



**American Culinary Federation
Texas Chefs Association**

TCA Chapter Director Handbook

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TCA Chapter Director Handbook

SECTION 1 INTRODUCTION

Mission Statement

"It is our mission to promote the culinary profession and make a positive impact for culinarians through education and certification; while creating a fraternal bond of respect and integrity among culinarians in Texas."

State Office Contact

Texas Chefs Association
320 Kitty Hawk Rd, Suite 103
Universal City, TX 78148
(210) 566-5003
(210) 566-5111 Fax
tca-office@sbcglobal.net
TCA State Office Administrator: Diane Butler

Expectations of the Director

- Attend Winter Board Meeting and State Convention
- Hold regular chapter meetings
- Submit meeting minutes to state office
- Contribute to state funds
- Manage chapter finances
- Maintain a current member roster with accurate contact information
- Recruit new members
- Be a goodwill ambassador for the ACF, TCA and the culinary profession.

Expectations of the Chapter's Board and Officers

Knowledge

- Know the Federation's mission, purposes, goals, policies, programs, services, strengths and needs.

Integrity

- Maintain confidentiality of the Board's executive sessions and speak for the Board or organization when authorized to do so. Maintain independence and objectivity, a sense of fairness, ethics, and personal integrity.

Meetings

- Prepare for and participate in Board and committee meetings, including appropriate organization activities. Ask timely and substantive questions at Board and committee meetings consistent with their conscience and convictions, while supporting the majority decision on issues decided by the Board. Suggest agenda items periodically for

Board and committee meetings to ensure that significant policy-related matters are addressed.

Avoid Conflicts

- Serve the Federation as a whole rather than any special interest group or constituency. Avoid even the appearance of a conflict of interest that might embarrass the Board or the organization, and disclose any possible conflicts to the Board in a timely fashion.

Fiduciary Responsibility

- Exercise prudence with the Board in the control and transfer of funds. Faithfully read and understand the organization's financial statements and otherwise help the Board fulfill its fiduciary responsibility. Maintain an efficient system of receipts and handling of chapter funds.

Relationship with ACF Staff

- The ACF Board of Directors is responsible for setting policies for its staff members. The Board employs the top executive at the national office to whom it delegates responsibility for the day-to-day administration of the Federation. The top executive manages the staff, using policies approved by the Board of Directors. ACF's staff members are accountable only to the top executive at the national office.

Characteristics of a Good Leader

Various research studies have identified the following behaviors as being characteristic of effective leaders.

Competence

- Be prepared
- Be informed
- Advocate planning
- Build consensus
- Be open to new ideas
- Know roles and responsibilities

Character

- Be consistent
- Treat others equitably
- Show humility
- Be honest and open
- Practice diplomacy
- Fulfill all commitments
- Be sensitive to other's needs and opinions

Communication

- Share your vision

- Emphasize the positive
- Listen effectively
- State expectations clearly
- Summarize others' points of view
- Promote teamwork

Commitment

- Subordinate personal agendas
- Be reliable and follow through
- Stand behind group decisions
- Set an example
- Demonstrate commitment through participation

Recognition

- Recognize involvement
- Promote teamwork
- Identify member strengths and match appropriate skills
- Support volunteers' efforts
- Share the credit for success
- Challenge others to grow personally and professionally

SECTION 2 CHAPTER ORGANIZATION

Rosters

- The state office will distribute a current roster with contact information and membership categories.
- It is vital that these contact lists be confirmed and updated as needed.
- At every chapter meeting, print out a roster and have attendees confirm their contact information.
- Phone Trees may be used to delegate the contacting of members, this is especially useful in large chapters

Quorum and Voting

- Fifteen percent (15%) of the Professional Culinarians, TCA Chefs, Retired and Honorary members shall constitute a quorum at an annual or local chapter meeting.
- Junior Culinarians (ACF/TCA or TCA) have one quarter vote in any electoral proceeding of the ACF.
- Student Culinarians (ACF/TCA) have one quarter vote in any electoral proceeding of the ACF.
- Culinarians (ACF/TCA) have one vote in any electoral proceedings of the ACF.
- TCA Juniors (TCA) have no vote on TCA elections.
- Professional Culinarians (ACF/TCA) have one vote in the election of TCA officers and chapter directors.

- Senior Professional Culinarians (ACF/TCA) have the right to vote for national officers and at-large directors.
- Associate Members (ACF/TCA) have no voting rights.
- Allied Members (ACF/TCA) have no voting rights.
- Culinary Enthusiast Members (ACF/TCA) have no voting rights.
- Members at Large (TCA) have all voting privileges as reflective of his or her membership level and shall be eligible to vote only in the state elections.
- TCA Chefs (TCA) have all voting rights and privileges on all state issues.
- Retired Honorary ACF/TCA (Grandfathered) has 1 vote.
- Retired Lifetime (ACF/TCA) (Grandfathered) has 1 vote.
- Senior Professional Retired Honorary (TCA) can vote in TCA elections.
- Senior Professional Culinarian – Disabled (ACF/TCA) has 1 vote.
- Voting ACF/TCA members may vote only in the election of ACF national officers, at-large directors and TCA state officers. All other business requiring the vote of members is vested in the Board of Directors.

Dress Code

- Chapter Meetings: clean and pressed chef uniform or Business Casual
- State Convention Seminars and Board Meetings: clean and pressed chef uniform or Business Casual
- State Convention Presidents Dinner: Black Tie Optional or Semiformal

How to Run a Successful Chapter Meeting

A board of directors, usually composed of all the elected officers and the chairs of committees, meets at least once a month to consider important business, plan programs and further the general welfare of the chapter and its members. A good board meeting will make the chapter meeting smoother, quicker and more productive.

The ability to achieve these goals is directly related to how the meeting is conducted. Here are a few suggestions:

- Have an agenda.
- Start on time.
- Make sure everyone is introduced/acquainted.
- Follow Robert's Rules of Order on all official chapter meetings.
- Use the supplied Chapter Meeting Minute Template to record official chapter business.
- Encourage participation. Ask for opinions or suggestions from those who have said little or nothing.
- Recognize that thinking may be based on opinion rather than facts.
- Keep the meeting moving.
- Summarize major points during the course of the meeting to facilitate orderly progress.
- Talk to the group as a whole. Avoid a prolonged speech to an individual.
- Call the question when appropriate. Ask the committee to make a decision (even if it is to table) or express a consensus to be recorded in the minutes.
- Adjourn on time.

The order of business may be changed to meet the needs of the chapter. The president should bring the gavel, the agenda, the chapter's bylaws, the list of committees, a watch, calendar, paper, pen, parliamentary rule reference book and, of course, this handbook to all meetings.

Meeting Agenda

According to Robert's Rules of Order, the agenda is "the customary or standard order of business for ordinary societies that hold regular business sessions." The agenda is the listing of the order in which business will be conducted. As a general rule, a meeting agenda is sent to members before the meeting is convened. This may not always be practical. In that case a written agenda should be distributed to all participants in attendance before the meeting is called to order. The agenda and the subsequent minutes should be kept as part of the permanent records of the chapter by the secretary.

Basic Agenda Format

1. Call to Order and Welcome
2. Roll Call and Determination of Quorum
3. Reading and Approval of Minutes
4. Treasurer's Report
5. Director's Report
6. Correspondence
7. Standing Committee Reports
8. Special Committee Reports
9. Old Business
10. New Business
11. Announcements (including time, date, and site of next meeting)
12. Adjournment

Committees

Essential to teamwork is a chapter's well-organized structure of committees. The director may create and appoint the membership of each. These committees may be either standing committees, committees that are continuous in existence, or they may be special committees, existing for a specific time period or until their task is completed. Often, standing committees are formed to assist a particular officer who chairs the committee.

Suggested standing committees (with each officer/chair noted):

- Education committee
- Membership committee (secretary)
- Chef & Child committee (if applicable)
- Publicity/newsletter committee
- Finance/fundraising committee (treasurer)
- Nominating/election committee
- Long range planning committee (vice president)
- Apprenticeship committee (apprenticeship chair)

The Role of the Committee

Committees study and recommend policy and action on chapter programs and services for the chapter board of directors. Frequently, they are charged to plan and conduct chapter programs. To do this, committees must identify the objective and find the solution. There are certain steps in the problem-solving process that should be observed:

- The problem—not just the symptoms—must be carefully identified and analyzed.
- Accumulate the facts. Conduct the necessary research and present information in a convenient format for committee use.
- Deadlines need to be set for completion of the committee’s work and its subtasks.
- Get specialized help whenever needed.
- Develop a list of alternative solutions as an intermediate step.
- Choose the most fitting alternative.
- Translate the solution into action.
 - recommend the action plan to other committees
 - recommend staff implementation
 - make contributions to the actual implementation of the plan

Expectations of a Committee Chairperson

The chairperson is a major factor in the success of a committee. Much of the chair’s job involves human relations and group dynamics. The chair’s duties span five areas:

1. Planning the committee meetings. Establishing or confirming objectives and methods by which to accomplish those objectives.
2. Conducting committee meetings. The chair stimulates thinking and elicits participation while keeping the meeting on its agenda.
3. Making sure the minutes are correct and up-to-date. Minutes are a part of the chapter’s permanent record. They record the committee’s decisions upon which other committees and staff act.
4. Report recommendation to the chapter board of directors and/or get started. Depending on the committee’s charge, the chairperson is responsible for completing the task assigned to the committee.
5. Evaluation of committee’s efforts is an important responsibility. The chair is to assess whether and to what extent the committee achieved its goals.

SECTION 3 CHAPTER DEVELOPMENT

Chapter Activities

Like any organization, the ACF has its outstanding chapters and, now and then, some that fail. The following notes were compiled from information received at the board meetings and national conventions, in addition to reports and articles in chapter newsletters. This is a list of activities and characteristics that are commonly found in the most successful chapters.

Education

Most chapters have opportunities for members to participate in continuing education programs on an ongoing scheduled basis, making certain to offer programs that meet the needs of their members.

Social Activities

Often combined with program meetings, social activities give members the opportunity to network with each other. These activities could include dinners prior to the meeting or a social hour prior to an educational session.

Special Events

Chapters will have major social functions, the type of events members can be proud to bring guests to, such as a gourmet dinner near Christmas or to coincide with the installation of new officers. Other events might be less formal and might include invitations for the entire family to a picnic or softball game.

Supporting Their Community's Need

Most people belong to a fraternal organization to give as well as to receive. The possibilities for charitable work for the community by a chapter are endless. It gives chapter members the opportunity to work together, to see results from their work, and to receive some very positive publicity in the community. An example would be a Thanksgiving dinner prepared by members for the homeless or a Chef & Child Foundation (CCF) event.

Membership Recruiting

The most active and progressive chapters are involved in a number of different projects. "Every member is a member of a committee" is a good remedy for chapter inertia. Most members are anxious to participate if they feel their participation will make a difference.

Information

Chapter newsletters range from magazines to photocopied single sheets. They are a good way to keep members informed about upcoming events and to introduce the chapter to local food writers or local purveyors. They are also good for keeping up with members' current addresses.

Representation at National and Regional Meetings

Every chapter should have at least one representative at all national meetings in order to gather information and conduct business on behalf of the chapter.

Regional Conferences

Regional conferences are held each year in ACF's four regions. These meetings, which usually run three days and are held over a long weekend, provide chapter members the opportunity to meet with representatives from the national office and take advantage of training sessions aimed at the specific work of chapter officers. For instance, a regional conference might have a workshop just for chapter presidents, another for treasurers, etc. In

addition to the workshops, there is always the informal networking that often proves to be the most valuable opportunity for training and exchange of information, as chapter officers and members discuss common problems and offer suggestions for success. Regional conferences are hosted by a particular chapter organized by the region's vice president.

Networking

Networking among chapter members often proves to be one of the greatest benefits to chapter membership. Learning new techniques and skills and the sharing of recipes among colleagues will strengthen the chapter as well as the professionalism of the members.

Culinary Competitions

Competitions are excellent opportunities for members to exhibit their work to each other, to benefit from a little creative competition and to make the public aware of new trends in foodservice and in local culinary talent. Events Management at the national office can provide more information on how to organize a show.

Fundraising

Let's face it, even non-profits need to cover basic operating expenses and provide member services. Holding fundraising dinners, selling cookbooks, and teaming up with charities is a great way to generate the income needed to run a chapter.

Fundamentals of Chapter Development

Helpful Tips for a Successful Chapter

1. Hold structured, planned chapter meetings, inclusive of all membership.

- Every member shows up looking for a reason to belong; having structured committee reports can present a chance for the new member to shine.
- Some members are happy to host a meeting each year and supply the educational forum for that meeting as their contribution.
- Recognize chapter involvement as soon as possible. If an event has been ACF approved, make sure ALL involved are properly recognized at the next chapter meeting.
- With the latest announcement that cooking will become a part of certification, in-house competitions are likely to become the norm in the immediate future. They must involve immediate and proper recognition for the efforts of the local chapter members who do local mystery baskets. See if a local bookstore could sponsor the effort with gift certificates and possibly coffee.

2. Keep solid ideas in the chapter, especially when a new board is elected.

- A newly elected board can destroy a successful chapter very quickly, especially when the chapter goes from one that has an open forum for each committee to a controlling, autocratic leader who implements his or her ideas, regardless of what has been successful in the past administration.
- Chapter archives become important, as do chapter members of eight years or more, who remember why they joined the chapter.

- Create committees of several chapter members and views, instead of simply committee chairs with one voice.
- Make sure that each attending committee chair has time for a report.
- Have the committees set their goals for the upcoming year in writing and publish them in the next newsletter.
- The mirroring junior committee chair for each committee should be reporting to the chapter committee chair about what the juniors are doing.
- Have each committee charged with approving at least one chapter activity for each month. Many members cannot contribute on the regional or national levels but do great work locally with little recognition.

3. Focus on the 'all important first meeting' to the new member.

- Treat every meeting as chapter president as if it was your first.
- Conduct a self-introduction of each attendee, starting with the chapter board, continuing in a table-by-table orderly fashion, and finishing with a self-introduction of the new member or guest.
- Have each committee chair report commence with a brief explanation of committee charges.
- Have a welcoming committee to chaperone the new member around prior to the business meeting. Have extra copies of the NCR and local newsletter, in case a member has yet to receive his or her personal copy and the local newsletter.
- For a good first impression and to demonstrate that the chapter is professionally run, be certain to ask the sergeant-at-arms to be on duty prior to the start of the meeting.
- Develop a local chapter welcoming letter from the chapter president.

4. Build or rebuild chapters through recruitment.

- Keep in touch with members who may have allowed their membership to recently lapse. They may not be aware that their dues have expired if they are accustomed to their employer paying their dues and the employer fails to pay on time. The chapter is informed, but the member is the last to know! A simple phone call or email would clear it up in no time.
- Revisit members who may have had positive input in the past, but may not have seen eye-to-eye with a past chapter board. Send them a current copy of the NCR and local newsletter or, even better, have a member drop one off personally.
- Have a strong and devoted membership chair.
- Explore reasons why the chapter might previously have been successful. If the program was dropped, try reintroducing it to the chapter.
- Create member/guest meetings that commence immediately after the minutes and reports have been presented and read. If successful, designate certain months when the member/guest meetings happen, challenging each member to bring a guest to that meeting.

5. Chapter retention through student membership.

- Once recruited, hold on to your student members.

- Mirror your regular chapter and committee structures with your student boards and committee structure. This will make for a smooth transition.
- Teach the student members proper budgeting techniques by apportioning a realistic budget to work with to achieve their goals in Knowledge Bowl, competitions or local philanthropic activities.
- Do not put the entire burden of raising funds for competition on your students. The team should be practicing their work style and work ethic, not raising funds.
- Develop a mentoring system for the student members.
- Reverse roles in a Knowledge Bowl format occasionally.

6. Maintain a healthy relationship with purveyors.

- Smaller chapters have had great success incorporating purveyors into their chapter. They can be great recruiters for the chapter, as they travel in your prospect area to sell their product.
- Purveyors may represent the established chapter that has stagnated with the best chance of infusing new blood and ideas into the chapter.
- Make sure that those purveyors who bring new members to your meeting are supplied with new replacement recruiting materials—membership forms The National Culinary Review magazine and local chapter newsletters.
- Keep the educational segment just that, not a sales pitch. This seems to be a major reason why members leave ACF when blatant salesmanship takes place in an educational format.
- Have alcohol-free meetings. Soft drink, soda, water, coffee and tea purveyors are very generous when it comes to showcasing new products and nearly always have a structured presentation of their product.
- Actively and openly support the purveyors who support your chapter.

7. Grow relationships within your state.

- Chapters who are working with an area coordinator know it works in helping to bring the chapters together.
- Statewide student competitions are the perfect chance to bring all of the state chapters together.
- Correspond with neighboring chapters, exchange newsletters and invite them to attend your meetings.
- Share great educational seminar presenters with your fellow chapters.
- Keep your representatives abreast of what you are doing. Chefs have a totally different view of our industry than almost everyone who lobbies on "our" behalf.

8. React to ACF pledges.

- When the national office announces an agreement with a specific group, each chapter should react immediately.
- Certain supermarkets doing HMR business are more than happy to have a block of their chefs join the local chapter and more than willing to host a chapter meeting incorporating a facility tour.

9. Communicate.

- E-mail address lists need to be created to make immediate impact on breaking chapter events and speed up the current formal monthly information dissemination.
- Chapter information for e-mail release or newsletter should be okayed by the chapter president prior to publication. He must be allowed to veto any items published under the chapter's name.
- Keep in touch with ACF national office, your regional VP and state representative. Request to be included in NCR and include local press clippings and photography with your story.

10. Standardize press releases.

- Recognize your members when they become certified.
- Recognize your students when they compete. The mention of diplomas, certificates and medals, and scholarships are commonly carried in newspapers and may command a follow-up article.
- If you are doing a CCF event, start with the brief explanation of our philanthropic arm.
- When approached to do a radio or TV interview, practice interview techniques prior to the event, especially if you know the subject you are going to be interviewed about. Have the first 20 seconds scripted to get over the "butterflies" that will happen the first time confronted by a microphone. Always talk positively. If you have any questions, feel free to contact the Communications Department at the ACF National Office.

11. Public relations in the local community.

- Keep the message clear and consistent: What is your chapter? What does it represent? Who does it represent? What local philanthropic efforts do your members support? How do you conduct your educational efforts?
- Maintain good relationships with the press year-round, so when they need you, they know where to find you.
- Don't simply focus on the big newspapers in your area.
- Sponsor local food events and shows commented on by your chapter members, in proper attire, on their strength segment. This will also help open doors for other chapter members.
- Don't compromise the chapter. If you are representing the chapter, be professional; wear the chapter and ACF logos, chef jacket and, preferably, a toque if on camera. The reason you are being interviewed is because you are representing the chapter. You are promoting familiarity and professionalism. Keep on the subject; let the host interject your workplace if they feel it necessary for the content.
- Don't give up, don't ever give up. Be appreciative with your meeting announcements being carried. Sooner, more likely than later, this will happen. When it does, be prepared. The flood gates may open up as everyone wants to be a part of something successful.
- If your chapter members feel very strongly on a local issue, let your politicians know. Write to the editor. There is a good chance that you may be approaching an issue from

an angle that is a unique standpoint. Including something that has been published, in addition to your letter, carries a stronger message.

- Become involved with outside entities for PR - The local ACF chapter may have a perfect match for local charities and clubs. Minor league professional ball clubs are always looking for ways to make the ballpark experience a family event and to have people show up early for the game. Chefs and local radio gimmicks can bring awareness to a new audience

12. Effective fund-raising in high-expense areas.

- Have a setup to satisfy as large a segment of your chapter as is possible. i.e. equal parts going to the chapter for education, scholarships and CCF.
- If going to a specific segment (student members for competition or Knowledge Bowl expenses), challenge the students to replace the funds pledged by the chapter in the budget over 12 months in order to repeat the budget for the following year.
- Have Professional Culinarian members raise funds for the Student Culinarian members. This will, hopefully, avoid double-dipping certain purveyors who the chapter leans on heavily once a year.
- When doing dinners, save the money spent on outsourcing and do it yourselves-it's what we do for a living. Guests do not understand why chef fund-raisers are not "done" by the chefs who want to raise the funds. Give your students responsibilities for the dinner: i.e. have them create and butler the cocktail hour with creative hors d'oeuvres or have them work with a specific course leader. If your chapter team is competing in competition, have them do a demo station on the cutting segment, giving them more experience performing in public.

SECTION 4 MEMBERSHIP RETENTION

Five Steps to Better Retention

1. Focus on New Members. (Proper Recruitment)
2. Follow-up That Sale! (New Member Orientation)
3. Get EVERYONE Involved. (Member Involvement)
4. Learn to Say "Thank-You". (Recognition Efforts)
5. Ask for the Renewal Check! (Invoicing)

Retention Tips

- Have a program; monthly meetings planned for a one-year calendar.
- Keep track of your deleted members. Know the symptoms of a deleted member or a potentially deleted member.
- Use a group of volunteer for a renewal phone-a-thon.
- Always value every member's opinion. Be willing to accept new ideas.
- Give membership or the sponsor of the new member the responsibility of the first-year renewal.
- Get your members involved in some activity-active members always renew.
- Have "car pool" set up the meetings especially for new members.

- Reward renewal efforts as well as recruitment efforts.
- Feature members of the month in your newsletter. Make sure the press is involved (TV or newspaper coverage) when your chapter is involved with the community.
- Have an annual open house at your association monthly meeting.
- Go out and actually talk to dropped members in the form of an exit interview.
- Have the president hold a question and answer session before the monthly meetings.

SECTION 5 RECRUITING

Why do people join the ACF?

Research reveals that business people join trade associations for three reasons:

1. Members want specific services that solve their problems and meet their basic social, economic, political and educational needs.

How does the ACF serve this need? The American Culinary Federation gathers statistics and knowledge through research, facilitates the quick exchange of information through newsletters, journals, meetings, and broadcast e-mail, and delivers education through training classes held at local chapter meetings, regional meetings, the national convention, seminars, books, tapes, and videos.

2. Members want to improve productivity and profitability. There is a correlation between ACF membership and the bottom line.

How does the ACF and the chapter serve this need? Our chapters are the best and often the best source of local, up-to-date information and knowledge about their business, the industry and customer needs. Our Federation provides quality training and education to food professionals.

3. Members want to stay active and current in their industry and to influence its direction through the exercise of individual leadership.

How does the ACF chapter serve this need? Our chapters provide many opportunities for members to express their views and to be heard on industry issues through surveys, task forces, meetings, committees, and board participation.

Two Good Reasons for Recruiting New Members on a Regular Basis

1. There is strength in numbers. One purpose of our Federation is to help individual members accomplish together what cannot or could not be more easily done alone. Individual members want to add to their knowledge and polish their skills through quality education programs. They need sophisticated information to stay competitive and want most of all access to peers in their profession. Coming together in one association, like the ACF and the chapter, focuses on many individual and valuable resources, including time, money and people toward the satisfactory fulfillment of these wants and needs.

2. Benefits also create special obligations. Many members work year-round on programs and services which improve the profession and, as a result, everyone benefits, both members and nonmembers. Teddy Roosevelt said it best:

“Every person owes a part of their time and money to the industry in which they are engaged. No one has the right to withhold their support from an organization that is striving to improve the conditions within their sphere.”

When you recruit a non-member, you are providing him or her an opportunity to share in valuable benefits, to recognize the self-interest he or she has in common with other culinarians, to improve the profession and to pay back or contribute something to his or her profession.

Take a few minutes to do the simplest and most effective recruiting possible. Ask a potential member to join ACF today. Use this kit to help you or your membership committee recruits new members.

How to Start a Recruiting Program in Your Chapter

Develop a Marketing Plan

Recruiting, like cooking, is a planned activity. The first step is for the Chapter Membership Committee to prepare a simple written plan. While the plan should be easy to understand, it will need enough details for the reader to know what activities are recommended, when and by whom they should be completed, and what outcomes are expected.

The plan should begin with an opening statement, or situation analysis, that describes the membership challenge. This can be a statement about the number of culinarians in the region compared to the chapter's current membership. Since members are not uniformly alike, the statement should “segment” the market, grouping member and/or prospects into logical categories (students, executive chefs, institutional feeding cooks and country club chefs). The statement may also outline any known reasons prospects or the various market segments join, don't join or have dropped membership, and this is the place to tell the reader who (what segment or segments of the market) are the “target” of the plan.

The plan should have one or more objectives. These are outcome statements expressing measurable, attainable milestones you want to achieve by a specific point in time. While a desire to stop attrition (members who don't renew), maintain current membership levels, or even grow membership is good, they are too vague to be objectives. The traditional form of an objective begins with “to” follow by an action verb, a reference to a target or market segment, then by a result, and finally closed with a completion date. It is specific and measurable. For example: To recruit 500 students' members from the region's 10 culinary art programs by the year _____?

Get Your Recruiting Team Together

A plan is just a guide to action. Objectives define the final outcome. Strategies focus on how to achieve those outcomes, but nothing happens without people. Your members work the

plan. The next step in setting up a program is to establish a committee or find volunteers for the chapter's recruiting team.

Your recruiting team should receive copies of the membership plan. Action steps should be carefully reviewed and each assigned to a person on the team. This kit can help the chapter prepare for a successful recruiting experience. A copy of this kit should also be distributed to your team.

Recruiting works best using several techniques to make multiple contacts with a prospect over a two to six-month period. Your plan should attempt to incorporate all the basic techniques. This kit contains the tools for personal contacts, letters and telemarketing. To make your program work, your team will also need:

- Names/address/telephones number of prospects. ACF can provide these as lists and/or labels.
- Membership applications. ACF can supply these as well.
- Samples—brochures, magazines or newsletters. ACF can provide limited samples.

How to Recruit

There are three basic approaches to recruiting new members. All three should be used together.

1. Person to Person
2. Direct Mail, Faxes, and E-mail
3. Telephone

Person to Person

Experts in direct marketing agree that face-to-face contact will result in more sales than any other technique. There is no substitute for one peer talking to another peer. Questions can be asked, answered and probed face to face.

Almost all plans will use a combination of the recruiting activities discussed earlier. We suggest you first write to the prospective member. Allow five to seven days for the letter (or brochure, etc.) to arrive. Next, call the prospect to inquire if the letter arrived and to discuss membership. Finally, when practical, arrange to meet the prospect at a convenient time and place or invite them to attend the next chapter meeting.

Here are things to remember as you prepare to recruit a member, regardless of the tool you use:

- Prepare mentally: Leave your own concern behind and concentrate on the prospect. Clear your mind and prepare to listen. Be enthusiastic and positive.
- Prepare physically: This means having all the needed props readily accessible. Literature and records should be at your fingertips. Find a quiet place to visit, write a letter or make your call.
- Put yourself in the other person's situation: When is a good time to visit/call? What information is helpful or most useful?
- Keep smiling: This may sound silly but it works. Smile or think of a pleasant event. Positive imaging does communicate itself through your body language, voice and written word.

- Pitch of voice: Keep the pitch even, be friendly, natural and conversational, yet full of confidence. Don't apologize. ACF membership means better management, improved customer services, higher productivity and more profits. You are trying to share these benefits with a peer.
- Rate of speech: No one likes to be attacked by a fast-talking salesperson. The ideal speech rate is between 120 to 150 words per minute.
- Be a good listener: When two people are talking, no one is listening. Let the prospect talk. Ask questions. Let the prospect make up his or her own mind.
- Don't be in a hurry: Restate what has been agreed to so there can be no misunderstanding. Respond to objections (see telephone script)
- Ask the Individual to Join: Every time you visit, write or call and ask: "Can I count on you joining ACF today?" If the prospect is undecided, ask when he or she will make a decision. Call back on that date to finish up.

Typical Questions From Prospective Members

Many times, you'll meet with the response, "Okay, all that sounds great, but I still have some questions and/or problems." Listed below are some typical questions/problems a prospect might present to you and some responses you might consider.

Question: I've gotten this far without ACF. Why should I join now?

Answer: Tell all the great things you are receiving by being a member. Talk about chapter meetings, regional and convention. Also, think about the opportunity to become certified and the great networking opportunities.

Question: Why should I join when I can't afford it?

Answer: MasterCard/VISA/American Express/Discover card are options.

Question: A nationwide association sounds great, but how can I get help locally in my own state?

Answer: One dues payment gives you two great memberships – one is national organization and the second is the local chapter.

Question: How will being a member of ACF help me increase productivity?

Answer: Better trained and more knowledgeable employees make less mistakes and are more productive. The ACF and the chapter offer seminars, home study and video materials. And when you need immediate help, you can call a staff expert at the ACF using a member-only toll-free hotline or e-mail. We can't guarantee you will be more productive, but we can guarantee that the ACF staff will do everything we can to help achieve better results.

Direct Mail, Faxes, and E-mail

Direct mail is the traditional approach to membership development. It is efficient, reaching a large number of people at a relatively low cost. If the copy and offer are well written, it can be highly effective generating new members at a reasonable cost of sale. Many

associations use professional staff and outsource experts to prepare mailing campaigns. The most effective direct mail is a personal letter. Volunteers with little time to spare can participate in your program if given the right tools. There are a few sample letters in this kit. Feel free to use them. Please edit and add your personal experiences. Talk about your reasons for supporting ACF and your chapter. Focus on a service or program that most benefited you. Remember, personal letters and testimonials are extremely effective. The following are a few suggestions:

Envelope: Most direct mail is distributed in a #10, white envelope—either window or closed. Earlier, we noted that people are exposed to thousands of selling messages each day, much of it in the form of mail. It is not surprising, then, that the single most difficult task in direct mail is to get the envelope opened. In order to grab attention and hopefully get the envelope opened, one can vary its size (usually larger, but sometimes smaller) or color. Frequently, mailers will print teaser copy on the front or back or both sides. The teaser should create interest about what is inside the package. Since chapters are likely to mail to a small number of prospects, we strongly recommend avoiding envelopes that look like ‘commercial direct mail.’ Use a closed (not window) #10 or larger envelope. Type or write the name and address on the envelope (labels save time, but tell the reader that this is an advertisement). Use stamps.

Circular: The standard circular formats include a brochure, booklet, or flyer. If the mailing package is opened, it is likely the contents will be separated. Each element, circular, letter and application, should tell your story. The circular should include the association name, address and telephone number, explain the basic features and benefits of membership, and ask the prospect to join.

Application: Usually designed as a membership application but can be a specially designed card or flyer. Experts say that the application is likely to be read before the letter. So the form should restate the basic offer of the cover letter. If you’ve gotten the prospect to open the letter, your next concern is to get them to act. Eliminate any barrier to action. The application should be easy to read and complete with a return address easily identified. Some prospect members may want to talk before committing. Ask for the minimum information you need to process the membership. Lengthy questionnaires are too much trouble.

Cover Letter

The ideal direct mail letter contains these seven steps:

STEP 1 - Lead with a strong benefit. This publication and other ACF membership aids have sections on membership benefits. We suggest a careful study of these sections to determine the benefits best suited to the target audience being recruited.

STEP 2 - Enlarge on the benefit.

STEP 3 - The Offer. The purpose of direct mail is to invite prospects to join the chapter, ACF. It is not a take-it-or-leave-it proposition. We have flexibility in establishing an attractive offer or deal. Here are some proven direct-response offers (some of which are available through ACF):

- Payment by credit card—VISA, MC, Discover, AMEX.
- Offer a free gift from the chapter.
- Connect with a mentor member.

STEP 4 - Offer a proof of claims made in 2 and 3.

STEP 5 - Tell the reader what they will lose if they fail to act.

STEP 6 - Rephrase the benefit from the lead.

STEP 7 - Ask The Individual to Join. Each letter should close by asking for the order, now. Make sure to tell the reader exactly what to do: "Please complete the membership application and mail it with your check for dues to the ACF National Office or local chapter address. Use the convenient self-addressed envelope. Also, give the reader a logical reason to act now. This may include a deadline or promise to inform them of the next meeting date and education seminar.

Telephone

Consider the fact that nearly 72 out of every 100 business people can be reached personally by telephone. Couple this fact with their willingness to receive calls from a colleague and the satisfaction caller gain from talking to a peer. They appreciate the personal contact from an organization that may have developed an impersonal image. It is easy to see that the telephone is a cost effective and powerful tool for recruiting new members. There is even greater power in using BOTH direct mail and the telephone. We encourage you to write the prospect, followed by a call several days later.

Telemarketing can be done by an individual from the home or office. It can also be done in groups using facilities and equipment rented from a telemarketing firm. Regardless of how the program is structured, here are the eight basics of making a recruitment call.

1. Immediately identify yourself and ask for the contact.
2. Establish rapport quickly.
3. State the reason for your call.
4. Deliver the message.
5. Offer benefits/handle objections.
6. Close the sale.
7. Thank them for their time.
8. Keep a phone log. Write responses on the log and forward prospect's name to national or your membership chair.

Planning the Call—Use This Checklist.

- Introduce yourself first.
My name is with
- If the prospect sounds distracted, rushed or annoyed.
You sound very busy.
This should only take five minutes.
Is this a good time?
- What do I know about the prospect that I can use to start off the conversation?
I hear you are.....

I noticed that your company....

I was reading about you or your (business) in the newspaper...

- What do we have in common?
It's been a long time since we talked. I remembered that you mentioned...
Your name came up in conversation recently...
_____ asked me to call you. He thinks we may be able to...
- What do I know about this contact?
I understand that you're the person that I should talk to about...
I understand that you're starting a business...
I understand that you've been in business since....
- What does this prospect have in common with me and the members of ACF/chapter?
We're working with.....
We're helping our members cut back on their.....
- Why am I calling?
We have an event planned for next week that you.....
We are meeting in your area and I want to personally invite you
- Is there a possibility we can help the prospect?
There's a good possibility that we can help you to.....
We have something you may want to seriously consider.....

Handling Other Objections and Responses

Objection: Dues too high

Answer: For about .55 cents a day, you can be sure that there will be an organization dedicated to your special needs.

If you're not able to pay the full amount now, we offer you the flexibility of paying by credit card with VISA, MC, Discover or AMEX. Please complete the application today and send it to ACF with your check or credit card information.

Your dues support member programs and services (advocacy, education, research, communication) that build, promote, and strengthen your industry year round. Being a member ensures that these services are there when you need them.

Objection: I don't have time to take advantage of the many benefits.

Answer: You've got a business to run. ACF is geared for busy professionals like you – we can keep you informed through newsletters, magazines, e-mail and videotapes. We are looking for other ways to save you time, quarterly mailings, e-mail and technical help by telephone. Meetings are important for networking and training, but this is not the only way you can benefit from membership.

SECTION 6 FINANCES

Escrow Procedure

- At the end of the calendar year, the TCA State Treasurer may distribute instructions on how to satisfy an IRS requirement to have only a certain amount of money in the chapter account. Please follow these directions carefully.

Financial Contributions to TCA State

- Contribute 10% of the annual chapter income to the state office. You may decide to contribute to one or all of the following accounts:
 - Certification Reimbursement
 - Chef’s Relief Fund
 - First Attendance of a TCA State Convention
 - Junior Chef’s Education Development Fund
- Submit monthly bank statements to the state office.

Winter Board Meeting

- The Winter Board meeting is typically held in the same city as the following State Convention. The purpose of this board meeting is to discuss and vote on new business that will be brought to the General Session at the State Convention.
- The director will be expected to submit a Director’s Report on the Chapter in advance of the Winter Board meeting. This can be a simple narrative on the accomplishments and goals of the chapter during the current time period.

Conflicts of Interest

- All officers, Board of Director members, Committee members or others acting in any capacity for the TCA shall disclose to the Board of Directors any situation which may be construed as a conflict of interest in accordance with policies and procedures adopted by the Board of Directors.
- All directors and Board members will be required to sign an acknowledgment and understanding of this policy annually.

SECTION 7 PUBLIC RELATIONS

How to Write a Press Release

- A press release is a written statement to the media and is a great way to distribute your chapter’s news to the public.
- A good press release will be eye catching, generate curiosity, and answer the basic questions of Who?, What?, When?, Where?, Why?, How?, and How Much?.
- Because readers tend to only read the first paragraph and skim the rest of the article, use an inverted pyramid style which will give the most important information first, followed by less and less important information towards the end of the article.
- Have a catchy headline and be sure to include the phrase “For immediate release”.
- Start with the date and city in which the press release originates.
- Include a quote from a reputable person in the body section of the release.

- At the end of the article, include boilerplate information about your organization. This could be as simple as stating you chapter name, areas served and the TCA mission statement.
- Also include your name and contact information and any other multimedia information as needed (i.e. website, twitter, Facebook)
- Be sure to spellcheck and have someone appropriate proofread the article before going public.
- Ask yourself - "Is your news worthy?" Try to demonstrate the value to the community and let readers know why this article is important to them.
- Learn to cultivate relationships with local reporters and use them as an inside source for getting your message out.

SECTION 8 SUPPLEMENTAL MATERIALS

ACF Constitution & Bylaws

TCA Constitution & Bylaws

Robert's Rules of Order

Chapter Meeting Minute Template

Membership Retention: Example of President's letter to ex-member

Recruiting: Example of Direct Mail Follow-up letter to personal visit or telephone call

Recruiting: Example of Direct Mail to New Prospect Members

Recruiting: Example of Direct Mail

Recruiting: Example of President Letter to Chapter Members (member get a member)

Recruiting: Example of Call Log

Recruiting: Example of Phone Script

Press Release Template and Example

Flash Drive with electronic copies of this information

Reference

American Culinary Federation Chapter Operations Manual (Revised June 13, 2012)

Chapter Meeting Minute Template

The regular monthly meeting of the Texas Chefs Association [*chapter name*] Chapter was held on [*date*] at [*location*]. Hosted by [*name*].

ATTENDING:

Attending Members:

Guests:

Excused Members:

CALL TO ORDER:

MINUTES:

TREASURER'S REPORT:

DIRECTOR'S REPORT:

CORRESPONDENCE:

COMMITTEE REPORTS:

CERTIFICATION:

EDUCATION:

MEMBERSHIP:

APPRENTICESHIP:

CHARITY / FUND RAISING:

SOCIAL:

CULINARY ARTS:

PUBLIC RELATIONS:

OLD BUSINESS:

NEW BUSINESS:

ADJOURNMENT:

[Name] adjourns the meeting at [time]. Next meeting is [date] at [time] at [location and address]. Please contact [name] for more details. Submitted by: [Name]

Membership Retention: Example of President's letter to ex-member

John Brown
123 Doe Street
Johnstown, USA 22022

Chef Michael Miller
Michael's Restaurant
Your City, USA 11001

Dear Michael:

As newly elected president of the ACF _____ chapter, imagine how surprised I was at realizing that you are no longer a member of our chapter. After speaking with several chefs in the chapter, it has become apparent that your involvement in our organization is imperative if we are to continue with our dynamic, exciting programs.

I want you to reconsider your decision not to renew membership in our organization. Upon renewing your membership, I would suggest you to serve as cochairman of our (Committee Name). I understand that you were an integral part in last years' (fund-raiser name).

In addition, Michael, your involvement in this chapter has always been a sure sign of the importance in belonging to this organization. Many members continue to speak of your commitment over the past years and, by renewing your membership, many young chefs would be inspired to join due to your involvement.

If there is any reason that you feel you are not an integral part of this chapter, please call me and we will discuss it. Whatever your decision, I hope I will hear from you. I know your ideas will continue to benefit our organization.

Won't you please fill out the enclosed membership application and send the self-addressed envelope at your earliest convenience? Our chapter needs your help.

Sincerely,

John Brown
President, ACF _____ Chapter

Recruiting: Example of direct mail follow-up letter to personal visit or telephone call

John Brown
123 Doe Street
Johnstown, USA 22022

Dear _____,

It was great talking with you (day/date). I appreciated the opportunity to tell you about what's new at the American Culinary Federation.

These are tough economic times. I understand how this impacts you. Because ACF values your membership, it has put together programs and member services to help you survive and thrive.

I'm enclosing a copy of one tangible member benefit—*The National Culinary Review*. The writing is clear and substantial. It is published once a month with up-to-date information and news about this industry.

The enclosed literature describes other ACF membership advantages.

I invite you to complete the membership application and mail it to me at your earliest convenience.

Your membership is important to me. Please call if I can be of any additional assistance. I can be reached at (phone number).

Sincerely,

Your Name
Your Title

Recruiting: Example of direct mail to new prospect members

John Brown
123 Doe Street
Johnstown, USA 22022

Dear _____:

Jack Smith at Jack's Restaurant asked me to write to you about the American Culinary Federation in our town, and I promised him that I would.

As an accomplished chef in great standing in the community, you are the perfect person for our organization. You would be an integral part in making sure that the ACF of our town continues to grow with energetic committed members such as yourself.

I am enclosing for your review a list of members in our chapter, along with brochures and programs offered by the American Culinary Federation. At your leisure, please go through the information and become familiar with what it is we offer the working chef.

Jim, does this sound like the type of organization you would want to belong to? Jack and I sure hope so. I am enclosing a membership application. Now, while you have it in your hand, would you please fill it out and bring it to the next chapter meeting which will be held on Monday at 7:00 p.m. at Jack's Restaurant? The ACF needs a few good chefs such as yourself. We are looking forward to having you as a member of our chapter.

Sincerely,

John Brown
President--Your Town ACF

cc: Jack Smith

Recruiting: Example of direct mail

John Brown
123 Doe Street
Johnstown, USA 22022

Dear _____:

I enjoyed our meeting last (day). Thank-you for sharing your valuable time with me. After our meeting, I'm more convinced than ever that chefs are unique professional problem-solvers serving very demanding customers. To provide quality service you must have ready access to the latest industry information.

Well, you know I think the American Culinary Federation is the best source of culinary information for chefs, cooks, and bakers.

The ACF is constantly developing new and exciting ways to use technology to gather and disseminate information, so that you can have it faster, more efficiently and more effectively than ever.

Let me tell you about three examples:

- 1.
- 2.
- 3.

Mail your application today and your fully paid dues. The ACF will send you a welcome letter and a new member packet. By the way, the packet is filled with valuable information, you might just find it worth your first years dues investment.

Thank you for your commitment to the American Culinary Federation.

Sincerely,

Your Name

Your Title

Recruiting: Example of president letter to chapter member to get a member

Chef Jack Smith
Jack's Restaurant
100 Your Road
Your Town, USA 11011

Dear Jack:

I need your help!

The ACF in your town will be a stronger more dynamic organization with more members. A larger membership will mean more accomplishment, more camaraderie and certainly more committees to get the job done. It will also mean more money to put behind our programs. New members will also mean new, refreshing ideas everyone can get excited about. That is why I've set a goal of attracting 0000 new members during this "President's Mail Campaign." Jack, that's where you come in. Who do you know who will be interested in joining our organization? Who can you call to become "one of the team?" I am enclosing a list of our current members for your review. Who doesn't appear on the list? Use this as a lead; other good "leads" may be your rolodex or accounts payable.

Jack, if you will give me the names and addresses of a few good prospects, fill in the prospect form and mail it in the self-addressed stamped envelope, I'll write to them telling them about our organization, and I'll be sure to mention your name.

Thanks for your support in the past and with this special request.

Sincerely,

John Brown
President--Your Town ACF

Recruiting: Example of call log

You may want to keep a call log. The following form is suggested. Fax prospect list to the ACF national office for follow-up.

DATE:

TO: ACF Membership Department

FROM:

RE: New Prospect

New Restaurant Owner

Other

ACF Prospect Name:

Telephone:

Company:

Address:

City/ST/Zip:

Contact: Will join

Send application

Have ACF staff call me

Other Comments:

Will not join. (Why?)

Dues too high

No time to participate

Might join at later date

Contact again (date)

Other

Recruiting: Example of phone script

This script is just a suggested outline. Read the bold print and fill in as necessary. Feel free to change or improvise in any way. The goal is to be conversational, friendly, and interested - not scripted, mechanical or bored.

Immediately identify yourself and ask for the contact. It sounds crazy, but it works. SMILE before you call (or think of something pleasing to you) – the smile will come through the phone line.

Good morning, this is (name) of (chapter). May I speak with (contact)?

Establish rapport quickly.

(contact name) Good morning. My name is (name). If not establish a call back time).

(contact name) What did you think of the ACF membership information I sent you (last week)?

Or

I own the (company), but today I'm working for the ACF _____ chapter. I've been a member for (years), have found the service to be good for my business, and believe you can benefit, too.

State the reason for your call. Keep it simple and to the point.

The reason I am calling is to ask you to join the ACF _____ chapter.

Deliver the message. Talk about those benefits you find most useful. The following are ideas you may use as well.

The ACF is the ONLY membership organization representing the interests of chefs.

If you're like me, I want to deliver the best quality to my customers. To do this, I need employees who know their job and can work fast with no errors. Training and education are essential to business. The ACF is a primary source—often the only source—of knowledge and skill training for my staff. Registration fees cover some of the costs, and dues cover the rest. My dues also ensure access to this service when I need it.

Offer benefits / handle objections (see section on objections)

PAUSE and LISTEN and TAKE NOTES

Respond only when the person has completed his or her thought. Never argue. Never say "you are wrong." Be positive, counter objections with facts or new evidence.

Use the FEEL - FELT - FOUND counterargument.

For example (The dues are too high):

I know how you feel. Some members have felt the same way. But when they realized that without ACF, no one would be..... They found that their dues were well worth the investment.

Close the sale. Ask the individual to join.

Can I tell the membership committee you will join ACF today? If I provide you with information about (refer to objection/need), will you consider membership?

IF YES

That's great news. You will get confirmation of this from ACF's membership department. Meanwhile, complete the application and mail it to ACF National Office in St Augustine, FL.

IF NO

If no reason has been given or the reason is still unclear:

I'll let the Membership Committee know you can't join now. May I tell them your reason?

Thank them for their time.

Thank you for taking time to talk with me. If (I/we) can be of any assistance to you in the future, please call.

Press Release template and example

[Your Logo Here]

FOR IMMEDIATE RELEASE: (date)

[Title Here]

(Example: XYZ Inc announces launch of new website <>)

Description: (optional) This is a very short description about the press release. some distribution sites will ask for this.

[CITY], [STATE],[Date] – [This is the opening paragraph. It should contain about 3-5 lines and considered most important since this catches attention of news readers and journalists. Typically questions for questions of who, what, when, where and why answered here. Keep it short and highlight what’s whole release is all about.]

[This paragraph goes into little depth. Give more details of product or any events taking place. This should contain about 2 comments made by spokespersons. For example, Mr. XXX said “xxxx”.]

[This paragraph focus on where users can find detailed information about product or events. Give a contact or website site for more information so that more additional information can be found. This paragraph should be concluded within 3-5 lines]

[The conclusive paragraph is known the “boilerplate” and can contain no more than 2-3 lines. A short "about" section, providing independent background on the issuing company, organization, or individual. Here you should explain future aspects, your or aim in meeting the current market or success. In general what you intend to do achieve.]

Contact Information:

[Company Name]

[Contact Person]

[Address]

[Telephone]

[Website, Social Media]

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(This mark lets the reader know that it is the end of the article.)

[Editors Note: optional]



FOR IMMEDIATE RELEASE: January 6, 2014

Heart of Texas Chefs announce Valentine's brunch date

Local area chefs create exciting menu to lure romantics away from the Friday night rush

WACO, TX, January 6, 2014 – The Heart of Texas Chapter of the Texas Chefs Association has announced the date for their first ever Valentine's Weekend Brunch. The coordinated effort of many of Waco's best chefs will be on display on Sunday, February 16, 2014 from 11:00 a.m. to 1:00 p.m. The event will be located at The Greta W. Watson Culinary Arts Center on TSTC Waco campus and is a fundraiser for the local chefs. The menu will feature Beet-Basil Gravlax Salmon, Smoked Chicken and Woodear Mushroom Crepes, Omelets a la carte, Aged Tenderloin Beef Oscar, sides, salads, and a full dessert bar with sweet croissant paninis made to order.

Heart of Texas member and TCA president Chef Mark Schneider CEC, AAC said "We have a tremendous following of loyal fans that enjoy food that they cannot get anywhere else in the area." Chef Len Pawelek, CEC added, "Events like these allow us to raise the monies necessary to offer our members and TSTC Culinary Arts students continuing education opportunities at the upcoming State Chefs Convention in Waco from July 18-20."

The local chapter has been in existence since 2004 and puts on several fundraising events per year. People who are interested in being notified of these events can opt-in for an exclusive email notification list, available through the contact person below.

The Heart of Texas Chapter is a sub-chapter of the Texas Chefs Association (TCA), which is a chapter of the American Culinary Federation (ACF). The ACF is the only professional chefs organization in the United States and is considered the authority on all things culinary. The non-profit Heart of Texas Chapter is open to all culinary professionals, associates, and culinary enthusiasts and serves the Waco-Temple-Killeen area.

Contact:

Texas Chefs Association – Heart of Texas Chapter
Len Pawelek, CEC
PO BOX 32671, Waco, TX 76703
tcahotchefs@gmail.com (254) 555-5555

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