



**Reopening Task Force**  
**New Standards**  
*June 1, 2020*

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# Introduction

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The Junior League of Tallahassee (JLT) is continuing to be #JLTUnstoppable even during the challenges created by COVID-19. JLT is continuing to look for and embrace opportunities that further its mission and members. In this time of uncertainty, JLT will #BeTheOne to lead our members and partners alike through exemplary initiatives to engage our community safely during COVID-19.

In March 2020, following the direction of state and local leaders, JLT took similar steps to other nonprofits and businesses. JLT closed its headquarters to the public and our members, moved business, committee and transition meetings to virtual settings, postponed and cancelled fundraisers and found ways to reduce expenses. While doing that, JLT also identified ways in which we could continue to safely serve our communities.

So often, the term “new normal” is used to describe what our days must look like. The term normal, when applied to JLT’s work, indicates we are conforming to a type, allowing events to happen around us while being primarily reactive. Normal means we are no different than any other organization. That could not be further from the truth. **JLT is different.** JLT is an organization of women dedicated to improving the lives of children and families, and our work is too important to slow down, hit pause or be reactive.

JLT is taking this opportunity to #BeTheOne that proactively creates a new standard of volunteering, gathering, training and fundraising. This is an opportunity for JLT to raise the bar. 2020-2021 JLT President, Samantha Sexton, convened a workgroup of JLT leaders to identify best practices and recommend how JLT should re-open our physical space, volunteer shifts and calendar of events.

Our hope is that these standards will provide comfort to our membership and community partners while we safely work in partnership with local nonprofits to ensure our communities’ basic needs are met. This is critical now more than ever as communities across the globe, as well as in our local community, are disproportionately impacted by this global pandemic.

In this report you will find:

- Recommendations to protect our members;
- Recommendations to continue safely serving our communities;
- Recommendations to support fundraising efforts;
- Recommendations for communication.

Special thanks to our JLT Reopening Task Force (Task Force), comprised of Board of Directors and Management Team members, for researching and developing these recommendations:

Hilary Gaines, *Active Member Representative*  
Fabiola Antoine, *New Member Representative*  
Samantha Ferrin, *Vice President of Development*  
Carla Juarez, *Community Director*  
Amanda Leighty, *Finance Director*  
Becca Piers, *Membership Director*

## **Vision**

The recommendations and guidelines in this document were compiled from a number of reputable sources. We used the following ideals to give guidance and clarity:

- Follow the most recent guidelines as directed by federal, state and local agencies.
- Consider the health of our membership, community partners and donors in all decision making.
- This is a process and not an event.

## **Values**

The following values were kept top of mind while developing the recommendations and guidelines:

- JLT's mission and values must be front and center in our approach to reopening.
- Decision-making should consider diversity, equity and inclusion.
- Communication of any new processes, procedures, requirements to all membership shall be relevant and timely.
- Communication of relevant information to donors, community partners and the public shall be relevant and timely.

## **Goal**

Over the coming weeks and months, JLT will continue to proactively create a new standard of volunteering, gathering, training and fundraising. The recommendations from the Task Force will keep the safety of our members, community partners and donors as a top priority while ensuring we can continue to provide for our community.

## **Important Disclaimer**

The guidelines in this material were developed by a task force made up of JLT BOD and Management Team members. The recommendations contained herein are based off the most recent information available from federal, state and local agencies, the Association of Junior Leagues International and other Florida based volunteer organizations.

# Actions Through Present

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## Board of Director Actions

- On March 30, 2020, the Board of Directors (BOD) voted to:
  - Waive late fees for 120 days (through July 31, 2020)
  - Open a financial hardship request policy through May 1, 2020 and increase the hardship status availability to 15% of active membership if needed for the 2020-2021 League Year.
  - Require the Membership Status Committee to report how many people apply for the financial hardship waiver so that the BOD can review and determine the final percentage allowed to be granted financial hardship status.
  - Allow the Finance Team to re-open payment plans as requested by April 15, 2020, with payments on the following dates:
    - May 1, 2020
    - June 1, 2020
    - July 1, 2020
- On April 6, 2020, the BOD voted to:
  - Extend the application due date, and therefore the new member course fee due date to June 12, 2020.
  - Offer payment plans to pay the new member course fee. The first installment would be due upon application (by June 12), and the second installment would be due at or before Super Saturday (June 27).
  - Lower the 2020-21 new member course fee to \$75.

## League Wide Communications:

- The following email communications were shared to all JLT members via email:
  - [April 4, 2020 Communication from President](#)
  - [UPDATE: 2020-21 Covid-19 Membership Dues](#)
  - [COVID-19 UPDATE | March 21, 2020](#)
- Leadership was directed to engage their Chairs and Committee Members to do a welfare check.

## Funding & Membership Event Update

- Golf Tournament was rescheduled to August 28, 2020.
- Bold Sips was cancelled.
- May Celebration was held virtually on May 21, 2020.
- Super Saturday will be hosted virtually on June 27, 2020 with the plan to set a later in-person date to allow new members to connect.
- Fundraising letters were sent to new, active and sustaining members requesting support of JLT.

## Transition Activities

- Incoming BOD retreat was held virtually.

- Nuts & Bolts was held virtually.
- Committee/Chair/Leadership transition meetings were held virtually.

## Headquarters

- On March 21, 2020 it was announced that headquarters (HQ) was closed for general use but could be accessed on a case by case basis. Directions were provided for access. If accessed, members were directed to clean any used spaces thoroughly before and after, including tabletop surfaces and doorknobs/handles.
- Office manager was given the option to work from home. Needs are to be directed to the Office Manager via email: [Info@jltallahassee.org](mailto:Info@jltallahassee.org).
- HQ was deep cleaned in mid-to-late March in addition to its regular monthly cleaning.

## Feedback from Leadership

The Task Force engaged JLT BOD, Management Team and Chairs to solicit their recommendations, considerations and concerns. A collection of the feedback received can be found in **Appendix B**.

# Guidance from the Experts

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The JLT Reopening Plan was developed in consideration of guidance shared by the following experts: Centers for Disease Control and Prevention (CDC), Florida Department of Health (DOH), State of Florida, Leon County, the Association of Junior Leagues International (AJLI) and the Florida Voluntary Organizations Active in Disaster (FLVOAD).

It is important to have a clear understanding of how the virus spreads in order to effectively determine next steps for JLT. Below are recommendations shared by fellow JLT member and local pediatric hospitalist, Katherine Clayton, D.O. To view compilation of all expert guidelines considered, please reference **Appendix A**.

Katherine Clayton, Doctor of Osteopathic Medicine

It is important that those making these decisions understand the basics regarding how the virus is spread. COVID-19 is spread via person-to-person contact through respiratory droplets. This usually requires contact within six feet of one another. Respiratory droplets are created and spread through talking, cough and sneezing. The infectious droplets then come into contact with your eyes, nose or mouth mucosa. A person can spread the virus even if they do not have symptoms. It is possible to come into contact and become infected with the virus through objects, however this is thought to be a less significant means of infection. Given these modes of spread, the best ways to prevent infection is to maintain a safe distance from other people (at least six feet), wash your hands and avoid touching your face and frequently disinfect surfaces that others have touched.

It will be important to create an organizational plan to change requirements as needed for members who fall into the "higher risk" category to accommodate their individual need to more broadly quarantine. Those at higher risk for symptomatic and life-threatening COVID-19 include those who are diabetic, obese (BMI greater than 40), have heart or lung disease (including asthma) and are immunocompromised.

The COVID-19 action plan should include levels of activity that will fluctuate with the level of spread in our community (none-minimal, minimal-moderate and high). The higher the spread, the stricter JLT restrictions of activities should be. JLT could consider finding a contact at the health department to help guide this decision making. Members should have a single contact within JLT to report if she has tested positive or has significant symptoms so that measures can be taken to decrease further spread by cancelling events based on exposure and to help communicate to those who were exposed. We should communicate to members that if they travel to an area of higher spread or have come into contact with someone who has tested positive, then she should be excluded from in-person events for at least 14 days regardless of symptoms.

Considerations for in-person events:

- Hand sanitizer or sinks with soap should be at the door and each person should be expected to use one on the way into the meeting area. Signage should be present reminding members to re-sanitize their hands after they touch their face, cough, sneeze or eat.
- Meeting space should be appropriately sanitized prior to each meeting.
- Contactless accounting of attendance should be instituted (no sign in sheets).

- Members should be instructed to stay home if they have any of the following: temperature over 100, coughing, trouble breathing, vomiting, headache, neck pain, chills, sore throat or new loss of taste and/or smell.
- A teleconference option should be available for those who cannot or do not feel comfortable attending.
- Provide a six-foot distancing mechanism for seating/standing.
- If social distancing of at least six feet is impossible then require the use of face covering to limit the spread of secretions. It is very important to understand that the purpose of wearing a face covering is only to prevent yourself from spreading the virus – it does not protect you from getting sick.
- When possible hold meetings in large, well ventilated rooms or outside.



# Recommendations

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## Membership

1. As the COVID-19 pandemic changes every day, JLT needs to consider how member requirements will be assessed throughout the 2020-2021 League Year.
  - a. League Year Hour Requirements: To align with AJLI standards, JLT will remain flexible in approaching hours requirements in the 2020-2021 League Year.
    - Membership Status Committee (MSC) will review the current state of the county and how it may have affected members achieving their requirements at September, December and February MSC meetings.
    - The October MSC meeting will review availability of hours between June and October 31. The January MSC meeting will review availability of hours between November 1 and January 31. The April MSC meeting will review the availability of hours between February 1 and May 31.
    - If availability of hours has been affected in reviewed League Trimester, Membership Status may propose to the BOD to subtract 5 hours from both Committee and Volunteer Enhancement Requirements for the reviewed period.
    - At most, hour reduction for the 2020-2021 League Year may be 15 hours, leaving 10 hours for members to complete virtually.
  - b. Shift Penalties
    - Under Policy 60, “the Membership Director or Assistant Membership Director will follow up with no-show members to determine whether the no-show member is excused (no penalty) or unexcused (penalty). The discussion is confidential. Acceptable no-show excuses include family or personal emergencies, medical emergencies, or other good cause shown.”
    - The recommendation of this committee is to communicate to members that COVID-19 related reasons are included under medical emergencies. COVID-19 related reasons can include: a member showing symptoms of COVID-19, a member’s immediate family member showing symptoms of COVID-19, or a member having interacted with someone in the two weeks before the shift who has contracted COVID-19.
  - c. General Leave: For member’s or a member’s family member who may be immunocompromised and concerned about meeting hourly requirements, the member should pursue a General Leave request, outlined in JLT Policy 9, Section 1.
2. The Membership Director will be the single point of contact for members to report to if they are being tested for or contract COVID-19.
  - a. The member will need to report to the Membership Director all official JLT activities attended the last 14 days.
  - b. The Membership Director will report to the President and Management Team Director.
  - c. The Membership Director will email all JLT attendees of these events, notifying them that they may have come into contact with COVID-19.
  - d. The Membership Director will work with the Communications Director to create an approved email template.
  - e. The Membership Director will work with the President and Management Team Director in notifying external constitutions, as applicable.
  - f. The members identity will remain confidential in any JLT communication.
  - g. The recommendation should be coordinated with JLT legal counsel.

- h. The member will be unable to participate in JLT events until 14 days have passed with no symptoms or a COVID-19 test comes back negative.
3. Resuming Meetings and Events: JLT is committed to abiding by social distancing standards and expanding the sizes of meetings based on the below information.
    - a. Primary guidance for Reopening Guidelines will come from continual consideration of the CDC and State of Florida's Reopening Guidelines.
    - b. Membership Surveys (Please refer to **Appendix C** to view draft survey)
      - The Task Force recommends an initial survey to be implemented in June through Digital Cheetah, in order to take a pulse of membership regarding COVID-19 and JLT activities.
      - The Task Force recommends smaller follow up surveys in August and as needed throughout the League year as the JLT continues to reopen.
    - c. As of June 1, in-person meetings may occur if there are 10 or fewer people. Teleconference/video conference attendance opportunities must be provided. Masks will be required for any JLT-sanctioned meeting or event, according to CDC and DOH recommendations.
    - d. The Task Force will evaluate August JLT events in June and will provide a recommendation to the BOD.
      - Evaluation will take into consideration CDC guidelines, State of Florida guidelines, and JLT membership survey for their recommendation.
      - August events include:
        - Kids Boutique (August 9)
        - Past President's Party
        - Kick-Off
        - Golf Tournament
    - e. The Task Force will evaluate Fall JLT meetings and events in July and will provide a recommendation to the BOD.
    - f. In June, the Task Force will evaluate each of the following protocols and will recommend to the Board which protocols to implement when League-wide meetings and events begin:
      - Temperature scans for all attendees prior to entering a League-wide meeting. Per CDC guidelines, a temperature of 100.4 or higher will mean no admittance.
      - Mandatory face masks for all members and event attendees.
      - Requesting members perform self-health checks before attending a JLT-sponsored event.
      - Requesting members who have recently travelled to not attend a JLT-sponsored event for 14 days.
  4. JLT commits to providing virtual opportunities for membership to promote ways for members to engage. Virtual opportunities may include, but are not limited to, membership meetings, committee meetings, fundraisers, socials, trainings and volunteer shifts.
  5. Emergency bylaws: The Task Force recommends the BOD adopt emergency bylaws that address voting electronically.
    - a. In July, the Task Force will have discussed and recommended the continuation or cancellation of early fall events, including the September GMM.
    - b. If the BOD supports the recommendation that a September GMM is unable to be held in person, the Task Force recommends the Secretary work with the President, Membership Director, and the VP of Governance to identify an appropriate method of electronic voting to prepare for the occurrence that the emergency bylaws may need to be adopted.

- c. This recommendation is in-line with AJLI recommendations on adopting emergency by-laws in order to allow for voting electronically. AJLI guidance can be found in **Appendix D**; sample AJLI emergency bylaws can be referenced in **Appendix E**.
  - The Task Force will confirm legality for Florida non-profits to proceed in this direction. If allowable, Task Force recommends adopting electronic voting in August to ensure virtual vote for the September General Membership Meeting.

## Headquarters

Headquarters may partially reopen upon BOD approval, as long as the below guidelines are observed:

### Restricted Spaces

- Members may only use the basement, so the upstairs level remains a safe space for the Office Manager to work as needed. A sign will be posted on the upstairs entrance indicating members should use the basement entrances.
- Access to the Office Manager's office space will remain off limits.
- Mailroom items will be moved downstairs for the time-being so members may still leave/pick up belongings.

### Meeting Size

- Meetings may be held in the basement in accordance with the CDC and state guidelines regarding the number of persons in a group (currently 10), as long as six feet of distance can be maintained between individuals.

### Responsibilities of the Chair or Meeting Leader

- Prior to hosting an in-person meeting, Chairs (or the meeting leader) should anonymously survey attendees to determine whether the group is comfortable with in-person meetings. A suggested survey can be provided using Google Forms.
- Meetings must be scheduled on the Digital Cheetah calendars to ensure no overlap exists between meetings.
- Teleconference (Google Meets, Zoom, or call-in number) should be used in addition to the in-person meeting to ensure all members have the opportunity to attend. (Google Meets is available to all those who hold a Junior League of Tallahassee email address.)
- Should an in-person meeting be called, the Chair or meeting leader should arrive early and disinfect all high-touch points. Disinfecting products are provided.
  - The door entry and alarm keypads;
  - Doorknobs (internal and external);
  - Light switches;
  - Bathroom doorknobs, light switches, toilet handles and sink handles;
  - A/C thermostat;
  - Tabletops (if applicable).
- The Chair or meeting leader should also arrive early enough to set up the folding chairs with appropriate distance between them.
- During the meeting, refrain from the use of any shared materials (such as a sign-in sheet and pen). If materials must be provided, have enough on hand for each member and place them in the individual chairs before their arrival.
- Refrain from providing communal food and beverages.

- After the meeting has concluded, the Chair or meeting leader should stay behind and again disinfect all high-touch points listed earlier, as well as any other points touched during the meeting. Disinfecting products are provided.
- If sanitizing supplies are getting low (estimating at 1/3 or lower), immediately notify the Office Manager and Headquarters Chair at [information@jltallahassee.org](mailto:information@jltallahassee.org) and [headquarters@jltallahassee.org](mailto:headquarters@jltallahassee.org), respectively.
- It is the Chair or meeting leader's responsibility to enforce all meeting requirements set forth for attendees.

### Responsibilities of All Meeting Attendees

- Members should not attend any in-person meetings for at least 14 days if they believe they have come into contact with anyone with the coronavirus.
- Members should not attend in-person meetings if they are experiencing any of the following symptoms: Temperature over 100 degrees, coughing, trouble breathing, vomiting, headache, neck pain, chills, sore throat or new loss of taste and/or smell.
- All meeting attendees should wash their hands or use hand sanitizer upon entering HQ.
- Meeting attendees are required to wear face masks or coverings.
- In addition to these new guidelines, all longstanding guidelines regarding the use of HQ remain in place. These guidelines are referenced in **Appendix F**.

### Further HQ Reopening

- The Finance Team will determine next steps for fully reopening HQ in conjunction with the Office Manager and with the approval of the President and Management Team Director. These will be announced as appropriate via League-wide emails.
- The second phase of HQ reopening, when announced, will allow members access to the upstairs portions of the building but the Office Manager's office will remain off-limits. The third phase of HQ reopening will allow members to access the Office Manager's office by request. Contact [Headquarters@jltallahassee.org](mailto:Headquarters@jltallahassee.org) to schedule access to the Office Manager's office.

### HQ Supplies

- Consider potential challenges to procure necessary supplies due to COVID-19 impact on product supply shortage or delays.

## Fundraising

Fundraising is still a critical component of the long term continued success of JLT. It is during times such as these that JLT can show existing and prospective donors, as well as our community, the significant role we play in improving the lives of women, children and families.

Successful organizations have diversified funding streams, maintained strong and continued communication with donors, and reaffirmed their commitment to mission community impact. This is the perfect time for donor cultivation and stewardship and assessing our funding streams. Now is the time to check in on donors and share information regarding JLT's impact during this crisis. Through the lens of JLT's New Standards, we should ensure donors we are operating from a place of optimism despite the current level of uncertainty.

The following should be considered when assessing future fundraising events:

- Follow the most up to date federal, state and local guidelines regarding all events/gatherings.
- Follow industry expert advice for future fundraising events: postponing vs cancelling.

- Be creative in recognizing and celebrating donors.
- Determine refund policies for ticket sales and sponsorship dollars.

The Task Force will help to assess in-person fundraising events and make recommendations in conjunction with the Funding Council to the BOD based on the most up to date information available. The timeline to assess events can be found in the Membership section.

## Community

It is important that JLT understand volunteering parameters required from our Community Partners, below is the information collected to date. JLT will continue to communicate with partners regularly to stay up to date on changes to their guidelines.

### 1. HOPE Community

- All volunteer activity on campus has been suspended until further notice. Executive Director, Sylvia Smith, has expressed interest in JLTs COVID-19 Reopening plans.

### 2. CCYS

- As JLT launches the 2020-2022 Jill Pope Community Partnership with CCYS the Community Council will closely coordinate with CCYS staff to ensure CCYS and JLT COVID-19 guidelines align.

### 3. Second Harvest

- All volunteers must register on the Second Harvest "[Volunteer Hub](#)" so their staff can ensure no shift exceeds 10 persons.
- Catering to individual volunteers: They add volunteer opportunities a week in advance to the calendar. JLT members may volunteer for Second Harvest shifts that are not coordinated through JLT and submit hours to the Assistant Membership Director for credit.
- Catering to group volunteers: They can create a reservation.

Once it is deemed safe to schedule in-person shifts with our partners, it is important that JLT confirm that there will be ample cleaning and hygiene supplies available to volunteers at a HOPE, CCYS or Second Harvest shift (i.e. hand sanitizer, nearby sink/soap, Clorox wipes, etc.). If not, JLT Chairs will need to ensure shift leads can pick up these items from the League House to bring to the shift.

## Digital Cheetah Implementations - Community Shifts

### 1. Detailed Digital Cheetah shift

- Committee Chair/Chair-Elect should ensure that all shifts are detailed to include, but not limited to, the following:
  - Type of work to be performed;
  - Number of persons volunteers should anticipate interacting with at shift (collect this data in coordination with community partner - i.e. request number of residents JLT volunteers may interact with at a serving shift)
  - Max number of JLT volunteers to be allowed to volunteer at once;
  - Masks required;
  - Additional requirements from community partners (where applicable).

### 2. Backup volunteers placed on standby

- In the event that a volunteer has to cancel at the last minute due to an emergency (particularly one that is COVID-19 related), each shift will ensure enough volunteers sign up so that there are enough volunteers registered to fulfill the shift commitment with an additional 2-3 volunteers signed up and selected to serve as "back-ups".

- Back-up volunteers should be advised to block their calendar in the event that they need to step in at the last minute.

## **Best practices to implement before, during and after an in-person volunteer shift**

The following recommendations were developed by Hackensack Meridian Health. For more information please reference the **Resources** section.

### **1. Before/During**

- Wash your hands often, especially if you frequently interact with the public in your job.
- Keep hand sanitizer on hand in case you aren't able to reach a sink during your workday.
- Try to maintain a safe distance from all people you encounter. That means staying at least six feet apart.
- Avoid sharing a ride with a friend or co-worker. If at all possible, travel to and from work alone.
- Wear a mask. The Centers for Disease Control and Prevention is currently urging the public to wear a cloth face covering when in public.
- Leave accessories home like jewelry, ties, rings and watches.
- If you wear contacts, consider glasses. This will help keep your fingers out of your eyes and also provide additional protection.

### **2. After**

- If possible, change into clean clothes before coming home. If not, have a bag available near the entrance to your home that you can put dirty clothes into.
- Wash your hands or use hand sanitizer after removing your dirty clothes and before touching clean clothes.
- Take off the shoes you wore to work before entering your home.
- Wash dirty clothes right away using your usual laundry detergent.
- Take normal precautions like cleaning high-touch surfaces and washing hands often.

## **Adjusted COVID-19 volunteer opportunities**

### **1. Develop virtual volunteer opportunities that continue to support and fill community partner needs**

- It is important that JLT think outside of the box to support community partner needs. Recommended methods to support partners included, but are not limited to:
  - Social media content development;
  - Graphic design;
  - Research;
  - Grant writing;
  - Project management;
  - Administrative support.
- Pending BOD approval and confirmed community partner need, there is an opportunity to advertise special placement opportunities to membership if virtual positions created do not fall within a preexisting committee's mission.

### **2. HOPE Recommendations**

- Outdoor Movie Night: Due to COVID-19 and social distancing precautions, HOPE Chair and Chair-Elect recommend hosting an outdoor movie night featuring a popular children's movie.

- Family Time Boxes: Due to COVID-19 and social distancing precautions, HOPE Chair and Chair-Elect recommend offering opportunities for families at HOPE to spend quality time together during quarantine. In conjunction with Family Fun Days, JLT will develop and provide Family Fun Time boxes with projects that the family could do as a unit. The box would include all the supplies and instructions for completing the project and we could have boxes separated according to ages. Boxes will be themed and include an instructional book for the parents, a book parents and children can read together, games, movement activities, an art project, etc. Inspiration modified to fit HOPE: <https://kidsnighinbox.com/>. Each box costs \$40.00, allowing us to serve 25 HOPE families.
- Offer virtual bedtime stories to share with the children at HOPE.

### 3. CCYS Recommendations

- Offer virtual bedtime stories to share with the children at CCYS' Treehouse.
- Facilitate virtual leadership and professional development training for both residents and CCYS Youth Advisory Council. Given the span of age groups, there's an opportunity to create and offer a variety of these to best cater to the appropriate age group.

## Donations to support community partners during COVID-19

### 1. Donations drive

- Put together hygiene kits for HOPE. Collect items via donation drive, set up shift(s) to put together kits and drop off supplies.
  - Sample [online fundraiser](#) for COVID-19 hygiene kits through Global Giving.
  - General online recommendations on what to include in a kit: soap, hand sanitizer, face masks, disinfectant wipes.
- CCYS has expressed a need for face masks. It is recommended that JLT recruit volunteer mask makers to support this need.
- To support CCYS and HOPE students, it is recommended that JLT organize a back-to-school "supply" drive.

### 2. Sneeze guard for HOPE/CCYS

- If funding allows - or perhaps through sponsor support - JLT can purchase sneeze guards for both HOPE and CCYS, example [here](#). These will be a long-term benefit to our partner, while also offering additional protection to our volunteers when they participate in their meal service shifts.

## Communications

Transparency is essential. Communication is key in all relationships. When we think about communications regarding COVID-19, we need to communicate to:

- Members
- Community Partners
- Donors
- The Public

Developing a communications plan for the next several months is critical. This ensures we are keeping all parties informed on any changes in policies, volunteer engagement and events. We will accomplish this by implementing the following measures:

1. Clarify messaging approval process by developing communications flow chart to confirm appropriate person to address COVID-19 related question posed to JLT.
  - Build off existing flow charts
2. Develop a COVID-19 specific communication plan to include:
  - Social Media Plan:
    - Internal: infographics, Facebook posts, videos
      - Tone should be informative and inspirational
    - External: updates on events, response efforts
      - Tone should be informative
  - Schedule “COVID-19 UPDATE Message from the President” minimum once per week or as information is relevant
    - First email: informing membership that the Membership Director will be the single Point of Contact for members to report to if they are being tested for or contract COVID-19 (see Membership section for details); info on HQ; other memberships updates as adopted from report.
  - Communications to community partners:
    - Provide update as change to our operations occur signed by President; copy Community Director and Chairs.
  - Communications to donors and sponsors:
    - Provide update as change to our operations occur signed by President; copy VP of Development, Funding Director and Chairs.
3. Add a COVID-19 specific page on Digital Cheetah to house all relevant internal information.
4. Add a COVID-19 specific page/pop-up to our website to house all relevant public information
5. Add language to policies creating a “Crisis Communications Team”
  - Include: President-Elect, Communications Director, Membership Director, Secretary, Finance Director.
  - This team will be activated during any crisis: pandemics, hurricanes, etc.
  - The group will report directly to the President.
6. Develop talking points for leadership; talking points should be updated as information changes.
7. Develop FAQ document for membership; this document should be updated as information changes.
8. Continue Reopening Task Force through May 31, 2020, if approved by BOD.
  - Group to meet bi-weekly, or as needed, to evaluate anything COVID-19 related, upcoming events and communications documents.
  - Provide bi-weekly update to the BOD through President.

The Task Force took recommendations from DOH into consideration when drafting proposed JLT Communication guidance. Please reference **Appendix G** for DOH recommendations.

## Risk Management: Additional Considerations

The following are questions posed that require further consideration. It is also recommended that JLT consult a legal team for guidance on potential liabilities.

- How may JLT be liable for member, partner and/or public exposure to COVID-19 through a JLT sponsored or sanctioned activity or event?
  - Consider liability waiver.
  - Discuss need to adjust existing insurance policy.



## References

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- [Governor DeSantis COVID-19 Resource Center](#)
- [State of Florida Phase 1 Executive Order](#)
- [State of Florida FAQ Phase 1](#)
- [State of Florida Phase 1 Presentation](#)
- [FLVOAD COVID-19 Guidelines](#)
- [AJLI COVID-19 Resources](#)
- [Organizers of Community Events Guidelines](#)
- [Florida Non-Profit Alliance Re-Opening Guide](#)
- [Oklahoma Center for Nonprofits Re-Opening Guide](#)
- [How COVID-19 Spreads](#)
- [People Who Are at Higher Risk for Severe Illness](#)
- [Cleaning and Disinfection](#)
- [Interim Guidance Mass Gatherings](#)
- [Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission](#)
- [What Essential Workers Can Do to Stay Safe During the Coronavirus Outbreak](#)

# Appendix A: Guidance from the Experts

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## Centers for Disease and Prevention Control

COVID-19 is thought to spread mainly through close contact from person-to-person. Some people without symptoms may be able to spread the virus. We are still learning about how the virus spreads and the severity of illness it causes.

### Know How it Spreads

- There is currently no vaccine to prevent coronavirus disease 2019 (COVID-19).
- The best way to prevent illness is to avoid being exposed to this virus.
- The virus is thought to spread mainly from person-to-person.
  - Between people who are in close contact with one another (within about six feet).
  - Through respiratory droplets produced when an infected person coughs, sneezes or talks.
  - These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
  - Some recent studies have suggested that COVID-19 may be spread by people who are not showing symptoms.

### How to Protect Yourself and Others

- Wash your hands.
- Avoid close contact.
  - Avoid close contact with people who are sick, even inside your home.
  - Put distance between yourself and other people outside your home.
- Cover your mouth and nose with a cloth face cover when others are around.
- Cover coughs and sneezes.
- Clean and disinfect.
- Monitor your health.

Additional guidance from local, state and federal entities considered in the development of the Reopening Plan can be found in **Appendix A**.

## Department of Health

This interim guidance is intended for organizers and staff responsible for planning mass gatherings or large community events in the United States. For a detailed breakdown of recommendations, please reference “Organizers of Community Events Guidelines” under the **Resources** section.

### Considerations for Postponing or Cancelling a Mass Gathering:

- The overall number of attendees.
- The number of people attending who are at greater risk of more serious illness after contracting COVID-19.
- The density of attendees within a confined area.
- The potential economic impact to participants, attendees, staff, and the larger community.
- The potential economic impact to participants, attendees, staff, and the larger community.
- The potential economic impact to participants, attendees, staff, and the larger community.

**At a minimal-to-moderate level of community transmission, it is recommended to:**

- Cancel community-wide mass gatherings (for example, more than 250 people; the cutoff threshold is at the discretion of community leadership based on the current circumstances the community is facing and the nature of the event) or move to smaller groupings.
- Cancel gatherings of more than 10 people for organizations that serve higher-risk populations.
- At a substantial level of community transmission, it is recommended to cancel mass gatherings of any size.

### **Steps to Plan, Prepare, and Proceed with a Mass Gathering**

- Review the existing emergency operations plans for your venues
- Address key prevention strategies in your emergency operations plan
- Communicate about COVID-19

### **Follow-up After a COVID-19 Outbreak has Ended**

- Evaluate the effectiveness your emergency operations and communication plans

### **State of Florida**

On May 4 Florida entered Phase 1 of the Safe. Smart. Step-by-Plan for Florida's Recovery. Governor DeSantis outlines steps for a phased reopening based upon recommendations from the Re-Open Florida Task Force.

On **May 9**, Governor DeSantis added barbershops, cosmetology salons, and cosmetology specialty salons to Phase 1. The Governor authorized the above under Phase 1 via executive order.

On **May 15**, Governor DeSantis announced continued reopening plans under Phase 1.

On **May 18**, the following went into effect:

- New requirement to test all staff at Florida's long-term care facilities.
- Restaurant capacity increased from 25% to 50% with proper physical distancing and possibly adding partitions.
- Retail store capacity increased from 25% to 50%.
- Museums and library capacity increased from 25% to 50%, noting library operations would be decided by local governments.
- Gyms and fitness centers may reopen at 50% capacity with proper physical distancing and sanitization.
- Sports facilities may reopen without crowds.
- Theme parks can submit reopening plans to the state (requires local government endorsement).
- Movie theaters remain closed.
- Virtual Volunteer Opportunities

### **Leon County**

The Leon County curfew is no longer in effect. Leon County's countywide curfew expired with the Governor's extended order on May 4 at 12:01 a.m.

### **Association of Junior Leagues International**

AJLI has put together a collection of COVID-19 resources to include, but not limited to webinars, communication guidelines, and fundraising recommendations. A link is included under the **Resources** section.

### **Florida Voluntary Organizations Active in Disaster**

FLVOAD developed guidelines for voluntary organizations and their volunteers, this link is included under the **Resources** section. FLVOAD emphasizes the importance of hosting in-person volunteer opportunities following safety precautions to prevent the spread of COVID-19. Additionally, they advise volunteers should screen themselves for COVID-19 before arriving at the volunteer opportunity.

# Appendix B: Feedback from Leadership

## Feedback shared by JLT BOD:

Topic	Questions
<b>Fundraising/Events</b>	How can our fundraiser events be held by social distance guidelines?
<b>Task Force</b>	Do we have one-point person that is following the latest updates on the government rules/regulations/guidance regarding reopening?
<b>BOD</b>	Do we know, at this time what guidelines we are following? Are we just following social distancing guidelines, or do we fall into any other category that would be included in one the reopening phases by Governor DeSantis (i.e. for businesses etc.)?
<b>Volunteering</b>	How will we mitigate the risk of volunteering shifts will decline both for participation and lack of volunteering shifts?
<b>Volunteering</b>	How will we as a league address the issue of safety in terms of providing comfort to our community partners that our volunteers are healthy?
<b>Volunteering</b>	How do we plan to message to our league that if they partake in a shift certain steps have been taken to protect them?
<b>BOD</b>	Will the league consult with an attorney to discuss any potential liability in the event one of our members spreads COVID at an event or gets COVID while volunteering?
<b>BOD</b>	What inherent risk is JLT assuming by hosting in-person gatherings, even when following CDC guidelines?
<b>BOD</b>	What technology might be needed to create inclusive meetings?

Advice/Feedback	Action Item
Communicate Early and frequently	Communications Plan to determine when and what message to publish
Govern and ensure that we are following policies and bylaws	Review what additional changes we should implement, if any?
Member Response has been positive	
Be specific in terms of how we roll out guidance regarding meetings for instance <ul style="list-style-type: none"> <li>• For the BOD - these meetings will be remote until x date at which point, we will be meeting in the basement to allow further distance, face masks required etc.</li> <li>• For MT Meetings</li> <li>• For Committee Meetings</li> <li>• For GMMs</li> </ul>	

• For League events.	
Plan of action on how volunteering shifts will be managed when in contact with large groups of people such as Kid' Boutique and holiday events (i.e. Christmas, Thanksgiving, Halloween).	
Preference to have virtual meetings throughout the summer for BOD meetings.	
Concerns for keeping our events in line with size of events allowed by gov/health regulations.	
Member willingness to attend events that have budgetary impacts.	
Members that have or members with immediate family (in their home) that have complicated health issues feeling marginalized for league participation (currently being addressed in the annual plan with virtual shift and meeting options)	
Research - option to have a JLT sponsor that provides masks and /or hand sanitizer so that we can provide these options during all events moving forward until there is herd immunity or a vaccine. Proof and Ology Brewing are selling hand sanitizer by the gallon. Would they make and in-kind sponsorship to JLT for such things?	

## Feedback shared by JLT Management Team:

### General thoughts

- Continue to re-open slowly, in phases, limiting risk to members and community

### Training

- Super Saturday will be implemented virtually on June 27, 2020 with the plan to set a later in-person date to allow new members to connect.

### Virtual

- How can we assist our community partnerships virtually?
- Even if we re-open to all fully, continue to offer virtual opportunities for volunteering and training as a best practice.
- Promote committees to use a call-in option for members who cannot attend in person as a best practice.
- Can we host GMMs in person and virtually as a best practice? We have so many members who travel or may be unable to attend in person for various reasons. Providing GMMs (at least the slide deck) and audio could increase engagement of membership.

### Community

- Work to offer volunteer opportunities as soon as possible, since our community needs volunteers

- Could this be a meaningful voluntarism opportunity for the league as a whole? (We are experiencing a worldwide crisis. Our brains are in fight, flight, or freeze modes whether we realize it or not and will be for some time to come. How can we all help each other and our community partners through this? Could there be opportunities for us to offer information, materials, best practices, and be seen in our community as a leader in this?)
- I think JLT will need to look towards possibly revamping some of its projects due to the pandemic. For example, Kids Boutique may not be able to be a live shopping event; however you could distribute gift cards and Kohl's cash to the eligible students so they can either shop online (if they have internet access) or go to the store on their own as they feel comfortable.

## Meetings

- Outside meetings
- Chairs having committees take a provided Google Form quiz about comfort levels of in-person meetings

## Miscellaneous

- Create more drives that are accessible to all for key information as needed in addition in Digital Cheetah (DC)? Drive membership behavior to look <here> for most up-to-date information on \_\_\_\_\_. (if needed)
- Promote wellness as a whole. How can we promote wellness of membership and wellness of recipients of our community partners?
- Cleaning products/sanitizers provided at the house by entrances, with a piece of paper outlining proper sanitation after meetings
- Take into consideration the comfort level of our membership, both active and sustaining, when creating projects, fundraisers and volunteer opportunities. I know many folks who have lost jobs or have been furloughed, meaning funds are tight and monetary donations may not be feasible. Others may have young children, be in a high-risk group, or caring for others in a high-risk group, and need to limit their in-person exposure. If schools remain closed in August, lack of childcare may prohibit outside volunteer activities.
- I think the biggest task at hand for our League in the upcoming months is to continue to keep our members engaged, both with our mission and each other. Laura said the virtual meetings have been very well received. Finding ways our members can volunteer remotely will be key (making phone calls; writing emails; soliciting donations for our partner agencies, etc.). Scheduling small-group themed Zooms on topics relative to our mission; social happy hour or trivia zooms just for fun; social media challenges-- Candy's WCW post in the FB members only group asking for pictures from May Dinner's past was fantastic-- so many people shared memories! You could challenge people to post their favorite JLT volunteer shift or do a shout-out to their favorite community partner. The key is just keeping JLT on everyone's minds.

## Feedback shared by JLT Chairs:

- Ensure the organizations we're volunteering with are following CDC guidelines
  - Maintaining a safe and healthy environment for volunteers/our members
  - Effective communication with these organizations
    - Detail what every organization we volunteer with is doing to follow CDC guidelines on DC -- our members can then make the decision if they feel comfortable enough to volunteer with them.
- Continue to host GMM's virtually even after the threat has lifted
  - Half-credit for attendance?

- Allow chairs to determine status of committee meetings -- some are bigger, some are smaller and can handle a small-scale meeting responsibly
- Events should be held on a case-by-case basis.
  - Consider the number of people in attendance
- Make members' financial commitment optional this year
  - Concerns about those affected financially
- Ideas for volunteer work/hours to include the specific items organizations need help with
  - Examples: assistance with websites if needed; bookkeeping; pitching stories to the media; social media posts; remote work
- Suggestion to keep HQ off limits unless someone is cleaning it every night/after every use
- Kudos on member engagement with virtual events and coffee talks!!!
- Hand sanitizing stations at events (once we begin hosting them again)
  - Required use upon entry and exit
- Single point of contact for member exposure
- Have a plan for members or members' families that are high risk
- Hand sanitizer or sinks with soap should be at the door and each person should be expected to use one on the way into the meeting area. Signage should be present reminding members to re-sanitize their hands after they touch their face, cough, sneeze or eat.
- Meeting space should be appropriately sanitized prior each meeting.
- Contactless accounting of attendance should be instituted (no sign in sheets).
- Members should be instructed to stay home if they have any of the following: temperature over 100, coughing, trouble breathing, vomiting, headache, neck pain, chills, sore throat or new loss of taste and/or smell.
- A teleconference option should be available for those who cannot or do not feel comfortable attending.
- Provide a six-foot distancing mechanism for seating/standing.
- If social distancing of at least six feet is impossible then require the use of face covering to limit the spread of secretions. It is SO IMPORTANT to understand that the purpose of wearing a face covering is only to prevent yourself from spreading the virus. IT DOES NOT PROTECT YOUR FROM GETTING SICK.
- When possible hold meetings in large, well ventilated rooms or outside.



## Appendix C: Membership Survey

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Ensure that as we approach each phase, we send out a membership survey to gauge member feedback. The data collected through this survey will be used to gauge membership comfort level; the results will be used as a benchmark. The goal is to condense the top 3 questions to revisit membership comfortability.

- On a scale of 1-10, what is your level of comfort interacting with a group of 10?
- What is your level of comfort interacting with a group of 25?
- What is your level of comfort interacting with a group of 50?
- Do you consider yourself (or a family member with whom you reside) part of the vulnerable population as defined by the CDC and DOH?
- Do you work in a professional occupation that places you at higher risk for contact with COVID-19?
- Have you traveled outside of FL recently?
- On a scale of 1-10, Would you feel comfortable attending events if there was a health pre-screening before allowing people to enter?
- On a scale of 1-10, do you feel comfortable engaging in in-person volunteer opportunities?
- Do you have any expertise to offer JLT to support our COVID-19 response efforts? If so, please reach out to \_\_\_\_\_.

# Appendix D: AJLI Holding Meetings/Voting during the Covid-19 Disruption

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THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

## Holding Meetings/Voting during the Covid-19 Disruption

### **What Constitutes a Meeting**

First and foremost the meetings you need to be concerned about are those where the business of the League is being conducted. Typically this means a GMM at which the members will be asked to vote on things such as bylaw and policy amendments, the nominating slate, etc. If the GMM is not scheduled for any business then you do not need to adhere to the requirements for notice, quorum, where/whether the meeting is held (i.e., it could be virtual), voting, etc. And you do not need to record minutes for these types of meetings. The only meetings you are concerned with in terms of where the meeting is held and what types of voting you can use are those where business is being conducted.

### **Following the Bylaws:**

The Board is legally obligated to follow the bylaws and, as AJLI has regularly advised, bylaws can never be suspended. As a result, if your bylaws do not provide for meeting virtually or voting electronically, you cannot use those methods.

### **Board-adopted Emergency Bylaws:**

However, it is possible that your local nonprofit law grants the right for the Board to adopt Emergency Bylaws for a designated period of time that would permit meeting virtually and voting electronically. You will need to contact your state/provincial office of charity registration to determine if this applies and the procedures for implementing it.

### **Meeting Virtually:**

With ever advancing technologies there are now any number of ways that a group can "meet" virtually. The important factor to bear in mind is that everyone in attendance needs to be able to at least "hear" all of the other attendees; think meeting by teleconference or web-based. This ensures that there can be discussion and, even, amendments to the items on which people are voting. Download *Sample Rules for Conducting a Web Conference Meeting and Conference Call Meeting Rules*, prepared by AJLI's Parliamentarian Ann Guiberson ([aguiberson@gmail.com](mailto:aguiberson@gmail.com)) from this resource.

### **Voting Electronically:**

Again there are a number of technologies available. However here the issues are assuring the identity of who is voting and preventing anyone from voting more than once. For this reason "voting by email" is not an option. Whatever system you choose, it needs to provide for some level of password protected access by the voter which then "locks the voter out" after her vote is cast.

If you have additional questions, you can email AJLI's Senior Specialist for League Relations Anne Dalton ([adalton@ajli.org](mailto:adalton@ajli.org)).

# Appendix E: AJLI Sample Emergency Bylaws



THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL, INC.

## Sample Emergency Bylaws

### SUMMARY

This resource offers guidance on what can and cannot be addressed in emergency bylaws and sample language to consider with regard to meeting and voting during a crisis.

### PUBLISHED

Anne Dalton  
Ann Guiberson

### PUBLISHED

2020

The following is a sample of draft emergency bylaw language addressing issues related to meeting and voting during the Covid-19 pandemic. Before adopting any of these provisions, a Junior League's Board of Directors is advised to:

Review the March 24, 2020, Webinar presented by Anne Dalton and AJLI's Parliamentarian, Ann Guiberson

#### COVID-19 Crisis Governance: Conducting Business and Voting

As with any significant change in your governing processes, you are also advised to seek the advice of a qualified attorney or parliamentarian to ensure that what you are proposing to do conforms with your state/provincial laws and guidelines.

#### What you cannot do in most state statutes:

1. Amend the regular bylaws for any provision that is the right of the convention of delegates or the membership to do.
2. Elect officers and directors that it is the right of members to elect.

#### Emergency bylaws can address the following items:

- Holding virtual meetings
- Providing notice
- Voting electronically
- Moving the date of the Annual Meeting

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## Sample

### Emergency Bylaws

When an emergency is declared by the Board of Directors as provided in [State] statutes [Chapter and Section], the following emergency actions may be taken:

- A. The time and date of the annual meeting may be cancelled, postponed, or changed to any other date.
- B. Regular, special or the Annual Meeting of the League may be conducted using any means of communication by which all members participating in the meeting can hear each other simultaneously during the meeting. A member participating in a meeting by this means is deemed to be present in person.
- C. Notice of meetings may be given by email or by telephone.
- D. Voting, to include ballot votes, may be done electronically.



These emergency bylaws expire at the end of the emergency or until another emergency occurs.

Adopted on (DATE) as verified by [NAME OF BOARD SECRETARY OR PRESIDENT]

\_\_\_\_\_  
[TITLE]

\_\_\_\_\_  
[SIGNATURE]

# Appendix F: JLT Headquarters Meeting Space Clean-Up and Storage Guidelines

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## Headquarters Meeting Space Clean-Up and Storage Guidelines

A cleaning fee of \$25 will be charged to the Committee's budget if the meeting space is not cleaned-up after a meeting.

***We ask that at the conclusion of your meeting that you do the following:***

1. Remove/store any committee materials – including supplies, decorations, or donations.
  - No items should ever be left or placed in the back hallway.
2. Ensure the meeting space is left **clean and tidy** by wiping down the tables, removing any food, and taking out the trash to the outside receptacles.
  - **Food may not be left or stored at Headquarters.**
  - The kitchen is equipped with a sink, soap, and other supplies.
  - Arrange the furniture and equipment as it was found.
  - Clean up any liquid spills on the floor, tables, etc.
  - No cups, napkins, plasticware, drinks, food, trays, etc. are to be left out.
  - Extra plates, cups, napkins, etc. should be put neatly away in the kitchen cabinets.
3. Smoking is not permitted in the building, meeting space or at the front entrance.
4. Secret Sister or other gifts containing food may not be left at Headquarters.
5. Before leaving, make sure that the thermostats are set at 78 degrees in the summer and 60 degrees in the winter.
6. Ensure all doors are locked, the alarm is on, and that everyone has left safely.

We do not have a custodial service to clean between meetings, so your attention to these simple details will be appreciated by the next user.

Thank you for your cooperation.

Sincerely,  
Headquarters Chair

# Appendix G: Florida Department of Health Communication Guidelines

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## Communicate about COVID-19 – Recommendations from the Florida Department of Health:

1. Stay informed about the local COVID-19 situation.
  - Get up-to-date information about local COVID-19 activity from public health officials.
  - Be aware of temporary school dismissals in your area because these may affect event staff.
2. Update and distribute timely and accurate emergency communication information.
  - Identify everyone in your chain of communication (for example, event staff, participants, suppliers, vendors, and key community partners and stakeholders) and establish systems for sharing information with them.
  - Maintain up-to-date contact information for everyone in the chain of communication.
  - Identify platforms, such as a hotline, automated text messaging, and a website to help disseminate information.
  - Update key community partners and stakeholders regularly.
  - Share information about how you and the emergency operations coordinator or planning team for the venues are responding to the outbreak.
3. Identify and address potential language, cultural, and disability barriers associated with communicating COVID-19 information to event staff and participants.
  - Information you share should be easily understood by everyone attending the events.
  - Learn more about reaching people of diverse languages and cultures by visiting: Know Your Audience.
  - You also can learn more about communicating to staff in a crisis at: Crisis Communications Plan.