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FORMING AND OPERATING A FLYING CLUB

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DEPARTMENT OF TRANSPORTATION

FEDERAL AVIATION ADMINISTRATION

PREFACE

This Advisory Circular was compiled by the Aviation Education Staff of the Office of General Aviation Affairs, Federal Aviation Administration, Washington, D.C., to provide preliminary information to "flight-minded" men and women who wish to form and operate a flying club. This publication serves to assist anyone or any group of people who are interested in forming and operating a flying club. We recognize there are many other successful approaches for establishing flying clubs.

Permission was obtained from the following organizations to reprint some of their materials as follows:

Flying Clubs International, Inc. (Main office, Washington, D.C.)	Forms for "Estimating Annual Costs" and "Estimating Flying Costs."
The Longhorn Aero Club, Inc. (Main office, Austin, Texas)	Flying Regulations and By-Laws
Sky Roamers Air Travel, Inc. (Burbank, California)	Reservation Sheet, Requests for Reservation, Squawk Record, Expense Report, Operating Rules and By-Laws

Further information on this subject may be obtained from the major manufacturers of personal type aircraft who make available excellent materials on flying clubs; a number of them sponsor their own. Also, you can expect to receive valuable information and cooperation from the FAA General Aviation District Offices (GADO) located throughout the country which are listed in Appendix D.

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INTRODUCTION

The aim of the man or woman who wishes to fly for business, pleasure or education is to obtain safe, efficient, lower-cost flying. For most private pilots this objective can be realized by membership in a well-organized, well-operated flying club. Thousands of members across the United States are able to be active participants in the air age by association with a flying club.

There are clubs organized by businessmen to make lower-cost business travel available to members. There are clubs organized by people who simply want to enjoy the experience of flying or to use flight as a means of transportation to recreational activities. And, there are clubs organized as a means of providing aeronautical education to members.

A flying club is precisely what the name implies; an organization of three or more individuals who join together to obtain the benefits of flying, whether their flight aims be for business, pleasure, or for educational purposes.

The purpose of this advisory circular is two-fold:

- To provide a source of authoritative and helpful information to those who are contemplating the formation of a flying club.
- To assist presently organized flying clubs in "tightening" their operation so as to provide safer, lower-cost flying to their members. Existing clubs will find it useful to utilize this advisory circular as a basis for evaluating their operation.

This advisory circular draws on the experience of highly successful clubs, both large and small, across the country. It also benefits from the experience of clubs that have encountered problems by virtue of poor organization and careless operation.

Chapter I

WHY A FLYING CLUB?

There are three primary reasons a pilot seeks membership in a flying club:

Lower Cost

Flying in a private plane is by no means an inexpensive pursuit as any private or student pilot will testify. In a properly organized and operated flying club lower cost flying is possible primarily because of maximum utilization of equipment.

It may be impractical for the pilot who wishes to fly a limited number of hours during the year to own his own plane. By joining with others like himself he can have access to equipment to a reasonable degree at a lower cost than other means provided him.

Achieving this lower cost, however, requires careful planning, good club organization and administration, and the utmost attention to safety on the part of all members.

Ideal Conditions

Through proper scheduling techniques members know that they will be able to have the use of the aircraft when they desire it. Through proper maintenance, club members know that the equipment they use is in good mechanical condition at all times. A well-organized, efficiently operated club provides ideal conditions for the private pilot or would-be pilot to fly.

Mutual Interest

Flying clubs offer an organization in which members can join others with a mutual interest in flying so that together they can increase their knowledge and skills and keep current on new developments in aviation.

Flying is a continuing process of learning and improving skills. A good club sets up adequate machinery for this process and increases the interest and dedication of the men and women who are members.

The flying clubs to be discussed in this publication are those operated by and for the members on a non-profit basis.

Those interested in flying will undoubtedly have heard the term "flying club" used to describe the activities of commercial flying schools. These clubs are commercial ventures which usually offer price inducements to customers who wish to learn how to fly. By signing up for such a "club" the "members" are provided planes on a discount rental basis, usually in conjunction with flight instruction.

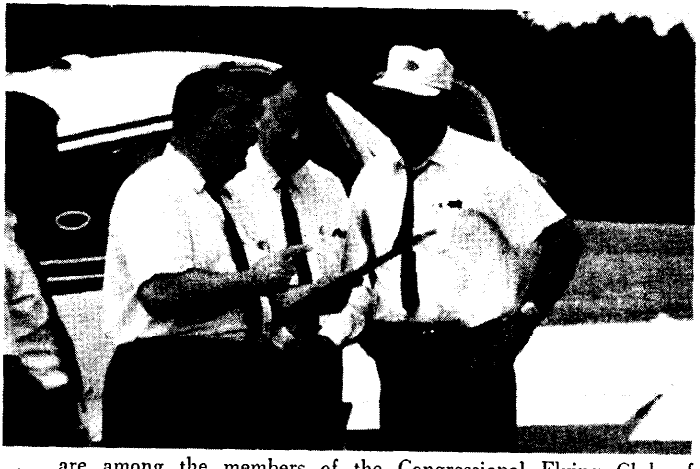
There are many fine flying schools, a number of them designating themselves as "flying clubs." They provide an excellent avenue to learning how to fly. Some also provide discount flying to licensed pilots when the pilots contract to use the equipment a specified number of hours in a given period of time.

These operations, however, are not to be confused with flying clubs formed by a group of individuals on a non-profit basis with the specific purpose of providing flying facilities for their members.

Fundamental to the concept of an effective flying club is SAFETY. None of the promises of the organization can be fulfilled without the complete dedication of all members to this factor. Clubs that insist upon strong safety regulations and enforce them will be successful. Those that permit carelessness in control or operation of equipment are doomed to failure.



Flying clubs promote good fellowship and provide a means for low-cost flying. Senator Jennings Randolph and Congressman Don Clausen . . .



. . . are among the members of the Congressional Flying Club of Washington, D.C.

Chapter II

TYPES OF FLYING CLUBS

The first step in the organization of a flying club is determining the type of club desired. The primary function of the organization will be to satisfy the needs and desires of the membership. Hence, the character of the club will be determined by what the members want the club to do for them.

If the club is to answer the transportation needs of businessmen, the club will have characteristics to answer this need.

Should recreation and enjoyment be the objective of the club, it will be organized and implemented in quite another manner.

If the objective of the club is educational and occupational in nature the needs of the organization will be quite different from the above.

Basically, there are three types of clubs—BUSINESS, RECREATIONAL, and EDUCATIONAL. What are the characteristics of these three types of clubs?

Business Flying Club

This type of club is organized by a group of businessmen who desire air transportation at their disposal to travel to business meetings. This type of club, properly operated, can succeed in providing lower cost private business transportation for members.

Usually in this type of club there will be less members per plane than in other types in order to provide maximum availability of equipment. The aircraft selected will generally be of the good cross-country type rather than the trainer type. Members will usually be, or intent on becoming, experienced pilots capable of flying to and from business appointments.

Because business clubs strive for perfect balance of availability of aircraft and utilization of the equipment the membership per plane usually varies from 5 to 15 members. Because of this and the type of plane best suited to businessmen the initial investment and the per-hour costs for the club aircraft will tend to be higher than large membership training, educational and recreational clubs.

Costs of using an airplane under a business club plan will, however, generally be less than prevailing charter rates or the cost of individual ownership.

Of vital importance is the selection of members who are compatible both in business and as individuals.

Particular care should be exercised in the mechanics of organizing a business club with respect to incorporation papers, the constitution and the by-laws. In order that business deductions can be made, competent legal and tax assistance should be obtained in drawing up the official papers of the organization.

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Recreation and Fun Clubs

Members of this type of club should have as their objective the establishment of an organization dedicated primarily to recreational and pleasure flying. Any business use of equipment should be secondary. Prospective members who seriously consider use of the club's airplanes for business would be better advised to join or organize a purely business club.

Recreational clubs attempt to provide flight instruction and activities for a large group of members who share a common interest in flying. Family participation is generally stressed and weekend activities form a heavy part of the club's program.

Initially members of a recreational club are usually new to flying. Thus, the initial airplane will be one suitable for flight training. Clubs are usually located at airports where flight instruction is available for the training of members.

The number of members per plane will tend to be more than that which is ideal for a business club. The amount of flying desired by the members will, of course, dictate this figure. The ideal would seem to be about 12 members per plane with perhaps a maximum of 25 members.

Successful clubs make an effort to attract both husband and wife to participate in flight training and other activities. One large club runs special ground schools and flight classes for its members.

Some clubs have found it advantageous to make provisions for non-flying recreational facilities for members of the family. These should be located at or near the airport and might include a club house, swimming pool, tennis courts, or similar facilities.

Here are some specific examples of how a club airplane can be used for fun and recreation:

- Participate in group breakfast flights.
- Shuttle members and their families to state parks or other recreational facilities for a week-end of golfing, swimming, etc.
- Attend "fly-ins" and other group social events where aviation-minded people congregate.

Educational-Training Clubs

For those who wish to learn to fly for occupational reasons or for training only, a training-educational club is one of the most effective and efficient means of pursuing this interest. Members are usually comprised of young men and women in college or professional schools who feel that learning to fly will be a worthwhile skill for them to have in their future career. Young businessmen also find this type of club advantageous in expanding their skills. Many will, of course, use their flying ability for recreation in later life.*

Low initial cost and low rental and instruction rates are fundamental to the success of such a club. Large memberships make attractive costs possible and this kind of organization must have a constant source of new members to compensate for the high turnover. Members in school must,

*The educational-training club affords the faculty member the opportunity to better advise his students in the ways aviation will affect his career in the business world.

of necessity, leave the club upon graduation and must be replaced by new blood.

The sheer size and complexity of such an organization places a premium on excellent management. Flight-minded faculty members can be extremely helpful in guiding the affairs of the club and the more talented members will be required to help in administration and day-to-day operation. A close affiliation with the fixed base operator at the airport can pay dividends for the club.

One of the major pitfalls in this type of club, experience has indicated, is the temptation to try to operate with poor, less-expensive equipment. Such aircraft are over-flown and under-maintained, resulting in excessive "down" time for repairs. The result is that members are unable to fly as often as they would like with a resultant loss of interest and loss of membership.

With a sufficient membership and careful attention to maintenance, adequate utilization, and good management, clubs of this type have found it possible to use new equipment and to turn the equipment over before maintenance costs mount. One well run university club boasts a fleet of over 25 planes and finds it is able to replace equipment on an average of every three years.

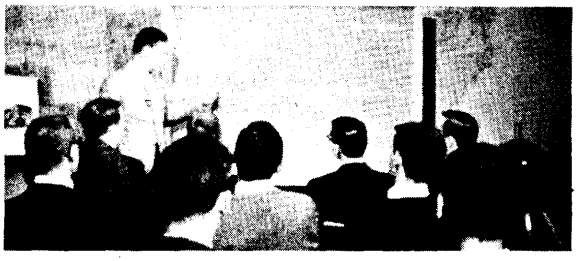
Clubs of this type concentrate on trainer type equipment, although larger clubs do invest in more sophisticated equipment for qualified members.



Businessmen benefit by sharing an airplane with others.



Recreation and fun are the objectives of some clubs . .



. . . while education and training are the objectives of others.



Selecting the most suitable airplane depends upon the objectives of the club.



Whether to rent, purchase or lease should be thoroughly investigated before this important step is taken.

Chapter III

METHODS OF OBTAINING EQUIPMENT

The method selected for obtaining equipment for a club depends on the special requirements of the group and their circumstances. The amount of flying anticipated and the number of members will be factors as will the financial situation of the members.

Safe, efficient, economical flight operations can be realized in several ways:

Rental Or Straight Lease System

The club guarantees to use the leased equipment a minimum number of hours each month. Under this method the hourly cost of rental or leasing is less than if an individual rented a plane when he desired to use it.

Under this plan the club does not have responsibility for direct management or operations and maintenance is the responsibility of the lessor. The rental or straight lease system helps avoid a large initial investment and often is a good approach for a club trying to "get its feet wet."

Lease Purchase Plan

The club leases an aircraft for its own exclusive use. In the lease there is a provision for the club to have long-term purchase benefits. This is an attractive approach for the club that says to itself, "Let's see how it goes before we purchase our own equipment."

Management and operations of the aircraft may be the responsibility of the club or of a fixed base operator.

Direct Purchase

The club purchases an aircraft of its own choosing and assumes direct responsibility for the management, operations and maintenance.

Combination

Multi-plane clubs may use any combination of the above. For example, it might prove wise to lease or rent a trainer type airplane because the number of untrained pilots is comparatively small. In addition, the club might purchase another aircraft more suitable for cross-country flying. When all members have been trained the lease of the trainer might be terminated and additional aircraft purchased.

Maximum benefits will accrue to club members when the plan to suit the specific situation of the club is selected. The key to success is maximum utilization of the aircraft. When a plane isn't flown enough the costs of operation spiral. Sound operations and efficient management are required to avoid excessive on-the-ground time.



A small dedicated group is ideal for the task of organizing a flying club.



Investigate costs . . . interview members of other clubs.



Your local fixed base operator can provide information concerning equipment, maintenance operating costs and operations.

Chapter IV

FIRST STEPS IN ORGANIZING

A small, dedicated group is ideal for the task of organizing a flying club. Ten starting members is considered a good, workable group, but some excellent organizations have gotten underway with less. Large groups tend to be unwieldy and inefficient while small groups are better able to reach agreement on the important, fundamental decisions which must be made to get the organization underway.

Decide Type of Club To Organize

Upon this nucleus of people will fall the responsibility for making decisions which will shape the future of the club. They will have to decide the type of club to be organized, investigate the cost of various plans, and will have to pass on such important matters as incorporation papers, the club constitution, the by-laws and set up the flying regulations.

In the pursuit of these decisions the organizers will spend many interesting and productive hours. Each member of the group should be aware at the outset that he will be asked to spend considerable time on the project.

An efficient chairman, a good leader, should be selected who can assign responsibilities and get cooperation from all members of the group. By assigning specific duties to each member and asking him to report back to the group the time of each of the members can be used to best advantage.

It will be helpful if one member of the group has had previous experience with flying clubs or with flying equipment and procedures. An attorney will be exceedingly helpful in the initial stages. If he plans to become a member, so much the better. A good businessman who can help in analyzing the costs of the club operation will also be an asset.

Investigate Costs

As economical flying is one of the primary aims of a flying club the investigation of costs becomes the first order of business for the club's organizers. No financial commitment of any kind should be made until a complete cost picture has been developed. This way all will know exactly what their commitment will be.

The best source of cost information is existing clubs in the area. Their cost experience can usually form a guide for a new organization. Consulting a good existing club offers another benefit. By drawing on their experience the new club can avoid false starts and mistakes.

Another excellent source of information is the Fixed Base Operator. He is familiar with the cost of such items as equipment, maintenance, operating costs, and operations. The club will, in most instances, be dealing

closely with the Fixed Base Operator and it is a good idea to get to know him early in the organizational phase.

Aircraft manufacturers representatives can also be very helpful in arriving at realistic cost figures. Cost will, of course, vary depending upon the type of equipment finally selected. Hence, it is wise to consult on costs of various types and makes of aircraft.

Closely related to costs is the decision on the type of club to be organized. In some states educational clubs do not have to pay gasoline taxes while other types of clubs are required to do so. Tax and incorporation laws should be thoroughly investigated to make certain that the most suitable and economical plan is followed.

In figuring the costs of operations the organizing group should take a realistic look at the services which will be rendered on a voluntary basis by members and those services which will have to be paid for.

Incorporate The Club and Develop A Constitution and By-Laws

For the individual protection of club members and for efficient operation it is essential that your club be incorporated. For maximum protection the articles of incorporation should be drawn and executed by a qualified attorney.

As discussed elsewhere, it is to the advantage of the club to have an attorney who is interested in flying as legal counsel for the organization.

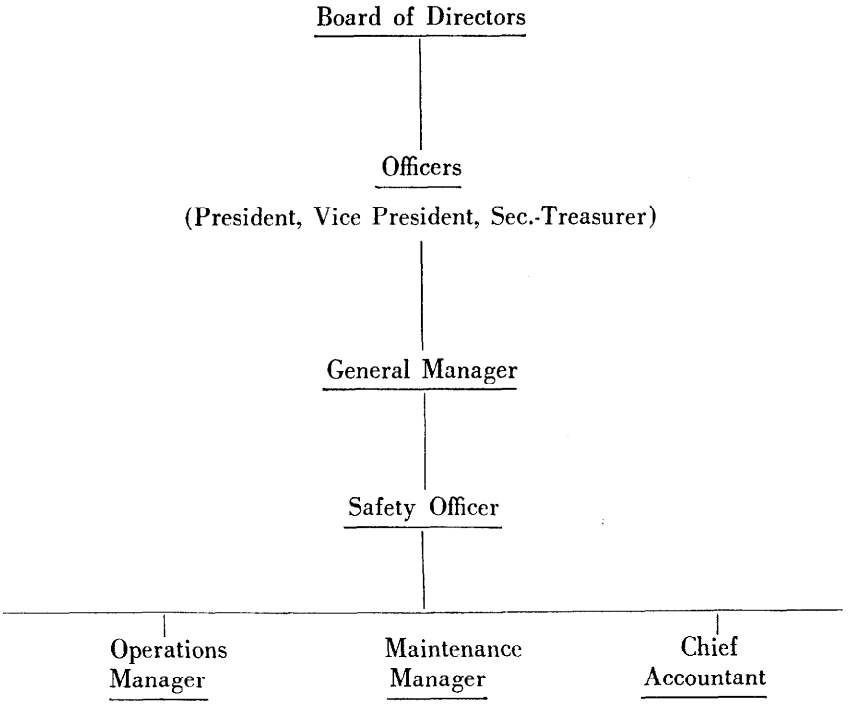
Appendix A of this publication is the Constitution of the Longhorn Aero Club of the University of Texas. The Longhorn Aero Club is one of the most successful college clubs in the country.

The Operating Rules and the By-Laws of the Sky Roamers Flying Club (Appendix B and C) are those of a large businessmen's club.

These samples can serve as a guide for the incorporation of your club. By adapting them to your specific needs with the assistance of an attorney you can develop the most suitable constitution, articles of incorporation and by-laws for your own organization. It may be that you will want to consult other clubs for advice and guidance in drawing up your constitution and by-laws.

It is vital that the duties and responsibilities of the officers of the club be clearly defined so that there will be no confusion about who makes what decision. It is suggested that an organizational chart be drawn up to suit the size and structure of a new flying club. The following one is used by a flying club of approximately 80 members.

Even in a small, new club it is recommended that a General Manager be appointed. He, working under the officers of the club, will exercise control over all scheduling, maintenance and other operating areas. The other functions in the smaller club may be combined and assigned to club members for operating efficiency.



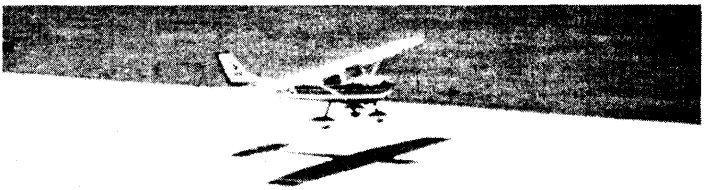


Good leaders should be selected as club officers—persons who can assign responsibilities and get cooperation from all members of the club.

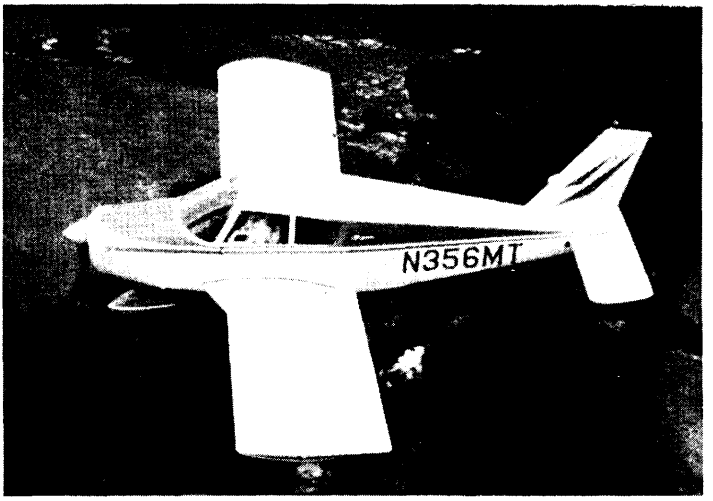
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Good relations with the fixed base operator are highly beneficial to the day-to-day operation of the club.



Many types of aircraft are used by flying clubs . . .



. . . modern high-performance general aviation aircraft . . .



. . . or historic fighter aircraft converted to civil operations like this F–51.

Chapter V
OTHER IMPORTANT STEPS

Establish Flying Regulations

No single document of the club is more important than the flying regulations governing the use of club aircraft. The regulations will, to some extent, be determined by the type of club and extreme care should be taken to insure that rules offer maximum protection to the club.

The Flying Regulations of the Longhorn Aero Club and the Sky Roamers Club (Appendix A, B) may be used as a guide in drawing up your club's rules. You may wish to obtain sample regulations from other clubs to help guide you in formulating yours.

Once the rules have been carefully determined the success of your club's operation will be in direct proportion to the enforcement of the regulations. Absolutely no infringement of the regulations should be permitted and those who violate the rules should be dealt with promptly.

Consult The Fixed Base Operator

An important ally, both in the formation of a club and in its operation, is the Fixed Base Operator (FBO). It is recommended that he be consulted during the early stages of organizing a club because often his experience with other clubs will be extremely helpful. In addition, he can provide the new club with realistic advice on purchase of aircraft, costs of operation, and what help he and his organization can provide for the club.

Good relations with the FBO are highly beneficial to the day-to-day operation of the club. There have been many cases in which clubs have been overly demanding or inconsiderate of the FBO with resultant friction. The FBO, to be sure, can benefit from the operations of a good club. If relations between club and FBO are good, however, a progressive FBO will extend himself to be helpful. The club's safety officer should work with the FBO's chief pilot to monitor the overall relationship between the club and the FBO.

The return to the FBO should be commensurate with the amount of time and effort he devotes to helping the club in its operation. To expect too much from the FBO without payment for services rendered can place a strain on the relationship and make for difficulties for the club.

Some groups have found it to their advantage to contract with an FBO for the provision of all aircraft and facilities involved in their flight operation. In this way, the club may avoid large capital expenditures which may be a great help to a new club until it is well established and in sound financial condition.

Recruit Members

Following the initial stages of organization performed by a limited number of members, the next step is to recruit additional members up to the number desired for the flying club.

There are three primary considerations in membership recruiting:

(1) The members sought should be of the type that will be compatible with present club members and with the aims and objectives of the club.

(2) A sufficient number of prospective members should be developed to keep the club at full strength. For a number of reasons there is almost always attrition on the number of members. For maximum utilization of equipment and to keep club activity at full swing it is desirable to have a waiting list of approved applicants.

(3) Recruiting is the job of every member of the club. Members should be constantly on the lookout for the kind of members who will fit in with the club. Usually those recommended by present members will be the kind of prospect in which the club is interested.

Where To Look For New Members

Besides the personal contact of present members there are a number of ways to attract potential members. In every community there are people who have an active interest in flying. Some of them may already be pilots while others, for cost or other reasons, have not taken up flying despite an interest in flying.

The most logical place to find prospective members is in other organizations to which you belong such as social clubs, business and professional clubs, employee clubs, athletic clubs and your place of business.

Beyond personal contact, publicity of various kinds can help call attention to your organization and attract prospects. When your club is organized be sure that your local newspaper has the information to run an article. Place notices on bulletin boards at your local airport, run classified ads in your newspaper, send letters to clubs and organizations requesting they be read to members, make an announcement in local aviation news.

The local fixed base operator may be a source for new members. Those people he may be unable to serve may find a flying club will suit their needs.

From time to time it is a good idea to have a visitors' night at your club meeting. The activities of the organization can go a long way towards interesting prospective members.

An active new members committee should be appointed and be given the responsibility of promoting the club to prospective members. Remember, members will be moving away, others may decide to purchase their own plane and some will lose interest or for some other reason cease participation. Only continual effort will keep your club at full, effective strength.

Select The Aircraft

The methods by which a club can obtain equipment has been previously covered on page 7. We are now concerned with the actual selection of the aircraft to suit the needs of the club's membership. No decision the

club can make will be more important to the success of the organization than this one. It should, therefore, be approached with thoroughness and judgment.

If a club is in the initial stages of organization the membership will, of course, be small. A committee of two or three formed from the organizing group may well be selected to do the "shopping" and report back to the full group. In an already organized club it will be found that a small group will also be the most effective. The committee can then report back to the total membership with its findings.

New Or Used Equipment?

The first inclination of a group just getting underway is to attempt to save money by purchasing used equipment. As is the case with second-hand cars, the result is often buying someone else's headache. The savings realized in purchase price are likely to be squandered in increased maintenance costs. And, used equipment, unless thoroughly checked, can present adverse safety factors. The Federal Aviation Administration's Advisory Circular (AC 20–5A) entitled "Plane Sense—General Aviation Information" and the motion picture entitled "Plane Sense" are of value for club members to review. The film is listed in Appendix E to this publication. The advisory circular is available from your local GADO, see Appendix D.

If the decision is made to purchase used equipment the club should make certain to get good professional help in checking out the equipment. A plane which requires excessive repairs is not only expensive, but it can seriously cut down on flying time for members with a resultant loss of interest. A bad buy in the interests of economy can actually cripple a club before it gets started.

Because the selection of the right aircraft is so vital to the success of the flying club the "shopping" should be as thorough as possible. The committee should:

(1) Shop a number of makes and types to find the most suitable equipment for the club. Careful shopping can also result in realistic savings.

(2) Make a check of other flying clubs and plane owners to get their opinion of equipment. "Ask the man who owns one" is as applicable to aircraft as it was to automobiles.

(3) Seek the help of the Fixed Base Operator. The chances are he has had considerable experience with a number of makes and types of aircraft and can help the committee decide on the airplane best suited for the needs of all members.

(4) Take into consideration the other purchases required such as tie-down charges, windshield covers, jacks and other necessary equipment.

Finance The Purchase

If the club has decided to purchase its equipment it may wish to finance the purchase. Members of the club who are familiar with bank loan and interest charging procedures should be selected to come up with the purchase plan most advantageous to the club.

Aircraft, like automobiles, are financed by banks, special aircraft loan organizations and by manufacturer sponsored finance companies. Credit unions will also provide financing. Down payment requirements generally are between 20 percent and 30 percent of the purchase price with the balance paid in equal monthly installments from two to five-year periods.

This kind of financing makes it possible to offer a low initial payment per member and to make the monthly payments a part of the individual member's monthly dues. Be sure to check on prevailing interest rates on this type of loan to make certain the club is getting the best deal possible.

In clubs where members are able to raise the complete purchase price the cost of financing can be eliminated. This direct purchase is, of course, the most economical system, saving up to 30 percent of the principle over a five-year financed plan.

Under the lease-purchase plan the club still pays interest in leasing fees. This plan, however, has the advantage of the seller's responsibility for the equipment. If the equipment is faulty he will have to replace it. At the end of five years the airplane, of course, becomes club property and can become an excellent trade-in for the purchase of new equipment.

Purchase Adequate Insurance

Adequate insurance coverage is of vital importance to a flying club. Coverage is required for aircraft bodily injury liability, aircraft property damage liability, aircraft passenger liability, aircraft hull insurance (damage to aircraft) and, it is desirable to have medical payment insurance for passengers and pilot.

Insurance costs, particularly for a new club, are inclined to be high and there is, in fact, a reluctance on the part of many insurance companies to grant coverage to flying clubs. This is because a number of flying clubs have proven themselves to be poor insurance risks, a situation brought about by improperly run clubs. Often new clubs must establish a record for safety and dependability before insurance rates can be brought into line.

Favorable insurance rates can be obtained when the club demonstrates it is a responsible operation and answers the criteria established by insurance underwriters. In the initial stages an insurance agent familiar with aircraft insurance should be brought into the picture to advise and assist in getting adequate insurance coverage.

Insurance rates are also affected by the type of flying club. Most companies charge less for a business flying club and highest rates for a training club and recreational club rates falling somewhere between the two.

Assistance in making decisions about insurance and obtaining coverage can also be obtained from an existing club and from the Fixed Base Operator.

Good management and safe operations are vital to reasonable insurance rates. An unsafe, careless operation will find higher insurance costs and, perhaps, cancellation of insurance coverage.

Chapter VI

THE CLUB IN OPERATION

Operating a club after all the plans have been made and approved by the membership is hard work for somebody, even if the club is modest in size. The very best efforts in planning can be lost if capable, dependable people are not assigned to the task of making the plans work. All too often in a new club the delivery of the aircraft signals the end of the efficient effort that has gone into organizing the group.

The key to efficient club operations is THE OPERATIONS MANAGER. In a small club he may well be an officer of the club and in addition serve as head of operations. In a larger club operations will be his sole responsibility. In very large clubs he is often a full-time employee. Whatever the size of the club he serves in a capacity similar to that of a general manager in a business.

He is responsible for the operating condition of the aircraft and related equipment. He must see that the aircraft are inspected, serviced and that ground time is kept at a minimum. He must see that the equipment is well cared for and supervise the scheduling of the aircraft. He is responsible for the keeping of complete cost records on all operations.

It is his responsibility to see that the services of a flight instructor are made available to the membership. If he has an instructor's rating himself, so much the better. In any event, he should ideally be an experienced pilot.

His job is a demanding one and he will generally be working hardest on weekends and holidays when members are enjoying the fruits of his managerial ability. If his job is well done the members will be encouraged to fly. If he is ineffective it will result in the loss of interest on the part of the members and the failure of the club.

The amount of assistance the Operations Officer can obtain from the Fixed Base Operator will affect his duties. Where the Fixed Base Operator is able and willing to assist with maintenance and scheduling he can, under the supervision of the Operations Officer, assume a number of duties. He will, of course, have to be paid for his efforts and these costs will be reflected in the cost of flying.

A club SAFETY OFFICER should be appointed as soon as the club is organized. It is his responsibility to see that the club's flying rules are strictly adhered to and he must serve as a double check on the operations manager where maintenance, operation and training activities are concerned.

In a small club the president or other officer might well serve as Safety Officer. In larger clubs it is advisable to have him separate from the of-

ficers and operations function. Where a club has a Chief Pilot the attention to safety is usually his responsibility.

As in the case of the Operations Manager the Safety Officer should be an experienced pilot familiar with various types of aircraft both from a flying and maintenance standpoint. His attention should constantly be directed towards finding unsafe practices and correcting them, whether they apply to pilot or plane. In the broad sense SAFETY is the responsibility of every member of the club. Even the enforcement of safety rules is a general responsibility. One member who violates flying and safety rules can ground a club for weeks, or for good.

The third important member of a club's management team is the TREASURER, or chief financial officer. The financial affairs must be in the hands of a competent person. Inefficient financial management can ground a club as easily as badly maintained aircraft.

It is the Treasurer's responsibility to see that those concerned with operations keep sufficient and accurate records and that the information is promptly turned over to him for payment of bills and for billing of members. A Treasurer should have a financial-business background and be willing to spend the time required to keep the club's financial situation under control.

The amount of work this entails should not be under-estimated. It's a time-consuming job and one that requires an excellent individual.

When competent people have been appointed or elected their success will be no greater than the support and confidence they receive from the membership of the club. Those selected must be given the authority to fully execute their responsibilities and to enforce the rules and regulations of the club.

Particularly in small, new clubs great demands will be made on club officials. They will require the full cooperation of the membership in order to make the club work safely and efficiently and to provide safe, low-cost flying for the members.

The Cost of Flying

What will the cost of flying be? Only by assembling accurate cost estimates can a proper club budget be constructed. Flight charges and dues can only be fixed when club planners have accurately estimated for the entire first year of operation. Then it can be determined how the costs are to be met by the membership.

The way in which the charges are made will depend pretty much on how the club is organized and on the type of members it has. Some systems have low monthly payments and include the cost of financing, insurance and operations in the hourly rate for flying. Those members who fly most, then, pay the lion's share of the cost.

In other clubs where members fly almost equally, the amortization and interest charges, insurance fees and other indirect flight expenses are prorated among the members in the form of annual or monthly dues.

The Fixed Base Operator can be helpful in arriving at realistic costs and in arriving at an accurate, complete cost picture. Following is a form for estimating annual costs which was developed and is used by Flying Clubs International.

ESTIMATING ANNUAL COSTS

Fixed Costs	*Per Year*
a. Hangar rent and tiedown fee	$_____
b. Insurance (aircraft hull coverage)	$_____
c. Insurance (Property Damage and Liability)	$_____
d. Depreciation (taxes should be added). This figure is computed at the rate of 10 percent. Common insurance practice is to depreciate new aircraft at the rate of 20 percent the first year and 15 percent (of the depreciated value) per year thereafter	$_____
e. Finance—Monthly payments on loans and interest if aircraft is direct purchase or on lease-purchase plan	$_____
f. Operational expenses:	
(1) Direct operations cost (gas and oil per hour of flight) based on a minimum number of flight hours per year (say 400 hours, if no previous history)	$_____
(2) Maintenance costs per year based on minimum number of flight hours annually (use same total as above). See manufacturer's estimates for type of aircraft and add 5 percent	$_____
(3) Maintenance reserve for engine overhaul and aircraft inspections. (Use same number of hours as in Number One and consult manufacturer's estimates and add 5 percent.)	$_____
(4) Appointment service—Includes airport management and scheduling service, if any. Is it a monthly fee or charge for each hour of flight?	$_____
(5) Management or Operation's Supervision. Even if this is a voluntary service by a member, there will be some expenses involved. (Consider telephone charges, correspondence, etc.) If service is contractor supplied by fixed base operator, the total fee can be estimated above	$_____
(6) Administrative expenses—Includes monthly mailing costs, telephone charges, and other expenses such as meeting room charges, membership in organizations, etc.	$_____
(7) Clubhouse expenses—Should the club maintain its own club house and meeting rooms, these costs should normally be considered separate of flight costs but they must be made part of monthly dues	$_____
Total fixed costs per year	$_____
Estimated cost per month	$_____

Actual flying costs are estimated on the number of hours the club plane is to be flown. Following is a check list for estimating the hourly and the total annual costs of operating the club airplane:

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	Cost per hour	*Total based on ____hrs. of flying per year*
a. Gasoline: _____gallons at $_____ per gallon	_____*	_____
b. Oil: _____quarts at $_____ per quart (Divide hours between changes by 25 and consult manufacturer's estimate of hourly consumption)	_____*	_____
c. 25-hour engine check (divide cost of check by 25. Work must be accomplished by licensed mechanic)	_____	_____
d. Engine overhaul and repair (divide cost of overhaul and repair by number of hours flown since last operation or use manufacturer's estimates. All work must be accomplished by licensed engine mechanics and approved shop)	_____	_____
e. Aircraft overhaul and repair (divide cost of overhaul and repair by number of hours flown since last overhaul or consult manufacturer's estimates)	_____**	_____
f. Parts and tires expected to be replaced between each overhaul period (estimates to be secured from the manufacturer or to be based upon past performance history of the aircraft). This figure should include parts for instruments, radios and other equipment	_____	_____
g. Should the club elect to charge off depreciation and taxes, and some or all of aircraft Hull Insurance and finance charges to each hour of flight, this figure should include the annual total of these items, divided by the estimated total hours to be flown annually. (This figure will range from 400 to 800 hours, depending upon the type of club and number of members. If a large number of members are learning to fly, then the figure should be high.) This system means that members pay in proportion to their use of the club airplane	_____***	_____
h. Instructor's fee (not to be included as this applies only to those taking instructions). And this price usually ranges from six to ten dollars per hour. Members pay instructor direct for service	_____	_____
Total cost per hour	_____	
Grand Total		_____

*If your club is composd of a large number of members taking flying instructions, then the cost per hour of fuel should be estimated at least 10% higher than that for a club where the aircraft is used primarily for cross-country flight. Landings and take-offs and other training maneuvers mean longer periods of high performance of your engine. Gas and oil consumption will be higher.

**Overhaul time for your airframe, engines and propeller will vary according to the type of each. However, most engines in light aircraft will require overhaul at 800-1000 hours if used for training or

In arriving at both the estimated annual costs and the flying costs the planning group should take into full account all factors that will make for safe, reliable flying. The objective is, of course, to provide low cost flight, but safety and reliability must not be sacrificed to false savings.

It is also wise, after arriving at accurate costs, to provide an additional $1.00 or $2.00 per member per month to take care of unexpected contingencies. A pay-as-you-go plan is the only one that works for a club. This means that dues and flying fees must be paid promptly and adequate machinery for collections should be set up in the initial planning stages.

Every effort should be made to keep accurate records of all flight and other operating expenses as well as income from the membership. Accurate, detailed records make for efficient cost accounting and accurate future estimates based on actual operations.

Keep the Record Straight

The importance of good records in the operation of a flying club cannot be over-emphasized. The number and types of records a club requires will vary according to the type of club and the specific needs of the organization. Essential records, however, must be maintained.

Sample copies of some of the records maintained by the Sky Roamers Flying Club follow. They can be varied to suit the specific needs of a new club.

In addition to these the club will want to establish an individual flight record for each member. Information should include pilot certification data, pilot ratings, a rundown of flying experience and the date of the most recent flight check by the Chief Flight Instructor.

The Training Program

A training program in a well-run club is not something reserved for new pilots. It is a continuing, never-ending program geared to provide further training and refresher courses to all the members of the club. The result of continual training is the upgrading and increased proficiency of the members. A bonus is that such a program serves to keep members interested and active in the club.

If it is possible a Chief Flight Instructor should be a member of the board of directors. He can help stimulate interest in training programs and is usually the one best informed on the types of training most needed or desired by the members.

Ground school instruction should, if at all possible, be organized and provided by the club. With the rapidly increasing complexity of aircraft and flight operations, the importance of good ground instruction to all pilots cannot be overemphasized. A thorough knowledge of specified aeronautical subjects required by the regulations for all pilot certificates and

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1000 to 1200 hours if used for cross country type flight. The airframe overhaul time ranges from 1500 to 2000 hours, depending upon the climate and the kind of operation. Fabric will require different overhaul periods if placed near salt water or in the desert where sand and dust tend to destroy the covering. Metal airframes and the engine too, are affected by similar envronmental factors.

***If no established history exists, it is better to estimate flight hours at a lower annual rate than that expected. Then, after a three to six months period of operation, it can be adjusted to the actual rate. This prevents the need for reassessment of members should the original estimate prove to be low.

SKY ROAMERS

Requests for Reservation

1.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

2.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

3.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

4.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

5.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

6.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

7.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

8.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

9.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

10.
Date & Time of Request_____
Airplane Wanted_____
Period Wanted_____
Destination_____

Name_____

SKY ROAMERS

Squawk Record

Name of Aircraft_____ N_____

Description of Squawk	*Date Reported*	*Reported by*	*Cleared by*

SKY ROAMERS EXPENSE REPORT

Member's Name:_____ Month of:_____

Fuel and oil	*Date*	*Airplane number*	*Invoice number*	*State*	*Gallons of gas*	*Rate per gallon*	*Amount allowed*	*Quarts of oil*	*Amount*	*Total amt. allowed*
Gasoline purchased in member's own name or on personal credit card is reimbursed at .28 per gal.										
Gasoline purchased in California in name of Club is reimbursed at full cost.										
Gasoline purchased out of state in name of Club is reimbursed at .32 per gal.										
Oil purchases reimbursed in full including sales tax regardless of where or how purchased.										

Maintenance and other	*Description of service or item*	*Invoice #*	*Date*	*City and State*	*Amount*
All such services reimbursed in full if service and charge are within reason.					
Major maintenance must be approved by Club Manager.					
OTHER purchases may be made only by authorized persons.					

NOTE: Member must complete this form, attach all supporting invoices and submit for credit when remittance is made for month affected.

official written tests on these subjects must be passed before any pilot certificate is issued. This insures that all members will have uniform instruction and will become completely familiar with the rules and regulations of the club.

Pilot competence is the province of the Chief Flight Instructor. He should make systematic spot checks on members to insure that they are adhering to the best standards in flight. The spot check helps to keep members from falling into bad habits and refreshes them on procedure.

Flight training programs should also be the responsibility of the Chief Flight Instructor. With the officers of the club he should work out the details of flight training programs including those for beginner pilots and those aimed at giving pilot members more skills and greater competence.

Following are some additional tips on training programs:

—Attempt to get guest speakers to aid in training. Pilots, airport officials, Fixed Base Operators, weather bureau personnel, a radio specialist, a local Federal Aviation Administration official.

—Plan films to assist in training. Many are available from the Federal Aviation Administration's film library (See Appendix D) and some from aircraft manufacturing concerns and companies who manufacture radio equipment and other aircraft components.

—Plan weekend training flights. Modest programs at first and then, as the club grows, they can be cross country in nature.

—Use regular club meetings as a platform for continual training. At each meeting plan to set aside time to cover some aspect of training.

—Start a club library. In addition to textbooks interest can be increased by other books on flying and related subjects.

—The Federal Aviation Administration makes available study guides for training programs. For a new club they can be particularly helpful.

—Involve the wives of members in the training program where possible. By increasing their interest they can be encouraged to learn how to fly.

Community Relations

Flying clubs can and should be a force for bettering the public image of flying by maintaining good relations with all facets of the community. The best possible community relations program a club can have is a superb safety record. Infractions of flying regulations and accidents can mar relations with the community to a point where they are irreparable.

The club should appoint a publicity chairman whose job it should be to keep the community informed of the activities of the club. Club elections, advance program and meeting information and other activities should be publicized through local media. Not only will this keep the community aware of what is going on, but will help to make recruiting easier when new members are needed.

Another way of reaching the community and insuring good relations is

through the Fixed Base Operator. If a club's relations with him are good, he will speak well of the organization to those with whom he comes in contact.

Flying clubs, by safe and efficient operations combined with good community relations, can be extremely helpful in creating positive public opinion.

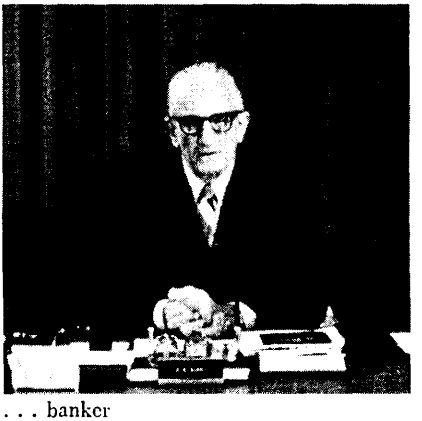
Valuable support for the objectives of your flying club can be provided by local leaders whether they be:



. . . the airport manager



. . . mayor



. . . banker



. . . or Senator or Congressman.*

*Left to right: Senator Jennings Randolph, West Virginia, member Congressional Flying Club, Washington, D.C., and Congressman Don Clausen, California, President, Congressional Flying Club, Washington, D.C.

NOTE.—Photographs in this Advisory Circular are from the FAA motion picture, "Flying Clubs" (FA-705).

APPENDIX A

FLYING REGULATIONS

AND

BY-LAWS

OF THE

Longhorn Aero Club

INC.

MAIN OFFICE
AUSTIN, TEXAS

348-208 O - 69 - 5

Flying Regulations of the Longhorn Aero Club, Inc.

ARTICLE I—RESERVATIONS

Section 1. Reservations for all flying time may be scheduled at the club's respective flight office locations. Reservations except for cross-country flights or FAA flight tests should not be scheduled more than eight (8) days in advance.

Section 2. It is the responsibility of the member scheduling the reservation to cancel as soon as possible if he finds himself unable to keep the reservation. Offenders of this regulation will be fined by the Board of Directors commensurate with the number of times the offender is found to have violated this regulation and the estimated loss of revenue to the Club.

Section 3. No member shall keep the Club airplane beyond the time scheduled by him. Offenders of this regulation shall be fined by the Board commensurate with the length of time the offender overstayed his reservation charged at the rate of one dollar ($1.00) per hour.

Section 4. Any member who is more than twenty (20) minutes late for his appointment shall forfeit the balance of his period to any member desiring the airplane.

ARTICLE II—RESTRICTIONS OF USE

Section 1. No flight (cross-country or local) shall be made without approval of the club's respective flight office.

Section 2. No cross-country flights beyond a 25 mile limit shall be allowed by any member holding a student pilot's certificate unless he has the permission of or is accompanied by an instructor. Flying over cities, towns, large bodies of water or hazardous country shall be avoided.

Section 3. It shall be the responsibility of any member taking a club aircraft overnight to have it staked down, or hangered if possible, at that member's expense.

Section 4. VFR flight plans are required for all cross-countries.

Section 5. No student pilot may take an overnight cross-country.

Section 6. No person except an active member of the Club, a licensed flight instructor giving dual instruction to an active member of the Club, or qualified persons making necessary test flights shall be permitted by any member of the Club to fly any Club airplane. Members of any corporation owned by the Club may fly Club equipment. All flights are to be made within the limits of the FAA certificate of the person piloting the Club airplane.

Section 7. No member shall use the Club equipment for hire nor shall he rent or lend the Club equipment to any other person.

Section 8. All pilots receiving dual instruction in Club aircraft must use only qualified and currently rated flight instructors approved by the Board of Directors. These instructors may hold active memberships in the Club.

a. Instructors holding memberships in the Club may not use the Club aircraft or equipment to instruct or charter for hire any person not a member of the Club.
b. Instructors and students will conform to the rates and schedule routine adopted by the Club and comply to any existing agreements between the Club and another body such as the Club's respective flight office at any fixed base of operations or any other group or club.

Section 9. No member shall use any of the Club equipment while under the influence of alcohol. Determination as to whether the member was under such influence or not shall be determined by the Board and their decision shall be final. Any member found guilty of violation of this section shall be expelled from membership in this Club.

Section 10. It is the responsibility of each member to see that his medical certificate and pilot certificate are at all times current and carried on his person for each flight. No person may fly a Club plane unless these requirements are met.

Section 11. Each member shall be required to make at least one check flight every twelve (12) months with a currently rated flight instructor employed at the Club's flight office of the respective fixed base of operations. Any person who has not flown during the preceding ninety (90) days shall also have a check flight with such rated flight instructor.

ARTICLE III—LOGGING TIME

Section 1. Flying time shall be computed for each flight with the aid of a Hobbs Meter and never by estimation or tachometer.

Section 2. The duration of each flight shall be computed from starting engine until the engine is stopped after parking.

Section 3. A report of the time shall be made by the pilot in charge of the equipment before the pilot leaves the Club's Flight Office at the airport after the flight.

ARTICLE IV—INSPECTION AND MAINTENANCE

Section 1. There shall be a line inspection performed before each flight by the pilot making such flight. Any defects found in the plane's structure or accessories shall be reported to the Club's Flight Desk immediately and no flight shall be made if such defect may endanger the safe operation of the airplane. Members shall have knowledge of the cruising speed of the engine, and this speed shall not be exceeded. All members shall be checked out by a currently rated flight instructor employed by the Club's respective flight office before flying a Club airplane. Airplanes left without a pilot must have the plane tied down, the wheels blocked, the radio turned off, and the master switch off.

Section 2. A 100 hour inspection shall be performed each 100 hours by a licensed FAA mechanic on each airplane owned or leased by the Club.

Section 3. No member shall be permitted to attach any object to the plane or in any manner make adjustments or repairs unless approved by the Board.

ARTICLE V—PROHIBITED TYPES OF FLYING

Section 1. All flying in any Club airplane is to be done in strict accordance with existing Federal Aviation Regulations, State, Local, and Club Rules.

Section 2. Any Club aircraft is restricted against any aerobatic maneuver prohibited by the limits of operation of the aircraft, and in no instance shall any member perform any aerobatic maneuver.

Section 3. Members shall make landings only in landing fields approved by the Club's respective flight desk unless an emergency occurs. This normally means an airport with a paved strip that is attended. Violations are subject to a fine to be set in each individual case by the Board. The cost of any repairs or replacements not covered by insurance which is the result of damage incurred by taking off or landing at an area other than an approved field shall be paid for in full by the member in charge of the equipment. NOTE: For damage other than the above, see ARTICLE VI Section 1 of the By-Laws.

Section 4. No member shall make any flight during the hours of darkness unless that person is accompanied by an instructor and remains in the traffic pattern or has approval of the Board.

Section 5. There shall be no formation flying of the Club airplanes with each other or any other plane.

ARTICLE VI—ENFORCEMENT

Section 1. The above regulations and rules shall be policed by the entire membership. All complaints and any suggestions shall be filed with the President which person shall call a meeting of the Board, at which meeting action will be taken. Any violation of the Federal Aviation Regulations or the existing rules of the Club shall constitute cause for immediate grounding, and any member so grounded shall remain as such until further action is taken by the Board.

ARTICLE VII—CHANGES AND AMENDMENTS

Section 1. Changes in or amendments to these Flying Regulations may be effected only by the majority vote of the Board of Directors at a regular or special meeting called for such purpose.

Section 2. Any changes or amendments to these Flying Regulations shall be mailed to each active member of the Club.

Members are responsible to be familiar with current Federal, State, Local, and Club Regulations.

By-laws
of the
Longhorn Aero Club, Inc.

ARTICLE I—MEMBERSHIP CLASSIFICATION AND PRIVILEGES

Section 1. Membership shall be classified as Active, Inactive, Terminated, and Suspended.

Section 2. An active member is one who shall be tendered all privileges and benefits within the power of the Club to bestow. An applicant for membership shall submit his application, his initiation fee, and the first month's dues to the Board. The Board shall make a credit check on each applicant and shall consider each application. The acceptance or refusal of any application shall be altogether at the discretion of the Board.

Section 3. An active member of the Longhorn Flying Club, Inc., may, with the approval of the Board, transfer his membership to the Longhorn Aero Club, Inc.

Section 4. A Terminated Member is one who severs all connections with the Club by submitting a written request for said status to the Club Secretary.

Section 5. An Inactive member shall be considered as one who has been granted such status by the Board . . . upon that member's written request and return to the Longhorn Club Home Office of his credit card. All privileges accorded any other member of the Club shall be extended to a member of this classification except those of using any of the Club equipment. He may remain on this status for one year. Extensions of one year may be granted if requested in writing. See By-Laws, Article VIII, Sec. 2.

Section 6. A Suspended member shall be considered as one who has been temporarily denied all privileges of membership in the Club by action of the Board. Dues and assessments of this member, as well as his assumption of any responsibilities assumed by the Club, shall continue. A period of suspension shall be limited to thirty (30) days, at the end of which time the Board shall be required to take further action or the member shall automatically become Active again.

ARTICLE II—MEMBERSHIP APPLICATIONS, TERMINATIONS AND EXPULSIONS

Section 1. The number of Active members shall be limited at the discretion of the Board based on the amount of equipment and the average time the equipment is in use so as to allow reasonable use to each active member without undue restriction.

Section 2. Upon approval of the application of a prospective member by the Board, the Secretary shall put the name on the Active list. If the membership is full, the name is to be placed on a waiting list. New members to fill vacancies must be taken from the list. Names will be taken from the top of the list and the new member's active membership will begin at the time he pays his required fees.

Section 3. Terminations shall become effective on the last day of the month the formal request is received by the Secretary and then only upon approval of the Board, but in no event before all money due the Club shall have been collected.

Section 4. The board may, after notice and hearing, expel a member for due cause. Final expulsion shall take place immediately, or if the member is in arrears, upon payment of all money due to the Club. No member, having been expelled from the Club, shall be entitled to any refund.

ARTICLE III—FLYING OPERATIONS AND MANTENANCE

Section 1. Flying operations shall be conducted in accordance with Federal Aviation Regulations and any Flying Regulations published by the Club.

Section 2. Club maintenance shall be done at the advice of the Club's Flight Office. All maintenance shall be done by FAA licensed mechanics.

ARTICLE IV—DUTIES OF OFFICERS AND MEMBERS

Section 1. It shall be the duty of all officers to perform the duties normally carried out by such office and to conduct the activities of the Club in an efficient and business-like manner and to safeguard the interest of the Club at all times.

Section 2. The duties of the Board shall be to act on all matters of policy; to determine fees, charges, and assessments not otherwise provided for; to act in a judicial capacity on all intra-Club disputes and regulation violations; to direct investigations when deemed necessary; to protect the Club's interests and safeguard its welfare, and to arrange for audit of the records as of each October 31st.

Section 3. The duties of the members shall be to conduct themselves in a proper and fitting manner; to uphold the dignity of the Club on the flying field; to be alert and mindful of the Club's interest; to exercise caution and safety in flying; and to observe all Federal, State, Local, and Club rules and regulations.

ARTICLE V—OFFICERS, DIRECTORS, MEETINGS

Section 1. Four (4) Directors shall be elected annually for a term of one (1) year by the owner or owners of the stock of the corporation and the Board of Directors shall elect annually the following officers: President, Vice-President, Secretary and Treasurer who shall serve until the next annual meeting of the Board of Directors or until his successor is named.

Section 2. An annual meeting of the owner or owners of the stock shall be held on the first Monday during the month of January in each and every year if not a legal holiday, and if a legal holiday then on the next succeeding calendar day which is not a legal holiday for the purpose of electing Directors and to transact such other business as may be presented to the members.

Section 3. The owner or owners of the stock shall be notified, if reasonably possible of the time, place and purpose or purposes of the meeting and only that business for which the meeting is called shall be transacted.

Section 4. Special meetings of the owner or owners of the stock may be called for any purpose or purposes by a majority of the Board of Directors.

Section 5. The majority of the owners of the stock, present in person or represented by proxy, shall be requisite to and shall constitute a quorum at all meetings for the transaction of business. A majority of a quorum shall decide any issue coming before the meeting, unless otherwise provided by law.

Section 6. Regular meeting of the Board of Directors shall be held following the annual meeting of the members each year, and no other notice shall be required. At any meeting of the Board of Directors a majority of such directors shall constitute a quorum, and a majority of a quorum shall decide any issue coming before the board of directors.

Section 7. Special meetings of the Board of Directors may be called upon one (1) day's notice by the President, and shall be called by the President at any time upon a written request of a majority of the Board of Directors.

ARTICLE VI—GENERAL FINANCE

Section 1. In the event of any damage to any equipment of the Club, except where provided for elsewhere in the Club regulations, the following specific rules shall apply:

a. If any accident is caused through violation of Federal Aviation Regulations, Club regulations, or local regulations, the member at fault shall be responsible for the uninsured portion of the damages to Club equipment.

b. Any member is liable to the Club for damages over and above the amount covered by insurance if such damage results from the member's own carelessness or negligence.

c. In the event of the person at fault not being able to pay the total damages, then the remaining balance and the repair bill shall be paid for by the person at fault in a manner arranged with the person by the Board.

d. In case of doubt as to the cause of the accident, the Board shall abide by the findings of the FAA or National Transportation Safety Board.

Section 2. No member of the Club shall be authorized to make purchases in the name of the Club except by order of the Board or as set forth in Section 3 hereafter.

Section 3. Any member of the Club finding it necessary to purchase parts or to have any repair work performed on the equipment of the Club, in an emergency or on a cross-country, not to exceed $50.00 without prior approval of the respective Club Flight Office, may do so in his own name, and after presentation of a properly receipted bill for such sales and/or service, and after the bill has finally been approved by the Board, said member shall be given credit. On a cross-country only oil and gas will be purchased with the credit cards available at the Club Flight Desk. Tax exemption forms must be filled out in the name on the credit card and left at the Club Flight Desk. If not, the member will be billed for the Club's loss of tax refund.

Section 4. At the end of each month the member will be mailed a statement covering charges accrued by him through the 26th of that month plus dues for the following month. If the member pays his account by the 10th of the month for which dues are being paid, his current flight charges and monthly dues will be discounted 10 per cent. Any mailed payment postmarked through the 10th will receive this discount. Payments received after the 10th (unless postmark shows 10th or before) will pay the gross amount of the bill.

A 1½ per cent service charge will be added to any unpaid balance carried over to next regular monthly billing period.

A member whose check for the net amount has been returned unpaid by his bank will thereupon lose his right to the 10 per cent discount and must pay the gross amount of the statement.

A member failing to remit payment by the 10th will be grounded automatically and may be ungrounded only after he pays the gross amount due.

Section 5. A member cannot have inactive status unless his account is paid in full.

Section 6. All checks shall be signed by the Treasurer or by an appointee of the Board.

Section 7. An annual audit of the Club's financial books and records shall be made once each year as of October 31.

ARTICLE VII
INITIATION FEES, DEPOSITS, AND ASSESSMENTS

Section 1. An initiation fee set by the Board shall be charged each new member.

Section 2. The initiation fee is non-refundable, and non-transferable.

ARTICLE VIII—DUES AND FLYING RATES

Section 1. Dues shall be payable in advance and are due upon receipt of billing.

Section 2. Members may become inactive by mailing a written request for said status to the Secretary. They may then become active again by making a payment of ten dollars ($10.00) plus one month's dues for the month in which they intend to become active again. However, if the membership is full at that time, their name is added to the Club's waiting list.

Section 3. Charges for flying time shall be determined by the Board, based on actual cost of operations.

Section 4. On all cross-country flights in a Cessna 150 a minimum charge of 3 hours shall be paid for each 24 hour period. For all time over 24 hours (or over multiples of 24 hours) or for time which is less than 24 hours, a minimum charge equal to 1/3 of the daylight time that the plane is scheduled shall be paid. This minimum charge shall not exceed 3 hours in any fraction of a 24 hour period. Planes other than the Cessna 150 which may be available to members will have the minimum set by the Board for that particular plane. This minimum charge shall not be made for a period for which a member presents evidence satisfactory to the Board that intended flying was prohibited during that period by circumstances beyond the pilot's control.

Section 5. The person to whom the plane is checked out is responsible for the plane until its return to the home base.

ARTICLE IX—REVISION OF CHARGES

Section 1. At least once each year the Board shall review all fees, assessments, flying rates, and other charges, and if necessary, revise them or recommend revision, basing such revision on current operating costs.

ARTICLE X—MISCELLANEOUS

Section 1. Each member of the Club shall have read and shall have promised in writing to observe and abide by all the provisions of the By-Laws and other regulations of the Club, and to acquaint himself as thoroughly as possible with the local field rules of any airport and landing fields used by the Club and to observe them to the best of his ability.

Section 2. Penalty for violation of any of the provisions of these By-Laws and any other Club regulations shall be determined by the Board except where a specific penalty is otherwise provided.

Section 3. All conditions, covenants, and provisions of the Constitution, By-Laws and other Regulations of the Club are performable in Travis County, Texas.

ARTICLE XI—AMENDMENTS

Section 1. Amendments to these By-Laws may be effected only by a majority vote of the Board of Directors at a regular or special meeting called for that purpose of which the Directors had at least 10 days notice mailed to them at their last known address.

Section 2. Any amendments to these By-Laws shall be mailed to the active members of the club.

APPENDIX B

OPERATING RULES

Sky Roamers Flying Club

April 1, 1965

TO: Sky Roamer Members

SUBJECT: Operating Rules

This booklet contains a comprehensive set of rules for the guidance of each member of Sky Roamers. No set of rules, however, can cover every conceivable situation but a good knowledge of these rules as a guideline plus the application of good judgment should cover most situations.

We all deplore rules and yet our entire civilization runs on rules and laws. These rules are intended to make your participation in Sky Roamers most rewarding and enjoyable and assure the cooperation of your fellow members. Scrupulous adherence to the letter and spirit of these guidelines will minimize operating costs and maximize safety.

Questions of interpretation should be referred to the General Manager.

Yours very truly,

SKY ROAMERS AIR TRAVEL, INC.

James H. Brown
President

SKY ROAMERS AIR TRAVEL, INC.

OPERATING RULES

SECTION I

SCHEDULING AND USE OF TIME:

No member may fly a Sky Roamer aircraft without having reserved time for the flight in the reservation book maintained at the Sky Roamer office.

Reservations may be made in person by the member or by telephone to the Sky Roamer office.

It should be thoroughly understood that the proper use of the reservation feature provided is the key to a successful cooperative operation, maximum use of the aircraft, and maximum utility to all of the members.

By your reservation you are declaring to the other members that the aircraft is assigned to your custody for the period reserved. Therefore, you should be careful to follow these rules.

1. Reserve precisely the time you want. Do not use the general remark "all day" unless you want the aircraft all day. Instead make your reservation, for example, from 9:30 a.m. to 6:00 p.m.; or 12 noon to 2:00 p.m., etc.
2. Each member MUST indicate his destination when his reservation is made. For example; "local," "Las Vegas," etc.
3. Initial your reservation on the book before departing. In this way we know you have taken the aircraft. Double check your aircraft number and time you are due back.
4. Cancel as soon as you know you cannot keep a reservation, whether for weather or other reasons. Do not assume that in inclement weather the aircraft will not be needed. Adjust your reservation if you find you will be delayed in leaving.
5. If you are more than one hour late for any flight, the aircraft may be assigned to someone else, unless you have contacted the Sky Roamer office and informed them of your delay.
6. If a member is more than one half hour late for a flight with an instructor and has failed to call or cancel, the member will be charged the instructor waiting time, but in no case shall the member be charged more than one hour.
7. On cross country flights beyond 500 miles, a written itinerary MUST be filed with the Sky Roamer office that will show your route of flight, probable stops, airports to be used and phone numbers and/or addresses at which you can be reached if it should be necessary.

8. Contact the General Manager or Dispatcher if you are delayed and cannot return on schedule. All delays should be reported promptly to prevent any undue anxiety, investigation, search and rescheduling of aircraft.

9. Contact the General Manager for assistance if you feel a reservation re-arrangement can solve a particular reservation problem.

SECTION II

FLIGHT MINIMUMS:

Certain minimums are established to assure adequate use of an aircraft by each member to whom it is assigned.

1. On cross country flights a member shall be charged a minimum of two (2) hours per day for each day the aircraft is in the members possession.
2. Each member is expected to fly at least forty (40) hours per year.
3. If a member fails to fly the minimums indicated in 1 and 2 above, he shall be assessed the following hourly rates:

Group I	$4.00 per hour
Group II	$5.00 per hour
Group III	$7.50 per hour
Cessna 205	$7.00 per hour
Multi-engine	$12.00 per hour

Half of the minimum time each member is expected to fly each year MUST be flown in the type of aircraft in which the member is a shareholder.

4. Compliance with annual flight minimum time shall be computed at the close of each quarter and appropriate assessments or refunds made.
5. Annual flight minimum time is computed on a calendar year basis. (January 1 to December 31.)

SECTION III

REPORTING TIME:

Each member shall report the start time (time of departure from parking area) and stop time (time of return to parking area) and shall indicate the elapsed time on the Sky Roamer flight ticket.

Time is to be recorded from the meters installed in each aircraft, except in the event of the meters failing, then it shall be recorded by clock time. Flight tickets MUST be legibly signed with the members name and completely filled out. Aircraft squawks should be noted clearly on the flight ticket.

SECTION IV

FLYING SKILL:

Each member joining Sky Roamers shall be instructed and checked out thoroughly in each type of aircraft and its equipment before he may take solo custody of the aircraft.

Each member MUST also be thoroughly checked for all types of flight activity for which he holds ratings or licenses, that the General Manager at his discretion may require.

Student members are NOT allowed to fly solo into any airport, any distance from Burbank airport, weather, wind conditions or Special V.F.R. unless the members' Sky Roamer instructor has designated which of the above are approved. This approval must appear in the student's log book and be signed by the instructor.

Student members failing to fly in a 30 day period must be rechecked by a Sky Roamer instructor before flying solo.

Members with a private license or better MUST be rechecked by a Sky Roamer instructor if they have failed to fly in a 60 day period.

All members MUST take and pass the Sky Roamers annual check flight. This flight must be in the type of aircraft in which the member is a shareholder. More frequent checks may be required at the request of the General Manager or Chief Pilot.

SECTION V

CHECK OUT REQUIREMENTS:

Minimum pilot experience for qualification to solo in the following types of aircraft:

Single engine—Group I ---------- No minimum
Single engine—Group II ---------- 75 hours
Single engine—Group III ---------- 100 hours plus
(Retractable gear) (A minimum of five hours dual in retractable gear aircraft)
Multi-engine aircraft ---------- 300 hours plus

1. Local Proficiency Check Out:

(a) Demonstrate safe operating proficiency in aircraft type and locality.

(b) Check out minimum will include:
1. Two landings and take offs at two uncontrolled airports.
2. Two landings and take offs at two controlled airports other than Burbank.
3. Two landings and take offs on a dirt runway.
4. One missed approach and sufficient operation in and out of Burbank to insure familiarization with reporting point, runways, taxiways, etc.
5. Emergency situations will be simulated.

(c) Strange field evaluation, planning, pattern entry, approach, airspeed control and touch down must be of a quality so as to leave no doubt of the pilot's ability to safely and consistently operate the aircraft and utilize any airport authorized by Sky Roamers.

(d) Failure to maintain constant vigilance for other aircraft will be grounds for further dual check-out.

2. Cross Country Check *(Unlimited):

This extended cross country check will cover a total of not less than

1,000 miles, preferably over unfamiliar terrain in the area of the continental divide. This will allow the pilot to learn inflight weather recognition, ability to change courses enroute, crosswind and turbulent flight into and out of high altitude fields, precise fuel management, cruise control, interpretation of forecasts for the frequent changes of weather which are common in this area. Terrain and weather relationships, altitude effect on aircraft performance and pilot fatigue. A realistic application of navigation aids and facilities.

Extended cross country checks may be taken by two members simultaneously. In which case the flight will be programmed so that each member receives approximately half of the time as pilot, while the other answers questions and problems regarding the aircrafts' performance, radio, lost procedures, emergencies and use of aviation publications.

3. Local Night Checks:

This will acquaint the pilot with night procedures and orientation in the Los Angeles area. Take off and landings are given at several airports, such as: Bracket, Ontario, Fullerton, Orange County, Long Beach, Santa Monica and Van Nuys.

A member who has not been checked out for NIGHT cross country shall not fly more than 50 miles from Burbank airport at night.

Note: Except for Van Nuys airport, any night field north, northwest, or west of Burbank airport is RESTRICTED until the member has taken his NIGHT CROSS COUNTRY CHECK FLIGHT.

4. Night Cross Country Check:

The pilot should be able to control the aircraft by reference to instruments and be familiar with minimum I.F.R. Enroute Altitudes.

This check is usually scheduled on a moonless night and will cover no less than 200 miles. Landings will be made at airports with various lighting facilities.

No member may fly night cross country on a MOONLESS NIGHT unless he holds an I.F.R. rating.

5. Instrument Check and Restrictions:

Instrument pilots will be required to meet Sky Roamers proficiency standards necessary to operate in the Los Angeles High Density Area. NO SINGLE OR MULTI ENGINE Sky Roamer aircraft shall be flown under I.F.R. conditions when icing conditions are forecast. The exception shall be for limited training with a Sky Roamer instructor.

NO SINGLE OR MULTI ENGINE Sky Roamer aircraft shall be flown at NIGHT when I.F.R. conditions exist: This includes—climb out to V.F.R. on top, enroute or descent for landing. Sky Roamers minimums for take off under I.F.R. conditions are 500 feet and one mile.

Climb outs to V.F.R. conditions on top are prohibited when the reported cloud tops are above the freezing level.

Variations in aircraft performance and equipment, higher winds aloft, more severe weather associated with cloud tops and holdings required, dictate that maximum top of cloud limits for I.F.R. operations of aircraft be established as follows:

Single engine aircraft _____ 6,000 ft. msl
Multi engine aircraft _____ 8,000 ft. msl

In no event shall this be construed to mean that flying at altitudes below these tops shall be considered good and safe practice regardless of other circumstances.

It should be thoroughly understood that in order to keep your rating up to date you must fly a minimum of six (6) hours each six (6) months of either simulated or actual instrument flight to keep your instrument rating current and legal.

Word of caution: Never fly under I.F.R. conditions just because you hold an I.F.R. rating, unless you are current and have had many hours of experience.

SECTION VI

CROSS COUNTRY FLIGHT RULES:

Equipment Care:

1. Check aircraft carefully before each flight.
2. Repair or have repaired all items affecting safety of flight.
3. Contact General Manager before arranging for any repairs over $25.00.
4. Use Aero Shell W–50 oil whenever possible. Otherwise—any good NON DETERGENT oil will do.
5. Use of proper fuels is extremely important. DO NOT use auto fuels.
6. Oil and gas levels must be checked at each stop—this also applies to local flights.
7. Secure inside storage whenever possible to preclude storm damage. If aircraft must be stored outside, be sure it is tied down securely and controls are locked. This is your sole responsibility while aircraft is in your possession.
8. Lock aircraft if possible. In any event do not leave key in aircraft.
9. Check tires for proper inflation, check battery for water every ten hours.
10. Whenever an aircraft is left standing during wind conditions (blowing dust, sand, etc.) it is the FULL RESPONSIBILITY of the MEMBER to clean or have cleaned the AIR INTAKE SCREEN to the carburetor and overall engine, BEFORE STARTING.
    Should ANY foreign matter be drawn into the engine it could cause internal damage.
    Also, check and clean fuel caps before refueling.
    NEVER re-fuel an aircraft in the rain unless protection is used to keep water out of fuel tank.
11. ANY member who flys in or out of a dirt, gravel, rock surface, sod or grass airport will be held fully responsible for all damage to the aircraft, such as: propeller damage, paint nicks, dents to metal surface, etc.
    This also applies to taxiing, starting engine, run up, etc., when taxi way or tie down area is not paved. USE THE TOW BAR IN AIRCRAFT.

12. When a cross country kit is supplied a member, he must note on his flight ticket any materials used so that we may correct our inventory.
13. Keep aircraft interior clean. The next member to use the aircraft will appreciate it.

Conduct of Flight and Planning:

1. Be sure you are using current charts, plan your flight along safest route.
2. Allow sufficient time, so that you are not under undue pressure to meet business appointments or to reach your destination. It takes time to check weather, file a flight plan and preflight the aircraft properly.
3. Always check weight and balance before each trip.
4. Plan flight with sufficient fuel reserve. Sky Roamers fuel reserve means: Your destination airport plus an alternate airport plus 45 minutes reserve at cruise power. Also allow another 15 minutes for taxi and run up. Remember your watch is your best fuel gauge.
5. Do not engage in night or instrument flying unless you are specifically authorized to do so.
6. Check weather carefully before each flight and while enroute, but do not expect weather reports to be completely correct. Remember weather has a habit of changing without notice.
7. Be sure you comply with all Federal Aviation Regulations, especially those concerning visibility and ceilings. These rules are all the more critical because of the ever increasing air traffic. Keep your eyes open and your mind on your flying.
8. Know your radio equipment. Check your OMNI, ILS and ADF before departing. Also know the proper use of the radio squelch control. If you feel your knowledge is limited, get additional instruction before your trip.
9. When flying retractable gear aircraft NEVER raise flaps on landing roll, wait until aircraft has cleared active runway and has come to a full stop. NEVER activate flaps while taxiing aircraft.
10. LOOK at each switch or control before you activate it to be SURE it is the RIGHT ONE.
11. Be sure runway length is equal to aircraft manufacturers published takeoff or landing distance—plus 70% safety margin if hard surface: Double the manual distance if sod or grass and triple the manual distance if sod or grass is wet.
12. Safe speed control: NEVER allow air speed to drop below:
    (a) At least 160% of stall speed when maneuvering below 1000 ft.
    (b) At least 140% of stall speed during straight approach or climb out.
    (c) At least 130% of stall speed over threshold.
13. Wind Limits:
    (a) Do not take off or land if wind velocity is more than you have been signed off for in your log book by a Sky Roamer instructor.
    (b) Never taxi when cross winds or gusts are more than 50% of stall speed unless outside assistance is given. Taxi slow under any wind conditions.

(c) Never take off or land when 90° surface winds exceed 20% of stall speed or surface winds are 45° and exceed 30% of stall speed.

(d) Never taxi closer than 1,500 ft. from blast of powerful aircraft, (Jets—2,000 ft.) and then only when headed directly into blast.

(e) Never take off or land behind large aircraft (Jets, etc.) without allowing time for turbulence to clear. A minimum of 2 minutes more if air is calm. This also applies to crossing behind any large aircraft while in flight.

14. Avoid flying above 10,000 ft. without oxygen during the day, and above 8,000 ft. at night.
15. Always use the check list for the type of aircraft you are flying. Don't trust your memory. Check your instruments regularly.
16. Remember the most important objective of your flight is safety.

SECTION VII

GENERAL RULES:

1. Each member shall observe Federal Aviation Regulations, local airport rules and all other flight regulations formulated for the operation of Sky Roamers aircraft and shall conduct himself in a manner that is a credit to the Sky Roamer organization he represents.
2. Under no circumstances may a member instruct another member in a Sky Roamer aircraft unless he is a qualified flight instructor and is designated and approved as an instructor by the General Manager or Board of Directors.
3. No member shall give flight instruction in Sky Roamer aircraft to a non-member even though the member holds a flight instructor's rating.
4. No member shall receive flight instruction in a Sky Roamer aircraft from any flight instructor except those designated and approved as an instructor by the General Manager or Board of Directors.
5. No member may permit a non-member to fly a Sky Roamer aircraft or permit a member not qualified in a particular aircraft type to fly while the aircraft is in his custody.
6. A student pilot may fly as a student only with his Sky Roamer designated instructor. He may fly only as a passenger with other Sky Roamer members holding a current medical and current private or higher type license.
7. Each member is responsible for a complete pre-flight check of his aircraft. Squawks should be noted on the flight ticket. Major squawks should be reported to the maintenance supervisor or dispatcher at once, and if sufficiently serious the member should take all necessary precaution to ground the aircraft until the squawk is cleared.
8. All flights out of the local area must be made on a flight plan. Members are requested to report their position at all reporting points along their route: Flight Following Service is recommended.
9. Overloading of aircraft is prohibited. It is the responsibility of each member to know the authorized loading and loading requirements of each aircraft.

10. Fuel purchases:
    (a) All fuel purchases must be made in the name of Sky Roamers in order to obtain a gas tax refund.
    (b) Members will be reimbursed for gasoline purchased in their own name (cash or personal credit card) at the maximum rate of $.36 per gal.
    (c) Any gasoline purchased out of the State of California, the member will be assessed all charges over $.42 per gal.
    (d) Oil and other services will be reimbursed at cost.
    (e) Storage costs incurred by a member away from Sky Roamers home airport are to be absorbed by the member.
    (f) Any expense statements shall be turned in promptly with the remittance for the period involved.
11. Any person who becomes a shareholder in Sky Roamers must pay dues and minimum flight time for the group in which he is a shareholder for a minimum of six (6) months from date of acceptance as a shareholder.
12. Any member that is a shareholder in a group and advances to a higher group must remain in the higher group for a minimum period of six (6) months from date of move up. (Example: Group I to Group II or to Group III, etc.)
13. The dues to be paid by an associate member are fixed by the Board of Directors at $2.00 per month.
14. Sky Roamers aircraft shall not be used by any member for commercial operation or for personal gain. No member may offer transportation to a non-member for a profit.
    A member may accept an offer to share the cost of a flight made for a common interest. Particular care must be taken that it cannot in any way be construed as a charter operation. A member may use Sky Roamers aircraft for personal transportation, for pleasure, in his business, or for his employer.

SECTION VIII

GENERAL SAFETY RULES:

1. Always figure the density altitude when the temperature is above 70° F. Remember density altitude starts at sea level.
2. Any runway under 3,000 ft. in length or over 3,000 ft. altitude is restricted to Sky Roamer members' use, unless the member has been checked out to do so by a Sky Roamer designated flight instructor.
3. No member shall land or take off at any airport if the altitude of the airport is greater than the length of the runway, unless the member has been checked out to do so by a Sky Roamer designated flight instructor.

    (Example: Altitude of airport—5,500 ft.
    Airport runway length—4,500 ft.)

4. The only exception to two (2) and three (3) above is in the case of an emergency.

5. No Sky Roamer member may take off or land when Special VFR conditions exist unless he has been checked out to do so by a Sky Roamer designated flight instructor.
6. Always know your limitations when flying an aircraft under wind and weather conditions.
7. Remember to always do a 180° or go around if there is the slightest doubt in your mind.
8. All flights into Mexico, Canada and Alaska must be approved by the Sky Roamers office.
9. Recognize and operate within the limitations of the aircraft you are flying.
10. Don't be talked into or take unnecessary risks because of pressing time.
11. NEVER land at an UNCONTROLLED airport without FIRST looking over the runway thoroughly for runway condition, wind direction and velocity. Keep your EYES OPEN for other aircraft in the area.
12. First, last and always THINK safety and use good judgment in your flying techniques.

NOTE:

These operating rules and regulations are designed to aid in the systematic and equitable utilization of Sky Roamers aircraft. They are also designed to help each member have many enjoyable and safe hours of flying.
The operating rules are formulated by the Sky Roamers Board of Directors as provided in the By-Laws and will remain in effect until revised rules are published.

SKY ROAMERS AIR TRAVEL, INC.
RULES AND REGULATIONS
EFFECTIVE APRIL 1, 1965

The undersigned Sky Roamer member acknowledges the receipt of the current Sky Roamers operating rules and regulations and agrees to be bound by their conditions and provisions and also acknowledges that he has read the rules and understands their purpose and intent.

Dated this_____Day of_____, 19____

Signed _____

*Return This Acknowledgement Sheet To Sky Roamers Office.

APPENDIX C

SKY ROAMERS FLYING CLUB

BY-LAWS

ARTICLE I

The name of this Corporation, as provided by its Articles of Incorporation, shall be "Sky Roamers".

ARTICLE II

The purpose of this Corporation (hereinafter called the "Club") shall be to own and maintain aircraft suitable for operation and use by its members for business, personal pleasure, or instruction flights; to encourage and enable its members to improve their flying skill; to promote and advance the use of private aircraft; to provide through its operation and maintenance of its aircraft the most economical flying facilities possible for its members; and to engage in such other ventures, activities, or business for the benefit of the Club and of its members as are permitted by the Articles of Incorporation of the Club.

ARTICLE III

BOARD OF DIRECTORS

A. *Exercise of Corporate Powers*

Subject to the limitations of the Corporation's Code of the State of California as to action which shall be authorized or approved by the members, all corporate powers shall be exercised by or under authority of, and the business and affairs of the Club shall be controlled by a Board of seven (7) Directors, except that the Board shall not incur indebtedness exceeding 50% of the capital worth. The number stated herein shall constitute the authorized number of Directors until changed by an amendment to the Articles of Incorporation or by an amendment to these By-Laws, only adopted by the votes or written assent of the members entitled to exercise a majority of the voting power of the Club.

B. *Election and Tenure of Office*

Directors, elected or appointed as provided herein shall hold office for a term of one (1) year, or until their successors are elected.

The Directors authorized by this Article shall be elected by secret ballot vote of the membership during the month of June of each year.

At least thirty (30) days prior to the election period, a Nominating Committee shall be appointed by the President. This Committee shall nominate ten (10) candidates for election to the Board. In addition,

at a membership meeting which shall be held prior to the election, members shall be permitted to nominate candidates from the floor of the meeting. The names of all candidates shall then be placed on the ballot. Members shall vote for seven (7) Directors and the seven candidates receiving the highest number of votes shall be elected.

C. *Vacancies*

A vacancy in the Board of Directors exists in the event of (a) the death, resignation or removal of any Director; (b) an increase in the authorized number of Directors; (c) the failure of the members to elect the authorized number of Directors in the annual election.

Vacancies may be filled by a majority of the remaining Directors, or by a sole remaining Director. Each Director so appointed shall hold office until his successor is elected.

D. *Removal of Directors*

The entire Board of Directors or any individual Director may be removed from office by a majority vote of the members. However, unless the entire Board is removed, an individual Director shall not be removed if the number of votes against the resolution for removal exceeds the quotient arrived at when the total number of members entitled to vote is divided by one plus the authorized number of Directors.

E. *Meetings*

Regular meetings of the Board of Directors shall be held at any place within or without the State which may be designated by resolution of the Board or by written consent of the members of the Board. Regular meetings shall be held on the 2nd Monday of each month at 7:30 o'clock P.M.

Special meetings of the Board shall be called by the President, or if he is absent, or is unable, or refuses to act, by the Vice President, or Secretary-Treasurer, or by any two Directors. Written notice of special meetings shall be given by mail or delivered personally to each Director at least three days before the meeting. Notice of special meetings need not be given if written consent of the Directors is obtained.

Notice of regular meetings is dispensed with.

The minutes of any special meeting of the Board shall contain an entry showing that due notice of the meeting had been given to all Directors. Said entry shall be conclusive evidence that due notice has been given to all Directors and in the manner required by law and by these By-Laws.

F. *Waiver of Notice of Directors' Meeting*

The transactions of any meeting of the Board, regardless of how called or noticed, are valid, if a quorum is present, and if each of the Directors not present signs a waiver of notice, a consent to the meeting, or an approval of the minutes of the meeting.

G. *Quorum*

A majority of the authorized number of Directors constitutes a quorum of the Board for the transaction of business. Every act done or decision made or resolution passed by the majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors.

H. *Compensation for Directors*

Each member of the Board of Directors shall be paid a sum of Five Dollars ($5.00) for each regular monthly meeting attended. There shall be no compensation for special meetings.

ARTICLE IV

OFFICERS

A. *In General*

The officers of this Club shall be a President, Vice-President and a Secretary-Treasurer.

B. *Election of Officers*

Officers shall be chosen annually by the Board of Directors at the first meeting after the annual election of the Board. Each officer shall hold office until his successor is elected or until he shall resign or be removed.

The Board of Directors shall within a reasonable time after any of the offices becomes vacant for any reason, elect a successor who shall hold office for the unexpired term or until his successor is elected.

C. *Removal of Officers*

Any officer is subject to removal by the Board of Directors with or without cause by a majority vote of the Directors when in office at any meeting of the Board of Directors, regular or special.

D. *Duties of Officers*

1. *President*

   The President shall preside at all meetings of the Club and of the Board of Directors. He shall sign with the Secretary-Treasurer in the name of the Club all contracts, certificates, notes or other documents affecting the business of or in any way binding upon the Club. He shall coordinate the activities of the Club and promote the general welfare of the organization.

   In the absence or disability of the Secretary-Treasurer, the President shall be vested with the powers of his office and shall perform all of his duties.

2. *Vice-President*

   The Vice-President shall perform the duties of the President in his absence or disability and in such event shall be vested with all of his powers.

3. *Secretary-Treasurer*

   The Secretary-Treasurer shall act as Club General Manager. He shall be the chief executive officer of the Club and shall exercise general supervision of the business affairs and property of the Club. He shall, subject to the advice and control of the Board of Directors, direct and manage the affairs, business property and employees of the Club; handle all correspondence; maintain adequate and correct accounts of the properties and business transactions, including accounts of its assets, liabilities receipts, disbursements, gains, losses, capital surplus and membership certificates.

   The Secretary-Treasurer shall keep a book of minutes of meetings

of the Board of Directors or members and shall keep a register of the members of the Club.

The books and records shall be open to inspection by the Directors or by any member at any reasonable time.

He shall further be responsible for the payment of all Club obligations, for the collection of dues, assessments, and flight time payments and shall keep or cause to be kept the Engine and Aircraft Logs of all planes owned or operated by the Club.

4. *Salaries of Officers*

The Board of Directors shall, from time to time, fix the salaries, if any, of the officers, agents or employees of the Club.

ARTICLE V

MEMBERSHIP

A. *Authorized Membership*

Membership in the Club shall be limited to the number of members fixed and authorized by the Board of Directors. The Board of Directors shall, from time to time, determine by resolution duly adopted, the number of memberships authorized in the Club. The existing memberships shall be notified of the resolution of the Board, the number of memberships outstanding, and the number and classes of memberships to be offered for sale.

B. *Classes of Membership*

(Determined by types of aircraft owned by the Club.)

C. *Qualification and Eligibility for Membership*

Members must be of good moral character, responsible, and financially able to meet the obligations of the Club. They must possess or have the ability to procure all licenses, certificates or permits required by any Governmental agency for the operation of aircraft.

Membership shall be obtained only through the unanimous approval of the Board of Directors who shall be empowered to fix and determine conditions and requirements of membership.

D. *Ownership of Assets and Rights Upon Dissolution*

Each member shall be deemed to own a share of the assets of the Club based in proportion to the class of membership held and to the total number of members. Upon the winding up or dissolution of the Club, the assets shall be divided in accordance with the proportionate shares held by the members at the time of dissolution.

E. *Membership Certificates—Transferability*

Each member shall be issued a certificate in such form as shall be determined by the Board of Directors.

No membership, or certificate of membership, shall be transferred, sold, pledged, assigned, bailed, alienated or hypothecated except as hereinafter provided.

F. *Termination of Membership—Voluntary*

Membership may be sold or transferred by a member if, and only if, the individual purchasing or receiving the membership is unanimously

approved by the Board of Directors. Until approval of sale or transfer is obtained, the member remains subject to all obligations of membership. Members may authorize the Board of Directors to sell their memberships. In such case, a charge of five percent (5%) shall be levied for expenses of selling.

The Board shall not approve or consent to voluntary sale or transfer if the member is indebted or obligated to the Club.

G. *Termination of Membership—Involuntary*

The Board of Directors may terminate any membership, with or without cause. Upon such termination, the value of the membership held shall be returned to the terminated member, and thereafter, such terminated member shall have no recourse whatsoever against the Corporation, its assets, members, officers, agents, or employees.

If at the time of termination a member is indebted or obligated to the Club, the amount of indebtedness or obligation shall be withheld from the member's share.

H. *Membership Dues, Charges and Assessments*

1. Each member shall be assessed monthly dues as fixed by the Board of Directors.
2. *Charges*

   Members shall be charged monthly for time flown at hourly rates fixed by the Board of Directors, which rates shall be adequate to cover all operating expenses, maintenance, depreciation, insurance and other fixed charges not covered by the monthly dues.
3. *Assessments*

   Special assessments of members may be made by the Board of Directors in unusual or extreme circumstances.
4. *Payment*

   Dues, charges and assessments are payable upon rendering of an account, and become delinquent upon the fifteenth (15) day of the month following.
5. *Penalties—Inactive Status—Termination*

   A penalty shall be imposed as one percent (1%) per month of the balance in a member's account unpaid by the 25th day of the month following the close of the month for which the statement is submitted.

   The Board of Directors shall have the authority to declare a delinquent member inactive and deny him use of Club aircraft or to involuntarily terminate such delinquent membership as provided in Paragraph G of this Article.

I. *Associate Membership.*

The privilege of associate membership is extended to the spouse of a member. An associate member is subject to all of the obligations of membership and may exercise all of the privileges thereof, except that an associate member may not vote and owns no share or ownership interest.

Associate membership is a privilege which may be granted by and is revoked by the Board of Directors at their sole discretion.

ARTICLE VI

LIABILITY OF MEMBERS

A. *Insurance*

The Club, shall at all times, cover all aircraft with hull insurance against ground and flight damage, and shall carry property damage and public liability insurance to protect the Club as a corporation and the members against liability, actions, suits for damages or judgments of third persons or members. The insurance shall be adequate in the judgment of the Board of Directors.

B. *Damage to Aircraft*

The individual member shall be responsible for the safe operation of the Club aircraft. In the event of damage to a Club aircraft, its engine or equipment, which damage is proximately caused by act or omission of the member, such member shall be liable for the damage sustained and may be assessed the uninsured, nonreimbursable cost of repair or replacement, not to exceed, however, the sum of Three Hundred Dollars ($300.00).

C. *Accident Investigation Board*

In the event of accident, damage, destruction or loss of Club aircraft, engine or equipment, for which liability may be assessed under Paragraph B of this Article, the Board of Directors shall appoint an Accident Investigation Board of three members. This Board shall then investigate and report its findings of fact and recommendations to the Board of Directors. The Board of Directors shall then take whatever action is deemed appropriate under Paragraph B or D of this Article.

D. *Liability for Gross Negligence, Wilful Violation of Law and Flight Under the Influence of Intoxicants or Drugs*

In the event that any member be found by the Accident Investigation Board to have caused loss, damage, destruction or injury to the Club or to its aircraft, engines or equipment through or by reason of gross negligence, of wilful violation of any law, regulation or rule of the Federal Government, of any state, or of the Club, or while under the influence of intoxicating liquors or drugs, the member or his estate will be held liable for all such loss, damage, destruction or injury. The limitation of liability set forth in Paragraph B of this Article will not be applicable in such event.

E. *Limits of Liability*

ARTICLE VII

EQUIPMENT

The Club shall be authorized to own, lease, rent, or charter aircraft for operation by Club members. Aircraft shall be suitable and adequate for training and cross-country operation and shall be equipped with instruments, navigational aids and other equipment as may be deemed advisable. The number, types, and equipment of aircraft shall be determined by the Board of Directors.

Aircraft, engines and equipment shall be maintained by competent A and P facilities and the standard of maintenance shall be at least equal to that required of commercial operators by the FAA.

ARTICLE VIII

MEMBERSHIP MEETINGS

Meetings of the members shall be held at least every three months or more frequently if desirable or necessary.

Notice of meetings shall be given by mail at least one week prior to the meeting date.

The President or the Board of Directors shall be required to call a meeting at the written request of three or more members.

ARTICLE IX

QUORUM AND VOTING RIGHTS

A majority of the membership other than members declared inactive shall constitute a quorum for the transaction of business at meetings.

Except as otherwise provided in these By-Laws, a majority of the members present at any meeting at which a quorum is present may take action on any matter. Each member shall be entitled to one vote.

ARTICLE X

AMENDMENTS TO BY-LAWS

By-Laws of the Corporation may be adopted, amended or repealed by the vote or written assent of a majority of all of the members of the Corporation.

ARTICLE XI

PRINCIPAL OFFICE

The principal office of the Club shall be established and maintained in the County of Los Angeles, State of California, at a location designated by the Board of Directors.

ARTICLE XII

FISCAL YEAR

The fiscal year of the Club shall be the year ending June 30th.

APPENDIX D

GENERAL AVIATION DISTRICT OFFICES

ALABAMA—Birmingham 35206: Muni. Arpt. 6500—43rd Ave., North; Tel. 592-6371

ALASKA—Anchorage 99504: Safeway Hangar, Merrill Fld., 1714 E. 4th Ave.; Tel. 272-1324

ARIZONA—Phoenix 85034: 2800 Sky Harbor Blvd., Sky Harbor Arpt.; Tel. 261-4238

ARKANSAS—Little Rock 72202: Terminal Annex Bldg., Adams Fld.; Tel. FR 2-3437

CALIFORNIA—Fresno 93727: FAA Bldg., Suite 1-B, Fresno Air Terminal; Tel. 251-6056

Long Beach 90806: Muni. Arpt., 2815 E. Spring St.; Tel. 426-7134

Los Angeles: Suite 3, Muni. Arpt., 3200 Airport Ave., Santa Monica, Calif. 90405; Tel. 391-6701

Oakland 94614: Box 2397, Oakland Intl. Arpt.; Tel. 638-5711

Ontario 91761: Admin. Bldg. Annex, Intl. Arpt.; Tel. 984-2411

Sacramento 95822: Muni. Arpt.; Tel. 449-3169

San Diego 92101: Lindbergh Fld., 3110 Goddard Way; Tel. 293-5280

Van Nuys 91406: Van Nuys Arpt., 16700 Roscoe Blvd.; Tel. ST 5-8624

COLORADO—Denver: FAA Bldg., Jefferson Co. Arpt., Broomfield, Colo. 80020; Tel. 466-7326

FLORIDA—Jacksonville 32201, P.O. Box 1527; Tel. 354-7111

Miami: Bldg. 121, Opa Locka Arpt., P.O. Box 365, Opa Locka, Fla. 33054 Tel. 681-7431

St. Petersburg 33732: St. Petersburg-Clearwater Arpt.; Tel. 526-3182

GEORGIA—Atlanta 30336: FAA Bldg., Fulton Co. Arpt.; Tel. 344-3033

HAWAII—Honolulu 96819: Rm. 715, John Rodgers Terminal Bldg., Honolulu Intl. Arpt.; Tel. 814-829

IDAHO—Boise 83705: 3113 Arpt. Way, Tel. 342-2711

ILLINOIS—Chicago: P.O. Box 337, DuPage Co. Arpt., West Chicago 67205; Tel. 584-4490

Springfield 67205: P.O. Box 197; Tel. 525-4238

INDIANA—Indianapolis 46241: FAA Bldg. #1, Muni. Arpt.; Tel. CH 4-2473

South Bend 46628: St. Joseph Co. Arpt.; Tel. CE 2-5843

IOWA—Des Moines 50321: Rm. 132, Admin. Bldg., Muni. Arpt.; Tel. 284-4094

KANSAS—Kansas City 66115: 2nd Flr., Admin. Bldg., Fairfax Arpt.; Tel. 374-3767

Wichita 67209: Flight Standards Bldg., Muni. Arpt.; Tel. WH 3-3244

KENTUCKY—Louisville 40205: Admin. Bldg., Bowman Fld.; Tel. 451-2930

LOUISIANA—New Orleans 70126: Rm. 227 Admin. Bldg., New Orleans Lakefront Arpt.; Tel. 944-6706

Shreveport 71107: Rm. 202, Admin. Bldg., Downtown Arpt.; Tel. 422-8379

MAINE—Portland 04102: 974 Westbrook St.; Tel. 774-1452

MARYLAND—Baltimore 21240: Friendship Intl. Arpt.; Tel. SO 1-2610

MASSACHUSETTS—Norwood 02062: Muni. Arpt.; Tel. 762-2436

Westfield 01085: 1st Floor, Terminal Bldg., Barnes-Westfield Muni. Arpt., P.O. Box 544; Tel. 568-8691

MICHIGAN—Detroit: Flight Standards Bldg., Wi low Run Arpt.; Ypsilanti, Mich. 48197; Tel. 483-1226

Grand Rapids 49508: Kent Co. Arpt., 5500-44th St., S.E.; Tel. 949-5370

MINNESOTA—Minneapolis 55450: Wold-Chamberlain Arpt., 6301-34th Ave., South; Tel. PA 9-7301

MISSISSIPPI—Jackson 39208: P.O. Box 5855, Pearl Station; Tel. 939-5231

MISSOURI—St. Louis: 9275 Genaire Dr., Berkeley, Mo. 63134; Tel. PE 1-0930

MONTANA—Billings 59101: Rm. 205, Admin. Bldg., Billings-Logan Fld.; Tel. 245-7910

Helena 59601: Box 1167; Tel. 442-4230

NEBRASKA—Lincoln 68524: Gen. Aviation Bldg., Lincoln Muni. Arpt.; Tel. 475-3555

NEVADA—Reno 89502: Rm. 234, Terminal Bldg., Reno Muni. Arpt.; Tel. 784-5321

NEW JERSEY—Teterboro 07608: Teterboro Air Terminal, 510 Industrial Ave.; Tel. AT 8-1745

NEW MEXICO—Albuquerque 87119: FAA/WB Bldg., P.O. Box 9045, Sunport Station; Tel. 247-0156

NEW YORK—Albany 12211: Albany Co. Arpt.; Tel. UN 9-8482

Lindenhurst 11757: Zahns Arpt., North Wellwood Ave.; Tel. TU 8-1440

Rochester 14624: Hangar #3, Rochester-Monroe Co. Arpt.; Tel. BE 5-3438

NORTH CAROLINA—Charlotte 28208: FAA Bldg., Muni. Arpt.; Tel. 392-3214

Raleigh 27602: Admin. Bldg., Raleigh-Durham Arpt.; P.O. Box 1858; Tel. 787-4707

NORTH DAKOTA—Fargo 58102: Admin. Bldg., Hector Fld., P.O. Box 2128; Tel. 237-5191

OHIO—Cincinnati 45226: Hangar #, Lunken Arpt.; Tel. 321-7171

Cleveland 44135: Cleveland-Hopkins Arpt., S-21; Tel. 267-0220

Columbus 43219: Rm. 214, Admin Bldg., Port Columbus Arpt., 17th & James Rd.; Tel. 221-2104

OKLAHOMA—Ok'ahoma City: FAA Bldg., Wiley Post Arpt., Bethany, Okla. 73008; Tel. SU 9-5220

Tulsa 74115: Business Aircraft Terminal Bldg., Suite 104, Tulsa Intl. Arpt.; Tel. 835-7619

OREGON—Portland 97218: 5410 N.E. Marine Dr.; Tel. AT 8-5846

PENNSYLVANIA—Allentown 18103: Allentown-Bethlehem-Easton Arpt.; Tel. 264-2888

Harrisburg: Rm. 201, Admin. Bldg., Harrisburg-York State Arpt., New Cumberland, Pa. 17070; Tel. 234-0191

Philadelphia 19136: Admin. Bldg., North Philadelphia Arpt.; Tel. OR 3-0250

Pittsburgh: Allegheny Co. Arpt., West Mifflin, Pa. 15122; Tel. 461-2726

SOUTH CAROLINA—Columbia: 534 Knox Abbott Dr., Cayce, S. C. 29033; Tel. 254-0391

SOUTH DAKOTA—Rapid City 57705: Muni. Arpt., R.F.D. #2, Box 633B; Tel. 342-3738

TENNESSEE—Memphis 38130: Metropolitan Arpt., P.O. Box 30050; Tel. 398-2353

Nashville 37217: 303 Doyle Terminal, Metropolitan Arpt.; Tel. 255-7791

TEXAS—Dallas 75235: 3323 Grove St.; Tel. FL 2-8453

El Paso 79925: Rm. 202, FAA Bldg., 6795 Convair Rd.; Tel. 778-6389

Fort Worth 76101: P.O. Box 1689, Meacham Fld.; Tel. MA 4-1184

Houston 77060: P.O. Box 60158, Wm. P. Hobby Arpt.; Tel. OL 4-6557

Lubbock 79471: P.O. Box 5247, Muni. Arpt.; Tel. PO 2-0335

San Antonio 78216: Rm. 201, Executive Aircraft Terminal, Executive Terminal Dr., Intl. Arpt.; Tel. TA 6-2355

UTAH—Salt Lake City 84116: 205 North 23rd, West, Rm. 105; Tel. 524-4247

VIRGINIA—Richmond: Byrd Fld., Sandston, Va. 23150; Tel. RE 7-8256

WASHINGTON—Seattle 98108: Rm. 104, FAA Bldg., Boeing Fld.; Tel. 583- 0111

Spokane 99211: Box 247, Parkwater Station; Tel. 838-3361

WISCONSIN—Milwaukee 53207: General Mitchell Fld.; Tel. SH 4-9202

WYOMING—Cheyenne 82002: P.O. Box 2166, 4101 Evans Ave.; Tel. 634-2652

APPENDIX E

LIST OF FILMS OF INTEREST TO FLYING CLUB MEMBERS

The following list of films produced by the Federal Aviation Administration are of interest to persons interested in private flying. The FAA General Aviation District Office nearest you will have information on any new films as they become available. (See Appendix D for list of GADO's).

Any of the following films may be borrowed from the Film Library, AC-921, Federal Aviation Administration Academy, P.O. Box 25802, Oklahoma City, Oklahoma 73125. Allow three weeks for delivery. Postage is prepaid both ways. Films should be returned on or before due date shown on card attached to film.

Flying Clubs—(FA-705)—This film provides background and guidance for a group of persons planning to form a flying club. It covers the advantages of flying clubs, how to organize, how to get members, purchasing and/or leasing equipment, relations with the fixed base operator and many other important areas. Color. 20 Min.

Plane Sense—(FA-807)—A film to acquaint and benefit the prospective pilot and airplane owner with the fundamentals of owning and operating an airplane. It offers hints about buying a used aircraft, outlines responsibilities in maintaining and recording the maintenance of the aircraft and engine, shows how to keep abreast of current FAA regulations concerning the operation and maintenance of an airplane. FAA Production, 28 min., color, 1968

Charlie (FA-618)—As the narrator of this dramatic presentation says, "People do drink and fly, and they do get away with it. Dr. Charlie Preston works hard but he also knows when to let up. And, like a lot of us, he does enjoy a drink. The fact is that a man's judgment is changed by alcohol—even a little of it." For general aviation pilots. Color. 22 Min. 1967.

Density Altitude (FA-603)—This film accompanies a young couple on a cross-country flight from New Orleans through the Rockies and the High Sierras. It dramatizes the effects of high altitude and temperature on light aircraft and demonstrates how pilots should operate under density altitude conditions. Color. 29 Min. 1966.

Wake Turbulence (FA-610)—Depicts how vortices wake turbulence is formed, the hazards it presents to aircraft—particularly those in the process of landing or taking off and suggests techniques in avoiding the effects of this phenomena.

How An Airplane Flies—(FA-703)—A smoke tunnel orientation and live photographs provide the viewer with an understanding of basic aero-

dynamics in laymen's terms. This film is suitable for high school, college, and ground school programs. FAA Production, 18 min., color, 1968.

Path to Safety (FA-612)—A fast-moving film starring Cliff Robertson as a flight instructor briefing a class of student pilots on dramatic incidents occurring as a result of "human error." 16mm sound, 21 minutes, Color, 1966.

**The Launching of Alva—(FA-808)*—One of a series of three films designed to assist the General Operations and Maintenance Inspectors in presenting Safety Education to the pilot. This film stresses the potentially adverse effects of misdirected maintenance action and its effect on aircraft airworthiness. FAA Production, 7 min., color, 1968.

**The Right Time to Fly—(FA-809)*—Second of a series of three films designed to assist the General Operations and Maintenance Inspectors in presenting Safety Education to the pilot. This film stresses the adverse effects of an emotional distraction and the resulting effect on a pilot's attention to detail. FAA Production, 11 min., color, 1968.

**Once Around the Pond—(FA-810)*—Last of a series of three films designed to assist the General Operations Maintenance Inspectors in presenting Safety Education to the pilot. This film is designed to point out some of the common faults and errors committed by pilots in the course of operating and maintaining their aircraft. FAA Production, 8 min., color, 1968.

Rx for Flight—(FA-606)—Shows some of the aero-medical problems that face general aviation pilots. In a cause-and-effect manner, this film briefly covers such areas as alcohol, drugs, hypoxia, disorientation, smoking and safety equipment. Color. 18 min., 1966.

One Eye on the Instruments—(FA-209)—This film is designed to encourage general aviation pilots to take advantage of the FAA's Blue Seal Certification Program. It depicts a small town airport and compares the flying ability of two of the local pilots. One is an old pro who flies by the "seat of his pants". The other is a younger pilot who has taken advantage of instrument training possibilities. The hazards of flying in IFR weather without instrument flying knowledge are vividly illustrated. Color. 15½ min. 1962.

Stability Augmentation System—(FA-704)—This motion picture describes an experimental stability augmentation system for light aircraft which helps the pilot keep control of his aircraft when he inadvertently encounters instrument flight conditions. FAA Production, 20 min., color, 1968.

A Traveler Meets Air Traffic Control—(FA-102)—A relatively simple explanation of FAA's air traffic system, the film depicts departure, enroute and arrival air traffic control services provided to a jet air carrier which departs Chicago's O'Hare Airport and lands at Los Angeles International Airport. Color. 33 min. 1963.

*FAA supervised showings only. Contact your General Aviation District Office (GADO) for further information.

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