Dear ARMA Volunteer Leaders,

As you know, things are changing rapidly on the public health front—and we know that you are trying to make decisions on your upcoming events and identify your financial risks.

Per conversations with our legal counsel as well as messaging being put out by the international association & meetings community related to:

1. Our community responsibility to members and in response to public health behavioral requests.
2. The reputational risk to ARMA International and the chapter.
3. Financial liability with regards to contracts – for example: missing deadlines to exit contracts with no or smaller penalties, risking going forward and losing attendance but still having food costs, etc.
4. Legal liability of holding events – for example: even if someone makes an elective decision to participate and they contract the virus there is a potential risk for institutional or personal liability depending on the seriousness of the individual’s health impact.

Today, we urge you to:

1. **Cancel, reschedule, and/or re-purpose any March and April events as virtual events.** For small events, exit contracts that you can before penalty deadlines and renegotiate contracts for a future commitment where able. For larger events, depending on whether your contracts are with national hotel chains, ARMA may be in a position to assist with contract negotiations.

   - **Sample verbiage for cancellation:**
     - For the health and safety of our members and all attendees, we are cancelling (meeting name) on (meeting date). Additional information will be provided to paid registrants as soon as possible.
   - **Sample verbiage for rescheduling:**
     - For the health and safety of our members and all attendees, we are rescheduling (meeting name) on (meeting date). Additional information will be provided regarding the new meeting date and time and registration fees.
2. For chapter/region events in May where air travel and hotels are not involved. We recommend holding for another week or two BUT sending a message to registrants that more information will be coming.

- **Sample Verbiage:**
  - At the current time, we are monitoring public safety announcements and will update members and registrants on any impending changes.

3. For May-June events involving travel. We recommend holding for another week or two BUT to explore renegotiation now as well as virtual options.

- **Sample verbiage for Websites and/or an email communication:**
  - For the health and safety of our members and attendees, we are rescheduling (meeting name) on (meeting date). Additional information will be provided regarding the new meeting date and time and registration fees.

4. **Sponsor Obligations.** Look at the sponsor obligations you have with your events and, in the case of cancellations, see if there are ways to re-purpose any obligations to other meetings or events coming up and/or come up with other visibility opportunities, e.g. virtual sponsorship of a webinar.

**How ARMA Can Help**

Our new CEO Mona Buckley and headquarters staff are in the loop on daily communications from the event and association industry, as well as upcoming communication/webinar from our law firm. They will provide additional information/updates weekly to region directors and chapter presidents. In addition, we are evaluating virtual meeting vendors for more complex multi-day events and will get that information out next week.

We all recognize this is an unprecedented situation and the key will be frequent communication all around.

Please reach out to me and/or Mona mona.buckley@armaintl.org directly, or Tricia and Heather at chapters@armaintl.org as needed. A region directors call is already scheduled for early next week and additional information will be provided to all volunteer leaders from that meeting.

Sincerely,
Bill Bradford
ARMA International President
bill.bradford@armaintl.org
Special Alert
Region and Chapter Leaders,

ARMA continues to receive more information regarding COVID-19. We understand concern around holding events and traveling is increasing. We want to provide helpful information for you and your leadership teams as you consider decisions around upcoming events and receive questions from members.

The following information can also be found in Chapter Central and will be updated when new information becomes available.

What We Know

On January 30, 2020, the International Health Regulations Emergency Committee of the World Health Organization declared the outbreak a "public health emergency of international concern" (PHEIC). On January 31, 2020, Health and Human Services Secretary Alex M. Azar II declared a public health emergency (PHE) for the United States to aid the nation’s healthcare community in responding to COVID-19.

For ongoing, accurate, and up-to-date information, we recommend using your state, local and/or city resources, as well as:

- World Health Organization (WHO): https://www.who.int/health-topics/coronavirus

What We Are Doing

We know that a lot of questions are coming to leadership teams regarding scheduled and upcoming meetings and events, and will keep you up to date as information is provided. We’ve provided helpful information to consider as you are working with hotels, conference center, and vendors in relation current and pending contracts.
Event Contracts

- Remember that in addition to reviewing hotel and/or conference center contracts, to review contracts with vendors and sponsors.
- Check to see if there are penalties for attrition due to attendees cancelling, not just overall event cancellation.
- Hotels are taking a hardline and may waive individual room or lodging penalties versus the association contract. Mostly they will look to reschedule if there are available dates and practical for both parties.
- Check if your contract has a Force Majeure clause, which is an "overpowering or irresistible force." Look for language including "inadvisable" or "commercially impracticable" within the contract.
- If a contract is in place, consider polling your registrants to get a sense of how many may cancel their attendance.

If you have a legal contract, you may want to seek council from your attorney. If you don't have legal counsel, ARMA International has an attorney we can refer you to.

Event Cancellation Insurance

- Event cancellation insurance is very important but has its limitations. Verify if you have event cancellation insurance, and what provisions are included.
- Note: in new contracts as of mid-January 2020 coronavirus may now be excluded from coverage.

To Cancel or Not To Cancel

For events six months out and longer, the association industry recommends today, March 5, 2020, that you wait and see what developments take place.

Pre-Plan

- Designate a trusted advisor group made up of your board members, senior leaders, or your regional team to review.
- Establish a system to help you in determining your next steps. Here are key items to consider:
  - Is the location of your event in an affected area?
  - What is the cost impact/net liability if you cancel vs delay or create an alternate event?
  - What are the key dates?
  - What is the reputational impact of the organization if the event is held or not held?
- Maintain the facts and avoid exaggerated statements and participating in hype.
- Develop fact based statements for on your website, registration notifications, emails, and social media accounts to be consistent and concise.
- Consider adding drafted language for registration pages/website to help answer registrants questions regarding your upcoming conference and if it will go on in light of the coronavirus.
For example: Note: This event will take place as scheduled. We are monitoring the global impact of COVID-19. And will update this page as necessary.

- Keep in communication with your vendors, key influencers, and board members. Communicate via email and phone calls.

Alternatives To Consider

- Either delay or postpone the event.
- Create a hybrid event that combines in-person and "virtual" if there are attendees who can't or choose not to travel.
- If cancelling in-person event, can you have an alternate online/virtual event to replace it?
- Convey why event will continue or why alternative event has been established.
  - Refer to affected areas of the world/country and depth to which they are affected
  - Consequences (refunds, travel arrangements, etc.)
  - How to maintain health during crisis

When Cancelling Your Event

Create an action plan in case of cancellation:

- Determine time frame of cancellation and when announcement will be sent.
- How will any refunds be provided to registrants?
- Important content in an event cancellation notice:
  - Relevant reasons for cancellation
  - Details of the event - why it’s canceled vs rescheduled,
  - Further steps to be taken by an attendee,
  - Refunds, if needed.

Common Tips to Give Attendees

Recommend to attendees that if they are not feeling well leading up to the event, have any flu-like symptoms including fever, cough or shortness of breath, or have recently travelled to an area identified by the CDC for self-monitoring, to not venture out.

At the conference and elsewhere, strive to implement common sense good hygiene tactics including:

- Covering your coughs and sneezes with a tissue, shirt sleeve, or bent arm (NOT your hands!)
- Washing your hands often with soap and water for at least 20 seconds. An alcohol-based hand sanitizer can be used if soap and water are not available.
- Avoiding touching your face with unwashed hands.
- Avoiding close contact with people who may be sick.

Good personal hygiene practices remain the best method for preventing the spread of coronavirus. Most importantly, don’t panic.

We at ARMA International are here to assist you! Please don’t hesitate to reach out directly with questions as you are considering event changes, and/or receiving questions from members. We’ll
also schedule a call with Regional Directors to continue to keep your teams and members up-to-date and provide additional guidance.

Your Region & Chapter Team,
Tricia, Heather, & Carrie

11880 College Blvd., Suite 450,
Overland Park, KS 66210

arma.org

If you wish to stop receiving email from us, you can simply unsubscribe
Dear ARMA Chapter Leaders:

As a global organization focused on bringing information management & governance professionals together, ARMA places the utmost importance on the safety and security of our community. We extend our sincere support to our members, industry friends & partners, and colleagues who have been impacted by the COVID-19 health emergency.

As you know, things are changing rapidly on the public health front, and we know that you are trying to make decisions on upcoming events and identifying your own risks. This is a complicated and evolving situation that our Board, our new CEO Mona Buckley, and headquarters staff continue to monitor closely through local, national, and international public health departments and association sources. We are providing regular updates to your regional directors and chapter presidents, and will use the most up-to-date information gathered to inform on any decisions related to upcoming events. We all recognize this is an unprecedented situation and the key will be frequent communication. Again, the health, safety, and best interests of our community remain top of mind.

As to how this situation affects our longer-term plans? Currently, we expect that ARMA InfoCon 2020 will stay on schedule for another impactful conference in Detroit, October 26-28, 2020.

Bill Bradford, President
bill.bradford@armaintl.org

and

Mona Buckley, MPA, CAE, Chief Executive Officer
mona.buckley@armaintl.org

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Leadership Corner
Many are now working from home for the first time. Association Success has some tips to staying productive and motivated while working remotely. Click here to read the article.

ARMA Info

ARMA Calendar of Events
Are you hosting a virtual speaker, virtual seminar, or virtual conference related to information management? The ARMA events calendar features events from ARMA International, our partners, and the ARMA community. Submit your professional event to the ARMA calendar and reach out to information management professionals in your field today!

Just visit this link to submit your event details and we’ll add it for you!

If you have previously submitted an event and need to update time, location, date, virtual meeting information, or to cancel the event. Please email education@armaintl.org.

Call to Action
Please add chapters@armaintl.org to your general members communication lists, to help HQ keep up to date on your chapters activities and provide you with additional support. We can’t wait to hear what you are doing!

Call for Articles
Our members have a wealth of knowledge to share with the ARMA International community. Please considering sharing your knowledge by writing an article for the our magazine. Have a great presentation? Consider converting that to an article, too! Contact our Manager of Content Development at ann.snyder@ARMIntl.org.

Free Resources to Assist with Communications
Looking for resources to connect with your chapter member? Below we have listed a few options as recommendations from your region team members.

- Freecallcom
- Zoom.us
- Google Hangouts
- Microsoft Teams
- Join.me
April is RIM Month!
Join ARMA International in celebrating 25 years of RIM Month. See the web page for more information and free downloads that can help members commemorate this special month on social media and in their organizations. As we head into April, watch for RIM-month discounts on selected ARMA resources to celebrate!

ARMA Releases Industry Survey On IG Maturity
On March 13, 2020, ARMA International released the IG Maturity Index Report – 2020, presenting the results of the IG Maturity Index survey conducted by ARMA International and NetGovern in the final quarter of 2019, with the support and guidance of Osterman Research.

Download your copy of the report here. View our recent webinar presenting the results of our research here.

Word of Wisdom
Virtual Meetings
In the coming weeks, many of our chapters will need to meet virtually. This article from Association Success has information on tools that can help your chapter to connect in this format. This maybe a new format to many. This article from ASAE has tips for facilitating virtual meetings. If your chapter needs advise or struggles with the virtual format, know that you are not alone. Your region teams and headquarters staff are here to help in anyway we can. Please let us know how we can help.

Staffing Changes
Goodbye to Carrie Renuart
Friday March 20th will be Carrie Renuart last day with ARMA International. She has immensely enjoyed working with all of ARMA's chapter and region leaders. She is stepping away for personal reasons and wishes all ARMA's chapters the best of luck. Feel free to send well wishes to her directly at carrie.renuart@armaintl.org.

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GO/NO-GO Analysis for Launch and New Events

Go/No-Go decisions are unique to each individual event. Factors that may greatly impact one event might be less impactful for others. Timing and costs will be unique to each event. When determining to continue to move forward—or not—with an event, there are many factors to take into consideration beyond financial risks. It may also be important to consider intangible outcomes such as how terminating the event may affect client, industry, association and/or partner relationships. Additionally, you should ask if your decision will cause you to lose or strengthen future industry opportunities. Be cognizant that cancelling or postponing an event may be seen as a good thing by industry stakeholders. Likewise, are there future, new opportunities that could arise from completing the project, or would be impacted by cancellation.

While this document serves as a template to measure Go/No-Go decisions, event managers must also use their knowledge, resources and judge the uniqueness of each event to establish which decision is right for each event.

Criteria Outline

This list is your checklist and outlines areas and costs that may be incurred. Measuring the areas noted below will help you to seek ways to mitigate costs and risks, where applicable. The accompanying spreadsheet details each of the expense items need to best use in your calculated measurements. Additionally, it notes revenues and cash flow and how those are regularly measured against the corresponding expenses. When factoring Expense and Revenue, the following major categories should be factored:

**Expenses**
- Facility Agreements
- Vendor Agreements
- Speaker Agreements
- Travel & Entertainment
- Staff G&A

**Revenue**
- Contracts in hand
- Collections to date
- Pending Collections
- Pending Contracts/Commitments

**Intangibles**
- Interest of potential clients
- Impact of your decision on clients, event partners, association, industry leaders
- Reputation in industry and your future desire to return to industry
- Be sure to conduct due diligence of your pipeline analysis from your sales CMS
GO/NO-GO Analysis for Launch and New Events (cont.)

Timing
The Go/No-Go decision will be different for every event.

For new/launch events: a decision may be needed within the 9-12-month timeframe, prior to the event. Others may be able to push those decisions to 6-9 months, while still others could go to as late as three months from the launch.

For existing events: a decision may be needed within the 9-12-month timeframe, prior to the event. These decisions are typically due to macro issues within the marketplace or economy. Most Go/No-Go decisions for existing events are made due to changing conditions within 12 months of the event. The exhibitor/sponsor community may decide to pull out of the event. Other conditions, such as natural disasters, can cause a decision to be made much closer to the event date. A decision will typically need to be made at a minimum of 2 weeks out from the event to avoid/reduce travel costs by the audience.

Waiting closer to the event may help to give you a clearer picture – and collect revenues (for launch events), but it likely also means you are incurring additional expenses. Therefore, you will need to do your cost-revenue analysis at each interval. It’s also important to recognize that at each interval you will not only re-evaluate decisions made at an earlier timeframe, but also, you will likely have new decisions to evaluate as the event gets closer. We recommend Go/No-Go decision intervals of 9 months, 6 months and 3 months for launch events.

Risk and Cost Mitigation
Launching a new event has inherent risk. There is no historical data to measure the event against, nor any data or anecdotal information to calculate. However, there are some practices that can help to alleviate risk and minimize loss.

Knowing there are risks going into the event, your plan should be for a cautious entry into the market. Don’t lock in long term contracts, or contracts that include large deposits or cancellation clauses. Be open and communicate with your vendors and partners that it is a new event. If they are willing, maybe even include them in the risk/reward of the growth of the event. Do regular check-ins with your sales team to ensure your sales and pipeline activity are progressing. Note red flags and ask your team to honest about the event progress. One of the biggest mistakes in analyzing the Go/No-Go decision, is the human nature of not wanting to deliver bad news. Be sure your team understands that they must provide an honest evaluation so you can accurately make decisions, course correct where necessary and mitigate loss, if necessary.