Welcome to the

Food Industry Association Executives 88th Annual Convention

Fresh Thinking for Food Execs, Y'all...

Hyatt Regency Savannah

November 11-13, 2015

Presentation Handouts

Our Quest to Remain Relevant

Presented by
Brian Riggs

About Me

About Today

External

Internal

Individual

How did we get here?

What Does it Mean?

- Sought After
- Leading
- Experimenting & Experiential
- Time and Timely
- Thought Leadership
- Accessible
- Innovative
- Work

Disruptive Forces

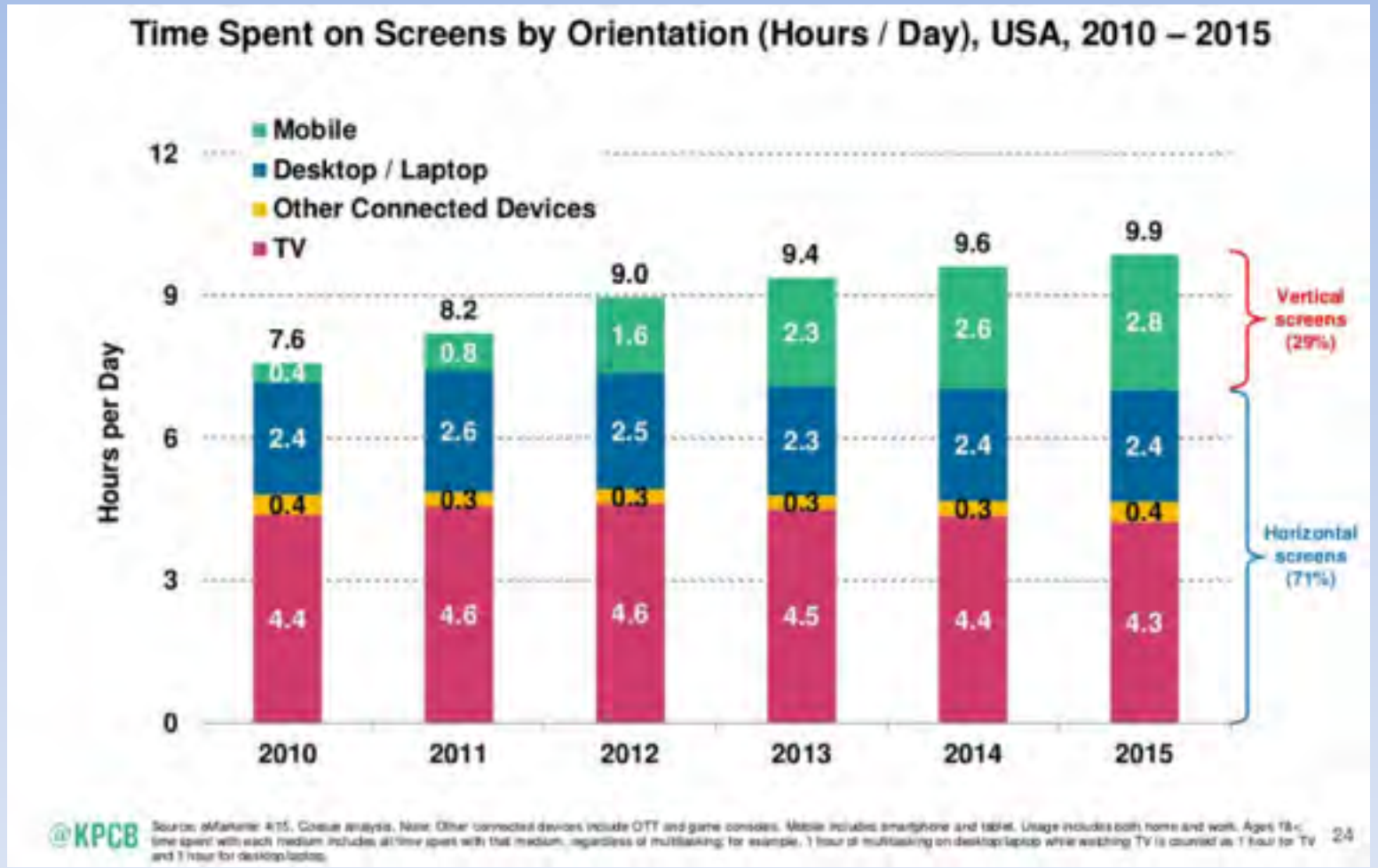
- External – Outside our Organization
  - Technology
  - Radically Changing Marketplace
- Internal – Inside our Organization
  - The Association Model (& Time)
  - Content and Collaboration
  - Brand
- Individual - Self
  - Inspired Leadership
  - F.O.C.U.S.

Technology

- Relevancy -
  A measure of how closely a given object (file, webpage, database record,etc.) matches a user's search for information (and method of search.)

=

Shift in Online Access Behaviors



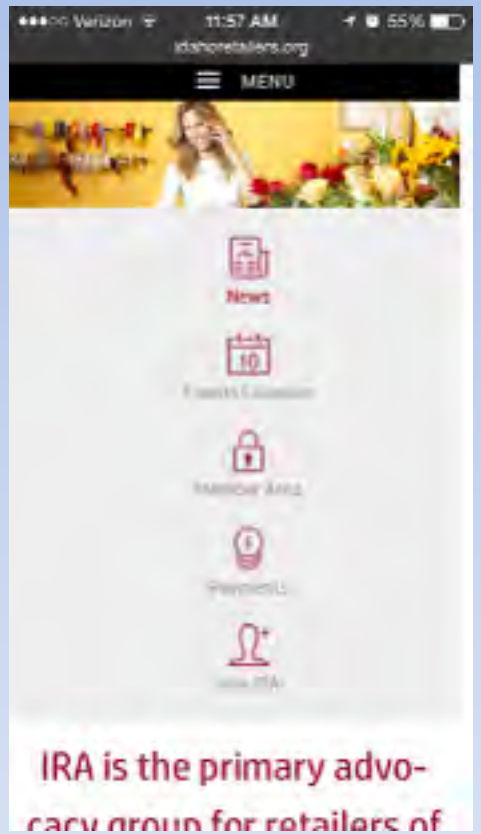
What's the problem?

In a recent survey to ED's conducted by Nonprofit Hub re: organizational websites they found the following:

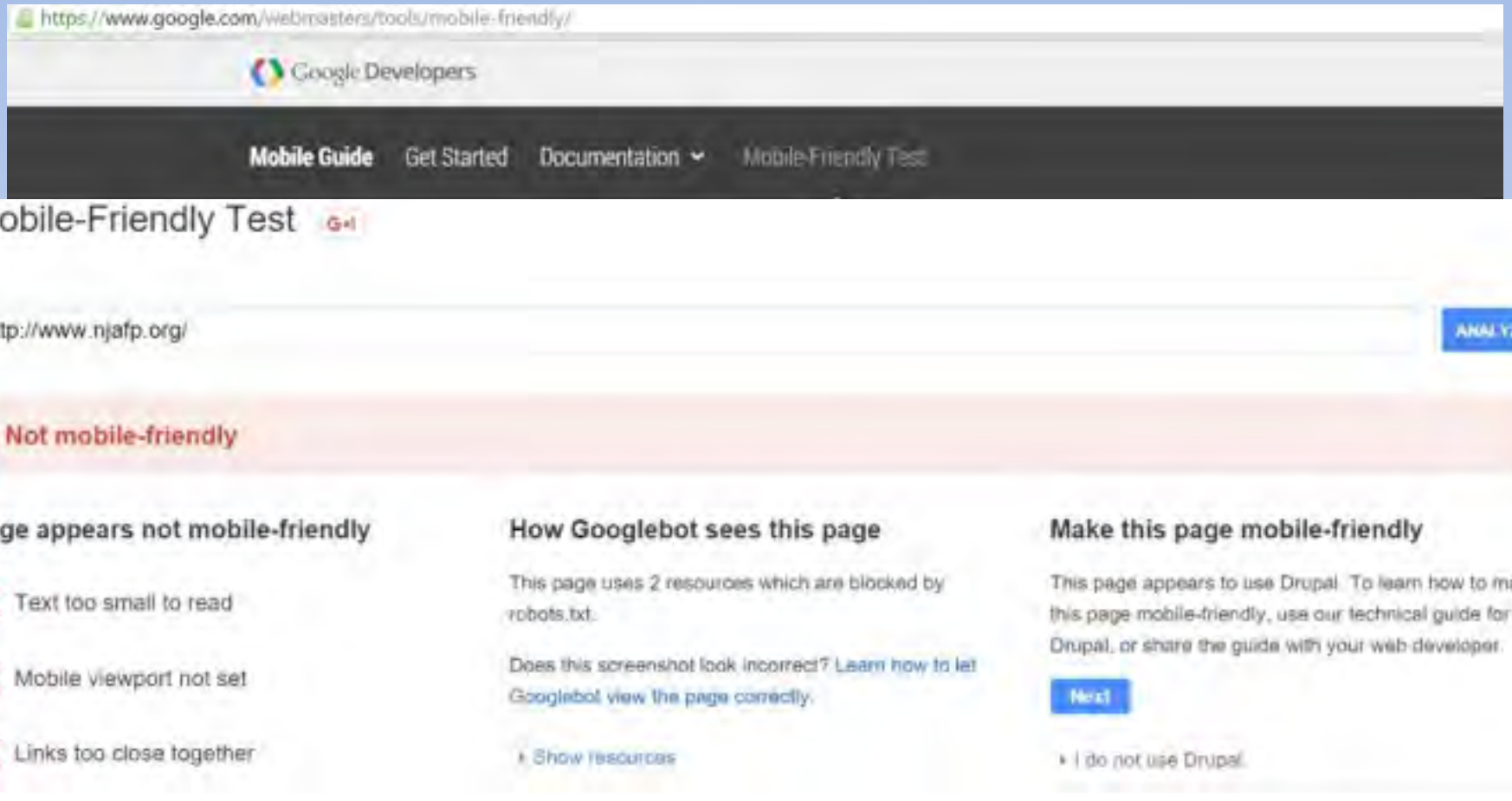
- 47 percent said their site isn't responsive, almost half of those people said they plan to address the issue during the next year
- More than 12 percent said they didn't know what a responsive design meant
- 35 percent said website was either very effective or effective at growing their mission. Half of the respondents said their website was only somewhat effective.

79% of member sites reviewed were not properly optimized

The Solution - Optimize



Test Your Site



Technology Plan

Technology Nonprofit Collaboration

Strategic Technology Plan

What is a Strategic Technology Plan?

The strategic technology plan is a guide to how the organization will use technology to help accomplish its goals. The plan is created with a scope of up to 3 years and should be updated frequently.

The following pages provide a template for a Strategic Technology Plan. Insert your organization's details where appropriate.

Keeping Pace: A Radically Changing Marketplace

UNBOXING BOXED MEALS

Blue Apron

What's In The Box? The company's family plan features kid-friendly dishes designed to serve four people at a cost of $8.74 a person, or $34.96 per meal

Middagsfrid

What's In The Box? The Swedish company, founded in 2007, is the original boxed-meal company. Recent offerings included haddock gratin and spicy beef skewers.

HelloFresh

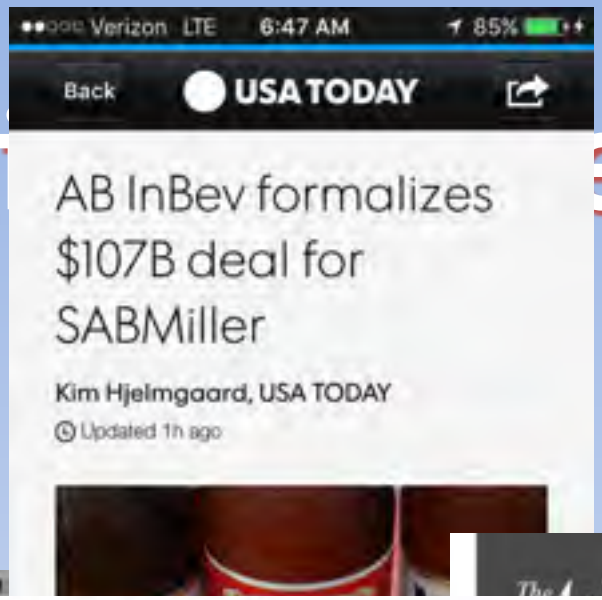
What's In The Box? Recipe cards and pre-measured ingredients to make "quick and easy meals."

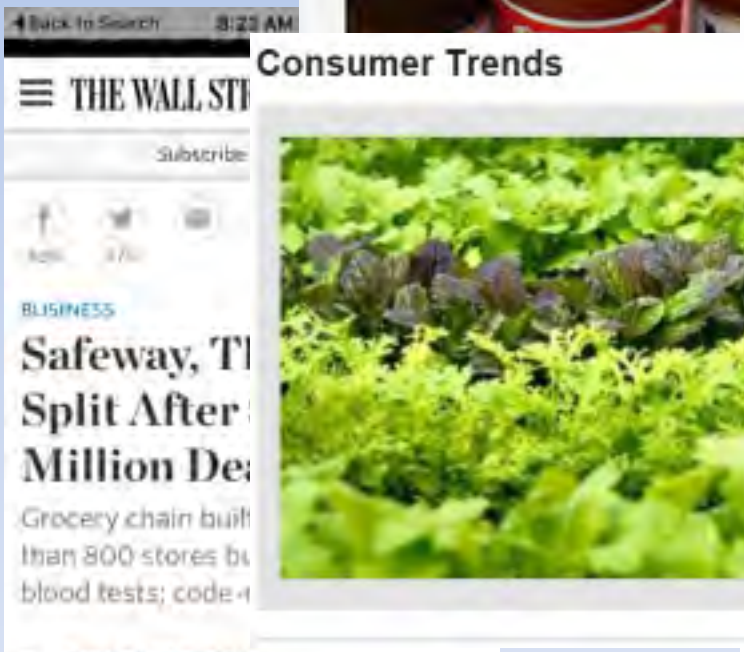
Plated

What's In The Box? Subscribers can choose each week from nine "chef-created" recipes with meat, seafood, and vegetarian options.

We simply don't know what lies ahead….

Changi etplac





Membership Marketplace Seth Kahan and 6 Challenges

"Membership has been the frame for associations for over 100 years. It captures the mindset of the people who join and the staff who support them. It permeates the thinking and behavior of volunteers as well as policy makers. But, it is changing…

Education, previously a core value proposition is now available everywhere to anyone who can search, which is everyone."

What will it turn into?

UBER

UberPeople.net

Forums | Blogs | Members | Cities | Resources

Uber

Search Forums | Recent Posts | TOP 10

Forums

Uber Drivers Forum

Community

People
Introduce yourself, meet people, be a person.
Discussions: 1,513 Messages: 15,795
Latest: Greetings from...Kentucky!
jk_2k8, 46 minutes ago

Advice
Driver help, tips, technique, and frequently asked questions.
Discussions: 3,999 Messages: 60,308
Latest: NEWBIES: WATCH DRIVER G...
UberHammer, 1 minute ago

Stories
Share your stories, good and bad.
Discussions: 2,138 Messages: 36,414
Latest: Kisses
simpsonsverytall, 5 minutes ago

Complaints
Let it all out. Someone must feel for you and your gripes.
Discussions: 2,985 Messages: 61,505
Latest: Oh, I'm just going to McDon...
Purple Monkey, 2 minutes ago

Pay
Success and failure, it's all about the money.
Discussions: 2,134 Messages: 32,022
Latest: Uber has been paying me o...
Janissa Gullett, 9 minutes ago

Technology
The app, software, phone, GPS, and dashboard.
Discussions: 953 Messages: 9,531
Latest: Uber is Hiding Pax Ratings f...
Tzogos, 9 minutes ago

Ratings
The star system.
Discussions: 636 Messages: 10,580
Latest: The rating system epidemic
Avi-ator, Today at 6:53 AM

Licensed
UberBLACK, UberSUV, UberLUXURY, and all other rideshare drivers with an advanced licencing.
Discussions: 115 Messages: 1,346
Latest: Airport wait que
Uberkidd, 19 minutes ago

Vehicles
Car talk, buying, owning, and maintaining the office space.
Discussions: 438 Messages: 6,704
Latest: Prius C
Fabius, Today at 5:58 AM

Insurance
Liability, full coverage, TNC, commercial, be prepared.
Discussions: 295 Messages: 6,145
Latest: How does insurance compa...
Uber 1, Yesterday at 8:22 AM

Taxes
1099 income, deductions, and the IRS.
Discussions: 134 Messages: 1,709
Latest: Question about Taxes with ...
UberTaxPro, Yesterday at 5:12 PM

Tips
And lack thereof.
Discussions: 175 Messages: 3,286
Latest: Pax/customers that prefer ...
andaas, 44 minutes ago

Information

News
What's happening in this uber world.
Discussions: 2,246 Messages: 24,393
Latest: UBER/Lyft actually doing so...
Avi-ator, 40 minutes ago

Advocacy
The people organizing for the greater good.
Discussions: 97 Messages: 3,777
Latest: USMA UberStrikeMovement...
Lag Monkey, Yesterday at 7:40 PM

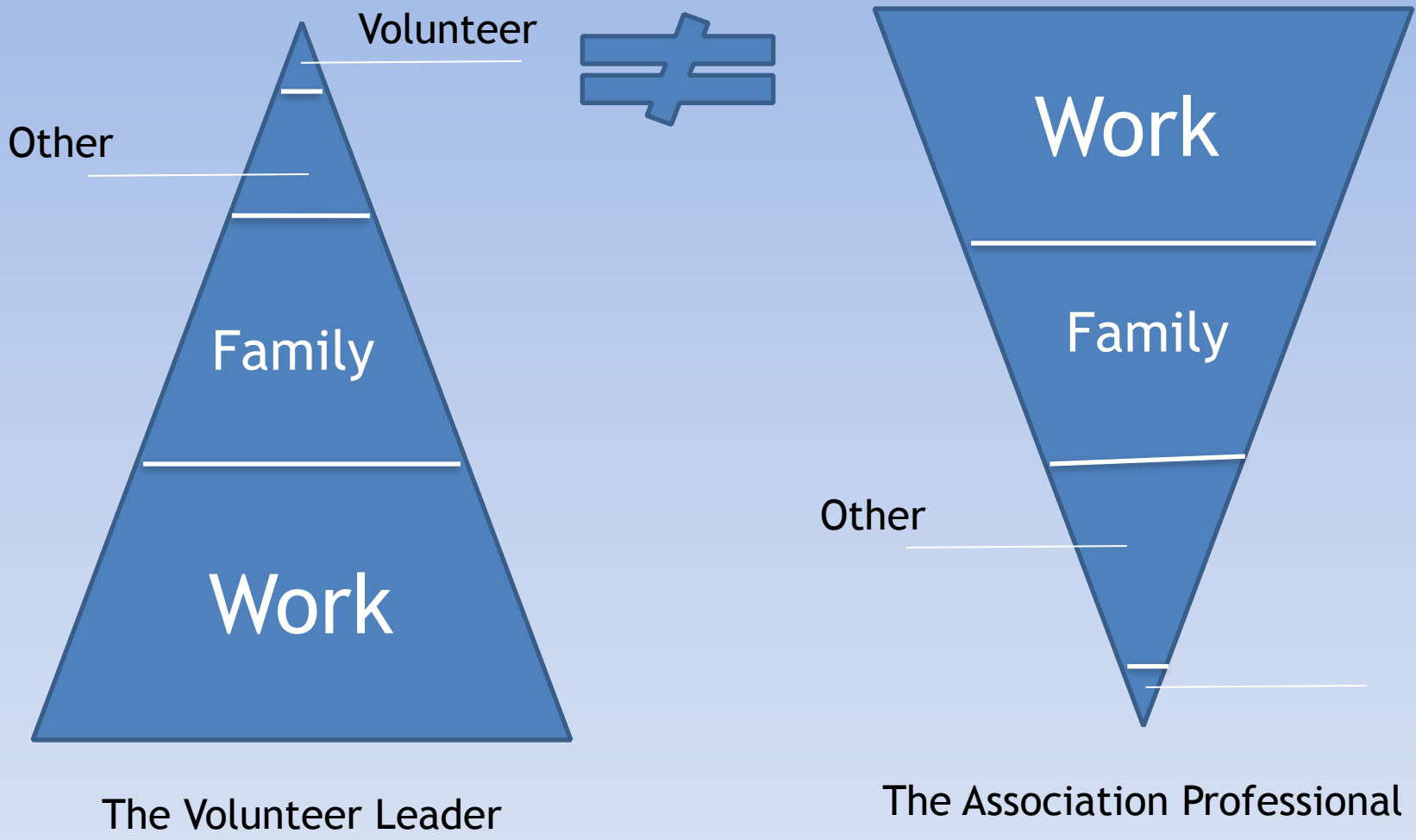
Notifications
All communications with the mother company.
Discussions: 37 Messages: 505
Latest: Anyone been accused of thi...
JMBF831, Today at 12:50 AM

How to Prepare?

- Becoming aware of your situation:
  - Never stop gathering information and in doing so look for trends that may signal change on the horizon
- Understanding change:
  - Flexibility and a willingness to embrace change will make you a more valuable member of your organization
- Build your skills and keep learning:
  - To be prepared to deal with change successfully, it is important to build as many skills as you can before their use becomes essential for organizational survival

Internally

Our Model



Allocation of Time Spent

Alignment

Content….Blah!

Yesterday's Content

- **relevant content** is the kind that will add value to your product or service, while increasing the bottom line, opportunities for engagement, etc….it is content that the *'online' user* finds informative, engaging, helpful, or entertaining.

2010

2012

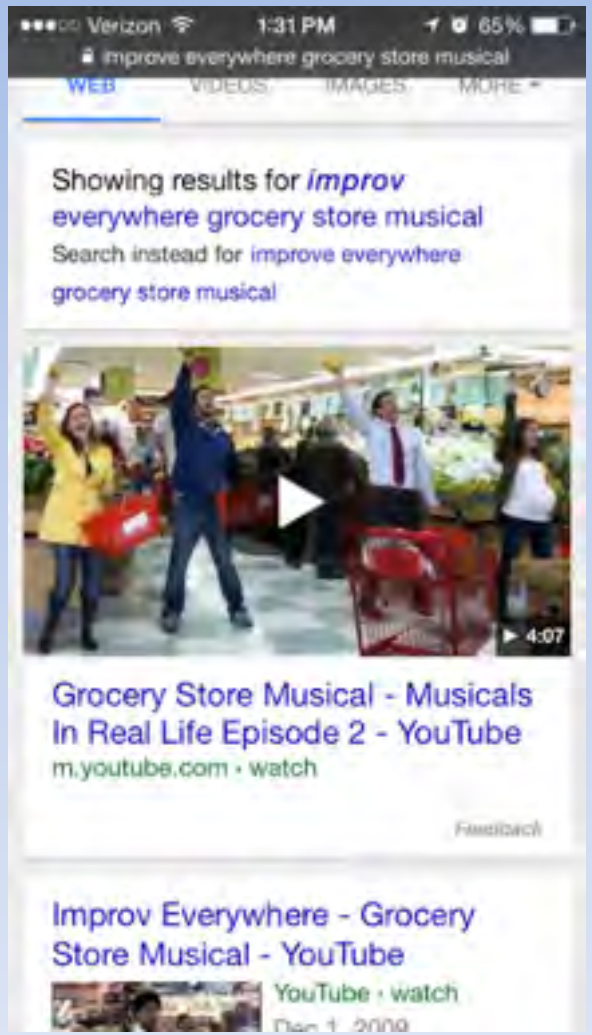
2014

So, What's the Problem?

- Old content
- No strategy
- No connection between technology and content
- It's not engaging
- It's not creative

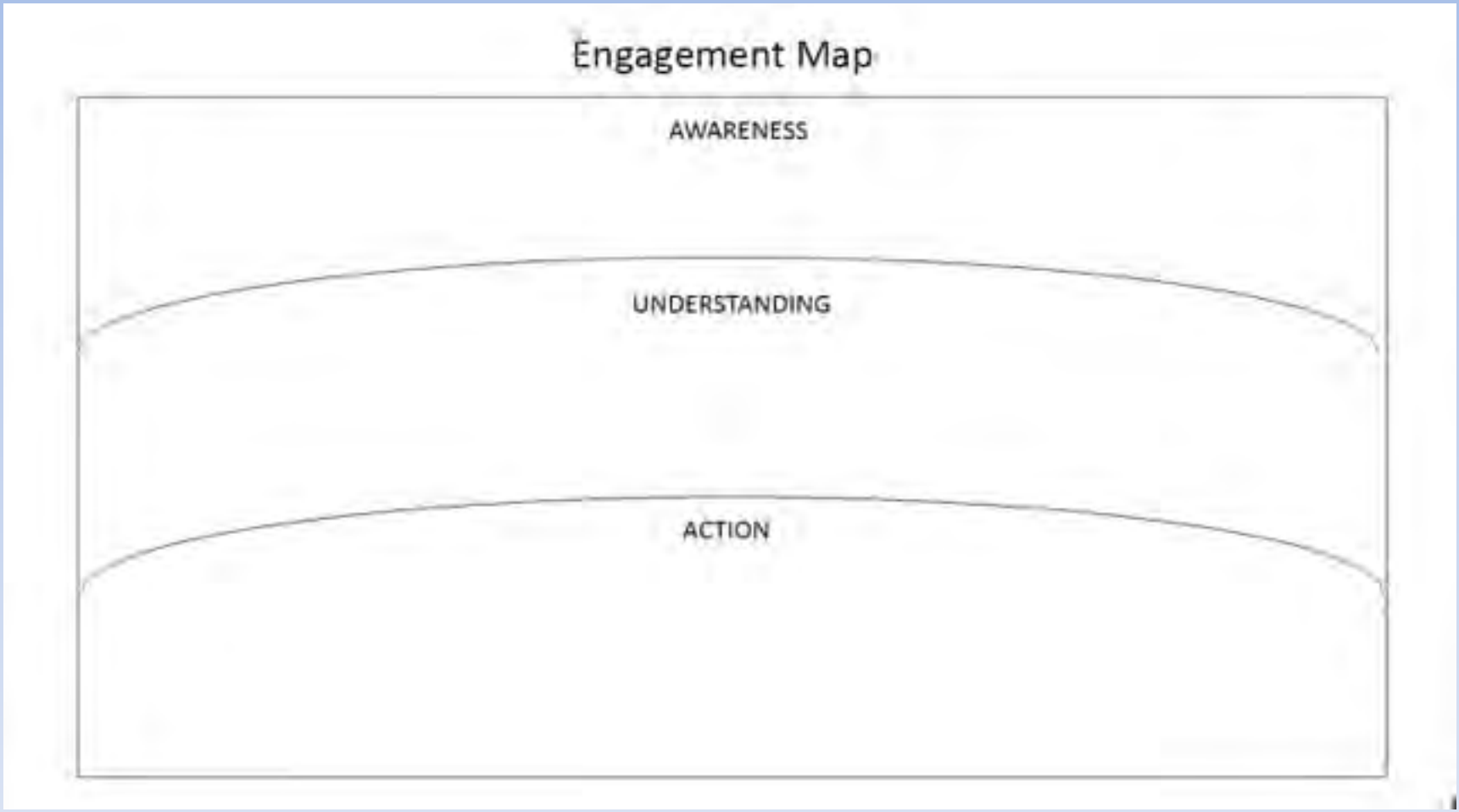
Today's Content

1967 Food Ad, Sealtest Ice Cream with Freebie Offer | Flickr - Photo



How do we get there?

Communicate With Purpose



The Age of Collaboration

Knowledge Exchange & Cross-Member Engagement

NY Public Library
@nypl

Follow

Refueling with @Mets bagels today. Friday, @KCLibrary @Royals are on OUR turf. #LGM #WorldSeries

10:46 AM - 29 Oct 2015

46 84

Your Brand & Its Promise

- The compilation of everything we've discussed. It's the cumulative experience of the interaction between individuals and your organization.

Your Brand & Its Promise

It also means engagement –

“Engagement means listening, interpreting and analyzing.”

- Jeff Hurt

Individually

A Leader Among Leaders

- Tech Savvy
- Diplomacy
- Communications (expert?)
- Marketing
- Strategic Thinker
- Negotiator
- Flexible
- Innovator

F.O.C.U.S

- Forget everything you've learned and reimagine (Appreciative Inquiry)
- Overcome the obstacles. They aren't going anywhere
- Communicate with purpose and understanding
- Uncover meaningful (and new) opportunities by engaging differently
- Strategy is as important as doing…both require your attention

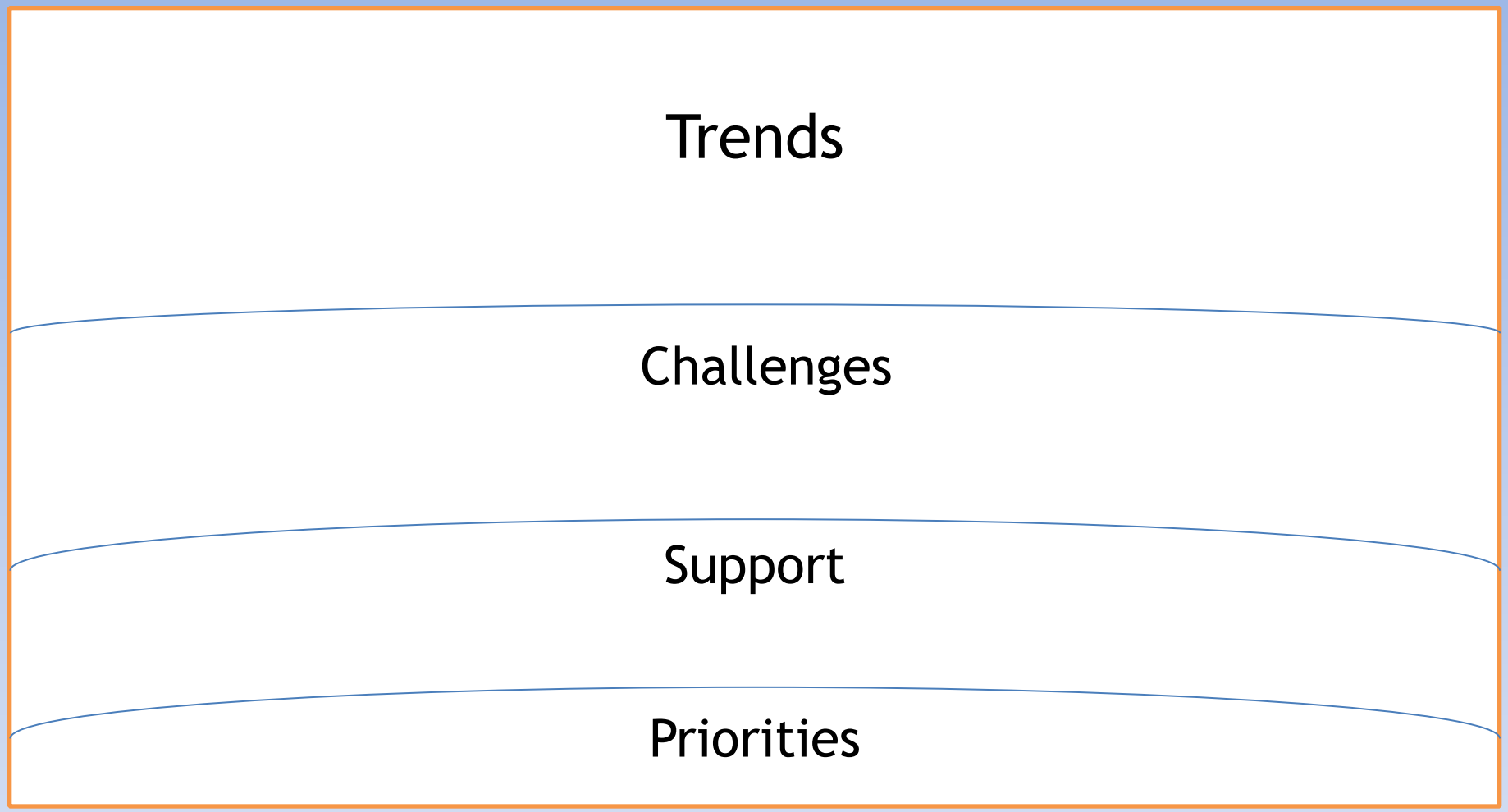
Terrific (and cheap) Resources

What to Do?

- **Conduct an Audit**
  - Develop a list of each and every way you engage with your members through content
  - Develop a list of the types of content used to engage your members
  - Analyze the interactions within your community - website (links, takeaway tabs, etc.), email, meetings, etc. Define how you will enhance those experiences.
- **Have a Communication plan.**
  - Plans don't have to be overwhelming. Simple plans equate to easy victories and manageable tasks.
  - Use the template we've provided
- **Make it local. Keep it personal.**
  - Generic posts and photos from meetings, events or staff may save you time and effort, but they won't do much for the bottom line of your business. They can even alienate supporters who would rather see original, community-oriented content than stale reflections of meetings and other less-than-sexy engagements.
- **Engage With Others.**
  - Connect with peers.
  - Engage consultants and/or outsource.
  - Invest in outside resources if necessary

What to Do?

- **Institute a Technology Plan**
  - Recreate your organization on the back of technology and see what it looks like.
  - Use the Baylor U. template to get started
- **Alignment within Your Plan.**
  - Be sure that you're aligning the proper resources within your plan including staff, key stakeholders and non-traditional partners.
- **Self Awareness**
  - As a leader you carry enormous responsibilities; to your board, to your membership, to your staff and to yourself. Unfortunately it is up to you to solve the puzzle. So you must make the effort to be aware of what's happening around you.
- **Prioritize**
  - Use the priority map provided to streamline your efforts, allow for quick decisions and create parameters around your actions.



Foundation of a Plan

Case Studies

- Chief Officers of State Library Agencies – Limited resources forced them to think creatively about their future. They decided that investing in partnerships was their best chance and began working with the Gates Foundation, Museums and the ALA and are now thriving.

- National Association of State Chief Administrators – was a dying organization a few short years ago. The value proposition had been lost and membership was decreasing. They partnered with Harvard University to create their Institute on Management and Leadership and they've turned the organization around. Membership and sponsorship are through the roof.

- Association of Medical Illustrators – Revamped their meeting so that half is done similar to TED Talks. Members are able to learn twice as much in a creative and fun format and engagement is at an all-time high.

Resources

- http://fmlink.com/articles/adapting-to-change-in-a-rapidly-changing-business-environment/
- http://www.baylor.edu/business/mis/nonprofits/doc.php/192140.pdf
- https://www.asaecenter.org/files/VolunteerMgmt/VolunteerResources/Core%20Compentencies%20ALL.pdf

Thank You!!
Enjoy the Conference

Balance Calories: An Overview

Genna Gent
American Beverage Association
November 12, 2015

ALLIANCE FOR A HEALTHIER GENERATION

AMERICAN BEVERAGE ASSOCIATION

Reduce the amount of calories Americans consume from beverages

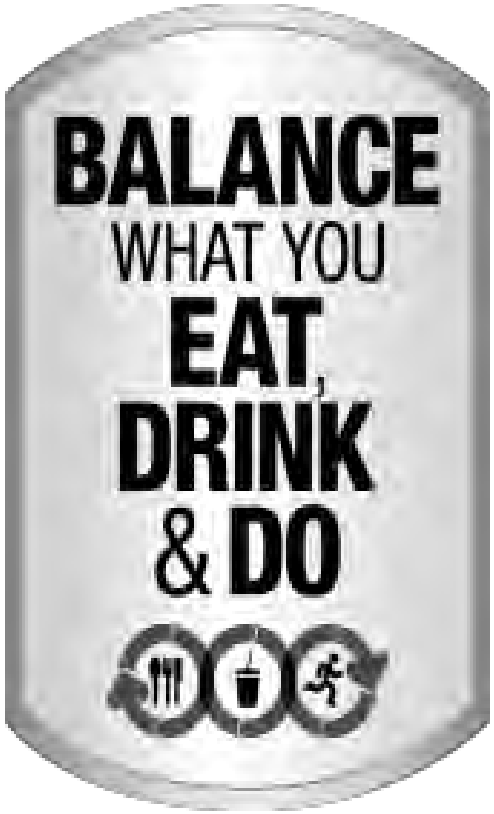
20% Reduction by 2025

HOW? Drive consumer behavior changes to improve America's health

The Result: Distinct changes in how beverages are offered and marketed to help consumers be more mindful of the beverage calories they consume.

National Calorie Awareness

Labeling System



National Calorie Awareness

Vend/Cooler Labeling -Underway

2016: National Calorie Awareness

Fountain Labeling

CALORIE **CHOICES**
FOR CALORIE **BALANCE**

Calories are shown for full cups with no ice. Adding ice will reduce calories.

	X-SMALL 12 FL OZ	SMALL 16 FL OZ	MEDIUM 22 FL OZ	LARGE 30 FL OZ	X-LARGE 32 FL OZ
Pepsi	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal
Diet Pepsi	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal
Mtn Dew	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal
Diet Mtn Dew	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal
Sierra Mist	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal
Tropicana Pink Lemonade	000 Cal	000 Cal	000 Cal	000 Cal	000 Cal

Diet beverages contain small amounts of calories that typically round to zero per FDA rules. In larger sizes, these calories may round to more than zero.

BALANCE WHAT YOU **EAT**, **DRINK** & **DO**

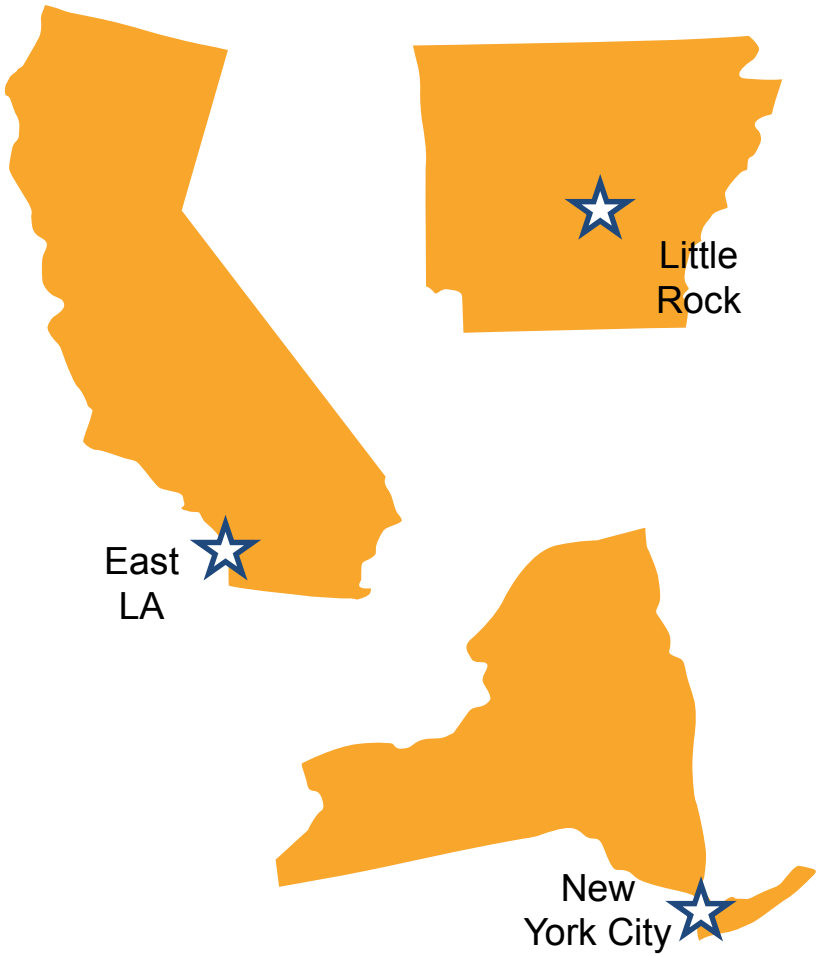
Test & Learn Communities

LA, LR, NYC Launched

Intense market deployment in **8-10 pilot communities** to test and learn what is most effective.

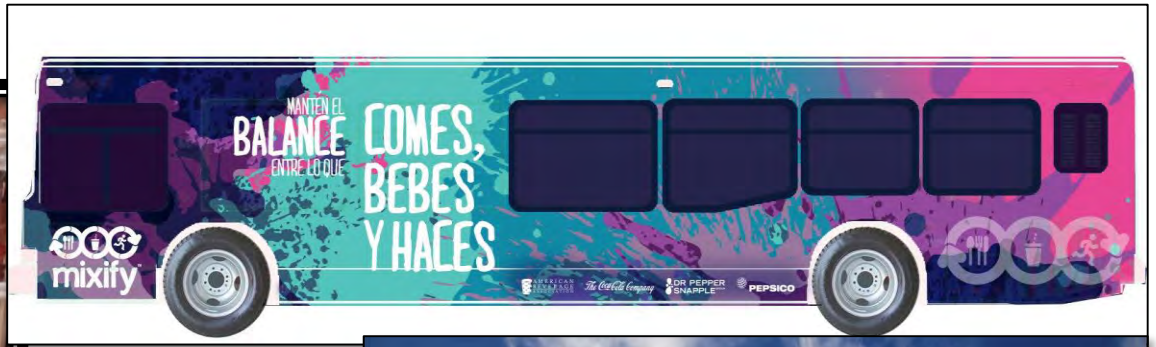
Work is underway in first three pilot communities:

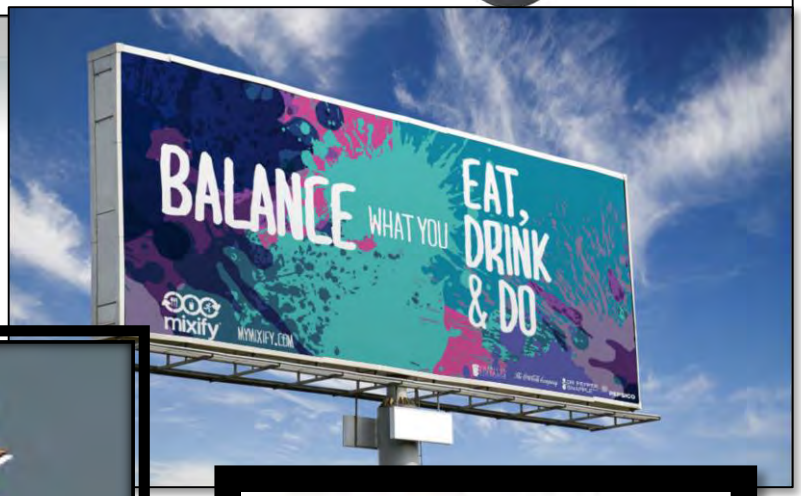
- East Los Angeles
- Little Rock
- South Bronx and Brooklyn, New York City



Test & Learn Communities

POS, Consumer Awareness





Barrio Action

University District Development Corporation

Consumer Education

Mixify– Additional Outreach for Moms, Teens

BALANCE CALORIES IOWA:
Partnerships for a Positive Impact

IOWA BEVERAGE ASSOCIATION

IOWA GAMES

iowa grocery industry association

DUBUQUE PARTNER EVENT

- **Bipartisan support:**
  Lt. Governor Kim Reynolds &
  Senate President Pam Jochum

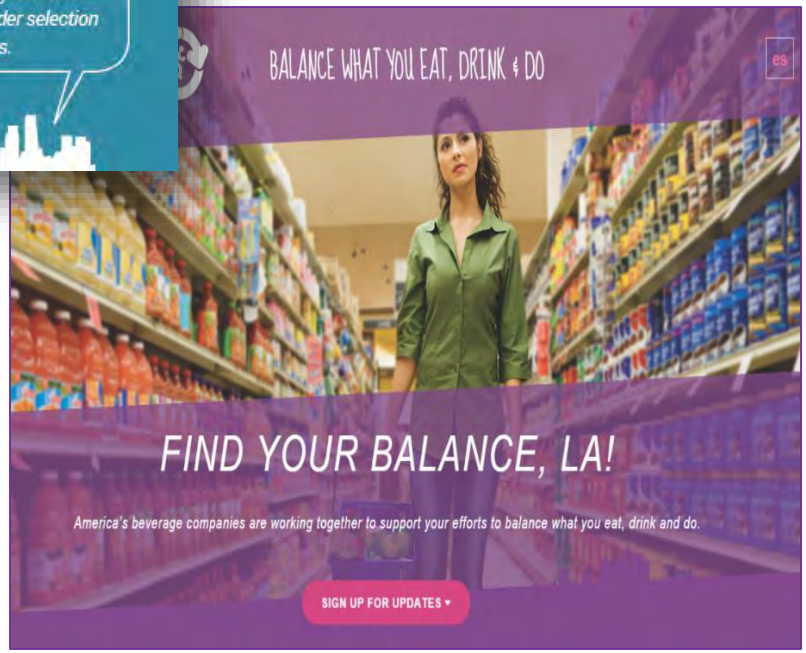
- **Attendance:**
  State Legislators
  Local Y Board Members,
  Dubuque County Officials
  Hospital Officials

- **IGIA Members:**
  Health Fair
  Catering
  Food Demonstrations

- **Interactive Fun:**
  Zip Lines
  Archery
  Rock Climbing

What's Next in 2016?

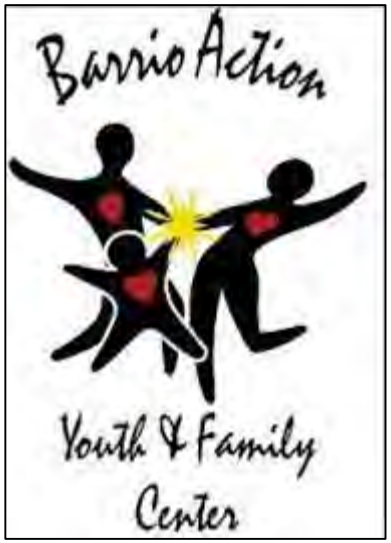
Expanded Consumer Education



Evaluation

- First progress report in 2016
- Keybridge
- Focus on preparations and groundwork
- Setting the tone and expectations for calorie progress in 2017 report

More Partnerships…



Balance Calories Initiative

A nationwide initiative to help fight obesity by reducing calories consumed from beverages in Americans' diets and promoting calorie awareness and balance.

The Balance Calories Initiative is a national, multi-year effort from America's leading beverage companies and the Alliance for a Healthier Generation to help fight obesity **by reducing beverage calories consumed per person nationally by 20% by 2025.**

The elements of the program include:

Increasing Interest in and Access to Reduced Calorie Beverage Choices with Special Community-Level Focus

America's beverage companies will use their marketing, innovation and distribution strengths to increase interest in and expand access to water, no- and lower-calorie beverages and smaller-portion sizes by:

- Leveraging the companies' product and packaging innovation, marketing and distribution expertise, as well as consumer awareness efforts.
- Working closely in local markets with retailers to increase access to no- and lower-calorie products and smaller-portion packages and drive interest in these products through proven promotional efforts like product placement, featured merchandising, couponing and other incentives.
- Focusing on communities where we can have the greatest impact: where there has been less interest in and/or access to beverage options that can help consumers reduce their calories. We will start in communities in Little Rock, Ark., and Los Angeles, Calif., and adapt and expand learnings from these markets to communities in 8 to 10 metropolitan areas.

Encouraging Calorie Awareness and Balance at Points-of-Purchase

America's beverage companies will provide calorie information and encourage consumers to consider calorie balance in their purchase decisions by:

- Placing calorie counts and calorie awareness messages on all company-controlled point-of-sale equipment nationwide, which includes more than 3 million vending machines, self-serve fountain dispensers, and retail coolers in convenience stores, restaurants and other locations.
- Working with the Alliance for a Healthier Generation to engage leading trade associations and other retail partners to participate and display calorie information on coolers, vending machines and fountain equipment controlled by independent owners.

Increasing Consumers' Awareness of Calorie Balance Through a National, Multi-Year Awareness and Engagement Program

America's beverage companies will launch *Mixify™*, an integrated consumer awareness and engagement program that talks to teens about the importance of balance and supports their parents' ongoing efforts to help them balance what they drink and eat with what they do. As part of *Mixify™*, companies will:

- Leverage the companies' collective marketing expertise and unique ability to connect with consumers to reach teens on their own terms in ways that fit easily into their day-to-day lives.
- Reach millions of teens and moms through a multi-year effort that includes extensive social media engagement, digital and TV advertising and online resources including tips and tools.

American Beverage Association | Mixify™

For the first time, The Coca-Cola Company, Dr Pepper Snapple Group and PepsiCo are combining their collective marketing expertise and unique ability to connect with consumers to talk directly to teens about the importance of balancing what they drink and eat with what they do. With a new, multi-year national consumer awareness and engagement program called Mixify, the companies will leverage social media and digital and TV advertising with online tips and tools to reach teens on their own terms and in ways that fit easily into their day-to-day lives. Their goal is to support parents' efforts to educate teens on the importance of balancing calories, including those from beverages.

Mixify™ is about finding new mixes of foods, drinks and physical activities that keep you looking and feeling good, even when life gets a little crazy. The name "Mixify" is a reminder to find a balanced mix every day – in a way that's totally unique to you.

In addition to national television and digital advertising, Mixify™ aims to reach teens online through social engagement, #mymixify and MyMixify.com, where teens can join an online community with real-time social media feeds, ask questions and get tips from experts like dietitians, nutritionists and athletes, and access other resources to help them achieve balance.

Choice, Information, Support and Motivation

Mixify™ is the newest joint effort by The Coca-Cola Company, Dr Pepper Snapple Group and PepsiCo to provide families with more **choices,** clearer **information,** ongoing **support** and **motivation** to achieve calorie balance in the way that fits best in their lives.

- **Choice:** Today nearly half of the beverages consumers buy are no- or lower-calorie options and beverage manufacturers offer a reduced-calorie option for virtually every product they make.
- **Information:** Our Clear on Calories program places calorie information on the front of every can, bottle and package our companies produce and our point-of-sale program will place calorie counts and calorie awareness messages on an estimated 3 million vending machines, self-serve fountain dispensers and retail coolers in convenience stores, restaurants and other locations.
- **Support:** Our voluntary National School Beverage Guidelines, which replaced full-calorie soft drinks with more lower-calorie and smaller-portion options, led to 90 percent fewer beverage calories in schools.
- **Motivation:** Mixify™ aims to further support families by motivating teens to balance what they eat and what they drink with what they do, providing tips and inspiration to achieve more balance in their daily lives.

FDA Nutrition Label Reform

Proposed changes to Nutrition Facts Label

Current

Nutrition Facts

Serving Size 2/3 cup (55g)
Servings Per Container About 8

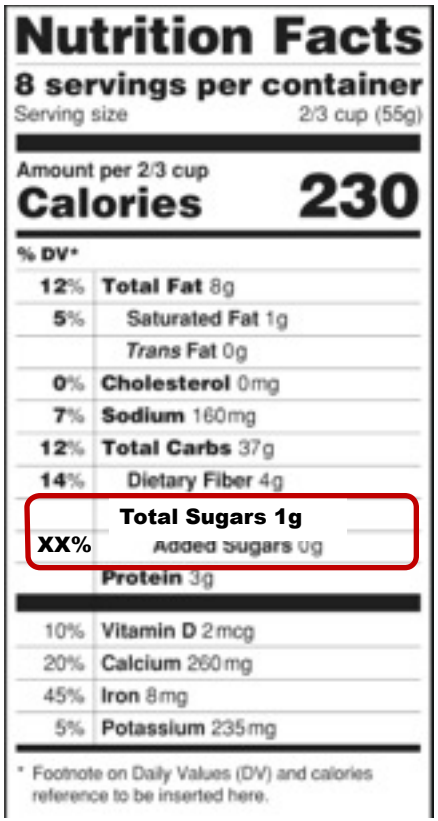
Amount Per Serving

Calories 230	Calories from Fat 40
	% Daily Value*
Total Fat 8g	**12%**
Saturated Fat 1g	**5%**
Trans Fat 0g	
Cholesterol 0mg	**0%**
Sodium 160mg	**7%**
Total Carbohydrate 37g	**12%**
Dietary Fiber 4g	**16%**
Sugars 1g	
Protein 3g	
Vitamin A	10%
Vitamin C	8%
Calcium	20%
Iron	45%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily value may be higher or lower depending on your calorie needs.

	Calories:	2,000	2,500
Total Fat	Less than	65g	80g
Sat Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

Proposed



Nutrition Facts

8 servings per container
Serving size 2/3 cup (55g)

Amount per 2/3 cup
Calories 230

% DV*	
12%	**Total Fat** 8g
5%	Saturated Fat 1g
	Trans Fat 0g
0%	**Cholesterol** 0mg
7%	**Sodium** 160mg
12%	**Total Carbs** 37g
14%	Dietary Fiber 4g
	Total Sugars 1g
XX%	Added Sugars 0g
	Protein 3g
10%	**Vitamin D** 2mcg
20%	**Calcium** 260mg
45%	**Iron** 8mg
5%	**Potassium** 235mg

* Footnote on Daily Values (DV) and calories reference to be inserted here.

Industry Support:

- ↑ Calories & Servings emphasis
- Serving Sizes Updated
- Updated Daily Values (DV)
- Sodium DV

Industry Issues:

- Added Sugars Declaration (2014)
- *Added Sugars %DV (2015 proposal)*

More consumer research needed:

- Required Vitamins & Minerals
- Absolute amounts declared
- % DV repositioned

F03-F08	F14	F15	F16	F17	F18
4 ANPRMs	2 Proposed Rules	Comment Period	Sup PR & Comment Period	Anticipated Final Rule	Earliest Estimated Compliance

Consumer Understanding of Added Sugar Labeling

Consumer research shows "added sugar" declaration decreases consumer understanding of total sugar content of a product

- Consistent across several consumer research findings
- FDA hasn't tested %DV or its affect on consumer's understanding/perception of Added Sugars content
- Shift in FDA focus: consumer *understanding* to consumer *education*

COOL CONTENT TOOLS

ANIMATION	Adobe Voice	Quick voice-over video maker (iPad only)	getvoice.adobe.com
	Animoto	Multimedia photo and video synthesizer	animoto.com
	Flipagram	Instant videos from Instagram and other photos	flipagram.com
	iMovie	iOS video editor with templates	apple.com/imovie
	Magisto	Automatic multimedia photo and video creator	magisto.com
	PowToon	Online stop-motion explainer video producer	powtoon.com
	Videolicious	Voice-over video montage for iOS	videolicious.com
QUOTES	Behappy	Instant, bright, clear quotes	behappy.me
	Keep Calm-O-Matic	Site for making Keep Calm signs	keepcalm-o-matic.co.uk
	Pinstamatic	Charming retro site to pin quotes, maps, dates, pictures and sticky notes	pinstamatic.com
	QuotesCover.com	Ready-made templates to put quotes on social media covers	quotescover.com
	Quozio	Free quote maker with place for attribution	quozio.com
	Recite This	Awesome, instant sayings on dozens of image templates	recitethis.com
WORD ART	Tagxedo	Word art generator	tagxedo.com
	WordCam	Android app for generating word art	facebook.com/wordcam
	WordFoto	iOS app for generating word art	wordfoto.com
EDITORS	Audacity	Open-source audio editor	audacity.sourceforge.net
	Canva	Instant graphics for social media	canva.com
	Getty Images	Embed professional-quality royalty-free images for free (but following their rules)	gettyimages.com
	Pixlr	Online Photoshop-like editor	pixlr.com
	YouTube	Surprisingly cool video editor inside the video upload area	youtube.com
RANDOM	Issuu	Online magazine maker	issuu.com
	Layar	Augmented reality for any printed material	layar.com
	Phoster	Instant posters and graphics for iOS devices	phoster.bucketlabs.net
	PicPlayPost	Photo and video montages for pictures that play	flambestudios.com/products/picplaypost
	PlayBuzz	Online quiz maker	playbuzz.com
PRINT	GrooveBook	Quick photobooks with 100 images from your device for $2.99 a month including shipping	groovebook.com
	Mosaic	Elegant photobook for 20+ pictures for $20	heymosaic.com
	Postagram	$.99 durable image postcards	postagram.com

AID	Fiverr	Freelance graphic artists for $5 per project	fiverr.com
	Swiftly	Quick, easy, instant graphic help for $19 a project	swiftly.com
GENERATORS	GlassGiant.com	Pho.to	
	ImageChef	Photo505	
	Loonapix	Photofacefun	
	Lunapic	Photofunia	
ROYALTY-FREE	123RF	Low-priced royalty-free images	123rf.com
	Dafont	Free fonts	dafont.com
	Graphic River	Royalty-free designs such as PowerPoint templates and websites	graphicriver.com
	Getty Images	Embed professional-quality royalty-free images for free (but following their rules)	gettyimages.com
	Pixabay	Free royalty-free images	pixabay.com

About Beth Ziesenis: Your Nerdy Best Friend

Wouldn't it be great to have a BFF who says, "Yeah, I know an app for that"? Beth Ziesenis is there for you with advice on the best free and bargain tech tools to improve productivity and simplify your life... without breaking the bank.

YourNerdyBestFriend.com | beth@yournerdybestfriend.com | 619 231 9225

YOUR NERDY BEST FRIEND'S ULTIMATE TECH TOOL LIST

All your favorite tech tools from Beth's NerdWords newsletter in one place

Efficiency		
Bawte	Store product information.	bawte.com
BrightNest	Learn of tips and tools for your home.	brightnest.com
ClearFocus	Alternate working sessions with small breaks.	play.google.com/store/apps
FocusDots	Stay focused on a task.	squrce.com/focusdots
FollowUpThen	Get a reminder to follow-up with email.	followupthen.com
Google Now	Get personalized Information.	google.com/landing/now
Idderall	Block unproductive websites.	addons.mozilla.org
KeepMeOut	Block unproductive websites.	keepmeout.com/en
Key Ring	Store rewards cards on your smartphone.	keyringapp.com
Know My App	Browse app ratings.	knowmyapp.org
Know Your Stuff	Inventory your home.	knowyourstuff.org
LeechBlock	Block time-wasting websites.	addons.mozilla.org
Limitless	Manage and motivate with a Chrome Plugin.	belimitless.co
LiveBinders	Organize with an online 3-ring binder.	livebinders.com
PaperKarma	Stop unwanted paper mail.	paperkarma.com
Pixels to Inches	Convert a unit.	auctionrepair.com/pixels.html
SaneBox	Filter your email.	sanebox.com
Slice	Track online purchases.	slice.com
StayFocusd	Limit time spent on certain sites.	chrome.google.com/webstore
Tempo	Use a smart calendar system.	tempo.ai
ToutApp	Receive a personalized report of your email habits.	tout-reports.herokuapp.com/
Vendian	Print a ruler.	vendian.org
Yesware	See when your email is opened.	yesware.com

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Create		
3d-Pack	Generate a 3d box image.	3d-pack.com
Behappy	Build your favorite quote on an item.	behappy.me
Keep Calm	Create a personalized "keep calm" meme.	keepcalm-o-matic.co.uk
QuotesCover	Spin a quote into a shareable image.	quotescover.com
Quozio	Turn words into a graphic image.	quozio.com
Recite This	Convert a quote into a shareable graphic	recitethis.com
Tagxedo	Make a word cloud.	tagxedo.com
Wordify	Produce a word cloud.	wordifyapp.com

Travel		
Airbnb	Rent a short-term apartment or home.	airbnb.com
Charmin	Pinpoint the cleanest restroom.	charmin.com/find-public-restrooms.aspx
Every Time Zone	Determine time zone.	everytimezone.com
GasBuddy	Find the best gas price around.	gasbuddy.com
Lyft	Get matched with a nearby driver.	lyft.com
Mooveit	Learn the fastest public transportation routes.	moovitapp.com
RelayRides	Find a rental car.	relayrides.com
Seat Guru	Find the best seat available.	seatguru.com
SideCar	Take a shared ride service.	side.cr
Stolen Camera Finder	Locate a stolen camera.	stolencamerafinder.com
TripIt	Organize your travel plans.	tripit.com
Uber	Get a ride.	uber.com
Waze	Access community-based traffic and navigation.	waze.com

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Meet		
Doodle	Schedule with multiple people.	doodle.com
Google+ Hangouts	Join a group video call for free.	Google+
JoinMe	Share your screen and meet online.	join.me
ScheduleOnce	Offer your schedule with a link.	scheduleonce.com
WhenIsGood	Get a link to email your available times.	whenisgood.net

Organize		
Asana	Organize your team.	asana.com
Evernote	Access an online workspace and note-taker.	evernote.com
Redbooth	Collaborate with a team.	redbooth.com
Trello	Manage projects with a group.	trello.com
Workflowy	Use a digital notebook and task manager.	workflowy.com
Wunderlist	Manage your tasks.	wunderlist.com

Outsource		
Elance	Hire freelancers online.	elance.com
Google Helpouts	Get help from an expert over live video.	helpouts.google.com/home
Mechanical Turk	Browse an online marketplace for work.	mturk.com
oDesk	Employ freelancers online.	odesk.com

Social		
CamCard	Scan, manage, and sync business cards.	camcard.com
Google+	Socialize online.	plus.google.com
Humin	Manage your contacts.	humin.com

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Life		
Carrot	Try an awards-based alarm clock app.	meetcarrot.com/alarm
Ditto	Get virtual eyewear recommendations.	ditto.com
Fitbit	Monitor personal fitness.	fitbit.com
Food Calculator	Calculate how much food and drink you need for a party.	realsimple.com
Glasses.com	Virtually try on glasses.	glasses.com/virtual-try-on
GlassesOff	Eliminate dependency on reading glasses.	glassesoff.com
Lose It	Track weight loss.	loseit.com
Moves	Use an activity diary.	moves-app.com
Pact	Achieve your health goals with cash stakes.	gym-pact.com
Power Nap	Take a power nap.	withandrewjohnson.com
Rent or Buy	Calculate rent versus mortgage.	calcxml.com
Ripe Track	Identify the fruit in season	ripetrack.com
ShopSavvy	Locate the best price online.	shopsavvy.com
Sleep Time	Monitor your sleep.	azumio.com/apps/sleep-time
Something Pop	Make a decision with online prompts.	somethingpop.com
Spin Me	Use an alarm clock.	spinmealarm.com
Still Tasty	Determine shelf-life of food	stilltasty.com
Tide Stain	Remove a stain.	tide.com/en-US/stains
Ultimeyes	Train your vision.	ultimeyesvision.com
Wakie	Take part in a community-based alarm app.	wakie.com
Warby Parker	Test glasses at home with a free trial.	warbyparker.com
Wolframalpha	Have questions answered online.	wolframalpha.com

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Pictures		
Groovebook	Receive phone photos in a monthly album	groovebook.com
Kindred	Create and send photo booklets.	kindredprints.com/price
Mosaic	Design a photo album from your phone or device.	heymosaic.com
Pic Book	Invent photo books, photo cards and slideshows from your phone.	piculator.com

Work		
Apple Apps	Work with a suite of updated apple apps.	apple.com/ios
Betwext Remind	Market with text messages.	betwext.com
DocuSign	Sign a document from any device.	docusign.com
Haiku Deck	Design a presentation.	haikudeck.com
Identifont	Identify any font you see online.	identifont.com
JetScanner	Scan documents to a PDF.	itunes.apple.com
Keynote	Create a presentation.	apple.com/ios/keynote
MindMeld	Build a voice for app, device, or website.	expectlabs.com
Notability	Take notes online.	itunes.apple.com
PDF Suite	Convert a PDF.	itunes.apple.com
Printliminator	Print a website.	css-tricks.com
Projeqt	Construct a presentation.	projeqt.com
Slidebean	Bring a presentation to life.	slidebean.com
Ubersuggest	Generate keyword ideas.	ubersuggest.org
WhatTheFont	Submit a font to find out what it's called.	myfonts.com/WhatTheFont

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Quick Reference Guide

COMPUTER BACKUP & SECURITY	Backupify	Backup solution for cloud-based data	backupify.com
	Dropbox	File synchronization, collaboration and storage	dropbox.com
	CrashPlan	Free backup system for peer-to-peer connections	crashplan.com
	Picasa	Photo organizing, editing and sharing software	picasa.google.com
	Shutterfly	Online photo management with family-friendly protection	shutterfly.com
	AVG Free	Windows-based anti-virus and spyware software	free.avg.com
	How Secure Is My Password	Password security checker	howsecureismypassword.net
	iAntivirus	Free antivirus app for Mac	iantivirus.com
	LastPass	Password manager with mobile apps	lastpass.com
	Mailinator	Disposable email service with on-the-fly inbox creation	mailinator.com
	PasswordCard	Printable and app-based password manager	passwordcard.org
	Spybot - Search and Destroy	Adware, malware and spyware scanner for Windows	safer-networking.org
	YubiKey	USB device for password management	yubico.com
OFFICE SOFTWARE	Adobe Reader XI	PDF reader with annotation and signing	adobe.com/products/reader
	easyPDF Cloud	Online PDF tool with easy interface	easypdfcloud.com
	eFax Free	Free outgoing fax number	efax.com/efax-free
	FaxZero	Free outgoing faxes with ad on cover page	faxzero.com
	Google Docs	Free online office suite	docs.google.com
	Google Voice	Phone service to organize and manage incoming calls	google.com/voice
	NewOCR	Online OCR service with layout analysis options	newocr.com
	PDF Expert	PDF app for iOS devices	readdle.com
	Zamzar	Convert any file to any format	zamzar.com
WEBSITE	Checkthis	Online poster builder	checkthis.com
	Down for Everyone or Just Me	Site that checks to see if a site is up	downforeveryoneorjustme.com
	Google Analytics	Website analytics tool	google.com/analytics
	WordPress	Website and blog builder	wordpress.com
	Zopim	Live chat service	zopim.com
ORGANIZATION	Basecamp	Online project management system	basecamp.com
	Cozi Family Organizer	Family-friendly calendar and task manager	cozi.com
	Evernote	Notetaking and information organizing system	evernote.com
	Google Calendar	Web-based calendar with import and export capabilities	google.com/calendar
	Podio	Work management system	podio.com
	Redbooth	Team-based tasks and project management	redbooth.com
	Wunderlist	Task management tool	wunderlist.com
EFFICIENCY	Chrome Remote Desktop	Remote access tool for Chrome browser and PCs	Chrome Store
	Flipboard	Content aggregation and delivery app	flipboard.com
	Gmail	Email service that gives you access from anywhere	gmail.com
	Google Voice search	Voice recognition feature for searching Google	google.com
	IFTTT	Free multi-application automator for cloud services	ifttt.com
	Jing	Screencapture tool	techsmith.com/jing
	Mailbox	Inbox Zero helper for Gmail and iOS	mailboxapp.com
	Skitch	Screenshot tool for desktop and mobile devices	evernote.com/skitch
	Splashtop	Remote access tool designed for mobile devices	splashtop.com
	TalkTo	Site and apps that facilitate contact with any company	talkto.com
PERSONAL	BrandYourself	Reputation manager for online presence	brandyourself.com
	Bubbl.us	Online mind-mapping tool	bubbl.us
	Fitbit	Smartphone app that monitors activity	fitbit.com
	Google Alerts	Google tool for keyword email alerts	google.com/alerts
	re.vu	Resume pages and sites	re.vu
	Readability	Browser plugin and app that strips clutter from sites	readability.com

RELATIONSHIPS	CamCard	Mobile business card reader and organizer	camcard.com
	Contxts	SMS business cards	contxts.com
	GrooveBook	Photo album app that lets you print real photo books for $3/month	groovebook.com
	MailChimp	Do-it-yourself email newsletter service	mailchimp.com
	Nimble	Social media-based CRM	nimble.com
	Paperless Post	Animated online cards and invitations	paperlesspost.com
	Postagram	Service that generates and sends postcards	postagramapp.com
	Salesforce	CRM for small-to-medium businesses and associations	salesforce.com
	timetonote	Web-based CRM and project management for groups	timetonote.com
GRAPHICS	123RF	Low-priced royalty-free image site	123rf.com
	animoto	Instant video from pictures, videos and text	animoto.com
	Audacity	Downloadable, open-source audio editor	audacity.sourceforge.net
	ColorZilla	Color tool for Chrome and Firefox	colorzilla.com
	dafont	Archive of free downloadable fonts	dafont.com
	GraphicRiver	Low-priced professional print and digital templates	graphicriver.net
	Identifont	Online wizard to identify typefaces	identifont.com
	WhatTheFont!	Online tool and iOS app to identify fonts	myfonts.com/WhatTheFont/
	Piktochart	Free and bargain infographic generation	piktochart.com
	Graphic Generators	Collection of resources for quick graphics	pinterest.com/askbethz
	Pixlr	Free online Photoshop competitor	pixlr.com
	PowToon	Super cool animated video and presentation tool	powtoon.com
	Tagxedo	Word cloud generator site	tagxedo.com
	Wordmark.it	Online previews of the fonts on your computer	wordmark.it
PRESENTATIONS, SURVEYS, MEETINGS	AnyMeeting	Screensharing and webinar tool	anymeeting.com
	Brown Paper Tickets	Online event management tool with free ticket shipping	brownpapertickets.com
	Eventbrite	Online event management tool	eventbrite.com
	Google Forms	Free forms and surveys connected to Google spreadsheets	forms.google.com
	Google+ Hangouts	Videoconferencing and live broadcast tool	google.com/hangouts
	Issuu	Online magazine/catalog creator	issuu.com
	Minutes.io	Meeting-management tool	minutes.io
	Poll Everywhere	Real-time audience response system and polling tool	polleverywhere.com
	Polldaddy	Online polling site and app	polldaddy.com
	Reflector	Download that mirrors iOS device on Mac or PC	reflectorapp.com
	ScheduleOnce	Meeting-scheduling site	scheduleonce.com
	SignUpGenius	Volunteer organization and sign-up sheets	signupgenius.com
	Speek	Free conference call service for up to 10	speek.com
	Ustream	Live streaming service with extensive audience	ustream.tv
	Vyew	Online meeting rooms for real-time collaboration	vyew.com
TRAVEL	GateGuru	Mobile airport guide	gateguru.com
	SeatGuru	Airplane seat guide	seatguru.com
	TaxiFareFinder	Taxi fare estimation tool	taxifarefinder.com
	TripIt	Travel itinerary organizer	tripit.com
	Waze	Community-driven navigation app	waze.com
HELP	Fancy Hands	Virtual assistants for small tasks starting at $5 per request	fancyhands.com
	Fiverr	Freelance community for $5 projects	fiverr.com
	LogoMyWay	Crowdsourced logo designs	logomyway.com
FINANCIAL	Mint	Free budgeting and expense management tool	mint.com
	OneReceipt	Electronic receipt management for iOS and online	onereceipt.com
	RetailMeNot	Online coupon site	retailmenot.com
	Shoeboxed	Digital and hard-copy expense manager	shoeboxed.com
	Square	Mobile payment system for consumers and businesses	squareup.com
	Wave Accounting	Free online accounting system	waveaccounting.com

About Beth Ziesenis: Your Nerdy Best Friend

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Running a World Class Communications Shop

Leveraging Resources, Regardless of the Size of your Association's Budget

Ron Fong (CGA), Brandon Scholz (WGA), Kathy Siefken (NGIA)

Moderator: Cassandra Pye, 3.14 Communications

3.14 COMMUNICATIONS, LLC

Best-in-class Communications Program Elements

	CGA	WGA	NGIA
	LARGE	MEDIUM	SMALL
✓Email Alerts	X	X	X
✓Website	X	X	X
✓Magazine	X	X	X
✓Industry Spokesperson	X	X	X
✓Communications Committee	X	-	-
✓Earned Media/Issue communications	X	X	X
✓Legislative Alerts/Reports/Calls	X	X	X
✓Product Recall Notification System	X	-	-
✓Full-time Staff	X	-	-

Grade your own Communications operations

(Bring this "report card" with you to the conference)

- ✓Email Alerts _____
- ✓Website _____
- ✓Magazine _____
- ✓Industry Spokesperson _____
- ✓Communications Committee _____
- ✓Earned Media/Issue communications _____
- ✓Legislative Alerts/Reports/Calls _____
- ✓Product Recall Notification System _____
- ✓Full-time Staff _____
- ✓Other:_____ _____

Nebraska Grocery Industry Association

Communications for Small Associations

✓Email Alerts	Constant Contact as needed - to specific members
✓Website	Basic template; in-office updates
✓Magazine	Printer has template and we forward text articles
✓Industry Spokesperson	Use NGA/FMI for on technical issues
✓Communications Committee	No Budget
✓Earned Media/Issue communications	Constant Contact as necessary
✓Legislative Alerts/Reports/Calls	Constant Contact and weekly phone conference
✓Product Recall Notification System	Done by NGA so not necessary
✓Full-time Staff	Not necessary

NGIA: We Turn Fire into SMOKE

The Executive Director serves as:

- Membership Director
- Communications Director
- Meeting Planner
- Industry Lobbyist
- Program Coordinator
- Scholarship Coordinator (and much more!)

Staff of TWO are project driven:

- Receptionist/Money Order Program Manager
- Bookkeeper/Coupon Redemption Manager

Food Industry Association Executives

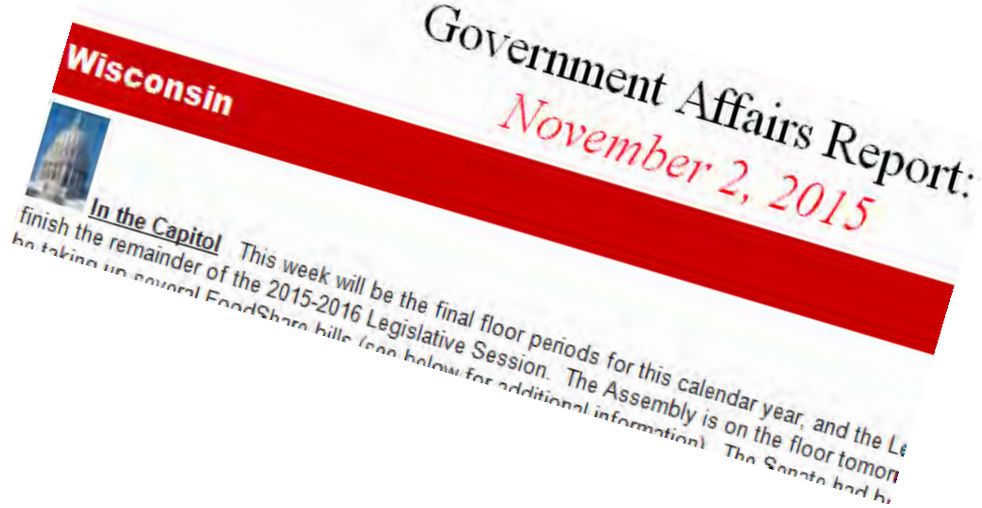
WISCONSIN GROCERS ASSOCIATION

Brandon Scholz

President & CEO

WGA COMMUNICATIONS

Wisconsin Grocer Magazine
The Presidents Letter
GA Report
Weekly Special
WGA ALERT!



Magazine

4x/Year • Printed/Posted to Website • Industry & Member News • Advertising

President's Letter

Weekly • Constant Contact 40% Open Rate • Industry & Member News • Events • Open Subscription

38% open rate - 51 clicks for more info - 65% open on computer - 35% open on phone

Government Affairs/Campaigns & Elections

Bi-Monthly • Legislative & Regulatory • State & Federal • Events

22% open rate - 1.5 clicks for more info - 64% open on computer - 36% open on phone

Weekly Special

Event Driven • News • Registration • Deadlines • Pics & Names

25% open rate - 20 clicks for more info - 60% open on computer - 40% open on phone

WGA Alert!

Legislative/Issue Driven • Contact Legislators • Grassroots Message

What does it take to make $1

	Rev/Exp	Production	Hours
Wisconsin Grocer Magazine (4x/Year)	2:1	Feature Stories Contracted All Other Content In-House Graphics Contracted Outside Printer/Mailer	50+
Presidents Letter (Weekly-E)	12:1	In-House/Multi-Staff	9 Hours
GA Report/ Campaigns & Elections (Bi-Month-E)	5:1	In-House	6 Hours
Weekly Special (Varies/Event-E)	3:1	In-House	4 Hours
WGA ALERT! (Varies-E)	0	In-House	4 Hours
Net Revenue $50,521	2.6:1		

ASSOCIATION INFORMATION SHARING

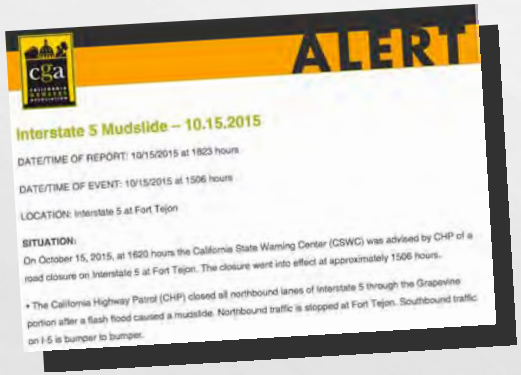
CHALLENGES AND OPPORTUNITIES

COMMUNICATIONS BY THE NUMBERS… REVENUE GENERATOR OR EXPENSE DRAIN?

- **PERCENTAGE OF ANNUAL ASSOCIATION REVENUE**
  - **MAGAZINE ADVERTISING: 12%**
  - **WEBSITE ADVERTISING: 1%**
  - **E-NEWSLETTER: 1%**
  - **MAGAZINE SPECIAL ISSUE: 6%**

COMMUNICATION NEEDS

- **INFORMATION DISSEMINATION**



Timely information

Visually appealing with strong content

cga
CALIFORNIA GROCERS ASSOCIATION

CHALLENGES

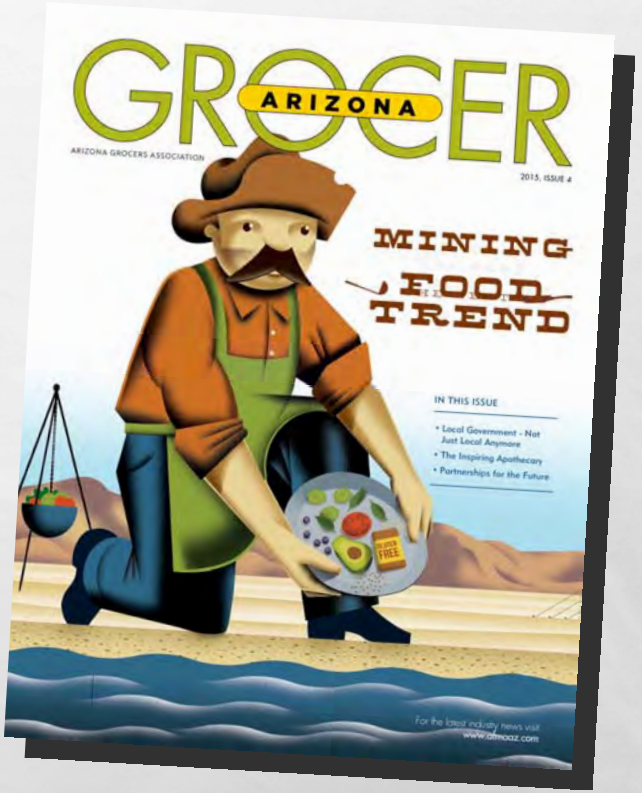
- PROVIDING TIMELY/ VALUE-ADDED COMMUNICATIONS
- LIMITATIONS
  - DWINDLING BUDGETS
    - INCREASED PRODUCTION COSTS (PRINTING/POSTAGE)
  - UNDER STAFFING
  - AVAILABLE TIME

OPPORTUNITIES

- UTILIZE RESOURCES OF LARGER TRADE ASSOCIATIONS
  - MODEL – SHARED COMMUNICATIONS CORP.
    - BI-MONTHLY MAGAZINE
      - DIGITAL FORMAT
      - ADVERTISING
    - E-NEWSLETTER
    - ALERTS/RECALLS

GROCER MAGAZINE

- BI-MONTHLY
- DIGITAL FORMAT
  - OPTION FOR PRINTED EDITION
- CUSTOMIZED TO YOUR STATE
  - FEATURE STORIES INCLUDED
  - CA-SPECIFIC MATERIAL EXCLUDED
  - GOVERNMENT RELATIONS
  - ASSOCIATION NEWS
- ADVERTISING OPPORTUNITIES



cga
CALIFORNIA GROCERS ASSOCIATION

E-NEWSLETTER

- CGA'S NO. 1 COMMUNICATION TOOL
- PROVIDES TIMELY INFORMATION
  - LEGISLATION/REGULATORY UPDATES
  - ASSOCIATION NEWS
  - CALENDAR OF EVENTS
- FREQUENCY OPTIONAL (WEEKLY, BI-WEEKLY)
- ASSOCIATION RESPONSIBILITY
  - EDITORIAL CONTENT
  - MEMBER E-MAIL LIST

CHECKOUT

In this Issue...

- Government Relations
- State Legislation
- Local Government Relations
- Fresh News
- Fresh News
- Headlines
- Calendar of Events

Trending Now... California Wildfires

Join the conversation.

Government Relations

NCR Connected Payment Issues

As some of you may know, beginning in late August the third-party vendor NCR, which provides point-of-sale financial services experienced disruptions specifically with their "Connected Payment" service. There have been reports that subsequent disruptions in service have taken place as recently as Friday September, 25. During these outages numerous payment methods including but not limited to credit, debit, pre-paid, and Electronic Benefit Transfers (EBT) transactions were declined at point-of-sale causing confusion and frustration for retailers and customers alike.

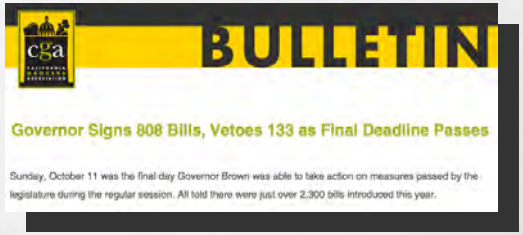
Typically, incidents involving payment systems are resolved quickly, however at this time we are still awaiting a resolution. Frustrations at the operational level have grown as California Grocery retailers are awaiting clear direction from NCR as to when they will be reimbursed for financial damages resulting from Connected Payment disruptions.

CGA has been actively engaged in this matter working primarily through our national affiliates, the Food Marketing Institute (FMI) and the National Grocers Association (NGA). Our government relations team has been in constant communication with our federal partners and recently engaged in a stakeholder call directly with NCR's technical experts for further clarity. At this time NCR has provided no additional clarity or direction as to the cause of the disruptions or when our retailers will be made whole.

Given the inaction of NCR I have followed the lead of our federal partners requesting a meeting directly with NCR's President and CEO to discuss California's unique marketplace and how these disruptions truly hinder our day-to-day operations. A copy of my letter can be found HERE.

ALERTS/BULLETINS

- PRODUCT RECALL
- BULLETINS
- LEGISLATIVE/REGULATORY UPDATES
- ASSOCIATION EVENTS/NEWS
- EMERGENCY MANAGEMENT UPDATES
  - NATURAL/MAN-MADE DISASTERS



QUESTIONS?

Communicating in the Scandalous Age

(…or what would Olivia Pope do?)

Cassandra Pye
3.14 Communications

3.14
COMMUNICATIONS, LLC

Are You Ready?

Act 1, Scene 1: Association Headquarters

There is a 6-alarm fire at the building your offices are housed in. No one has been injured and the building was evacuated quickly. In fact, because the fire broke out on Veterans Day, most of your staff was out of the office. While the fire was located on floors other than yours, electricity has been shut off (for precautionary measures) and there has been extensive smoke and water damage throughout the building, including your suite of offices. The fire department has told you the building is likely to be off-limits for several weeks, even months.

Everyone is safe and accounted for. Now are what you going to say and to whom?

Act 1, Scene 2: The Grocery Store

There has been a shooting at a chain store and the company is one of your major members. Several reported dead. The gunman, a former store employee, has taken store manager and others as hostages; he's currently on his cell phone, talking with a hostage negotiation team. CNN, national networks are on the scene looking to talk to ANYONE. The chain has issued a statement and won't comment any further until crisis ends. Several other member companies have reached out to you because they're being hounded by reporters about their employee security systems. Now, CNN is on the line for you.

Now what?

3.14 COMMUNICATIONS, LLC

Act 1, Scene 3: Your Private Office

The local Sheriff's office has just called. A former employee of the Association will be arrested in the coming days for distribution of porn material, online. The individual had extensive contact with your members and the authorities want you to be aware of the pending arrest so that you can inform staff, members, vendors and others who have come in contact with him. Arrest likely to take place in 7-10 days and they will contact you when arrest is made.

What will you do immediately?

What will you do in the next 7-10 days?

3.14
COMMUNICATIONS, LLC

You can’t afford Olivia Pope. But you can…

✓Have a crisis communication policy in place, approved by your board

✓Develop a crisis communication plan of your own

✓Prepare your team, prepare yourself (media/message training)

✓Think through a list of potential scenarios; plan accordingly

✓Make sure you have the tools you need

✓Run a drill, each year – highly recommended

✓Use your crisis ‘services’ as a member recruitment tool

3.14 COMMUNICATIONS, LLC

A good crisis communications plan…

- Reflects your association's values and mission
- Is developed long before the crisis happens
- Designates roles, clearly, and a chain of command
- Engages employees, members and other stakeholders
- Is short, simple and straightforward
- Is readily accessible – no matter where you are
- Takes into account privacy and privacy laws and regulations
- Is updated/tweaked, regularly

cpye@314comm.net
Follow me on Twitter: @cassandrapye

ACROSS STATE LINES

A tested, turnkey, templated program you can easily integrate into your state association.

Developed exclusively by **Food Industry Association Executives**
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FIAE

PROJECT #1:
ON THE ROAD Dinner Series

…a Dinner Series Designed to Engage Your Membership.

In a world increasingly electronic, association members still need face-to-face time where they can personally interact and collaborate. This dinner series provides an opportunity for members and non-members to meet, learn about the work of your association, and provide input to the association leaders. It's easy to attend and relatively inexpensive to host.

ON THE ROAD Dinner Series

- Engage Current Membership
- Attract New Members
- Receive Valuable Input
- "Packaged" Program
- Easily Implemented
- Cost Effective

PROJECT #1: ON THE ROAD Dinner Series

Your association will select 3 to 5 sites geographically placed around the state, making sure not to use the same location as your annual meeting or other widely-attended events. The association will host a dinner (can be breakfast or lunch, too) that is complimentary to members and non-members. **It's designed to bring together industry representatives who traditionally don't travel to your annual meeting, and provide them with information about the work of the association. It's also a valuable tool to invite dialogue and hear what's on their minds.**

ACTION ITEMS

1. Determine 3 - 5 sites, around your state, in geographically diverse locations but with a solid population of members/non-members. Don't select the same city as your state capitol or annual meeting.
2. Determine restaurants in these sites. Talk with selected sites about availability and costs.
3. Determine who will represent your association at the dinner - President, Chairperson, board members, lobbyist, etc. Check schedules before booking the locations.
4. Develop budget to include: transportation to/from event, power point presentation, AV, meals and beverages, promotion (brochure mailed 1-2 times plus newsletter and website insertion), signage, badges, collateral materials/handouts
5. Present the idea to the board, with accompanying budget. Work to secure enthusiastic buy in so they are assured assistance in inviting attendees from their area. Once you get go ahead.....
6. Work on program - who should speak? topic? Develop catchy power point that highlights the work of the association. You definitely want association leadership present, and perhaps one additional presenter such as lobbyist or general counsel. You may want to use a major issue your association is facing as focus – such as inviting a prominent labor attorney to discuss DOL changes. The main goal, however, is to keep lectures to a minimum to invite more open dialogue.
7. Draft brochure/promotional materials - see attached template which you can tailor for your state. Chris Schweitzer from Creative Design Solutions is the graphic artist for Ohio Grocers, Alabama Grocers and FIAE. We used his talents to design the template brochure; feel free to call him to personalize the copy for your association. [chris@designcanbedangerous.com; 614.920.3776; www.designcanbedangerous.com]
8. Roll out promotional materials (and timeline for future mailings). We recommend mailing twice to entire membership/non-member list, regular email announcements, and adding to website and newsletter, all with link to on-line registration.
9. Start your registration list, and send confirmation emails in a timely fashion to all who register. Include name, address and phone of restaurant, directions, times, and key contact cell number in case of last minute questions.
10. Create your power point(s) presentations. Rehearse with whomever will speak.
11. Determine and prepare collateral materials to distribute, such as membership applications, PAC solicitation materials, newsletters, meeting promos, etc.
12. Finalize menu and beverage choices, guarantee dates, order AV, room set.
13. Keep board apprised of RSVPs and encourage them to talk it up with colleagues. Get your wholesalers involved – they are a great resource to encourage their retailers to attend.
14. As date approaches: produce badges (may want to add ribbon for non-members or members to easily identify them), package sign and collateral materials, sign-in sheet, call in guarantee.
15. Provide board leaders with a list of who is expected to attend.

ON-SITE

- Identify leaders to greet and welcome attendees. Give everyone at least 30 - 60 minutes to network at the reception before sitting down for dinner.
- Make sure presenters stay on schedule - it's critical that attendees be given an opportunity to ask questions and find out what's on their minds.

FOLLOW-UP

- Send email the following day to all attendees, thanking them for their participation, and attach any materials they specifically requested (membership forms, etc.).
- Track number of attendees, new members or PAC contributions - anything that can prove its success. Report to Board on outcomes and continuing to host in future years.

LESSONS LEARNED

- Board/leadership enthusiasm is critical to the success. They will be your biggest cheerleaders to whip up participation and on site energy.
- You can solicit a sponsor to host the event, but know that changes the energy in the room, and they will ask to speak to the group. It's best when it's more of an insider, association-only event.
- Keep the program tight - it's meant more as a networking event, not a lecture.
- Good to do at least 3-5/year for 1-2 years to build momentum and "buzz".
- Select busy hubs around your state in key cities.
- May want to move to early breakfast or even lunch if the attendees feel that's better for their audience.

For More Information or Questions Regarding the Program, Contact FIAE:
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BROCHURE "BACK"

You are invited to join your colleagues at
a complimentary dinner hosted by ASSOCIATION NAME.

ON THE ROAD
Dinner Series

Fantastic Content!

PHOTO

Overview of Program/Content

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. rem ipsum dolor sit amet,

PHOTO

Overview of Program/Content

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BROCHURE "FRONT"

ON THE ROAD
Dinner Series

NEW!

...a Complimentary Dinner Program
Located Conveniently Near You!

Brought to you by:

ASSOCIATION LOGO HERE

MAILING PANEL

SUGGESTED TEMPLATE
FOR EDIT/USE BY FIAE STATE ASSOCIATIONS

ASSOCIATION NAME
Street Address
City, State Zip Code

ASSOCIATION LOGO HERE

NEW!

Program Information Inside...
Hurry! Deadline is Month X, 20XX

REGISTRATION FORM

ON THE ROAD Dinner Series
REGISTRATION FORM

(Please return this form with payment. **DEADLINE IS: DATE HERE.**)

Indicate which event you will be attending:

- ○ Date #1 • Location #1 City • Time
- ○ Date #2 • Location #2 City • Time
- ○ Date #3 • Location #3 City • Time

Company Name

Street Address

City, State Zip Code

Primary Contact Name

Phone Number

Email Address

Additional Attendees: (For additional attendees, please copy this form.)

Name

Name

Name

Fees & Payment:

Registration Fee(s) $XX X Attendees ____ = TOTAL:____

○ **Check Enclosed** ○ **Bill Me**

Make checks payable to: **Association Name**
Mail to: Street Address • City, State Zip Code

○ **Credit Card** ○ VISA ○ MasterCard ○ AMEX

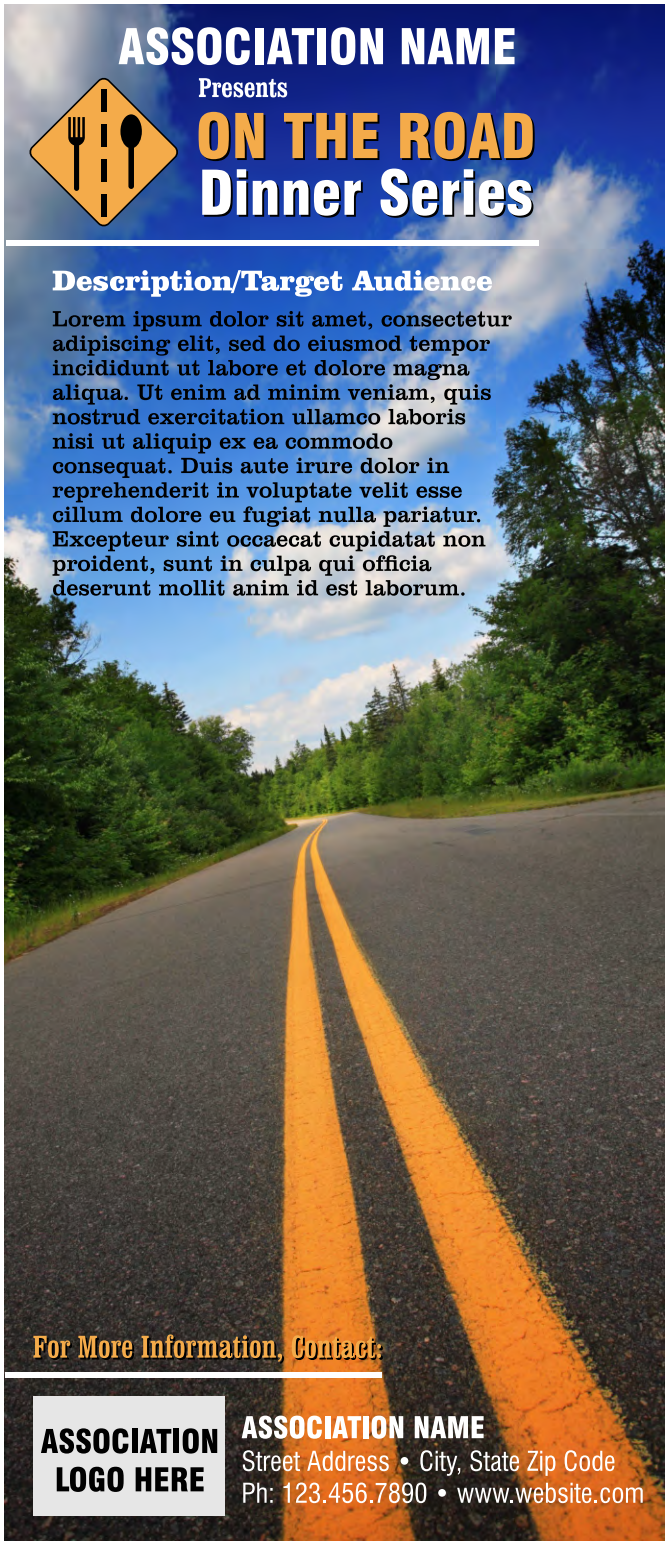
Account # Exp Date Sec Code

Signature

For More Information, contact:

ASSOCIATION NAME
Contact Name • Ph: 123.456.7890 • email address

BROCHURE "INSIDE" CONTENT



Locations

Select a Site Near You!

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

LOCATION #1
Address, City • Date #1 • Time

LOCATION #2
Address, City • Date #2 • Time

LOCATION #3
Address, City • Date #3 • Time

Agenda

6:30pm Registration & Reception

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

7:30 - 9:30pm Dinner & Presentations

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Pre-Registration Required

Cancellation Policy:

The courtesy of a call at least 48 hours in advance, is appreciated.

You will receive an e-mail confirmation of your registration, and directions to the event.

Registration Deadline is MONTH X, 20XX

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FIAE Food Industry Association Executives

"Lobbyist means a person who is employed and receives payment, or who contracts for economic consideration, for the purpose of lobbying, or a person who is principally employed for governmental affairs by another person or governmental entity to lobby on behalf of that other person or governmental entity."

PROJECT #2:

GETTING THE MOST BANG FOR THE BUCK...

Energizing and Monitoring Your Contract Lobbying/Government Relations Program

Representing your members before state legislators and regulatory agencies is the reason that most of our associations exist. Whether you accomplish this important goal using your in-house staff, contract lobbyists, a combination thereof or are responsible for all the lobbying and management on your own, FIAE is always here to provide you fresh ideas.

I am writing this from a unique perspective. I have not only hired contract lobbyists; I was a hired gun for many years. Contract lobbyists serve a wonderful purpose, but they can get lazy - only focusing on your needs when it is time for a report, board meeting or client interaction. This is particularly frustrating when you, as the association executive, is working non-stop on the goals of the association, and have a fiduciary responsibility to make sure your contracted consultants are working up to their contract.

– Beverly Lynch, FIAE President

PROJECT #2: Getting the Most Bang for the Buck

I have had issues with the contract lobbyists I have hired in the past. Many of them treat you like mushrooms: keep you in the dark and feed you crap. Many are simply interested in representing those who pay them more. They all represent multiple clients, and if someone pays them more than you do, they sit back and watch rather than work the issue – but they give you the impression that they are working the issue. The real challenge is when our members hire a contract lobbyist and don't understand how it really, really works. The contract lobbyist who works lots of different issues may throw your member out there on an issue by saying, "Oh, my client AAA Foods doesn't really care." Then the senators look at me and say, "Well Hired Gun told me that grocers don't care about this issue." It's critical that you keep them ON TASK, and are on top of what they are doing, and have personally have your finger on the pulse of the government affairs program.

– Kathy Siefken, Nebraska Grocery Association.

Here is a checklist of recommendations for you and your GR committee....as well as a list of projects/initiatives that you may want to ask your lobbyist to handle.

√ **Know the lobbyist's clientele.** It is fundamentally important to know the other clients of the lobbying firm. While some states have conflict-of-interest laws that prohibit such arrangements, some firms may not fully disclose those relationships. Ask to see a list of clients – not only those represented by your lobbyist, but also the client list for the entire firm. In your contract, require that they inform you immediately of any new client added throughout the year. The golden rule is if you THINK there may be a conflict, there probably is.

√ **Find out who will be assigned specifically to work with your chapter.** You may have selected your lobbyist on the basis of interviews or word of mouth or on the basis of that lobbyist's political acumen and reputation. Then you find out just a month into the contract that your lobbyist is working on another client's matters, and your issue has been sent to an associate. While some firms will allow you to only "hire the firm," you have a right to know who your representative will be and should feel comfortable with that individual before signing the contract.

√ **Also consider the option of hiring two or more independent lobbyists.** Some FIAE organizations prefer to do this so their issues do not get lost in "the firm's name." You can split the contract and require each lobbyist to report to you directly rather than a subordinate to the lead contract lobbyist. This allows us greater flexibility in assigning issue areas around potential conflicts.

√ **You have hired a lobbyist(s) for the association, now what?** Make certain you familiarize the lobbyist not just with your association's issues, but also with the industry as a whole. Encourage the lobbyist to visit a select few of your members, give the lobbyist background information about your association, and be sure to include the lobbyist in meetings with the government relations committee. It is also very beneficial to share information on industry issue trends nationally so that they are on the look-out for emerging issues.

√ **Who will be reviewing all introduced bills to make sure you have identified every issues that is important?** Perhaps the executive should be involved, especially at the start of the contract, to make sure no critical issues/bills are missed. It can be useful to identify a bill tracking system that provides remote access for the contract lobbyist(s) and association staff so a daily update can be provided as bills are added and amended. This allows teamwork on the accuracy of the issues/bills.

√ Also, the lobbyist should **regularly attend board/association meetings to provide a report on his or her activities.** Further, give your members an opportunity to get to know the lobbyist by providing time for the members to ask the lobbyist questions.

√ Of course, **agreeing with the lobbyist on retainer or contract costs is very important.** Most state legislatures work on a part-time basis, so your association may consider structuring its contract with the lobbyist based on the days or months a legislature is in session instead of a yearly contract. However, there are several benefits to a year around contract even with a part-time legislature. The interim period is usually the time agencies are writing rules to implement the laws. Sometimes an overzealous agency can take a direction that is not beneficial to the industry. The lobbyists' knowledge and background of the issue can help to identify legislative intent and even a helpful legislator to assist in controlling the agency's direction. Further, you can begin identifying issues for the upcoming session at least four-months in advance with the knowledge of the lobbyist(s) and member emerging issues surveys. You can also begin forming helpful issue coalitions several months in advance to begin communicating with legislators during these less hectic days. This is a great time to involve your members with their local legislators in these discussions.

√ In addition, **your association should put in writing the job duties and responsibilities it wants the lobbyist to perform.** Creating a blueprint will provide the lobbyist not only with direction, but also a clear level of expectation. The association should also design a performance assessment to measure if job responsibilities and expectations were satisfactorily met.

√ **It's important to maintain the association's identity.** Regardless if you engage an independent lobbyist(s) or a firm, they represent multiple clients and have many faces with legislators. Or the contract arrangement with your association may terminate. That is why it is important that the association executive or on-staff GA person should be the public face and testify on important association issues along with members when possible. Issue position papers distributed to legislators should always have the association executive's name and contact information along with the assigned lobbyist.

Please contact FIAE at 910/575-3423 or bev@mgmt57.com with any questions about retaining and managing your lobbyist, or creating a key contact/grassroots program.

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FIAE Food Industry Association Executives
Leading the Food Industry State by State

PROJECT #2: Getting the Most Bang for the Buck

Utilizing contract lobbyists can bring significant benefits to the association because they spend full-time with legislators across the state and of both parties. They are in communications year around with policy makers so they frequently can identify emerging issues before the association hears about the issue. HOWEVER, do not relinquish your control and association identity or over time your association will not be a household name with legislators. The association staff and members MUST be the face of the association.

– Jan Gee, Washington Food Industry Association

Proactive activities and ideas that you may want your engage your lobbyist to do.....

(P.S. All of these ideas may be appropriate for your in house government relations staff members as well!)

1. **Write monthly column** for your website and newsletter.
2. **Provide a concise summary,** written in easy to understand language, of the bills being tracked in timely fashion. Simply sending copies of the bills puts the onerous on you to read and decipher their meaning. The lobbyist should include inside information on whether or not the bill has a chance of moving.
3. **Provide "insider" information** on political happenings and appointments around the state.
4. **Set up meetings with key legislators/administrative officials** – "meet and greets" – whether you have an issue or not. For example, if all your bills are assigned to the same committee(s), your lobbyist should set up meetings for you, your leadership and lobbyist to meet with every committee member. **Present a white paper on the association and your issues.** If a new appointment is made in your State to run the WIC program, or serve as the new head of weights and measures, for example, your lobbyist should be notifying you of these changes and setting up meetings for you/your leadership to meet them. Be clear of your expectations regarding proactive meetings and information gathering.
5. **The association executive or GA on-staff person should take the opportunity to serve on state agency advisory committees when invited (or invite yourself).** This is a great way to build relationships and address issues before they become a problem for the industry. Request each agency of interest to send you their proposed legislation prior to session.
6. **Send a "congratulations/welcome" letter to all legislators following elections.** (Enclose key issues and information on your association) Your lobbyist most likely has an EXCEL spreadsheet with legislative information you can access to personalize these letters. Consider signing the letter from the Executive Director, President, and the lobbyist.
7. **Secure booklets of the new legislature and distribute** to your GR committee/board of directors.
8. **Provide assistance with Day at the Statehouse educational program,** by securing speakers, conducting tours and speaking to the group.
9. **Consider hosting a board meeting actually at your Statehouse.** Your lobbyist should assist with room needs, catering advice, and inviting speakers to stop by to meet your board. Every board should be well versed in the political happenings of your State and lobbying efforts.
10. **Provide annual advisories to statehouse press corps, introducing your association and the issues facing the food industry** – you want press to think about you/your association when legislative issues happen. Personal introductions to key press contacts would be key to enhancing your access to the media.
11. **Have your lobbyist work with legislative/administration staff and Governor's office** to secure appointments for members on task forces, coalitions, councils, Boards, etc. Your association should be at "every table" where general business issues/food issues are being discussed.
12. **Use membership meetings to encourage political advocacy.** Secure legislators to speak at membership meetings, where appropriate.
13. **Consider creating a key contact/grassroots program, where you have one (or more) member assigned to every legislator.** Your lobbyist should write materials for this program, coordinate training for member companies, and educate members on how to communicate with legislators.

When using a Contract Lobbyist, it's important to make sure you find the right person that not only has political connections but also respect in the Lobbying industry by politicians on both sides and fellow Lobbyists. Fortunately, for us, we have that in our team and it generates the results we are trying to accomplish almost all of the time.

– Tim McCabe, Arizona Food Marketing Alliance (AFMA)

Please contact FIAE at 910/575-3423 or bev@mgmt57.com with any questions about retaining and managing your lobbyist, or creating a key contact/grassroots program.

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PROJECT #3

A NEW WAY TO LOOK AT STAFFING...
Outsourcing to Professionals

One of the common complaints among FIAE members is staffing....and the frustration that exists when you hire a new staff member to handle a critical area of your association, work hard over the course of several years to train them, introduce them to the membership and Board, only to have that staffer leave for a similar job just down the street - for more money! Staff costs have skyrocketed over the years - with salary and benefits - while association budgets have, for the most part, remained stagnant.

Outsourcing for associations is on the rise. Check out an article on the ASAE website, "The Art of Outsourcing," for an in depth discussion of the pros and cons. You probably already "outsource" your legal services, CPA/tax services and perhaps even your lobbying.

Perhaps it's time to consider outsourcing other services - such as financial management, meeting management, or membership/database management.

Recent discussions among FIAE colleagues focused on staffing issues, and perhaps a different way to think about staffing - with outsourcing certain tasks/jobs traditionally done "inside" - by using seasoned, professionals who have lots of experience working with state food associations. No need to teach what you do, or who your members are, or the importance of accurate timely reports. These professionals "get it."

We have identified several key association areas where outsourcing makes sense. And developed a short list of professionals around the country who do what you need done. Go to www.fiae.net and check out the descriptions submitted by association professionals who know your business.

FIAE is not involved with rates, or the actual work contract. That's between you and your hired professional. Savings are apparent with no need to cover benefits, vacation, or other traditional staff expenses.

We trust that this list of professionals will grow - and we welcome your recommendations for individuals with whom you work who would be great working for your colleagues around the country.

For now, we have identified the following categories of work that could be done remotely:

- **Communications**
- **Financial Management**
- **Membership Management**
- **Website Creation/Management**
- **Meeting Management**
- **Graphic Design**

We may even be able to add new categories/skills that could easily be outsourced.

All of these individuals have stellar reputations and excellent references working in the state association business. Perhaps it's time to change out your traditional full time hires and instead hire someone who can hit the ground running, and produce what you need done!

Your input is welcome!

For more information about Outsourcing or any of the Across State Lines series, contact FIAE at bev@mgmt57.com or 910-575-3423 or visit www.FIAE.net

FIAE 2015 Annual Convention

State Association Executives Roundtable Discussion - November 12, 2015

Notes

Across State Lines - Bev Lynch presented three ASL developed, to date (all available on www.fiae.net)

- On the Road Dinner Series

- Managing Your Contract Lobbyist - How to Get the Most Bang for the Buck

--Soliciting additional ideas to add to the list

- Outsourcing - five resumes of professionals are available on line at www.fiae.net; soliciting additional professionals with whom you work to add to the list.

Relevancy - Brian Riggs distributed and reviewed engagement map

email for Brian Riggs for more information: briggs@amrms.com

Chris Flynn/Massachusetts - reviewed strategy to create new **state/national task force** and action items with national trade associations (starting with FMI/NGA); follow up from Annapolis FMI retreat discussion. Working with Ron Fong, Joe Williams and Ellie Taylor.

Rob Ikard/Tennessee - Discussed action plan to implement a **retail management certificate** through the local community colleges; working with FMI, NGA, and Western Association of Food Chains to replicate their programs. FMI plans a one day session in June in conjunction with FMI Connect. FIAE will facilitate call/webinar with Rob as program progresses. Suggestion to check out on line program with Western Assn. of Food Chains. Joe Williams/Texas has similar program geared to high school students.

Linda Doherty/New Jersey - discussed the **NJFC Leadership Program**, a competitive program geared for "young" professionals in the food industry. Brochure distributed. A new Across State Lines being created to detail the action steps.

Ellie Taylor/Alabama - soliciting ideas from colleagues for a **new database** for her membership. Send her ideas.

FIAE will begin sending out template **newsletter articles** for use by states. The Food Institute is drafting first version on Food Industry Trends.

Kathy Kuzava/Georgia - soliciting ideas for a fresh **board agenda**. Please send to FIAE.

Linda Doherty/New Jersey - discussed **board assessment tool** NJFC uses to evaluate individual board members. Tool is attached.

Jamie Pfuhl/Minnesota - uses every board meeting to restate the **association mission** (back of table tents)

Kathy Siefken/Nebraska - called the group's attention to a great article, "**Governance is Governance**" which is attached.

NEW JERSEY FOOD COUNCIL
BOARD MEMBER

ANNUAL SELF ASSESSMENT

Key For Grades	
Exemplary	5
Excellent	4
Very Good	3
Fair	2
Don't Know/Not Certain	1
Poor	0

		GRADE
1.	Board Attendance (4 of 5 meetings)	_____
2.	Participation at Meetings	_____
3.	Understands fully the responsibility of Board membership	_____
4.	Prepares properly for Board meetings	_____
5.	Maintains proper decorum during Board meetings	_____
6.	Serves on at least one committee and attends committee meetings	_____
7.	Volunteers for activities and assignments	_____
8.	Attends and financially supports special activities (Annual Meeting, Night of Distinction, Trade Relations Conference, Golf Outing, FCCfGG Breakfast) Give yourself 1 point for each event attended.	_____
9.	Expresses passion, commitment and advocacy for the New Jersey Food Council	_____
10.	Solicits others to become members of the New Jersey Food Council	_____
11.	Limits the number of Boards serves on (suggest NJFC be top 1 or 2)	_____
	TOTAL	_____

NAME: _____

ASSESSMENT SCORE*: _____
***Total divided by 11**

5	Great Board Member
3-4	Good Board Member
2-3	Some concern – determine whether you want to continue serving
Below 2	Why are you on the Board?

Voluntary Forward
to NJFC Governance Committee
c/o NJFC
609-396-6571 (Fax)
njfc@njfoodcouncil.com

NEW JERSEY FOOD COUNCIL
Board Member Expectations

BOARD ACTIVITIES	REQUIREMENTS	STATUS
WORK – Ethics of Involvement and Commitment to Participate		
Attendance at scheduled Board Orientation	Mandatory Attendance	
Board Meeting Attendance	Attendance - 4 of 5 (can include voting rep)	
Retreats/Special Mtgs./Seminars	Expected Attendance	
Fundraising (solicit others)	Ongoing	
Committee/Event Membership	Participate on at least one committee or an event committee (can include company rep)	
Association Membership	1 membership referral per year	
Participation in NJFC Events • Annual Membership Meeting • Night of Distinction • Trade Relations Conference • Annual Golf Outing • FCCfGG Annual Breakfast • Loss Prevention Conference	Encouraged to attend at least 3 events	
WISDOM – Intellectual Investment in Association and Dedication to Lead or Serve as Advocate		
Prepared/Participates at Board Meetings	Expected	
Generously shares expertise/talent	Expected	
Places conscience above self-interest	Expected	
Demonstrates Consistent Leadership Values, Decorum, Integrity, Compassion and Excellence	Expected	
Serves as a NJFC Ambassador	Expected	
FINANCIAL SUPPORT – Willingness to Offer Wealth (company and/or self) to Maintain Financial Fitness of Association		
PAC	Encouraged	
NJFC Sponsorship Program	Strongly Encouraged	
Gold Level	Annual Meeting – Table of 10 Night of Distinction – 15 Tickets Golf Outing – One foursome/tee sign Trade Relations Conference – Five Conference Registrations/Two Golf Registrations	
Silver Level	Annual Meeting – Five Registrations Night of Distinction – Table of Ten Golf Outing – One foursome/tee sign Trade Relations Conference – Four Registrations/Two Golf Registrations	
Bronze Level	Annual Meeting – Four Registrations Night of Distinction – Five Registrations Golf Outing – One foursome/tee sign Trade Relations Conference – Two Registrations/Two Golf Registrations	
Brass Level	Annual Meeting – 2 Registrations Night of Distinction – 4 Registrations Golf Outing – 2 Registrations Trade Relations Conference – 2 Registrations	

NEW JERSEY FOOD COUNCIL

Compensation Policy

In compliance with Internal Revenue Service guidelines for approval of senior management compensation, the Board of the New Jersey Food Council (NJFC) will follow the following review and approval guidelines.

Individual Subject to this Policy (defined as "Covered Individuals"):

- Chief Employed Executives: The individual or individuals who have the ultimate responsibility for implementing the decisions of the NJFC governing body or for supervising the management, administration, or operations of the NJFC, including NJFC's top management official and top financial official, President & CEO.

- Officers: A person elected or appointed to manage NJFC's daily operations, such as a chair, vice-chair, secretary, or treasurer. The officers of an organization are determined by reference to its organizing document, bylaws, and include, at a minimum, those officers required by applicable state law. (No officer is compensated by the NJFC).

- Key Employees: Individuals who are not a Chief Employed Executive or an officer of the NJFC, but who meet all of the following criteria:

  1. $150,000 Threshold. The individual receives reportable compensation from the NJFC and all related organizations in excess of $150,000 for the calendar year

     Ending with or within NJFC's tax year;

  2. Responsibility Criteria. The individual:

     a) Has responsibilities, power or influence over NJFC as a whole that is similar to those of officers, directors, or trustees;

     b) Manages a discrete segment or activity of NJFC that represents 10% or more of the activities, assets, income, or expenses of the organization, as compared to the organization as a whole; or

     c) Has or shares authority to control or determine 10% or more of the NJFC's capital expenditures, operating budget, or compensation for employees.

3. Top 20 Limitation. In addition to meeting the $150,000 threshold and the Responsibility Criteria, the individual is one of the top 20 most highly compensated employees (including all income from NJFC and related organizations) for the calendar year, ending with or within NJFC's calendar year.
4. Procedure for Approving Compensation

In review and approving the compensation of any Covered Individuals, the Executive Committee of the NJFC will utilize the following process:

1. Impartial Decision Makers. The compensation arrangement must be approved in advance (before any payment is made) by the Human Resource Committee of the NJFC composed entirely of individuals who do not have a conflict of interest with respect to the compensation arrangement.

2. Comparability Data. When the Human Resources Committee of NJFC is considering compensation to Covered Individuals, it must rely on comparability data that demonstrate the fair market value of the compensation in question. For example, when crafting compensation packages, the Human Resources Committee must secure data that documents compensation levels for similarly qualified individuals in like positions at like organizations. This data may include the following:

   a) expert compensations studies by independent firms;

   b) written job offers for positions at similar organizations;

   c) documented telephone calls about similar positions at both nonprofit and for-profit organizations; and

   d) Information obtained from the IRS Form 990 filings of similar organizations.

3. Concurrent Documentation. The Human Resources Committee of the NJFC should be available to discuss how it reached its decisions, including the data on which it relied.

   a) the terms of the compensation and the date it was approved

b) the members of the Human Resources Committee who were present during the debate on the compensation that was approved and those who voted on it;

c) the comparability data obtained and relied upon and how the data were obtained; and any actions taken with respect to consideration of the compensation by anyone who is otherwise a member of the NJFC but who had a conflict of interest with respect to the decision on the compensation.

6/25/13

NEW JERSEY FOOD COUNCIL

Conflict of Interest Policy

Board Members of the New Jersey Food Council (NJFC), officers, volunteers, and key employees must act at all times in the best interest of the NJFC. Board members, officers, volunteers, and key employees shall disclose all potential and actual conflicts of interest to the NJFC and, as required, remove themselves from all discussion and voting on any related matter. Specifically, Board members, volunteers, and key employees shall:

- Avoid placing self-interest or the interest of a third party above the interest of the NJFC, and avoid the appearance of placing self-interest or the interests of a third party above the interests of the NJFC.

- Refrain from using NJFC's staff, services, equipment, materials, resources, or property for personal or third-party gain, and from representing to third parties that authority as a Board member extends any further than that which it actually extends.

- Not engage in any outside business, professional conduct, or other activities that may be directly or indirectly adverse to the interests of the NJFC.

- Not solicit or accept gifts, gratuities, free travel, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment with respect to matters pertaining to the NJFC without fully disclosing such an exchange to the Board of the NJFC.

- Provide goods or services to the NJFC as a paid vendor to the NJFC only after full disclosure to, and advance approval by, the Board of the NJFC and pursuant to any related procedures adopted by the Board.

- Not persuade any employee of the NJFC to leave the employment of the NJFC Board or to become employed by any person or entity other than the NJFC; and

- Not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship with the NJFC to terminate, curtail, or not enter into its relationship with the NJFC, or to reduce any benefit that may be provided to the NJFC with respect to such relationship.

This policy shall apply to the Board of the NJFC, but also shall apply to all members of the NJFC committees, task forces, and others in the NJFC governance structure, as well as to the NJFC key employees. On an annual basis, all individuals to whom this policy shall apply shall be provided with a copy of this policy and required to complete and sign an acknowledgement and disclosure form prepared by the Board of Directors.

6/25/13

NEW JERSEY FOOD COUNCIL

Disclosure Form

I have read the New Jersey Food Council (NJFC) Nonprofit Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service as a Board Member of the NJFC, an officer, volunteer, or a key employee of the NJFC. If I become aware of any actual or potential conflicts of interest at any time following the submission of this form, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the President of the NJFC in writing.

Disclosure of actual or potential conflicts of interest:

- Do you receive compensation as an Officer, Director, committee member, task force member, or key employee of the NJFC?

  Yes_No_

- Other than reimbursement of reasonable expenses, have you received or do you expect to receive more than $10,000 per year from the NJFC for services provided as an independent contractor?

  Yes_No_

- Have you received or do you expect to receive any material financial benefit from the NJFC in addition or apart from the benefits described in the above inquiries?

  Yes_No_

- Does any family member receive compensation or material financial benefit from the NJFC?

  Yes_No_

- Do you have a family relationship or business relationship with any current or former Officer, Director, or key employee of the NJFC?

  Yes_No_

If you answered "Yes" to any of the above, please explain in a separate statement.

_____	_____	_____
Board Member Signature	Title	Date
_____	_____	_____
Board Chair Signature	Title	Date

NEW JERSEY FOOD COUNCIL

Whistleblower Policy

This Whistleblower Policy of the New Jersey Food Council (NJFC): (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the NJFC (2) specifies that the NJFC will protect the person from retaliation; and (3) identifies where such information can be reported.

1. **Reporting.** The NJFC encourages complaints, reports or inquiries about illegal practices or serious violations of the NJFC's policies, including illegal or improper conduct by the NJFC itself, by its leadership, or by others on its behalf. Topics may include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies; other topics may include alleged discrimination.

2. **Retaliation.** The NJFC prohibits retaliation by or on behalf of the NJFC those making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy.

3. **Where to report.** Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the President or Executive Committee of the NJFC.

6/25/13

GOVERNANCE IS GOVERNANCE

KENNETH N. DAYTON

INDEPENDENT SECTOR

About the Author

Kenneth N. Dayton is the former chairman and chief executive officer of the Dayton Hudson Corporation and is currently president of the Oakleaf Foundation in Minneapolis. He has served on the boards of a number of nonprofit organizations including major institutions such as the Rockefeller Foundation, the Mayo Foundation, Carnegie Hall, and the J. Paul Getty Trust, and as chairman of American Public Radio. He was also a founding trustee, and later vice chairperson of INDEPENDENT SECTOR. As chairperson of INDEPENDENT SECTOR's Task Force on Measurable Growth in Giving and Volunteering, he presided over the deliberations that resulted in a campaign to boost giving and volunteering nationwide.

INDEPENDENT SECTOR

INDEPENDENT SECTOR is a nonprofit, nonpartisan coalition of more than 700 national nonprofit organizations, foundations, and corporate philanthropy programs, collectively representing tens of thousands of charitable groups in every state across the nation. Our mission is to promote, strengthen, and advance the nonprofit and philanthropic community to foster private initiative for the public good.

This timeless commentary was originally a speech by Kenneth N. Dayton to an INDEPENDENT SECTOR Leadership/ Management Forum in 1986. It was first published as a monograph in 1987, then updated in 1998 and again in 2001. Governance Is Governance is one of the most popular INDEPENDENT SECTOR publications to date.

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OVERNANCE

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OVERNANCE

There are throughout the independent sector examples of superb, professional management. There are more than 1 million nonprofit institutions in this country. It has long been my conviction that too many of those institutions have underemphasized the importance of good management and good governance.

As a corporate executive, I spent a disproportionate amount of my time trying to develop and perfect an ideal system of governance for a publicly held corporation—a system of governance which embraces the optimum relationship between board and management.

In my role as CEO and later chair of the board, and in my role as a corporate director and public trustee with almost 40 years of experience in business, religious, civic, health, educational, cultural and philanthropic organizations, I have developed some very strong concepts of governance of institutions—public and private, for-profit and not-for-profit. I want to share those concepts with you.

I began writing this as a director of INDEPENDENT SECTOR at the request of its CEO. That is a very important statement and I want to come back to it later. Just let me say now that, to me, trusteeship involves helping the CEO in whatever way is requested of you and that you possibly can do. Here I am talking about the volunteer side of my directorship, and it has nothing to do with the governance responsibility I hold as a director. Throughout my remarks, I hope you will keep those two roles of a trustee—governing and volunteering—very separate in your minds. When I was asked to undertake this volunteer assignment, my concepts of trusteeship forced me to accept it whether I wanted to or not. So here I am.

It's a conviction first of all that governance is not management.

Governance is governance. That's more than a title—it's a deeply held conviction. It's a conviction first of all that governance is not management and, second, that governance in the not-for-profit sector is absolutely identical to governance in the for-profit sector—with that one added dimension that I will come back to. I want now to discuss what governance or trusteeship (I use the two terms completely interchangeably) is and what it is not. First, what it is not. Governance is not management. In my opinion, one of the worst sins of charitable or-

ganizations is that too often they do not distinguish between the two. Rather, they confuse the two responsibilities and in the process hamper the mission of the institution.

In all cases I am referring to institutions that have at least one full-time professional staff executive.

To my mind, this executive is the CEO of the institution. It matters not what the actual title is—president, executive vice president, general manager, executive director, or whatever. In my view, these professionals are the CEOs and they should consider themselves that, and should be so viewed by the entire board. A position description should clearly state that fact—and everyone on the board should accept that fact, particularly the chair. But how many boards can each of us think of where the paid executive is only the administrative officer carrying out the routine caretaking functions which the board or its chair delegates?

A weak CEO can often protect his or her hide by delegating management's responsibilities to the board.

I regret to tell you that I have known volunteer chairs of the board who clearly think they are the CEO. And, I regret even more to tell you, I have known paid executives who ought to be the CEO but who are not and who are perfectly willing to let the board or its chair call all the shots. A weak CEO can often protect his or her hide by delegating management's responsibilities to the board. And lots of boards and individual board members (particularly those who have a special vested interest in a particular aspect of the enterprise) are just delighted to take over some or all of management's responsibilities.

Why is it that so many corporate directors grow horns when they become trustees? Why do they assume that they can do things as trustees that they would never think of doing as directors, such as interfering with management's role and making decisions or requests that no corporate director would think of making?

Then too, I have been utterly amazed over the years to observe how boards always tend to fill management voids. If management is weak in an aspect of its operation, a strong board or board member will move in and take over. The trick for management is to leave no voids, and the trick for the board is to see to it that management has a plan to fill any voids that occur, rather than to leap in and fill them itself.

Any institution—for-profit or not-for-profit—that has an all-powerful chair or a weak CEO is an institution in trouble, or surely is one headed for trouble. How can we prevent that from happening? Harder still, how can we change course, install professional management practices and board practices, and then develop the optimum relationship between the board of trustees and the CEO? Between the governors and the managers?

The Right Foundation

The foundation is laid by developing clearly defined and mutually agreed-to position descriptions for the CEO, the board and the chair. I wonder how many nonprofit organizations have such position descriptions, and, if they do, how many update them annually, or ever bother to check whether they are living by them. How many boards or board chairs annually review their position descriptions and assure themselves that they have fulfilled all their responsibilities of trusteeship? My guess is very, very few.

President and CEO

Function

- Serve as chief executive officer of the institution, reporting to the board of trustees, accepting responsibility for the success or failure of the enterprise.
- With the chair of the board, enable the board of trustees to fulfill its governance function, and facilitate the optimum interaction between management and the board of trustees.
- Give direction to the formulation and leadership to the achievement of the institution's philosophy, mission, strategy, and annual objectives and goals.

Responsibilities

- With the chair of the board, develop agendas for meetings, so that the board can fulfill all its responsibilities effectively. Develop an annual calendar to cover all crucial issues in a timely fashion.
- See that the board and the chair are kept fully informed of the condition of the institution on all important factors influencing it.
- Get the best thinking and involvement of each board member. Stimulate all members to give their best.
- Work with the chair to make the committee structure of the board function effectively.
- With the chair, recommend the composition of the board and its committees.
- Be responsible to and report to the board of trustees.
- Be responsible for the institution's consistent achievement of its mission and financial objectives.
- Make certain that the institution's philosophy and mission statements are pertinent and practiced throughout the organization.
- Make certain that the flow of funds permits the institution to make steady progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential.
- See that there is an effective management team with provision for succession.
- Ensure the development and implementation of personnel training and development plans and programs that will provide the human resources necessary for the achievement of the institution's mission.
- Maintain a climate that attracts, keeps and motivates top quality people—professional and volunteer.
- Formulate and administer all major policies.
- Serve as the chief spokesperson for the institution and, thereby, see that the institution is properly presented to its various publics.
- Assure that the institution has a long-range strategy that achieves its mission, and toward which it makes consistent and timely progress.

Every institution is different and each, of course, must develop a set of position descriptions that covers fully the unique character of that institution. Acknowledging that, I would like to take a crack at outlining a minimum common denominator position description for the three positions in order to make clear my convictions about the proper division of labor between the CEO, the board, and its chair.

Let's take the CEO first. Here is the kind of position description I would like to have if I were the executive director of any nonprofit organization (*see page 5)*.

Now I'd like to let you in on a secret. That position description is almost verbatim the same as the one I wrote as the CEO of a multi-billion-dollar corporation. I changed "Dayton Hudson Corporation" to "American Charitable Institution" throughout—and very little else—to make it apply to the CEO of a typical not-for-profit organization.

Now, if I were the CEO of the American Charitable Institution (or for that matter of your organization) with that kind of a position description, I would want to be very sure that my board had an equally well-articulated position description describing its functions and responsibilities. And if I was brand new in that job, I would want to present my concepts of the board's role and its relation to management at my very first board meeting. (Pretty gutsy, eh? But I'm a firm believer in getting my principles and convictions out on the table right from the very start.) So here is the position description I would write for consideration and adoption by the board.

Hopefully when I present that position description, the board will debate it thoroughly, change it somewhat, and then adopt it as its own. In the process, they just might come together as a board in a more effective way than ever before. This exercise will clarify and optimize the relationship between the trustees and me, between the board and management, between the governors and managers. I would then want to see to it that the board every year reviews its position description, modifies it if necessary, and satisfies itself that I as the CEO have enabled it to fulfill all of its responsibilities.

Let me quickly add that the position description I have shown you may not be the perfect one for your institution's board of trustees. After all, it was written for Dayton Hudson Corporation's board of directors and I have changed very little other than substituting "public" for "shareholders" and "institution" for "corporation." The point I am trying to make is that governance is governance, management is management, and every organization must clearly distinguish between them if it wants the two to work in harmony to achieve the institution's mission.

Don't Leave Composition to Chance

There is one other document which every board of trustees and, for that matter, every corporate board of directors ought to have: a policy on composition and tenure of the board. A board has to think intensely about its size, its balance, its diversity, its committee structure, its average age, its rotation plan, any potential conflicts of interest, and other factors. In addition, at Dayton Hudson Corporation we had a board model indicating the ideal size and makeup of the board—how many and what kinds of corporate executives, how many and what kinds of other inputs, what kind of geographic and demographic mix, and other considerations. Then we would compare our current status (and our status a year or two hence in view of the known retirements) to the model.

In that way we could begin our search for future directors with the needed qualifications well in advance of the need to fill a position. I wonder how many corporations or nonprofit agencies do that.

Frankly it seems to me that in some respects the independent sector is ahead of the corporate sector in regard to board policies on balance and rotation. Many nonprofits are very sensitive to all their constituencies and want their boards to reflect them. Few corporations are that sensitive. On the other hand, independent sector agencies are often less sensitive to whether the individual selected can and will make a positive contribution. After all, once a board member, you are no longer the representative of any constituency. Your primary loyalty must be to the institution of which you are a trustee.

The same is true of rotation. When we instituted a 12-year rotation policy for outside Dayton Hudson directors, we could find no other American corporation with a similar policy. Yet many nonprofits have even more stringent policies. I am a great believer in rotation for board members, for committee assignments, and for committee chairs. In philanthropic organizations I also strongly believe in a strict rotation policy for the chair of the board. No public institution with a public purpose should be too closely tied to one individual, no matter how good he or she may be. There is no such thing as the indispensable person, particularly the indispensable volunteer.

Expectations of the Chair

Having said that about the chair, I would like now to turn to the chair's role, his or her relationship to management, and particularly his or her partnership with the CEO.

Once again, I have to tell you that I have used my own former position description as a model even though I have made more changes in it than in the previous two.

All my experience and study have convinced me that the chair of the board should not be the CEO—not in an American public corporation and certainly not in a philanthropic institution. Why? There are three reasons. First, a chair/CEO wears two hats at the same time and you just can't do that and look good in both roles. A chair is responsible to chair the meetings of the board, enhance the full discussion of important issues, and bring out the ideas and thoughts of all board members and management. This leader is in a delicate position between the CEO and the board, letting the CEO make necessary reports and recommendations, supporting the CEO, and sometimes even protecting the CEO. But at the same time, a chair must make certain that suggestions, challenges, even criticisms are heard and considered. In my view no one can do all that and be the CEO as well. I know. I tried it.

Chair of the Board

Function

- As chair of the board, assure that the board of trustees fulfills its responsibilities for the governance of the institution.
- Be a partner to the CEO, helping to achieve the mission of the institution.
- Optimize the relationship between the board and management.

Responsibilities

- Chair meetings of the board. See that it functions effectively, interacts with management optimally, and fulfills all of its duties. Develop agendas in conjunction with the CEO.
- With the CEO, recommend composition of the board committees. Recommend committee chairs with an eye to future succession.
- Assist the CEO in recruiting board and other talent for volunteer assignments that are needed.
- Reflect any concerns management has in regard to the role of the board of trustees or individual trustees. Reflect to the CEO the concerns of the board of trustees and other constituencies.
- Present to the board an evaluation of the pace, direction, and organizational strength of the institution.
- Prepare a review of the CEO and recommend salary for consideration by the appropriate committee.
- Annually focus the board's attention on matters of institutional governance that relate to its own structure, role, and relationship to management. Make sure the board is satisfied that it has fulfilled all of its responsibilities.
- Act as another set of eyes and ears.
- Serve as an alternate spokesperson.
- Fulfill such other assignments as the chair and CEO agree are appropriate and desirable for the chair to perform.

A chair who is also the CEO makes the agenda, conducts the meeting, presents management's recommendations, controls the discussion, and asks for support of his or her own recommendations. When one does all that and picks fellow board members as well, you have, in my opinion, a dictatorship. It may be benign and it may even be enlightened, but it is nonetheless a dictatorship. In my view, any chair/CEO inevitably wears primarily the CEO hat and only occasionally takes on the far more neutral and impartial role of the chair of the board.

Second, it is my opinion that, where the chair is the CEO of a nonprofit organization, you will inevitably have only a functionary as the chief administrative officer. You will always have to settle for a second-rater; you will never get and certainly never keep an imaginative and creative innovator, leader and motivator.

As trustees we are there to support, encourage, challenge, stimulate, and help that professional whom we pick to lead our endeavor.

Third, I submit that the most crucial relationship in the entire enterprise is that between the CEO and the chair. In my view it will be a far better relationship if both clearly recognize that the CEO, not the chair, is indeed the CEO. Then the chair becomes the CEO's partner in making a great board, in enhancing its ability to carry out all of its responsibilities, and in encouraging it to support the CEO in every reasonable way. As a director of the Minnesota Orchestral Association, I came to the conclusion that the only role of a trustee of an orchestra is the care and feeding of the music director. By that I mean everything the board

does is done to enhance and support the vision and mission of the music director. Well, so it is with all trusteeship. As trustees we are there, it seems to me, to support, encourage, challenge, stimulate, and help that professional whom we pick to lead our endeavor. If every board could see its role as that, I am convinced we would have far more dynamic institutions, far stronger professional executives, far more attractive independent sector careers, far better relationships between board and management, and a far greater willingness on the part of board members to undertake whatever volunteer assignments are requested of them.

Governance Is Not Management

That statement concludes my case that governance is governance, management is management, and the difference between the two must be clearly understood and accepted. In making that case, I hope that I have also convinced you that governance is governance no matter what the institution—be it government, corporation, or nonprofit (be it health agency, organized religious group, arts institution, foundation, or advocacy group).

The role of the board of the American Charitable Institution is in my opinion identical to that of the board of directors of Dayton Hudson Corporation. Dayton Hudson Corporation's board position description clearly states that it is its primary function "as representatives of the shareholders, to be the primary force pressing the corporation to the realization of its opportunities and the fulfillment of its obligations to its shareholders, customers, employees and the communities in which it operates."

As I indicated in my hypothetical position description of the American Charitable Institution, the board's function is, "As representatives of the public, be the primary force pressing the institution to the realization of its opportunities for service and the fulfillment of its obligations to all its constituencies."

To do this, each board (for-profit or not-for-profit) must organize itself and conduct its affairs in such a way that it can attract, keep, motivate, evaluate, and reward—and if necessary change—a CEO who, with the chair's help and the board's support, will lead the institution to fulfillment of its mission and enable the board to fulfill all of its responsibilities.

So when we sign on as trustees we also sign on as volunteers agreeing in essence to undertake any assignment reasonably asked of us.

Trustees as Volunteers

I want to make just one more point to which I alluded at the beginning. I wrote this essay at the request of the CEO of INDEPENDENT SECTOR. You see, in addition to being one of the CEO's bosses, I am also the CEO's volunteer. Our CEO is our leader, our inspiration, our coordinator, our expediter, our doer. But because we are a voluntary organization, I recognize that no CEO can ever do it alone or even do it with an excellent staff.

To be effective, the CEO needs hundreds, thousands, perhaps millions of volunteers to carry out the work of INDEPENDENT SECTOR or any other organization. So when we sign on

Board of Trustees

Function

- As representatives of the public, be the primary force pressing the institution to the realization of its opportunities for service and the fulfillment of its obligations to all its constituencies.

Duties

Planning

- Approve the institution's philosophy and review management's performance in achieving it.
- Annually assess the ever-changing environment and approve the institution's strategy in relation to it.
- Annually review and approve the institution's plans for funding its strategy. Review and approve the institution's five-year financial goals.
- Annually review and approve the institution's budget.
- Approve major policies.

Organizations

- Elect, monitor, appraise, advise, stimulate, support, reward and, if deemed necessary or desirable, change top management. Regularly discuss with the CEO matters that are of concern to him or her or to the board.
- Be assured that management succession is properly being provided.
- Be assured that the status of organizational strength and human resources planning is equal to the requirements of the long-range goals.
- Approve appropriate compensation and benefit policies and practices. Propose a slate of directors to members and fill vacancies as needed.
- Annually approve the performance review of the CEO and establish his or her compensation based on recommendations of the personnel committee and chair of the board.
- Determine eligibility for and appoint board committees in response to recommendations of the nominating committee.
- Annually review the performance of the board and take steps (including its composition, organization, and responsibilities) to improve its performance.

Operations

- Review the results achieved by management as compared with the institution's philosophy, annual and long-range goals, and the performance of similar institutions.
- Confirm that the financial structure of the institution is adequate for its current needs and its long-range strategy.
- Provide candid and constructive criticism, advice and comments. Approve major actions of the institution, such as capital expenditures on all projects over authorized limits and major changes in programs and services.

Audit

- Ensure that the board and its committees are adequately and currently informed—through reports and other methods—of the condition of the institution and its operations.
- Confirm that published reports properly reflect the operating results and financial condition of the institution.
- Ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the institution, and is diligently administering and enforcing those policies.
- Appoint independent auditors subject to approval by members.
- Review compliance with relevant material laws affecting the institution.

as trustees we also sign on as volunteers agreeing in essence to undertake any assignment reasonably asked of us. That's the only difference between a corporate board and a not-for-profit board. The corporate board will usually only be asked to undertake this additional role when the corporation is in real trouble. But our kinds of boards are asked to play this double role all the time. Individuals should not be invited to serve on such a board unless they are totally willing to undertake the volunteer side as well as the governance side of a trustee's responsibility. So a CEO is a CEO, but a trustee is a governor and a volunteer.

A trustee of a not-for-profit organization has an obligation to be a volunteer in addition to governing, but otherwise the responsibility of a trustee and the responsibility of a corporate director are absolutely identical.

Let's never forget then that the board of trustees of the American Charitable Institution (and your board as well) has two roles—governance and volunteering. They are complementary but very different roles.

Governance is not management and it surely is not volunteering. Furthermore, it is the same no matter what the institution. Governance is governance.

A Follow-Up Interview with Ken Dayton

You have said that the responsibility for governance of an organization rests with the board and the responsibility for management rests with the CEO or executive director—the full-time, paid executive. Would you explain what you mean by "governance?"

DAYTON: First of all, governance is not management. Second, governance is recognizing the responsibility that, as a board member, you have to protect the long-range future of your organization and see to it that it fulfills its obligations to its constituencies, however defined. And by governance I mean that as a board member you have to see to it that the organization is well managed, rather than managing it yourself.

How do you compare the responsibilities of a corporate director with those of a nonprofit trustee?

DAYTON: A trustee of a not-for-profit organization has an obligation to be a volunteer in addition to governing, but otherwise the responsibility of a trustee and the responsibility of a corporate director are absolutely identical. In both cases the individual is selected as a guardian of the constituencies that are affected by that organization and the responsibility of the board, in either case, is to protect the long-range future of the organization and the long-range interests of all its constituencies. In both cases they go about fulfilling those responsibilities in almost the same way—by seeing to it that the board of directors or the board of trustees is enabled to fulfill its responsibilities to the organization.

And the CEO is the enabler and the manager not just of the organization but also of the board?

DAYTON: Exactly.

What are some of the things a CEO can do to enable a board?

DAYTON: I think number one is to make certain that the board understands what its responsibilities are.

A review helps to perfect the methods and systems by which the board operates and fulfills its responsibilities.

Then, no matter how often the board meets over the course of a year, the CEO must make certain that he or she has enabled the board to fulfill all those responsibilities.

If the board has a responsibility, as I maintain it does, to review performance, then the CEO must give it a report of performance and must let it question, challenge, criticize, or praise that performance. If its responsibility is to approve a long-range strategy, the CEO has to present the plan and then let the board make it its own. Again, let it question, challenge, criticize, amend, and finally approve the plan. In every single case, if the board is to do its job, the CEO must enable it to do so.

I think every board should annually look at its role and its relationship with management and discuss with management the degree to which the board feels it has been enabled to fulfill its responsibilities. Several things can happen with such a review. For example, if the CEO hasn't done an adequate job of reviewing performance or allocating capital or whatever, then the board has an opportunity to say, "We wish you'd do more of that for us."

Also, when such a review occurs, the board tends to look at itself as it would not otherwise and say, "Hey, you gave us that opportunity but we really missed it." A review helps to perfect the methods and systems by which the board operates and fulfills its responsibilities.

The third thing a review triggers is a greatly improved relationship between the board members and the managers, between the board and the CEO. I think that the most important dynamic in any organization is just such a relationship. The review process gets it all on a very discussible basis of "how can we do a better job together?" That's the secret of running an institution.

How does a CEO see to it that his or her organization has a good board?

DAYTON: I think it's clearly a shared responsibility. The chair of the board has a major responsibility to build a good board. But I think that any CEO who leaves the building of the board entirely to the board itself will probably find that the board becomes weakened over time. I think that you have to work hard on the composition of your board.

Previously I was talking about the way in which you use the board and help train, educate, and involve it, but the way in which you constitute a board is equally important. I believe strongly that you have to go about it in a thoughtful, well-organized way.

The worst way to find board members is to say at a board meeting, "My gosh, we're short of trustees. Does anybody know anyone who would like to come on the board?" And someone says, "Well, I know old Joe or Suzy and he or she would be just wonderful." That's the kind of casual, buddy-boy, old-school system that results in a relatively complacent, compatible, and ingrown board.

What's the best alternative?

DAYTON: I think the only way to go about building a model board is to say, "What kind of a board do we really need for this organization?" Consider how many executives you want, what kind of executives you want, what other kind of talent you want, and what kind of balance you want regarding age, sex, or ethnic background. If you know what you would like your board to look like, then you know what kinds of directors or trustees you need to seek out. You should always be building towards the future composition of the board.

How does a CEO begin achieving a good balance on the board?

DAYTON: Each organization has to sit down and decide what characteristics it needs its board members to have. If you say, "We just want balance"—so many female and so many minority and so many of this or that—then you end up with a constructed, patched-together board that probably won't work very well. Diversity should be the goal, not representation.

If you have a board that is solely composed of CEOs of the 10 major corporations in your community, you don't have a very diverse board. If you have a board that's all male, you don't have a very diverse board. I don't think there's any set number of male and female board members you have to have, but you certainly do want a board of diverse background, experience, and success. Going after diversity and specific kinds of input will solve the balance problem.

Are there any other considerations?

DAYTON: The other thing you need to think out clearly is what characteristics you want on a board. When I was a CEO, we listed the qualities that we were looking for in individual directors. Each director didn't have to have all of those qualities, but the board in total needs to have all of those various characteristics.

There are 11 *necessary* characteristics: integrity, wisdom, independence, a valid business or professional knowledge and experience that could bear on our own problems and deliberations, a track record of accomplishment with excellent organizations,

Diversity should be the goal, not representation.

an understanding and a general acceptance of our philosophy (which applies equally to nonprofits and corporations), an inquiring mind, a willingness to speak one's mind, the ability to challenge and stimulate management (a lot of people on boards don't want management to be better—they're perfectly comfortable with a hack because then they can take over their particular part of the operation and exercise their own pet hobby), a future orientation (I want people on the board who are looking ahead), and, last, the willingness to commit time and energy.

Accomplishing these goals is not hard to do. You've just got to work at it. If you're trying to hire a CEO, you're probably using a search firm, getting all kinds of input from the field, and taking action to find the best CEO you can. So why don't organizations use the same care and thought, the same degree of professionalism in selecting trustees as they do in selecting executives?

Trustees are ultimately responsible for an organization's welfare. CEOs come and go, but the organization and the board go on and on. No one should be asked to accept a board position unless you are confident that he or she can and will fulfill all the responsibilities of a trustee.

Do you think board members should have a set term of service?

DAYTON: I'm a strong believer in rotation, in bringing in a steady flow of new people, new talents, and new ideas. I think every director or trustee has a certain bell-shaped curve of contribution to make. It usually takes a year or two to really understand an organization and its needs, problems, and opportunities. After gaining that understanding, a board member then provides several years of ideas, input, and productivity.

But after a certain period of time, the organization would be better off with fresh, new ideas. I even more strongly believe in rotation for the chair. In nonprofits, it's important that a board never be dominated by any one person or even by a small clique.

What qualities should a CEO look for in the chair of the board?

DAYTON: I think the chair ought to love the organization more than anyone else does. Too many take this leadership role because it's their turn or because they like the prestige, rather than because they're determined to make the organization even better.

I think the chair should have two important qualifications. First, the chair ought to be a good partner to the CEO. The chair should spend time trying to help that person do his or her job well. The chair, as the alternate spokesperson of the organization, should try to build the CEO and bask in the reflected glory.

Second, the chair should have the competence to handle the job of heading the board. The board needs the CEO to come up with programs, ideas, recommendations, and so forth, but then the chair must make certain that management has built an agenda that will help the board understand the situation and fulfill its responsibilities.

You have said that boards always tend to fill management voids. Why?

DAYTON: Over long experience I've found that for any void that management leaves there will always be some board member who either knows how to do that job, make that decision, or perform it better than management does, or there will be a board member who has a particular, specialized expertise and interest in a particular subject. I once saw a corporation in which the CEO and the top financial officer disagreed about how to go about doing some financing until one of the directors, who had expertise in that area, stepped in and told them how to do it.

It can work exactly the same way with nonprofits. If management is floundering or hasn't covered certain bases, you'll find somebody on the board who is an expert in that field who'll tell management how to do it.

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That person is very capable of taking over the management of that function. To me the trick, if you're the CEO, is to make sure you don't leave any management voids. Every time the board gives you trouble about something it's probably because you haven't figured out how to handle that responsibility. So when your board gives you trouble, the problem usually is with management, not the board.

How does a CEO keep the board from taking over responsibilities that properly belong to management?

DAYTON: I'm all for going to the board and saying, "We'd like your thoughts about this problem that we haven't been able to solve." But once you get the board's idea on that subject, you should say, "We'll come back to you next month with a recommendation."

Then the ball is back in your court, and the board is put back into its position of governing rather than managing. It's a matter of benefitting from the board's expertise and connections while maintaining the responsibility and control necessary to keep you in the driver's seat.

What happens if the board insists on interfering?

DAYTON: Anytime you've got a board that is, in essence, managing the institution, the CEO is merely a figurehead and the organization is inevitably headed for trouble. A CEO should never say, "Well, the reason this failed was that so-and-so on the board did that. I knew at the time it wasn't right, but who am I to say anything?" In my opinion, a person who says that is a very weak executive.

How about the reverse of that problem, where the CEO is a person of great vision who dominates the organization's board and staff, but is not a terribly effective manager?

DAYTON: Not everything has to be institutionalized. Sometimes a dynamic person can accomplish a lot of good in society all by himself or herself or with a small band of people, but then everyone should recognize that when that person is gone the organization ought to fold up because it hasn't been institutionalized.

The role of the board is to institutionalize the concept, the genius that created it. It shouldn't make any difference whether the person who started it is there or retires or is hit by a car. Part of the board's responsibility is to see to it that the future of the institution is protected. This means you must have backups, you must have successors, you must have people in training, you must have the institutional capacity to carry on. A CEO who cannot develop a successor team that will do better than he or she is doing has no business being a CEO.

What if a CEO would like to involve the board in more decisions, but finds that board members are reluctant to be active?

DAYTON: CEOs who have that type of board have no one to blame but themselves. Now, you may have walked into that situation. But no one should accept a CEO position unless he or she has got a good board or knows how to build a good board, and has a chair who is willing to work to build one.

I think that too many CEOs in the nonprofit sector don't even want a good board. They say, "I don't want anyone looking over my shoulder. I don't want anyone second-guessing me. I don't want anyone reviewing my performance."

But if they really want to be good, if they really want to grow, if they really want to build that institution into a dynamic factor in society, then they will soon discover that they can do it so much more effectively if they have a dynamic, effective board. Not only will it help them do their jobs better but it will make them better individuals because of that challenge and stimulation.

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