



AIR & SPACE FORCES ASSOCIATION
SAM JOHNSON CHAPTER | DALLAS, TX

AFA Dallas Sam Johnson Chapter 2026 Strategic Plan

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AFA Dallas Sam Johnson Chapter

Strategic Plan

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Mission Statement:

- **National:** Our mission is to promote dominant U.S. Air and Space Forces as the foundation of a strong National Defense; to honor and support our Airmen, Guardians, and their Families; and to remember and respect our enduring Heritage.
- **Texas State:** Our mission is to advocate and support the men and women of the United States Air Force, to educate the members and the public at large as to what these men and women do, and to advocate and support the military preparedness of the United States in order to maintain the security of this nation and its allies.
- **Dallas Chapter:** The Dallas Sam Johnson Air & Space Forces Association Chapter promotes a dominant United States Air Force and Space Force and a strong national defense, and honors Airmen and Guardians and our enduring Heritage. To accomplish this, the Sam Johnson Dallas AFA Chapter:

EDUCATES the public on the critical need for unmatched aerospace power and a technically superior workforce to ensure U.S. national security

ADVOCATES for aerospace power and STEM education

SUPPORTS the total Air and Space Force family and aerospace education

Vision:

- The Dallas Sam Johnson AFA Chapter supports national AFA programs and strives to engage with the local community with programs and activities designed to support its mission. The Chapter aims to interact with the community and youth groups in its area to help them understand the need for strong Air and Space Forces to serve the nation and its strategic goals.

Core Values:

The Sam Johnson Dallas AFA Chapter believes in the following core values:

- **Character & Integrity:** Valuing initiative, self-sacrifice, empathy and altruism
- **Commitment:** To the organization's mission, local communities and state and national goals and values
- **Connections:** With the citizens, communities, educational institutions and youth groups around us, and also with the state and national organizations
- **Service:** Before self in carrying out our mission and in all we do

Strategic Pillars:

- **Pillar 1 – Community & Support**
 - ✓ Engage and support local community
 - ✓ Have local community involvement in AFA programs
 - ✓ Support Airmen, Guardians and their families
- **Pillar 2 – Educate & Advocate**
 - ✓ Educate and advocate for the AFA organization and mission
 - ✓ Prepare future air and space leaders and advocates
 - ✓ Educational assistance in building leaders of tomorrow
- **Pillar 3 - Service**
 - ✓ Giving of self and time to the whole
 - ✓ Recognizing serving the “greater” good
 - ✓ Personal commitment to ensuring future generation opportunities
- **Pillar 4 - Sustainability**
 - ✓ Membership growth and involvement
 - ✓ Continued adequate fiscal resources for programs
 - ✓ Succession plan for Chapter leadership and programs
- **Pillar 5 - Recognition**
 - ✓ Recognize members demonstrating exceptional excellence and service
 - ✓ Compete for State, Regional and National recognition of the Chapter
- **Pillar 6 – Communication**
 - ✓ Communicate with members on a regular basis to let them know about upcoming Chapter events and opportunities
 - ✓ Provide input to AFA In Action and other AFA-provided channels
 - ✓ Maintain an attractive, engaging and current website
 - ✓ Improve social media presence and relevance

Supporting Programs: The Chapter supports, organizes and executes many programs in support of their mission. These include but are not limited to:

Advocacy and Civic Leader Engagement – Outreach and engagement with the general public and community leaders

Budget and Finance – Forecast and planning for financial stability and security

Cadet Leadership Courses – Provides recognition and awards to top performers

CAP Flight Academies – Sponsor attendees to participate in this opportunity

Community Partners – Establishing liaison and involvement with local businesses

Cyber Patriot & StellarXplorers – Involvement growing and supporting the program
Annual Golf Tournament – Public engagement and social interactions at the event
Honor Flag Program - Enabling displays of public pride on National Holidays
Membership – Recruiting and maintaining members to support the Chapter’s mission
Military Book Club – Community interaction through discussion of relevant topics
National Defense Briefing Series – Support and participation in these events
Outstanding Teacher Recognition – STEM Teacher of the Year Award
Quarterly Luncheon Meetings – Public status updates and selected guest speakers
Scholarships – Providing education support for college students enrolled in ROTC
Communication – Website, social media and outreach programs
Youth Leadership Conferences - Sponsoring High School students to attend

Listed in the attached Tactical Annex are the details of the programs mentioned/described above:

TACTICAL ANNEX
SAM JOHNSON DALLAS CHAPTER AFA
STRATEGIC PLAN

Supporting Programs: (Scope, Size, Cost & Potential)

- Below is a list and short description of various programs and activities sponsored or organized and executed by the Sam Johnson Chapter.
- Each activity or program should support a pillar (or pillars) described above. Information about each program includes their **Scope** (what they entail), their **Size** (how large, and or, how far reaching they are currently), their **Cost** (both in dollar amounts as well as required manpower hours, their value proposition and ROI) and **Future Growth & Potential** (3-5 year outlook) plans and potential.
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Advocacy and Civil Leader Engagement

- **Scope** – A Chapter representative engages twice monthly with the public at a breakfast forum to discuss ongoing issues and concerns. This is done in conjunction with the Military and Patriot Book Clubs (see below). During the meeting, attendees are given Advocacy Information and requested to register on the Air and Space Forces Association Advocacy website to download and mail the pre-printed letters to their representatives.
- **Size** – The in-person meetings average 25-35 attendees.
- **Cost** – There are no direct costs to the Chapter for this initiative other than the time commitment by the Chapter Rep.
- **Future Growth & Potential** – The current program is a fundamental approach for advocating to the public. It could be expanded to include scheduled meetings with local, state and national representatives to increase awareness of Aerospace concerns, dependent on Chapter representatives being available and Civil Leaders willingness to meet.

Budget and Finance

- **Scope** – The Chapter Treasurer tracks and reports on all financial activities, to include income, expenses and comparative data on actual overall costs compared to planned budget amounts. The Treasurer also files all pertinent documentation and tax returns required by the IRS. There is also an end of year budget planning meeting that projects income and expenses for the coming calendar year.
- **Size** – The Chapter currently has an Operating Budget of around \$100,000.00. There are also investments of approximately \$50,000.00 held in interest-bearing CDs for use as required.

- **Cost** – The cost of administering and tracking the budget is nominal with some minor administrative costs associated with supplies and services. Time commitment by treasurer is significant to prepare monthly reports (3-4 hours), semi-annual finance reports to HHQ (10 hours), and Form 990 to IRS (15 hours)
- **Future Growth & Potential** – The current program operates smoothly and serves the needs of the Chapter well. There is a need for a backup person to assist with the accounting and budgeting in order to prepare for takeover of the program when that is required.

Cadet Leadership Courses

- **Scope** - The Cadet Leadership Course is an optional summer program that teaches AFJROTC cadets aspects of citizenship and leadership. Its mission is to prepare cadets for leadership roles in their units, schools, and local communities. North Texas AFJROTC CLC is held in Denton, Texas and cadets attend a five-day overnight program with activities that stress team building, leadership, personal character, and community service, (among other traits).
- **Size** – The program includes fourteen DFW Area AFJROTC units and, in addition to the AFJROTC instructors from each of the high school units, 25 critical college-level AFROTC cadet training officers are provided from various universities. Most recently (2025) 280 Cadets attended the program.
- **Cost** – The Chapter provides trophies, awards and recognition to the highest PFT scores, male and female, as well as Cadets in the top ten percent of the class. Cost of the awards is approximately \$3,500.00.
- **Future Growth & Potential** – Program is currently adequately supported by the Chapter and all other aspects of the program are determined by the Denton ISD and participating units.

CAP Flight Academies

- **Scope** - Special summer academies are available for CAP Cadets to receive flight instruction in (recently deleted glider) powered aircraft. CAP flights serve as a way to demonstrate interest in aviation. CAP Cadets learn the physics of flight, how engines and aircraft systems work, how to read aeronautical charts, air power history, etc. These are intense encampments where they attend ground school half the day and fly the other half with Certified Flight Instructors with a goal to fly solo.
- **Size** - The Chapter has provided a scholastic award of 50% of the costs of tuition to CAP Cadets in the Sam Johnson Chapter's area of responsibility that will be attending the Civil Air Patrol Texas Wing Flight Academies. There has been an average of 8 sponsored attendees in the past.
- **Cost** – The past costs have been \$4,000.00-\$5,000.00 annually.
- **Future Growth & Potential** – Our goal, is to help AFJROTC students and their AFJROTC instructors understand a pathway to cadets earning their Private Pilot Certificate and educate AFJROTC instructors on how to work with CAP units to

secure orientation flights for their cadets. The program is currently in flux with the glider program cancelled for the foreseeable future. Powered flight has also been re-located and reduced in numbers and there have been no recent participants from the Chapter's AOR. Bottom line: the future is uncertain at best.

Community Partners

- **Scope** – The Community Partner program is a national program that aligns chapters with organizations in their local community, fostering connection with local organizations, growing support for the Department of the Air Force, and providing them a consistent level of connection with their community no matter the industry.
- **Size** – There are currently 21 Community Partners associated with the Chapter. The number varies based on the number of new partners and previous partners renewing their participation.
- **Cost** – The Community Partner program provides approximately \$1,200.00 of income annually to the Chapter, though there are expenses that offset that income should the Chapter choose to provide a complementary membership to an organization or business. Currently, the chapter awards a complementary CPship to any business/individual that buys at least a \$1,000 sponsorship to golf tournament. Chapter has to pay half of the CP annual fee (\$45) to National; in addition, the Chapter buys a permanent name badge for the new CPs, and treats them to a free ticket to a quarterly meeting, so in essence, CP is at best a break-even cost. There is also a minor (few hours per month personnel cost for the VP to administer the program.
- **Future Growth & Potential** – Program has potential to grow depending on publicity and solicitation of new partners. This is largely determined by manpower available to pursue future new participants. However National support is marginal and we may consider making this an internal program and/or partnering with the Northeast Chapter to reduce fixed costs.

AFA Educational Competitions: Cyber Patriot and StellarXplorers

- **Scope** - The Chapter is partnering with AYODE to host a cyber competition in the summer of 2026. The purpose of this competition is to inspire the next generation of cybersecurity leaders, grow national participation in CyberPatriot and showcase AFA's investment and innovation along with AYODE's commitment to benefiting the public. The competition will use hybrid CTP + coding challenge format, self-paced puzzles and timed programming problems, a real-time scoring with leaderboard and will be team-based, problem-solving focused. The students will learn multiple cybersecurity and computer science skills. The students will receive hands-on training via summer camp and exposure to CyberPatriot and the Air Force mission.
- **Size** – The August 2026 competition anticipates the involvement of over 500 participants and an as yet unknown number of industry and community sponsors.

- **Cost** – The cost to the Chapter will be \$21,000.00 in 2025-2026 with a possibility of extended financing into future competitions, though there is no enduring commitment beyond 2026.
- **Future Growth & Potential** – While the program will be run and administered by AYODE, with Chapter coordination, there is a potential for future growth depending on the participation, sponsorship levels and success of the 2026 event. In addition, there is a need to do widespread advertising of the AFA's CyberPatriot and StellarXplorers programs. The chapter needs to develop an email database that includes Civil Air Patrol and JROTC units and school contact information for the chapter area of responsibility (AOR). The database should also include the Principals, Counselors, and STEM teachers for the schools in the Chapter AOR that was developed for the Sam Johnson Teacher of the Year program. The Chapter should forward all CyberPatriot and StellarXplorer emails from National to these databases each year.

Annual Golf Tournament

- **Scope** – The Chapter sponsors an annual golf tournament every Fall, typically around the second week in October. It involves promoting the Chapter's programs and generating revenue for the organization. The tournament raises funds for area AFA youth programs and also enables community involvement in AFA programs and raises awareness of AFA and the youth programs that the chapter determines to support. It is a full day Friday event featuring a four person scramble format golf tournament, lunch, dinner and awards/prizes as well as an auction. This event primarily supports Pillars 1 and 4, but also underpins 2 and others as the funding enables other programs.
- **Size** – The tournament typically involves up to 120 golfers (30 foursomes) as well as multiple community sponsors (either advertising, sponsoring foursomes or donating raffle gifts/funding). Participants come from all over the DFW area.
- **Cost** – The golf tournament is an event that raises funds for the organization. Typical costs run around \$15-20,000.00 and generated income is around \$47-50,000.00. Results in a net profit of around \$30,000.00.
- **Future Growth & Potential** – The current event is very well run and has some potential to grow, though there appears to be waning interest among both sponsors and players. There is a need for continued participation from members of the organization (currently several people handling reservations, sponsors, foursomes, finance, etc.) in assisting the principal proponent. There is also a need for a new principal for future transition when the need arises. There may also be an opportunity to partner with the Northeast Chapter on both our tournament and theirs

Honor Flag Program

- **Scope** - The program began in 2009, and it is a significant revenue generator for the Chapter. The program is a partnership with local (Plano) HOAs and several Boy &

Cub Scout troops and packs, as well as a CAP squadron. The program AOR includes seven HOAs, plus the Prestonwood Hills Country Club. The program provides flags to HOAs and their individual homeowners that choose to participate for five holidays (Presidents Day, Memorial Day, Independence Day, Labor Day, and Veterans Day) each year. The Honor Flag Program supports the Chapter's mission by supporting all five of the Strategic Pillars.

- **Size** – The program includes approximately 460 flags. Total flags varies slightly due to Homeowners either moving in or out of their HOA and the HOAs making a change with the number of flags it wants to display.
- **Cost** – The largest cost for the program comes from flag replacements (typically nylon flags last about 3-5 years depending on the weather, and occasional theft). Also storage of flags currently costs approximately \$258/mo. Almost half of the flags are currently stored at no cost but that will likely change by year end. The program has an average net income of \$8,500.00 (\$15,500.00 gross income and \$7,00.00 expenses)
- **Future Growth & Potential:** There is growth potential available: namely the marketing initiative of the program to homeowners in current HOA's being serviced. Also, there is a need to add a new committee member to help with continuation. Adding any new HOA's is a larger challenge due to the availability of any new BSA scout troops to partner with in our AOR – the current troops/pack are at their limit of servicing their current HOAs. The support they currently provide each of the five holidays per year is very demanding, primarily due to Scouts and their parents unable to devote the time required.

Membership

- **Scope** – The program focuses on three levels: recruiting new members, identifying viable members from national listings and encouraging identified members to actively participate and contribute to the Chapter's programs and activities.
- **Size** – The national listings often show around 1,100-1,200 members for the chapter. Typically, fewer than 100 - 150 various individuals participate sporadically in Chapter activities and meetings (some participants are not members).
- **Cost** – Annual costs to the Chapter are approximately \$3,500.00. These are costs associated with complimentary memberships (both annual and lifetime) offered as incentives for various programs and awards.
- **Future Growth & Potential** – There is potential for further growth in membership and member participation. The first priority should be a concentrated communication plan to keep members engaged and informed. There is also a new class of members: those who joined because of the AIMS effort. These are identifiable and interested, and need to be convinced to become participating members.

Military Book Club

- **Scope** – The Military Book Club is a monthly event featuring the discussion of a recommended book the previous month. The discussion is led by a Chapter representative as well as others associated with the book or related topic material. The format is a morning breakfast meeting and Advocacy information is also distributed to participants at this event.
- **Size** – The typical gathering has an average of 15-25 participants from various backgrounds. Some are AFA members, but the majority of participants are not.
- **Cost** – There are no direct costs to the Chapter that are associated with this event.
- **Future Growth & Potential** – The current program is well run and attended and serves as a good opportunity to publicize the Chapter and its programs. No real potential or need to expand except as the host and or participants desire.

National Defense Briefing Series

- **Scope** – NDBS is a partnership of five DFW area military advocacy organizations which sponsors quarterly discussions on important national security topics, with an annual fundraiser. The funds are distributed to the member organizations
- **Size** – Since 2021, NDBS has conducted 21 programs and netted approximately \$300,000
- **Cost** – NDBS is all-volunteer with minor administrative and operating costs. The Chapter invests approximately \$400-800 per quarterly event and has received approximately \$50,000 in distributions
- **Future Growth & Potential** – There are growth opportunities on the program side. Fund-raising growth is difficult

Quarterly Luncheon Meetings

- **Scope** – The Chapter requires meetings on at least a quarterly basis. The quarterly luncheons serve as both membership meetings and an opportunity to invite guest speakers that provide topical presentations. These presentations include discussions, as well as Q&A, concerning current events, national security issues and heritage related topics. The third quarter luncheon also focuses on youth awardees for Scholarships, YLC, CLC and other outstanding performers and awards. The luncheons also present an opportunity to invite/welcome non-members and hopefully gain their interest and have them become new members. These luncheons support Pillars 1,2,4 and 5.
- **Size** – Generally the luncheons involve 60-100 guests. They are open to the general membership as well as the interested public.
- **Cost** – The cost to an attendee is \$40.00 (about \$5.00 less than cost), with the excess cost of the meal, venue, as well as invited guests, being sponsored and paid for by the organization. The annual cost is approximately \$4-\$4,500.00 total for the four events.

- **Future Growth & Potential** – Program is well run and a good draw for the organization. The difference of cost to the attendees and the organization is viewed as an investment in membership and youth support (3rd quarter).

Scholarships

- **Scope** – The goal of the program is to encourage and support a continued and expanded supply of officers to all branches of the U.S. Military in an effort to strengthen and maintain leadership. Local AFJROTC Detachments select their top graduating senior cadet who meets the 2 criteria of: attending college and enrollment in ROTC of any service. Service Academy admission meets both criteria. Selected Cadets are evaluated by the Scholarship Committee and a Top Cadet is chosen. All selected Cadets are recognized on the Chapter website, at High School Awards Ceremonies and the 3rd Quarterly meeting of the Chapter.
- **Size** – There are 15 AFJROTC Detachments eligible for the program. The Scholarship Committee consists of 26 Members (AFA members and non-AFA members). The program provides for up to 15 Scholarships for graduating students from the DFW area schools.
- **Cost** – Total costs per year can total \$55,360.00. Breakout is: 15 Selected Cadets- \$3,000.00 Scholarships- \$45,000.00; 1 Top Cadet- Additional \$10,000.00; MachForm Subscription- \$360.00. Historically the total of selected Cadets is only 8 or 9. In addition, each year 1 to 3 Cadets do not meet both eligibility requirements. The program supports Pillars 1, 2 & 5 explicitly, and pays dividends to the greater mission statement for preparing future aerospace leaders.
- **Future Growth & Potential:** No real growth potential in size. Fifteen is maximum for a committee of volunteers. Additionally, two Detachments are in the Ft. Worth Chapter AOR and should be deleted from our program if the Ft. Worth Chapter starts a program. Expanding the Committee is very limited, but assigning back up members at a few positions is possible. As far as the Scholarships themselves, the goal is to make a financial impact for future ROTC program graduates. Moving the base scholarship from \$3,000.00 to \$5,000.00 and the Top Cadet scholarship from \$10,000.00 to \$15,000.00 would help this effort and result in an increase of \$30,00.00 to the scholarship costs. Future funding would need to be explored. Also, press releases and Cadet interviews with local news media would highlight the program and encourage community and military of the program.

STEM Teacher of the Year Recognition

- **Scope** – The purpose of the program is to recognize classroom teachers, in the greater Dallas area, at the chapter and state level for their accomplishments and achievements in exciting K-12 students about science, technology, engineering and math (STEM) and preparing them to use and contribute to tomorrow's technologies. This is a unique opportunity to reward special teachers who are furthering excellence and making coming to class an adventure. The winner of our chapter

contest is entered into competition at the State level, where a larger cash award can be earned, and the winner at that level is entered into an AFA National Teacher of the Year contest.

- **Size** – This effort covers DFW area school districts and organizations and involves soliciting nominations across the AOR. The Chapter award winner will move forward into the State competition consideration.
- **Cost** – The winner of the Chapter competition receives a \$1,000 cash award (\$500 from the Chapter and \$500 from National), as well as congratulatory certificates, other mementos and a complimentary Civil Air Patrol Aerospace Education Membership sponsored by the Civil Air Patrol. The program supports Pillars 1,2 and 5
- **Future Growth & Potential:** In order to conduct a wide-spread advertising of the Teacher of the Year program, the chapter needs to develop an email database that includes Principals, Counselors, and STEM teachers for the schools in the Chapter’s AOR. Recommend increasing the Chapter award contribution to \$1,000.00 (for the winner a total of \$1,500.00: \$1,000.00 from local and \$500.00 from National). The 2025 database has over 2,500 addresses. There is currently a single award winner per year (though very rarely two finalist “selectees”), however, the program could be expanded to include more award winners with an overall winner and several “runner-up” awards, or increasing the size of the award grant.

Communication

- **Scope** – The Chapter’s communications activities are sporadic and falloff in member participation over the last few years is likely the result of lack of regular communication. We maintain a website but it is dated and needs to be replaced, and the webmaster has passed away. The Mailchimp platform is the primary mass communication platform. When used regularly, it provides a fairly easy means of mass communication, but the learning curve is steep and depends on individual initiative, and only one chapter member is proficient. The Chapter has no significant social media presence.
- **Size** – The current website is available for public access, however the Webmaster passed away and we are in the process of converting to the AFA-provided Wordpress platform.
- **Cost** – The current projection is for a \$2,500.00 cost to stand up a new redesigned site, though that is pending linking with the National AFA site and template. Past maintenance and update costs have averaged \$150.00 per month.
- **Future Growth & Potential** – New website changes are under consideration and bids and options are being considered. The major factor to future changes is the potential need to align and nest the Chapter’s website under the National AFA template/entry site. The Chapter needs a communications VP proficient in some mass communications platform, as well as social media.

Youth Leadership Conferences

- **Scope** – This program sponsors rising sophomores and juniors in Frisco ISD and nearby Dallas area high schools to attend the five-day, four-night Youth Leadership Conferences conducted through the Patriotic Education Program of the Military Order of the World Wars. Sponsored students are selected based on their motivation to attend their chosen conference, their academic performance and leadership potential. Sponsored participants are nominated by their high school faculties, interviewed by AFA/Sojourner representatives and selected for sponsorship based on their relative merit.
- **Size** – The program supports 12 students to attend any of the four conferences. They are selected from the 12 participating Frisco area high schools (and independent nearby high schools).
- **Cost** – The cost for each sponsored student is \$300.00 and it includes funding for registration, meals and lodging. Travel to and from the conferences is the responsibility of the sponsored student and their family. The current total annual cost is \$3,600.00. There is also a labor cost for the Chapter Program Coordinator who must interact with counselors at each of the participating schools, schedule Zoom interviews with each potential participant, register each selected student and notify any non-selected students, as well as follow-up for student attendee issues. The program supports Pillars 1, 2 and to a degree 4, as it brings family involvement and possible future support to the Dallas AFA Chapter.
- **Future Growth and Potential:** - The program could be grown to sponsor as many as 15-20 students (maximum total annual cost of \$6,000.00), though currently it appears to balance the needs and potential numbers of interested and qualified students. To grow the size of the program requires more emphasis identifying qualified and interested students through program awareness in the participating schools. It would require an aggressive program coordinator, and possibly as many as 1-2 additional personnel