



NEW YORK STATE
BAR ASSOCIATION

Report and Recommendations of the New York State Bar Association **Committee on Membership**

January 2024

The views expressed in this report are solely those of the Committee and do not represent those of the New York State Bar Association unless and until adopted by the House of Delegates.

Introduction

An updated membership model presents a new approach for NYSBA, allowing members to pay a recurring fee, monthly or annually, to access our products and services. It is a departure from the traditional model we have been using and aims to establish an ongoing relationship with members as well as a strong value proposition enticing prospective members.

- In June 2023, the Executive Committee and House of Delegates approved the concept of this model.
- In November 2023, updates made, based on extensive stakeholder feedback, were presented to the Executive Committee and House of Delegates.

For the model we are recommending, paying members will receive exclusive content, complimentary live CLE programming, 24/7 access to our on-demand CLE library of 1,700+ programs, 2 free Section memberships, complimentary access to hundreds of digital publications and forms, and additional partner benefits.

Objectives

Recurring Revenue: The model provides a steady stream of revenue for the association, as members are billed periodically. This predictable income can help with financial planning and sustainability.

Member Retention: By offering ongoing value and maintaining a relationship with members, this new model encourages member loyalty. Members are more likely to continue their memberships, reducing member churn.

Value Proposition: The model focuses on delivering ongoing value to members. Whether it is access to exclusive content, regular updates and improvements, or personalized experiences, the value proposition is designed to justify the recurring payments.

Improved Member Experience: From a technological perspective, the model will allow for a more efficient join/renew process as well as improve the existing transactional processes required for program registrations and online purchases.

Proposed Membership Dues

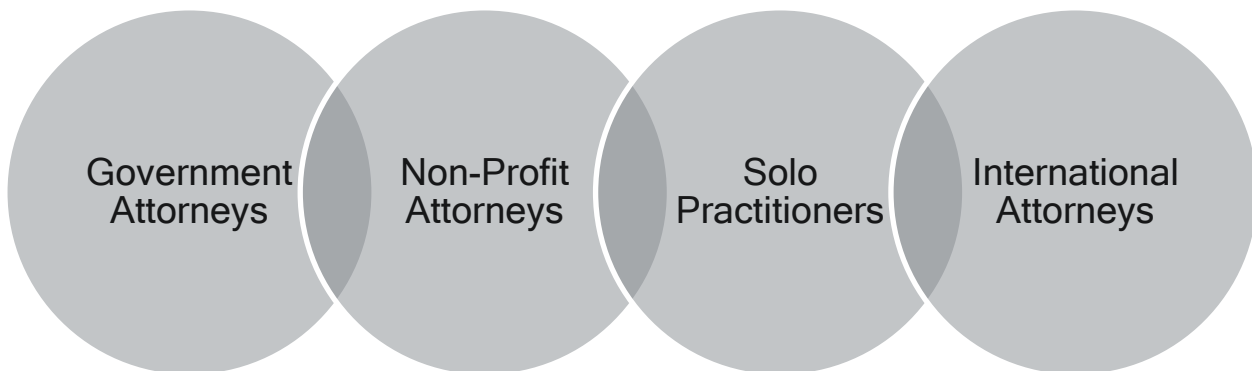
Membership Category	Newly Admitted <i>PLUS</i>	1-2 Year	3-6 Year	7+ Year	Retired
Monthly Fee	\$9.95	\$14.95	\$24.95	\$32.95	\$11.95
Annual Fee (10% Disc)	\$107.46	\$161.46	\$269.46	\$355.86	\$129.06



*\$600 Value based on twelve credits annually

Dues Considerations

- It is important to recognize that the association has not increased dues in over a decade, however, we opted not to deviate greatly from our existing pricing structure for this new model.
- We will continue to support complimentary membership for law students and newly admitted attorneys, but we are excited to introduce a premium option for newly admitted attorneys that will be 100% optional.
- We will continue the implementation of our existing dues waiver program, extending an automatic 25% discount based on a gross income of \$75,000 or less. Members participating in the Dues Waiver program remain completely anonymous and receive the exact same benefits as that of a full-paying member.
- This benefit will extend to all members that are in need, based on a financial hardship standpoint, and should be particularly helpful with some of the following cohorts:



Impact on Sections

Existing benefits and deliverables that Sections receive will not be altered. We intend on providing first access to Section Publications content to Section members before releasing it to the general membership. The existing autonomy that Sections possess, as far as their day-to-day activities, should not change based on this proposed model. Larger Section Meetings, such as multi-day, off-site meetings, will not be included in the free CLE component of this model.

Section Dues Revenue

For this new model, we are providing a royalty to Sections, using a rate determined by total paid Section membership, then multiplied by total NYSBA paying members. This model would see Sections generating revenue based on the total NYSBA paid membership number, regardless of whether the paid NYSBA member is also a member of that Section. When NYSBA membership increases, then Section revenue increases along with it.

For example, a Section with 1,000 paid members would qualify for the \$0.95 revenue share rate. Multiply that by 38,000 NYSBA paying members and it comes to \$36,100.

Each NYSBA member would receive two complimentary Section memberships, and then would pay a flat rate of \$30 for any additional Section memberships above that number.

Section Members	Royalty Rate	2022 Paid NYSBA Members	*Section Revenue	Section Members	Royalty Rate	2022 Paid NYSBA Members	*Section Revenue
0-200	\$0.15	38,000	\$5,700	1501-1600	\$1.55	38,000	\$58,900
201-400	\$0.30	38,000	\$11,400	1601-1700	\$1.60	38,000	\$60,800
401-500	\$0.35	38,000	\$13,300	1701-1800	\$1.65	38,000	\$62,700
501-600	\$0.45	38,000	\$17,100	1801-1900	\$1.70	38,000	\$64,600
601-700	\$0.55	38,000	\$20,900	1901-2000	\$1.75	38,000	\$66,500
701-800	\$0.70	38,000	\$26,600	2001-2250	\$1.80	38,000	\$68,400
801-900	\$0.80	38,000	\$30,400	2251-2500	\$1.95	38,000	\$74,100
901-1000	\$0.90	38,000	\$34,200	2501-2750	\$2.10	38,000	\$79,800
1001-1100	\$0.95	38,000	\$36,100	2751-3000	\$2.25	38,000	\$85,500
1101-1200	\$1.30	38,000	\$49,400	3001-3250	\$3.25	38,000	\$123,500
1201-1300	\$1.35	38,000	\$51,300	3251-3500	\$3.45	38,000	\$131,100
1301-1400	\$1.45	38,000	\$55,100	3501-3750	\$3.65	38,000	\$138,700
1401-1500	\$1.50	38,000	\$57,000	3751-4000	\$3.95	38,000	\$150,100

*Based on 2022 final numbers

If this model was in place today, based on 38,000 paid members, with each of our twenty-eight Sections receiving their appropriate revenue share percentage, then 26 Sections would generate equal or greater income. The association intends to compensate for the small loss the remaining two Sections would encounter.

In anticipation of proceeding with this membership model for the 2025 membership year, the membership numbers, and subsequent royalty used, will reflect closing Section numbers from the 2024 calendar year. Payment(s) will then be distributed to Sections in Q1 of 2025. Payment(s) to Sections in 2026 will be based on final 2025 numbers, and so on and so forth.

The Association intends to review the royalty scale at the end of 2025 and 2026, upon having a better idea of where significant growth in Section membership may take place, and adjusting the scale accordingly, still ensuring a lack of negative impact on any of our twenty-eight Sections.

Technology Considerations

In preparation for the implementation of this new model in Fall of 2025, a group of internal and external stakeholders, including our primary technology vendors, have been working diligently on gathering feedback from members, staff, and others, to ensure suitable improvements are made to NYSBA's overarching web-based infrastructure. This led to the construction of a heavily detailed business requirements document (BRD).

Using this BRD as a foundation, it has been strongly understood that a heavy emphasis on UX and UI is necessary for the evolution of NYSBA.ORG, particularly for the join/renew process, and general registrations and transactions, so the internal Business Operations Team is acutely aware of needs going forward.

Marketing the New Model

During the Fall of 2023, NYSBA's marketing team released an RFP to dozens of marketing firms across New York State. Proposals were reviewed by key internal stakeholders of the NYSBA staff, including the Executive Director, Associate Executive Director, and the Director of Marketing.

A select team of leaders, including members of the Finance Committee, and the Committee on Membership, met with the finalists chosen to present proposals in person during December of 2023. A final decision on firm selection will be made in January 2024, with necessary discovery work kicking off in February of 2024.

The marketing for the new model will be rolled out across three separate phases during a 14-month period, beginning in February 2024, and concluding in March 2025.