



TNLA REGION OPERATIONS MANUAL



FEBRUARY 2014

TEXAS NURSERY & LANDSCAPE ASSOCIATION
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APPENDIX DETAIL

MEMBERSHIP APPLICATION

2014-2015 EVENT CALENDAR

LINE-BY-LINE INSTRUCTIONS FOR REGION FINANCIAL REPORTS

TNLA REGION FINANCIAL REPORT

W-9 REQUEST FOR TAXPAYER IDENTIFICATION NUMBER & CERTIFICATION

PROCEDURES TO PROCESS TNLA REGION CREDIT CARD PAYMENTS

PAY BY CREDIT CARD

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CEU APPROVAL INFORMATION

CEU SIGN IN SHEET

CEU EVENT ATTENDANCE RECORD

REGION BOARD MEETING MINUTES

REGION MEETING REPORT

E&R FOUNDATION SCHOLARSHIP APPLICATION

YOUNG LEADER AWARD NOMINATION FORM

HOW TO USE TNLAONLINE.ORG

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HOW IT ALL BEGAN

THE TEXAS NURSERY & LANDSCAPE ASSOCIATION (TNLA) WAS FORMED IN 1999 WHEN THE TEXAS ASSOCIATION OF NURSERYMEN AND THE TEXAS ASSOCIATION OF LANDSCAPE CONTRACTORS MERGED TO FORM TNLA.

THE TEXAS ASSOCIATION OF NURSERYMEN HAD BEEN IN EXISTENCE SINCE THE TURN OF THE CENTURY, AND IN ITS EXISTING FORMAT SINCE 1935. THE TEXAS ASSOCIATION OF LANDSCAPE CONTRACTORS WAS FORMED IN 1964 AND ELECTED ITS FIRST STATEWIDE PRESIDENT IN 1982. ITS GOALS WERE TO MEET THE NEEDS OF A GROWING AND FAIRLY NEW SEGMENT OF THE GREEN INDUSTRY, THE LANDSCAPE CONTRACTING AND MAINTENANCE INDUSTRY.

OVER TIME, THE INTERESTS OF THE TWO ORGANIZATIONS BECAME INCREASINGLY SIMILAR. THEIR MERGER FOLLOWED MORE THAN TWO YEARS OF DISCUSSION AND STUDY. EACH ORGANIZATION BROUGHT ITS OWN PROGRAMS, PROJECTS, TRADITIONS, AND HISTORY TO THE MERGER.

THE YEAR 1999 WAS A YEAR OF REFORMATION AND RESTRUCTURING AS THE BOARD OF DIRECTORS, REGION BOUNDARIES, REGION BYLAWS, AND ASSOCIATION POLICIES AND PROCEDURES WERE CREATED AND INSTITUTED.

TO SERVE A STATE THE SIZE OF TEXAS, TNLA IS DIVIDED INTO EIGHT REGIONS. EACH OF YOU IS AN OFFICER IN ONE OF THOSE REGIONS. TNLA LEADERSHIP DURING THE TIME OF TRANSITION IDENTIFIED REGIONAL STRENGTH AND ACTIVITY AS THE KEY FACTOR IN SUCCESS OF THE NEW ORGANIZATION. PARTICULAR ATTENTION WAS PAID TO CREATING STRONG REGIONS WHOSE BASIC LOYALTY WAS STILL TO A STATEWIDE ORGANIZATION. THIS MANUAL IS FOR THE USE OF REGIONAL LEADERSHIP IN ACCOMPLISHING THAT GOAL.

TNLA STATE LEVEL

THE BUSINESS OF THE ASSOCIATION IS MANAGED BY A COMBINATION OF STATE OFFICERS AND DIRECTORS, PROFESSIONAL STAFF, AND COMMITTEES. THE BOARD OF DIRECTORS CONSISTS OF THE CHAIRMAN, THE CHAIRMAN-ELECT, IMMEDIATE PAST CHAIRMAN, ONE MEMBER FROM EACH REGION, AND TWO MEMBERS FROM EACH OF THE BUSINESS CATEGORIES (SUPPLIER, GROWER, LANDSCAPE, RETAIL). THE BY-LAWS REQUIRE A MINIMUM OF FOUR BOARD OF DIRECTOR MEETINGS EACH YEAR.

DUTIES OF OFFICERS

CHAIRMAN OF THE BOARD

- AUTOMATIC SUCCESSION FROM OFFICE OF CHAIRMAN-ELECT
- MEMBER OF THE BOARD OF DIRECTORS
- CONTINUES ON THE BOARD AS IMMEDIATE PAST CHAIRMAN FOLLOWING ONE-YEAR TERM AS CHAIRMAN
- EXECUTIVE AND PRESIDING OFFICER OF THE ASSOCIATION
- EX OFFICIO, VOTING, MEMBER OF ALL COMMITTEES EXCEPT NOMINATING
- REPORTS TO ASSOCIATION AT ANNUAL MEETINGS AND AS NEEDED
- MAY CALL SPECIAL ASSOCIATION MEETINGS WITH APPROVAL OF THE BOARD
- MAY CALL SPECIAL MEETINGS OF THE BOARD OF DIRECTORS
- ENFORCES THE ASSOCIATION'S RULES, REGULATIONS, AND BY-LAWS
- APPOINTS ALL STANDING AND SPECIAL COMMITTEES
- CHAIRMAN OF EXECUTIVE COMMITTEE

CHAIRMAN ELECT

- ELECTED ANNUALLY BY MEMBERSHIP AT LARGE BY MAIL BALLOT, AUTOMATICALLY SUCCEEDS THE CHAIRMAN
- MEMBER OF THE BOARD OF DIRECTORS
- PERFORMS DUTIES OF THE CHAIR IN ABSENCE OF THE CHAIRMAN
- SERVES AS LIAISON TO COMMITTEES
- PERFORMS DUTIES DELEGATED BY THE CHAIRMAN OR BOARD OF DIRECTORS
- MEMBER OF THE EXECUTIVE COMMITTEE

IMMEDIATE PAST CHAIRMAN

- AUTOMATICALLY SUCCEEDS FROM CHAIRMAN'S POSITION
- MEMBER OF THE BOARD OF DIRECTORS
- PERFORMS DUTIES AS ASSIGNED BY CHAIRMAN OR BOARD OF DIRECTORS
- MEMBER OF THE EXECUTIVE COMMITTEE

PRESIDENT

- EMPLOYED BY THE BOARD OF DIRECTORS
- CHIEF OPERATING OFFICER OF THE ASSOCIATION
- KEEPS THE MINUTES OF ALL MEETINGS OF THE ASSOCIATION AND OF THE BOARD OF DIRECTORS
- PERFORMS UNDER THE DIRECTION OF AND REPORTS TO THE CHAIRMAN AND THE BOARD OF DIRECTORS
- EMPLOYS AND DIRECTS STAFF
- HAS CUSTODY OF ALL ASSOCIATION FUNDS AND ASSETS
- PREPARES FINANCIAL REPORTS AND TIMELY INFORMATION FOR MEMBERS
- RESPONSIBLE FOR THE GENERAL PUBLIC RELATIONS OF THE ASSOCIATION

STATE REGIONAL DIRECTORS

- ELECTED BY MAIL BALLOT BY MEMBERS OF THE REGION THEY REPRESENT
- MEMBERS OF THE BOARD OF DIRECTORS
- MEET AS MEMBERS OF THE BOARD TO REVIEW THE FINANCIAL STATEMENTS OF THE ASSOCIATION, PROVIDE DIRECTION TO STAFF AND COMMITTEES, AND APPROVE ACTIONS RECOMMENDED BY STAFF AND COMMITTEES
- SERVE AS LIAISON TO COMMITTEES

BUSINESS CATEGORY DIRECTORS

- ELECTED BY MAIL BALLOT BY MEMBERS OF THE BUSINESS CATEGORY THEY REPRESENT
- MEMBERS OF THE BOARD OF DIRECTORS
- MEET AS MEMBERS OF THE BOARD TO REVIEW THE FINANCIAL STATEMENTS OF THE ASSOCIATION, PROVIDE DIRECTION TO STAFF AND COMMITTEES, AND APPROVE ACTIONS RECOMMENDED BY STAFF AND COMMITTEES.
- SERVE AS LIAISON TO COMMITTEES

OFFICERS & DIRECTORS SELECTION

EACH YEAR ELECTIONS ARE HELD FOR THE FOLLOWING OFFICES:

STATE CHAIRMAN

ONE-YEAR TERM. ELECTED BY THE MEMBERSHIP AT LARGE BY MAIL BALLOT. NOMINATED BY STATE NOMINATING COMMITTEE.

STATE REGIONAL DIRECTORS

EACH REGIONAL DIRECTOR IS ELECTED BY THEIR HOME REGION TO SERVE ON THE BOARD OF DIRECTORS. SERVE TWO-YEAR STAGGERED TERMS. NOMINATED BY A NOMINATING COMMITTEE APPOINTED BY THE REGION CHAIRMAN IN EACH REGION. ONE-HALF OF THE STATE REGIONAL DIRECTORS ARE ELECTED EACH YEAR.

STATE BUSINESS CATEGORY DIRECTORS

NOMINATED BY THE APPROPRIATE BUSINESS CATEGORY REPRESENTATIVES AND INCLUDES THE REGION BUSINESS CATEGORY DIRECTORS. ELECTED AT-LARGE BY THEIR RESPECTIVE BUSINESS CATEGORIES. SERVE TWO-YEAR STAGGERED TERMS. ONE-HALF OF THE CATEGORY DIRECTORS ARE ELECTED EACH YEAR.



**2014-15
Texas
Nursery &
Landscape
Association
Business Plan**

TNLA's MISSION STATEMENT

The Texas Nursery and Landscape Association's mission is to enhance members' business success through legislative / regulatory advocacy, education, networking, and promotion of professionalism.

In January 2014, a new three year strategic plan was adopted. Here are the 2014 –2015 goals at a glance:

- 1. By increasing targeted messages and individuals educated (over 2013-14 numbers), TNLA will personalize the membership experience while tapping into existing and emerging markets.***
- 2. By introducing relevant products and/or increasing certifieds by 1.5% each year (over 2013-14 figures), TNLA and its members will become knowledgeable on key environmental concerns while practicing responsible business.***
- 3. By advocating and communicating about issues that relate to our member businesses, TNLA will position itself as THE organization that manages business-related issues for its members specifically and the Green Industry generally.***
- 4. By evaluating its governance model and increasing its gross revenues over 2013-14 baseline figures, TNLA will be a profitable, highly effective association.***

TNLA REGION LEVEL

REGIONAL BOARD OF DIRECTORS CONSISTS OF THE CHAIRMAN, VICE CHAIRMAN, IMMEDIATE PAST CHAIRMAN, ONE REPRESENTATIVE FROM EACH BUSINESS CATEGORY (SUPPLIER, GROWER, LANDSCAPE, RETAIL) AND THE STATE REGIONAL DIRECTOR. THE STRUCTURE OF A REGIONAL BOARD MAY VARY DEPENDING ON THE SIZE OF THE REGION. HOWEVER, NO MATTER HOW LARGE OR SMALL, THERE ARE SOME COMMON ESSENTIAL TASKS THAT THE REGION BOARD MUST PERFORM IF THE ASSOCIATION IS TO REMAIN VITAL. THE FOLLOWING JOB DESCRIPTIONS LIST THE TASKS THAT MUST BE ACCOMPLISHED, AND THE USUAL STRUCTURE FOR ACCOMPLISHING THEM.

TNLA relies on the regions to serve as a local point of contact for the organization as a whole; to give members a familiar face to help out with their issues; to stay in tune with the industry locally and seize opportunities for improvement, networking and new members; and to serve as a source of information for the state office, enabling us to quickly and effectively respond to all our members' needs.

REGION CHAIRMAN RESPONSIBILITIES

THE CHAIRMAN IS RESPONSIBLE FOR OVERSEEING THE PLANNING AND EXECUTION OF PROGRAMS, SEEING THAT ADMINISTRATIVE RESPONSIBILITIES ARE CARRIED OUT, PRESIDING OVER MEETINGS, AND MEMBERSHIP RECRUITING AND RETENTION. THIS LAST TASK IS ONE OF THE MOST IMPORTANT FUNCTIONS OF THE REGION. TEXAS IS A BIG STATE. THE REGION STRUCTURE WAS CREATED TO ESTABLISH PERSONAL CONTACT, AND GIVE MEMBERS A SENSE OF BELONGING. THE REGION CHAIRMAN PROJECTS THE IMAGE OF THE ASSOCIATION. THAT IMAGE NEEDS TO BE ONE OF ENTHUSIASM.

CHAIRMAN'S OUTLINE FOR ACTION

A. PLAN

AS SOON AS POSSIBLE AFTER YOUR ELECTION, MEET WITH YOUR OFFICERS AND SET GOALS FOR THE COMING YEAR. USE YOUR OFFICERS' SUGGESTIONS WHEREVER POSSIBLE. KEEP YOURSELF INFORMED ABOUT THE GOALS AND ACTIVITIES OF THE STATE ASSOCIATION SO THAT YOU DO NOT CONFLICT WITH OR DUPLICATE THEIR EFFORTS. DISCUSS YOUR PLANS WITH THE STATE OFFICE WHILE THEY ARE STILL IN THE PROPOSAL STAGE. YOU WILL FIND MANY RESOURCES THERE TO HELP YOU ACHIEVE YOUR GOALS. ONCE YOU HAVE ESTABLISHED YOUR GOALS, YOU ARE READY TO GO INTO ACTION.

B. APPOINT COMMITTEES AND COMMITTEE CHAIRS

ORGANIZE THE REGION TO MEET THE OFFICERS' GOALS AND APPOINT AS MANY MEMBERS AS YOU CAN TO SERVE ON COMMITTEES. STANDING COMMITTEES YOU SHOULD CONSIDER TO APPOINT INCLUDE:

- **PROGRAM**
- **MEMBERSHIP RETENTION AND SOLICITATION**
- **NOMINATING COMMITTEE**
- **COMMUNICATIONS**

OTHER COMMITTEES WILL BE DETERMINED BY THE NEEDS OF YOUR REGION. A SIGN-UP SHEET LISTING ALL THE COMMITTEES CAN BE DISTRIBUTED TO MEMBERS WITH A REQUEST THAT THEY CHECK OFF THOSE ON WHICH THEY WOULD BE INTERESTED IN SERVING. EVERY MEMBER CAN BE ASSIGNED TO A COMMITTEE. AS YOU WILL READ IN THE MEMBERSHIP RETENTION CHAPTER, ONE OF THE MOST IMPORTANT FACTORS IN RETAINING MEMBERS IS GETTING THEM ACTIVELY INVOLVED. FOLLOW UP ON COMMITTEE ASSIGNMENTS AND PROGRESS TOWARD MEETING GOALS. CONTINUALLY RE-EVALUATE GOALS AND PROGRAMS TO FIT CHANGING NEEDS.

C. ORGANIZE MEETINGS

- **PLAN AT LEAST THREE REGION MEETINGS AND THREE BOARD MEETINGS**
- **SET BUDGET**
- **CONSULT WITH TNLA OFFICE WHEN SETTING MEETING DATES**
- **PUBLICIZE PROGRAMS IN ADVANCE**
- **PREPARE AGENDA**
- **COMPLETE MEETING ARRANGEMENTS (SEATS, TABLES, AUDIO VISUAL, ETC.)**
- **BEGIN AND END MEETINGS ON TIME**
- **SELECT A CONVENIENT DAY, TIME AND PLACE**

WITH THE PROGRAM CHAIRMAN, CREATES A CALENDAR INCLUDING THOSE ACTIVITIES THAT MAY ALREADY BE PLANNED SUCH AS ELECTION OF OFFICERS, INSTALLATION, CHRISTMAS PARTY OR OTHER EVENTS. USE THE CALENDAR PROVIDED IN THIS MANUAL TO AVOID CONFLICTING WITH OTHER INDUSTRY AND ASSOCIATION EVENTS. IT IS IMPORTANT TO CONSULT WITH THE TNLA OFFICE AS YOU PLAN YOUR SCHEDULE. TNLA POLICY IS TO TRY TO HAVE A STAFF MEMBER AT EACH REGION MEETING. COMPLYING WITH THIS POLICY REQUIRES COORDINATION AND COMMUNICATION WITH THE STATE OFFICE.

D. PLAN AND EXECUTE PROGRAMS

- SUBJECTS SHOULD BE INTERESTING TO MOST MEMBERS
- INFORMATION HELPFUL AND USEFUL
- PROVIDE OPPORTUNITY FOR PARTICIPATION AND QUESTIONS BY MEMBERS
- PROVIDE AMPLE QUANTITIES OF HANDOUT MATERIAL

THE PROGRAM FOR YOUR REGULAR MEETINGS IS MOST IMPORTANT. EACH MEETING SHOULD GIVE YOUR MEMBERS INFORMATION THAT IS TIMELY AND USEFUL. IT SHOULD NOT BE LIMITED TO THE INTERESTS OF A PARTICULAR SEGMENT OF THE REGION. PLANNING THE PROGRAM SHOULD BE THE RESPONSIBILITY OF THE PROGRAM CHAIRMAN.

E. RECRUIT AND RETAIN MEMBERS

RECRUITING

- WORK WITH TNLA STATE OFFICE TO DEVELOP AND MAINTAIN A PROSPECT LIST
- MAKE ASSIGNMENT OF MEMBERS TO CONTACT PROSPECTS
- BRING PROSPECTS TO REGION MEETINGS
- EXPLAIN MAIN BENEFITS OF MEMBERSHIP AT MEETINGS
- ORGANIZE MEMBER FOLLOW-UP TO ENROLL PROSPECTS
- WORK WITH TNLA STAFF IN FOLLOW-UP FOR DUES PAYMENT IN MARCH-MAY

RETENTION

- INTRODUCE ALL MEMBERS AT MEETINGS
- MAINTAIN A VALUE ADDED LINE OF COMMUNICATION WITH EACH MEMBER
- MAKE PERIODIC VISITS TO EACH MEMBER'S PLACE OF BUSINESS
- ASSIGN MEMBERS TO COMMITTEES
- SOLICIT MEMBER EVALUATION OF PROJECTS AND PROGRAMS
- MAKE PERIODIC EXPLANATION OF ASSOCIATION BENEFITS (STATE OFFICE CAN PROVIDE KEY MESSAGING)

APPOINT YOUR MOST ENTHUSIASTIC AND RESPONSIBLE MEMBERS CHAIRS OF THE MEMBERSHIP RECRUITMENT AND RETENTION COMMITTEES. MAKE AN ANNUAL PLAN FOR THIS ESSENTIAL FUNCTION. REGIONS RECEIVE A PORTION OF EACH MEMBER'S DUES, SO IT IS DEFINITELY TO YOUR ADVANTAGE TO INCREASE YOUR MEMBERSHIP.

F. OVERSEE FINANCIAL ACTIVITY

- SET UP AND REVIEW BUDGET
- GIVE FINANCIAL REPORT TO MEMBERSHIP REGULARLY

THE TNLA BOARD OF DIRECTORS DETERMINES THE ASSOCIATION DUES FOR EACH CATEGORY OF MEMBERSHIP. REGIONAL DUES THAT ARE COLLECTED WITHIN THE STATE DUES STRUCTURE ARE REBATED ON THE BASIS OF \$20.00 PER (IN-STATE) REGIONAL VOTING MEMBER. NO DUES ARE COLLECTED DIRECTLY BY THE REGION. THE INTERNAL REVENUE SERVICE REQUIRES THE ASSOCIATION TO ACCOUNT FOR ALL INCOME. IN ORDER TO MEET THIS REQUIREMENT, EACH REGION MUST SUBMIT A FINANCIAL STATEMENT TO THE TNLA HEADQUARTERS OFFICE BY APRIL 15TH. (SEE EXAMPLE IN THE FINANCIAL SECTION OF THIS MANUAL.) BE CAREFUL HOW REGIONAL MONEY IS SPENT AND, AT THE SAME TIME, REALIZE THAT THE INTERNAL REVENUE SERVICE IS SUSPICIOUS OF NON-PROFIT ORGANIZATIONS HAVING LARGE SURPLUSES ON HAND.

TNLA office staff is available to assist you with your region's financial reports. If you prefer, just forward your bank statements and transaction logs to the accounting department and we will take care of your reconciliation.

THE MODERATE MODERATOR

BEING REGIONAL CHAIRMAN MEANS YOU WILL BECOME THE MODERATOR IN MANY DISCUSSIONS. IT IS UP TO YOU TO SEE THAT DISCUSSIONS STAY WITHIN BOUNDS AND THE MEETING DOES NOT STRAY FROM ITS PURPOSE OR AGENDA. WHEN A SUBJECT IS BROUGHT UP THAT WILL ENTAIL LENGTHY DISCUSSION, APPOINT A COMMITTEE TO CONSIDER THE QUESTION AND REPORT ON IT AT A LATER DATE. BRUSH UP ON ROBERT'S RULES OF ORDER SO YOU CAN USE YOUR GAVEL WITH AUTHORITY.

Sample Agenda

1. CALL MEETING TO ORDER - CHAIRMAN
2. READING AND APPROVAL OF MINUTES OF THE PREVIOUS MEETING
3. REPORTS OF OFFICERS, BOARDS OR COMMITTEES, AND STATE ACTIVITY REPORT
4. TREASURER/SECRETARY REPORT
5. NEW BUSINESS - ANYONE MAY BRING UP NEW BUSINESS HERE.
6. ANNOUNCEMENTS
7. PROGRAM - THE CHAIRMAN WILL INTRODUCE THE PROGRAM CHAIRMAN, WHO, IN TURN, ANNOUNCES THE PROGRAM
8. ADJOURNMENT - CHAIRMAN

REGION VICE CHAIRMAN RESPONSIBILITIES

THE VICE CHAIRMAN PERFORMS THE DUTIES OF THE CHAIRMAN IN CASE OF THE ABSENCE OR DISABILITY OF THE CHAIRMAN.

ONE OF THE BEST JOBS FOR THE VICE CHAIRMAN IS CHAIRMAN OF THE MEMBERSHIP COMMITTEE. IN MANY REGIONS THE VICE CHAIRMAN BECOMES CHAIRMAN, AND THE EXPERIENCE GAINED WITH MEMBERSHIP RECRUITING AND RETENTION IS INVALUABLE.

REGION SECRETARY/TREASURER

WHILE NOT REQUIRED, THE REGION BOARD COULD APPOINT FROM WITHIN ITS OWN MEMBERSHIP A SECRETARY /TREASURER TO FULFILL THESE DUTIES. IF THE BOARD DECIDES TO APPOINT A SECRETARY/TREASURER FROM OUTSIDE THE BOARD MEMBERSHIP, THAT PERSON OR PERSONS WILL SERVE AS AN EX-OFFICIO MEMBER AND NOT HAVE VOTING AUTHORITY.

THE SECRETARY COMPILES MINUTES OF ALL MEETINGS, KEEPS ALL RECORDS AND PREPARES AND SUBMITS REQUIRED REPORTS TO THE STATE OFFICE. THE SECRETARY IS APPOINTED TO THE BOARD AND MAY PARTICIPATE IN DISCUSSION, BUT IS NOT ENTITLED TO VOTE ON ISSUES BEFORE THE BOARD. THE SECRETARY IS RESPONSIBLE FOR MAILING MEETING NOTICES AND SENDING MEMBERSHIP CHANGES TO THE STATE OFFICE.

A. MEETING NOTICES

MAIL OR E-MAIL MEETING NOTICES TWO WEEKS IN ADVANCE OF THE MEETING (MAILING LABELS ARE AVAILABLE FROM THE STATE OFFICE IN AUSTIN.)

B. THE REGION SECRETARY CAN ACT AS A REPORTER OF MORE THAN THE NECESSARY REGION MEETING INFORMATION. ANY EVENT WHICH INVOLVES A MEMBER (HONORS, AWARDS, DISASTERS, NEW FACILITIES, ETC.) IS OF INTEREST TO THE TNLA MEMBERSHIP. THE REGION SECRETARY SHOULD KEEP AN EAR OUT FOR NEWS, AND PASS IT ALONG TO THE EDITOR OF TNLA GREEN. ONE OF THE WAYS TNLA CAN MAKE MEMBERS FEEL A SENSE OF BELONGING IS BY PRINTING THEIR NAMES IN THEIR ASSOCIATION MAGAZINE.

C. BULLETINS /NEWSLETTERS

A STRONG REGION HAS AN INFORMED MEMBERSHIP. IT IS RECOMMENDED THAT THE REGION REGULARLY COMMUNICATION TO EACH MEMBER. THE COMMUNICATION SHOULD BE BRIEF, GIVING INFORMATION ABOUT THE REGIONAL MEETINGS, TRAINING, NEW MEMBER LISTINGS AND OTHER ACTIVITIES. TNLA HEADQUARTERS WILL GLADLY ASSIST YOU WITH THIS COMMUNICATION EFFORT. WE WILL HELP YOU MAINTAIN A DYNAMIC WEBPAGE AND PROVIDE YOU WITH CURRENT MAILING LISTS.

THE TREASURER KEEPS ALL FINANCIAL RECORDS AND MONEYS OF THE ORGANIZATION, SIGNS ALL CHECKS, AND PREPARES AND SUBMITS REQUIRED REPORTS TO THE STATE OFFICE. THE TREASURER IS APPOINTED TO THE BOARD. THEY MAY PARTICIPATE IN DISCUSSION, BUT ARE NOT ENTITLED TO VOTE ON ISSUES BEFORE THE BOARD. THE REGIONAL TREASURER’S JOB IS LARGELY A MATTER OF DOING THINGS AT A GIVEN TIME. KEEPING RECORDS, DEPOSITING CHECKS, ETC.

TNLA office staff is available to assist you with your region’s financial reports. If you prefer, just forward your bank statements and transaction logs to the accounting department and we will take care of your reconciliation.

REGION BOARD DIRECTOR RESPONSIBILITIES

IN EVERY SUCCESSFUL REGION, SOMEONE PROVIDES BROAD, OVERALL GUIDANCE. IF YOUR REGION FOLLOWS THE ASSOCIATION’S ACCEPTED PRINCIPLES, THAT “SOMEONE” IS YOUR REGION BOARD OF DIRECTORS. THE DIRECTORS CAN BE THE KEY TO SUCCESS. THEY COUNSEL, CONFIRM AND DECIDE. THEY SHOULD NEVER TAKE OVER THE DUTIES OF THE COMMITTEES, BUT SHOULD MAKE DECISIONS BASED ON THE FINDINGS OF THE COMMITTEES.

SOME DUTIES CANNOT BE DELEGATED.

THE REGION BOARD HAS CERTAIN DUTIES THAT CANNOT BE DELEGATED TO THE GENERAL MEMBERSHIP. IT HAS AN OBLIGATION TO HOLD ITS OWN MEETINGS (PREFERABLY PRIOR TO THE REGULAR REGIONAL MEETINGS). IT SHOULD CAREFULLY REVIEW ANY BUSINESS TO BE BROUGHT BEFORE THE GENERAL MEMBERSHIP. IT SHOULD STUDY AND MAKE DECISIONS CONCERNING ROUTINE EXPENSES. IT SHOULD OBJECTIVELY AND DISPASSIONATELY CONSIDER ALL CONTROVERSIAL ITEMS BEFORE THESE SUBJECTS ARE PRESENTED AT A GENERAL MEETING.

THE EYES AND EARS OF TNLA

THE MAJORITY OF YOUR MEMBERS MAY SHOW CONSIDERABLE INDIFFERENCE TOWARD THE AFFAIRS OF YOUR REGION. TYPICALLY, IF THEY DO NOT LIKE THE WAY THE ASSOCIATION IS BEING ADMINISTERED, THEY SIMPLY DROP OUT. DIRECTORS SHOULD BE AWARE OF ANY ILL FEELINGS TOWARD THE ASSOCIATION. THEY SHOULD ANTICIPATE THIS DISSATISFACTION AND BE ABLE TO DEAL WITH IT BEFORE IT RESULTS IN THE LOSS OF EVEN ONE MEMBER.

IN A MORE POSITIVE WAY, THE REGIONAL BOARD OF DIRECTORS HAS THE OPPORTUNITY AND AN OBLIGATION TO TAKE AN ACTIVE ROLE IN GUIDING THE REGION. IT SHOULD CONFIRM DECISIONS, MAJOR GOALS, CHANGES AND POLICIES. IT SHOULD MAKE A DETERMINED EFFORT TO WORK WITH THE CHAIRMAN IN ALL MATTERS RELATING TO THE REGION.

INSTALLATION CEREMONY

THE INSTALLATION OF REGIONAL OFFICERS IS IMPORTANT, SO TAKE THE TIME TO DO IT RIGHT AND MAKE THE MOST OF THIS OPPORTUNITY. THE INSTALLATION MEETING IS THE RESPONSIBILITY OF THE OUTGOING CHAIRMAN.

PLANNING THE INSTALLATION

START PREPARATIONS AT LEAST TWO MONTHS IN ADVANCE WITH THE APPOINTMENT OF AN INSTALLATION MEETING CHAIRMAN WHO CAN ALSO APPOINT ASSISTANTS. SOME OF THE DUTIES TO BE PERFORMED INCLUDE:

- SECURE A SATISFACTORY LOCATION THAT WILL HANDLE THE ANTICIPATED ATTENDANCE. BEWARE OF OUTSIDE OR NEXT-ROOM NOISE. DOES THE MEETING ROOM HAVE A PUBLIC ADDRESS SYSTEM? DOES IT WORK? MAKE A CHECK LIST AND REVIEW EVERY DETAIL.
- CHOOSE THE MENU AND GET A FIRM PRICE FOR BOTH THE FOOD AND THE MEETING ROOM. GET IT IN WRITING.
- PLAN FOR TABLE OR ROOM DECORATIONS. IF THE BUDGET PERMITS, HAVE A PRINTED PROGRAM.

WHAT KIND OF PROGRAM SHOULD YOU HAVE? IN ADDITION TO THE VERY SHORT ACTUAL INSTALLATION CEREMONY, THIS IS A GOOD OPPORTUNITY TO USE AN ENTERTAINING SPEAKER OR PLAN A DANCE OR OTHER SOCIAL EVENT FOR THE EVENING.

THE FOLLOWING INSTALLATION CEREMONY IS WRITTEN SO THAT OFFICERS BEING INSTALLED DO NOT REPEAT THE OATH. ALL THAT IS NECESSARY IS TO ANSWER "I DO" UPON REQUEST OF THE PERSON CONDUCTING THE INSTALLATION.

OATH OF OFFICE

INSTALLING OFFICER:

PLEASE RAISE YOUR RIGHT HAND. (*PAUSE*)

AS DULY ELECTED OFFICERS OF TNLA REGION ____, DO YOU SOLEMNLY PROMISE THAT YOU WILL, TO THE BEST OF YOUR ABILITY, UPHOLD THE RESPONSIBILITIES AND DUTIES OF THE OFFICE TO WHICH YOU WERE ELECTED? DO YOU SOLEMNLY PROMISE TO CONDUCT THE AFFAIRS OF THIS REGION SO AS TO BRING CREDIT TO THE ASSOCIATION AND EACH OF ITS MEMBERS? DO YOU ALSO SOLEMNLY PROMISE TO OBSERVE AND UPHOLD THE BY-LAWS OF THE ASSOCIATION AND THIS REGION? FINALLY, DO YOU SOLEMNLY AND PUBLICLY DECLARE THAT YOU WILL NEVER USE YOUR OFFICE FOR ANY PERSONAL BENEFIT OR SELFISH GAIN? IF YOUR ANSWER TO THESE QUESTIONS IS AFFIRMATIVE, PLEASE ANSWER BY SAYING, "I DO." (*OFFICERS ANSWER.*)

I NOW DECLARE YOU TO BE DULY ELECTED AND INSTALLED OFFICERS OF REGION ____ OF TNLA, FOR THE YEAR 20____ TO 20____.

KEYS TO SUCCESSFUL VOLUNTEER LEADERSHIP

THANK YOU FOR ASSUMING A VOLUNTEER LEADERSHIP POSITION WITH THE TEXAS NURSERY & LANDSCAPE ASSOCIATION. YOUR DEMONSTRATION OF LEADERSHIP SKILLS AS A PROFESSIONAL, ENTREPRENEUR OR BUSINESS OWNER HAS PREPARED YOU FOR YOUR WORK IN THE TNLA.

THE MISSION OF THE TEXAS NURSERY & LANDSCAPE ASSOCIATION IS "TO ENHANCE MEMBERS' BUSINESS SUCCESS THROUGH LEGISLATIVE/REGULATORY ADVOCACY, EDUCATION, NETWORKING, AND PROMOTION OF PROFESSIONALISM."

LEADERSHIP IN AN ORGANIZATION SUCH AS THE TEXAS NURSERY & LANDSCAPE ASSOCIATION PLACES A MORE EXACTING TEST ON LEADERSHIP ABILITIES THAN DOES LEADERSHIP IN OTHER ENDEAVORS. AND SOME LEADERSHIP TECHNIQUES TAKE ON GREATER IMPORTANCE WHEN YOU DEAL WITH VOLUNTEERS. PARTICULARLY IMPORTANT TO REMEMBER IS THAT YOU ARE A LEADER OF EQUALS. IN TNLA THE BOSS/SUBORDINATE RELATIONSHIP THAT IS CUSTOMARY IN THE PROFESSIONAL AND BUSINESS WORLD DOES NOT EXIST. YOU HAVE BEEN HONORED BY YOUR PEERS TO LEAD THE TEXAS NURSERY & LANDSCAPE ASSOCIATION IN THE ACCOMPLISHMENT OF ITS MISSION. THE DYNAMICS OF VOLUNTEER LEADERSHIP ARE UNIQUE. THE FOLLOWING PAGES ARE PROVIDED TO HELP YOU BE SUCCESSFUL IN DEALING WITH THE UNIQUE CHALLENGES OF WORKING WITH A VOLUNTEER ORGANIZATION. GOOD LUCK ON A REWARDING JOURNEY WITH THE TNLA.

YOUR JOB AS A VOLUNTEER MANAGER

YOUR JOB IS BASICALLY THAT OF A MANAGER. WHAT IS THE DEFINITION OF "MANAGEMENT?" IT IS SIMPLY "GETTING THINGS DONE THROUGH PEOPLE." SINCE YOU WILL NOT BE ABLE TO DO THE JOB BY YOURSELF, YOUR FIRST RESPONSIBILITY IS TO APPOINT AND ACTIVELY INVOLVE A VICE CHAIR. FOR THE VICE CHAIR TO BE MOST EFFECTIVE, THE FOLLOWING PRINCIPLES SHOULD BE APPLIED:

1. SHOULD BE INVOLVED IN ALL PHASES OF DECISION MAKING;
2. SHOULD BE INVOLVED IN THE SELECTION AND APPOINTMENT OF ALL MEMBERS;
3. SHOULD BE ASSIGNED SOME TASK-SPECIFIC RESPONSIBILITIES, I.E. RECORDS AND REPORTS; AND,
4. SHOULD BE TRAINING FOR FUTURE LEADERSHIP.

VOLUNTEER MANAGEMENT/SUPERVISION

WORK CLOSELY WITH YOUR VICE CHAIR AND MEMBERS TO INSURE THAT EACH JOB IS DONE. YOU HAVE DELEGATED THE AUTHORITY TO MEMBERS TO CONDUCT CERTAIN ACTIVITIES; HOWEVER, THE RESPONSIBILITY STILL RESTS WITH YOU.

ASK QUESTIONS

ASKING THE RIGHT QUESTIONS IS ONE OF THE KEYS OF GOOD MANAGEMENT. ASKING THE RIGHT QUESTIONS WILL BETTER ENABLE SOMEONE TO DO HIS/HER JOB. THE WRONG QUESTION CREATES ADDITIONAL WORK FOR YOU, AS THE CHAIR. THIS SECTION INCLUDES SOME IDEAS AND TECHNIQUES TO ASSIST YOU IN SUPERVISING YOUR MEMBERS. TWO PRINCIPLES WHICH ARE VERY IMPORTANT ARE:

1. **SELDOM ASSUME. GENERALLY, -WHEN MOST MANAGEMENT PROBLEMS ARISE, IT IS WHEN WE ASSUME SOMEONE IS DOING SOMETHING. WE ASSUME THE ASSIGNED TASK IS BEING ACCOMPLISHED. WE NEED TO CHECK, DOUBLE CHECK AND RECHECK TO INSURE THAT ACTIVITIES ARE BEING COMPLETED ON SCHEDULE.**
2. **BE SPECIFIC IN YOUR QUESTIONING TO DEFINE PROBLEMS AT AN EARLY STAGE WHILE THERE IS STILL TIME TO TAKE CORRECTIVE STEPS.**

THE RULE OF THREE

THERE IS A WELL-KNOWN WORKING FORMULA KNOWN AS THE "RULE OF THREE." THIS SIMPLY STATES:

ONE-THIRD OF ALL THE PEOPLE RECRUITED TO DO A JOB WILL DO THE JOB, AND DO IT WELL WITH LITTLE ASSISTANCE; ANOTHER THIRD WILL DO THE JOB, BUT THEY WILL NEED TO BE REMINDED AND ENCOURAGED; AND ONE-THIRD TEND NOT TO DO THE JOB AT ALL.

GOOD SUPERVISION AND PROBING QUESTIONS ON YOUR PART CAN SIGNIFICANTLY HELP TO REDUCE THE ONE-THIRD WHO TEND NOT TO FOLLOW THROUGH AND DO THEIR JOB.

CONDUCTING EFFECTIVE MEETINGS

ELEMENTS OF A PRODUCTIVE MEETING

- **STARTS AND ENDS ON TIME**
- **ACCOMPLISHES THE PURPOSE FOR WHICH IT WAS HELD**
- **TIME IS NOT WASTED**
- **PRESENTERS ARE PREPARED**
- **LEADER CONTROLS THE MEETING, STICKS TO THE AGENDA, CONTROLS DISRUPTERS**
- **EVERYONE PARTICIPATES IN THE DISCUSSION**
- **DECISIONS ARE MADE**
- **PERSONS ARE CHOSEN TO IMPLEMENT THE DECISIONS**
- **REALISTIC TIMELINES AND CHECK POINTS ARE SET**
- **PLANS ARE MADE FOR EVALUATION AND FOLLOW-UP**

FOLLOW-UP

TO HAVE EFFECTIVE MEETING FOLLOW-UP, THE CHAIR MUST:

1. ASSIGN TASKS

EVERYONE NEEDS SOMETHING TO DO, OR THEY WILL NOT FEEL IT NECESSARY TO ATTEND THE MEETING. EACH MEMBER SHOULD KNOW PRECISELY WHAT IS EXPECTED OF HIM/HER. HE/SHE SHOULD ALSO KNOW HOW HIS/HER TASKS RELATES TO THE WHOLE.

2. DETERMINE STRATEGIES

ASSIST EACH OTHER IN DESIGNING REALISTIC PLANS FOR GETTING YOUR BEST PLANS PAST ALL OBSTACLES AND INTO PRACTICE.

3. SUGGEST RESOURCES

THE SECRET OF GOOD EDUCATION IS NOT WHAT YOU KNOW, BUT KNOWING WHERE TO FIND WHAT YOU NEED TO KNOW.

4. SET TIMETABLES

TIME CAN BE THE GREATEST ADVERSARY OF YOUR COMMITTEE UNLESS YOU KNOW WELL IN ADVANCE WHEN EACH PHASE OF THE COMMITTEE'S WORK IS DUE. THE CHAIR IS RESPONSIBLE FOR SEEING THAT EACH PROJECT IS DIVIDED INTO MANAGEABLE SIZES. THAT RESPONSIBILITY ALSO INCLUDES SETTING A DUE DATE IN ADVANCE FOR EACH PHASE.

5. COMMUNICATE REGULARLY

KEEP IN TOUCH REGULARLY WITH YOUR COMMITTEE. IT IS ESSENTIAL TO GOOD FOLLOW-UP.

6. EXPRESS APPRECIATION

SUCCESSFUL COMPLETION OF A COMMITTEE PROJECT DEPENDS ON THE COOPERATION AND EFFORTS OF MANY PEOPLE. THE TYPE OF THANK YOU, OF COURSE, DEPENDS LARGELY ON THE BUDGET. IF AMPLE FUNDS ARE AVAILABLE, THE APPRECIATION COULD INCLUDE A FRAMED CERTIFICATE.

COMMITTEES

ONE OF THE GREATEST TEMPTATIONS OF ANY CHAIRMAN IS A NATURAL TENDENCY TO WANT TO DO EVERYTHING ONESELF. THERE IS ABSOLUTELY NO WAY TO DO THIS, BE A LEADER, AND MAINTAIN SANITY. THE CHAIRMAN HAS TO HAVE HELP, AND THAT'S WHERE COMMITTEES ARE NEEDED.

REGARDLESS OF ITS SIZE, NO REGION CAN FUNCTION WITHOUT COMMITTEES. COMMITTEES ARE USEFUL FOR SEVERAL REASONS:

- **COMMITTEES ARE A PROVEN METHOD OF INVOLVING MEMBERS IN THE NECESSARY WORK OF THE REGION.**
- **COMMITTEES ARE THE SAFEST APPROACH TO MANY REGIONAL PROBLEMS.**
- **COMMITTEES ARE THE "PROVING GROUNDS" FOR TOMORROW'S LEADERS.**
- **COMMITTEES FREQUENTLY DO AN EXCELLENT JOB OF "SELLING" THEIR DECISIONS.**

MEMBERS LIKE TO FEEL WANTED

ALL MEMBERS, PARTICULARLY NEW MEMBERS, LIKE TO KNOW THAT THEY ARE NEEDED. MOREOVER, MOST OF THEM LIKE TO BE ASKED TO SERVE ON COMMITTEES. THAT DOESN'T ALWAYS MEAN THEY WILL ACCEPT AN ASSIGNMENT, BUT KEEP IN MIND, THEY LIKE TO BE ASKED. MANY WILL EVEN GET UPSET IF THEY'RE NOT GIVEN SOMETHING TO DO.

COMMITTEES DEVELOP LEADERS

COMMITTEES SHOULD PROVIDE YOUR REGION WITH ENOUGH PROSPECTIVE LEADERS TO KEEP IT MOVING FORWARD. MEMBERS SERVING ON COMMITTEES GAIN AN INSIGHT INTO THE PROBLEMS AND GOALS OF YOUR REGION. YOUR NOMINATING COMMITTEE SHOULD BE FURNISHED A LIST OF ALL COMMITTEE MEMBERS.

ONE OF THE MOST IMPORTANT COMMITTEES TO BE APPOINTED BY THE CHAIRMAN IS THE **NOMINATING COMMITTEE. THIS IS THE COMMITTEE THAT PUTS TOGETHER THE SLATE OF POTENTIAL CANDIDATES FOR THE FOLLOWING YEAR. WHEN SELECTING LEADERS, THE NOMINATING COMMITTEE SHOULD CONSIDER ELIGIBILITY, PERSONAL QUALIFICATIONS, RELIABILITY, AND EXPERIENCE. THE COMMITTEE SHOULD CONTACT THE PERSON WHO IS BEING CONSIDERED FOR OFFICE AND DETERMINE THEIR WILLINGNESS TO SERVE. THE CANDIDATE SHOULD BE INFORMED ABOUT THE TIME AND RESOURCES NEEDED TO FULFILL THE RESPONSIBILITIES OF THE OFFICE AND AFFIRM THAT THEY CAN MAKE THAT COMMITMENT. WHEN ALL THE POTENTIAL CANDIDATES HAVE BEEN CONTACTED, THE CHAIRMAN OF THE NOMINATING COMMITTEE IS RESPONSIBLE FOR PUTTING TOGETHER A LIST OF NOMINEES TO BE READ AT THE GENERAL MEETING.**

THINK SMALL

ONE FINAL WORD ABOUT COMMITTEES: AS A GENERAL RULE, THE NUMBER OF MEMBERS ON A COMMITTEE SHOULD BE KEPT AS SMALL AS POSSIBLE. THE LARGER THE COMMITTEE, THE MORE UNWIELDY IT BECOMES.

THE “BOTTOM LINE” OF YOUR INVOICE INDICATES WHETHER OR NOT YOU HAVE MADE A PROFIT. THE BOTTOM LINE OF A REGIONAL MEETING – FOR YOUR MEMBER – IS WHETHER THE MEETING WAS WORTH THE TIME SPENT. IF THE MEMBER FEELS IT WAS WORTH THE TIME, CHANCES ARE THEY WILL COME BACK.

GETTING PEOPLE TO REACH A DECISION

ONE OF THE MOST DIFFICULT TASKS YOU MAY FACE AS A PRESIDING LEADER IS TO HANDLE A DECISION-MAKING SESSION, ESPECIALLY ONE INVOLVING SIGNIFICANT DIFFERENCES OF OPINION AND STRONG FEELINGS.

KEEP TO BUSINESS

AS CHAIR, IT IS YOUR RESPONSIBILITY TO KEEP THE MEETING ON SCHEDULE AND TO ALLOW ALL VIEWS TO BE HEARD WITHOUT EXCESSIVE VERBIAGE AND WITHOUT GIVING ANYONE THE FEELING OF BEING IGNORED OR CUT OFF. BEING A GOOD LISTENER IS PROBABLY YOUR GREATEST ASSET HERE.

IF YOU PAY SPECIFIC ATTENTION TO A MEMBER'S VIEW, AND IF YOU SHOW GENUINE INTEREST IN WHAT THE MEMBER IS SAYING, IT WILL REDUCE THE TENDENCY THAT MANY PEOPLE HAVE TO TALK ON AND ON JUST TO BE SURE THAT THEY ARE MAKING AN IMPRESSION.

IN ADDITION, THE CHAIR'S ATTITUDE IS IMPORTANT, A LACKADAISICAL APPROACH GIVES AN IMPRESSION OF LACK OF FOCUS AND ENCOURAGES AIMLESS DISCOURSE. THE PRESIDING OFFICER IS OBVIOUSLY PAYING ATTENTION AND OBVIOUSLY CARES WHETHER THINGS PROCEED WITH DISPATCH AND IN A BUSINESS-LIKE WAY, THE MEMBERS WILL TEND TO RESPOND ACCORDINGLY. IT DOESN'T HURT TO REMIND COMMITTEE MEMBERS THAT EVERYONE'S FULL PARTICIPATION IS WANTED BUT THAT BREVITY IS APPRECIATED.

STARTING ON THE RIGHT FOOT

AS YOU BEGIN EACH TOPIC ON WHICH A DECISION IS TO BE MADE, STATE THE ISSUE TO BE DECIDED AS SIMPLY AND CLEARLY AS POSSIBLE. GIVE AN IMPARTIAL REVIEW OF KNOWN ALTERNATIVES. GIVE OR ASK SOMEONE TO FIND WHATEVER BACKGROUND INFORMATION IS NEEDED TO MAKE AN INFORMED DECISION. IF YOU ARE GOING TO CALL ON OTHERS FOR THIS PURPOSE, ALERT THEM BEFOREHAND, SO THEY WILL BE READY. DOING SO IS NOT ONLY A COURTESY, IT ALSO TENDS TO IMPROVE THE EFFECTIVENESS OF THE PRESENTATIONS.

WRAPPING UP

BY WAY OF MOVING TOWARD A DECISION, THE CHAIR SHOULD SUMMARIZE POSITIONS AND OFFER ANY FINAL OBSERVATIONS THAT HAVE NOT BEEN BROUGHT UP EARLIER. INVITE MEMBERS TO CORRECT YOUR STATEMENTS IF YOU HAVE MISREPRESENTED THEIR VIEWS. THE EASIEST SITUATION, FAIRLY COMMON IN COMMITTEES THAT WORK WELL TOGETHER, IS ONE WHERE A CONSENSUS EMERGES IN THE COURSE OF THE DISCUSSION.

WHERE DIFFERENT VIEWS REMAIN, IT IS NECESSARY TO BRING ONE ISSUE OR THE OTHER TO A VOTE ACCORDING TO WHATEVER RULES OF PROCEDURE THE COMMITTEE USES. IN ANY CASE, IT IS THE RESPONSIBILITY OF THE CHAIR TO SEE THAT THE MATTERS BEING VOTED ON ARE CLEAR TO ALL CONCERNED.

AFTER THE DECISION IS MADE, THE CHAIR MAY APPROPRIATELY SUMMARIZE THE CONSEQUENCES OF THE DECISION AND MAKE SURE EVERYONE UNDERSTANDS WHAT STEPS MUST BE TAKEN IN ORDER TO IMPLEMENT IT.

EMOTIONAL ATTACHMENTS TO POINTS OF VIEW ENLIVEN THE PROCEEDINGS AND GIVE A SENSE OF IMPORTANCE AND INTEREST TO THE AFFAIRS OF THE COMMITTEE. A DIGNIFIED TOLERATION OF OPPOSING OUTBURSTS WILL SERVE WELL IN MOST CASES.

EMOTIONAL REACTIONS TO PERSONS IS QUITE ANOTHER MATTER. THE CHAIR MUST MOVE QUICKLY TO MAKE CLEAR THAT THIS IS NOT THE PLACE FOR SUCH EXPRESSIONS. THE CHAIR MAY REMARK THAT THE PURPOSE OF THE DISCUSSION IS TO EXAMINE THE MERITS OF THE ISSUE, NOT TO ENGAGE IN PERSONAL DISPUTES.

AN OBJECTIVE SUMMARY OF THE ACTUAL POINTS OF VIEW MINUS THE PERSONAL REFERENCES MAY ALSO HELP TO GET EVERYONE'S THINKING BACK ONTO THE RIGHT TRACK.

CONSENSUS BUILDING

YOU HAVE ACHIEVED CONSENSUS DECISION WHEN *ALL* MEMBERS OF YOUR GROUP SUPPORT THE DECISION, THOUGH IT MAY NOT BE EXACTLY WHAT EACH OF THEM WANTS. CONSENSUS DECISIONS ARE BETTER THAN DECISIONS ARRIVED AT THROUGH VOTING OR EXECUTIVE ORDER. GETTING BUY-IN IS KEY. THIS MAKES IMPLEMENTATION MUCH EASIER. HERE ARE SOME "DO'S" AND "DON'TS" FOR VOLUNTEER LEADERS WORKING FOR CONSENSUS.

DO:

GET ALL YOUR ASSUMPTIONS AND ISSUES "ON THE TABLE."

GET EVERYONE TO PARTICIPATE, AND LISTEN TO EVERYONE'S INPUT.

USE PROBLEM SOLVING TECHNIQUES.

GET ALL THE DATA YOU CAN ON THE ISSUE.

MAKE SURE ALL PEOPLE AFFECTED BY THE DECISION HELP MAKE THE DECISION.

LOOK AT DISAGREEMENTS AS OPPORTUNITIES TO GET NEW POINTS OF VIEW.

CONSIDER ALL THE ALTERNATIVES BEFORE JUMPING TO A SOLUTION.

DECIDE THE CRITERIA FOR A GOOD SOLUTION BEFORE DISCUSSING THE SOLUTION.

DON'T:

COME TO EASY, EARLY AGREEMENTS.

VOTE. (ALTHOUGH "STRAW VOTES" ARE OK).

COMPETE OR ARGUE STRONGLY FOR EXTREME POSITIONS.

MAKE "EXECUTIVE DECISIONS" IF YOU CAN AVOID IT.

TALK ABOUT SOLUTIONS UNTIL EVERYONE AGREES ON THE PROBLEM.

ALLOW THE GROUP TO ATTACK ONE PERSON'S IDEAS.

BE NEGATIVE.

DISCOURAGE DIVERGENT POINTS OF VIEW.

REGION BYLAWS

TEXAS NURSERY & LANDSCAPE ASSOCIATION

ALL TNLA REGIONS OPERATE UNDER A COMMON SET OF BYLAWS ADOPTED BY THE TNLA STATE BOARD OF DIRECTORS.

ARTICLE I - NAME

THIS ORGANIZATION SHALL BE KNOWN AS REGION ____ OF THE TEXAS NURSERY & LANDSCAPE ASSOCIATION (TNLA).

ARTICLE II - OBJECTIVES

THE OBJECTIVES OF THIS REGION SHALL BE TO PROMOTE THE OBJECTIVES AND GOALS STATED IN ARTICLE II OF THE TNLA BYLAWS: TO AID AND CONTRIBUTE TO THE EDUCATION OF ITS MEMBERS AND THE GENERAL PUBLIC BY PROVIDING BETTER METHODS OF GROWING, DISTRIBUTION, INSTALLATION, AND MAINTENANCE OF HORTICULTURAL PRODUCTS; TO ENHANCE PERSONAL RELATIONSHIPS OF ITS MEMBERS; TO INFORM THE MEMBERS OF GOVERNMENTAL ACTIVITY, STATE AND NATIONAL, WHICH AFFECT THE INDUSTRY, AND TO BE AN ADVOCATE WITH TEXAS GOVERNMENTAL ENTITIES ON BEHALF OF THE INDUSTRY AS DIRECTED BY THE STATE OFFICE.

ARTICLE III - MEMBERSHIP

THE MEMBERSHIP OF THIS REGION SHALL CONSIST OF ALL TNLA MEMBERS LOCATED WITHIN THE DESIGNATED COUNTIES LISTED BELOW. MEMBERSHIP IN REGIONS SHALL BE ACCORDING TO ARTICLE IV OF THE TNLA BYLAWS. MEMBERS OF THE REGIONS SHALL BE CLASSIFIED AND HAVE THE SAME RIGHTS AND DUTIES AS PROVIDED IN ARTICLE IV OF THE TNLA BYLAWS. ONLY MEMBERS OF TNLA SHALL BE ELIGIBLE FOR MEMBERSHIP IN THIS REGION.

REGION I
ATASCOSA
BANDERA
BEE
BEXAR
BLANCO
CALHOUN
COMAL
DEWITT

DIMMITT
EDWARDS
FRIO
GILLESPIE
GOLIAD
GONZALES
GUADALUPE
JACKSON
KARNES

KENDALL
KERR
KINNEY
LASALLE
LAVACA
LIVE OAK
MAVERICK
MCMULLEN
MEDINA

REAL
REFUGIO
UVALDE
VAL VERDE
VICTORIA
WILSON
ZAVALA

REGION II

ANGELINA
 AUSTIN
 BRAZORIA
 BRAZOS
 CHAMBERS
 COLORADO
 FAYETTE
 FORT BEND
 GALVESTON
 GRIMES
 HARDIN
 HARRIS
 HOUSTON
 JASPER
 JEFFERSON
 LEON
 LIBERTY
 MADISON
 MATAGORDA
 MONTGOMERY
 NEWTON
 ORANGE
 POLK
 SAN JACINTO
 TRINITY
 TYLER
 WALKER
 WALLER
 WASHINGTON
 WHARTON

REGION III

ANDERSON
 BOWIE

CAMP
 CASS
 CHEROKEE
 DELTA
 FRANKLIN
 FREESTONE
 GREGG
 HARRISON
 HENDERSON
 HOPKINS
 LAMAR
 LIMESTONE
 MARION
 MORRIS
 NACOGDOCHES
 NAVARRO
 PANOLA
 RAINS
 RED RIVER
 RUSK
 SABINE
 SAN AUGUSTINE
 SHELBY
 SMITH
 TITUS
 UPSHUR
 VAN ZANDT
 WOOD

REGION IV

COLLIN
 DALLAS
 ELLIS
 FANNIN

GRAYSON
 HILL
 HUNT
 KAUFMAN
 ROCKWALL

REGION V

ARCHER
 BOSQUE
 BROWN
 CLAY
 COMANCHE
 COOKE
 DENTON
 EASTLAND
 ERATH
 HAMILTON
 HOOD
 JACK
 JOHNSON
 MONTAGUE
 PALO PINTO
 PARKER
 SOMERVELL
 STEPHENS
 TARRANT
 WICHITA
 WISE
 YOUNG

REGION VI

ANDREWS
 ARMSTRONG
 BAILEY
 BAYLOR

BORDEN
 BREWSTER
 BRISCOE
 CALLAHAN
 CARSON
 CASTRO
 CHILDRESS
 COCHRAN
 COKE
 COLEMAN
 COLLINGSWORTH
 CONCHO
 COTTLE
 CRANE
 CROCKETT
 CROSBY
 CULBERSON
 DALLAM
 DAWSON
 DEAF SMITH
 DICKENS
 DONLEY
 ECTOR
 EL PASO
 FISHER
 FLOYD
 FOARD
 GAINES
 GARZA
 GLASSCOCK
 GRAY
 HALE
 HALL
 HANSFORD
 HARDEMAN

REGION VI (CONT.)

HARTLEY
 HASKELL
 HEMPHILL
 HOCKLEY
 HOWARD
 HUDSPETH
 HUTCHINSON
 IRION
 JEFF DAVIS
 JONES
 KENT
 KIMBLE
 KING
 KNOX
 LAMB
 LIPSCOMB
 LOVING
 LUBBOCK
 LYNN
 MARTIN
 MASON
 MCCULLOCH
 MENARD

MIDLAND
 MITCHELL
 MOORE
 MOTLEY
 NOLAN
 OCHILTREE
 OLDHAM
 PARMER
 PECOS
 POTTER
 PRESIDIO
 RANDALL
 REAGAN
 REEVES
 ROBERTS
 RUNNELS
 SCHLEICHER
 SCURRY
 SHACKELFORD
 SHERMAN
 STERLING
 STONEWALL
 SUTTON
 SWISHER
 TAYLOR

TERRELL
 TERRY
 THROCKMORTON
 TOM GREEN
 UPTON
 WARD
 WHEELER
 WILBARGER
 WINKLER
 YOAKUM

REGION VII

ARANSAS
 BROOKS
 CAMERON
 DUVAL
 HIDALGO
 JIM HOGG
 JIM WELLS
 KENEDY
 KLEBERG
 NUECES
 SAN PATRICIO
 STARR
 WEBB

WILLACY
 ZAPATA

REGION VIII

BASTROP
 BELL
 BURLESON
 BURNET
 CALDWELL
 CORYELL
 FALLS
 HAYS
 LAMPASAS
 LEE
 LLANO
 MCLENNAN
 MILAM
 MILLS
 ROBERTSON
 SAN SABA
 TRAVIS
 WILLIAMSON

ARTICLE IV - OFFICERS

SECTION 1. OFFICERS. THE OFFICERS OF THE REGION SHALL BE CHOSEN FROM THE VOTING MEMBERSHIP OF THAT REGION AND SHALL CONSIST OF AT LEAST A CHAIRMAN, VICE CHAIRMAN, AND PAST CHAIRMAN. CHAIRMAN AND VICE CHAIRMAN ARE ELECTED FOR A TERM OF ONE (1) YEAR. PAST CHAIRMAN IS FILLED BY AUTOMATIC PROGRESSION FROM CHAIRMAN. ANY OFFICER MAY SERVE MULTIPLE TERMS BUT NO OFFICER MAY SERVE MORE THAN TWO CONSECUTIVE TERMS IN ANY ONE POSITION.

SECTION 2. CHAIRMAN. THE CHAIRMAN SHALL CALL AND PRESIDE AT ALL MEETINGS OF THE REGION, ENFORCE THE RULES AND REGULATIONS OF THE REGION, AND APPOINT COMMITTEES AS NEEDED TO CARRY OUT THE WORK OF THE REGION. THE CHAIRMAN SHALL CERTIFY TO THE STATE CHAIRMAN OF TNLA THE RESULTS OF ANY ELECTION AND CAUSE A COPY OF THE MINUTES OF EACH MEETING HELD WITHIN THE REGION TO BE FORWARDED TO THE TNLA CENTRAL OFFICE AFTER ANY MEETING OR ELECTION IS HELD.

SECTION 3. VICE CHAIRMAN - THE VICE CHAIRMAN SHALL PERFORM THE DUTIES OF THE CHAIRMAN IF THE CHAIRMAN IS ABSENT, INCAPACITATED, OR REFUSES TO PERFORM AND SUCH OTHER DUTIES AS MAY BE ASSIGNED.

SECTION 4. IMMEDIATE PAST CHAIRMAN - THE EXPERIENCE AND EXPERTISE OF THE IMMEDIATE PAST CHAIRMAN SHALL BE USED BY THE BOARD OF DIRECTORS TO BENEFIT THE REGION.

ARTICLE V - BOARD OF DIRECTORS

SECTION 1. BOARD DESCRIPTION. IN ADDITION TO THE OFFICERS, THERE MAY BE A BOARD OF DIRECTORS SHOULD THE REGION DEEM IT NECESSARY TO FULFILL THE ACTIVITIES OF THE REGION. THE BOARD OF DIRECTORS SHALL CONSIST OF REPRESENTATIVES FROM THE VARIOUS BUSINESS CATEGORIES AS IDENTIFIED IN ARTICLE IV SECTION 1 A OF THE TNLA BYLAWS, AND THE CURRENT STATE REGION DIRECTOR. REGION DIRECTORS SHALL SERVE TWO-YEAR STAGGERED TERMS. IF THERE ARE INSUFFICIENT MEMBERS IN THE REGION IN ANY CATEGORY, THAT CATEGORY POSITION MAY BE LEFT VACANT.

SECTION 2. TREASURER. THE STATE REGION DIRECTOR SHALL APPOINT A TREASURER FOR THE REGION. THE TREASURER SHALL BE ACCOUNTABLE TO THE STATE REGION DIRECTOR AND PROVIDE TIMELY REPORTS TO REGION BOARD OF DIRECTORS. THE TREASURER IS AN EX-OFFICIO MEMBER OF THE BOARD WITH NO VOTING PRIVILEGES.

Section 3. Eligibility. ONLY MEMBERS AS DEFINED IN ARTICLE IV OF THE TNLA BYLAWS SHALL BE ELIGIBLE TO SERVE AS AN OFFICER OR DIRECTOR. NO PERSON SHALL BE ELIGIBLE TO SERVE AS AN OFFICER OR DIRECTOR, UNLESS THE INDIVIDUAL OR THEIR COMPANY HAS BEEN A MEMBER OF TNLA FOR TWO (2) YEARS IMMEDIATELY PRECEDING THEIR ELECTION. ALSO, NO PERSON RESIDING OUTSIDE OF THE REGION SHALL SERVE AS AN OFFICER OR DIRECTOR .

SECTION 4. ELECTION PROCESS. THE CHAIRMAN SHALL APPOINT A NOMINATING COMMITTEE OF AT LEAST THREE (3) VOTING MEMBERS WHO SHALL SELECT AND PRESENT A SLATE OF NOMINEES FOR THE REGION OFFICERS, STATE BOARD OF DIRECTORS (AS NEEDED) AND BOARD OF DIRECTORS (AS NEEDED). THE COMMITTEE SHOULD STRIVE TO HAVE A REPRESENTATIVE BOARD OF ALL BUSINESS CATEGORIES. ELECTION OF THE REGION OFFICERS AND BOARD OF DIRECTORS, WITH THE EXCEPTION OF THE STATE REGION DIRECTOR, SHALL BE DONE AT THE REGION'S ANNUAL BUSINESS MEETING. STATE REGION DIRECTOR IS DONE BY BALLOT THROUGH THE STATE CENTRAL OFFICE. IN ADDITION TO THE SLATE PRESENTED BY THE NOMINATING COMMITTEE, NOMINATIONS MAY BE MADE FROM THE FLOOR AT THE ANNUAL BUSINESS MEETING. OFFICERS AND DIRECTORS SHALL TAKE OFFICE ON MARCH 1 FOLLOWING THEIR ELECTION. ELECTION SHALL BE BY A SIMPLE MAJORITY OF MEMBERS PRESENT AND VOTING AT THE REGION ANNUAL

BUSINESS MEETING.

SECTION 5. STATE REGION DIRECTOR. A REPRESENTATIVE OF THE REGION SHALL BE NOMINATED BY THE REGION NOMINATING COMMITTEE AND ELECTED TO THE TNLA STATE BOARD OF DIRECTORS AS STATE REGION DIRECTOR IN THE MANNER STATED IN ARTICLE VII SECTION 5 OF THE TNLA BYLAWS. THE STATE REGION DIRECTOR SHALL SERVE A TWO-YEAR TERM AND SHALL BE ELECTED BY THE MEMBERSHIP AT LARGE OF THE REGION BY BALLOT CONDUCTED BY THE STATE OFFICE. EACH SHALL BE LIMITED TO THREE CONSECUTIVE TWO-YEAR TERMS. AFTER COMPLETING THREE CONSECUTIVE TWO-YEAR TERMS THERE MUST BE A ONE YEAR BREAK IN SERVICE BEFORE BEING CONSIDERED FOR ANOTHER TERM. THIS TERM LIMIT DOES NOT APPLY TO MOVING TO CHAIR ELECT. IF POSSIBLE, THE REGION NOMINATING COMMITTEE SHALL NOMINATE TWO (2) NOMINEES FOR THE OFFICE OF STATE REGION DIRECTOR. NOMINATIONS SHALL BE REPORTED TO THE STATE OFFICE PRIOR TO NOVEMBER 15 EACH ELECTION YEAR.

SECTION 6. VACANCIES. IF A VACANCY OCCURS AMONG THE REGION OFFICERS OR BOARD OF DIRECTORS, THE REGION BOARD OF DIRECTORS SHALL APPOINT BY SIMPLE MAJORITY VOTE OF THE DIRECTORS PRESENT AND VOTING AT A DULY CALLED MEETING, A SUCCESSOR TO FILL THE REMAINDER OF THE TERM. FILLING A VACANCY IN A BOARD OF DIRECTOR POSITION IS OPTIONAL. THE CURRENT GOVERNING BODY CAN CHOOSE WHETHER TO FILL OR WAIT TILL THE FOLLOWING ANNUAL ELECTION. A VACANCY IN THE POSITION OF STATE REGION DIRECTOR WILL BE FILLED BY ELECTION BY BALLOT CONDUCTED BY THE STATE OFFICE. IN THE EVENT OF A VACANCY IN AN UNEXPIRED TERM OF OFFICE THE POSITION OF STATE REGION DIRECTOR, THE STATE EXECUTIVE COMMITTEE, IN CONSULTATION WITH THAT REGION'S BOARD CHAIR, SHALL APPOINT AN INDIVIDUAL TO FILL THE UNEXPIRED TERM.

SECTION 7. REMOVAL FROM OFFICE. ANY OFFICER OR DIRECTOR MAY BE REMOVED FROM OFFICE BY THE REGION BOARD OF DIRECTORS BY A TWO-THIRDS (2/3) MAJORITY VOTE OF THE DIRECTORS PRESENT AND VOTING AT A DULY CALLED MEETING FOR NEGLIGENCE OF DUTY OR MALFEASANCE.

ARTICLE VI - DUTIES OF BOARD OF DIRECTORS

SECTION 1. GENERAL RESPONSIBILITY. THE OFFICERS AND THE BOARD OF DIRECTORS, IF APPLICABLE, SHALL BE RESPONSIBLE FOR THE AFFAIRS AND ACTIONS OF THIS REGION UNLESS OTHERWISE SPECIFICALLY PROVIDED HEREIN. NO ACTION BY THE OFFICERS OR BOARD OF DIRECTORS ON ANY MATTER MAY BE TAKEN UNLESS APPROVED BY A SIMPLE MAJORITY OF THE OFFICERS AND DIRECTORS PRESENT AND VOTING AT A DULY CALLED MEETING.

SECTION 2. TREASURER. THE TREASURER SHALL KEEP ALL RECORDS AND MONEYS OF THE REGION, AND PREPARE AND SUBMIT REQUIRED REPORTS TO THE STATE OFFICE.

SECTION 3. BUSINESS CATEGORY DIRECTORS. BUSINESS CATEGORY DIRECTORS SHALL ALSO ACT AS THE NOMINATING COMMITTEE FOR THE STATE BUSINESS CATEGORY DIRECTORS.

SECTION 4. THE OFFICERS AND BOARD OF DIRECTORS SHALL PERFORM ALL OTHER DUTIES AS REQUIRED BY THE TNLA BYLAWS AND BY THE BYLAWS OF THIS REGION.

ARTICLE VII - MAIL BALLOTS

MAIL BALLOTING MAY BE CONDUCTED FROM TIME TO TIME TO CARRY OUT THE BUSINESS OF THE REGION. THE FOLLOWING GUIDELINES WILL BE USED:

- (1) A MAIL BALLOT SHALL CONTAIN THE NECESSARY INFORMATION TO FULLY INFORM THE MEMBERSHIP OF WHAT THE BALLOT PURPORTS TO DO.
- (2) A MAIL BALLOT WILL BE MAILED TO THE APPROPRIATE VOTING MEMBERSHIP AT LEAST THIRTY (30) DAYS PRIOR TO THE SPECIFIED VOTING DEADLINE.
- (3) A BALLOT NOT POSTMARKED BY THE VOTING DEADLINE WILL NOT BE COUNTED.

ARTICLE VIII - MEETINGS

SECTION 1. MEMBERSHIP MEETINGS. THERE SHALL BE AT LEAST TWO (2) REGULAR MEMBERSHIP MEETINGS OF THE MEMBERS OF THE REGION EACH YEAR. SPECIAL MEETINGS MAY BE CALLED BY THE CHAIRMAN. THE CHAIRMAN SHALL CALL A SPECIAL MEETING IF REQUESTED TO DO SO BY FOUR (4) MEMBERS OF THE REGION BOARD OF DIRECTORS. NOTIFICATION OF ANY MEETING MUST BE GIVEN BY THE CHAIRMAN TO ALL MEMBERS OF THIS REGION NOT LESS THAN TEN (10) DAYS PRIOR TO SUCH MEETING.

SECTION 2. ANNUAL BUSINESS MEETING. ONE OF THE REGION MEETINGS SHALL BE CALLED THE ANNUAL BUSINESS MEETING. THE ANNUAL BUSINESS MEETING SHALL BE HELD PRIOR TO DECEMBER 31 EACH YEAR. OTHER MEETINGS MAY BE AT A TIME OR TIMES DETERMINED BY THE REGION BOARD OF DIRECTORS.

SECTION 3. SPECIAL MEETINGS. THE CHAIRMAN MAY CALL SPECIAL MEETINGS OF THE REGION BOARD OF DIRECTORS AT ANY TIME. THE CHAIRMAN SHALL CALL A SPECIAL MEETING OF THE BOARD OF DIRECTORS IF REQUESTED TO DO SO BY AT LEAST FOUR (4) MEMBERS OF THE BOARD OF DIRECTORS. NOTICE OF ANY SPECIAL MEETING OF THE BOARD OF DIRECTORS SHALL BE GIVEN TO ALL DIRECTORS AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO SUCH MEETING.

ARTICLE IX - QUORUM

SECTION 1. MEMBERSHIP MEETINGS. AT ANY REGULAR, ANNUAL OR CALLED MEETING OF THIS REGION, DULY CALLED WITH PROPER NOTICE GIVEN TO ALL MEMBERS, THOSE VOTING MEMBERS ATTENDING SUCH MEETING SHALL BE A QUORUM.

SECTION 2. REGION BOARD OF DIRECTORS. A QUORUM OF A MEETING OF THE REGION OFFICERS AND BOARD OF DIRECTORS SHALL CONSIST OF A MAJORITY OF POSSIBLE ATTENDEES. NO BUSINESS MAY BE CONDUCTED AT A MEETING OF THE OFFICERS OR BOARD OF

DIRECTORS UNLESS A QUORUM IS PRESENT.

ARTICLE X - FINANCIAL

SECTION 1. FUNDING. NO DUES SHALL BE COLLECTED DIRECTLY BY THIS REGION. FUNDS FOR THE MAINTENANCE AND OPERATION OF THE REGION SHALL BE PROVIDED BY REMITTANCE FROM TNLA AS PROVIDED IN ARTICLE XI SECTION 3 OF THE TNLA BYLAWS. SPECIAL PROJECTS MAY BE FUNDED BY ACTIVITIES CARRIED OUT BY THE REGION, HOWEVER, ALL FUNDRAISING ACTIVITIES MUST BE PRE-APPROVED BY THE STATE BOARD OF DIRECTORS.

SECTION 2. RESPONSIBILITY. COMPLETE RECORDS OF RECEIPTS AND DISBURSEMENTS SHALL BE MAINTAINED BY THE REGION. A MONTHLY FINANCIAL REPORT SHALL BE SUBMITTED TO THE STATE OFFICE BY THE 15TH OF THE MONTH IN A FORM PRESCRIBED BY TNLA. EACH REGION IS RESPONSIBLE FOR ITS OWN FISCAL MANAGEMENT, INCLUDING PAYMENT OF DEBTS INCURRED BY THE REGION.

SECTION 3. AUTHORITY. ALL CHECKS ON REGION FUNDS SHALL BE SIGNED BY SUCH PERSONS AS THE REGION BOARD OF DIRECTORS MAY FROM TIME TO TIME DESIGNATE.

SECTION 4. FISCAL YEAR. THE FISCAL YEAR OF THE REGION WILL END ON THE LAST DAY OF FEBRUARY OF EACH YEAR.

ARTICLE XI - PROCEDURE

WHEN NOT IN CONFLICT WITH THE BYLAWS OF THIS REGION, ROBERTS RULES OF ORDER NEWLY REVISED SHALL CONTROL THE PROCEDURE OF ANY MEETING OF THE REGION OR ITS BOARD OF DIRECTORS.

ARTICLE XII - LIMITATIONS AND RESPONSIBILITIES

SECTION 1. AUTHORITY. A REGION MAY OPERATE AND BE IDENTIFIED ONLY AS A REGION OF THE TEXAS NURSERY AND LANDSCAPE ASSOCIATION AND SHALL NOT AT ANY TIME PURPORT TO REPRESENT THE TEXAS NURSERY AND LANDSCAPE ASSOCIATION.

SECTION 2. REPORTS. EACH REGION SHALL PROVIDE A SUMMARY TO THE TNLA STATE OFFICE OF ITS ACTIVITIES, ALONG WITH COPIES OF MINUTES AND FINANCIAL REPORTS COVERING THE PRECEDING YEAR, AS DIRECTED BY THE STATE OFFICE.

SECTION 3. LOGO USE. TNLA SHALL FURNISH TO THE REGION A WRITTEN POLICY REGARDING THE APPROPRIATE USE OF THE TNLA LOGO. REGIONS ARE REQUIRED TO FOLLOW THE PROVISIONS OF THE LOGO USE POLICY AND MAY NOT ADOPT ALTERNATIVE LOGOS.

SECTION 4. FINANCIAL. THE REGION SHALL USE ITS FUNDS ONLY TO ACCOMPLISH THE OBJECTIVES AND PURPOSES SPECIFIED IN THESE BYLAWS AND NO INDIVIDUAL MEMBER OF THE REGION SHALL HAVE THE RIGHTS OR INTEREST IN OR TO THE PROPERTY OR ASSETS OF THE REGION. ALL RESOURCES OF THE REGION ARE DEFINED BY LAW TO BE THE RESOURCES OF THE TNLA, AND MAY NOT BE USED FOR ANY PURPOSE THAT IS DETRIMENTAL TO OR IN COMPETITION WITH THE STATE ASSOCIATION.

SECTION 5. MEETINGS. EACH REGION SHALL HAVE THE RIGHT TO HOLD MEETINGS AND CONDUCT PROGRAMS FOR THE BENEFIT OF REGION MEMBERS, AS LONG AS THEY ARE COMPATIBLE WITH THE PURPOSES AND OBJECTIVES OF TNLA.

SECTION 6. POLICIES. IN ORDER TO ENSURE CONSISTENCY IN THE STATE ORGANIZATION, REGION POLICIES AND PUBLIC POSITIONS SHALL BE SUBMITTED TO THE STATE BOARD OF DIRECTORS PRIOR TO ADOPTION AND SHALL NOT CONFLICT WITH PUBLISHED POSITION STATEMENTS OF TNLA. CONTACT THE STATE OFFICE FOR A FULL LIST OF THE OFFICIAL TNLA POSITIONS.

ARTICLE XIII - AMENDMENT

THESE BYLAWS MAY BE AMENDED ONLY BY THE TNLA STATE BOARD OF DIRECTORS.

ARTICLE XIII – EFFECTIVE DATE OCTOBER 17, 2013

MEMBERSHIP RECRUITMENT

ONE NECESSARY INGREDIENT FOR ANY SUCCESSFUL ENDEAVOR IS ENTHUSIASM! IN FACT, THE DEGREE OF SUCCESS IS DIRECTLY PROPORTIONAL TO THE DEGREE OF ENTHUSIASM!! IN SPORTS, IN BUSINESS, AT HOME, ON THE JOB OR AS AN ASSOCIATION OFFICER, ENTHUSIASM COUNTS.

BELIEF, UNDERSTANDING, DESIRE = BUD

ALTHOUGH ENTHUSIASM IS ABSOLUTELY FREE AND AVAILABLE TO EVERYONE, IT IS A RARE QUALITY BECAUSE FEW PEOPLE EVER DISCOVER THAT IT IS THE KEY TO SUCCESS. ENTHUSIASM IS GENERATED FROM WITHIN THE PERSON. IT COMES FROM THESE THREE THINGS:

BELIEF - A STRONG BELIEF IN THE IMPORTANCE OF THE JOB AT HAND.

UNDERSTANDING - A GOOD UNDERSTANDING OF THE WAYS TO GET THE JOB DONE.

DESIRE - A BURNING DESIRE TO DO THE BEST JOB POSSIBLE.

REMEMBER THE WORD BUD. IF THE BUD IS PRESENT, IT WILL PRODUCE THE FLOWER OF ENTHUSIASM.

GROWTH LIST

SOME SUCCESSFUL STRATEGIES FOR GROWTH:

1. APPOINT A MEMBERSHIP CHAIRMAN AND COMMITTEE.
2. HAVE A REPORT ON MEMBERSHIP GROWTH AT EACH BUSINESS MEETING. (THIS IS MOST IMPORTANT.)
3. ENCOURAGE MEMBERS TO BRING PROSPECTIVE MEMBERS TO THE MEETINGS.
4. SET A GOAL FOR MEMBERSHIP GROWTH IN THE REGION. (WE SUGGEST AT LEAST TWO MEMBERS PER PRESENT MEMBER.)
5. MAKE A LIST OF PROSPECTIVE MEMBERS IN YOUR AREA (USING THE TELEPHONE BOOK AND RECOMMENDATIONS FROM MEMBERS, OR REQUEST A LIST OF PROSPECTS FROM THE TNLA OFFICE).
6. PRESENT THE COMPLETED LIST TO THE REGION AND ASK EACH MEMBER TO BE RESPONSIBLE FOR CONTACTING AT LEAST TWO PROSPECTS.

MEMBERSHIP PROGRAM NEVER ENDS

A MEMBERSHIP PROGRAM NEVER ENDS. EACH MEMBER SHOULD LOOK UPON EACH BUSINESS DAY AS A MEMBERSHIP DRIVE. EVERY MEMBER SHOULD BE EQUIPPED TO TELL PROSPECTIVE MEMBERS WHAT THE ASSOCIATION IS ABOUT AND WHAT THE REGION IS DOING. AT EVERY OPPORTUNITY, POINT OUT WHAT TNLA IS DOING FOR ITS MEMBERS. KEEP REMINDING THE MEMBERS THAT THEIR MEMBERSHIP IS A GOOD INVESTMENT THAT IS PAYING OFF IN BENEFITS FOR THEM.

SPECIAL MEMBERSHIP DRIVE

WHILE EACH DAY SHOULD BE CONSIDERED “MEMBERSHIP DRIVE DAY,” SPECIAL TIMES SHOULD BE SYSTEMATICALLY PROGRAMMED FOR SEEKING OUT NEW MEMBERS. THE REGION OFFICERS MAY WANT TO SET UP SPECIAL CONTESTS OR INCENTIVES FOR MEMBERS TO SOLICIT NEW MEMBERS. PROMOTE THE MEMBERSHIP DRIVES SPONSORED BY THE STATE ASSOCIATION.

STRENGTH IN NUMBERS

KEEP YOUR REGION “GROWTH-MINDED” BECAUSE EACH MEMBER ADDS STRENGTH TO THE ASSOCIATION’S LEGISLATIVE EFFORTS. IN ADDITION, AS THE ASSOCIATION GROWS, IT DEVELOPS MORE RESOURCES FOR DEALING WITH THE PROBLEMS THAT FACE TODAY’S GREEN INDUSTRY BUSINESSES. EVERYONE BENEFITS WHEN A NEW MEMBER IS ADDED TO THE ROLLS.

REGIONS BENEFIT

REGIONS ALSO BENEFIT FROM NEW MEMBERS BECAUSE THE NEW MEMBER:

- ADDS FRESH IDEAS TO THE REGIONAL MEETINGS
- STRENGTHENS THE REGION THROUGH INCREASE IN NUMBERS
- PROMOTES NEW FRIENDSHIPS AND UNDERSTANDING AMONG MEMBERS
- IMPROVES THE IMAGE OF GREEN INDUSTRY BUSINESSES IN THE COMMUNITY
- INCREASES REGION FINANCIAL STRENGTH BECAUSE A PORTION OF EACH MEMBER’S DUES IS REBATED TO THE REGION TO USE IN THEIR EDUCATIONAL EFFORTS

NOTE: TNLA AND ITS REGIONS ARE INSEPARABLE. IF YOU JOIN, YOU ARE A MEMBER OF BOTH THE STATE AND REGION AUTOMATICALLY. THERE IS NO SUCH THING AS REGION-ONLY MEMBERSHIP.

MEMBERSHIP CAMPAIGNS

CHECK THE NUMBER OF MEMBERS YOU HAVE HAD OVER THE PAST THREE YEARS. HAS THERE BEEN AN ANNUAL INCREASE IN THE NUMBER OF MEMBERS? AS AN OFFICER, WHAT ARE YOUR IDEAS TO RECRUIT MEMBERS? PLANNED MEMBERSHIP CAMPAIGNS IN YOUR REGION CAN BE VERY EFFECTIVE IF THE REGIONAL OFFICERS ARE EXCITED ABOUT THEM. YOU MAY HAVE AN IDEA THAT WOULD MAKE A SUCCESSFUL MEMBERSHIP CAMPAIGN. IF SO, USE IT, AND PASS IT ON TO OTHER REGIONS. HERE ARE SOME SUGGESTIONS FOR MEMBERSHIP CAMPAIGNS.

SUGGESTION

DIVIDE THE MEMBERS INTO TWO OR MORE TEAMS. APPOINT A CAPTAIN FOR EACH TEAM. HAVE A CONTEST TO SEE WHICH TEAM CAN ENROLL THE MOST NEW MEMBERS BY A CERTAIN DATE. HAVE A REWARD FOR THE WINNING TEAM FURNISHED BY THE LOSING TEAM(S).

SUGGESTION

HAVE MEMBERS SIGN AN I.O.U. FOR ONE NON-MEMBER. THIS I.O.U. WOULD HAVE TO BE REDEEMED BY A CERTAIN DATE. THE REGION OFFICERS WOULD SET A PENALTY FOR THOSE WHO DO NOT REDEEM THEIR I.O.U.S BY THAT DATE.

TNLA DATABASE

THE TNLA MEMBERSHIP AND PROSPECTS DATABASES ARE MAINTAINED AT THE STATE OFFICE. THE DATABASE IS UPDATED DAILY AND BACKED UP OFFSITE FOR THE ASSOCIATION'S PROTECTION. AN ASSOCIATION'S DATABASE IS ONE OF ITS MOST VALUABLE ASSETS AND TNLA MANAGES ITS DATABASE WITH THAT IN MIND. IT IS ESSENTIAL ONE CENTRAL DATABASE BE USED AND CHANGES AND UPDATES BE REPORTED TO THE STATE OFFICE. IF YOU KNOW OF A CHANGE, NEVER HESITATE TO LET THE STATE OFFICE KNOW. IT IS BETTER TO REPORT A CHANGE TWICE THAN TO NEGLECT TO HAVE THE CHANGE MADE. THE DATABASE CONTAINS ALL MEMBERS, CURRENT AND PAST FOR A SPECIFIC PERIOD OF YEARS, THE PROMOTIONAL DATABASE FOR THE TRADE SHOW (IN EXCESS OF 29,000 NAMES), ALL TCNP, TMCNP, TCLP, AND CLT INFORMATION, PRODUCT INFORMATION FOR THE MEMBERSHIP DIRECTORY AND BUYERS' GUIDE, AND THE MAGAZINE EMAIL LIST. AS WE SAID, CHANGES ARE MADE DAILY, SO IT IS IMPORTANT TO REQUEST MAILING LABELS FOR REGIONAL EVENTS WITHIN A WEEK OF THE TIME YOU ANTICIPATE DOING A MAILING. ALL MAILINGS SHOULD BE DONE FROM THE CENTRAL DATABASE AND NO REGIONAL DATABASES SHOULD BE RETAINED. THE STATE OFFICE USES SOFTWARE WHICH ENABLES MAILINGS TO BE DONE AT THE LOWEST POSTAL RATES, AND WHICH REGULARLY UPDATES SUCH THINGS AS ZIP CODE CHANGES AUTOMATICALLY.

WHEN SENDING MEETING NOTICES TO MEMBERS, TCNPs, TMCNPs, TCLPs, AND CLTs SHOULD BE INCLUDED. THEY ARE HIGHLY MOTIVATED TO ATTEND REGION MEETINGS BECAUSE THEY GET CEU RECERTIFICATION POINTS FOR THEM. REGION MEETINGS ARE AN EASY WAY FOR THEM TO GET THEIR POINTS WITHOUT HAVING TO TRAVEL GREAT DISTANCES, PAY HIGH REGISTRATION FEES, STAY OVERNIGHT, OR INCUR OTHER TRAVEL-RELATED EXPENSES. INCLUDING THEM IN THE MAILING ALSO EXPANDS THE REGION'S POOL OF INDIVIDUALS FROM WHOM TO SELECT COMMITTEE MEMBERS AND VOLUNTEERS.

WHEN REQUESTING LABELS, EACH OF THE ABOVE GROUPS IS COMBINED INTO ONE SET OF LABELS, SO THAT IF AN INDIVIDUAL IS THE MEMBER CONTACT, A TCNP, AND A TCLP, HIS/HER NAME WILL APPEAR ONLY ONCE ON THE LABELS INSTEAD OF THREE TIMES.

ALL SETS OF MAILING LABELS INCLUDE THE TNLA BOARD OF DIRECTORS, THE TNLA OFFICE, AND ALL REGIONAL CHAIRMEN. THESE NAMES USUALLY APPEAR ON A SEPARATE LIST. THIS INCLUSION IS FOR THE PURPOSE OF KEEPING ALL OF THE MEMBERSHIP INFORMED AND CREATING UNITY IN THE ORGANIZATION. DON'T THINK THE NAMES ARE THERE BY MISTAKE — THEY WILL ALWAYS BE INCLUDED ON THE SETS OF LABELS.

APPLICATIONS

KEEP A SUPPLY OF MEMBERSHIP APPLICATIONS ON HAND. YOU MAY REQUEST THEM FROM THE ASSOCIATION OFFICE IN AUSTIN. USE THE APPLICATION AND A COPY OF THE ASSOCIATION MAGAZINE AND THE MEMBER DIRECTORY & BUYERS' GUIDE TO HELP EXPLAIN TNLA AND ENROLL A NEW MEMBER. **REMEMBER! YOU ARE NOT ASKING FOR A DONATION!** YOU ARE OFFERING PROSPECTS AN OPPORTUNITY TO HELP THEMSELVES.

MEMBERSHIP RETENTION

REGION OFFICERS ARE THE FIRST LINE OF DEFENSE IN PREVENTING EROSION OF MEMBERSHIP. GETTING A NEW MEMBER IS ONLY HALF OF THE JOB. REGION OFFICERS NEED TO:

- **SEE WHO DOES AND DOES NOT ATTEND MEETINGS AND BE IN CONTACT WITH THOSE WHO DO NOT. FIND OUT WHY THEY DON'T COME.**
- **SEEK OUT THOSE WHO DO NOT PARTICIPATE IN ASSOCIATION EVENTS AND INVITE THEM PERSONALLY.**
- **BE AWARE OF ISSUES THAT MAY BE CAUSING DISSENSION AND LET THE STATE OFFICE KNOW ABOUT THEM.**

TNLA DUES ARE DUE MARCH 1ST OF EACH YEAR. MEMBERS WHO DO NOT RENEW SHOULD BE CONTACTED TACTFULLY. IT MAY BE THAT THE MEMBER IS ILL, OR HAS FORGOTTEN TO PAY, OR A NUMBER OF OTHER THINGS. THIS PERSONAL CONTACT CAN JOG THE MEMORY, OR PROVIDE A CHANCE TO REJUVENATE THE MEMBER'S ENTHUSIASM. IF THE MEMBER IS DISPLEASED WITH THE ASSOCIATION, THIS CALL IS A CHANCE TO FIND OUT WHY. SOMETIMES ALL THAT IS NEEDED TO KEEP A MEMBER IS KNOWING THAT SOMEONE CARED ENOUGH TO CALL.

MEMBERSHIP RETENTION COMMITTEE

THIS COMMITTEE MAY BE CHAIRED BY A PAST OFFICER OF THE REGION OR THE VICE PRESIDENT. THE CHAIRMAN SHOULD BE PROVIDED WITH NAMES OF MEMBERS WHO HAVE NOT RENEWED OR WHO ARE NOT ATTENDING MEETINGS. BEING DIPLOMATIC IS IMPORTANT. TIMING AND PERSISTENCE CAN BE JUST AS IMPORTANT. MEMBERS ARE OUR CUSTOMERS AND, LIKE CUSTOMERS, IT IS MORE COST EFFECTIVE TO KEEP THE ONES YOU HAVE THAN IT IS TO BRING IN NEW ONES.

QUESTIONS AND ANSWERS

BELOW ARE FREQUENTLY ASKED QUESTIONS ABOUT MEMBERSHIP RETENTION.

QUESTION: WHY DO MOST MEMBERSHIP DROPS OCCUR DURING THE FIRST YEAR OF MEMBERSHIP?

ANSWER: THIS IS A VERY CRITICAL TIME FOR THE NEW MEMBER. HE OR SHE DOESN'T YET FEEL A PART OF THE ASSOCIATION. MARKETING RESEARCH SHOWS THE TIME A NEW CAR BUYER READS THE MOST ADS IS RIGHT *AFTER* THEY BOUGHT A CAR. THEY ARE REASSURING THEMSELVES THAT THEY SPENT THEIR MONEY WELL. A NEW MEMBER NEEDS THAT SAME REASSURANCE.

ACTIONS:

- SET UP A NEW MEMBER COMMITTEE IN EACH REGION.
- EVERY TIME A NEW MEMBER IS ENROLLED, NOTIFY THE COMMITTEE.
- APPOINT A SHEPHERD TO FOLLOW UP WITH EACH NEW MEMBER. THIS SHEPHERD WOULD CALL THE NEW MEMBER ABOUT THE NEXT MEETING (AND PICK HIM/HER UP IF POSSIBLE) AND THEN SEE THAT HE/SHE IS INTRODUCED TO THE OTHER MEMBERS.
- THE COMMITTEE SHOULD ALSO SEE THAT THE NEW MEMBER KNOWS ABOUT THE ASSOCIATION PROGRAMS, ASK WHAT COMMITTEES ARE OF INTEREST, AND GET THEM INVOLVED AS SOON AS POSSIBLE.

QUESTION: WHAT'S THE MAIN REASON FOR MEMBERSHIP DROPS?

ANSWER: THE ONE BIGGEST CAUSE OF MEMBERSHIP DROPS IS NON-PARTICIPATION. THE MEMBER WHO DOES NOT PARTICIPATE IN THE REGIONAL MEETINGS, ASSOCIATION MEETINGS, OR ASSOCIATION SERVICES, IS THE MOST LIKELY TO DROP MEMBERSHIP.

ACTIONS:

- ENCOURAGE ALL MEMBERS TO PARTICIPATE IN ASSOCIATION ACTIVITIES.
- APPOINT THE NEW MEMBER TO A COMMITTEE.
- PROMOTE ASSOCIATION SERVICES SUCH AS THE TRADE SHOW, SEMINARS, AND CERTIFICATION AT REGION MEETINGS.
- ALWAYS SEND MEETING NOTICES TWO WEEKS BEFORE THE MEETING. SET UP A TELEPHONE COMMITTEE TO CALL ALL MEMBERS THE DAY BEFORE, OR THE DAY OF, THE MEETING. REMEMBER, WE ALL LIKE TO FEEL WE BELONG.

QUESTION: WHAT CAN YOU DO ABOUT A MEMBER WHO DROPS OUT OR IS ABOUT TO?

ANSWER: FIRST, CALL ON THE MEMBER PERSONALLY AND ASK WHY. THE REASON GIVEN TELLS YOU WHAT ACTION TO TAKE.

ACTIONS:

- IF THE REASON IS LACK OF INTEREST, YOU MAY WANT TO REVIEW THE BENEFITS OF MEMBERSHIP.
- ASK THE MEMBER WHO INITIALLY SPONSORED OR RECOMMENDED THE DROPOUT TO MAKE A PERSONAL CONTACT.
- NOTIFY THE STATE OFFICE AND TNLA STAFF WILL PROVIDE ADDITIONAL SUPPORT.

2014-15 TNLA Membership Dues (& Renewal Statement)		
<i>Business Member Rate Table for in state members is based on Gross Annual Sales includes all sales at all locations in Texas</i>	Annual Dues in US Dollars	Other Member Types:
Less than \$250,000 annually	\$325	<p>Outlet: \$90. per outlet = One operating facility, owned by the Primary Business, must join as an Outlet member in each Region where a facility exists.</p> <p>Associate: \$90. = Individual employed by business member; or an individual employed by company that does not qualify for any other type of membership.</p> <p>Government Employee \$25. = Individual employee or facility of any government or academic institution that does not sell horticultural products or services. Note: Employees of government entities that sell horticultural products or service must join as business member.</p> <p>Student \$10. = Please submit proof of enrollment with membership application.</p> <p>Out of State and Not for Profit Business = \$325. Note, Out of State with no facilities in Texas.</p> <p>Membership dues are due the end of February each year. Call 800-880-0343 or write membership@tnlaonline.org for calculating assistance.</p>
Between \$250,000 and \$750,000 annually	\$525	
Between \$750,000 and \$1.5 million annually	\$630	
Between \$1.5 million and \$3.5 million annually	\$950	
Between \$3.5 million and \$6 million annually	\$1,275	
Greater than \$6 million annually	\$1,575	

Then:

Please select the appropriate membership type and corresponding dues amount using the table above:

MEMBERSHIP: \$ _____ Circle one: Primary Business, Out-of State, Associate, Government Emp, Educator, Student

Additional Outlet Member: \$ _____ Complete membership application for each Outlet; \$90 each, not prorated. (include name of Primary Business Mbr. on each form)

Website Hotlink \$ _____ \$35 full fiscal year, not prorated

E & R Foundation \$ _____ Contributions are tax deductible under Section 501(C)(3) of IRS code 1986

TOTAL AMOUNT \$ _____

TNLA PROACTIVE GRASSROOTS ACTIONS

THE INTENT OF THIS DOCUMENT IS TO **EMPOWER LOCAL REGIONS AND TNLA MEMBERS** TO RESPOND EFFECTIVELY TO LOCAL ISSUES THAT HAVE A POSITIVE OR NEGATIVE IMPACT ON THE GREEN INDUSTRY. THE IMPORTANCE OF SUCH A PROGRAM MAY MEAN THE LIFE OR DEATH OF YOUR BUSINESS AND YOUR ANNUAL BOTTOM LINE. MUNICIPAL AND COUNTY REGULATORY ACTIONS MAY COME ABOUT WITH LITTLE OR NO WARNING, REQUIRING IMMEDIATE RESPONSE. TAKING TIME NOW TO REVIEW THIS DOCUMENT AND PUT IN PLACE AN ACTION PLAN, WILL POSITION YOU FOR AN EFFECTIVE IMMEDIATE RESPONSE. THE KEY TO SUCCESS IS PROPER PLANNING, INITIALIZING OF THE PLAN, AND HAVING ABLE VOLUNTEERS TO CARRY OUT THE TASKS.

THROUGH YOUR LOCAL TNLA REGION, COMPRISE A **STEERING COMMITTEE** CONSISTING OF AT LEAST THREE PEOPLE WHO ARE WILLING TO HELP SET UP THE NETWORK. THE CORE RESPONSIBILITY OF THIS GROUP IS TO REACH OUT TO LOCAL COMMUNITY LEADERS PRIOR TO A CRISIS. MEETINGS SHOULD BE SET UP WITH COUNTY COMMISSIONERS, CITY COUNCIL MEMBERS, AND COUNTY AND CITY STAFF WHO HANDLE ISSUES IMPORTANT TO YOUR REGION. IF POSSIBLE, IT IS ALSO IMPORTANT TO OBTAIN A WORKING RELATIONSHIP WITH YOUR STATE SENATOR AND STATE REPRESENTATIVE. WATER, LABOR AND THE BANNING OF PLANTS ARE PROBABLY THE LARGEST ISSUES THAT HAVE THE POTENTIAL TO DO THE GREATEST HARM TO OUR INDUSTRY, SO MAKE THOSE YOUR PRIORITY. AT THESE MEETINGS, YOU SHOULD EXPLAIN THE ECONOMIC IMPACT THE GREEN INDUSTRY HAS ON THE REGION/CITY, THE JOBS THAT ARE TIED TO OUR INDUSTRY, AND THE PRO-ACTIVE MEASURES OUR INDUSTRY USES. FOR EXAMPLE, DISCUSS WITH YOUR WATER UTILITY THE WATER CONSERVATION BEST PRACTICES ADOPTED BY THE GREEN INDUSTRY. TNLA STATE OFFICE CAN PROVIDE YOU BACKGROUND ON THESE ISSUES. THE MOST IMPORTANT PART OF THIS STEP IS GIVING OFFICE HOLDERS AND THEIR STAFF THE BACKGROUND INFORMATION ABOUT OUR INDUSTRY AND OUR CONCERNS PRIOR TO A CRISIS SITUATION.

ALSO, TAKE THE TIME TO MEET WITH YOUR **LOCAL MEDIA REPRESENTATIVES** AND EXPLAIN THE GREEN INDUSTRY AND THE IMPACT WE HAVE ON A COMMUNITY. WHEN AN ISSUE DOES ARISE, WE NEED THEM TO CONTACT OUR INDUSTRY FOR COMMENT AND IN DEPTH BACKGROUND INFORMATION. NOTE: BEFORE TALKING WITH THE PRESS, ALWAYS CONTACT THE STATE OFFICE FOR BACKGROUND AND ASSISTANCE SO THE GREEN INDUSTRY HAS A CONSISTENT MESSAGE TO THE PUBLIC. THESE VISITS ARE NOT A ONE-TIME THING. STAY IN TOUCH WITH YOUR CONTACTS. PROVIDE USEFUL INFORMATION TO THE PRESS ON A TIMELY BASIS SO YOU BECOME A TRUSTED NEWS SOURCE FOR THEM.

AFTER INITIAL CONTACTS HAVE BEEN MADE AND A LIST OF KEY CONTACTS IS DEVELOPED, SHARE THIS INFORMATION WITH YOUR PEERS THROUGH TNLA REGION MEETINGS, TNLA REGION NEWSLETTERS AND EMAIL. ASK FOR VOLUNTEERS TO BE ADDED TO THE GREEN ACTION TEAM. DO NOT PLACE A LIMIT OF MEMBERS ON THIS TEAM, BECAUSE THIS WILL BE THE CORE PART OF THE GRASSROOTS PLAN. THESE VOLUNTEERS WILL BE RESPONSIBLE FOR TRACKING THE ACTIONS OF LOCAL GOVERNMENTS AND SHARING THIS INFORMATION WITH THE COMMITTEE AND OTHERS. DIRECT ASSIGNMENTS SHOULD BE MADE TO MONITOR LOCAL CITY COUNCIL MEETINGS, COUNTY COMMISSIONER MEETINGS, AND ANY POLITICAL SUBDIVISION MEETING NOTICES POSTED ON THE INTERNET OR LOCAL PAPER WHICH WOULD AFFECT OUR INDUSTRY.

ONCE YOU HAVE ESTABLISHED YOUR VOLUNTEERS, COLLECT THEIR EMAIL ADDRESSES, HOME PHONE NUMBERS AND CELL PHONE NUMBERS. THIS WILL ALLOW IMMEDIATE CONTACT IF ACTION IS NEEDED.

SCENARIO: LOCAL MUNICIPAL WATER RESTRICTIONS ON NURSERY PRODUCTS, COMMERCIAL AND RESIDENTIAL WATERING – STAGE 2 RESTRICTIONS

LOCAL VOLUNTEERS NOTICE THAT THE CITY COUNCIL IS PROPOSING WATER RESTRICTIONS, WHICH PRIMARILY FOCUS ON THE GREEN INDUSTRY.

UPON DISTRIBUTION OF THESE MEASURES TO THE STEERING COMMITTEE AND VOLUNTEERS, GIVE TNLA STAFF IN AUSTIN AN ASSESSMENT OF THE SITUATION. MANY THINGS MAY BE DONE FROM THE STATE LEVEL. TNLA CAN SUPPLY EMAIL LISTS, LOCALLY CRAFTED TALKING POINTS, AND ADDITIONAL CONTACT INFORMATION FOR YOUR LOCAL AREA. THEN A MEETING SHOULD BE SET UP TO DETERMINE THE FOLLOWING THINGS:

1. HOW WILL THIS AFFECT OUR BUSINESSES? DETERMINE POTENTIAL JOB LOSS TO THE INDUSTRY AND SALES TAX THE CITY WOULD BE LOSING IF IMPLEMENTED. WHAT IMPACT WILL IT HAVE ON THE ENTIRE COMMUNITY? (FOR EXAMPLE: IF LANDSCAPE ORDINANCES REQUIRE LANDSCAPING ON NEW CONSTRUCTION AND A HOLD IS PUT ON WATERING, PURCHASERS MAY NOT BE ABLE TO TAKE POSSESSION OF THEIR PROPERTY IN A TIMELY MANNER, WHICH AFFECTS THE CONSTRUCTION INDUSTRY.)
2. IS THIS PROPOSAL ONLY TARGETING OUR INDUSTRY, OR IS EVERYONE BEING ASKED TO CUT BACK EQUALLY?
3. WHO SHOULD WE CONTACT? (PREFERABLY THE CITY COUNCIL MEMBERS AND STAFF YOU HAVE ALREADY VISITED WITH)

ONCE THESE QUESTIONS ARE ANSWERED, AND THE CONCLUSION IS THAT ACTION NEEDS TO BE TAKEN, IMPLEMENT THE GRASSROOTS MOVEMENT.

IN YOUR ACTIVATION OF YOUR GRASSROOTS, MAKE SURE EVERYONE HAS A UNIFIED SET OF TALKING POINTS. THE LAST THING WE NEED IS OUR INDUSTRY SAYING DIFFERENT THINGS AT PUBLIC HEARINGS AND IN THE MEDIA.

AT THIS POINT, IT WOULD BE VERY IMPORTANT FOR THE STEERING COMMITTEE MEMBERS TO MAKE PERSONAL CONTACT WITH THE ELECTED OFFICIALS MAKING THE DECISIONS. YOU WILL HAVE ALREADY ESTABLISHED THIS RELATIONSHIP, SO IT SHOULD FACILITATE ACCESS. EXPRESS THE “UNIFIED” COMMENTS AND

CONCERNS, AND CONTINUE TO EXPLAIN THE IMPACT THIS WILL HAVE ON THE GREEN INDUSTRY.

UPON FINISHING THESE FACE TO FACE MEETINGS, CONTACTING THE VOLUNTEERS SHOULD BE THE NEXT PRIORITY. PROVIDE THE TALKING POINTS AND THE CONTACT INFORMATION OF THE ELECTED OFFICIALS WHO ARE MAKING THE DECISIONS. EXPLAIN TO THE VOLUNTEERS THAT THE MOST EFFECTIVE WAY TO EXPRESS THEIR VIEWS TO THE APPROPRIATE OFFICIALS IS BY PERSONAL CONVERSATION, FOLLOWED UP WITH AN EMAIL OR LETTER. EMAIL ALONE IS USUALLY THE EASIEST WAY, BUT NOT THE MOST EFFECTIVE. BUT SOMETIMES A RAPID RESPONSE REQUIRES THIS METHOD. IF SENDING AN EMAIL, STRESS THAT THE MESSAGE SHOULD NOT BE A FORM LETTER. A PERSONALIZED LETTER ADDS A THOUGHTFUL TOUCH AND IS MORE LIKELY TO BE READ BY THE INTENDED PARTY.

A GROUP REPRESENTING THE INDUSTRY SHOULD ATTEND ALL PUBLIC HEARINGS REGARDING THE ISSUE. STEERING COMMITTEE MEMBERS SHOULD BE THE PRIMARY SPEAKERS, REPEATING THE AGREED-UPON TALKING POINTS. IT WOULD BE WISE TO SPLIT THE POINTS UP, SO THERE IS NO REDUNDANCY. IT IS ALRIGHT IF A FEW VOLUNTEERS SPEAK, BUT IF YOU HAVE TOO MANY SAYING THE SAME THING OVER AND OVER, YOU LOSE THE ATTENTION OF THOSE YOU ARE ADDRESSING. DO HAVE VOLUNTEERS PRESENT IN THE ROOM. THIS IS A VERY IMPORTANT PART OF YOUR SUCCESS. ALSO, BRING ENOUGH COPIES OF YOUR PREPARED REMARKS TO DISTRIBUTE TO THE GROUP YOU ARE ADDRESSING. A DAY AFTER YOUR REMARKS ARE MADE, FOLLOW UP WITH THE ELECTED OFFICIALS AND ASK IF THEY HAVE ANY OTHER QUESTIONS. BY DOING THIS, YOU SHOW TRUE CONCERN AND IT GIVES YOU ANOTHER CHANCE TO GET THEIR ATTENTION.

AT THE CONCLUSION OF THIS ISSUE (WIN, LOSE OR SURVIVE), UPDATE ALL INTERESTED PARTIES AND VOLUNTEERS OF THE OUTCOME. MAKE AN EFFORT TO KEEP THE GROUP ORGANIZED THROUGHOUT THE YEAR. BY DOING THIS, YOU WILL ALWAYS HAVE THE ABILITY TO REACT QUICKLY AND EFFECTIVELY NO MATTER THE CIRCUMSTANCES.

ADDITIONAL ADVICE ON STRATEGY:

DO NOT SAY "NO" TO ALL PROPOSALS. FIND THE THINGS YOU ARE UNABLE TO LIVE WITH AND ADDRESS THOSE ISSUES FIRST AND FOREMOST. BE WILLING TO COMPROMISE, BUT STILL MAINTAIN THE INTEGRITY OF YOUR OBJECTION. IT WILL BE IMPORTANT TO ACCEPT SOME THINGS YOU ARE NOT COMFORTABLE WITH, BUT CAN MANAGE. THIS WILL SHOW A GOOD FAITH EFFORT ON YOUR PART AND POSSIBLY STOP A RULE OR REGULATION THAT WOULD DEVASTATE THE INDUSTRY.

THE MOST DAMAGING THING THAT CAN HAPPEN IS FOR THE INDUSTRY TO PRESENT CONFLICTING STANDS ON AN ISSUE. IF ELECTED OFFICIALS SEE THIS DIFFERENCE OF OPINION WITHIN THE GROUP, THEY WILL BE MORE APT TO NOT LISTEN AND PROBABLY NOT ADDRESS YOUR GRAVEST CONCERNS. IT IS VERY IMPORTANT NOT TO FOCUS ON THE SMALL ISSUES, BECAUSE IT WILL TAKE AWAY YOUR BARGAINING POWER.

ALWAYS BE POLITE WHEN ADDRESSING ELECTED OFFICIALS AND STAFF. DO NOT TAKE HARSH TONES, DO NOT THREATEN, BUT COME ACROSS AS A REALLY CONCERNED BUSINESS OWNER. FOLLOW THE GUIDELINES POSTED FOR THEIR PUBLIC HEARINGS, AND ALWAYS THANK THE PEOPLE YOU ADDRESS FOR TAKING THE TIME TO LISTEN TO YOUR CONCERNS.

THROUGHOUT THIS PROCESS, TNLA STAFF WILL HAPPY TO ASSIST IN ANY WAY POSSIBLE. SOME LOCAL ISSUES HAVE THE POSSIBILITY OF CRIPPLING OUR INDUSTRY OR MAY HAVE IMPLICATIONS THAT CAN SPREAD TO HAVE STATEWIDE AFFECT. OTHER GROUPS, ASSOCIATIONS AND INDUSTRIES MAY SHARE OUR COMMON CONCERNS, SO GET ORGANIZED, WORK TOGETHER AND BE PREPARED TO TAKE THE APPROPRIATE ACTIONS.

OUTLINE OF ACTIONABLE ITEMS:

- I. STUDY TNLA PROACTIVE GRASSROOTS ACTIONS AND SHARE WITH OTHERS
- II. COMPRISE STEERING COMMITTEE OF AT LEAST THREE MEMBERS
- III. STEERING COMMITTEE TO MEET WITH LOCALLY ELECTED OFFICIALS AND STAFF TO OBTAIN A WORKING RELATIONSHIP - GIVE BACKGROUND INFORMATION ON THE GREEN INDUSTRY
- IV. CONTACT LOCAL MEDIA OUTLETS TO EXPLAIN THE GREEN INDUSTRY AND OUR ISSUES
- V. SHARE THIS INFORMATION WITH TNLA MEMBERS – SIGN UP VOLUNTEERS TO BE ADDED TO THE GRASSROOTS ORGANIZATION – OBTAIN ALL CONTACT INFORMATION
- VI. APPOINT VOLUNTEERS TO MONITOR POLITICAL SUB-DIVISIONS ACTIONS AND PROPOSALS

ACTION NEEDED:

1. STEERING COMMITTEE TO NOTIFY TNLA STAFF OF ISSUES
2. MEET WITH GRASSROOT VOLUNTEERS – ASSESS THE SITUATION AND DETERMINE ACTIONS
3. NOTIFY TNLA STAFF OF POSSIBLE ACTIONS
4. DEVELOP UNIFIED TALKING POINTS
5. STEERING COMMITTEE TO MAKE PERSONAL CONTACT WITH ELECTED OFFICIALS
6. INITIATE GRASSROOTS MOVEMENT - CONTACT BY VOLUNTEERS TO ELECTED OFFICIALS
7. ATTEND AND SPEAK AT POSTED HEARINGS – DETERMINE SPEAKERS PRIOR TO EVENT – BRING COPIES OF PREPARED REMARKS
8. FOLLOW UP WITH ELECTED OFFICIALS A DAY AFTER THE MEETING
9. UPDATE VOLUNTEERS, TNLA STAFF, AND INTERESTED PARTIES OF THE OUTCOME
10. CONTINUE TO KEEP THE VOLUNTEERS ENGAGED THROUGHOUT THE YEAR

TNLA EDUCATION OPPORTUNITIES

ONE OF OUR PRIMARY GOALS AT TNLA IS TO SUPPORT AND ENHANCE THE SKILLS OF GREEN INDUSTRY PROFESSIONALS BY PROMOTING THE EDUCATIONAL GROWTH OF OUR MEMBERS AND PROVIDING QUALITY EDUCATION OPPORTUNITIES BOTH IN PERSON AND ONLINE. TNLA EDUCATION EVENTS KEEP MEMBERS ABREAST OF INDUSTRY DEVELOPMENTS, HELP WITH STAFF AND MANAGEMENT TRAINING, AND GENERATE EMPLOYEE ENTHUSIASM.

EVENTS

TNLA BUSINESS MANAGEMENT WORKSHOP, HELD IN CONJUNCTION WITH THE ASSOCIATION'S ANNUAL BUSINESS MEETING EACH JANUARY, IS IDEAL FOR ALL GREEN INDUSTRY PROFESSIONALS INTERESTED IN NETWORKING AND FURTHERING THEIR BUSINESS KNOWLEDGE.

EXPO EDUCATION, HELD IN CONJUNCTION WITH THE NURSERY/LANDSCAPE EXPO EACH AUGUST, OFFERS A FULL DAY OF EDUCATION WITH SPECIAL TRACKS TARGETED TO EVERY INDUSTRY BUSINESS CATEGORY. ALL LEVELS OF EMPLOYEES IN EVERY GREEN INDUSTRY BUSINESS WILL FIND CLASSES TARGETED TO MEET THEIR EDUCATIONAL NEEDS.

PERIODICALLY, TNLA HOSTS OR SPONSORS WEBINARS DESIGNED TO GIVE MEMBERS A QUICK BRIEFING ON INDUSTRY TOPICS. IN ADDITION, TNLA EDUCATION PORTAL ([CLICK.GO.GROW](#)) IS AVAILABLE FOR CONTINUING EDUCATION ON-LINE ANYTIME.

ONLINE EDUCATION

THE **RETAIL NURSERY & LANDSCAPE BUSINESS TRAININGS** ARE DESIGNED TO EDUCATE PROFESSIONALS IN THE NURSERY/LANDSCAPE INDUSTRY BY PROVIDING THEM WITH THE KNOWLEDGE AND SKILLS SETS NEEDED TO SUCCESSFULLY DO THEIR JOB, AS WELL AS PREPARING THEM TO ACHIEVE TNLA CERTIFICATIONS.

THE **TEXAS MASTER CERTIFIED NURSERY PROFESSIONAL (TMCNP) COURSE** IS DESIGNED FOR NURSERY PROFESSIONALS THAT HAVE ALREADY ACHIEVED TCNP STATUS. IT ENHANCES THE INTENSIVE SUMMARY OF SKILLS AND KNOWLEDGE THAT YOU HAVE ALREADY ACHIEVED AS A TCNP AND UPDATES THAT KNOWLEDGE WITH THE LATEST INFORMATION, RESEARCH, AND TECHNOLOGY. THE COURSE CONSISTS OF A SERIES OF ONLINE MODULES PRESENTED BY RECOGNIZED AUTHORITIES IN THEIR RESPECTED FIELDS AND HELPS NURSERY PROFESSIONALS PREPARE FOR THE TMCNP CERTIFICATION.

THE **LANDSCAPEPRO TRAINING** PROVIDES LANDSCAPE CREW MEMBERS TRAINING ON FIRST AID AND SAFETY, LANDSCAPE DESIGN AND PLAN READING, LANDSCAPE INSTALLATION, LANDSCAPE MAINTENANCE, MAINTENANCE EQUIPMENT, PRUNING, FERTILIZER, IRRIGATION, PESTICIDES, GRADING/DRAINAGE/EROSION CONTROL & MEASURING WITH AN INSTRUMENT, PAVER INSTALLATION, TURF SELECTION AND ESTABLISHMENT PRACTICES, AND LANDSCAPE EQUIPMENT.

RISK MANAGEMENT. WORKING WITH THE USDA'S RISK MANAGEMENT AGENCY, TEXAS NURSERY & LANDSCAPE ASSOCIATION HAS CREATED AN EASILY ACCESSIBLE, ONLINE RESOURCE CENTER FOR GREEN INDUSTRY EMPLOYEES AND EMPLOYERS. LESSONS INCLUDE RISK MANAGEMENT INFORMATION FOR EMPLOYERS AND EMPLOYEES, AS WELL AS HELPFUL LINKS TO RISK RELATED WEBSITES AND SUPPORTING INFORMATION.

TAILGATE TOPICS

TAILGATE TOPICS IS AN EDUCATIONAL PROGRAM TO HELP TRAIN LANDSCAPE EMPLOYEES QUICKLY AND EASILY. THE TAILGATE TOPIC BOX PROVIDES VALUABLE KNOWLEDGE ON TOPICS SUCH AS: EQUIPMENT, EQUIPMENT MAINTENANCE, FERTILIZER, FORMULAS & MEASURES, INSTALLATION, IRRIGATION, LANDSCAPE PREPARATION, MAINTENANCE, PESTICIDES, PLANTS, PRUNING, SAFETY & FIRST AID, TURFGRASS, TAILGATE TOPICS TRAINING MANUAL, HUNTER RESIDENTIAL SPRINKLER SYSTEM DESIGN HANDBOOK, AND THE BEST OF TEXAS LANDSCAPE GUIDE.

BEST OF TEXAS LANDSCAPE GUIDE

THE BEST OF TEXAS LANDSCAPE GUIDE IS A **SOFT COVER BOOK** CONTAINING PHOTOS AND DESCRIPTIONS OF APPROXIMATELY 350 PLANTS THAT ARE MOST COMMONLY AVAILABLE IN TEXAS RETAIL NURSERIES. THE PLANT LIST INCLUDES PALMS, AZALEAS, ROSES, CONTAINER GARDENING, OUTDOOR TROPICAL PLANTS, HOUSEPLANTS, TURFGRASS, WATER GARDENING, AND HERBS. LOW WATER USE PLANTS ARE INDICATED IN THE PLANT LISTINGS, AS ARE TEXAS NATIVES. DEVELOPED BY TEXAS CERTIFIED NURSERY PROFESSIONALS, THE BOOK ALSO CONTAINS PRACTICAL ADVICE ON WATER CONSERVATION IN THE LANDSCAPE AND BASIC PLANNING, PLANTING AND MAINTENANCE INFORMATION.

CAREER OPPORTUNITIES

THE NURSERY AND LANDSCAPE INDUSTRY IS FULL OF EXCITING CAREER POSSIBILITIES FOR PEOPLE WITH A PASSION FOR GROWING, LANDSCAPING, DESIGNING, AND MORE! WE HAVE CREATED A **CAREERS IN HORTICULTURE PAGE ON OUR WEBSITE THAT WILL HELP INTERESTED INDIVIDUALS TO FIND OUT MORE ABOUT THE EXCITING CAREER OPPORTUNITIES IN THE GREEN INDUSTRY.**

CEU QUIZZES

CEU QUIZZES ARE AN OPPORTUNITY FOR YOU TO EARN **CONTINUING EDUCATION UNITS.** EVERY QUARTER WE OFFER AN ARTICLE IN GREEN MAGAZINE THAT HAS A SHORT QUIZ ATTACHED. FILL OUT THE QUIZ AND SUBMIT IT TO TNLA TO RECEIVE 1 CEU CREDIT!

NEW TO BUSINESS PACKET

INDIVIDUALS WHO ARE INTERESTED IN “GETTING INTO THE BUSINESS” IN TEXAS CAN REQUEST A NEW TO THE BUSINESS PACKET FROM TNLA. INFORMATION TO NAVIGATE THE **ESSENTIAL STEPS IN OPENING A BUSINESS** ARE CONTAINED WITHIN.

COMMUNICATIONS

TNLA HAS SEVERAL COMMUNICATION VEHICLES AVAILABLE:

TNLAONLINE.ORG
REGION NEWSLETTER
TNLA GREEN MAGAZINE
BROADCAST EMAIL
TELEPHONE NETWORK
DIRECT MAIL
FACE-TO-FACE

PLEASE REMEMBER THAT ALL ADVERTISING SOLD IN THE REGIONAL NEWSLETTERS IS CONSIDERED BY THE IRS TO BE UNRELATED BUSINESS INCOME FOR THE TNLA STATE ASSOCIATION AND MUST BE REPORTED TO THE IRS. FOR FINANCIAL DETAILS, SEE THE FINANCE SECTION.

INFORMATION FOR TNLA GREEN OR THE TNLA WEB SITE CAN BE SENT TO TNLA OFFICE, PREFERABLY BY EMAIL. INFORMATION NEEDED IS:

LISTING OF REGIONAL EVENTS

ANY LIFE CHANGES IN REGION MEMBERS (MARRIAGES, NEW BABIES, DEATHS)
ANY BUSINESS CHANGES FOR REGION MEMBERS (NEW STORE, BUILDING BURNS DOWN ETC.)
SPECIAL RECOGNITION OF EMPLOYEES OR MEMBERS FOR SOME COMMUNITY WORK
SPECIAL RECOGNITION OF REGION FOR COMMUNITY PROJECT, ETC.
GENERAL REPORT ON REGION MEETING, WHO SPOKE, HOW MANY WERE THERE, ETC.

TNLA GREEN DEADLINE IS 6-8 WEEKS PRIOR TO DESIRED PUBLICATION DATE (I.E. FOR THE JANUARY ISSUE, DEADLINE FOR FINAL COPY IS DUE DECEMBER 15TH. CONTENT IDEAS/WORKING TITLES DUE DECEMBER 1ST).

WEBSITE

THERE ARE DEDICATED SECTIONS ON THE WEBSITE FOR EACH REGION. ANY REGIONAL INFORMATION CAN BE POSTED THERE AND MEMBERS NEED TO BE ENCOURAGED TO VISIT THAT AREA FREQUENTLY. INFORMATION ABOUT TNLA EVENTS IS AVAILABLE AS SOON AS IT IS DETERMINED.

THE *REGIONS MAIN* PAGE HAS A STATE MAP THAT IDENTIFIES THE COUNTIES IN EACH REGION. BY CLICKING ON YOUR REGION NUMBER INSIDE EITHER OF THE DRAWERS, YOU CAN GO TO YOUR REGION'S PAGE AND READ THE LATEST NEWSLETTER AND UP-TO-DATE INFORMATION FOR YOUR REGION.

EACH REGION HAS A MAIN PAGE, LEADERSHIP PAGE, PHOTOS AND MORE PAGE, AND GROWERS' MAP PAGE

SEE APPENDIX FOR WEBSITE OVERVIEW!

TELEPHONE NETWORK

THIS METHOD IS LARGELY REPLACED BY EMAIL, BUT STILL IS NEEDED SOMETIMES TO CONFIRM RESERVATIONS, TO REMIND OF A SPECIAL EVENT, OR AS A SPECIAL "HOW ARE WE DOING" POLL OF MEMBERS. SOME REGIONS HAVE A REGULAR TELEPHONE COMMITTEE THAT CALLS PRIOR TO EVERY MEETING.

DIRECT MAIL

MOST REGIONS DO LIMITED DIRECT MAIL DUE TO COST. WHILE SPECIAL EVENTS MAY BE PROMOTED THIS WAY, TNLA DOES NOT ENCOURAGE THE USE OF DIRECT MAIL BY REGIONS AS A REGULAR STRATEGY. EMAIL IS THE MOST EFFECTIVE.

FACE-TO-FACE

A NEW OR PROSPECTIVE MEMBER WILL JUDGE THE ORGANIZATION BY THEIR RECEPTION IN THE FIRST FEW MINUTES OF ATTENDING A MEETING OR EVENT. WE WILL BE "FRIENDLY", "ALOOF" "CLIQISH".... EVERY MEMBER, BUT PARTICULARLY OFFICERS, CREATES THE COMMUNITY FEELING OF THE ORGANIZATION, FOR BETTER OR WORSE. FACE-TO-FACE INFORMATION IS ALSO EXCHANGED AT YOUR LOCAL SERVICE CLUB OR BUSINESS MEETING ORGANIZATION MEETINGS, IN YOUR CONTACTS WITH LOCAL, REGIONAL, STATE, OR NATIONAL GOVERNMENTAL OFFICIALS. THE IMAGE OF THE ASSOCIATION IS ESTABLISHED BY THE CUMULATIVE EFFECTIVE OF PERSONAL TOUCH OVER TIME. EVERY FACE-TO-FACE ENCOUNTER COUNTS.

FINANCIAL REPORTING

ONE OF THE MOST IMPORTANT RESPONSIBILITIES OF THE REGION BOARD OF DIRECTORS IS FINANCIAL REPORTING. THE TREASURER IS IN CHARGE OF FULFILLING THIS RESPONSIBILITY, WITH THE STATE REGION DIRECTOR ACTING IN AN OVERSIGHT CAPACITY.

IN THIS SECTION, YOU WILL FIND SAMPLE FORMS THAT ARE USED IN PREPARING THE FINANCIAL REPORTS. THE TNLA'S STATE OFFICE ACCOUNTING DEPARTMENT MUST INCORPORATE THE REGIONS' FINANCES INTO THE ASSOCIATION'S RECORDS. THEREFORE, IT IS OF UTMOST IMPORTANCE THAT THESE REPORTS BE PREPARED CORRECTLY AND FILED WITH THE STATE OFFICE IN A TIMELY MANNER.

THE TNLA STATE OFFICE WOULD BE HAPPY TO HANDLE YOUR FINANCIAL REPORTING FOR YOU. CONTACT THE TNLA ACCOUNTING DEPARTMENT FOR THE NECESSARY INFORMATION.

THE BANK ACCOUNT

WHEN NEW OFFICERS TAKE OVER, IT SEEMS PRACTICAL TO OPEN AN ACCOUNT IN A BANK MORE CONVENIENTLY LOCATED, BUT WE SUGGEST YOU MAINTAIN THE EXISTING BANK ACCOUNT DUE TO THE DIFFICULTY OF OPENING A NEW ONE.

ALL REGION BANK ACCOUNTS MUST CARRY **TNLA'S FEDERAL ID No. 74-1192009**. THE REGION BOARD OF DIRECTORS MUST DESIGNATE AUTHORIZED SIGNERS FOR THE ACCOUNT. THE TREASURER, CHAIRMAN, VICE-CHAIRMAN AND STATE OFFICE COMPTROLLER SHOULD BE DESIGNATED SIGNERS. ALL REGION CHECKS SHOULD BE SIGNED BY AT LEAST TWO OF THESE INDIVIDUALS. THE ACCOUNT SHOULD BE SET UP WITH END-OF-MONTH CUT-OFF AND, IF POSSIBLE, BE INTEREST BEARING.

IF YOUR REGION DECIDES TO OPEN A SAVINGS ACCOUNT, ASK THE BANK TO PROVIDE MONTHLY STATEMENTS. IF THIS IS NOT POSSIBLE, THE STATE OFFICE REQUIRES A COPY OF THE ACCOUNT STATEMENT AS OF FEBRUARY 28 (29) SINCE THIS IS THE END OF TNLA'S FISCAL YEAR.

THE FINANCIAL REPORT

TNLA'S FISCAL YEAR IS MARCH 1 – FEBRUARY 28 (29). FINANCIAL INFORMATION FOR ALL REGIONS MUST BE INCLUDED IN TNLA'S ACCOUNTING RECORDS THEREFORE, IT IS NECESSARY YOU SEND YOUR FINANCIAL REPORT TO THE STATE OFFICE NO LATER THAN THE 15TH OF THE FOLLOWING MONTH FROM YOUR DUE DATE. EACH REGION HAS DIFFERENT DUE DATES AND THESE REPORTING CYCLES ARE BASED ON THE PREVIOUS OCTOBER REGION MEMBER COUNTS.

REPORTING DUE DATE BREAKDOWN BY REGION FOR 2013-2014

MONTHLY REPORTING – REGION II AND REGION IV

REPORT DUE DATE:

DUE BY THE 15TH OF FOLLOWING MONTH

BI-MONTHLY REPORTING – REGION I, REGION III, REGION V, REGION VIII

REPORT DUE DATE:

MARCH/APRIL REPORTS DUE MAY 15TH

MAY/JUNE REPORTS DUE JULY 15TH

JULY/AUGUST REPORTS DUE SEPTEMBER 15TH

SEPTEMBER/OCTOBER REPORTS DUE NOVEMBER 15TH

NOVEMBER/DECEMBER REPORTS DUE JANUARY 15TH

JANUARY/FEBRUARY REPORTS DUE MARCH 15TH

QUARTERLY REPORTING – REGION VI AND REGION VII

REPORT DUE DATE:

MARCH, APRIL, MAY REPORTS DUE JUNE 15TH

JUNE, JULY, AUGUST REPORTS DUE SEPTEMBER 15TH

SEPTEMBER, OCTOBER, NOVEMBER REPORTS DUE DECEMBER 15TH

DECEMBER, JANUARY, FEBRUARY REPORTS DUE MARCH 15TH

WHEN YOU FILE YOUR REPORTS, A COPY OF THE BANK STATEMENT, CHECKS AND DEPOSIT SLIPS FOR THAT MONTH SHOULD BE ATTACHED. KEEP THE ORIGINALS FOR THE REGION'S PERMANENT RECORDS. BE SURE YOU LIST THE PURPOSE OF ALL TRANSACTIONS ON YOUR REPORT.

YEAR-END FINANCIAL REPORTING

ALL REGION FINANCIAL TRANSACTIONS ARE INCORPORATED WITH THE STATE OFFICE FINANCIAL RECORDS AT YEAR-END AND ARE REPORTED TO IRS ON THE ANNUAL TAX RETURN. TNLA STAFF WILL COMPILE YEAR-END FINANCIAL REPORTS FOR EACH REGION AND SUBMIT THEM TO TNLA'S CONTRACTED AUDITOR. THEREFORE, IT IS IMPORTANT THAT ALL REPORTS ARE MAILED TO THE STATE OFFICE BY **MARCH 31ST**.

OTHER FINANCIAL INFORMATION

TNLA IS A 501(C)(6) UNDER THE INTERNAL REVENUE CODES. REG. 1.501(C)(6)-L DEFINES AS A BUSINESS LEAGUE AS AN ASSOCIATION OF PERSONS HAVING A COMMON BUSINESS INTEREST, WHOSE PURPOSE IS TO PROMOTE THE COMMON BUSINESS INTEREST AND NOT TO ENGAGE IN A REGULAR BUSINESS OF A KIND ORDINARILY CARRIED ON FOR PROFIT. ITS ACTIVITIES ARE DIRECTED TO THE IMPROVEMENT OF BUSINESS CONDITIONS OF ONE OR MORE LINES OF BUSINESS RATHER THAN THE PERFORMANCE OF PARTICULAR SERVICES FOR INDIVIDUAL PERSONS. SINCE TNLA IS A 501(C)(6), IT IS EXEMPT FROM PAYING FEDERAL INCOME TAXES. HOWEVER, TNLA IS **NOT** EXEMPT FROM PAYING STATE/CITY SALES TAX.

IF THE REGION PURCHASES A CERTIFICATE OF DEPOSIT, PLEASE SUBMIT A COPY OF THE CERTIFICATE OR THE SAFE-KEEPING RECEIPT TO THE TNLA STATE OFFICE. ANY ADDITIONAL INVESTMENT ENDEAVORS SHOULD BE DISCUSSED WITH THE STATE OFFICE **PRIOR** TO ANY TRANSACTIONS.

IF THE REGION HAS A SCHOLARSHIP PROGRAM, PLEASE BE CERTAIN THAT YOU ADVISE THE STATE OFFICE AND SUBMIT A SCHOLARSHIP APPLICATION WITH THE RECIPIENT'S NAME, ADDRESS AND SOCIAL SECURITY NUMBER. ALSO INCLUDE THE AMOUNT OF THE AWARD AND THE TERMS OF PAYMENT.

CALENDAR YEAR REQUIREMENTS

IF THE REGION PAYS AN INDEPENDENT CONTRACTOR OR A NON-INCORPORATED BUSINESS FOR SERVICES, A W-9 FORM MUST BE COMPLETED BY THE CONTRACTOR/FIRM. AT THE END OF THE CALENDAR YEAR, THE TREASURER MUST SUBMIT THE W-9 FORM AND AMOUNT PAID TO THE CONTRACTOR/FIRM TO TNLA STATE OFFICE. SHOULD THEIR PAYMENTS EXCEED IRS THRESHOLD (CURRENTLY \$600) FOR 1099 DISTRIBUTION THEN TNLA STATE OFFICE WILL ISSUE A 1099 FORM TO THESE PERSONS/FIRMS BY JANUARY 31. TNLA STATE OFFICE WILL SUBMIT COPIES OF THE 1099 FORMS TO IRS BY FEBRUARY 28 (29).

FINANCIAL INSTITUTIONS ISSUE FORMS 1098 OR 1099 SHOWING THE AMOUNT OF INTEREST PAID DURING THE CALENDAR YEAR. COPIES OF THESE SHOULD ALWAYS BE SENT TO THE STATE OFFICE AS SOON AS POSSIBLE.

RECORD RETENTION REQUIREMENTS

THE REGION RECORDS ARE THE PROPERTY OF THE TNLA STATE OFFICE PERMANENT RECORDS. THE STATE OFFICE IS REQUIRED TO KEEP BANK STATEMENTS, DEPOSIT SLIPS, PAID VENDOR INVOICES, GENERAL LEDGERS, JOURNALS AND FINANCIAL STATEMENTS ETC. FOR AT LEAST SIX YEARS. THE REGION MAY SEND THEIR RECORDS FOR THE PAST SIX YEARS TO THE STATE OFFICE AS SUPPORT FOR THE FINANCIAL REPORTING TO IRS. IF A REGION FEELS THEY NEED TO REFER BACK TO PREVIOUS YEAR'S RECORDS, WE SUGGEST THAT THE REGION MAINTAIN POSSESSION OF THE CURRENT YEAR AND NO MORE THAN TWO PREVIOUS YEARS OF BUSINESS.

HELP IS ALWAYS AVAILABLE

THE REGION OFFICERS SHOULD REMEMBER THAT HELP IS AVAILABLE IN THE STATE OFFICE. SHOULD YOU HAVE ANY QUESTIONS, NEVER HESITATE TO CALL. NEVER POSTPONE COMPLETING THE FINANCIAL REPORT BECAUSE OF QUESTIONS OR UNCERTAINTIES. PLEASE EMAIL INFO@TNLAONLINE.ORG OR CALL 800.880.0343 FOR HELP. REMEMBER, WE ARE **YOUR** STAFF AND ARE ALWAYS HERE TO SERVE YOU.

TNLA STAFF INFORMATION

ADMINISTRATION	TITLE	DIRECT LINE	EMAIL
AMY GRAHAM	PRESIDENT	512.579.3850	AGRAHAM@TNLAONLINE.ORG
JO TUCKER	COMPTROLLER	512.579.3863	JOTUCKER@TNLAONLINE.ORG
TREVOR PEEVEY	ACCOUNTING ASSISTANT	512.579.3861	TREVOR@TNLAONLINE.ORG
NANCY SOLLOHUB	EXECUTIVE ASSISTANT	512.579.3852	NANCYS@TNLAONLINE.ORG
LEGISLATIVE & REGULATORY AFFAIRS			
JIM REAVES	DIRECTOR, LEGISLATIVE & REGULATORY AFFAIRS	512.579.3851	JIM@TNLAONLINE.ORG
MEMBERSHIP & CERTIFICATION			
MARISOL YBARRA	CERTIFICATION & MEMBERSHIP COORDINATOR	512.579.3866	MARISOL@TNLAONLINE.ORG
COMMUNICATIONS			
ANNA MCGARITY	COMMUNICATIONS MANAGER	512.579.3864	ANNA@TNLAONLINE.ORG
EDUCATION			
CAMERON HILL	EDUCATION MANAGER	512.579.3860	CAMERON@TNLAONLINE.ORG
NURSERY/LANDSCAPE EXPO			
SARAH RIGGINS	DIRECTOR, EXPO OPERATIONS	512.579.3854	SARAH@TNLAONLINE.ORG
AMY PRENGER	DIRECTOR, EXPO EXHIBITS	512.579.3858	AMY@TNLAONLINE.ORG
MIKE YELVERTON	EXHIBITS MANAGER	512.579.3859	MIKE@TNLAONLINE.ORG
DENA GUERRERO	EXPO ASSISTANT	512.579.3857	DENA@TNLAONLINE.ORG
REGIONS			
KEITH MCLEMORE	DIRECTOR, STRATEGIC INITIATIVES	512.579.3853	KEITH@TNLAONLINE.ORG
ADVERTISING SALES			
LANCE LAWHON	ADVERTISING SALES	877-832-1881	LANCEL@TNLAONLINE.ORG

QUICK INFORMATION

- **TNLA'S CALENDAR YEAR IS MARCH 1ST THRU FEBRUARY 28TH.**
- **ALL REGION REQUESTS FOR LISTS SEND TO COMMUNICATIONS@TNLAONLINE.ORG OR FAX THE REQUEST ATTN: REGIONS (512) 280-3012 WITH 24 – 48 HOURS NOTICE.**
- **TNLA CHAIRMAN & PRESIDENT WILL ATTEND ONE OF YOUR REGION MEETINGS DURING THE YEAR.**
- **TO PUT INFORMATION ON THE WEBSITE, SEND REQUESTS TO COMMUNICATIONS@TNLAONLINE.ORG.**
- **AFTER EACH REGION BOARD MEETING, SEND IN REGION MINUTES TO INFO@TNLAONLINE.ORG OR FAX TO ATTN: REGIONS AT 512-280-3012.**
- **MEMBERSHIP, CERTIFICATION, TRADESHOW, ETC... INFORMATION CAN BE DOWNLOADED OFF OF THE WEBSITE.**
- **TNLA WEBSITE – WWW.TNLAONLINE.ORG**
- **TNLA BOOTH AVAILABLE TO REGIONS (TABLETOP) WITH 72 HOURS NOTICE. SHIPPING CHARGES TO REGIONS.**
- **A LIST OF OTHER REGION OFFICERS ARE IN YOUR MANUAL. THIS IS LIST IS ACCURATE AS OF THE DATE IT WAS PRINTED.**
- **REGION REBATE MONEY WILL BE SENT OUT 4 TIMES A YEAR. TO RECEIVE PROMPTLY, FINANCIALS MUST BE KEPT UP TO DATE.**
- **FINANCIALS BE SENT TO THE STATE OFFICE ON A REGULAR BASIS. E-MAIL TO INFO@TNLAONLINE.ORG OR FAX THESE TO REGIONS AT (512)280-3012. A CALENDAR OF THE DUE DATES FOR FINANCIALS IS IN YOUR MANUAL. ANY QUESTIONS ABOUT THE REGION FINANCIALS, PLEASE CONTACT THE STATE OFFICE AT 1-800-880-0343.**
- **CERTIFICATION QUESTIONS – MARISOL YBARRA, CERTIFICAION@TNLAONLINE.ORG**
- **MEMBERSHIP QUESTIONS – MARISOL YBARRA, MEMEBRSHIP@TNLAONLINE.ORG**
- **EXPO INFORMATION – 512-579-3857, EXPO@TNLAONLINE.ORG**
- **ADVERTISING INFORMATION – ADVERTISING@TNLAONLINE.ORG**
- **LEGISLATIVE / REGULATORY – JIM REAVES, JIM@TNLAONLINE.ORG**
- **PUBLICATIONS – DARLENE LANHAM, DARLENE@TNLAONLINE.ORG**
- **ELECTIONS TAKE PLACE IN THE FALL. CHAIRMAN AND VICE CHAIRMAN ARE ONE-YEAR TERMS. ALL REGION DIRECTORS ARE ON A TWO-YEAR STAGGERED TERM. THERE WILL ALWAYS BE TWO DIRECTORS UP EACH YEAR. IF YOUR STATE REGIONAL DIRECTOR IS UP FOR ELECTION THE TNLA STATE OFFICE WILL DO THE ELECTION FOR YOU BY BALLOT. SEND IN THE REGION ELECTION FORM TO DECEMBER 31ST AT INFO@TNLAONLINE.ORG**

APPENDIX