



Registry of Interpreters for the Deaf, Inc.

Revitalizing Our Network Strategic Recommendations for RID's Affiliate Chapter Relations

Registry of Interpreters for the Deaf, Inc.

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Table of Contents

***Introduction*3**

***Current Overview of RID’s Affiliate Chapter Structure*4**

 AC Structure Breakdown5

***The Current State of Affiliate Chapters*.....6**

***The Roles and Relationship of ACs and RID*10**

What role should ACs be providing to their members?.....10

 Workshops and Social Activities..... 10

 State-Level Advocacy 10

 Public Relations and Information Dissemination for the Interpreting Profession 10

 Extended Network for RID 11

What role should RID (national office) have in supporting ACs?11

 Operational/technical support..... 11

 Leadership Training 11

 Advocacy Efforts 12

What else can be improved?12

***The Issue*.....12**

Lack of Clarity in ACs and RID’s Relationship with Each Other12

 Lack of Support..... 13

 Poor Lines of Communication 13

Lack of Clarity on Our Shared Roles and Responsibilities14

 The Identity Crisis..... 14

 Differences between Chapters and Affiliates 15

Chapters15

Affiliates15

 The Purpose for ACs..... 16

 Lack of Indicators of Successful Relationships 17

***Strategic Recommendations*.....18**

***Conclusion*22**

 Phase One: Assessment and Ideas22

 Phase Two: Preparation for Launch22

 Phase Three: Launch and Track22

 Phase Four: Maintenance22

Introduction

RID has received feedback over the years that “...there is too much disconnect between headquarters, the Board, affiliate chapters and individual members.”.

RID would absolutely benefit from fostering stronger relationships with our ACs and what, if anything, we should be doing differently. This is a *Strategic Plan* with ideas and strategies to strengthen our AC network in alignment with RID's Strategic Priorities towards Organizational Effectiveness and Organizational Relevance, as well as consider the role of ACs in RID's Organizational Transformation.

The goal of this report and subsequent strategic recommendations is to:

1. Identify the issues and challenges we face.
2. Identify strategies to revitalize our relationship.
3. Engage in discussion with AC Leaders.
4. Commit to a path and put it into action.

ACs have always been vital to RID. While a national office and headquarters were overseeing the business operations of our organization, state ACs were charged with the tasks¹:

1. Work with NAD to establish and maintain close contact with state legislators and agencies that affect interpreting services.
2. Sponsor workshops to upgrade interpreters' skills.
3. Become efficient conduits for channeling information upward to the national organization."²

National RID conventions serve as a meeting place to allow ACs the ability to discuss issues within their states and work with the national Board of Directors to address the needs of AC's needs and determine how their issues could be resolved³.

Over the years, significant motions related to ACs include:

- Establishing of regions for RID
- The creation of regional representative positions
- Officers of ACs must also be members in good standing of RID
- Dual member of RID and local AC requirement for voting
- Establishing an AC Relations Committee
- Creation and maintenance of an Affiliate Chapter Handbook
- Creation of an Affiliate Chapter Liaison staff within RID Headquarters.

¹ Fant, L. (1990). Silver Threads. RID Press: Alexandria, VA.

² Fant, L. (p. 82-83)."

³ (Fant, 1990, p. 83)

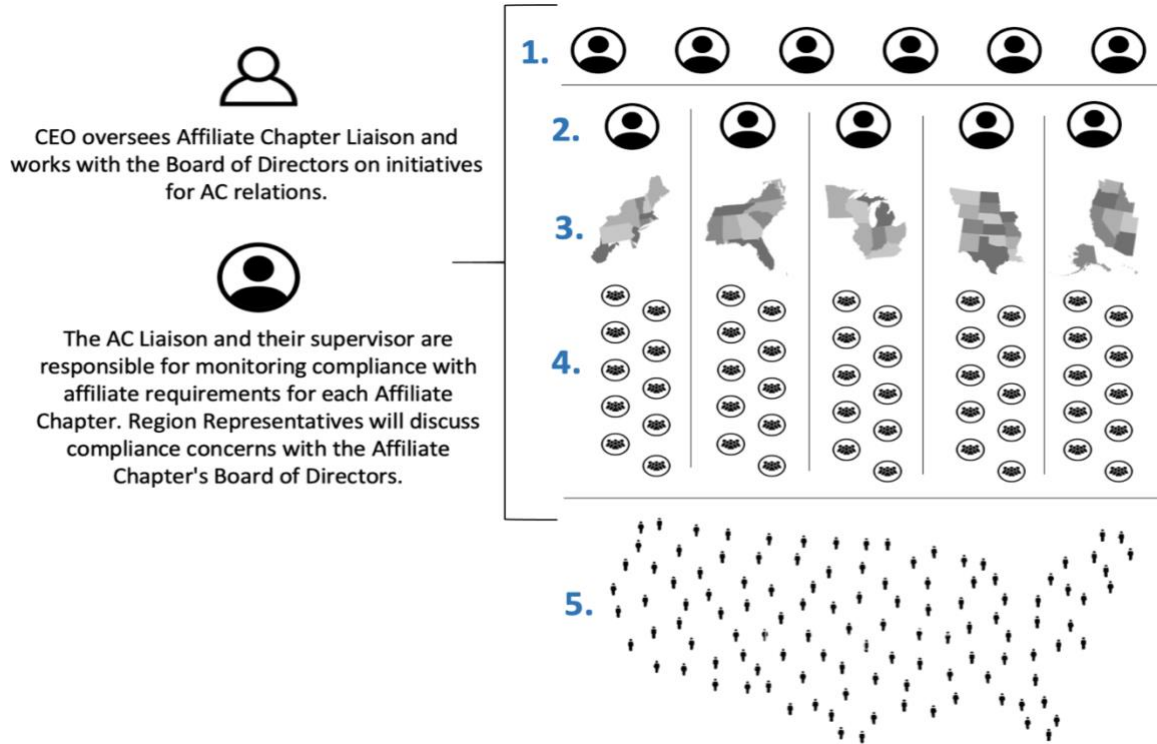
Current Overview of RID's Affiliate Chapter Structure

The general structure of the Affiliate Chapter is represented by the chart below: Region Representatives serve on the Board to communicate or provide reports between the Board and AC leadership within that region according to [this region map](#). AC leadership comprises individual AC presidents and/or any proxy they select. They comprise an AC President's Council (ACPC) within their region. The ACPC provides reports between the regional representatives and their state AC members.

There are currently 54 Affiliate Chapters of RID, five region representatives on the Board of Directors, and one designated staff person, an Affiliate Chapter Liaison, who assists with communications, training and resource development, and HQ operational support to AC leaders.

Please see the AC structure breakdown on the next page. The blue numbers on the graph correspond with the numbered text.

AC Structure Breakdown



1. There are six executive board members. The Executive Committee is composed of the president, vice president, secretary, treasurer, Deaf member-at-large, and member-at-large.
2. There are five region representatives (RR) who also serve on the board. They represent regions I, II, III, IV and V respectively.
3. The region representatives represent and work with affiliate chapter (AC) leaders within the states of their specific geographic area of the United States. There are a total of 54 affiliate chapters of RID.
4. The region representatives preside over the AC President's Council (ACPC) meetings of their region, assist with and attend region conferences and workshops, give reports from the Board to the ACPC or from the ACPC to the Board. RRs also help ACs stay in compliance with the expectations of national organization by writing reports and assisting with AC annual reports and annual tax filings.
5. The ACs represent the community of professional interpreters in their state or geographic areas. ACs are critical in carrying out the mission and vision of RID at the state and local levels, e.g., fostering networking, creating opportunities for collegial connections, hosting professional development workshops and conferences, and advocating or collaborating other organizations in advocacy efforts that align with RID's mission and vision and are in support of the Deaf community.

The Current State of Affiliate Chapters

In July 2022, the AC liaison conducted a survey called "The Future of ACs"⁴ and comments were written about the need for more support the RID National level provides for ACs. When ACs were asked what specific support they wanted RID to be providing ACs, most responses were centered around:

1. desire for leadership training,
2. more information regarding RID business and happenings/issues within the profession,
3. more targeted job opportunities,
4. the establishment of a mentoring program through ACs, and
5. a connection with the RID Board.

Within our "State of the ACs" survey, we gathered information on the 'health' of our AC network based on answers to the following:

1. Did this AC complete its 2022 AR?
2. Is the AC under our tax umbrella? If not, do they have their own 501c3 status?
3. The number of members? Growing? Declining?
4. Does the AC have a full board of directors? Current bylaws (updated within the past two years)?
5. Did the AC host any professional development activities within the past 12 months? Did they have an annual meeting?

The number of Affiliate Chapters

Active Affiliate Chapters	49
Inactive Affiliate Chapters	3
Disaffiliated with RID or folded in FY 2021-2022	2
Total	54

⁴conducted in July and August of 2022 by Dr. Carolyn Ball, RID's Affiliate Chapter Liaison.

How many ACs are under RID’s national 501c3 tax umbrella?

Are under our tax exemption	36 – Of these 36, five ACs are not in compliance with our requirements for filing their Annual Reports
Are not under our tax exemption	15 – Of all 15, we do not know if they have their own 501c3 tax-exempt status in their states ⁵

Of 49 Active ACs, how many completed their FY22 AR?

FY22 Annual Report complete	39
FY22 Annual Report incomplete	10

Of 49 Active ACs, what are their member numbers?

ACs fewer than 50 members	7
ACs between 50-100 members	18
ACs have more than 100 members	19
Did not answer	5

Are their member numbers growing, shrinking, or staying the same?

AC member numbers decreasing	14
AC member numbers remaining the same	24
AC member numbers increasing	3
Did not respond	9

⁵ You can use this search tool and change to "search by name" and then search the typical buzzwords and select which state to search in <https://apps.irs.gov/app/eos/>

Of 49 Active ACs, how many have all positions filled on their Board of directors?

Do not have full Board of Directors	24
Have a full Board of Directors	15
Did not respond	10

How many of the 49 active ACs have had an annual member meeting in the 2022 calendar year?

Did have an annual member meeting	35
Did not have an annual member meeting	5
Did not respond	10

How many of the 49 active ACs have had 2 or more professional development activities in the 2022 calendar year?

Did have professional development activities	27
Did not have professional development activities	12
Did not respond	10

So, how many ACs are “healthy”? What is considered “healthy” for an AC?

To define "healthy," we use these four parameters (listed below). If the answer is affirmative for the AC for all four, it will be deemed "healthy." If a parameter is missing, it's deemed less healthy:

1. Completion of AC Annual report **and** complies with RID's requirements.
2. Has 50 or more members.
3. Membership is stable or increasing.
4. Held at least one board meeting **AND** one professional development activity in the 2022 calendar year.

In brief, what we found:

Met all four parameters above and considered healthy	16
Met three of the four parameters	11
Met two of the four parameters	5
Met one of the four parameters, but for all intents and purposes, is considered an active AC	7
No sufficient information	10
Inactive or half doled on our roster	5

The Roles and Relationship of ACs and RID

The “Future of Affiliate Chapters,” compiled by Dr. Ball, resulted from a survey sent to ACs in July of 2022 asking what role ACs play for their members and what role they believe RID should play for ACs. The survey also asked probing questions on improving our support and the structure of our AC network within RID.

What role should ACs be providing to their members?

The first probing question asks, “*What role should ACs be providing to their members?*” Responses from AC members (and some non-members) centered around the theme of ***providing state-level networking, educational, and advocacy opportunities***.

Workshops and Social Activities

- Provide professional education and leadership training opportunities, including one-day workshops, social events, conferences, or professional development workshops on an interim basis.
- Provide local interpreters opportunities for networking with other interpreters.
- Providing information on job opportunities within the region
- Provide mentoring to new interpreters, including collaborating with IEP/ITPs in the state.

State-Level Advocacy

- Advocate for higher standards of interpreters within their state, including lobbying and meeting with key state stakeholders to ensure that interpreters are included in conversations that directly impact them. Work with legislation to create standards in states that lack them.

Public Relations and Information Dissemination for the Interpreting Profession

- Disseminate information from national headquarters.
- Provide opportunities for connecting with the local deaf community, hearing consumers who with questions about the profession,
- Provide resources/referrals to appropriate advocacy agencies.
- Serving as the bridge between the national organization and interpreters within the community. ACs should “explain (not just disseminate) information from the national” office and keep members and the public informed about how national changes affect us locally.
- Connect the national organization with interpreters in the community doing the work and embedded in their local communities.

Extended Network for RID

- ACs represent RID members and are in a position to challenge some of the changes occurring at the national office.
- Collect member opinions on changes that affect members and priority setting for the national office.
- Serve as a check on the RID Board of Directors and headquarters staff to ensure that they are enacting the will of the membership in the execution of their respective duties.

What role should RID (national office) have in supporting ACs?

The second question asks: "What role should RID (national office) have in supporting ACs?" Three salient themes became apparent: RID should be 1) providing operational or technical support, 2) providing leadership training to ACs, and 3) guidance on state/local level legislation and advocacy efforts.

Operational/technical support

ACs reported wanting support with these:

- Website creation and maintenance
- Zoom and Guidebook (conference app) accounts.
- Conference or workshop/professional development logistics
- Record keeping
- Managing finances/tax-filing
- CEU processing
- Collection of AC dues through RID's member portal

Leadership Training

The responses suggested that leadership training might look like this:

- Onboarding for new AC board members
- Coaching for AC leadership
- Offering CEUs in exchange for volunteerism⁶

⁶ Not able to do this as general volunteerism does not meet professional development standards and criteria.

Advocacy Efforts

Specifically mentioned are:

- Development of strategic collaborations with sister organizations (e.g., NAD and thus state-level associations of the Deaf)
- Advocacy training opportunities for ACs
- Educating ACs on state licensure and regulation of interpreting

What else can be improved?

The third probing question asked - broadly - how can we improve the state of our ACs and AC relations? Many people have varying suggestions. Some of which were:

- Public support for our ACs.
- Incentivize volunteerism.
- Easing the annual compliance requirements of ACs for tax exemption under RID's umbrella.
- Focus on "ITP to certification pipeline" - e.g., recruiting new interpreters from underrepresented groups and the local Deaf community.
- Revisit the structure of the president, vice president, secretary, etc.
- Onboarding for AC board members, e.g., on budgets for organizations, running a meeting, etc.
- An oversight system and checks and balances for the ACs.
- Advocacy for the profession in their state.
- Clarity on our Shared Vision for ACs and why this work is valid and important.
- Revisit the Dual membership requirement: keep or do away with it.
- Revisit the region representative structure and AC representation on the RID Board of Directors.

The Issue

The primary issue between the parent organization, RID National Office, and affiliate chapters is the **need for more clarity** on our relationship with each other, and on our *shared* roles and responsibilities.

Lack of Clarity in ACs and RID's Relationship with Each Other

In the Future of ACs Report, there were comments from AC members and leaders that cited a need for more support from the national level, specifically that the parent organization needs to provide something for ACs in exchange for the hard work of AC leaders.

Lack of Support

Members clearly value ACs. In RID's history, there have been over 50 Member Motions concerning Affiliate Chapter purpose, operations, and support. ACs now receive ample *dedicated* support within both governance and operations between the regional representatives and the AC liaison. Still, four years after the creation of the AC Liaison position, surveys from ACs suggest that this support is still insufficient or missing the mark.

Theories as to why, include:

1. **ACs are not appropriately utilizing the resources and operational support being provided by RID.** E.g., The AC Handbook is available but needs to be updated and repeatedly distributed to all AC leaders. The AC Resource Center is available and needs to be marketed to all AC leaders. The AC Liaison is available for one-to-one operational support to ACs.
2. **The resources we provide could be more helpful.** RID has not been tracking or measuring any indications of frequency of use, frequency of updates, satisfaction questionnaires, etc.
3. **The ACs cannot meet their annual obligations for whatever reason.** And the reasons are many. Noticeably: there have been several comments from ACs on the loss of institutional knowledge due to board turnover/lack of centralization of documentation; there were comments on lack of training for the Board roles (especially the treasurer position), and there were several comments on ACs being overwhelmed with their duties.
4. **The support that ACs need is different from what RID can provide.** E.g., RID cannot boost their member numbers or fill in AC boards of directors at the local level.
5. **The resources and operational support could be better for the ACs' needs.**

Poor Lines of Communication

In the “Future of ACs” survey,⁷ Common themes from AC leaders reflected frustration over the lines of communication between the parent organization and our ACs. E.g.:

- The RID National Office should provide more operational assistance, e.g., conference planning, website development, etc., for ACs.
- RID should seek (from ACs) opinions on decisions such as Board structure and operational decisions such as discontinuing plastic membership cards, transitioning to digital badges, etc.
- ACs currently do “the footwork” for RID with little in return or with little to no gratitude or recognition.
- The lines of communication between RID to ACs should be improved. The RID should have more presence within individual AC or regional activities.

⁷ The Future of ACs, August 2022, Dr. Carolyn Ball.

Clearly, overall, the relationship between RID and ACs contains frustration, discord, and confusion, which further perpetuates negative feelings and attitudes from one towards the other. This needs to be addressed.

Lack of Clarity on Our Shared Roles and Responsibilities

The Identity Crisis

Affiliates and Chapters are two very different types of entities and present two different types of relationships, both with different expectations and obligations between the parent org and the AC.

Right now, we have not legally contracted, clearly defined affiliation agreements. There are no affiliation fees expected of ACs to the national office. Not all ACs are satisfying their obligations to complete their annual reports with their annual tax filings, membership rosters, etc. Those not in compliance face no consequences. On the other hand, ACs want the parent organization to provide various support resources and guidance on chapter matters, operational support/resources for meetings and conferences, legal or tax matters, leadership training, tools and resources for AC success, representation on the BOD, advertising for AC events in our communications, etc. The relationship between the AC and the parent org and, thus, the expectations of which are poorly defined. This creates confusion, frustration and, ultimately, dissatisfaction from ACs.

Differences between Chapters and Affiliates

Chapters	Affiliates
Part of the same nonprofit corporation as the parent organization. Each AC is an extension of the parent org operating in a local jurisdiction.	Each is a separate legal entity with its own tax identification numbers and tax exemption. It can be structured as LLCs or nonprofit corporations.
The parent org and all ACs are unified under one corporate structure. One Board of Directors oversees all - the parent org and the Chapters. Each chapter may be administered by chapter-level volunteer leaders who report to the BOD.	Each affiliate is a separate legal entity. It has its own governing Board of Directors, meeting minutes, Bylaws, policies, bank accounts, books and records, and tax/government compliance filings.
The parent org retains control over all programs nationwide, owns property centrally, and enforces standards of conduct.	The affiliate has the autonomy to develop its programs, own and retain control over its own property and bank account,
The parent org bears all liability for chapters as well. A legal claim against one chapter poses a risk to the parent's assets and other chapters to that single liability.	An affiliate is liable for legal and IRS compliance. Legal claims against one affiliate would not expose the parent organization or other affiliates to risk.
The lobbying efforts of a chapter are limited to the type of tax exemption the parent organization has. If the parent org is a 501c3, then chapters cannot lobby locally, state, or nationally.	An affiliate can apply for the tax exemption that best applies to its mission and purpose, whether a 501c3 (can accept donations but can't lobby) or 501c4 (can lobby).
If the parent organization folded, the chapter would also cease to exist.	Affiliates are autonomous or completely independent organizations outside of the parent organizations. ⁸

⁸ From: Expansion: Should Your Nonprofit Add Chapters or Affiliates?

Affiliate Chapters

The very act of calling them "Affiliate Chapters" perpetuates ambiguity in our relationship, confusing expectations from one side to the other, and then dissatisfaction and resentment when those expectations are not met.

AC Names

By "_State_RID," e.g., Virginia RID (VRID), Pennsylvania RID (PaRID), etc., our ACs are an extension of the national organization as chapters. However, the expectation that each AC has "its own governing Board of Directors, meeting minutes, Bylaws, policies, bank accounts, books and records, and tax/government compliance filings" defines them as affiliates or autonomous entities. This causes further confusion, blurred boundaries, and expectations between the parent organization and ACs.

The Purpose for ACs

The *raison d'être* for ACs at the National Level should be broad but clear. Leaders within each ACs can fine-tune their AC's purpose in alignment with the greater good of the profession but in accordance with the salient needs of the community and state. An AC's purpose can be anything from:

- **Professional engagement at the local level** - outreach, recruitment, retention of (not just RID members, but of ASL interpreters in the field of interpreting) interpreters in the profession by:
 - networking opportunities through social events, workshops, conferences, etc.
 - opportunities for personal growth and community leadership
 - opportunities to educate community members and the local public on the value of our ASL interpreting profession.
- **Provide professional development opportunities**, peer-to-peer guidance, and local support to interpreters by:
 - providing workshop opportunities for interpreters to promote the advancement of interpreting skills.
 - providing opportunities for mentoring
 - offer scholarships to interpreters on their journey to certification.
- **Advocacy at the state and local level** for the interpreting profession and the Deaf community. Collaborate with the Deaf and ASL-using Community in meeting the interpreting needs of __state__ by promoting the ASL interpreting profession and raising standards for quality, ethical interpreters by way of:
 - state-level legislative advocacy for interpreter licensure
 - advocating for the advancement of the interpreting profession by educating the public on the use of interpreters and the ethical standards of the profession
 - lobbying for key legislation in the state legislature on bills affecting Deaf rights and the interpreting profession

There needs to be clarity in the purpose of ACs across:

- **RID's Website:** Affiliate chapters are a crucial element in RID's overall structure as they help RID Headquarters extend our reach into the interpreting profession.
- **RID's Bylaws⁹:** The makeup of ACs is in our bylaws, but not their purpose
- **RID's Policies and Procedures Manual¹⁰:** The PPM spells out how to establish and the compliance expectations of each AC and the process of rescinding AC status for non-compliance with the policy. There needs to be clearly stated purpose or expectations for ACs. There is also ***no written, legally binding affiliation contract agreed upon and signed by AC and/or RID Leadership*** members. No disaffiliation process is also spelled out in the PPM if an AC decides to fold or disaffiliate.
- **RID's AC Handbook¹¹:** States "*While the affiliate chapters are **autonomous entities**, their memberships overlap with national membership. Individuals serving the affiliate chapter in any elected leadership role, such as a chapter board position, must be RID members. Affiliate chapters must also honor the dual membership agreement between the national organization and the affiliate chapters requiring a voting member of the affiliate chapter must be a member at the national level; likewise, a voting member of the national organization must be a member of an affiliate chapter.¹²...*" So, the conflict is in the statement that ACs are autonomous entities, but they may also access our nonprofit status. Also, our bylaws require that our members join both ACs and the national organization.
- **Strategic Priorities:** ACs should be evolving with current needs and trends. Initially, one of the purposes of ACs was to act as a conduit for information between their communities and the parent organization. Is this still relevant with the proliferation of social media and direct communications from the parent org to individual members? These things need to be revisited and revised periodically to meet the contemporary needs of our profession¹³.

Lack of Indicators of Successful Relationships

Key Performance Indicators

While we have five region representatives on the Board of Directors and an AC Liaison Staff person, all dedicated to leadership and support of our Affiliate Chapters, we have not identified any way of measuring whether these resources are effective or not, specifically whether they are contributing to performance indicators such as:

- Overall AC member satisfaction
- A year-over-year Increase in AC membership

⁹ [RID Bylaws, Article VIII](#)

¹⁰ [Policies and Procedures Manual](#), pages 59 to 64

¹¹ [Affiliate Chapter Handbook](#)

¹² As per [RID's Bylaws, Article VIII](#)

¹³ E.g., Address the Great Interpreter Shortage that we're experiencing in this country - addresses recruitment and retention of those in the field.

- Increased opportunities for networking and Professional Development for AC members
- Increased collaboration between ACs and state or local Deaf organizations
- Increased advocacy efforts towards state-level issues impacting the Deaf and the interpreting and/or more state licensures for ASL interpreters in place as a result of those advocacy efforts.

Recognition and Incentives for ACs

Volunteering in a leadership role is just that, voluntary. Also, when one's contribution through a time/effort/monetary donation goes unnoticed or unrewarded for so long, the risk of volunteer leader burnout increases. Another very real area we must address is the rewards and incentives we provide ACs for their volunteerism. How can this be improved?

Strategic Recommendations

- 1. ACs to Organize/Reorganize themselves as Chapters or Affiliates**, each with their own Chapter Charter¹⁴ defining them as an extension of RID, or an Affiliation Agreement¹⁵ As a type of organizational member of RID, this allows ACs to select a model that best fits their needs. Suppose a chapter cannot adhere to the requirements of the charter. In that case, they have the option to reorganize, become an affiliate, and form their own 501c3 organization. This offers flexibility for them but also accountability, as well. For the parent organization, it means RID headquarters must keep track of and ensure their compliance with tax reporting requirements and enforce consequences if they don't.
 - a. We can also open affiliation agreements to other sign language interpreting organizations that may not have historically been affiliated with RID. The services provided to chapters or affiliates can be clarified and opted for in exchange for a chapter services fee or affiliation fee.
- 2. RID National Office to Devise a Media Campaign Supporting ACs.** Clarify the purpose of ACs on all AC-related media/websites, etc. Also, RID could develop a campaign with statements and testimonies from AC members and statements from the Board and national leadership within the Parent Organization to support Affiliate Chapters across the Board and HQ levels. Plan for broader consideration and discussion.
- 3. RID to develop a set of Key Performance Indicators (KPIs) for ACs and start measuring “AC Health” and “AC Needs Assessments” year over year.** This is a pretty simple recommendation and one that's easy to implement. The recent survey on "the health of ACs" distributed in January of 2023 could be the start of said data collection of KPIs to help us look at trends within AC membership and activities and become aware of issues that ACs face year-over-year. A "State of the ACs" report

¹⁴ [Sample Draft Affiliate Chapter Contract](#)

¹⁵ Sample Draft Contract

should be released annually to members on RID's website. The AC Needs Assessment would help RID prioritize services and benefits to ACs.

4. **Revisit the Dual Membership Requirement:** For chapters operationalizing the dual membership requirement for chapters is technically doable but presents its own set of logistical challenges, mainly that ACs have varying membership dues amounts and varying member categories. Operationalizing the dual membership could also be a way to ensure that chapters comply with our annual reporting requirements.
5. **Revisit the Region Representative Structure and Region Rep Eligibility Requirements:** Reasons for revisiting the region representative roles center around a few noticeable issues:
 - a. Clarity of RR and AC Liaison responsibilities defined more clearly.
 - b. Region representative positions in some regions are difficult to fill due to a lack of candidates during the RR elections.
 - c. The RR roles do not require previous experience in AC leadership, but they should. Having prior experience in AC leadership roles best serves ACs. RR should be elected from the ACPC rather than the general membership.
 - d. There are 5 RR roles on the Board of Directors. One RR to represent each region. There should be some flexibility with 2 to 5 RR roles on the Board, filled (or not) directly by ACPCs. Similarly to how Prime Ministers are elected, the ACPC of a region should elect one AC leader to also serve as RR on the Board of Directors. If no RR is selected, that position will remain vacant until one is selected.
6. **RID Headquarters: Assess, Identify, and Implement Specific Operational Support Services for ACs:** E.g.,
 - a. **Member renewal portal** to include space for members also to join/pay chapter member dues. This would reach a larger audience and streamline chapter and RID member dues payments.
 - i. Also, it would require completing annual reporting compliance to access funds from the parent organization.
 - ii. This allows RID HQ to track membership for ACs and keep annual budget information and ensure compliance with RID's dual membership rule.
 - iii. As part of the annual reporting requirements, affiliates must upload and maintain current online board rosters.
 - iv. Also, ACs will be expected to maintain accurate membership information on their websites and adhere to the requirements outlined in their chapter charter or affiliation agreement.
 - b. Space for ACs to interact/engage in an **Online Member Engagement Platform**. In exchange, ACs are expected to produce content on the online platform and other RID platforms as appropriate (e.g., Continuing Education Center). This could also be an internal social media space to advertise events, hold discussions impacting chapters, etc.
 - i. Provision of videoconferencing technology with an online engagement platform

- ii. Provision of a central repository for documentation for ACs
 - iii. Provision for standard email addresses for chapter officers
 - c. **Parent organization to host AC leadership training summits** during conferences in odd years and separately (virtual or face-to-face) during even years. This will also include onboarding for AC leaders and providing space for exchanging ideas and resources - and peer support - for successfully running an AC.
 - d. **Parent organization to host regional conferences** or online virtual conferences (rather than host chapters with shared profit/loss agreements). RID HQ could seamlessly handle event registrations, automate the financial management of event revenue, and provide the events service that would allow RID to optimize registrant and attendee member data. This would also allow for better oversight of regional finances by RID HQ and assist with hotel or conference venue contracts.
 - e. **Parent organization to provide website support:** Training and resources for dynamic websites for local chapters that are a breeze to update and maintain with plug-and-play templates.
 - f. Because many ACs are under RID's IRS tax umbrella, **RID could consider providing finance and accounting services** to ACs. Also, because many ACs have a CEU sponsor within their ranks, RID HQ could assess the **CEU Sponsor Support** we provide to those AC volunteers and identify areas for improved customer care service to those ACs.
7. **Create clear member benefits, e.g., a “Toolbox” in exchange for either chapter or affiliation fees:** RID should offer services - a toolbox, of sorts - to ACs for a nominal fee to relieve ACs from the constraints of operational or administrative work and free them up to focus on programs and services of the AC. The AC Toolbox could include the following:
- a. **Services we offer now:**
 - i. Affiliate Chapter Handbook and Resource Center
 - ii. If a chapter, tax exemption under the lead association's umbrella organization
 - iii. Liaison to provide consultation and advice to AC leaders.
 - iv. Updates and bulletins to AC leaders from the parent organization
 - v. RID-led AC town halls for specific topics of interest.
 - b. **Services we develop now and offer in the near future:**
 - i. Access to the national database of email addresses targeting a region, a member category, etc.
 - ii. Government affairs update with education and explanations.
 - iii. Legislative training for Advocacy activities/efforts relevant to local-level efforts.
 - iv. Formal leadership training and AC board officers' onboarding resources.
 - v. National AC leadership summit for Current and Potential AC Leaders.
 - vi. Hosting of networking events and opportunities for AC leadership.

- vii. Assistance in leadership functions, such as facilitating strategic planning retreats, assistance with elections, and advice on governance problems.
 - viii. Database of workshop and webinar presenters.
 - ix. Conference planning guidebook and resources.
 - x. Templates for organizational documents, e.g., bylaws and articles of incorporation, marketing and membership materials, component orientation manuals, etc., (this is an opportunity for ACs to revisit their board structures.)
 - xi. Webinar support or virtual conference support on CEC.
 - xii. Website support and design resources for AC websites.
 - xiii. AC Rewards and Incentives Program with discounts to parent organization products and services.
- c. Services that we can offer in the future: requires time and money to develop:**
- i. Collection of AC dues (and remittance of dues) through RIDs member portal.
 - ii. Database assistance for ACs, which includes help with newsletters, educational programming, and sending blast emails to RID members.
 - iii. For chapters, financial oversight of member dues, expenditures, and annual tax filings by RID headquarters on behalf of AC.
 - iv. Joint purchasing arrangements, e.g., insurance for Directors and Officers, Event/Conference cancellation insurance, and general liability. etc.
 - v. RID-sponsored interpreter mentoring curriculum (with mentor/mentee training.)
 - vi. Members-only social media platform integrated with RID online member engagement platform.
 - vii. Marketing resources from RID for brand consistency.
- 8. Establish a “Chapter/Affiliate Services Fee” based on the number of members within the Affiliate or the Chapter.** The fees are specifically in exchange for listed operational support and online member platform access, etc., from RID HQ’s proposed “AC Toolbox.” The annual fee would be on a sliding scale and based on the size of the chapter and should be reasonable for both the AC and RID.

Conclusion

Starting this conversation with ACs is the first step in revitalizing our relationship. These conversations, drawing our roadmap, committing to a path, implementing our plans, and identifying ways to measure progress and performance indicators will help us gauge whether these strategies are successful. If they are not, having clarity on the "state of the ACs" will allow us to revisit and revise as we navigate towards the overall goal of having healthy components and clearly, mutually beneficial relations between ACs and the parent organization.

Phase One: Assessment and Ideas

- Assessment - presentation to the Board
- Conversations with Affiliate Chapters to discuss Strategic recommendations.
- Commit to a plan of action and timeline for the AC revitalization strategic plan.

Phase Two: Preparation for Launch

- Develop communications campaign to ACs.
- List RID services/resources offered now and add any new low-cost/low-T&E resources.
- Develop the foundational framework for affiliation agreements/chapter charters.
- Establish a timeline for the rollout of AA or CC.
- Roll out a communications plan to ACs.
- Identify higher cost/higher T&E services/resources that should be added.

Phase Three: Launch and Track

- Roll out new services to ACs.
- Establish metrics to determine the effectiveness of current and new resources.
- Record findings year over year.

Phase Four: Maintenance

- Ongoing communications. Training and AC-related events (e.g., town halls) occur regularly.
- Review plan and revise services to ACs annually to maintain relevance.