

# Air Force Association

## Chapter Rejuvenation Plan

**Purpose:** To provide the means to tailor a program for AFA State Organizations to assist local AFA leaders in bringing poor performing or non-performing chapters back to AFA standards. Hopefully, an involved State Executive Committee will identify problems within its chapters and initiate corrective action to preclude the need to implement this plan; however, should the need arise, this approach provides a means to restore the chapter as quickly as possible.

**Organization:** The State Executive Committee (SEC) is given the responsibility to implement the rejuvenation plan with support from the Region President and financial assistance from state assets and the President's Development Fund as discussed below. The SEC will identify a rejuvenation task force comprised of state officers, representatives from other state chapters, and representatives from the chapter to be rejuvenated.

**Plan Overview:** The plan consists of three phases leading to the establishment of a fully functioning chapter. It is anticipated that a full year would be required to achieve success, although a faster timetable could be established. The three phases are: planning, execution, and follow-up.

### **Phase One – Planning**

The planning phase consists of the following six steps:

- 1) Identify the chapter to be rejuvenated at the earliest possible time; the longer a State Organization waits to begin the rejuvenation effort, the more difficult the job will be.
- 2) Analyze the performance of the chapter in question to determine the specific deficiencies that are present and the challenges to overcome in the rejuvenation initiative. Document the analysis effort so it is clear to everyone exactly what needs to be accomplished to recover the chapter.
- 3) Determine if the chapter membership desires the chapter to continue. This can be accomplished in a number of ways, but the recommended approach is to survey the membership through a mail campaign. A letter should be sent to each member of the chapter explaining the situation, to determine their desire to continue, and to solicit their involvement in restoring the chapter. A response form and return envelope should be included. State funds should be used for this mailing, but a request for some support from the national staff in the form of the President's Development Fund may be submitted in accordance with stated procedures (below). If the response from the membership suggests that there is little interest, the task force should make personal contacts with potential chapter leaders to solicit their support. If this fails to produce interest in continuing the chapter, consideration should be given to closing the chapter.

- 4) Once it is determined that the chapter should continue, the task force should develop a specific rejuvenation plan. The plan should include, but not be limited to, how the membership will be brought together to discuss the rejuvenation effort, how new officers will be recruited and selected, and how the new chapter leaders will be trained and mentored to prepare them for their responsibilities.
- 5) Identify interim chapter officers to lead the rejuvenation effort. These will come from the task force membership itself, or from other chapters within the state.
- 6) Develop a financial plan to support the rejuvenation effort and identify the source of necessary resources. Submit requests to the State Organization for action.

## **Phase 2 – Execution**

The execution phase consists of implementing the plan with the following ten steps:

- 1) Conduct a meeting in the target chapter area with the membership to discuss the rejuvenation plan. During the meeting, the interim officers should be introduced, and an effort should be made to obtain input for development of an operations and financial plan for the coming year. In addition, milestones should be established for the transition from the interim officers to a local slate of chapter officers (either elected or appointed). This transition period should not exceed one year.
- 2) Develop and submit the operations and financial plan for the coming year. It is important to remember that chapter programs need to fit local environments and existing state and national programs may not always be an appropriate solution. It is important that the chapter feels comfortable with the plan and direction.
- 3) Identify the local slate of chapter officers (elected or appointed), submit their names on a roster to National and assign a mentor for each.
- 4) Conduct training for the new chapter officers so that they are fully prepared to assume their responsibilities in accordance with the established schedule. To carry out this training, a team should be set up comprised of individuals who have experience in the various officer positions. In addition, training should be conducted in the areas identified as particularly weak for the chapter. Training teams should have people with experience and knowledge in these areas as well. Support may be requested from the region or national staff as required. The following considerations should be included in the training plan:
  - Use of a workshop format with sufficient time to address officer responsibilities and chapter deficiencies
  - Inclusion of a social function to encourage interaction of team and local leaders
  - Identification of training materials and procurement in advance from AFA national; these include AFA publications, forms, rosters, etc.
  - Identification of training outcomes to include an Officer Roster, Mission Statement, Preliminary Operations Plan, and a Preliminary Financial Plan.
  - Preparation of a specific budget to accomplish the training.
- 5) Conduct supplemental training for a broader range of chapter personnel with a focus on chapter deficiencies.
- 6) Interact with Air Force personnel and units in the local area to begin development of relationships.

- 7) Interact with local community leaders including the Chamber of Commerce, existing and former Community Partners, key businesses, and local school systems.
- 8) Carry out the operations and financial plans that had been developed and submitted at the outset of the rejuvenation period. Quarterly activities should be organized and conducted by the interim officers until such a time as the new officers are prepared to assume this responsibility. Executive Committee meetings should be conducted on a monthly basis with a focus on mentoring the new officers on how to conduct the business of the chapter. The interim officers should also prepare and distribute a chapter newsletter until the new officers are prepared to assume this responsibility.
- 9) Develop and submit the quarterly activity and financial reports. The interim officers should accomplish this until such time as the new officers are prepared to assume this responsibility.
- 10) Eliminate the interim officers and return responsibility for running the chapter to the new officers and the members.

### **Phase 3 – Follow-up**

The following four steps are included in the follow-up phase:

- 1) Submit a quarterly report to the National President on the progress of the rejuvenation plan and the expenditure of national funds.
- 2) Note chapter progress as a special interest item in state quarterly meetings and reports.
- 3) Provide for follow-up sessions with the target chapter representatives on specific questions or problems during region and state meetings.
- 4) Continue to support chapter meetings to provide continued encouragement and mentoring once the chapter is on its own.

### **Funding**

The State Organization has the primary responsibility for providing assistance in organizing, sustaining and rejuvenating chapters. Member dues are returned to the states in the form of support payments and allocations to facilitate this work. In addition, there may also be funds remaining in chapter accounts, even if the chapter has become inactive. If these sources are insufficient to fund a rejuvenation plan, additional help may be requested from the President's Development Fund.

The Fund's sole purpose is to assist chapters to achieve one or more of the chapter performance criteria so that the chapter can begin to receive its own support payments and become self-sustaining. Examples might include the following: assistance in printing and mailing initial mailing to chapter members to assess interest in rejuvenating the chapter; securing a bulk mail permit; printing and mailing the revitalized chapter's first newsletter and so on.

All requests for assistance from this fund must be made to the National President. The State President (as head of the State Executive Committee) or their designated representative will normally originate the request. Each request must include the following:

1. The name of the chapter and the State Executive Committee's analysis of the chapter's current condition and expected remedies as outlined in Phase One above.
2. A specific, planned course of action to address the chapter's problems and an appropriate time line (the Survey of Interest and Rejuvenation Plan as outlined above).
3. The name of the responsible individual(s) and a detailed financial plan to support the rejuvenation effort. The financial plan must specify the source of funds and include chapter and state sources first.

Submit the approved State request through the Region President for endorsement and then to the National President (in care of Membership Operations)..