve individual and public health.

www.ANFPonline.org/foundation

Nutrition & Foodservice Edge Magazine



ANFP publishes one of the industry's most respected magazines featuring cutting-edge topics such as medical nutrition therapy, food safety, leadership practices, technology, and staff training. Check out chapter news in each issue of Nutrition & Foodservice Edge!

www.ANFPonline.org/EdgeMagazine

Categories of Membership

PROFESSIONAL MEMBERSHIP

Open to individuals that have graduated from an ANFP Approved Training Program or have passed the CDM, CFPP Credentialing Exam.

ALLIED PROFESSIONAL MEMBERSHIP

Available to individuals who meet one of the following criteria: Hold a 2-year, 4-year, or advanced degree in foodservice, culinary arts, health care, or related field. Has supervisory experience in food service. Has successfully completed a 90-hour state approved nutrition and foodservice course or a culinary arts program.

PRE-PROFESSIONAL MEMBERSHIP

Available to individuals who meet one of the following criteria: Students enrolled in a nutrition and foodservice training or related program. Individuals with foodservice experience in a non-supervisory capacity.

RETIRED MEMBERSHIP

Available to active members upon turning the age of 62 and providing documentation that confirms official retirement. These individuals are entitled to be retired members upon written application and payment of the required annual retired membership fee. Individuals may select Retired Membership (without certification) if they choose not to maintain their certification or Retired Certified Membership (includes certification) for those individuals that would like to maintain their certification.

CORPORATE PARTNER MEMBERSHIP

Open to organizations that provide products and services to the foodservice industry.

Please visit www.ANFPonline.org/membership for additional membership information and member benefits.

ACE Awards

Be recognized for your hard work! Nominations for the ANFP awards program, celebrating CDM, CFPPs and those supporting the credential and industry across the country, will be recognized at ANFP's Annual Conference & Expo (ACE) each year. Open to all members, recipients receive a complimentary general registration to ACE. Additional promotion and recognition may also be available.



www.ANFPonline.org/awards

AWARD	RECIPIENT	CRITERIA
Ambassador Award	Non-Member	An administrator, dietitian, etc. who demonstrates commitment to the CDM, CFPP credential and who supports the nutrition and foodservice department leader through mentoring.
Becky Rude Excellence in Leadership Award	Members or Non-Members	An individual that demonstrates excellence in leadership through exemplary service, advocacy of the credential and dedication to ANFP, and exhibits qualities of an inspiring leader that leaves a lasting impact on ANFP, its members, and the foodservice industry. Nominations will not be accepted by members. This is a staff-driven award.
CDM, CFPP Spotlight Award	Members	A member that has received their chapter's CDM, CFPP of the Year (or equivalent award), or was named as "CDM, CFPP of the Month."
Chapter Volunteer of the Year Award	Chapter Volunteer	Recognizes an outstanding chapter volunteer that serves as a positive example to others, and whose dedicated service, time, and efforts to the foodservice industry help to advance the mission of ANFP at the state level.
Dining Distinction Award	Any Member	The dining experience can contribute significantly to the health and well-being of individuals; an optimal dining experience is more than "eating." It involves the nutritional value of food, the way food is presented, the environment in which food is presented, and the human interactions that occur during the dining experience.
Distinguished Service Award	Any Member and/or corporate partner	Member has exhibited strong support for ANFP and its mission: Build an inclusive and diverse community of experts in foodservice management and safety through education, advocacy, and research.
Horizon Award	Member who has practiced in the foodservice industry five years or fewer	Recognizes members who are new to management, and who demonstrate a desire for future growth through conditions to their facility or community, or local chapter, and display leadership in fostering equality, diversity, and inclusion in the workplace.
Innovation Award	Any Member	Recognizes members who enhance their nutrition and foodservice operations through technology, program development, nutrition, operations, and/or creative use of financial management.
Legacy Award	Member	This award recognizes an individual who demonstrates consistent commitment to ANFP. This individual must have least 15 years of ANFP membership, and has served three or more years on a national Board or committee, and attended at least three ANFP regional and/or annual meetings within the last five years.
NFEF Foodservice Department of the Year	Facility	This award honors an entire foodservice team for innovative practices or excellence in foodservice management. Nominations will be judged on teamwork, innovation, customer service, and operational contribution.
NFEF Foodservice Education Innovator of the Year Award	Facility	This award shines a spotlight on unique training or education initiatives that a facility or company offers. One recipient each year will be recognized, with their training practice/program highlighted in <i>Edge</i> magazine.
Partnership Award	Company or Facility (Members or Non-Members)	Demonstrated strong commitment to the CDM, CFPP credential and supports the nutrition and foodservice department leader.
Public Policy Leadership Award	Member or Congressperson	Exhibits strong support for efforts to change/strengthen public policy in the areas of nutrition, food, healthcare, and public health.
Student of the Year Award	Student	This award recognizes a current student enrolled in an ANFP Approved Training Program who exemplifies dedication, hard work, and commitment to earning the CDM, CFPP credential and pursuing a career in the foodservice industry. This individual must be enrolled in an ANFP Approved Program and will sit for the exam in the next year (June 1 - May 31)

SECTION III

ANFP CHAPTERS



SECTION
III

ANFP Chapters

How do ANFP Chapters Work?

ANFP is a national nonprofit organization, and nearly every state has an ANFP chapter. Each chapter is registered as a tax-exempt nonprofit organization with the IRS. Some chapters are divided into smaller areas called districts.

Chapters and districts are volunteer driven. These leaders form a Board of Directors, consisting of a Chair, Chair-Elect, Secretary, Treasurer, and other important roles. Officers and committees promote the benefits of being active locally, such as growing a professional network, and developing leadership skills. Chapter leaders are essential to the success and growth of ANFP.

	CHAPTERS	DISTRICTS
Boundaries	Almost every state is an ANFP Chapter.	A chapter may have active districts, defined by zip codes. If these are ever changed, immediately inform ANFP Chapter Relations .
IRS Forms	Every chapter is incorporated and has a federal tax identification number (FEIN). This is used for any IRS form (W-9, 990, etc.) <i>*Chapters may not use national ANFP Tax ID.</i>	Districts do not complete IRS Form 990 (for tax exemption). For W-9s and other forms requiring a tax ID number, districts should use the state chapter's ID.
Rebates	Chapters are eligible to receive rebates, biannually, based on state membership count on 5/31 and the receipt of required documents (such as bylaws and policies and procedures, etc.).	Districts do not receive rebates from ANFP, but depending on the chapter's policies and procedures, districts may receive their own rebate from the state.
Bank Accounts	Chapters are to manage all finances for chapter and district business.	Districts should not have separate bank accounts from the state chapter.
Meetings	Based on minimum standards of an active chapter, there must be at least one educational meeting per year.	Districts should host no more than one educational meeting per year and ensure it does not conflict with the chapter meeting.
Dues	Chapters do not charge dues. This is included in the annual fee paid to headquarters. Chapters are eligible for biannual rebates (see above).	Districts do not charge dues. Chapters may choose to disburse funds to districts, depending on their own policies.

Below is a list of active ANFP chapters (listed alphabetically):

Alabama	Kentucky	New York	Vermont
Arizona	Louisiana	North Carolina	Virginia
Arkansas	Maine	North Dakota	Washington
California	Maryland, Delaware, & DC	Ohio	West Virginia
Colorado	Michigan	Oklahoma	Wisconsin
Florida	Minnesota	Pennsylvania	Wyoming
Georgia	Mississippi	South Carolina	
Hawaii	Missouri	South Dakota	
Idaho	Montana	Southern New England	
Illinois	Nebraska	(includes CT, MA, RI)	
Indiana	Nevada	Tennessee	
Iowa	New Hampshire	Texas	
Kansas	New Jersey	Utah	

Chapter Minimum Standards

A chapter is considered active if it completes the following tasks each year:

- Complete each submission (two parts) of the Bi-Annual Chapter Report throughout the volunteer year, with final submission by January 15.
- Submit officer and committee volunteer names in the chapter portal for the upcoming volunteer year to ANFP headquarters by June 1; ensure that chapter officers are members in good standing with ANFP (officers must be entered each year, regardless of the length of the term or if they will change mid-year).
- Hold a Chapter educational meeting, utilizing the ANFP Approved Speaker Directory (this is a speaker directory from the Professional Development Committee identifying topics and speaker suggestions). Dates and contact information for the meeting must be submitted through the chapter portal.
- Maintain communication between the Chapter and the membership (i.e., meeting announcements, newsletters, etc.), and send all Chapter member correspondence to ANFP headquarters.
- Encourage attendance by at least one chapter leader (preferably Chair-Elect) at the Annual Conference & Expo (ACE) .
- Hold regularly scheduled Board of Director's meetings in accordance with Chapter bylaws.
- Submit Chapter bylaws and policy and procedures to ANFP Headquarters after reviewing with state Board annually.
- Hold Board of Director's election each year, or as directed by Chapter bylaws, by mail or electronic ballot, ensuring that each member has one vote or applying the slate process

If a chapter has completed these activities and met the other rebate requirements (see Rebate Requirements section) and the terms within the affiliate agreement, they are entitled to a rebate of membership dues to support the goal of providing consistent, quality member experience at chapter level through education and communication. The association shall issue a rebate to the chapter in the amount the Board of Directors shall approve. This rebate will be determined by the state's membership numbers at the end of the association's fiscal year (May 31).

Chapter rebates are issued via direct deposit two times per year.

Rebate Requirements

In addition to chapter minimum standards, the information below is required for the bi-annual rebate distribution throughout the volunteer year. Please see the full checklist on ANFPConnect under Chapter Management.

CHAPTER REBATE REQUIREMENTS	DUE DATE	SUBMIT VIA	DATE COMPLETED
PART 1 - REBATE DISTRIBUTIONS BEGIN FOR ELIGIBLE CHAPTERS			
Officers entered in Chapter Portal for future volunteer year (June 1 - May 31) (Officers must be entered each year regardless of length of term)	June 1	Chapter Portal	
Financial Code of Conduct - Signed by Chapter Chair, Chair-Elect, Treasurer, Secretary			
Affiliate Agreement - Reviewed, signed and submitted to National			
Submit financial reporting template for new fiscal year to ANFP Headquarters (June of previous year - May of currnent year)	June 30		
Fall Meeting Dates	July 15		
Bi-Annual Chapter Rebate Achievement Report - Part 1			
PART 2 - REBATE DISTRIBUTIONS BEGIN FOR ELIGIBLE CHAPTERS			
SUBMITTED TO NATIONAL:			
Submit financial reporting template to ANFP Headquarters (June - Dec)	January 15	Chapter Portal	
Bi-Annual Chapter Rebate Achievement Report - Part 2			
ONGOING			
• Maintain communication between the Chapter and the membership (i.e., meeting announcements, newsletters, etc.), and send all Chapter member correspondence to ANFP Headquarters • Encourage attendance by at least one Chapter leader (preferably Chair-Elect) at the Annual Conference • Hold regularly scheduled Board of Directors meetings in accordance with Chapter Bylaws			
Optional Awards: State Achievement Award: Qualifying candidates must have a score of 85% or higher on the following chapter awards - Membership, Government Affairs, Communications. Earn an additional 10 points by submitting one nomination for ACE Awards. (Chapter to designate points to the award of their choice.) (Separate membership, government affairs, and communications awards will continue to be given based on the scoring system.) • Communications • Government Affairs • Membership • Diamond	April 30	Chapter Portal	

Other Chapter Annual Best Practices

These are **NOT** required but should be part of your chapter's annual best practices prior to the start of each volunteer year:

- Hold regular Board of Directors meetings according to your chapter's bylaws
- Review/revise annual goals
- Create annual budget
- Review/revise chapter strategic plan, bylaws, and policies & procedures
- Distribute member satisfaction survey
- Develop succession plan/outline
- Create (and utilize) Finance Committee
- Distribute call for volunteers.

Rebate Structure

Chapter rebates are distributed two times per year. Rebate distribution is based on 5/31 state membership numbers (from the fiscal year prior) and meeting chapter minimum standards and requirements. Membership numbers include: professional, allied professional, certified, and retired members. Funds should be used to benefit ANFP members.

NUMBER OF MEMBERS	NEW AMOUNT* (ANNUALLY)
0 - 74	\$1,100
75 - 149	\$1,500
150 - 225	\$2,000
226 - 299	\$2,200
300 - 399	\$2,800
400 - 499	\$3,000
500-799	\$3,500
800-1091	\$4,600

*Range does not include payment for bonding and liability insurance (\$135 annually) which will be deducted from the first part of rebate distributed in June.

Adversity Rebate

For those chapters that need additional financial assistance, they can apply for the adversity rebate. The adversity rebate is to help off-set ANFP chapter operational costs related to meetings, programs, or other initiatives in times of need or hardship. It is not meant to supplement a budget or to support scholarships, grants, travel to ANFP meetings, or personal expenses. Additionally, chapters that have been affected by natural disasters that need assistance for expenses incurred by the disaster (i.e., meeting cancellation fees) may apply as well. For the full set of rules and guidelines for the adversity rebate, as well as the application, please click [here](#).

To qualify for the adversity rebate, a chapter must meet the following requirements:

- The chapter must have met all rebate requirements for the current ANFP fiscal/volunteer year. (Please see rebate requirement checklist/volunteer handbook. Chapter Relations staff will verify.)
- Must have active tax exempt status with the IRS.
- Funds may not support travel to ANFP meetings, personal expenses, or any other projects that benefit an individual member or another organization.
- Chapter must have accurate financial account information on file with ANFP National.
- Funds must support a one-time expense. They are not meant to sustain a program (like scholarships or grants).
- The chapter must submit a proposed budget of the project/program/initiative with the application.
- Additional funds received as an adversity rebate must be spent within 30 days of disbursement.
- A follow-up report, along with receipts, must be completed after the project end date, and returned to ANFP within 30 days. ANFP will provide the report form.

Application & Payment Timeline

Applications for the adversity rebate are accepted throughout the year. However, if you require the additional funds by a certain date, please refer to the application and payment timeline below.

APPLICATION DEADLINE	6/1/	9/1	12/1	3/1
PAYMENT DISBURSED	6/30	9/30	12/30	3/30
EXPENDITURE COMPLETED	7/31	10/31	1/31	4/30

Misuse of Funds

Should mismanagement be reported/suspected, rebates by ANFP National, and all other funding, will be suspended while an investigation is conducted. Upon resolution and a determination that either no mismanagement occurred, or an agreement by the chapter to take the necessary steps to make good on any mismanagement uncovered during an investigation, funding will resume. All funds and payments will be withheld during an investigation and will not be recuperated following the end of the investigation. Misuse of funds awarded for the adversity rebate will disqualify the chapter from future eligibility of adversity funds, unless otherwise approved by the Chapter Leadership Team.

Affiliate Agreement

In addition to the above standards, all active chapters must review and submit a signed copy of the affiliate agreement to National each year (available for download in the Chapter Portal or request a copy via chapters@ANFPonline.org). It is a best practice of associations with affiliates, explaining the responsibilities of headquarters staff and those of affiliates of the parent organization. It intends to protect both the national organization and chapter affiliate by establishing separate identities.

ANFP Headquarters Support to Chapters:

- Complete 990 IRS filing annually (for tax exemption)
- Promotion of chapter membership and benefits
- Remittance of chapter rebate
- Promotion of chapter events on website
- Covered by ANFP's bonding and liability insurance policy
- Support in identifying educational topics and speaker resources through the Speaker Directory
- Chapter website hosted and managed by ANFP Headquarters
- Annual Chapter Training for chapter representatives to be held in conjunction with the Annual Conference & Expo. Chapter representatives attend at chapter's or attendee's expense, as determined by Chapter Board of Directors
- Chapter awards presented to a chapter submitting State Achievement Award and additional optional awards
- Chapter Leadership Team conducts visit and chapter Board training
- Volunteer Leader, electronic newsletter with chapter information, sent monthly to all volunteers
- Volunteer Resources are continually updated in the member community, ANFPConnect

Chapter Bylaws and Policies & Procedures

BYLAWS	POLICIES & PROCEDURES
Operating rules of the organization. Review with chapter Board of Directors annually.	"How To" document for day-to-day tasks. Review with chapter Board of Directors annually.
A membership vote is required to change this document.	A Board vote is required to change this document.
Each chapter and the national organization all have separate bylaws.	Detailed guidelines should answer controversial questions concerning the "proper" way to do things.
All state Board members should be familiar with chapter bylaws.	

Chapter Bylaws

The current chapter bylaws were approved by the National Board of Directors in June 2026. Chapter bylaws and policies & procedures should be reviewed by the chapter Board annually and dated with the current year regardless of edits/changes.

Changes or amendments to chapter bylaws require membership approval. ***Please notify National at chapters@ANFPonline.org if your chapter wishes to amend the bylaws.***

Bylaw Amendment Process: All members should receive a written copy of the existing language or bylaw along with the proposed language or bylaw change. Once members have received the proposed changes written or printed they must be given no less than fifteen (15) days nor more than sixty (60) days before the meeting at which the amendment is offered and voted on. If the changes or amendments are met with no objections by 10% of the members in good standing the bylaws are considered approved and should be finalized by the Board of Directors.

Disbandment Policy

If a chapter chooses to disband, the following guidelines apply:

By two-thirds (2/3) action of the National Board of Directors or the State Executive Committee, the State Association may disband. In the event of such disbandment, the Executive Committee, after paying or making provision for the payment of all the liabilities of the State Association, shall dispose of all its assets to ANFP as an exempt organization under section 501(c)(6) of the Internal Revenue Code of 1985 (or the corresponding provision of any United States Internal Revenue Law as determined by the Executive Committee), along with a final bank statement and other financial documents.

No part of the net earnings of the State Association shall inure to the benefit of or be distributable to its members, officers, directors, or other private persons, except that the State Association shall be authorized and empowered to make payments in furtherance of the purposes set forth in these bylaws. The State Association shall at no time take part in any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of those bylaws, the State Association shall engage in no activities under which would preclude it from continuing to qualify as an exempt organization under Section 501(c)(6) of the Internal Revenue Code.

If the chapter wishes to disband, the chapter will need to complete the Request to Disband form to be submitted to National indicating the reason they wish to disband, if they wish to join a surrounding chapter with an existing name, or join a surrounding chapter and form a new DBA.

If a newly formed chapter is desired amongst several surrounding/consolidated chapters, please contact National for further instructions.

Termination of Chapter

ANFP may terminate and withdraw the State Association's affiliation upon the occurrence of any of the following events:

- Failure of the State Association to comply with ANFP's Bylaws, the Association Affiliate Agreement, and/or promulgated policies and procedures
- Upon an affirmative vote by two-thirds (2/3) of the ANFP Board of Directors

Upon termination, Affiliate shall cease using the ANFP name, trademark, trade name and logo, and all other rights and privileges associated with being affiliated with ANFP and shall return any and all funds and property belonging to ANFP. Chapter financial obligations incurred before termination shall remain an obligation of Chapter until paid or otherwise resolved.

The balance of remaining chapter funds is to be returned to ANFP headquarters and will be applied to the active chapter program/services.

SECTION IV

CHAPTER LEADERSHIP ROLES

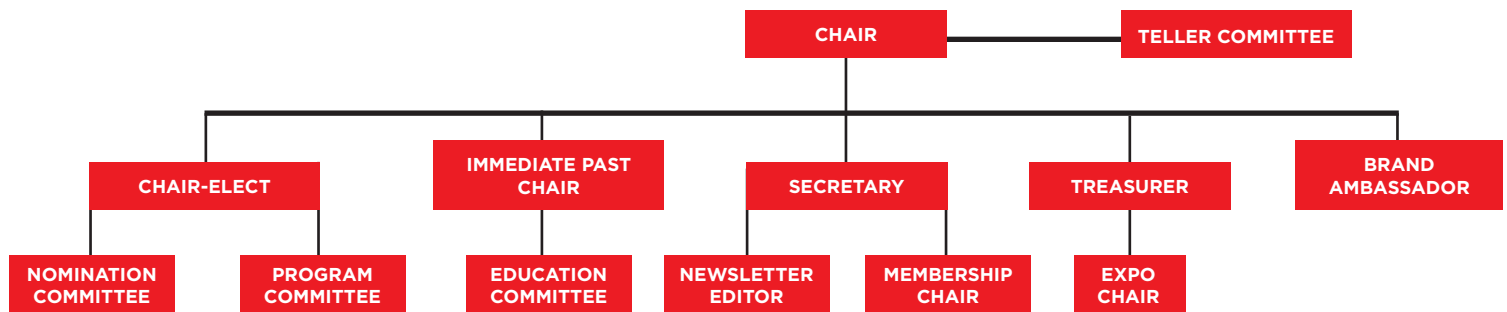


SECTION
IV

Chapter Leadership Roles

Sample Organizational Chart

An organizational structure helps delegate and determine responsibility as well as encourage teamwork with clear expectations.



Officer Installation Ceremony

Most chapters/districts install new officers at fall meetings. The ceremony script can be found [HERE](#).

Executive Committee

The Executive Committee of the Board of Directors includes the Chair, Chair-Elect, Secretary, Treasurer, Treasurer-Elect, and Immediate Past Chair. The Executive Committee shall exercise powers of the Board of Directors, to the extent permitted by law, between meetings of the Board of Directors. The Executive Committee shall meet at such intervals as deemed necessary by the Chair. All qualified candidates serving in any role on the Board of Directors shall be responsible for interpreting chapter bylaws, making policy decisions, executing the policies and procedures to ensure chapter goals are met and serving as liaisons as appropriate to staff and committees.

Each officer is expected to:

- Attend all Board of Directors and Executive Committee meetings
- Prepare for meetings by submitting issues for the agenda, submitting reports for Board review, and thoroughly reviewing all agenda materials provided
- Participate in Board meetings through active discussion of issues, review of reports, and involvement in decision-making and supplying pertinent input
- Approve budget, create and monitor policy, provide oversight
- Maintain confidentiality of all information discussed and presented at Board of Directors and Executive Committee meetings
- Represent the viewpoint of membership and act in the chapter's best interest in Board decisions
- Serve as an ambassador to the chapter by attending chapter meetings to include, but not limited to, regional and annual meetings if possible
- Establish lines of communication with members and staff, actively soliciting information and input to support adequate data for decision-making
- Function as a liaison to committees as assigned
- Has the authority to certify the bylaws, resolutions of the members and Board of Directors and committees thereof, and other documents of the corporation as true and correct copies thereof

Chair

The principal elected officer of the governing body of the chapter is responsible for the overall direction of chapter through policy decisions as well as the following:

- Leads Board meetings through active discussion of issues, review of reports, participation in decision-making and supplying of pertinent input.
- Works with the Executive Committee in recruiting members of the Board and other talent for whatever volunteer assignments are needed.
- Procures the best thinking and involvement of each Board member, stimulating each one to give their best.
- Presents to the Board of Directors an evaluation of the pace, direction, and organizational strength of the chapter.
- Annually focuses the attention of the Board of Directors on matters of organizational governance which relate to its own structure, role, and relationship to the management of the chapter. The Chair must be assured that the Board of Directors is satisfied that it has fulfilled its responsibilities.
- Serves as an alternate spokesperson for the chapter.
- Serves as “host” at meetings.
- Conducts orientation for new Board members and trains Chair-Elect to competently take over after tenure.

The Chair should also:

- Have a working knowledge of officer and committee roles and be willing to help other volunteers understand their duties.
- Create agenda for Board and business meetings.
- Oversee committee activities.
- Communicate with membership through chapter newsletters.
- Forward all official chapter communication to [ANFP Chapter Relations](#)
- Submit required chapter forms to ANFP Chapter Relations (see chapter minimum standards).
- Delegate required chapter forms.
- Understand and communicate expectations of Affiliate Agreement to Board.
- Understand use parliamentary procedures and Roberts Rules of Order.
- Understand, support, and promote the association’s Code of Ethics.
- Understand and support the association’s mission, goals, bylaws, and operating procedures.

Minimum hours per month: 12-16 (3-4 per week). Actual time required varies by chapter.

Chair-Elect

The Chair-Elect assumes the responsibilities of the Chair in his or her absence. Assists the Chair in carrying out the function of that office and performs specific duties delegated by the Chair as well as the following:

- Maintains regular contact with Chair to receive status updates on the chapter
- Learns Chair’s responsibilities; asks questions, reviews resources, and makes plans
- Oversees activities of district (if applicable), Program Committee, and Teller’s Committee
- Reports updates to Executive Board and newsletter editor
- Attends all Board and business meetings
- Serves as a member of chapter’s Executive and Finance Committees (if applicable)

- Appoints committee chairs and members the spring before their year as Chair. Sends a written invitation to candidates to explain purpose and responsibilities. All appointments should be confirmed in writing. Refer to chapter bylaws for active committees.
- Writes tasks of each committee and explains these to volunteers. These can include goals, budget, objectives, etc.
- Creates a plan to implement plans immediately upon installation.

The Chair-Elect should also:

- Actively recruit volunteers during term. Succession planning is essential to continue an active chapter.
- Accept responsibilities delegated by the Chair, such as representing the Chair at allied organization meetings, and any other duties as appropriate to the chair.
- Make every effort to audit national Board of Directors meeting at ANFP's Annual Conference & Expo to learn as much as possible about organizational goals, objectives, policies, and procedures.
- Understand and use parliamentary procedures and Roberts Rules of Order.
- Understand, support, and promote the association's Code of Ethics.
- Understand and support the association's mission, goals, bylaws, and operating procedures

Minimum hours per month: 10-12 (2-3 per week). Actual time required varies by chapter.

Immediate Past Chair

The Immediate Past Chair provides counsel to the Board of Directors as well as the following:

- Stays in frequent contact with Chair to offer support and counsel.
- Plays a leadership role on the Board by encouraging cooperation and teamwork. Ideally, should serve as a consensus-builder. Uses experience as previous chair of the Board to help to move Board deliberations along constructive, productive lines.
- Serves as parliamentarian and oversight of annual policy and procedure revisions.
- Serves as presiding officer during installation ceremony at the chapter's annual meeting.
- Is a member of the Executive Committee.

The Immediate Past Chair should also:

- Carry out activities as assigned by Chair.
- Oversee activities of education committee and historian.
- Attend all Board and business meetings.
- Mentor Chair and other volunteers when needed.
- Reference chapter bylaws and policies and procedures for additional duties.

Minimum hours per month: 4. Actual time required varies by chapter.

Secretary

The Secretary is responsible for official chapter business and related activities as well as the following:

- Writes and sends all notices of Board and business meetings. Each invitee must be notified at least 10 days prior to a planned meeting.
- Brings a copy of previous meeting minutes for the year to Board and business meetings.
- Takes and prepares meeting minutes. Sends a copy to all Board members and ANFP Chapter Relations within three weeks following the meeting.
- Oversees activities of Newsletter Editor and Membership Committee. If chapter does not have a Membership Committee, the Secretary should contact new, potential, and dropped members to encourage them to join or renew.
- Invites students to state and district meetings and explains the benefits of ANFP membership and being a CDM, CFPP.
- Distributes active and inactive membership lists to district and other officers upon request. These should not be shared with allied associations, corporate sponsors, or workshop presenters.
- Once the nominating chair submits names and address of selected officers, the Secretary prepares the slate or ballot for distribution to the membership.

The Secretary should also:

- Make every effort to audit national Board of Directors meetings at ANFP's Annual Conference to learn as much as possible about organizational goals, objectives, policies, and procedures.
- Update chapter policies and procedures when needed. Forward document to ANFP Chapter Relations.
- Assist Chair-Elect in staying updated on district activities (if applicable).
- Understand and support the association's mission, goals, bylaws, and operating procedures.
- Be familiar with parliamentary procedures and Roberts Rules of Order.
- Understand, support, and promote the association's Code of Ethics.

Minimum hours per month: 8-10 (2 per week). Actual time required varies by chapter.

Treasurer

The Treasurer is responsible for the financial affairs of the chapter as well as the following:

- Oversight of the budgeting process.
- Reviews association financial reports on a regular basis to ensure overall fiscal integrity.
- Maintains financial records for chapters, including checking account.
- Reports financial condition of chapter to Board and membership.
- Assists ANFP Headquarters with IRS Form 990EZ or Epostcard to stay tax exempt.
- Chairs the Finance Committee (if applicable) and Executive Committee.
- Obtains the proper permits/licenses for charitable gaming (raffles, bingo, casino games, etc.) if required in state.

The Treasurer should also:

- Develop use for excess funds to benefit ANFP members.
- Oversee activities of travel committee (if applicable).

- Know state policies and procedures for: authorizing bills prior to payment, reimbursing officers and committee members, handling accounts for chapter meetings, reporting to Executive Committee, reporting to membership.
- Understand and support the association's mission, goals, bylaws, and operating procedures.
- Be familiar with parliamentary procedures and Roberts Rules of Order.
- Understand, support, and promote the association's Code of Ethics.

Minimum hours per month: 10-14 (2-3 per week). Actual time required varies by chapter.

Treasurer-Elect

The Treasurer-Elect assumes the responsibilities of the Treasurer in his or her absence. Assists the Treasurer in carrying out the function of that office and performs specific duties delegated by the Treasurer as well as the following:

- Familiarizes themselves with finance practices for official chapter business.
- Trains to learn the budgeting process.
- Assists with the annual budget process; working in collaboration with the Treasurer, Chair & CEO, and ANFP staff.
- Serves as a member to the Finance Committee (if applicable) and the Executive Committees.

The Treasurer-Elect should also:

- Understand and support the association's mission, goals, bylaws, and operating procedures.
- Be familiar with parliamentary procedures and Roberts Rules of Order.
- Understand, support, and promote the association's Code of Ethics.

Minimum hours per month: 10-12 (1-2 per week). Actual time required varies by chapter.

Other Volunteer Leader Roles

Education/Program Chair

- Maintains information on local educational programs, workshops, and seminars that are approved for continuing education credit.
- Promotes educational opportunities to state membership.
- Submits CBDM Prior Approval form for educational sessions (found on the member community, ANFPConnect, under Volunteer Resources) at least four weeks in advance.
- Keeps Executive Board updated on workshop timelines and any help they may need.
- Plans chapter meetings by securing speakers, negotiating facility contracts, and budgeting. This should start at least six months in advance.
- Keeps documentation and notes on process to pass on to incoming volunteer.
- Determines budget with Chair-Elect.
- Surveys state membership about what type of meeting they prefer and when (weekend, one-day, etc.); reviews previous meeting attendance.
- Writes a policy about program costs (complimentary registrations, free meal tickets, etc.).
- Creates use for meeting profits to the benefit of members.
- Additional considerations: setting a timetable, finances, site selection, meeting topics, speakers and corporate sponsors, promotion, registration

Minimum hours per month: 4-12 (1-3 per week). More hours are required in the six months before meetings. Fewer hours are needed in months immediately following a meeting, but work on the next meeting should start immediately. Actual time required varies by chapter.

Membership Chair

- Oversees Membership Committee (if applicable).
- Is familiar with ANFP member types and eligibility qualifications at www.ANFPonline.org.
- Requests brochures and other materials from ANFP Chapter Relations when planning a presentation at a school, job fair, allied association convention, etc.
- Reports activities to Secretary.
- Contacts new, potential, and dropped members throughout the year with Secretary's help.
- Evaluates current membership retention and recruitment strategy, and determines ways to reach more members. (Reports for new or inactive members are available via the chapter portal.)
- Submits the Membership Award if the chapter decides to do so.

Newsletter Editor

- Creates a professional publication to be distributed to chapter membership.
- Ensures items are cited, timely, relevant, and attractively presented.
- Requests chapter logos from ANFP Chapter Relations. Each chapter has a unique logo; the national ANFP logo is reserved for communications sent from headquarters.
- Downloads the membership roster (with e-mail addresses) from the chapter portal, under the member login at www.ANFPonline.org to ensure the most updated contact information.
- Determines how many times per year the newsletter will be designed and distributed.
- Proofreads all newsletters prior to distribution.
- Submits the Communications Award if the chapter decides to do so.

Minimum hours per month: 8-10 (if producing four issues). Actual time required varies by chapter.

Nominating Chair

- Works with other Nominating Committee members, selects candidates for the slate or ballot to become chapter leaders.
- Collaborates with Nominating Committee to prepare and distribute a slate or ballot (Chair-Elect does not get a vote).
- Ensures deadlines for the nominations and slate or ballot are met.

Minimum hours per month: 0-5. No hours required in months following election. Actual time required varies by chapter.

Expo Chair

- Oversees chapter's expo; including collecting fees and payment, space assignment, logistics, marketing, etc.
- Works with vendor/expo committee members to solicit booths and sponsorships.
- Coordinates booth displays at industry related meetings and/or trade shows.
- Develops and oversees vendor-to-partner/partnership programs.
- Ensures vendors receive recognition in program materials, websites, or other forms of marketing.

Minimum hours per month: 0-5. Actual time required varies by chapter.

Brand Ambassador

- Acts as an ambassador of the chapter and promotes CDM, CFPPs and ANFP through public awareness activities.
- Develops relationships with key stakeholders, colleges & universities, state health departments, community leaders, legislators, regulatory agencies, and the public.
- Recruits and trains members to act as advisors for new members.
- Advocates for education promotion and pathways within the state.
- Exhibits at trade shows or allied associations, healthcare shows/conferences, or other industry related events.
- Understands national government affairs campaigns/efforts and acts as key point of contact for chapter members with questions.
- Implements efforts to impact state initiatives, such as writing letters, calling lawmakers, regulators, and allied associations (i.e., Pride in Foodservice Week, Governors Proclamation, etc.).
- Meets with allied associations to create alliances and build recognition of ANFP.
- Updates Board and membership regularly via meetings, newsletter articles, and e-mail.
- Submits the Government Affairs Award if their chapter decides to do so. The application can be found in the chapter portal (you must be logged in to the member portal to access the chapter portal).

Minimum hours per month: 12-16. (3-4 per week). Actual time required varies by chapter.

Ways and Means Chair

Please see fundraising policies related to raffles, state permits and reports (page 50).

- Responsible for selling giveaway tickets to chapter members.
- Giveaway sales may require a state Gambling License. Check with your state government.
- Shall search for items of interest to ANFP members for the giveaway sale.
- Shall attend the Executive Committee meetings and present a report making suggestions for projects.

Webmaster

- Evaluates chapter website to determine timeliness and relevance of information.
- Communicates regularly with Executive Board to be familiar with chapter and industry news and events.
- ANFP hosts all chapter websites; find your chapter's site [HERE](#).
- Submits update requests to ANFP Chapter Relations; requests may take up to 10 business days to complete.
- Submits up to 30 photos per chapter event to be posted.
- Assists Newsletter Editor with completing the Communications Award (optional).
- Submits the Communications Award if the chapter decides to do so. The application can be found via the chapter portal.

Minimum hours per month: 4. Actual time required varies by chapter.

Micro-Volunteering

Micro-volunteering opportunities focus on one-time, sporadic tasks that are quick and easy commitments but support the chapter. It is also a first step for members to become involved as volunteers. Micro-volunteering jobs include:

- Newsletter contributor
- Helping with registration at chapter meeting
- Assisting with member recruitment/brand ambassador efforts
- Soliciting vendors
- Social media posting submissions
- Reaching out to new members
- Assisting with prior approval applications
- Introducing speakers at meetings

Other Short-Term Roles

Each chapter has a unique structure and may have different positions than listed in this handbook. Depending on your chapter's needs, there may or may not be a need for the above roles. All volunteer positions should be outlined in your chapter's policy and procedure manual.

SECTION V

COMMITTEES



SECTION
V

Committees

Standing & Ad-Hoc Committees

Membership of each of the standing and ad-hoc committees shall be determined by the Chair-Elect for service during his or her term as Chair.

Finance Committee

The Board of Directors is responsible for implementation and maintaining a sound financial condition and protecting the chapter's financial interest. The Finance Committee is responsible for overseeing the financial and investment activities of the chapter. The Finance Committee is delegated the responsibility of developing and administering said policy through written procedures in accordance with the Board's overall direction. The committee shall interface with the outside independent accountants and investment advisors (if deemed necessary) and be responsible to the Board of Directors in its oversight of such activities. The Finance Committee shall include two Board members and two non-Board members, at a minimum. The Chair-Elect shall determine membership of this committee.

Education/Program Committee

The Education or Program Committee exists to develop and manage the organization of the educational content and opportunities provided at/or in conjunction with ANFP state chapter meetings. Responsibilities include:

- Procure and vet all speakers, venue(s)/hotel rooms, audiovisual partners, and other vendor services as deemed necessary.
- Review and present call contracts to the Board of Directors for approval.
- Plan and execute all meeting logistics: registration, marketing, on-site management, A/V and room set-up, food and beverage, etc.
- Ensure the education provided to members meets the ANFP standards and is eligible for CE.
- Secure sponsorships for meeting.
- Notify ANFP National of meeting dates, location, and registration instructions.
- Complete and submit the CE Prior Approval application and required forms to provide CE credit.
- Ensure a post-meeting evaluation is distributed to attendees.
- Act as point of contact for all other related educational opportunities within the state and inform members of the opportunities in a timely manner.

Membership Committee

The Membership Committee exists to recruit new members and ensure active members renew their memberships. Responsibilities include:

- Contact prospective members by phone or e-mail to invite them to join.
- Contact all new active members personally by phone or e-mail to welcome them and invite them to the next meeting and extend the chapter's resources.

- Greet and introduce new members and prospective members at chapter meetings.
- Respond to disgruntled members' calls and solicit feedback for improvement.
- Contact delinquent members prior to cancellation and encourage them to renew.
- Host membership open house/meeting for prospective members.
- Visit and present to targeted groups or facilities.
- Staff membership booths at trade shows and meetings
- Host and lead new member receptions/orientations at annual and/or chapter meetings. Serve as greeters and facilitators at new member orientations.
- Plan and implement an annual member-get-a-member campaign or other campaign.
- Develop/revise annual membership recruitment and retention plan.
- Establish and implement goals of membership recruitment and retention plan.
- Develop and review satisfaction surveys. Determine and implement new ways to increase member satisfaction and determine and respond to members' needs.
- Contact lapsed members to evaluate and respond to needs not being met by the chapter.
- Identify new member benefits and services that are needed based on member feedback collected, as well as enhancements to existing member benefits.

Nominating Committee

The Nominating Committee exists to ensure the long-term success of the association through a continuous succession of volunteer leaders. Responsibilities include:

- Ongoing and continuous focus on identifying, recruiting, and equipping future Board and committee leaders, including the definition of skills and attributes required in volunteers, within and beyond the membership.
- Provide input and content for Board orientation, training, assessment/evaluation of tools, and succession planning.
- Formulate the slate or ballot for the election of officers and contacting candidates.

The Committee reports directly to the Board of Directors. The chair of the committee, Immediate Past Chair of the Board of Directors, shall lead the committee's deliberations and actions and will not have a vote. The Chair of the Board of Directors shall serve *ex officio*. Committee members include: Immediate Past Chair; Chair-Elect; and ANFP Chair-Appointed, one or two Past Chairs.

Committee members will be expected to participate in this year-round commitment, meeting regularly throughout the year.

Vendor/Expo Committee

The committee should obtain vendor leads, distribute, and collect signed contracts, assign booth space/booths, expo promotion, collect payment, and work with vendors on show logistics. Responsibilities include:

- Coordination and execution of booths at other industry affiliated agreements where chapters can purchase or acquire a booth.
- Submit a Board report as requested by the Board of Directors.
- Committee should consist of the Vendor Chair along with two to three additional members.

Tellers Committee

The Tellers Committee is responsible for counting and tallying election votes following the Board election as well as the following:

- Count returned ballots. Committee should be three ANFP members, appointed by Chair-Elect.
- Designated chairperson will schedule a meeting with other committee members, prior to closing of polls, to prepare the process for counting ballots.
- No member of the Nominating Committee will be appointed to Tellers Committee.
- If ballots are mailed to members, all ballots should be returned to the chairperson of the Tellers Committee. The name and address of that person should appear directly on the ballot. If voting is to take place at a chapter meeting, ballots should be placed in a secure ballot box until the Tellers Committee can take them to a private location to count.
- The chairperson will receive and maintain the unopened ballots until the polls are closed.
- Only eligible ANFP members can vote in an ANFP election. The committee shall disregard any invalid, improperly marked, or duplicated copies of the ballot.
- After the ballots have been counted and results have been immediately reported to the Chair (verbally, followed by written confirmation), ballots and any other election materials are retained by the chapter Secretary, until the completion of the election for the following year. Ballots should be destroyed at this time.
- The chair's written report is confidential since it reflects the names of candidates and the number of votes cast for each. This will be filed with the Secretary.
- The Chair should only reveal the names of the elected chapter leaders. The number of votes received by each candidate should NOT be announced.

COUNTING VOTES

- It is important the total number of ballots be counted. This number must not exceed the total number of voters and ballots issued.
- One teller should read the ballots and call the vote, while the other two tellers tally the votes on a tally sheet. Ballots should be counted a second time with the tellers reversing roles. The results must be consistent.

VALIDITY OF VOTE

- Some part of the voter's mark must appear inside the box. If no preference is marked for a particular office, a vote cannot be counted.
- Only the votes that are marked can be counted.
- A ballot cast without any markings at all will not be counted. If a candidate is written in, the name must appear under the office title.
- A written name must also have a mark next to it indicating a vote cast.
- Ballots must be cast prior to or on the deadline date (can use postmark to confirm).
- If tellers cannot determine the intent of the voter, the vote shall be considered invalid.

Minimum hours per month: 2-3 during an election. Actual time required varies by chapter.

Hospitality Committee

The Hospitality Committee is responsible for developing, planning, and implementing activities or events to build morale and encourage camaraderie among chapter members. Additionally, the committee should develop a program or activities welcoming new or potential members.

Districts

Chapter & District Financial Account Management

DISTRICT FINANCIAL ACCOUNTS

Districts should not hold separate financial accounts or be conducting financial business separate from the chapter. If districts currently hold separate financial accounts, all funds should be transferred to the chapter's main financial account once outstanding invoices/payments have been reconciled. District accounts should be closed following payment reconciliation and transfer of funds.

DISTRICT FINANCIAL TRANSACTIONS

All financial transactions for districts should be approved by the chapter Board of Directors and funds should be distributed by the chapter Treasurer, once approved, via a digital card through the Crowded platform. For districts to receive funds in a timely manner, districts should prepare an annual budget and timeline for payments, and submit to the chapter Board prior to the start of each fiscal year. Additionally, all payments for chapter or district business should be paid using the Crowded payment options for chapters: debit card (physical or digital); and for districts: ACH or mobile check (digital card only issued by the chapter). If using a bank credit/debit card, always select 'Credit' when given the option.

IRS FILING

All district activities should be reported to as part of the chapter's 990 e-postcard filing each year. District leaders should be providing a quarterly report to the chapter Board for this purpose.

DISTRICT/EDUCATION MEETINGS

Districts should host no more than one educational meeting per year and ensure it does not conflict with the chapter meeting. To provide CE hours at district meetings, districts will need to complete the CE Prior Approval Application (for chapters) and submit to: priorapprovals@ANFPonline.org, along with all required documents at least eight weeks prior to the meeting.

Should district members wish to meet at other times throughout the year, they should consider social and networking events that are not associated with CE opportunities.

For alternative CE opportunities, consider local or national vendors that offer CE opportunities within their local offices/facilities.

SECTION VI

RESOURCES FOR CHAPTER LEADERS



SECTION
VI

Resources for Chapter Leaders

ANFPConnect & Volunteer Resources

All volunteers have access to ANFPConnect as well as Volunteer Resources, which is located within ANFPConnect. Members must log in to both the member portal as well as ANFPConnect to gain access to Volunteer Resources. Under Volunteer Resources, members can find sample templates, forms, How Tos, and other information and documents related to chapter management. Log in at www.ANFPonline.org.

Chapter Portal

Once they have logged into www.ANFPonline.org, volunteers can access the chapter portal from the menu on the left-hand side of their screen. A chapter portal guide is available on ANFPConnect. To log on, you will need your e-mail address and password. In the chapter portal, chapter leaders can:

- Update officers
- Obtain a list of chapter members
- Submit awards and chapter reports
- Update state meeting details
- Pull inactive member, student, and new member lists

Online LMS Courses

There are various courses available to help chapter leaders better understand their roles as well as the basics of chapter management and meeting planning. These courses are available in the [ANFP Marketplace](#) and include the following:

- Chapter Leadership: Meeting Planning
- ANFP Chapter President - Roles & Responsibilities
- ANFP Chapter Treasurer - Roles & Responsibilities
- ANFP Chapter Secretary - Roles & Responsibilities
- Chapter Newsletter Editor - Roles & Responsibilities
- Chapter Brand Ambassador - Roles & Responsibilities
- Chapter Board Orientation
- Chapter Finance & Budget Course
- Chapter Leadership: Volunteer 101
- Chapter Member/Volunteer Recruitment & Retention

Chapter Marketing & Recruitment Toolkit

The purpose of this toolkit is to assist our chapter members with recruitment and marketing efforts at the local level. We understand the challenges of recruiting and retaining new members. As your partner, ANFP national has provided several marketing and recruitment documents and tools specifically for this initiative. There are three categories within the toolkit, each designed with a specific purpose: Communications & Tools, CDM, CFPP Promotional Materials, and Additional Resources. Please visit [ANFPConnect](#) to access these documents.

Prior Approvals Toolkit & Marketing Resources

The purpose of this toolkit is to assist our chapter leaders in developing the chapter's education programs and applying for prior approval on continuing education credits using CBDM guidelines. There are four categories within the toolkit, each designed with a specific purpose: Handbook, Application & Tips, Samples & Templates, Tools & Resources, and Additional Meeting Resources. Please visit [ANFPConnect](#) to access documents.

Brand Ambassador Toolkit

The purpose of this toolkit is to assist our chapter brand ambassadors as they fulfill their duties during their term. There are four categories within the toolkit, each designed with a specific purpose: Tools & Resources, How-Tos, Templates, and Marketing Materials. Please visit [ANFPConnect](#) to access documents.

Sponsorship Toolkit

The purpose of this toolkit is to support our chapters' efforts as they seek sponsorship opportunities within their state or local area. Within this toolkit you will find such resources as Chapter Sponsorship Best Practices, Top 10 list to assist with building relationships with sponsors, and a chapter resume template to present to all prospective and current sponsors. Please visit [ANFPConnect](#) to access documents.

One-on-One Chapter Leader Support

The Chapter Leadership Team (CLT) is available for one-on-one support for chapters. Chapter Chairs can reach out to National to request assistance and will be assigned a CLT member to act as a mentor. Chapter Chairs will have the opportunity to ask questions and voice their concerns to a designated member of the CLT. It also allows CLT members an opportunity to understand the current state of the chapter as well as offer guidance and support if needed.

Through the CLT mentor, it's a chance for you to be heard and allows us to offer support and guidance with any challenges your chapter may be facing, as well as provides us an opportunity to answer any questions you may have related to chapter management. It is an opportunity for open, peer-to-peer dialogue to take place and cultivate a positive and reciprocal relationship.

Chapter Best Practices

Chapter Best Practices are conducted at least three times per year either virtually or in person (i.e., ACE, Regional Meetings). Topics vary from meeting to meeting. In addition to learning about chapter-related management and operational topics, chapter leaders are given the opportunity to network and share best practices with other chapter leaders from around the country. Chapter leaders typically present the topic and generally 1.0 CE hour can be earned from taking the course.

Volunteer Leader

Volunteer Leader is a monthly newsletter for ANFP chapter volunteers. Each month, the newsletter includes information on chapter-related challenges, how-tos, social media best practices, and other ANFP information.

Chapter Leadership Team

This national committee exists to provide constant mentoring, leadership training, and guidance to chapters and volunteers. Visit requests for chapter trainings may be made through chapters@ANFPonline.org.

For a list of current committee members, visit www.ANFPonline.org/leadership.

ANFP Staff Contacts

We are here to serve you! Below are the staff members at ANFP Headquarters who can help you with any question you may have. The full staff listing can be found at www.ANFPonline.org. For chapter-related questions, please contact:



Abigail Solazzo, CAE
Director of Chapters & Leadership
800.323.1908 ext. 123
asolazzo@ANFPonline.org



Kimberly Gramme
Senior Member Service Associate
800.323.1908 ext. 124
chapters@ANFPonline.org

SECTION VII

CHAPTER AWARDS



SECTION
VII

Chapter Awards

State Achievement Award

The Bi-Annual Rebate Achievement Report recognizes chapters who achieve success in a variety of activities, including administration, public relations, education, and membership. All levels of accomplishment are recognized annually at ACE. The submission process will be completely online.

For chapters to qualify for the (optional) State Achievement Award, they must achieve a score of 85% or higher on each of the following chapter awards:

- Communications
- Membership
- Government Affairs

Optional Chapter Awards

The below awards are optional. However, if a chapter wishes to be eligible for the State Achievement Award, they must complete the awards applications for Communications, Membership, and Government Affairs.

COMMUNICATIONS AWARD

Recognizes chapter Newsletter Editors and Webmasters whose newsletters and websites are outstanding in content and layout.

MEMBERSHIP AWARD

Recognizes chapters whose membership numbers have increased based on the chapter's recruitment and retention efforts.

GOVERNMENT AFFAIRS AWARD

Recognizes chapters whose efforts have been effective in gaining awareness of the organization by legislative representatives, regulatory officials, or allied associations.

Diamond Award - Optional

The Diamond Award recognizes chapters going above and beyond with special initiatives that serve the chapter and the organization and facilitate the sharing of ideas among chapters, thus encouraging and supporting the activity of all chapters that help to uphold the credential and support the organization. To qualify, chapters must meet the following criteria:

- Met all rebate requirements for the past two rebate cycles (June and January of volunteer year)
- Chapter initiative falls into one of the following five categories:
 - Recruitment & Retention
 - Meetings & Education
 - Social Media
 - Advocacy/Government Affairs
 - Community Service & Projects
- Include timeline of project

Nominees must explain how and why their submission fits into the below categories and how the initiative impacted the chapter and/or organization:

RECRUITMENT & RETENTION

Unique, sustainable recruitment campaign and/or program, leadership succession plan and program, etc.

Example: Leadership workshops for volunteers, rewards or incentive programs for recruitment, etc.

MEETINGS & EDUCATION

Unique programming/sessions/workshops at chapter meetings or alternate ways to earn CE.

Example: Series of webinars, virtual and interactive sessions, culinary competitions, sanitation knowledge/quiz bowls, TED talk style presentations

SOCIAL MEDIA

Unique use of campaigns, increase of presence and/or followers, shares, engagement, etc.

Example: Challenges & contests (i.e., number of shares in one day, trending/viral challenges like ALS ice bucket challenge), Facebook live (broadcast events, interview/introductions of Board members, new members, staff, etc.)

ADVOCACY/GOVERNMENT AFFAIRS

Unique campaigns or initiatives that bring awareness to the credential at the state level or furthering the CDM, CFPP credential to be recognized by the state.

Example: Member e-mail campaign to administrators, lawmakers, and other relevant industry stakeholders, lunch with lawmakers, booths at healthcare or relevant foodservice industry meetings

COMMUNITY IMPACT SERVICE & PROJECTS

A project or service that positively impacts the community and helps to further the awareness of ANFP and the role of the CDM, CFPP within the community.

Example: Serving and/or collaborating with Meals on Wheels, serving or volunteering with local youth programs, Pride in Foodservice initiative throughout the year

Additionally, chapters should consider including their benchmark of success (what was the goal? how was success measured?) to give the committee an understanding of the scope of the project. Please note, the ideas listed above may not qualify a chapter for the Diamond Award.

SECTION VIII

**CHAPTER TAX
FILINGS &
FINANCIAL
MANAGEMENT**



SECTION
VIII

Chapter Tax Filings & Financial Management

Financial Oversight

The following policy recommendations are to ensure all chapter funds are being managed appropriately and those managing the funds are held accountable.

Code of Conduct

Chapter officers (Chair, Chair-Elect, Treasurer, Secretary) are required to sign a code of conduct at the start of each volunteer year. The code of conduct originated in an effort to protect chapter funds and the potential of fraudulent activity. The form is available for download in the chapter portal.

Finance Committee

Chapters can develop a Finance Committee, along with other fiscally responsible policies, to assist with the oversight of the chapter's finances. In addition, the Executive Committee should conduct quarterly meetings to review financial documents and bank statements.

Bi-Annual Financial Reporting

As part of the affiliate agreement, all chapters are required to submit a summary of their financial report corresponding with the rebate requirements dates. The financial report allows ANFP National to better understand the financial health of a chapter and record and view revenue and expenses of a chapter on a regular basis. This policy ensures transparency and accountability with chapters' resources and allows National to provide support or assistance when needed. Reports should be uploaded through the chapter portal.

Chapter Leadership Team Responsibility

Upon scheduling a visit to a designated chapter, staff may conduct a financial overview if deemed necessary.

DMA Doing Business as ANFP

All IRS and bank forms will be filed as [State] Dietary Managers Association. Since the articles of incorporation (and tax numbers) did not change, the IRS still sees the organization as Dietary Managers Association (DMA). Other references will remain [State] Association of Nutrition & Foodservice Professionals.

Chapter Bonding and Liability Insurance

All chapter volunteers are covered by ANFP's bonding and liability insurance policy, beginning June 1 each year. Bonding insurance protects against fraud or theft by volunteers who have access to chapter funds. In the event of theft, the insurance reimburses the chapter for lost funds. Liability insurance covers property damage, personal injury, or other while conducting chapter business.

ANFP works with a broker every year to offer a group rate to affiliates. The parent organization does not benefit financially; it is a benefit offered to chapters and protection for volunteers. There is no application, and the amount is paid from the first chapter rebate of the volunteer year. For annual coverage starting June 1, 2016, the amount for each chapter was \$135. Districts need to obtain a separate insurance policy. Contact chapters@ANFPonline.org for details on the policy or to request to file a claim.

Tax Filings

Each state has different requirements for exempt (nonprofit) filings. Please check with your state for compliance.

Tax Return & Federal Identification Number (FEIN)

Although ANFP is exempt from federal income taxation, each state chapter must file separately to keep tax-exempt status. Since districts are under the state chapter's FEIN, all district financial activities should be included in any reporting or assessment.

Each chapter has its own FEIN assigned by the IRS. Chapters should not use ANFP Headquarters' information when completing contracts or IRS forms. The FEIN is similar to a social security number, but for organizations; the number format is 12-345678. This is the identifying number for chapter bank accounts and other appropriate transactions. They are on file with ANFP Chapter Relations if you cannot find your chapter's FEIN.

IRS Form 990EZ or 990-N E-Postcard Filings

Nearly all organizations are subject to federal income tax under the Internal Revenue Code (IRC). However, ANFP Headquarters has applied for and been granted exemption from federal income taxes for both itself and on behalf of ANFP chapters under IRC Section 501(c)(6). This exemption applies to professional associations ONLY for income received which is directly related to our exempt purpose. The purpose is promoting education of nutrition and foodservice professionals and Certified Dietary Mangers, Certified Food Protection Professionals in the field of nutrition and the science of foodservice.

This does not exempt the chapter from paying ALL taxes. Federal income taxes must be paid on income not directly related to the exempt purpose, such as sales of mailing lists or advertising income. Also, state sales and use taxes must be paid on certain income, such as sales of merchandise or books. Laws vary by state, and you should check with the department of revenue in your state to ensure compliance with state laws. State chapters are not exempt from paying sales tax, except for items it will resell. If chapters resell items, they must remit the approved sales tax and collect and remit the required return.

The IRS requires small tax-exempt organizations whose gross receipts are normally \$50,000 or less to electronically submit Form 990-N, also known as the E-Postcard. ANFP National is responsible for filing the 990-N on behalf of all chapters with assistance as requested. Chapters are responsible for completing the annual financial report by June 30 each year (see rebate requirements) and ensuring their treasurer's address is up to date in the ANFP account. If additional assistance or information is needed, staff will contact the chapter treasurer directly. Should a chapter exceed the \$50,000 gross revenue threshold (that enables them to file the 990-N) they must file a 990-EZ, National is not responsible for filing this tax return. The cost of filing this return would be the responsibility of the chapter. Please contact ANFP with any questions.

IRS Form 1099-MISC

If your chapter makes any payments that total \$600 or more in the calendar year to one person or organization (a speaker, for example) who is not incorporated, you must issue that person a 1099-1099-NEC. Please contact your accountant for this form. The deadline to mail to the recipient and file to the IRS is January 31st. Chapters should check with their individual state to see what is required for the 1099 state submissions. Some states do not require 1099 and some do not. Also, many states now require electronic filing.

This form can be obtained through your accountant, the IRS website, or your local IRS office. It must be mailed to the recipient by January 31, and a copy must be filed with Form 1096 with the IRS by February 28. Please check with your individual state for filing requirements, as some states require copies. All legal entities (lawyers), whether incorporated or not, must be issued 1099-MISC for legal services of \$600 or more.

IRS Form W-9

Chapters should request a W-9 from all vendors (and paid speakers) and vendors (and paid speakers) should request a W-9 from the chapter. Chapters should use their individual tax ID and contact information.

<http://www.irs.gov/uac/Form-W-9.-Request-for-Taxpayer-Identification-Number-and-Certification>

All IRS forms will be filed as [State] Dietary Managers Association. Since the articles of incorporation (and tax numbers) did not change, the IRS still sees the organization as Dietary Managers Association (DMA). Other names will be [State] Association of Nutrition & Foodservice Professionals.

Chapter Financial & Banking Policies

Below are policies regarding ANFP's financial reporting and chapter banking platform to be adopted by all chapters.

Crowded Platform

Chapters will hold all financial accounts with the online financial platform, Crowded (as of January 2024). Crowded will allow ANFP National to understand all banking procedures for each chapter and provide better support when challenges arise. Additionally, this will streamline the turnover process when officers rotate and new officers come on as co-authorizers.

Crowded Account Access

ANFP National shall have "read only" access to all chapters' financial accounts through verified login credentials on all accounts. By having "read only" access to each chapter account, ANFP National can review accounts on an **as-needed basis only** and ensure a seamless transition as outgoing Treasurers' and Chairs' terms end, and incoming chapter leaders begin their terms and gain access to the account. This level of access will also enable Headquarters staff to assist with training and questions that chapter leaders may have when navigating the platform. National will authorize Crowded to take further action if deemed necessary or requested by Headquarters staff and alert the chapter.

Invoice Payment

- Paying bills establishes a good credit rating for the chapter, but before paying, be sure the bill is accurate and an authorized expenditure.
- Enforce a policy requiring receipts to be turned in to the Treasurer before reimbursement. Approval for payment to an officer, committee member, or association member should be confirmed by state Board, but each invoice does not have to be examined. This should be clearly stated in the chapter's policy and procedure manual. Guidelines for paying include:
 - The check number and date of payment should be noted on each invoice as a record of payment.
 - Paid invoice should be filed alphabetically.
 - Separate paid invoice files should be maintained for each fiscal year.
 - Record all checks in a check register, etc.
- Do not pay bills with cash. Checks/electronic payments and credit cards can verify any questions that arise.
- Never give a bank check (signed or unsigned) to anyone. The Treasurer is responsible for association funds. Protect yourself and the members' funds.
- The program chair should have copies of arrangement confirmations, room changes, number of meals, etc.

Accounting Records

Make sure the association is financially sound. Good bookkeeping practices mean that future Treasurers can easily determine operating fees for one fiscal year.

Retention of Financial Records

KEEP 7 YEARS	KEEP PERMANENTLY
• Cash disbursements ledger • Cash receipts ledger • Bank statements • Canceled checks • Deposit slips • Paid invoices • Expense reports • Contracts and agreements	• Annual financial reports • Correspondence with IRS and other governing agencies (tax returns, 990, etc.)

- It may be advantageous to store certain records at a storage facility to avoid transferring large quantities of documents to future Treasurers.
- Each incoming Treasurer and Chair should be informed where the documents are and how to access them.

Bank Accounts

All chapter accounts and funds will be housed and managed via the Crowded banking platform.

- The checking account should have sufficient funds to pay anticipated expenses. This must take into consideration account cash flow. Every chapter will have periods when income is high but expenses are low, and vice versa. The account should also have sufficient funds equal to approximately one year's operating expenses of the association.
- If state meeting attendance is large, you may have to advance a predetermined amount of money to the proper chair to provide adequate operating funds for the spring and fall meetings.
- All ANFP authorized disbursement checks/payments or withdrawals should include the signatures/approval of two of the following officers: Treasurer, Chair, Chair-Elect.

Reconciling the Bank Account

- Banking online can allow you to reconcile at any time.
- Review bank statement or account and verify all checks/payments with the individual amounts on statement or account.
- Record checks/payments that have cleared and verify that they are cleared for the same amount recorded in the check register.

Expenses and Reimbursements

Each chapter should have a clearly defined policy addressing expenses and reimbursements and a procedure to follow for those submitting them. This ensures all expenses are paid in full, promptly, and are a verified and approved purchase for chapter business. Whenever possible, bills, expenses, and reimbursements should be approved prior to the purchase. Below is the reimbursement policy included in the chapters' policies and procedures.

BILL PAYMENT/EXPENSE POLICY

- All disbursements which have been approved by the Chair and Treasurer (or co-authorizers listed on the account) should be paid monthly (suggested the first of each month). Payment should be made via ACH to volunteers. A disbursement/reimbursement form and receipt/invoice are required for all payment disbursements.
- ACH is the preferred method of payment for all purchases/payments. Debit cards should be used when no other payment option is available (e.g., Amazon). A Prior Approval for use of Debit Card Form should be completed, along with the invoice or anticipated expense amount, and should be submitted before purchase.
- All (STATE) ANFP authorized disbursement payments shall include the approval of the Treasurer and Chair and accompanied by an invoice and/or receipt.

REIMBURSEMENT POLICY

- Disbursement/reimbursement forms must be received by the chapter within 30 days of incurring the expense to ensure reimbursement. E-mail completed forms and receipts to the designated co-authorizer (Chair or Treasurer). All expense reports are to be sent as one PDF document that includes receipts and all other backup documentation.
- Approval for payment to an officer, committee member, or association member should be confirmed by the state Board after review of the invoice/receipts before reimbursement.
- Cash should not be used to pay for a product, service, or reimbursement.
- Maximum allowable charges should be established for products/services. The chapter is expected to help guide volunteers when making purchases.
- All reimbursements and expenses are to be approved by the Board before monies are spent and must include the receipt/invoice and disbursement/reimbursement form. No disbursements shall be disbursed without a reimbursement form.
- The chapter shall have a disbursement/reimbursement form with guidelines of what can be reimbursed. These guidelines should also include the maximum allowable rate of reimbursement for things such as hotel rooms and mileage.
 - Payments should be made either by ACH or digital card depending on the individual applying for reimbursement: Digital Cards should only be issued for approved reimbursement for official chapter officers/leaders via Crowded.
 - All other micro-volunteers or members that need to be reimbursed for approved expenses should receive an ACH payment via Crowded.
 - All reimbursements must include a reimbursement/disbursement form, invoice when applicable, and receipt within 30 days of purchase.
 - Payments should be made by ACH. The use of per diem cards for reimbursement is discouraged as the accounts can remain open until all funds have been used/transferred, opening up the chapter to possible fraud.

Chapter Financial Account Review

Account Activity: If suspicious activity/transactions appear on a chapter's semi-annual bank statement via regular review by ANFP staff, staff will contact the chapter to clarify the transactions and request back-up documentation. Staff will regularly review the account while awaiting documentation and will cease review effective immediately upon receipt of appropriate documentation and reasonableness of the transaction. If documentation and a reasonable explanation cannot be provided, staff will regularly review the chapter's account for the following 6 months to ensure no additional irregular activity occurs.

Inactive Chapter Leadership: Should a chapter become inactive whether through resignation of chapter leaders, or communication has ceased by all chapter leaders, and no replacements can be found, staff will review the chapter's account on a monthly basis to ensure no fraudulent or suspicious activity occurs, until a time when leadership becomes active once again.

Chapter Fundraising Policies

The following policies are designed to ensure all chapters are following federal, state, and local regulations and requirements for various activities including fundraising and political contributions. Additionally, these policies are to ensure chapters notify all interested parties of the chapter's tax-exempt status and how it relates to fundraising and receipt of contributions.

Fundraising Purpose

The primary purpose of ANFP's state-affiliated associations (chapters) is to provide education and networking at the state and local levels, along with advocacy efforts when appropriate, in the development of the profession of providing optimum nutritional care through foodservice management. Chapters are funded primarily through the receipt of rebates from the ANFP National organization based on the number of members in that chapter and the chapter's compliance with the conditions and terms of their affiliation agreement and applicable policies. Chapters may also receive revenue from chapter-sponsored educational events and meetings.

State affiliated chapters are not required to engage in fundraising. The ANFP National Board, however, understands that chapters occasionally desire to engage in fundraising as a way to build community within the local chapter. Whenever a chapter engages in any type of fundraising, the chapter Treasurer must be involved. In addition, when planning for fundraising, chapter should consider the following:

- Organize a fundraiser only if a purpose is determined; in other words, fundraising is not allowed simply to "get more funds" for the chapter. An appropriate purpose might be to support sending chapter volunteers to participate in an ANFP National meeting to learn how to better operate the chapter, or to raise money to pay for better educational speakers for chapter events.
- Evaluate the initial investment of time and resources to undertake the fundraising. Is there a lot of start-up time and investment involved? Are that time and investment worth the expected result?
- Fundraising at meetings should not be used to underwrite the expense of the meeting. Meetings should be self-supporting (break even) or make a slight profit. Registration fees should be set at a level that will cover meeting costs. If the chapter has an excess of cash, consider providing a free educational event for both members and non-members in the profession.

Fundraising Disclaimer

All chapters are required to include the following statement disclosing ANFP's tax exempt classification on all fundraising/donation forms and solicitation materials:

ANFP Chapters are established 501(c)(6) organizations. They are not charitable organizations. No funds paid or gifts donated to an ANFP chapter may be deducted as a charitable contribution for federal income tax purposes.

Important Background: ANFP and its chapters are classified under the Internal Revenue Code and regulations as tax-exempt 501(c)(6) organizations (also known as "business leagues"). Organizations classified as tax-exempt under 501(c)(6) are not considered charitable

organizations, may not solicit charitable contributions, and are not eligible to receive charitable deductions or other benefits of charitable organizations, such as qualifying as charitable under state tax and gaming laws.

I. Fundraising Related to Gaming, Raffles, & Other Games of Chance

Federal lottery and gambling laws prohibit promoting any giveaway or game of chance that has the three elements of prize, chance, and consideration (e.g., buying an entry ticket). Such games of chance are considered an illegal giveaway, and at least one of the three elements would have to be eliminated in order for promotion and conduct of the giveaway or game of chance to be legal under federal law. This is especially true for any giveaway conducted online.

Due to chapter leaders and volunteers being held personally liable, and the potential impact on ANFP as a whole, ANFP strongly discourages chapters from hosting or conducting any fundraising activities involving giveaways, gaming, raffles, and other games of chance. Chapter leaders and/or volunteers may face consequences for not following federal and state laws governing games of chance or for failing to obtain the proper state or local permits or licenses required to conduct giveaways, raffles, “charitable gaming,” or other games of chance. Federal, state, and local (e.g., county, city) laws and regulations apply, and each governing authority may use different terms to describe these activities. Thorough research must be conducted by each chapter prior to engaging in any such activities to ensure that all federal, state, and local requirements are followed.

Should chapters fail to comply with all applicable federal, state, and local requirements, including obtaining the proper permits or licenses for any games of chance (including bingo, pull tabs, card games, raffles, etc.), the following consequences may occur (penalties may vary based on the location):

- Chapter leaders may be held personally liable for knowingly participating in gaming or other games of chance without a license which could result in criminal or civil penalties.
- Any person who engages in illegal gambling under federal laws may be subject to criminal or civil penalties.
- Any person who files a fraudulent state or federal tax information return (and fails to disclose donations from charitable gaming or fundraising activities) may face felony charges.
- Licensing, permits, or failure to obtain either and the resulting consequences will vary from state-to-state and across local governing bodies.

IF CHAPTER PROCEEDS WITH GAMING, RAFFLES, & OTHER GAMES OF CHANCE

If your chapter or district decides to engage in a giveaway, raffle, bingo, or other games of chance for fundraising, consider the following:

- Chapters may need to file for a license with the state or local governing authority’s charitable gaming division every single time a raffle or other game of chance is held. This varies from state to state.
- Check in advance as to what licensing and permits may be required as regulations vary across states, counties, and municipalities.
- Chapters that do not obtain a license or permit where required may face hefty fines and/or penalties, which will be at the expense of the chapter.
- Check if a permit with the local governing body, such as a county or municipality, is required.
- Inquire with your state and other local governing body about price limits on entry tickets as well as any limits on prize values.

- Inquire with your state and local governing bodies about proceeds and whether your chapter will need to pay a percentage or keep all proceeds within the state or locality.
- Check with your state and local governing bodies if your chapter must keep records on receipts, expenses and net proceeds for each event or occasion when winning chances are determined.
- Online and electronic (e-mail, website, Facebook, Instagram, etc.) promotions or advertising of giveaways, raffles, and other games of chance are strictly prohibited.

If a chapter chooses to conduct any type of gaming activities, the following is required:

- **Proof of License/Permits/Registration:** Notification of planned gaming activity to National and proof of gaming license, permit and/or registration (dependent on state and local requirements) is required to be submitted at least 30 days prior to the date of the planned activity to ANFP Chapters Department. If this is not a requirement in your state or locality, please send us the link or other information which confirms there are no requirements. This should be submitted to chapters@ANFPonline.org at the same time the CE prior approval application is submitted.
- **Report of Fundraising Activities:** All chapters are required to report all planned fundraising activities prior to the activities taking place along with proof of required permits or licenses (i.e., games of chance), and disclose total funds raised, on the quarterly profit & loss statement submitted to National as well as within the annual 990-N (e-postcard) if total revenue is not in excess of \$50,000 or on the Form 990 or 990-EZ if total revenue is in excess of \$50,000. If chapters are conducting gaming or other games of chance on a regular basis (annually, semi-annually) they may be subject to federal UBIT (unrelated business income tax) and other fees within their state.

II. Fundraising Related to Grants

As ANFP chapters are 501(c)(6) organizations, all donations to chapters are non-tax deductible. If applying for a grant (federal, state, or private), inquire with the donor organization on its policy regarding applicant requirements and ensure the granting organization is aware of the chapter's tax-exempt status.

Should a chapter receive a grant (federal or state), chapters should understand how to account for and include this in their balance sheets, profit & loss statements, and other accounting records. They must also understand if the grant is restricted or unrestricted or how the granting organization intends the money to be used. If your chapter receives a grant, please contact our Finance Department at finance@ANFPonline.org.

III. Fundraising to Support the ANFP-PAC

By law (the Federal Election Campaign Act), ANFP members are eligible to make contributions to the association's Political Action Committee, ANFP-PAC. Members include professional, certified, retired, and allied professional members.

All donations (contributions) must be from personal funds using cash, check or credit card and must be accompanied with a PAC donation form. This form must include full name, address, e-mail address, and ANFP membership ID number, and signature. (Contributions are not tax deductible.)

For more information or to download the form and make an individual donation, please click on this link: <https://www.anfponline.org/news-resources/government-affairs/anfp-pac>.

Please note that chapters themselves cannot contribute to ANFP-PAC. If chapters receive individual donations, they must remit payments to ANFP-PAC along with the required PAC donation form completed by the individual PAC donor immediately following any collection of donations. Also, because corporations are prohibited from contributing to ANFP-PAC, chapters should not accept such contributions from vendors at state meetings.

IV. Consequences for Failing to Follow Fundraising Policy

Failing to meet any of the above requirements for fundraising, or if fraud or intentional mismanagement relating to funds has occurred (following a financial review), any or all of the following consequences may result:

WARNING LETTER

The Chapter and/or any individual may receive a warning letter from the ANFP National Chair and/or National Board regarding non-compliance with the policy.

WITHHOLDING CHAPTER REBATE

Annual rebate based on number of members may be withheld indefinitely or until resolution of the non-compliance with policy.

PROBATION

The Chapter may be put on probationary status which may include additional oversight by ANFP National, limitation of activities, and/or withholding one or more portions of the annual chapter rebate.

DISQUALIFICATION FROM RECEIVING CHAPTER AWARDS

Chapters violating the policy may be deemed ineligible for receipt of Chapter Awards. Chapters in which fraud or mismanagement of funds has occurred will automatically be deemed ineligible for chapter awards, including but not limited to the Diamond Award, for one or more subsequent years.

INELIGIBILITY FOR ADVERSITY REBATE

Chapters in which fraud or mismanagement of funds has occurred will automatically be deemed ineligible to apply for the adversity rebate the following volunteer year.

POSSIBLE LOSS OF CREDENTIAL FOR INDIVIDUALS

Individual(s) determined to have repeatedly violated this policy or to have engaged in fraud or involved with mismanagement of the chapter's fundraising or funds may be referred directly to the Ethics Committee with the possibility of losing their credential.

WITHDRAWAL OF CHAPTER CHARTER

Chapters engaged in repeated violations of this policy, including but not limited to mismanagement of funds, may be subject to withdrawal of their state affiliated association charter including loss of the right to use the ANFP name and loss of chapter funds.

Additional Financial Policies

Selling ANFP Merchandise

Per the affiliate agreement, the chapter shall not be allowed to sell, purchase, and re-sell ANFP or CDM, CFPP branded merchandise items to local members.

ANFP Chapters Merchandise Production for Giveaways

ANFP Chapters may want to produce merchandise/products for special occasions or recognition of chapter milestones, to give to members as commemorative gifts or tokens of appreciation (i.e. giveaways). Should chapters choose to produce merchandise/products as giveaways, they must complete the required information and submit the request to the ANFP Marketing department for review and approval. This ensures the appropriate logo/graphic, colors and specs are used for the merchandise/product. ANFP reserves the right to deny requests based on intended use and product. Per the affiliate agreement, Chapters are not permitted to sell, purchase and re-sell ANFP, CBDM, or CDM, CFPP Branded merchandise items. Chapters are responsible for paying any sales tax assessed on merchandise orders they place for giveaway items. You may submit your request [here](#).

ANFP Chapter Merchandise Giveaway Policy

ANFP Chapters are permitted to produce merchandise/products to be distributed as giveaways/gifts (not to be sold) pending the approval of the product, logo/image and use by ANFP. Chapters must complete the Chapter Merchandise Production Request form and submit to marketing@ANFPonline.org for review and approval prior to producing/purchasing giveaway items. ANFP reserves the right to deny requests based on intended use and product. Per the affiliate agreement, chapter are not permitted to sell, purchase and re-sell ANFP, CBDM or CDM, CFPP Branded merchandise items to local members. Chapters are responsible for paying any sales tax assessed on merchandise orders they place for giveaway items.

Excess Funds

Any amount above the checking, savings, and operating expenses are considered excess funds. **They should be used to benefit members.** They should encourage and assist the development of the profession and advance skills related to the CDM, CFPP position. Some include:

QUALITY CONTINUING EDUCATION

The registration fees for educational meetings are usually formulated to cover all program expenses and result in a slight profit. Excess funds may be used to underwrite some meeting expenses, thereby lowering the registration fee, and making it possible for more members to attend.

OFFICER ASSISTANCE TO ATTEND ANNUAL MEETING OR REGIONAL MEETINGS

Having officers attend national or regional meetings strengthens the communication link between

National, states, and districts. Most states pay only a portion of officers' expenses to the meeting. Travel and registration are generally reimbursed. The individual or their facility usually pays for hotel and meals. Few states reimburse for the entire trip. Sharing expenses allows the chapter to assist more members with this benefit.

PROMOTE YOUR ASSOCIATION

Information brochures are available (free) through ANFP Headquarters. A direct mail campaign to administrators, nurses, dietitians, corporate sponsors, etc., will enhance the professional image and spread awareness to allied professionals. Contact allied associations for mailing lists.

CHARTER A BUS TO AN ANNUAL MEETING OR A REGIONAL MEETING

A state chapter may have a travel chairperson. They can inquire about the cost of renting a bus, then submit the quote to the Treasurer for approval. This service can increase the number of members from your state who will attend and gain networking connections and clock hours.

DONATE TO THE NUTRITION & FOODSERVICE EDUCATION FOUNDATION (NFEF)

NFEF supports the goals of ANFP and works to strengthen the overall nutrition and foodservice profession in several ways. By strengthening the profession overall, the Foundation helps support its vision of all CDM, CFPPs having the knowledge and resources needed to lead their teams in promoting optimum nutritional care. For more information, visit the [NFEF website](#).

Whistleblower Policy

The Association is committed to preventing reprisals against employees and members who report activity undertaken by other Association employees or members in connection with: (i) the performance of official Association activity that may be in violation of any state or federal law or related regulation; or (ii) the Association's corporate accounting practices, internal controls, or audit (collectively referred to as "Protected Disclosure").

The Association, and any individual associated with the Association, will not:

- Retaliate against an employee or member who has made a Protected Disclosure or who has refused to obey an illegal or unethical request, or otherwise harass or cause such persons to suffer adverse employment consequences; or
- Directly or indirectly use or attempt to use the official authority or influence of their position for the purpose of interfering with the right of an employee or member to make a Protected Disclosure to Association leadership.

Compliance Officer

The Association's Treasurer shall act as the Compliance Officer and is responsible for investigating and resolving all reported complaints and allegations concerning Protected Disclosures and, at his or her discretion, shall advise the Chair/CEO and/or the Audit/Finance Committee. The Compliance Officer has direct access to the Association's Audit/Finance Committee. The Association's Compliance Officer is also the Chair of the Association's Audit/Finance Committee.

Reporting Violations

The Association has an open door policy and suggests that employees and member share their questions, concerns, suggestions, or complaints with someone who can address them properly.

In most cases, an employee's supervisor is in the best position to address an area of concern. In the case of a chapter complaint, chapter volunteers should contact the Director of Chapters & Leadership at ANFP Headquarters. The Director of Chapters & Leadership will do a preliminary investigation to determine if submission should be escalated to the Compliance Officer directly, if they so choose. Supervisors are required to report suspected violations to the Association's Compliance Officer, who has the responsibility to investigate all reported violations.

Accounting and Auditing Matters

The Audit/Finance Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the Audit/Finance Committee of any such complaint and work with the committee until the matter is resolved.

Confidentiality

Protected Disclosures may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will promptly notify the sender and acknowledge receipt of a Protected Disclosure (unless such report was submitted anonymously). All reports will be investigated promptly and appropriate corrective action will be taken if warranted by the investigation. Reports and copies of Protected Disclosures shall be retained by the Association in accordance with its record retention policy.

Our Doors Are Open to You

If you have suggestions or ideas that you feel would benefit the association, you are encouraged to tell us about them. We are always looking for suggestions that improve our methods and procedures, reduce costs or errors, and benefit the association and its members. These suggestions can be brought up to staff or submitted via e-mail.

SECTION IX

EDUCATION MEETINGS



SECTION
IX

Education Meetings

Upcoming ANFP Meetings

Details can be found [HERE](#).

Per the minimum standards listed in the beginning of this handbook, chapters only need to have one educational workshop per year.

Prior Approval of Continuing Education

For Chapter or District Use

Prior Approval forms must be *submitted at least eight weeks before the event*. Remember to read all instructions before submission to the ANFP Professional & Member Services Team. The Chapter Prior Approval Handbook and Application are available on ANFPConnect.

EDUCATION OBJECTIVES AND OBLIGATIONS

Chapters must:

- Provide CDM, CFPP credential holders with quality programs that allow attendees to earn and report CE hours
- Provide clearly stated and measurable learning objectives that are appropriate for the type and length of CE activity in terms of content and number of learning objectives
- Ensure content and instructional design of the program area appropriate for the learning outcomes
- Provide personnel/staff/speaker/faculty to deliver the program in accordance with CBDM requirements

The final submission must include all of the following attachments:

- Speaker/trainer/instructor requirements
- Program timeline agenda with learning objectives
- Program evaluations
- Sample certificate of attendance
- Complete application

Any changes to the program or its trainer after approval has been granted must be reported to CBDM.

FOR CHAPTER OR DISTRICT WORKSHOPS:

- List state chapter as sponsor
- Hours are calculated as 60 minutes for 1 (one) CE hour; round to the nearest quarter hour
- Registration, lunch, breaks, meeting time, etc., should not be counted
- Include name, address, and phone for program coordinator
- There is no application fee for ANFP chapter or district meetings
- All attendees will need a certificate of attendance to report their own CE hours in their profile

It is suggested that ANFP Chapters submit applications and supporting materials at least eight weeks prior to the start date of the program/event to allow time for processing, corrections, and advance publicity. Anticipate a four-to-six week timeframe for approval from the date the application is received. Chapters that fail to submit the Prior Approval Application at least 30 days prior to the start of their program/event will be charged a \$50 fee in order to expedite the approval process.

All education programs must pertain to nutrition and medical nutrition therapy, foodservice, personnel and communications, sanitation and safety, business operations, and leadership health care as it relates to foodservice management.

Activities ineligible for CE include: business meetings, welcome/orientation, networking/testing, registrations, wrap-ups/evaluations, breaks, meals without speakers, vendor equipment training, discussions of ANFP organizations or affairs, installation of officers, meetings of association officers or committees, training employees, new employee orientations, facility staff meetings, and social events.

CE Self-Reporting

A certificate will need to be provided to each attendee as proof of attendance. They will then submit their own CE hour sin their personal member profile at www.ANFPonline.org. For more information about CE Self-Reporting, click [HERE](#).

Planning for Chapter Meetings

Hosting chapter meetings takes time and well-thought-out plans. Below are tips and additional information for planning and executing a successful chapter meeting.

FINANCES

Keep detailed records on all deposits and payments. Written documentation should always be received prior to paying an invoice. Inform all chapter leaders that receipts must be kept in order to be reimbursed for expenses. All invoices, payments, and reimbursements should be paid with ACH or digital card (please see reimbursement policy).

SITE SELECTION

To choose a location for the meeting, select three to four possible sites. You may visit each venue to meet with the conference manager and take a tour of the property. Look at meeting rooms, sleeping rooms (if necessary), and note the appearance and housekeeping of the facility. If an in-person visit is not possible, check their website for:

Cost of Sleeping Rooms

- Ask if special rates are given for a block of rooms. If a predetermined number of rooms are booked, you may receive complimentary (“comped”) rooms. These are usually used for speakers or other special guests.
- Find out what additional charges will be added to the quoted room rate (i.e. phone call charges, state tax, city tax, etc.). Will you be charged if the room block is not filled by the cut-off date? Know all of the deadlines from the hotel.
- Have the room rates confirmed in writing and note the pricing for single/double/triple occupancy. Rates should include dates beginning with the first expected arrival through the last expected departure.

Capacity of Meeting Rooms

- What set-up do you want for meeting rooms (theater, schoolroom, rounds, etc.)?
- Is the size appropriate for the size of the meeting? It must have space for an aisle, head table, speaking area/podium, coffee service (if applicable), and audio/visual equipment.
- Overcrowding tends to make attendees restless, the room too warm, and visuals difficult to see.
- If possible, serve meals in an adjoining room. If not, confirm how much time is required to reset the room.

Cost of Meeting Rooms

- Compare the policies of hotels you are considering and prices for meeting rooms if guests are occupying a specific number of sleeping rooms.
- Check on the 'extras' such as parking. Is there enough, and how much does it cost?

CRITERIA FOR MEETING SITES

- Move the meeting to a different district each time. The district where the meeting is held is responsible for planning and executing the meeting.
- If your state is large, hold one meeting a year in a central location. For instance, a spring meeting can be central while the fall workshop is in the north and the next year it will be south.
- Another option is always holding the meeting in one central location. This may allow the chapter planners to set pricing and members can plan ahead.
- Work with corporate sponsors to supply meeting locations. If you use this option, make sure to use a variety of vendors - using only one may seem like favoritism.

MENUS AND MEAL COSTS

- Obtain menus and price lists for meals that will be catered (coffee breaks, banquets, breakfasts, luncheons, and dinners). Discuss planned meals with catering manager. (Table service or buffet?) Determine where meals will be served and reserve the appropriate space.
- Ask if you can make adjustments to menus, by what date, and if there will be an additional charge. Several hotels allow special menus (vegetarian, allergy, etc.).
- Obtain a written confirmation of meal costs. Many catering departments cannot quote a firm price until three to six months prior to the event. Evaluate this cost before setting the meeting registration fee.

EXHIBITS

- Ensure there is enough room in the expo area for corporate sponsors and attendees to move around comfortably.
- Ask the hotel if there is a fee for the space used by vendors. Many hotels charge for each exhibitor; this charge should be covered in the exhibitor fee that you charge corporate sponsors.
- The hotel will usually provide tables, chairs, linens/draping for vendors, but this needs to be confirmed.
- Double check the availability of janitorial service to remove trash and clean up after exhibits close.
- Does the hotel allow corporate sponsors to bring in food? Some hotels only allow food served from their kitchens. Determine if corporate sponsors will have access to storing frozen and refrigerated products and if there is an extra cost. Which costs are the corporate sponsors responsible for? The chapter may be charged if this is not determined before contacting representatives.

CANCELLATION POLICY

Review the cancellation policy to establish obligations to hotel if the meeting is canceled, the site is changed, or if sleeping room commitment is not met. Hotels count on your business, so be prepared to owe money if the agreement does not follow through as promised.

PAYMENT OF INVOICES

- Is a deposit required to reserve meeting space? Full payment may be required on the last day of the meeting. Review a copy of the hotel invoice with the Treasurer before writing a check.
- You may choose to establish a master account with the hotel. All meeting charges can then be on one account, rather than separate bills for A/V equipment, room charges, meals, etc. A master account may require a credit check of the chapter. Allow only a few people to sign this account; every invoice assigned to the master account must have the signature of one of these individuals. Don't allow individual expenses to be billed to this account.

SIGNING A CONTRACT

Policy

Chapters entering into hotel/venue contracts must adhere to the following requirements when entering a contract with a venue, vendor, or meeting service provider or another approved party/individual. The hotel/venue contract is legally and financially sound and protects and/or limits the chapter, and its officers, from any unnecessary financial obligations or legal ramifications.

ANFP chapters can contract with the following parties to ensure their meeting and events requirements are met:

- Hotels/Venues
- Vendor Services - caterers, audiovisual, transportation, entertainment, etc.
- Chapter sponsors and exhibitors for purposes of sponsorship, advertising, and/or exhibit space
- Speakers for chapter-hosted events

If you are unsure who the chapter should be contracting with, please call the National office.

Procedure for Contract Engagement

Contracts are legally binding agreements that can take place between two (or more) parties. Chapters hosting education meetings/events may need to enter into a contract(s) depending on the chapter's needs.

Contract Requirements

- Any contract must be consistent with federal and state laws and with ANFP policies, procedures, and bylaws.
- Venue contracts must include an ADA (Americans with Disabilities Act) clause to ensure facilities are fully accessible and attendees have the necessary accommodations as requested.
- A force majeure (or Acts of God or Impossibility) clause must be in each venue contract to avoid any fees that may come with cancellation due to unanticipated events like labor or transportation strikes, natural disasters, or terrorism.
- Venue contracts must include a cancellation clause that places requirements on the venue as well as the chapter.

Process for Finalizing Contracts

- Contracts must be read through entirely by at least two board members (president and president-elect and/or program chair) and returned to the vendor with any questions and/or edits.
- The chapter Board must review and approve the final contract and document the approval in the minutes.
- Contracts must be signed by the president and president-elect and include the chapter name (State ANFP) and officer titles.
- Chapters are not permitted to sign contracts that span more than one year from the date of signature or that include more than two events (i.e. Spring and Fall meeting), whether through one single contract or multiple contracts with the same venue for more than two events.

Due to conflict of interest and liability issues, chapters must not endorse any third party (individual or company), enter into any exclusive arrangements, or execute contracts that would allow any vendor, whether CE provider, sponsor, speaker, venue, or any other entity, to be an exclusive provider for the chapter.

Failure to Follow Policy & Procedure

In addition to possible legal and financial ramifications the chapter may face should they not be able to meet the contractual obligations, ANFP may implement any or all of the following actions:

- Withholding chapter rebate
- Probation
- Disqualification from receiving chapter awards
- Ineligibility for adversity rebate
- Withdrawal of affiliated state association status

See ANFP Chapter Affiliate Contract Best Practices document (located in the chapter toolkit) for additional information to ensure chapter assets and officers are protected.

TOPICS

- Use the Speaker Directory for topic and speaker ideas. This is updated annually by ANFP and is available in Volunteer Resources on ANFPConnect.
- Discuss the content and suggest that you and the speaker review together before finalizing the program. Also review handouts in advance if applicable.
- Refer to meeting evaluation forms from previous meetings. Not all topics need to be healthcare related.
- Keep in mind that ANFP members work in a variety of settings such as healthcare, corrections, schools, etc. Dietitians and administrators may also be present; they may be more willing to let employees attend if topics are also relevant to their roles.
- Schedule time for the state spokesperson to update the membership on government affairs updates.

SPEAKERS

- Contact speakers as soon as possible, at least five months in advance. Refer to the Speaker Directory for industry speakers.
- Determine which one person/chapter member will contact speakers. Avoid confusion among speakers and volunteers.
- Communicate the details of the meeting with the speaker: anticipated attendance, brief review of association and its members, length of presentation, date, location, etc.
- If your initial contact is by phone or in person, follow up with a letter or e-mail.
- Determine any required speaker fees or which expenses will be reimbursed. Know the amount of money budgeted for this before contacting them.
- Chapters should present all speakers with a gift of thanks, even if there is no other fee.
- Ask audio/visual needs of each speaker and reserve these with the hotel. There may be extra costs.
- All speakers should receive a Speaker Information Form to complete prior to submitting the Prior Approvals application. This can be found on ANFPConnect.

SAMPLE PROPOSED PROGRAM

START TIME	END TIME	SESSION TITLE
OCTOBER 1		
1:00 p.m.	5:00 p.m.	Orientation of New Board Members and Committee Chairs
7:30 p.m.	9:00 p.m.	Board Meeting
OCTOBER 2		
7:30 a.m.	9:00 a.m.	Registration and Coffee
9:00 a.m.	10:15 a.m.	Opening Session (Speaker A)
10:15 a.m.	10:30 a.m.	Break
10:30 a.m.	12:00 p.m.	Session (Speaker B)
12:00 p.m.	1:30 p.m.	Chair's Lunch/Business Meeting
1:30 p.m.	3:00 p.m.	Session (Speaker C)
3:00 p.m.	3:15 p.m.	Juice Break
3:15 p.m.	4:45 p.m.	Session (Speaker D)
6:00 p.m.	7:00 p.m.	Social Hour (Cash Bar)
7:00 p.m.	10:00 p.m.	Banquet/Installation of Officers
OCTOBER 3		
9:00 a.m.	10:30 a.m.	Session (Speaker E)
10:30 a.m.	10:45 a.m.	Coffee Break
10:45 a.m.	12:15 p.m.	Session (Speaker F)
12:15 p.m.	12:30 p.m.	Evaluation and Adjourn
12:30 p.m.	2:30 p.m.	New Board and Committee Meeting

CORPORATE SPONSORS

- Contact vendors in your state to build a partnership at the state meeting. Vendors may be able to buy advertising space, supply coffee breaks, offer product samples, give notepads and pencils, provide bags for pre-meeting packets and materials, or provide or sponsor a speaker.
- Send a copy of meeting promotions to each vendor; it may include a list of items available for sponsorship.
- After the meeting, thank corporate sponsors for their support of ANFP.

For more information, tools, and resources, please see the [Chapter Sponsorship Toolkit](#) in Volunteer Resources on ANFPConnect.

PROMOTION/MARKETING

- Each member of the planning committee can be responsible for specific areas (speakers, expo, marketing, etc.). Delegation can keep it manageable.
- Remember that you are selling a product - your meeting! Flyers and brochures should be eye-catching and professional. Templates and clip art can be found at <https://templates.office.com>.
- Encourage members to take them to their facilities and also show administrators.
- Send members a 'save the date' as soon as a contract is signed so that they can plan ahead. Once an agenda is finalized, members can present this to their facilities. If clock hours have not yet been approved, a note at the bottom can say a variation of "7.0 CE hours have been requested."
- Mailings or e-mail blasts can be planned two months before the meeting.
- Meetings details can also be placed in the chapter newsletter and on the chapter website.

REGISTRATION

- Establish an early registration procedure. For those who pay prior to the meeting, keep an organized list of each name, contact information, payment received, number of days attending, and type of attendee (member, administrator, student, etc.).
- At the entrance of the meeting, there may be a table with an attendee packet:
 - Program schedule
 - Name badge and holder
 - Evaluation form
 - Certificate of Attendance
 - Any tickets needed for extra events
- Be prepared to supply a receipt for attendees.

FOLLOW-UP/THANK YOU NOTES

Prepare and distribute an evaluation to all those that attended the meeting. Use the feedback (good or bad) to plan for the next meeting.

Thank you notes are important and appreciated. Make sending thank you letters to speakers, corporate sponsors, hotel staff, and any guest who assisted in the meeting, part of your routine. These must be mailed in a timely manner, usually within a week of the meeting.

ANFP Suggested Dress Code

As a professional association, projecting a respected image is important. Business casual dress is recommended for all ANFP events. Below is a description of business casual dress:

FOR WOMEN

Dresses and Skirts

- Avoid low-cut dresses or those with high slits.
- Avoid dresses (especially) and skirts that are more skin-tight.
- No sundresses.

Pants/Slacks

- Opt for pants such as khakis, linen pants, or dress pants.
- Remember that skirts and dresses are acceptable as long as the hem falls just above the knees.
- No jeans, unless otherwise noted.
- Neutral colors are best.

Shirts/Blouses

- Shirts and blouses, plain shirts, cotton shirts, sweaters, turtlenecks, vests, and sleeveless shirts are all acceptable. Opt for conservative and not too revealing. Tucked in or untucked can both be acceptable, depending on the shirt.
- Unusual patterns are acceptable, as long as they are not wild. The standard, however, is a solid shirt.
- Use a collar for a more formal look, and collarless shirts for a less formal look.

Footwear

- Leather or leather-like shoes, flat trouser shoes, high heels are acceptable; no open-toed shoes. Avoid flip flops, sandals, and sneakers.
- Heels are okay, so long as they aren't too conspicuous.
- Remember dress socks or pantyhose (with skirts or dresses) and tastefully accessorize with light jewelry and a simple purse.

FOR MEN

Shirts

- Choose shirts that have collars, such as long-sleeve button down shirts. Always tuck the shirt in and pair the shirt with an appropriate belt. For business casual, a tie is optional.
- White button down shirts are the most formal and therefore the safest. Unlike pants, all manner of shirt colors are acceptable: purple, pink, yellow, blue, and red.
- Choose shirts (and pants) in “formal” fabric: Cotton is king, and comes in many different varieties. Wool is acceptable, if itchy. Silk, rayon, and linen are frowned upon.
- Choose shirts in “formal” patterns: Oxford, plaid, and poplin are a little less formal, but perfectly acceptable. Twill, herringbone, and broadcloth patterns are more formal and nice to use if sprucing up. Hawaiian and other irregular patterns are considered too casual.
- Consider pairing your shirt with a sweater or sweater vest. V-neck sweaters work best if wearing a collar.
- Turtlenecks can be worn in combination with a blazer for a sleek look and a little bit of novelty.

Pants/Slacks

- Wear pants styles such as khakis, dress pants, trousers, and corduroy pants. Jeans are not considered business casual.
- Pleated pants and dark colors are more formal, conservative choices. If you want to be on the safe side, overdressing is less frowned upon than underdressing.
- Pants should extend to the top of your shoe, or slightly longer. Pants that don’t reach down to your shoe are considered high-water pants; pants that fold and bunch up near the feet are considered too baggy.
- Avoid pants in loud colors such as red, yellow, and purple. Stick with black, brown, grey, khaki, dark blue, and dark green pants.
- If you want to wear a suit coat and still look business casual, dress it down with khakis instead of suit pants.

Footwear

- Select formal leather or leather-like shoes, and don’t forget the dress socks. Stick to black, brown, or grey shoes. Oxfords, lace-ups, and loafers are all standards.

OTHER TIPS TO DRESS TO IMPRESS

Avoid the following items that do not fall under the category of business casual:

- Sneakers, sandals, flip flops, or other open-toed shoes
- Sports shirts, t-shirts, sweatshirts, sport team jackets, and athletic socks
- Shorts and capris
- Jeans

Ask yourself the following questions if you are still not sure whether your outfit is acceptable:

- Would I wear this out to a club? The answer should be no.
- Would I wear this to sleep? The answer should be no.
- Would I wear this to do yard work? The answer should be no.
- Would I wear this to a costume party? The answer should be no.

SECTION X

APPENDIX



Appendix

These resources and more can be found in Volunteer Resources on [ANFPConnect](#):

- Chapter Rebate Requirements & Standards Checklist
- Chapter Leader Assignments & Rebate Requirement Checklist
- Meeting Planning Checklist
- How to Access the Chapter Portal
- Board Orientation Checklist
- How to Maintain Financial Records
- How to Use Parliamentary Procedure
- How to Set Up Succession of Officers & Volunteers
- How to Prepare Meeting Minutes
- How to Set Goals
- How to Run a Successful Election
- How to Prepare a Slate
- How to Deal With Conflict
- ANFP Style Guide
- How to Use the Chapter Portal
- Chapter Portal Guide
- How to Access Chapter Portal & Update Chapter Officers & Volunteers (Prior to June 1)
- How to Access Chapter Portal & Update Chapter Officers & Volunteers (Post June 1)
- How to Access ANFP Member Login, Chapter Portal, & Award Nomination Forms

