



CHAPTER TURNAROUND

The Massachusetts Experience

2008 – 2009

(A Work in Process)



Overview

This is about what worked for us;

It may or may not work for you;

There are no stock answers;

*If there were, we wouldn't
have these challenges;*

Focus on the questions – Not our answers.



Background

***MA State AFA chapters
a few years ago:***

Pioneer Valley

Paul Revere

Minuteman

Worcester

Southrey

Taunton

Boston

Otis



MA – Circa 2000





2004 - 2007

Due To Inactivity:

Pioneer Valley

Paul Revere

Minuteman

Worcester

~~Southrey~~

~~Taunton~~

~~Boston~~

Otis



Fall 2008

***We were down to 5 Chapters in
varying mission-capable states:***

Pioneer Valley

Paul Revere

Minuteman

Worcester

Otis



Fall 2008

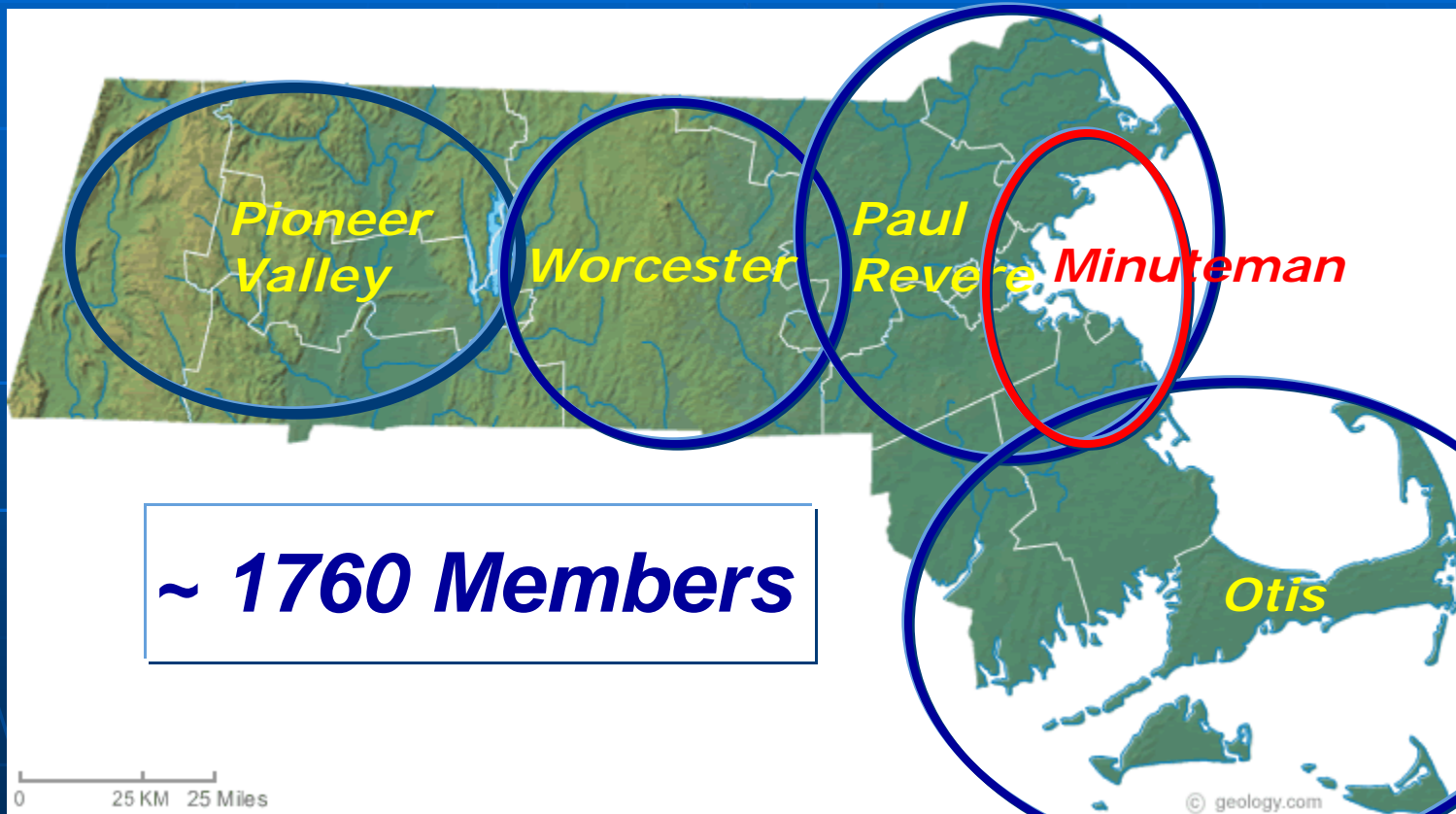
We found ourselves at a crossroads.

***We were heading towards closure
of three more chapters.***

***Clearly, something drastic
had to be done.***



2008 - Today





Strategy

***Keep Chapters in operation.
Opted to not use formal rejuvenation.***

***Establish and maintain
flexibility / adaptability.***

Leverage State and other Chapters' resources

***Tailor individual responses to suit strengths
of each chapter. One size does not fit all.***



What We Had

Pioneer Valley:

- ***Base-Centric – Westover ARB***
- ***Historical ties with Wing Leadership***
- ***Former Hands-on President PCS'd***
- ***New chapter leadership
was “organizationally MIA”***
- ***Had Money***



What We Had

Otis:

- No AFA Leadership

- No Money

- Very High Age Profile

- Active Duty at Cape Cod AFS

- Desire on part of /CC & /CCF

- Guard at Otis ANGB

***- Recent history of Zero
Guard Involvement***



What We Had

Minuteman:

- No Leadership

- No Money

- Very High Age Profile

- No Base

***- 90% Geographic “AOR”
overlap with the Paul
Revere Chapter***

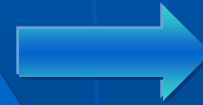


What We Did

***ATTACK
Pioneer Valley***



**State
Worcester
Paul Revere**



***ATTACK
Otis***

***HOLD & ASSESS
Minuteman***



Otis

Move State President to Otis as Chapter President.

*Secured strong support from 6th SWS/CC and /CCF.
Both now hold chapter officer positions.*

*CC identified a desire to have AFA provide
“heritage” links for his Airmen.*

Retired BG recruited to manage Speakers Program.

Three Commanders Call briefings to date.

*Currently running programs inclusive of uniformed
AFA members and non-members.*

New President is 28 yrs old.



Otis

Running “Outstanding Airmen” program patterned after the AFA (HQ) program.

Use of “social networking” site netted us a President and Treasurer.

Early focus on golf tourney for fund-raising.

Brought additional members out of the woodwork.

Early pursuit of Teacher of the Year.

We got a little lucky – a very energetic new member stepped forward to be Secretary and pull all the admin strings together.

(She’s been subsequently awarded the Medal of Merit)



Pioneer Valley

Former President removed.

Challenged VP of record to step up, minimally on an interim basis.

VP agreed to caretaker role until elections.

Brought tremendous energy to the table.

*Move State Secretary into a Chapter role for
“inside support” for new acting President.*

Heavy communications with Wing Leadership.

Acting President elected formally; has risen to the occasion.

(He's been subsequently awarded the Medal of Merit)

New 09-10 President is ~30 yrs old



Pioneer Valley

Used golf tourney, historically a chapter financial strength, as rallying project.

New officer slate of 10 includes 9 Airmen.

2 Maj - 2 Capt – 1 SMSgt

1 MSgt - 1 TSgt - 1 SSgt - 1 SrA

Chapter Leadership positions being used for developmental opportunities.

(SrA has been selected for OTS)

Strategy to leverage Enlisted to minimize potential PCS impact.

Involvement of AAS Cadets in almost all Chapter activities.



Minuteman

Move 2 State VP's to the Chapter to maintain official program flow.

State "embeds" worked with Chapter President to explore merger with Paul Revere Chapter.

Working model is for Paul Revere to establish a "Minuteman" sub-entity to continue focus on legacy Minuteman programs with AFJROTC, etc.

(in process)

Notify membership, notify AFA HQ, and "move" membership to Paul Revere.



OODA

Observe

*Ask yourself a lot of questions, and build around what you **HAVE**, not what you **DON'T** have.*

Act

Orient

Decide



Observe

What have we got?

What works now?

What doesn't?



Orient

***Understand the chapter profile,
culture, history***

Any strengths?

***How does this
population communicate?***

***How does the
Chapter communicate?***

Are they the same?



Decide

How do we play to the strengths?

Do we overcome or circumvent the weaknesses?

Do we go after a whole new population?

Target a committed sub-set.

What works for you may not work for them.

Are you turning an F-22 or the USS Nimitz?



Act

Act swiftly – don't strangle yourself with "process"

***New leadership will not be impressed
with "more of the same"***

Seed from stronger chapters & State if necessary

Give them what they need / want.

Find a key project for the chapter to rally around

Communicate – their way

Follow up relentlessly

Vector – Mentor - Challenge



Some Final Thoughts

LEAD FROM THE FRONT I.D. & MOVE LEADERSHIP

Get yourself out of the left-hand seat FAST

Turn the Chapter over to the new leaders

Assume a supporting role such as VP

Identify a rallying project

CHALLENGE - VECTOR – SUPPORT.

LET THE NEW LEADERSHIP LEAD



Some Final Thoughts

***IT'S ALWAYS GOING TO BE
A WORK IN PROCESS***

WE CAN'T TAKE OUR EYES OFF IT

***WE HAVE TO LEARN,
ADAPT AND EVOLVE***



THE Final Thought

***STAY IN THE
LOOP***