



# Hope and Opportunity

Pandemic and Economic Recovery

Comprehensive Approach through  
Governance and Management

# IOM Association-Chamber Community

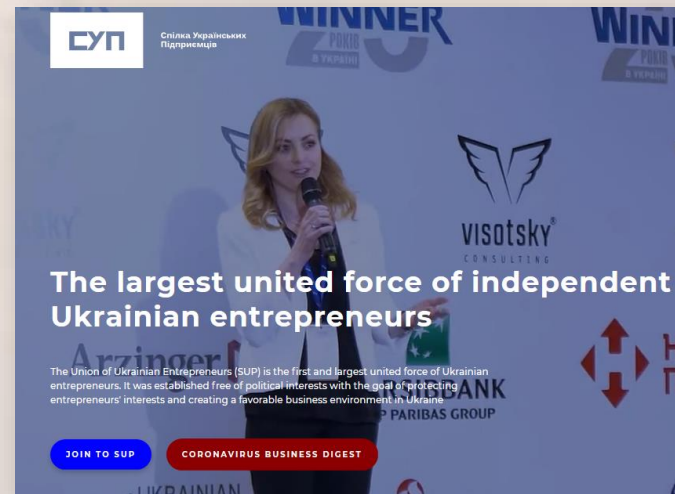
- Resilient
- Sharing Resources, Collaborating
- THANK YOU.

**“...we will get through this, but how fast and how effectively will depend a lot upon the actions we take.”**



*International Monetary Fund (IMF)*

**“Associations are made for times such as these.”**



*Union of Ukrainian Entrepreneurs*



“In the long-run, members will judge us on how we responded during a crisis.”

# Strengths of Associations and Chambers

- a) Empathy, Listening to Members
- b) Trusted Source, Relationships
- c) Leadership Team, Passionate
- d) Publications, Communication Channels
- e) Technology Use, Internet, Social Media
- f) Resourceful
- g) Advocacy
- h) Coalitions, Collaboration.
- i) Planning, Strategic Thinkers
- j) Grants - Application and Administration



# Execs Voice Concerns

1. Virus-Fatigue/Messaging
2. Membership/Dues
3. Board/Committees
4. Financial Forecasts/Budget
5. Staffing
6. Cancellations/Legal
7. Strategic and Plans
8. Advocacy
9. SURVIVE/PROSPER

# Virus Fatigue and Messaging



- “Pandemic and Economic Recovery”
- Do not REGURGITATE
- **Appoint a Spokesperson**
  - *Avoid Rumors/Apparent Authority*
- Enhance Elevator Speech
- **Track Good Deeds**



# Membership – Dues - ROI

- *Indispensable Partner and Trusted Resource*
- Listen, Empathize, Categorize
  - Transform Challenges into Assoc. **Opportunities**
- Delay of Dues, Waivers, Credits, Extensions
  - Be Proactive
- **Communicate Value** – “ROI Value Calculator”
- **Recalibrate Supplier & Sponsor Needs**

DEADLINE  
EXTENDED

*“We are working to help members through pandemic and economic recovery.*

*To provide relief, we are extending dues by \_\_\_\_\_ months. The board is ready to respond to individual hardships with waivers and credits.”*

# ROI Dues Value Calculator

## FNGLA's R-O-I Calculator

Annual FNGLA benefits	Value
Ben's Bullets: Weekly Industry Updates	\$100
Electronic Communications: Greenline, Legislative Updates, Industry News	\$250
Industry Alerts	\$150
Access to FNGLA PROS (Policy, Regulation, Operation Standards)	\$100
<b>Immediate Annual FNGLA Benefits Value</b>	<b>\$ 600.00</b>

Additional FNGLA Member Discounts	Number	Savings	Value
The Landscape Show Booth Discount	3	\$370	\$1,110.0
Number of 10X10 booths			
TPIE Show Booth Discount	1	\$370	\$370.00
Number of 10X10 booths			
Show Directory Advertising Discount Per Placement	0	\$250	
Florida Flower Trials Discount Per Person	0	\$25	
Education on the Go Discount Per Person	0	\$50	
FNGLA Certifications Testing Fees Discount From \$65-\$200 Per Student	2	\$65	\$130
FNGLA Certifications Manuals Discount From \$15-\$30 Per Manual	0	\$15	
Landscape Awards Entry Discount Discount Per Entry	0	\$55	
PlantANT Listings Discount	0	\$450	
PlantFinder Participation Discount	0	\$870	
Employment Law Hotline Savings per Hour	2	\$180	\$360
Access to Regulatory Compliance Expert Savings per Hour	0	\$135	
Group Life Insurance Savings	0	\$120	
Average \$120 Per Person Annually			
Isuzu New Truck Purchase Discount	1	\$800	\$800
Average over \$800 savings per vehicle			
Credit Card Processing Average Calculated Savings of \$3,100	0	\$3,100	
Fresh from Florida's FAPC Program Enrollment Up to \$1,500	0	\$1,500	
Printing, Graphics and Marketing from Creative. Savings from \$500	1	\$500	\$500.00
Payroll Processing Discount Savings from \$850	0	\$850	
<b>Additional Annual FNGLA Member Savings</b>			<b>\$ 3,270.00</b>

Credit Card Processing Average Calculated Savings of \$3,100	0	\$3,100	\$
Fresh from Florida's FAPC Program Enrollment Up to \$1,500	0	\$1,500	\$
Printing, Graphics and Marketing from Creative. Savings from \$500	0	\$500	\$
Payroll Processing Discount Savings from \$850	0	\$850	\$
<b>Additional Annual FNGLA Member Savings</b>			<b>\$ 0.00</b>

### Total Savings with FNGLA Membership

Your Total Calculated Annual FNGLA Member Savings: \$ 600.00

**Join Now!**

### ROR Benefits, Return On Relationship

#### (non-tangible benefits)

#### Members also save money utilizing the cost-saving partnerships:

Access to FNGLA Chapter Meetings & peer relationships
Business Connections: Research, IFAS, FDACS, FDOT, Water Management District, DEP Connections
Expansion of professional opportunities and development
Notification of Industry Event Happenings



U.S. CHAMBER OF COMMERCE FOUNDATION

Practice Help		Your return:	\$1,000
?	How many hours of <a href="#">TMA Practice Consulting</a> services have you used?	<input type="text"/>	\$0
?	How often have you submitted <a href="#">Hassle Factor Logs</a> to TMA's Payment Advocacy department?	<input type="text"/>	\$0
?	How often have you contacted <a href="#">TMA's Coding and Billing Hotline?</a>	<input type="text"/>	\$0
?	How often have you requested a literature search from <a href="#">TMA's medical librarian?</a>	<input type="text"/>	\$0
?	How often have you requested articles from the <a href="#">TMA Knowledge Center?</a>	<input type="text"/>	\$0
?	Access to <a href="#">online journals and databases.</a>	1 <input type="text"/>	\$1,000
?	How often do you contact the <a href="#">TMA Knowledge Center</a> for research?	<input type="text"/>	\$0
?	How often do you take advantage of <a href="#">TMA member discounts?</a>	<input type="text"/>	\$0
?	Do you use <a href="#">DocbookMD</a> for referrals and HIPAA-compliant communication with your colleagues?	<input type="text"/>	\$0
Advocacy/Legal		Your return:	\$350
?	<a href="#">Annual tax cut</a> for all licensed physicians.	1 <input type="text"/>	\$200
?	Free <a href="#">health system reform analysis.</a>	1 <input type="text"/>	\$150
?	How often did you access TMA's <a href="#">whitepapers on legal topics?</a>	<input type="text"/>	\$0
Education		Your return:	\$150
?	How many hours of <a href="#">TMA-sponsored CME</a> do you participate in each year?	<input type="text"/>	\$0
?	Free and <a href="#">discounted publications</a> for TMA members.	1 <input type="text"/>	\$150
?	Do you attend <a href="#">TMA's fall, winter, and annual Conferences?</a>	<input type="text"/>	\$0

# Board Governance

- AWOL < > Micro-Management?
- Extend Terms if Needed
- Empower the Executive Committee
- Authorize the Executive Director
- Meetings without Quorums; OK
- Reduce Meeting Agenda Format



# Governing Documents



## **Mission**

(Purpose for existence)



## **Articles of Incorporation**

(Relationship to state gov't.)



## **Bylaws**

(Relationship to members)



## **Policies**

(interpretation of the governing documents)



## **Strategic Plan**

(roadmap for the organization)



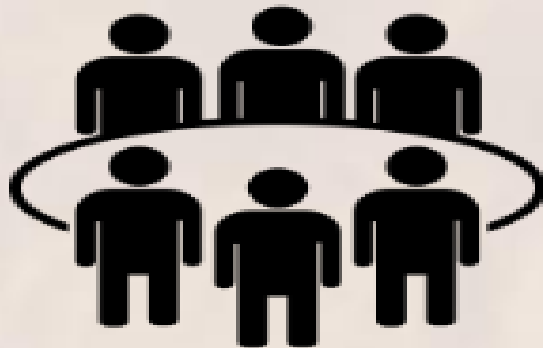
## **Annual Budget**

(financial position, forecast)

- **Temporary Relaxation**
  - Rules of Order
  - Dates and Deadlines
  - Committees
- Document the Rationale for Omissions
  - Record in Future Minutes
- Don't Break any Laws

# Committee Assignments

“Our short-term mission is to sustain our association while delivering value to our members.”



- Appoint **Strike Forces**, Task Forces, Project Teams, Quick Action Teams, Micro-Tasks
- Pause Standing Committees (i.e. bylaws review, etc. )
- **Expect Results**, they supplement the team. Set performance metrics.
- Governance Altimeter:
  - Board 50,000 foot
  - Committees 30,000’
  - Staffing 10,000’



# Financial Forecasts

FY2020 -21 Budget Approved			2020 Contingency Budget	
			Short Term Forecast	
			Spring, Summer, Fall 2020	
		2020-21		
		<u>Income</u>		
Summer Conference		\$325,000.00	Summer Conference (moved to winter)	230,000
Ad Sales		\$10,000.00	Ad Sales (increase to support suppliers' need)	12,500
Educational Opportunities		\$31,000.00	Education (loss of regional, webinars)	\$10,000
Membership		\$360,000.00	Membership	\$360,000
Sponsorship		\$40,000.00	Sponsorship (repackaged opportunities)	\$40,000
Golf		\$50,000.00	Golf (moved to fall, new sponsors)	\$40,000
Installation Gala		\$90,000.00	Installation Gala	\$90,000
Trade Show and Education Forum		\$180,000.00	Trade Show (ok in Dec. 2020)	\$150,000
			Stimulus Grant Management (NEW)	\$50,000
			Special Reports - Supply Chain Trends (NEW)	\$10,000
		<b>\$1,086,000.00</b>		<b>992,500</b>


- Assess Impact (*Finance Committee*)
- Adjust/Contingency Budget
  - June – December 2020
- Reserves – “*Rainy Day Fund*”
- Repurpose the **FOUNDATION**
- Search Stimulus Packages (CPA)
- **Principles**
  - Ratio of Savings to Income
  - Ratio Dues to Non-Dues




# Staffing

- Remote Work and Equipment
- HR Policy Manual
- **Convey Value, Confidence**
- Re-Assess in Summer
- Furloughs, Layoffs
  - Salary Contributions
- Job Sharing Responsibilities
- Stimulus Packages (CPA Support)
- Rely on legal counsel.

# Planning - Strategy



STRATEGIC PLANS Revised 2020- 2021				
<b>Existing Mission:</b> Supporting the success of members while advocating for their interests. <b>Urgent Mission:</b> "To sustain our organization and support the recovery of members."				
Pandemic Economic Recovery	Advocacy	Membership Value	Professional Development	Organizational Strength
Sustaining our organization and supporting the recovery of our members 1. 2. 3. 4. 5.	The pre-eminent advocate advancing member needs to government and the public. 1. 2. 3. 4. 5.	Providing opportunities, benefits and services that facilitate business success. 1. 2. 3. 4. 5. 6.	Delivering the education essential for competency and maintaining designations. 1. 2. 3. 4. 5. 6.	Leading and sustaining a respected, efficient organization. 1. 2. 3. 4. 5. 6.




- **Pause Long-Term Plan**

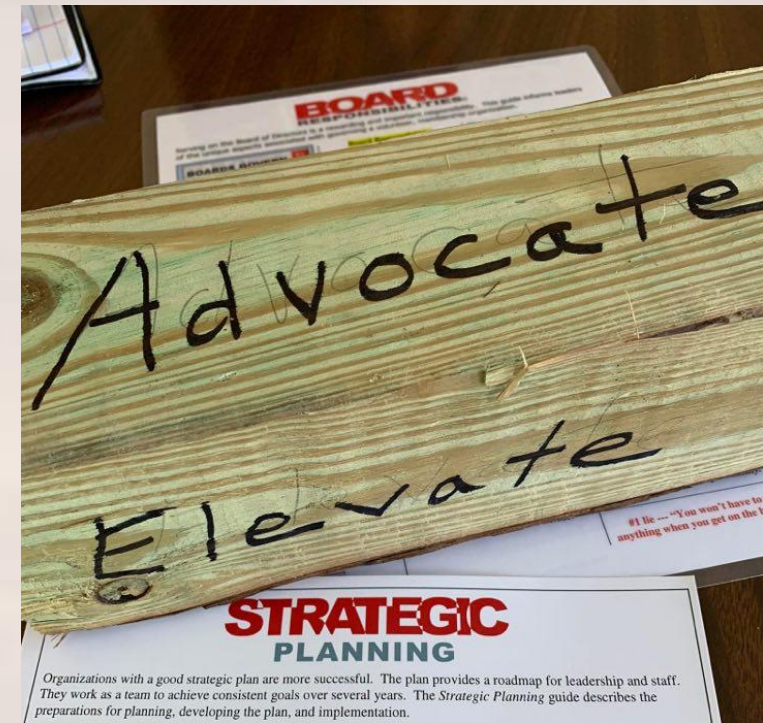
- **RECOVERY PLAN**

- **During Pandemic**
- **Post Pandemic**

- *Purposeful Abandonment now*
- Integrate **“Pandemic & Economic Recovery”** Future Plans

# 4 x 4 Strategic Plan

 <p><b>Vision:</b> A Lebanon with well governed and accountable institutions, free of corruption and built on the rule of law</p> <p><b>Mission:</b> To promote transparency, integrity and anti-corruption through collaboration, advocacy and active engagement</p>			
Partnership and Collaboration	Raising Awareness	Monitoring and Accountability	Advocacy
<p>Enabling collaboration amongst NGOs and organizations of similar causes, and leading collective action and empowerment</p> <ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> </ol>	<p>Leading public awareness campaigns and programs, disclosure and information provision on anti-corruption and governance issues</p> <ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> </ol>	<p>Being actively involved in the fight of corruption, through participation in holding institutions accountable and acting like a watchdog for monitoring compliance</p> <ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> </ol>	<p>Taking position and writing policy research on key anti-corruption issues, and being active in policy making, lobbying and advocacy forums</p> <ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> </ol>
2020 - 22			



# Advocacy



- **Champion for Member Interests**
- Repurpose Lobbying Team
- Reaching Lawmakers in “Stay at Home” Settings
- Coalitions, “**Seat at the Table**”
- Tell Members What You’re Doing
- **Community Deeds support Advocacy**

Question: What advocacy wins are you working on or have passed?  
How are you cataloging good deeds for future?



# Cancellations



- **Proceed with Caution**
  - Meeting Cancellation Insurance?
  - Force Majeure Clause?
  - Facility Policy & Gov't Advisories?
- **Repurpose Events**
- Work with Vendors' Unique Needs
- Repackage Sponsorship Opportunities

# Survival and Thrive

- Stay Positive, Encouraging
- Catalog and **Share Good Deeds**
- Celebrate Achievements
- Pace Yourself – Don't Burn Out





## How to plan for recovery

William D. Pawlucy and Robert C. Harris

Wednesday, April 08, 2020

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After a devastating weather event neighbors emerge in shock, asking "are you OK?"

Recovery starts fast. You hear the chainsaws clearing driveways and streets. Piles of debris begin to line sidewalks. A weather event comes on fast and ends abruptly.

## Professional development during a pandemic

Robert C. Harris

Thursday, April 16, 2020

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## Don't let the association burn down

Robert C. Harris

Thursday, April 23, 2020

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For more than

## Association governance during a pandemic

Robert C. Harris

Tuesday, April 28, 2020

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## Adjusting budgets impacted by crisis

William D. Pawlucy and Robert C. Harris

Monday, March 30, 2020

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## Repurpose the foundation

Robert C. Harris

Thursday, April 02, 2020

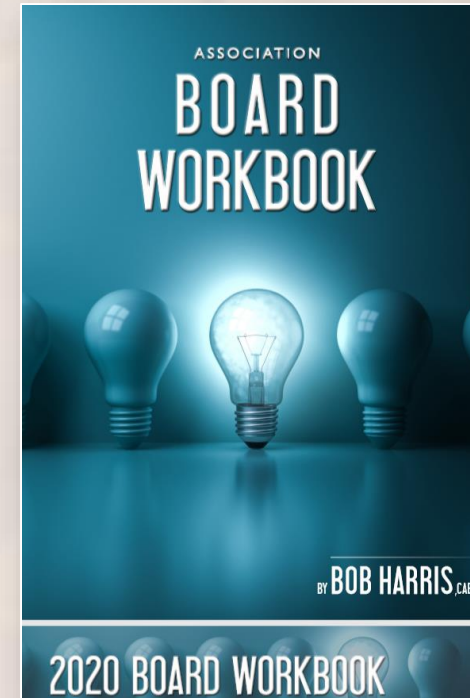
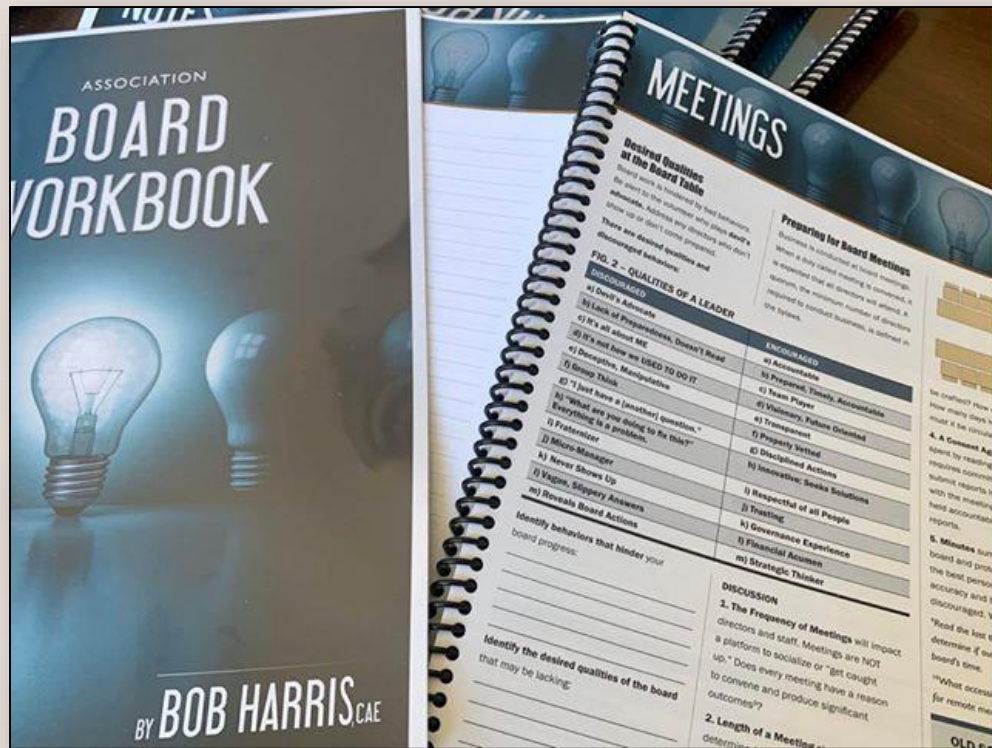
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Many associations maintain a subsidiary or related foundation. The majority are educational, with the mission reading: "Supporting professional development, scholarship and research."

# Free Resource

- 20-Page Board Workbook
- [bob@rchcae.com](mailto:bob@rchcae.com)





# The Assoc. Governance - Management Model

