



1

THIS IS WHAT WORKED FOR ME

2



MY PROFESSIONAL LIFE IN NONPROFITS STARTED HERE

3



4

**THE WORK ENVIRONMENT OF AN
ASSOCIATION MANAGER
IS RATHER ODD**

5

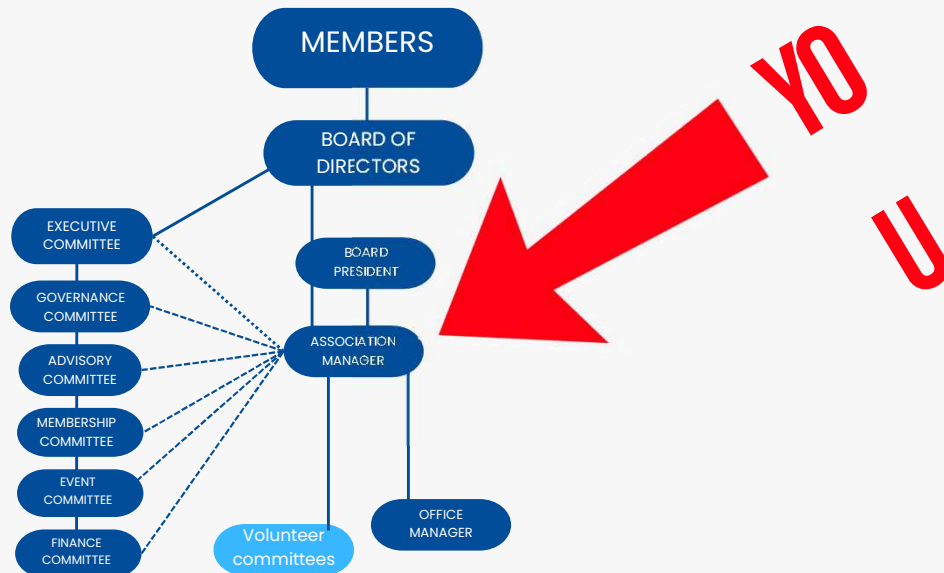
YOU'RE PAID...

6

YOUR “BOSS” IS A GROUP

7

COMMON ORGANIZATIONAL CHART



8



9



10

- DIRECTOR TWICE
- INTERIM DIRECTOR TWICE
- BOARD MEMBER MANY TIMES OVER
- FREQUENT CONSULTANT
- AND AUTHOR!



11

(I DO LOVE MOVIES)



12

A photograph of a movie theater with rows of red seats. Several people are seated, wearing 3D glasses and holding popcorn. The scene is dimly lit, typical of a cinema.

**WE FOLLOW OUR PASSION
THEN HAVE TO FIGURE OUT
THE JOB**

13

A still from the movie Spider-Man 2 (2004) showing a close-up of Spider-Man's face. He is wearing his iconic mask and glasses. The background is a blurred city street.

Spider-Man 2 (2004)

**THESE ARE LENSES
TO THE WORK YOU
ALREADY DO**

14

**FIND AT LEAST ONE THING YOU CAN
IMPLEMENT IMMEDIATELY**

15

**FIND AT LEAST ONE THING YOU CAN
WORK ON OVER THE NEXT
THREE MONTHS**

16

**FIND AT LEAST ONE THING YOU'RE
ALREADY DOING WELL**

17

The Ten Commandments (1956)

**TEN
COMMANDMENTS
TO BE A BETTER
ASSOCIATION MANAGER**

18

IV FOR THE BOARD
VI FOR THE ASSOCIATION

19

Master & Commander: The Far Side of the World (2003)

I.
ASSUME
LEADERSHIP

20

“I’VE GOT THIS.”

21

**BOARDS DON’T KNOW THEY WANT
THIS**

22



23



24

**WITHOUT IT, THE MANAGER IS
“MERELY” AN EMPLOYEE**

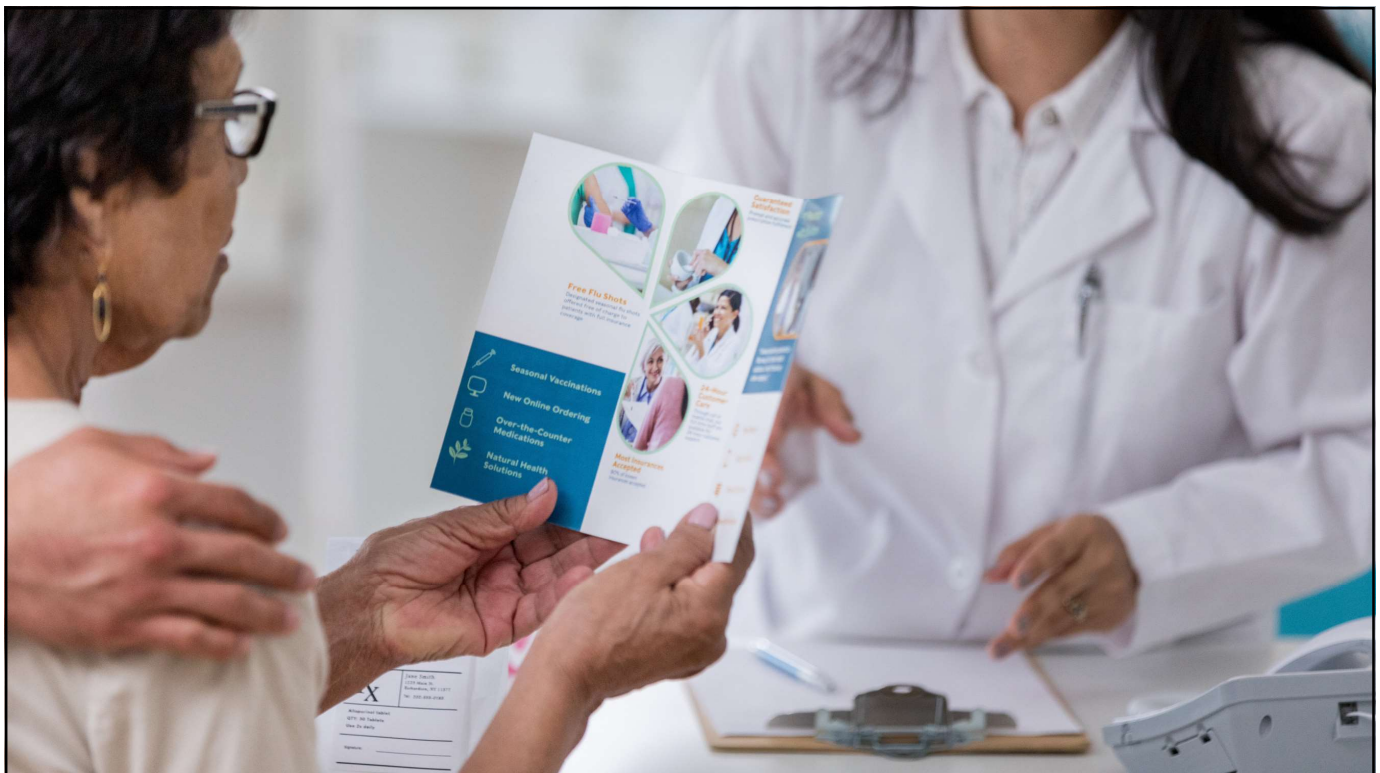
25

IT'S EASIER TO PULL THAN TO PUSH

26



27



28



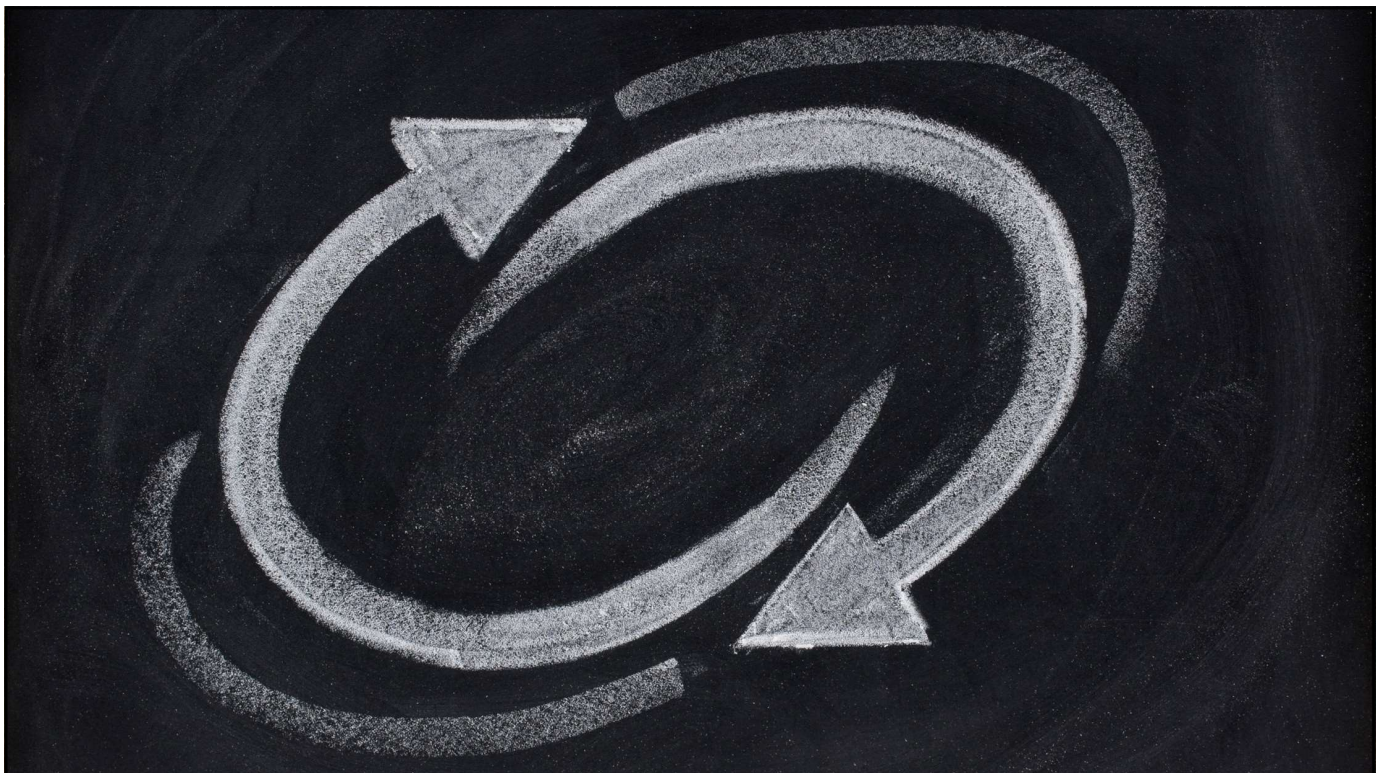
29

**WE'RE FAMILIAR WITH PEOPLE
COMPLAINING ABOUT THEIR BOSSES**

30

**BUT YOU CAN AFFECT THEIR WORK
BY CHANGING WHAT YOU BRING
THEM**

31



32

**WHAT DOES THIS HAVE TO DO
WITH “FORGIVENESS?”**

33

Swiss Family Robinson (1960)

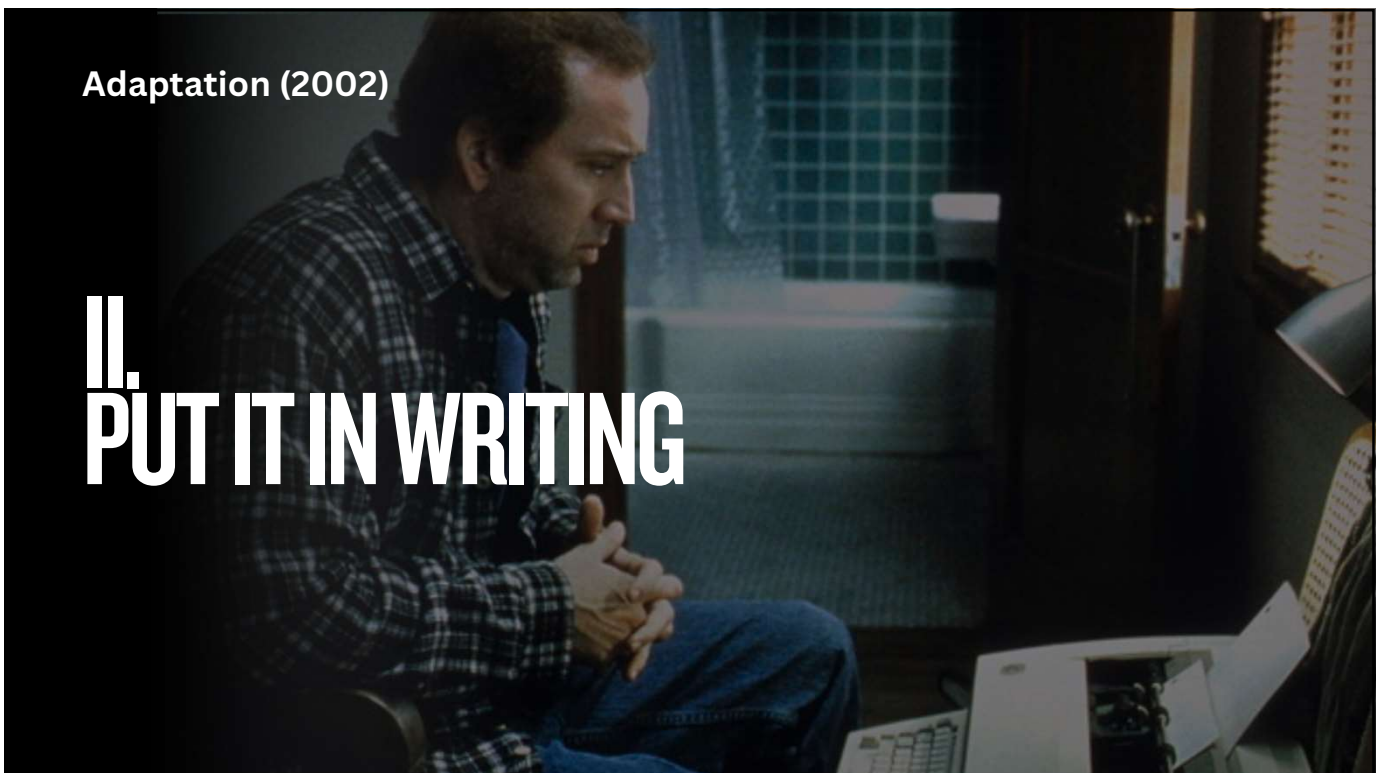
DON'T STOP...



34



35



36

SUBMIT A WRITTEN REPORT BEFORE EVERY BOARD MEETING

37

Executive Director's Report February

Major Accomplishments of January

Launch of the Membership Database

I am pleased to announce that the online membership database has gone live on City Club's website. The membership database will serve as a membership recruiting tool for several reasons:

- Many potential members will want to be included in the site.
- When someone passes their renewal date, their information automatically falls out of the search queries—i.e. they are no longer shown as a member. This makes the strength of a renewal stronger, as not renewing has an immediate effect.
- We are "crowd sourcing" the accuracy of our database. By encouraging the entire membership to flag any incorrect information, we can keep better tabs on our members, by replacing old email addresses or phone numbers. This will be especially helpful for member renewals.

Soft Launch

The launch will be complete over the course of February. After testing by board members (thank you!) a link to the membership database went live on the homepage of City Club. Between February 1 and February 14, members who spot it and request a login will get their password and will serve as the final testers of the site. Finally, at the February 15 lunch, we will give usernames and passwords to all member attendees, encouraging them to try it out. We will also include it in the Catalyst newsletter. Finally, any member who has not gotten their username and password by the March Dinner will be sent their information.

This staggered launch will help us spot any major issues early, save on any mailing costs, and possibly generate a little buzz within the membership.

Possible New Features

I am working on two new features:

Browsing membership alphabetically

"Suggest a member" - A message that says something to the effect of: "Didn't find who you were looking for? Send an email right from the site and invite them to check out City Club." This is tricky because we don't want to spam people, but used effectively we could again see our members working for us.

New Opportunities

Facebook, and personal emails to let our attendees know that the lunch had been rescheduled. What could have been a major issue went very smoothly.

KFTC CityLine Filming

Kristina and I were on CityLine the morning of January 12 to promote City Club. We had 12 minutes on the show to talk up City Club, our mission, and our upcoming programs. The show was live that morning and then played often over the next week. I think it was a big success.

Other Tasks & Accomplishments

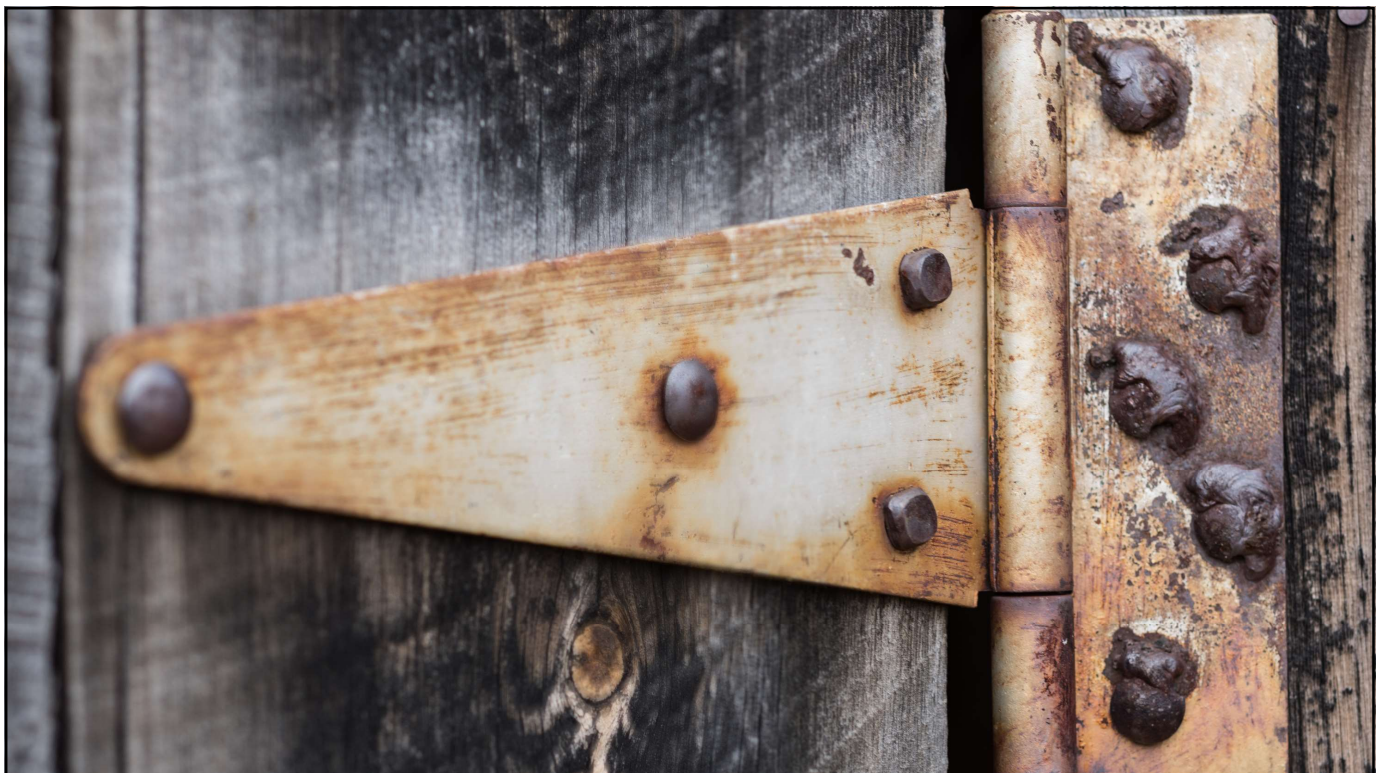
- Secured the Bates boardroom for a March 22 Phone-a-thon
- Rented the booth and provided our material to board volunteers at Shift Happened
- Successfully encouraged the Museum of Glass to become a corporate member
- Applied for a \$3,000 grant from the Greater Tacoma Community Foundation
- Sent special weekend email for Hide/Seek letting members know more about the exhibition
- Successfully secured a members-only tour of Hide/Seek at TAN after the March 21 lunch
- Worked out new financial reporting procedures with the treasurer

forsmallnonprofits.com/bowl/

38

III. WORK TO IMPROVE YOUR RELATIONSHIP WITH YOUR BOARD PRESIDENT

39



40



**DON'T SURPRISE
YOUR BOARD PRESIDENT
IN A MEETING**

41



42

Superman: The Movie (1978)

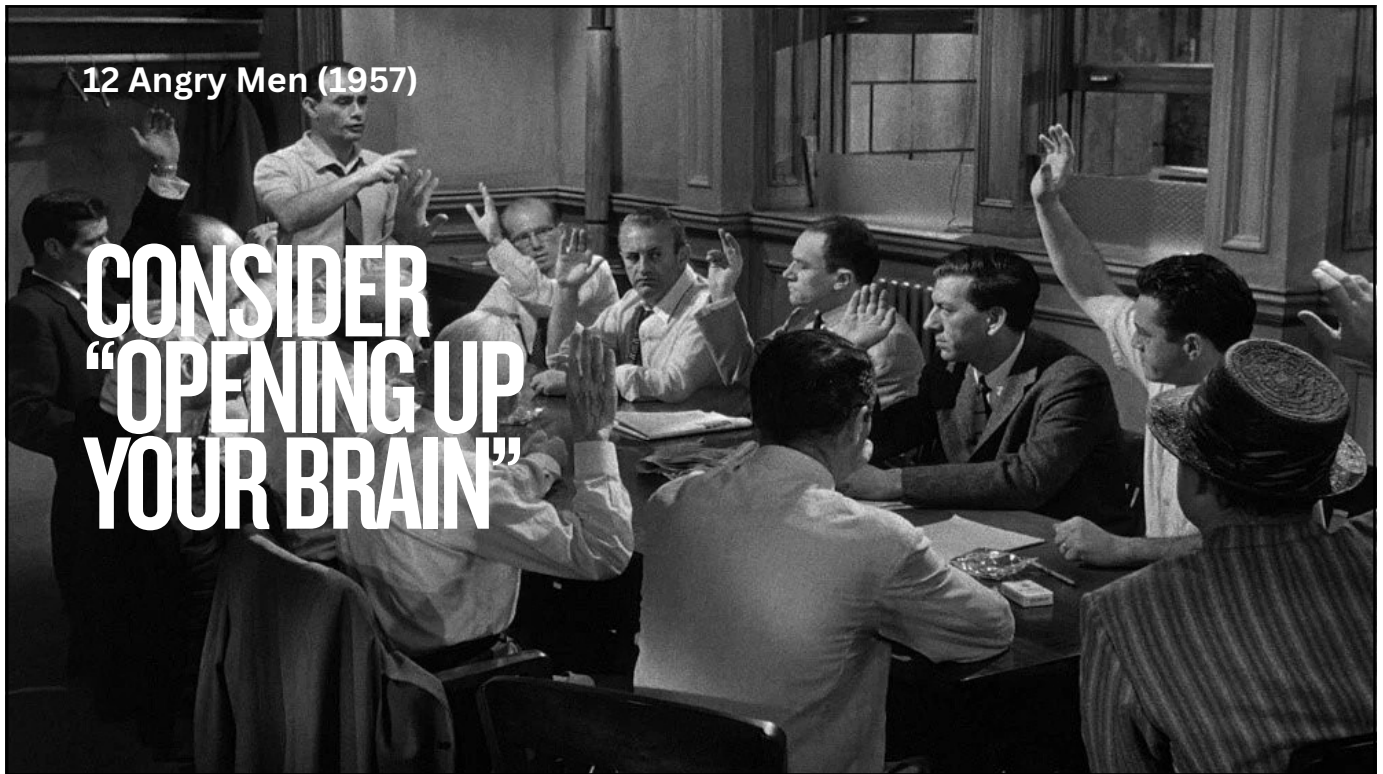
IV. LEARN HOW TO UNLOCK YOUR BOARD'S SUPERPOWERS

43

12 Angry Men (1957)

DELIBERATION AND DECISIONS

44



45



46

Witness (1985)

**MANY HANDS
MAKE LIGHT WORK**

47

**LET'S TALK ABOUT YOUR
ASSOCIATION**

48

Close Encounters of the Third Kind (1977)

V.
**WORK ON YOUR ASSOCIATION...
NOT JUST IN IT**

49

what can you start
here?

to save 10 hours a week
here?

50

The Matrix (1999)

**WHAT TASKS COULD BE
STREAMLINED WITH TECHNOLOGY?**

51

Stranger Than Fiction (2006)

**WHAT ARE WE DOING BECAUSE
“IT’S ALWAYS BEEN DONE THAT
WAY?”**

52

Stranger Than Fiction (2006)

WHAT ARE YOU PUTTING OFF?

53

**VI.
BUILD SYSTEMS
AND CULTURE ...**

54



**...THAT OUTLAST
EVERYONE IN THIS ROOM**

55



WHAT IF YOU WIN THE LOTTERY?

56

Apollo 13 (1995)

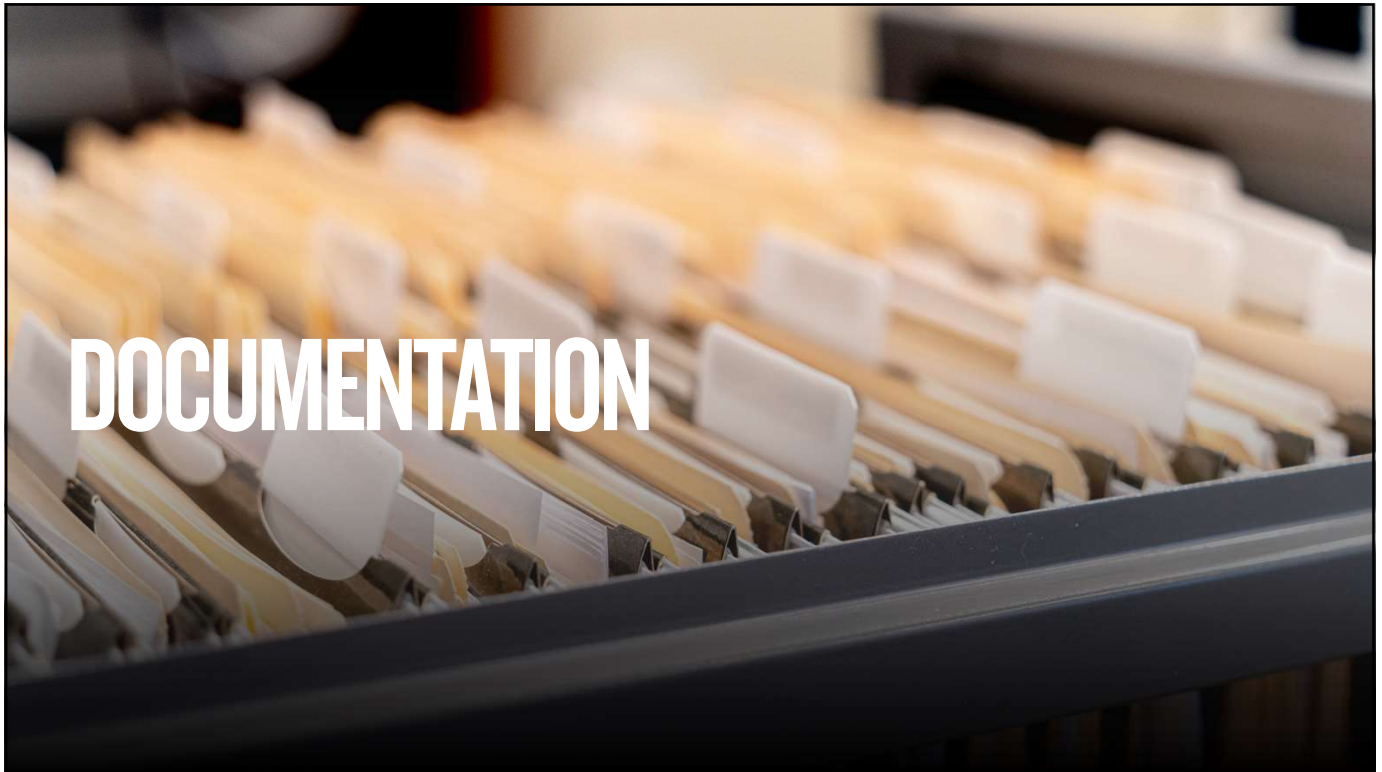
VII. AIM FOR GROWTH



57

THE FOUR “D’S” OF ASSOCIATION GROWTH

58



59



60

Good Will Hunting (1997)

DEVELOPMENT

61

True Grit (1969)

DETERMINATION

62

Moneyball (2011)

VIII. KNOW YOUR NUMBERS

63

Starting Balance	\$	18,000.00	\$	22,277.25	\$	3,354.50	\$	(9,068.25)	\$	(7,380.44)
	April		May	June	July		August			
Income										
Grants		\$25,000.00					\$10,000.00			
State Contract							\$2,500.00			\$2,500.00
SBA Forgivable										
Business Support										
Fundraising Events										
Fundraising Mailing					\$5,000.00					
Raffle										\$4,000.00
Major Gifts							\$10,000.00			
Other Earned Revenue			\$500.00	\$500.00	\$500.00		\$500.00			
Interest		\$1.00	\$1.00	\$1.00	\$1.00		\$1.00			\$1.00
Total Income		\$25,001.00	\$	501.00	\$	5,501.00	\$	23,001.00	\$	6,501.00
Expenses										
STAFF										
Key Staff		\$7,575.00		\$7,575.00		\$7,575.00		\$9,037.50		\$9,037.50
New Staff		\$2,700.00		\$2,700.00		\$2,700.00		\$4,333.00		\$4,333.00
Payroll Taxes		\$2,112.75		\$2,112.75		\$2,112.75		\$2,406.69		\$2,406.69
Medical Insurance		\$1,130.00		\$1,130.00		\$1,130.00		\$1,130.00		\$1,130.00
Contract Grantwriting/Marketing		\$1,300.00								
Payroll Processing		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
PROGRAM COSTS										
Program Expense							\$900.00			\$900.00
FUNDRAISING/ADMIN COSTS										
Fundraising Costs		\$2,500.00		\$2,500.00		\$1,000.00		\$100.00		\$500.00
Office Expense		\$50.00		\$50.00		\$50.00		\$50.00		\$50.00
Misc Expense		\$100.00		\$100.00		\$100.00		\$100.00		\$100.00
Rent, Parking, Utilities		\$3,106.00		\$3,106.00		\$3,106.00		\$3,106.00		\$3,106.00
Equipment Rental and Maintenance		\$50.00		\$50.00		\$50.00		\$50.00		\$50.00
Facilities Maintenance		\$50.00		\$50.00		\$50.00		\$50.00		\$50.00
Telephone System		\$50.00		\$50.00		\$50.00		\$50.00		\$50.00
Travel										
Professional Development										
Computers										
Total Expenses	\$	20,723.75	\$	19,423.75	\$	17,923.75	\$	21,313.19	\$	21,713.19
Remaining	\$	22,277.25	\$	3,354.50	\$	(9,068.25)	\$	(7,380.44)	\$	(22,592.63)

64

Moneyball (2011)

**WHAT THREE FINANCIAL METRICS
GIVE YOU THE MOST VALUABLE
INFORMATION?**

65

Willy Wonka & the Chocolate Factory (1971)

**IX.
COMMUNICATIONS
AND MARKETING
ARE NOT OPTIONAL**

66

A still from the 1971 film "Charlie & the Chocolate Factory" featuring Gene Wilder as Charlie Bucket. He is wearing a purple velvet overcoat, a patterned vest, a white shirt with a bow tie, and a brown top hat. He stands in a fantastical, candy-themed landscape with oversized lollipops, candy canes, and colorful umbrellas. The background is a dark, textured wall with red pillars.

**ACTIVE...
SOCIAL...
FUN...
COMMUNITY...
WITH TIME AWAY FROM YOUR PHONE...**

67

A still from the 1971 film "Charlie & the Chocolate Factory" featuring Gene Wilder as Charlie Bucket. He is wearing a purple velvet overcoat, a patterned vest, a white shirt with a bow tie, and a brown top hat. He stands in a fantastical, candy-themed landscape with oversized lollipops, candy canes, and colorful umbrellas. The background is a dark, textured wall with red pillars.

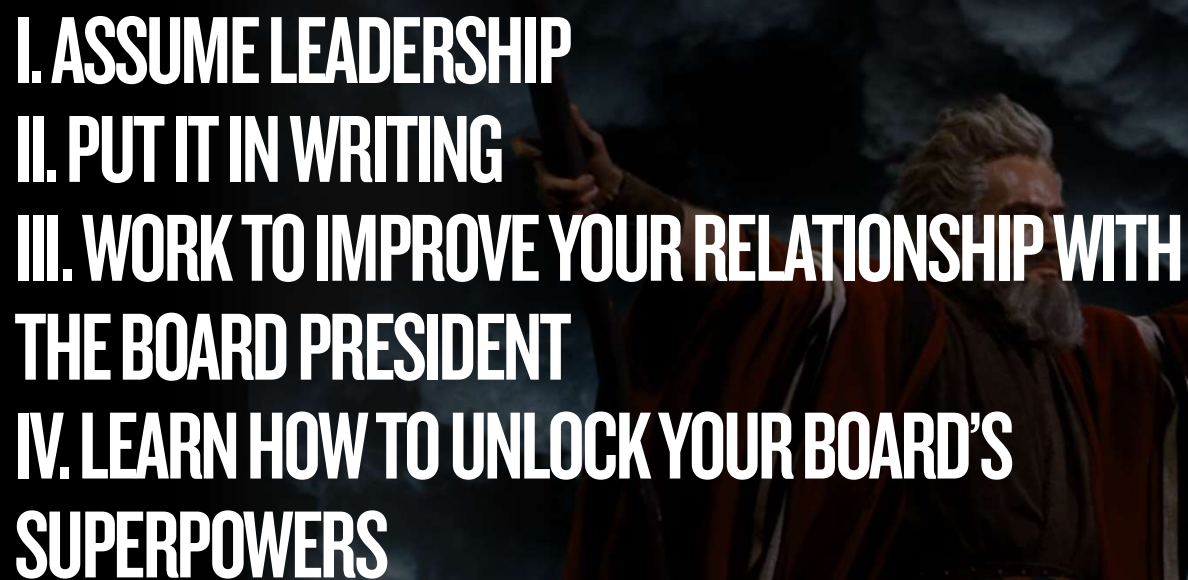
**WHAT MIGHT NEED TO
BE CHANGED TO FIND
YOUR NEXT MEMBERS?**

68



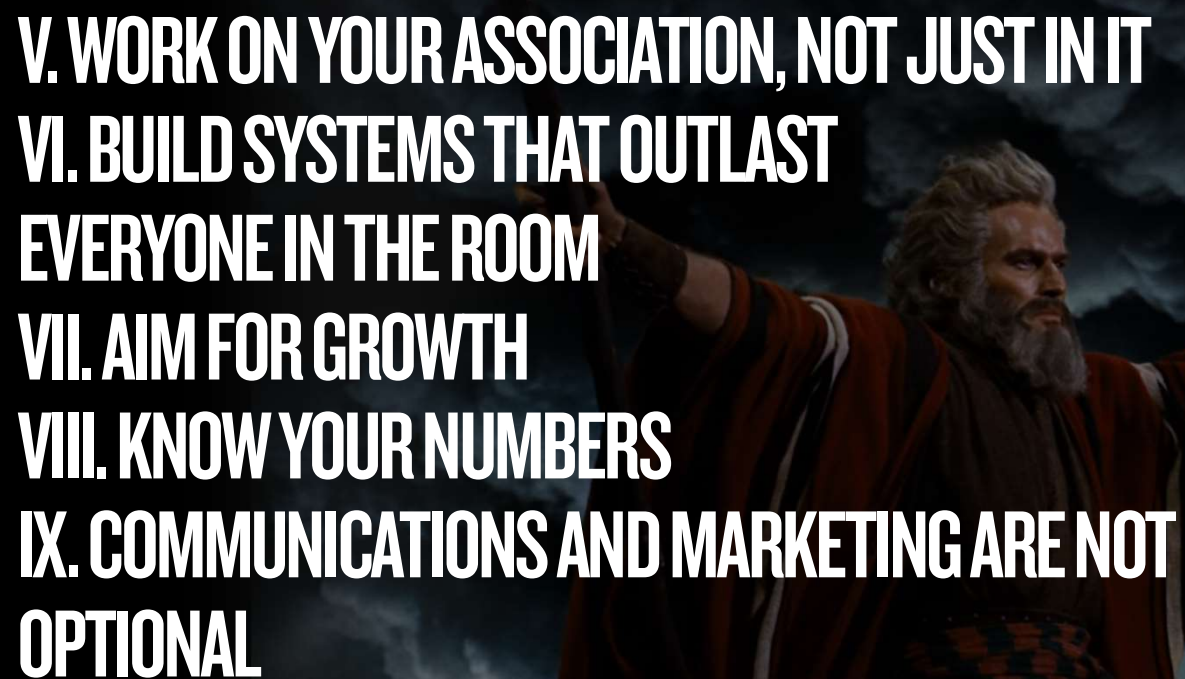
**WHAT IF EVERY GROUP IN THIS ROOM
COULD INCREASE MEMBERSHIP BY
1% FOR THE NEXT FIVE YEARS?**

69




**I. ASSUME LEADERSHIP
II. PUT IT IN WRITING
III. WORK TO IMPROVE YOUR RELATIONSHIP WITH
THE BOARD PRESIDENT
IV. LEARN HOW TO UNLOCK YOUR BOARD'S
SUPERPOWERS**

70



V. WORK ON YOUR ASSOCIATION, NOT JUST IN IT
VI. BUILD SYSTEMS THAT OUTLAST
EVERYONE IN THE ROOM
VII. AIM FOR GROWTH
VIII. KNOW YOUR NUMBERS
IX. COMMUNICATIONS AND MARKETING ARE NOT
OPTIONAL

71



MY
DAD'S
MOTTO

72



**X.
CHANGE
OR DIE**

73



**THIS IS AN
INVITATION**

74

MAY 2025

**THANK YOU
SO MUCH!**

Presented by **Erik Hanberg**

erik@forsmallnonprofits.com

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May 2025

forsmallnonprofits.com/bowl

Presented by **Erik Hanberg**

erik@forsmallnonprofits.com

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