



# OneNAFA: Building Our Future Together

The NAFA Board voted to restructure the current chapter membership model to a regional governance model designed to enhance the member experience. This was done after thoughtful consideration of current association best practices, member surveys, member experiences and all viewed through the lens of how we not only enhance the member experience, but also develop a consistent NAFA experience for members regardless of where they work. Over the past few years, NAFA leadership, staff and groups of members have shaped a high-level plan to develop a regional structure determining what it looks like and how the regions will be dispersed geographically.

The new NAFA membership model consists of eight regions. [View our map](#) showing the locations and names of our new regions. Thoughtful consideration went into determining each location including where members are located throughout North America, proximity to metropolitan areas and an even distribution of existing chapter members. The regional restructure implementation will begin in 2023.

This guide outlines region and local networking group roles and responsibilities.

## REGIONAL COUNCILS

This section is designed to help Regional Councils by providing suggestions for the purpose, roles, and responsibilities of Council members. While these are by no means all inclusive, they are offered to serve as a guide to facilitate the Council's development and operation. It is important to note that the Regional Councils will need to be fluid over the next several years and adjust as needed to meet the needs of the region and members. It is estimated members will spend approximately 5 to 10 hours a month serving the various Council needs.

### 1. Purpose of the Regional Council

- A Regional Council is a team of peers from various areas of the region, who together identify the priorities for meeting members' needs (why and what), set the course for activities within the Region (how), allocate funds, and serve as the primary contact to the national organization.
- Regional Councils are not separate entities of NAFA and therefore do not require bylaws, a governing board, incorporation, or state registration.
- The goal is to become more strategic, enhance the NAFA value proposition, support the next generation of leaders, and address issues of risk.
- The Council ensures that each member has the most relevant experience possible, based on regional and local needs.

## **2. Responsibilities of the Regional Council**

- Serve as the contact point in terms of coordinating services and programs within the Region.
- Monitor and address member retention and recruitment efforts within the region with materials provided by NAFA staff.
- Represent the members in the region to NAFA national office to share concerns, needs and issues relating to fleet education and initiatives.
- Review local member activities to maximize member participation and engagement; including offering assistance in combining existing events to serve more members when applicable.
- Strategize on ways to engage members in areas not currently represented by local networking groups.
- Implement regional programs (e.g., state-wide programs, public education campaign, affiliations with allied organizations, legislative efforts) as determined to add value to the members in the region and NAFA.
- Share best practices with other Regional Councils and local networking groups, including program pros and cons.
- Post conversation starters and updates on the Region's online community.

## **3. Requirements for the Regional Council**

The roles, working methods, schedule, and decision-making processes are to be determined by each Regional Council. The only requirements for the teams are:

- Each local networking group has representation upon initial rollout on the Council, as well as areas within the region, currently not represented by a local group.
- Operates as a functional team representing the region on behalf of NAFA, and adhering to NAFA bylaws, policies, and procedures.
- Abides by the operational budget approved by Regional Council, and NAFA Board.
- Works to ensure the region and local efforts are advancing the mission of NAFA.

## **Regional Council Member Roles**

Each Regional Council must consist of at least 5 and no more than 10 members. The term of service for Regional Council leaders should be January 1 thru December 31 to mirror the fiscal year of NAFA. Council member terms should be no more than 2 years of service, except for the next Council chair that replaces the departing chair.

Each Regional Council will have a NAFA Board liaison to serve as the interface with the NAFA Board of Directors. The Regional Councils will also have a dedicated NAFA staff member serving as the Regional Engagement Manager.

Below is a list of roles and responsibilities.

**Chair:**

- Lead the Regional Council; call for and preside at meetings
- Clarify the goals & roles for all Council leaders
- Serve as point person for correspondence from national Board Representative
- Create needed committees to accomplish regional goals
- Term: 2-years; selected by the Regional Council members

**Council Members**

- Work with Chair to plan and coordinate programs, networking and needs within the region.
- Individual team members may assume oversight for specific committee areas such as Education, Advocacy, and Membership.
- Two roles: Technology and Finance are critical and must have Council member oversight.
- Individual committee coordinators are strongly encouraged to tap members for open volunteer positions and to form task forces to handle key programs such as local educational events or networking initiatives in underserved and underrepresented areas of the region.
- Work with local planning groups and members to coordinate service delivery when applicable.
- Term: Multiple consecutive terms are not encouraged to assure greater opportunities for volunteer involvement from around the region.
  - Note that initial Councils would have staggered terms to ensure continuity of leadership.

**Specific Roles**

**Finance Leader (Required)**

- Prepare, in conjunction with the Regional Council and with input from local networking groups, overall program budget to assure resources are allocated appropriately; should be prepared by August 15.
- Assist Local Networking Groups that carried money into the regional budget with ways money could be used to support members, such as scholarships to national and local events (could cover registration fees, hotel, and transportation costs), philanthropic opportunities, etc.
- Prepare and submit, as needed, project requests for region/state-wide events.
- Review project requests made by local networking groups.
- Be the point person with national for getting financial reports, handling money requests, deposits, vendor payments, etc. within the region.

### **Technology Leader (Required)**

- Monitor current and future trends in technology that may affect NAFA members.
- Suggest topics of interest for potential educational opportunities at the regional and national level.

### **Membership Leader (Not required but recommended):**

- Identify the needs of region members and recommend to Regional Council/NAFA the development of services needed.
- Identify and help recruit potential new members.
- Welcome new region members and inform them of regional activities and leadership opportunities.

### **Education Leader (Not required but recommended):**

- Focus on building educational opportunities throughout the region (specifically in underserved areas) by working with local networking groups.
- Gather ideas and identify places to collaborate on events, expert speakers, or to replicate events across the region.
- Encourage local networking groups to have events.

### **Advocacy Leader (Not required but recommended):**

- Receive and communicate to regional members the information regarding NAFA legislative initiatives.
- Coordinate “calls in action” on national and statewide legislative and regulatory issues within the region.
- Identify and establish relationships with local and state government officials when possible.
- Coordinate state convening or participation in a local or regional coalition of associations sharing mutual legislative and public policy interests when appropriate.

## **Suggested Team Protocols**

The Regional Council will operate as a self-directed team sharing equally in responsibility, making decisions by consensus. To facilitate this, this section provides suggestions for meetings, decision making and elections.

### **1. Regional Council Meetings**

- There is no requirement for the number or methods of a meeting. It is recommended the team set-up a meeting schedule at the beginning of the year that meets the group’s needs targeting regular contact using phone/video calls and one face-to-face meeting. For example, the team may set up a bi-monthly check-in teleconference (6 per year) with one face-to-face meeting. Use online Regional Council Communities to share project updates, collaborate on ideas, and make decisions.

- i) NAFA will budget one meeting per year for a face-to-face meeting for the Regional Council to meet within the region, as well as additional funds for travel to national leadership events for Regional Council members where appropriate.

## **2. Consensus-Decision Making**

- Consensus decision-making process is not as formalized as others (e.g., Roberts Rules of Order) allowing for details of implementation to vary from group to group. The core set of common procedures follows a simple structure that the Councils should use:
  - i) Discussion: The problem or decision needing to be made is defined and named. The goal here is to identify opinions and information on the topic at hand. Brainstorm possible solutions and create space for questions or clarification on the situation.
  - ii) Forming a proposal: Discuss the options written down and work through to a possible proposal.
  - iii) Call for consensus: The facilitator states the proposal so that everybody is clear and calls for consensus on the proposal. Each member of the group usually must actively state their agreement with the proposal.
  - iv) Identifying and addressing concerns: If consensus is not achieved, each dissenter presents their concerns on the proposal, and discussion continues to address or clarify concerns.
  - v) Modifying the proposal: The proposal is amended, re-phrased or rideder to address the concerns of the decision-makers. The process then returns to the call for consensus and the cycle is repeated until a satisfactory decision is made.

## **3. Elections**

The Regional Council is annually selected through a call of volunteers with member input. There are two suggested methods for handling the process.

- Method 1: Call for Volunteers – Not based on geography
  - i) Call for Volunteers is sent out via a regional announcement with volunteer service forms returned to the Council.
  - ii) Current Council reviews submissions and places, as appropriate, on Council or task force/committees.
  - iii) Once the new Council is seated, the group seeks nominees for the Chair position from within the group. The Council will make the selection by either open or closed poll of the group members.
- Method 2: Call for Volunteers – Representation based on geography
  - i) Each active local group within the region is invited to select a member/s to serve on the Council.
  - ii) The Council will also select at-large member/s to assure that the Region is fully represented. This should be done through a call for volunteers outlined in Method 1 (however, based on geography for

those underrepresented areas).

iii) The chair is selected as described in method 1, as above.

#### **4. Creating a Volunteer Pool**

A key element in the leadership structure is building a vibrant open volunteer pool that engages members in a variety of short-term roles such as writing, (e.g., online articles and announcements), contributing, (e.g., online group discussions, sharing samples, comments on blogs), speaking (e.g., event presentations), mentoring or coaching, representing (e.g., at community events, on state/local boards, to state legislature) or event coordinating. To facilitate this, you can:

- Create list of open volunteer positions which are short-term (less than 6 months), one-time, or less than one-day.
- Set up Open Volunteer Discussion on Regional Communities to collect interested people and post openings.

#### **5. NAFA Support and Resources**

- NAFA's Regional Engagement Manager is the point person for the Regions and is to be included in all Regional Council calls and meetings. Additional staffing support will be provided as needed.
- NAFA will maintain the financial information for each Region, including any chapter/local networking group funds. Monthly reports will be provided.
- NAFA will also provide a predetermined amount in each of the regional budgets.
- New online communities will be created for each region, along with each regional council.
- NAFA will provide opportunities for regional information in the newsletters and magazine, as well as the NAFA website and online communities.
- Council members will receive points towards their CAFM recertification, as previously received as a chapter leader. **{Please note** this could change based on decisions of the new Certification Commission.}

# LOCAL NETWORKING GROUPS

This section is designed to help build or maintain NAFA Local Networking Groups (LNGs) by providing suggestions for the purpose, roles, and responsibilities of the team leaders. While these are by no means all inclusive, they are offered to serve as a guide to facilitate the development and operation of a local presence for NAFA.

For the purpose of this guide, LNGs include NAFA chapters (i.e., NAFA New Jersey or NAFA Chicago) or newly formed organic groups based on the desire of members.

The NAFA Local Networking Group is a group of peers in a convenient geographic area that connect and build affiliations. New LNGs will be organized and authorized under the NAFA Regional Council. Assistance with activity coordination, administrative needs, and funding requests will also be handled by the Council.

## **1. Purpose of a NAFA Local Networking Group**

- The purpose is three-fold: facilitate networking among fleet industry professionals; provide easy access to cost-effective education and professional development; and serve as a fleet resource within the community.
- They are not separate legal entities and therefore do not require bylaws, a governing board, incorporation/state registration, or financial accounts.

## **2. Requirements for an LNG**

- NAFA LNGs must follow the general policies and procedures set forth by the Regional Council and NAFA Board.
- All financial transactions for income and expenses are conducted under the budget of the Regions and Regional Council.
- Submit projected event income and expenses to the Regional Council by August 15 each year.
- Membership and participant guidelines are to be aligned with the Regional Council and NAFA Board; non-members and guests are welcome to participate however NAFA members should receive discounted participation or additional benefits for their participation.
- NAFA LNGs are led by Facilitators, or a team with a Chair based on the needs of the group.

## **3. Establishing a New NAFA LNG**

It is best to begin by identifying a few members who want to build an ongoing networking group and then together identify activities that will benefit members. It's easy to start the process using the discussion section on the Regional Communities.

- Start a New Discussion on the Group Discussion section in the region

network to seek interested members and start a conversation.

- Then stage a “meet-up” which is an informal gathering; and request the event be publicized on the Regional Page.
- Once the core group commits to forming a group, share ideas with the Regional Council for support and discussion.

## **NAFA LNG Leadership – Roles & Responsibilities**

NAFA LNGs have flexibility in structuring their leadership team. Below is a sample of two methods of selecting leadership.

### **Method 1: Smaller groups select co-facilitators**

- Lead the NAFA LNG to meet members’ needs; call for and preside at meetings.
- Serve as contact point for the NAFA LNG to the Regional Council in terms of coordinating services and programs for scheduling, financial needs, and input.
- Serve as contact point for members in the NAFA LNG and those in region with interest in localized activities.
- Serve as key contact on financial matters (bookkeeping and reporting handled through NAFA and the Regional Council).
- Facilitate/organize activities in local area.
- Work with volunteer members, organize formal events including site location, topic, speaker, costs, and work through Regional Council and NAFA staff on the operational and financial elements.
- Term: Strive for 1 to 2-year position, as needed or appropriate, may serve longer. Selected by the team members. Term runs January 1 – December 31.

### **Method 2: Larger groups select a leadership team chair**

- Lead the team to meet member’s needs; call for and preside at meetings.
- Serve as contact point for the NAFA LNG to the Regional Council in terms of coordinating services and programs for scheduling, financial needs, and input.
- Clarify the goals & roles for all team members.
- Serve as key contact for members & non-members in your area.
- Seek to engage members as volunteers in the NAFA LNG.
- Serve as key contact on financial matters (bookkeeping and reporting handled through NAFA and the Regional Council).
- Term: Strive for 1 to 2-year position, as needed or appropriate, may serve longer. Term runs January 1 – December 31. Chair selected by the team members.

## **Leadership Team Responsibilities**

- Together select the LNG Chair.
- May choose to select a Vice-Chair or Co-Chair as needed.



- Work with Chair to orchestrate programs and needs within the area.
- Work with Regional Council representative to coordinate service delivery.
  - i) Submit annually (August 15) and then as needed approve expense categories and project requests to support events/activities.
  - ii) Plan and develop quality educational programs.
    - a. Work with Regional Councils to develop ideas and to collaborate with other LNGs when appropriate.
  - iii) Individual team members may assume oversight for specific areas such as Education, Advocacy, Membership, or Administrator/Financial. The team may choose to give titles such as Education Program Chair, etc.
  - iv) Individual coordinators are strongly encouraged to tap members at large to form task forces to handle activities and broaden the future leadership population.
  - v) Term: Strive for 1 to 2-year position, as needed or appropriate, team members may serve a consecutive term. Multiple consecutive terms are not encouraged to assure greater opportunities for volunteer involvement. Term runs January 1 – December 31.

### **Suggested Team Protocols**

LNG Leadership Teams will operate as a self-directed team sharing equally in responsibility, making decisions by consensus. To facilitate this, suggestions for meetings, decision making, and elections are provided.

#### **Leadership Team Meetings**

- There is no requirement for number or methods of meeting. It is recommended the team set-up a meeting schedule at the beginning of the year that meets the group's needs targeting regular contact using the leader's community group discussion tool with phone calls and face-to-face meetings held intermittently. For example, the team may set up quarterly face-to-face meetings with regular check-in teleconferences. Use the group discussion tool to share project updates, collaborate on ideas and make decisions.

#### **Consensus-Decision Making**

- Consensus decision-making process is not as formalized as others (e.g., Roberts Rules of Order) allowing for details of implementation to vary from group to group. The core set of common procedures follows a simple structure that the LNG should use:
  - i) Discussion: The problem or decision needing to be made is defined and named. The goal here is to identify opinions and information on the topic at hand. Brainstorm possible solutions and create space for questions or clarification on the situation.
  - ii) Forming a proposal: Discuss the options written down and work through to a possible proposal.
  - iii) Call for consensus: The facilitator states the proposal so that everybody is clear and calls for consensus on the proposal. Each member of the group

usually must actively state their agreement with the proposal.

- iv) Identifying and addressing concerns: If consensus is not achieved, each dissenter presents their concerns on the proposal, and discussion continues to address or clarify concerns.
- v) Modifying the proposal: The proposal is amended, re-phrased or ridered to address the concerns of the decision-makers. The process then returns to the call for consensus and the cycle is repeated until a satisfactory decision is made.

## **Elections**

LNG leadership can be largely self-selected in small groups and more formally selected through member input in larger groups.

There are two suggested methods for handling the process.

### **Self-Selection for Facilitators**

- For smaller, informal groups, the members gather to discuss what they want the group to do and assign tasks and responsibilities as well as a facilitator within the group.
- To fill additional needs and encourage involvement, a call for volunteers is sent out via regional communications.

### **Selection for Team & Chair**

- Call for Volunteers is sent out via regional communications.
- Team reviews submissions and places as appropriate on team or task force.
- Once the new team is seated, the group seeks nominees for the Chair position from within the group. As appropriate, the team will make the selection by either open or closed poll of the group members.

# UPCOMING FORMS

1. Financial Request Form
2. Meeting Registration Request Form
3. Volunteer Request Form