

10 PRANGES
is the new
NOT BLACK

Learn how to keep your organization on the right track.

Focus Areas



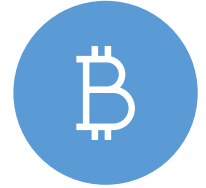
**MISSION, STRATEGY &
EVALUATION**



**LEADERSHIP: BOARD,
STAFF & VOLUNTEERS**



**LEGAL COMPLIANCE &
ETHICS**



**FINANCE &
OPERATIONS**



**RESOURCE
DEVELOPMENT**



**PUBLIC AWARENESS,
ENGAGEMENT &
ADVOCACY**

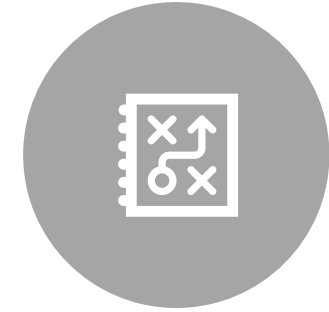


**OUTSOURCED
SERVICES**

Vision, Strategy & Evaluation



VISION, MISSION &
IMPACT



STRATEGIC
PLANNING



EVALUATION



PARTNERSHIPS



Vision, Mission, Impact, Values



CLEAR



DEFINED & APPROVED BY THE
BOARD



ORGANIZATIONAL ACTIVITIES ARE
CONSISTENT WITH THE MISSION



How to Write Vision & Mission Statements

VISION: A clear and succinct statement about:



Long-term change or a future ideal state

MISSION: A clear and succinct statement about:



Why the nonprofit exists



Who the organization serves



What impact it's trying to achieve

HOW TO ACHIEVE:

1

Gather your group

2

Brainstorm ideas

3

Write a rough draft

4

After some time, finalize

CORE VALUES

Guiding principles
that shape behavior
& decision-making

AAPA's Core Values

- 1 Leadership and Service:** We inspire a shared vision to lead the profession, emphasize service to our members and enhance the ability of PAs to serve patients and their communities.
- 2 Unity and Teamwork:** We embrace the strength of our members and constituent and partner organizations to speak with one voice for the profession and work together to transform health.
- 3 Accountability and Transparency:** We listen, deliver results, take ownership for our actions and operate in an environment of openness and trust.
- 4 Excellence and Equity:** We commit to the highest standards and seek to eliminate disparities and barriers to quality healthcare.



Strategic Planning



Short & Long-term
Plans



Set Goals & Objectives



Measurable Outcomes



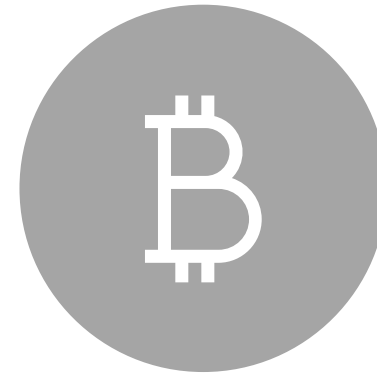
Consider Financial
Implications



Evaluation



ORGANIZATIONAL – FINANCIAL
& HUMAN RESOURCE



PROGRAMMATIC - ROI



Partnerships



STRATEGIC



WILL REQUIRE
INVESTIGATION & DUE
DILIGENCE



CONTRACT OR MOU

Board Leadership



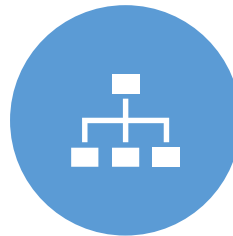
GOVERNANCE &
FIDUCIARY
RESPONSIBILITY



EXECUTIVE SUPERVISION,
PERFORMANCE &
COMPENSATION



BOARD EFFECTIVENESS



SUCCESSION PLANNING



LEADERSHIP
DEVELOPMENT



DUTY OF CARE, LOYALTY &
OBEDIENCE

Leadership & Operational Management



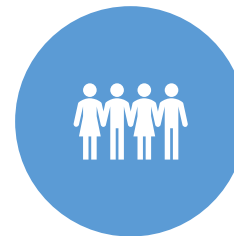
EXECUTIVE
FUNCTIONS



SUPPORTING THE
BOARD



ORGANIZATIONAL &
FINANCIAL
SUSTAINABILITY

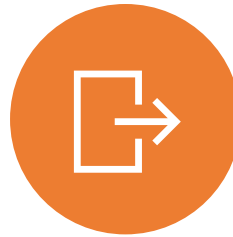


MANAGING
EMPLOYEES &
VOLUNTEERS



DIVERSITY, EQUITY &
INCLUSION

Legal Compliance & Ethics



MAINTAINING
LEGAL COMPLIANCE



REQUIRED PUBLIC
DISCLOSURES



WHISTLEBLOWER &
MISCONDUCT
PROTECTION



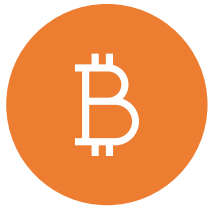
CONFLICTS OF
INTEREST



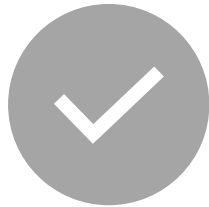
ETHICS



Maintaining Legal Compliance



TAX RETURNS (FEDERAL,
STATE, LOCAL, PAYROLL)



STATE CORPORATE
REGISTRATIONS & ANNUAL
REPORTS



LOCAL BUSINESS LICENSES
& PROPERTY TAX RETURNS



CONTINUITY OF
OPERATIONS & DISASTER
RECOVERY PLANS



DOCUMENT DESTRUCTION
& RETENTION POLICIES &
SCHEDULES



HR POLICIES



Types of Non-Profit (Exempt) Organizations

There are 29 501(c) type organizations!

Internal Revenue Code Section 501(c):

- (3) – Charitable, religious and educational organizations (PA Foundation)
- (6) – Trade associations/Business leagues (AAPA)

Major Differences:

- 501(c)(3) – Can offer tax deductions to donors
- 501(c)(6) – Can lobby

Disaster Recovery vs. Business Continuity



Disaster Recovery focuses on the plan to re-establish operations by protecting the “TOOLS” of the organization...

- Human Resources
- Documentation
- Data Integrity & Back-Up Files
- Hardware & Software Systems
- Physical Facilities & Security



Disaster Recovery vs. Business Continuity

Business Continuity keeps the business running during a disaster...

- Provides the location to perform work
- Enables staff to resume work or provide for substitutes
- Enables software & hardware systems to be deployed or interim solutions placed in operation
- Ensures the work of the organization continues while recovery occurs



Conflict of Interest



WRITTEN POLICY WITH
SPECIFIC TYPES OF CONDUCT
OR TRANSACTIONS



PROCEDURES FOR
DISCLOSURE



CONDUCTED ON A REGULAR
BASIS (ANNUALLY AT A
MINIMUM)



SIGNED & DATED

Finance & Operations



FINANCIAL
BUDGETING &
REPORTING



INTERNAL
CONTROLS &
FINANCIAL POLICIES



PERSONNEL
POLICIES



ADMINISTRATIVE
POLICIES



RISK MANAGEMENT
& INSURANCE

Financial Fiduciary Duty is a Responsibility of Service



Maintain Objectivity

Board members must stay objective, unselfish, responsible, honest, trustworthy, and efficient with the finances of the organization.



Be a Good Steward

Board members, as stewards of public trust, must always act for the good of the organization, rather than for the benefit of themselves.



Avoid Undue Risk

Board members must exercise reasonable care in all decision making, without placing the organization under unnecessary risk.



Financial Duties

- Understand financial basics
- Monitor key financial indicators
- Approve the budget
- Oversee obligations as required by fed, state & local jurisdictions



What are Assets & Liabilities?



Assets - probable future economic benefits controlled by an entity as a result of *past* transactions or events, and from which future economic benefits may be obtained. (Examples: Cash, Investments, Accounts Receivable, Furniture & Fixtures)

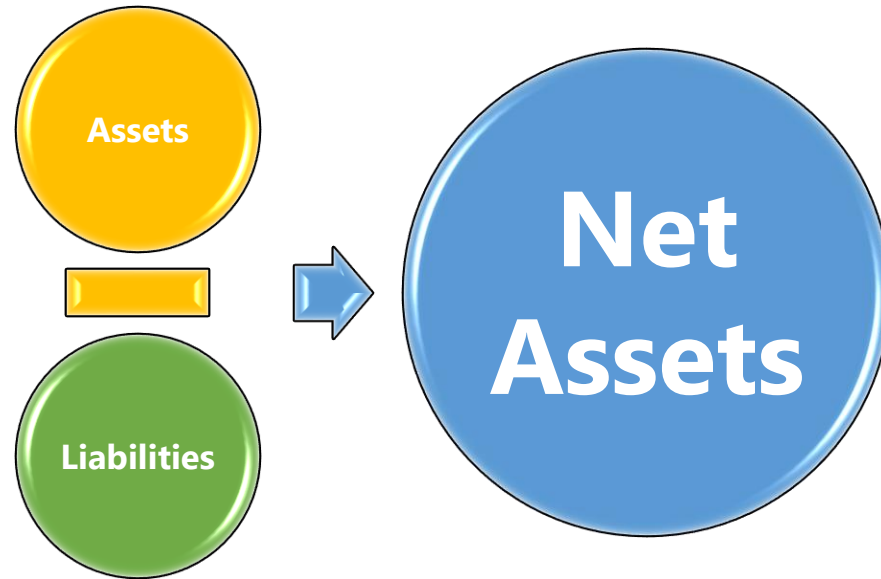


Liabilities – *obligations* of an entity arising from past transactions or events, the settlement of which may result in the transfer or use of assets, provision of services or other yielding of economic benefits in the future. (Examples: Accounts Payable, Deferred Dues Revenue, Notes Payable)



Internal Financial Statements

Statement of Financial Position (aka The Balance Sheet)



A statement of the book value of all the assets and liabilities (including net assets) specific date of a nonprofit organization at a, such as the end of a financial year.

What to look for:

- Has the cash/investment balance increased or decreased year over year?
- Do assets exceed liabilities?
- Are all net assets restricted?

What are Revenues & Expenses?



Revenues - the calculation or estimation of periodic income based on a specific standard accounting practice or the rules established by a government or government agency. (Examples: Dues, Contributions, Grants, Registration Fees, Exhibit/Product Sales, Advertising, Sponsorships)



Expenses –outflows of cash or other valuable assets from a person or company to another person or company, which is generally one side of a trade for products or services that have equal or better current or future value to the buyer than to the seller. (Examples: Salaries, Professional Fees, Office Supplies, Rent, Postage and Shipping)



Internal Financial Statements

Statement of Activities (aka The Income Statement)

A statement that shows the net change in net assets by starting with revenue and reducing it by expenses.

- Over a period of time
- Connects to balance sheet

What to look for:

- Is there a positive change in net assets?
- Is revenue diverse?
- How do the results compare to the budget?



Internal Financial Statements

Statement of Cash Flows

A statement that shows how the balance sheet accounts and income statement accounts affect cash.

- Broken down into 3 categories:
 - Operating Activities
 - Investing Activities
 - Financing Activities
- What to look for:
 - What happens to the cash balance year over year?
 - Are there significant changes in the financing activities over time?



Insurance Coverage



NOTE: AAPA offers a small business insurance package through our broker.

- **Property**
 - business personal property
 - electronic data processing
 - business interruption
- **General Liability**
- **Business Automobile**
- **Workers Compensation**
- **Umbrella Liability**
- **Excess Umbrella Liability**
- **Directors & Officer – includes employees**
- **Media**
- **Errors & Omissions**
- **Crime & Fiduciary Liability**
- **Cyber Crime**
- **Travel Accident**
- **Event Cancellation**

Resource Development



RESOURCE PLAN



SOURCES OF
INCOME



MEMBERSHIP
RECRUITMENT &
RETENTION



CONFERENCES &
EVENTS



FUNDRAISING

Resource
Development



NATIONAL COUNCIL OF
NONPROFITS

National voice. State focus. Local impact.

Network  for Good[®]



FOUNDATION
DIRECTORY ONLINE
by **Candid.**



mailchimp



Hootsuite[®]



Buffer



asae[®]

The Center for Association Leadership



Public Awareness, Engagement & Advocacy



EDUCATION &
ENGAGING MEMBERS



LEGISLATIVE &
REGULATORY ADVOCACY



LOBBYING & POLITICAL
ACTIVITY



PUBLIC AWARENESS

Outsourced Services – Association Management Companies



REFERENCES/REPUTATION



CONTRACT



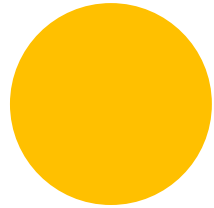
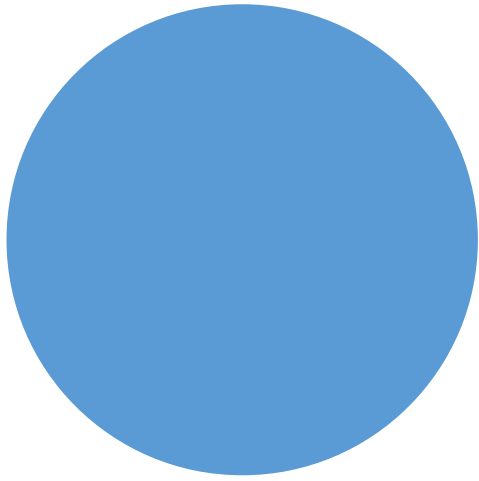
ADDITIONAL INTERNAL
CONTROLS



INSURANCE FOR BOTH
PARTIES



INDEPENDENT
REVIEW/AUDIT



**LEADERSHIP
AND
ADVOCACY
SUMMIT**
LEAD. ENGAGE. INSPIRE.

Questions?

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AAPA

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