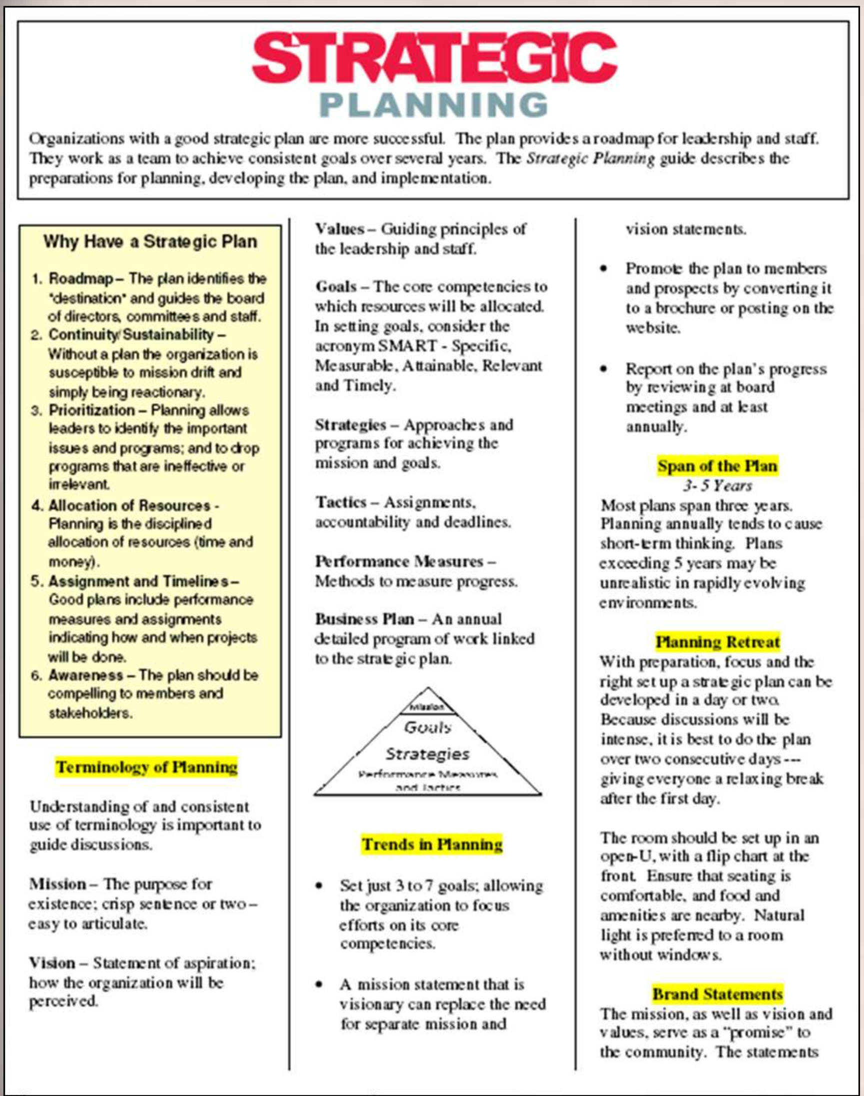
Roadmap for the Board

Purpose and Strategy



STRATEGIC PLANNING

Organizations with a good strategic plan are more successful. The plan provides a roadmap for leadership and staff. They work as a team to achieve consistent goals over several years. The *Strategic Planning* guide describes the preparations for planning, developing the plan, and implementation.

Why Have a Strategic Plan

1. **Roadmap** – The plan identifies the "destination" and guides the board of directors, committees and staff.
2. **Continuity/Sustainability** – Without a plan the organization is susceptible to mission drift and simply being reactionary.
3. **Prioritization** – Planning allows leaders to identify the important issues and programs; and to drop programs that are ineffective or irrelevant.
4. **Allocation of Resources** - Planning is the disciplined allocation of resources (time and money).
5. **Assignment and Timelines** – Good plans include performance measures and assignments indicating how and when projects will be done.
6. **Awareness** – The plan should be compelling to members and stakeholders.

Terminology of Planning

Understanding of and consistent use of terminology is important to guide discussions.

Mission – The purpose for existence; crisp sentence or two – easy to articulate.

Vision – Statement of aspiration; how the organization will be perceived.

Values – Guiding principles of the leadership and staff.

Goals – The core competencies to which resources will be allocated. In setting goals, consider the acronym SMART - Specific, Measurable, Attainable, Relevant and Timely.

Strategies – Approaches and programs for achieving the mission and goals.

Tactics – Assignments, accountability and deadlines.

Performance Measures – Methods to measure progress.

Business Plan – An annual detailed program of work linked to the strategic plan.

Mission
Goals
Strategies
Performance Measures and Tactics

Trends in Planning

- Set just 3 to 7 goals; allowing the organization to focus efforts on its core competencies.
- A mission statement that is visionary can replace the need for separate mission and vision statements.
- Promote the plan to members and prospects by converting it to a brochure or posting on the website.
- Report on the plan's progress by reviewing at board meetings and at least annually.

Span of the Plan
3- 5 Years

Most plans span three years. Planning annually tends to cause short-term thinking. Plans exceeding 5 years may be unrealistic in rapidly evolving environments.

Planning Retreat

With preparation, focus and the right set up a strategic plan can be developed in a day or two. Because discussions will be intense, it is best to do the plan over two consecutive days --- giving everyone a relaxing break after the first day.

The room should be set up in an open-U, with a flip chart at the front. Ensure that seating is comfortable, and food and amenities are nearby. Natural light is preferred to a room without windows.

Brand Statements

The mission, as well as vision and values, serve as a "promise" to the community. The statements

PLANNING TERMINOLOGY

Mission

Vision

Values

Goals (Core Standards)

Strategies

Performance Measures

Tactics (Committees & Staff)

SCAN ME

What's Your Mission?

- Resonate?
- Memorable?
- Indispensable and Irresistible?
- Unique? Distinguishing?
- Clear?

Planning Process

- Board Responsibility
- Facilitator
- 3 to 6 Goals
- Strategies, Programs and Priorities
- Performance Metrics
- Program of Work

Brochure

MICHIGAN CHAMBER of Commerce

Powerful **Advocacy**

Business **Solutions**

Accountability & **Economic Growth**

World Class **Chamber**

2020 **Strategic Plan**

be recognized as an efficient, high-performing Chamber of Commerce.

The following implementation strategies support the Chamber's four organizational goals:

Powerful **Advocacy**

- With input from many Chamber members, identify a compelling legislative agenda to advance Michigan.
- Maintain a highly effective lobbying team.
- Increase funding for political action.
- Retain business-friendly majorities in the State House and Michigan Senate.
- Retain a rule of law majority on the Michigan Supreme Court.
- Continue to collaborate with local chambers and trade or professional associations on issues of mutual interest.
- Deliver winning messaging on key issues, ballot proposals or election campaigns.
- Continue to be a strong leader of the Chamber Federation at the state and national level.

Business **Solutions**

- Continue to provide high quality member benefits, products and services through Chamber Services.
- Develop new products and services beneficial to customers and profitable to the Chamber.
- Customize existing communications and open new channels of communication to more effectively reach current and prospective members and customers.
- Emphasize diversity in the growth of membership and strength of the Chamber.
- Achieve goals for membership growth and retention.
- Develop volunteer leaders and Chamber staff to serve as "Ambassadors" for the Chamber at the local level and in the policy arena.

Accountability & Economic **Growth**

- Drive public policy debate for more efficient and effective government at the federal, state and local levels.
- Continue to partner with the US Chamber to educate and inform voters about the growing need for Congress and our next President to take bold action in 2017-18 on federal entitlement reform.
- Collaborate with education and economic development partners to close Michigan's talent gap by improving workforce readiness for high school and college graduates.
- Promote entrepreneurship, leadership and diversity initiatives through the Chamber Foundation.

World Class **Chamber**

- Attract visionary volunteer leaders at the Chamber.
- Increase member engagement through annual regional meetings, Chamber of Commerce Day in Lansing and other special events.
- Improve Chamber marketing, advertising and communications through enhanced messaging and better use of technology.
- Encourage personal and professional development for Chamber staff.
- Improve the linkage between the Chamber Foundation, Chamber Services and the Michigan Chamber by promoting the "One Chamber" theme.
- Continue to rely on performance metrics and benchmarking of best practices to monitor progress toward the long term goal of 10,000 members or regular customers and $10 million per year in revenue by 2020.
- Engage and provide services to local chambers.
- Earn recognitions and awards of excellence.
- Maintain leadership roles in the Chamber Federation.

USTA NORTH CARO

APAI
ASPHALT PAVEMENT ASSOCIATION of INDIANA

Strategic Plan 2025-2030

Our Mission: Advancing the safest and highest-quality asphalt infrastructure to drive Indiana's economy

Advocate

Represent the interests of members to promote the asphalt industry.

Government Relations
Build & maintain relationships with state and local agencies.

Coalitions
Collaborate with national, state, & local organizations & allied industries.

Expertise
Provide guidance on fair design, material, & construction technologies to promote high-quality & sustainable infrastructure.

Future Focus
Identify & drive advancements in safety, technology, & innovation.

Educate

Provide training & resources for the asphalt industry, agencies, & the public.

Education
Host technical meetings, workshops, & the Winter Conference & Expo; Partner with INDOT to deliver certification programs.

Resources
Develop tools & materials to promote industry-standard asphalt material & construction specifications.

Excellence
Highlight innovation, quality, & merit through awards & recognition.

Workforce
Increase awareness of careers in Indiana's asphalt industry among students & educators; Explore developing relevant certifications.

Connect

Facilitate collaboration among members, customers, partners, & future workforce.

Network
Foster valuable networking opportunities for members & suppliers.

Outreach
Implement targeted communication, expand social media presence, & evaluate philanthropic efforts.

Presence
Actively participate in key industry events & tradeshows.

Customer Relations
Create opportunities to develop & strengthen relationships.

Lead

Steer a dynamic trade association dedicated to serving its members & the state with impact & purpose.

Leadership
Cultivate & sustain a pipeline of future leaders for APAI.

Financial Stability
Maintain steady revenue streams & responsibly steward reserves.

Staffing
Support staff through professional development & ensure sufficient capacity to meet organizational needs.

Membership
Provide indispensable benefits & services to drive member growth & retention.

NVAR Strategic Plan (2024 -2027)

Strategic Drivers [1]

NVAR
NORTHERN VIRGINIA
ASSOCIATION OF REALTORS®

Mission | What We Do

Elevating REALTOR® success by delivering exceptional **value**, driving **innovation** and **impacting** the industry.

Vision | Our Impact

Northern Virginia REALTORS® are the voice of real estate taking the industry further.

Values | What We Believe

- Leadership
- Professionalism
- Inclusivity
- Community
- Adaptability

VALUE

Empowering members by delivering dynamic programs, services and opportunities for success.

Goals

1. **Member Support:** Provide exceptional benefits through education, events, products and access to staff expertise.

2. **Inclusive Culture:** Create a vibrant culture of belonging that fosters collaboration and success.

3. **Organizational Growth:** Expand services to enhance membership experiences and to "Meet Members where they R."

INNOVATION

Inspiring and creating transformative solutions in an evolving marketplace.

Goals

1. **Collaborative Partnerships:** Foster leadership and build relationships in the community to extend the impact of real estate.

2. **Strengthened Structure:** Identify talent and refine governance for member and association strategic success.

3. **Advanced Technology:** Deliver innovative tools and creative learning opportunities.

IMPACT

Shaping the future of our profession, industry and community.

Goals

1. **Industry Champion:** Uphold the brand and lead the narrative.

2. **Driving Influence:** Enhance the image and value of REALTORS® as trusted professionals.

3. **Leading Advocate:** Establish NVAR and its membership as the leading voice for advocacy.

*[1] **Strategic Drivers**: Broad, aspirational, big picture goals to advance the mission and vision. **Goals:** "What" we will accomplish to best advance the strategic goals. **Objectives:** "How" we will accomplish the initiative with input of committees and staff. Values: Guiding principles of board and staff.*

As Of Dec. 30, 2014   KEY: Green = In progress/Completed. Yellow = Initialized. Red = No progress.

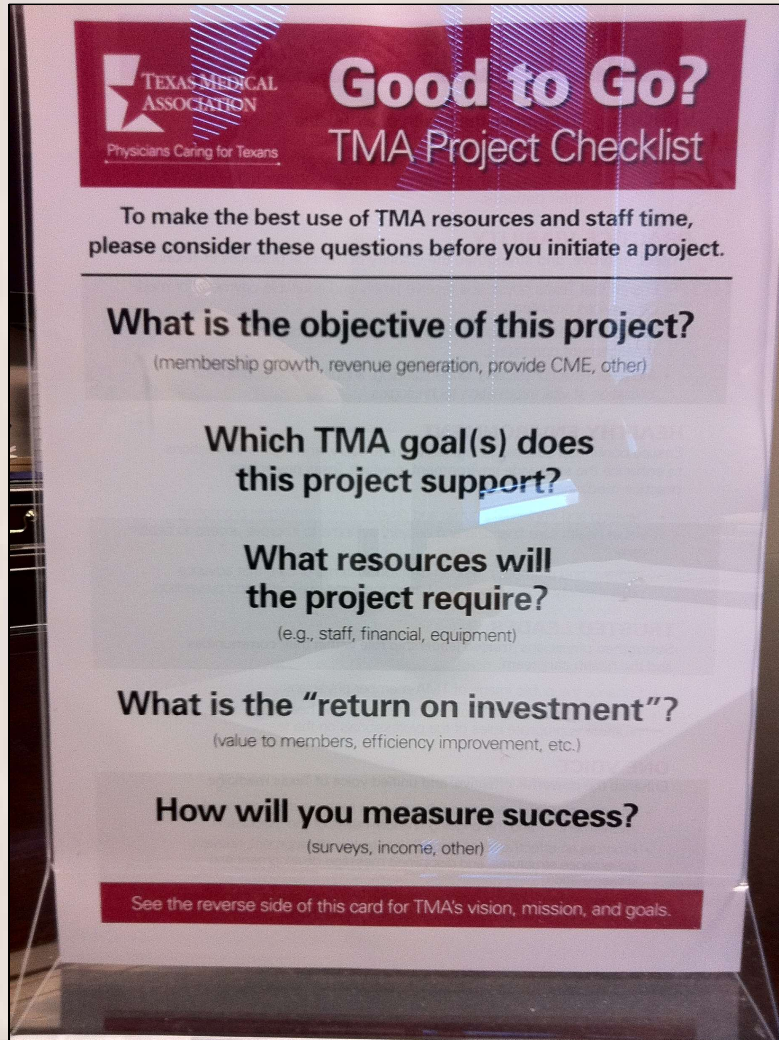
GOALS AND STRATEGIES	Incoming President (Yr. 1) Cook 2012-2013	President (Yr. 2) Ford 2013-2014	President (Yr. 3) Hodge 2014-2015	Notes & Accountability Committee Assignments Desired Outcomes Key Performance Indications
1. THE MEMBERSHIP COMMUNITY				
A) **Growth (Recruitment and Retention)** – Develop strategies that increase market share[1] and retain members.				Ongoing.
1) **Market Share** a. Clarify number of potential members and set metrics for growth and retention. b. Identify changing needs of members; and why they may or may not join. c. Membership Committee to develop a plan and set yearly metrics.	"Together As One" membership drive. May-Oct. '13. 10% or 25 new members. Two new members as of 12/13.	Extended to 12/1/14.		Work with Chris Baldecama. "Together As One" Campaign terminated May '14. Three new members from the campaign.
B) **Communications** – Improve member understanding of MOA through improved communications and use of intelligent technology to improve processes such registration, postings, etc.				Ongoing. Evaluate, concentrate on methods. *New **AMS 12/2/14** provides all for members.

[1] Current benchmark of 61.2% of potential members.

IMPLEMENTING THE MOA STRATEGIC PLAN- BUSINESS PLAN 2013-2015

1) Enhance two-way communications. 2) Promote MOA history of achievements. 3) Utilize local societies for communications. 4) Improve use of Facebook and social media. 5) Clarify differences in organizations, i.e. AOA, AOS, etc.				Ongoing. *New **website 12/2/14** will enhance two-way communications. Online Website, Magazine, Seminars. Implemented bi-monthly email from Communications Coordinator. '14 Ongoing. Steady increase in followers. Continuing integrating w/events, information. ??
C.) **Access to Information** – Promote value of access to information (i.e. employee contracts) and expertise (lobbyist, attorney, staff, leaders) as an exclusive benefit of membership.				Continue AOA PR process Ongoing in magazine, e-blasts and communications with members.
D.) **Benefits and Services** - Provide benefits and services to meet the career long needs of optometrists and practices.				Continue MOA communications/social media/ AOA promotion of EyeLearn, AOAExcel to members – resources.
1) Develop, package and promote benefits and services that recognize the varied work settings of optometrists. 2) Recognize the unique and varied needs of optometrists as they transition in their career from student to retirement. 3) Provide publications, journal, directory, as resources for members. 4) Provide training and support of para-optometrists, students, etc.	Ongoing. Ongoing. Ongoing Para CE w/ Fall Seminar.	Paras/students invited to join MOA committees		James Hardie, OD developing "Real Eyes" program. Dr. Adam Goff joining Hardie to assist (12/14). Ongoing. AOA Excel Communications Director, PR Committee, *The Michigan Optometrist* and new Editing Committee (4/14.) Paras joined MOA committees 2014.

Frame Discussions



SCAN ME

Meeting Ground Rules

BOD MEETING GROUND RULES

- BE PREPARED: REVIEW AGENDA AND PRE-READS IN ADVANCE
- VALUE EVERYONE'S TIME (START & END ON TIME)
- FOLLOW ANTI-TRUST, CONFLICT-OF-INTEREST POLICIES
- BE AWARE OF CONFIDENTIAL NATURE OF BOARD DISCUSSIONS & SHARE JUDICIOUSLY
- ALWAYS CONSIDER WHAT IS BEST FOR THE ASSOCIATION AND THE INDUSTRY.
- BE FULLY ENGAGED
- STAY ON TOPIC
- ONE SPEAKER AT A TIME
- SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD
- VALUE ALL OPINIONS
- CRITICIZE IDEAS, NOT PEOPLE
- BE ACCOUNTABLE
- STRIVE FOR CONSENSUS

CalAPA
California Asphalt Pavement Association

Ground Rules for Meetings

Discuss and set "ground rules" or guidelines for effective meetings at the start of the year.

- ❑ Meetings start and end on **time**.
- ❑ Turn off digital **distractions**.
- ❑ Treat discussions and documents with **confidentiality**.
- ❑ If you **arrive late**, please refrain from voting until the next agenda item so as not to interrupt the flow of discussion of those who arrived on time.
- ❑ An **agenda** will be distributed # ___ days in advance; it will be the primary guide for discussions and decisions.
- ❑ If you have **"new business,"** present it in advance of the meeting for proper preparation and placement.
- ❑ Avoid meeting **distractions and sidebar conversations**.
- ❑ Be prepared by **reviewing the materials in before** the meeting.
- ❑ Many **questions can be answered in advance** if you'll direct them to officers, staff, and committees before the day of the meeting.
- ❑ **Minutes** will document decisions and actions of the meeting.
- ❑ **Majority decisions** of the group shall stand; expressing **dissenting opinions** after the meeting is inappropriate.
- ❑ Respect **diverse ideas and people**.
- ❑ Be sure everyone has an opportunity to speak before **speaking again.**
- ❑ Avoid **regurgitating information** and decisions that have already be processes.
- ❑ Be **accountable** for commitments you make.
- ❑
- ❑

Agree on Meeting Ground Rules 12-21.docx
bob@rchcae.com

USTA
NORTH CAROLINA

SCAN ME

TAMPA BAY CHAMBER

Busch Gardens Tampa Bay – Gwazi Pavilion
January 25, 2024
8:00 am

Board of Directors Meeting Agenda

** Indicates an Action Item*

I. **Call to Order by Brian Adcock, Chair**

II. **Pledge of Allegiance**

III. **Invocation**

IV. **Approval of December Minutes by Brian Adcock***

V. **Approval of November & December Financial Statements by Susan Maurer***

VI. **Vision 2026 Pillar Reports**

   A. Catalyst by Joshua Gabel

   B. Inclusive Organization by Avril Stinson

   C. Hub of Business by Katie Lopez

VII. **President's Report by Dr. Bob Rohrlack**

VIII. **Chair's Report by Brian Adcock**

IX. **Other Business**

X. **Adjournment**

The Monthly Board Report is available online:
https://www.tampabaychamber.com/pages/board-report/

USTA NORTH CAROLINA

RCH CAE
RobertCHarris,CAE

REALTORS® *The trusted source for Lowcountry real estate information for more than 100 years* · CharlestonRealtors.com

CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the CEO.

ANTITRUST AVOIDANCE

State and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations. No such exchange or discussion will be tolerated during this meeting or in informal discussions during breaks, meals or social gatherings.

CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize the CEO is the spokesperson for the board unless otherwise specifically indicated.

Board of Directors Meeting
Agenda
November 28, 2018

Call to Order — *Kimberly Lease*

Invocation and Pledge of Allegiance — *Edward Oswald*

Consent Agenda — *Rusty Hughes*

- **Association Reports**
  - Minutes
  - By the Numbers
  - Financials
- **Committee/Staff Updates**
  - Government Affairs Report
  - Professional Standards Report
  - Programs and Events
- **MLS Reports**
  - CTMLS Minutes
- **Correspondence**
  - Thank you Note
  - Dewitt King Memorial

USTA NORTH CAROLINA

RCH CAE RobertCHarris,CAE

New Business Submission

NEW BUSINESS SUBMISSION TO THE AGENDA

Board of Directors New Business Request

In an effort to better explore and position issues, provide solutions, and advance our mission and goals, directors are asked to submit new business topics in *advance* of the meetings. (Saving new business for the end of a meeting is a disfavor as the meeting comes to a close.) Submissions will be reviewed by the chief elected officer and the executive director. The intent is to review the submission and position it properly on a future agenda.

Topic, idea, or motion:

Rationale:

How it is related to the mission, vision, values, or strategic goals?

How is it measurable and what success will look like? What is the economic impact?

Person Submitting: ______________________ Position: ______________

Date: ____________________ Signature: _________________________

Additional supporting documents/data/information attached? [ ] Yes [ ] No

SCAN ME

USTA NORTH CAROLINA

RCH CAE RobertCHarris,CAE

Dashboard Report

WINTER PARK CHAMBER OF COMMERCE

FINANCIAL EXECUTIVE SUMMARY DASHBOARD --- May 31, 2024

BALANCE SHEET

ASSETS	May 31, 2024	May 31, 2023	Dec 31, 2023
Checking and Savings	392,776	432,785	419,974
Prepaid Expenses	1,926	1,926	3,531
Checks to be deposited	1,453	4,619	3,706
Investments - Schwab	1,946,640	1,952,194	1,838,452
Fixed Assets - Net	767,932	767,932	767,932
Total Assets	3,110,726	3,159,455	3,033,595
LIABILITIES			
Accounts Payable	8,309	10,731	6,521
Accrued Expenses	190	30	33
Deferred Revenue*	277,249	277,249	277,249
Total Liabilities	285,748	288,011	283,803
NET ASSETS			
Beginning Net Assets	1,950,805	1,950,805	1,950,805
Unrestricted Net Asset	798,987	861,145	861,145
Current year-to-date net income	75,186	59,494	(62,158)
Ending Net Assets	2,824,978	2,871,444	2,749,792
Total Liabilities and Net Assets	3,110,726	3,159,455	3,033,595

*Entries booked due to reviewed financials from CPA
Deferred Revenue reflects the fact that membership dues are valid for one year.

CHAMBER BY THE NUMBERS

MEMBERSHIP

	May 24		May 23
Members	784	6% ↑	737
Revenue	$40,597	3% ↑	$32,573
Retention	78%	0%	78%

TRUSTEE PROGRAM

	May 24		May 23
Platinum	24	4% ↑	23
Gold	13	7% ↓	14
Patron	33	14% ↑	29

SOCIAL MEDIA FOLLOWERS

	May 24		May 23
Facebook	9,995	29% ↑	7,753
Instagram	14,056	11% ↑	12,695
Twitter	8,686	1% ↓	8,750
LinkedIn	3,857	18% ↑	3,256

ONLINE COMMUNICATION

	May 24		May 23
Web	9,000	19% ↓	11,077
Email	16,251	39% ↑	11,713

USTA NORTH CAROLINA

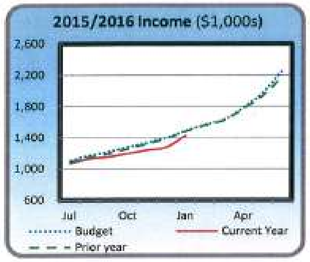
RCH CAE RobertCHarris,CAE

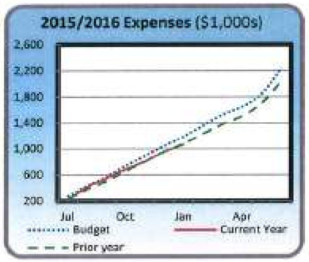
Knowledge Based Decision Making

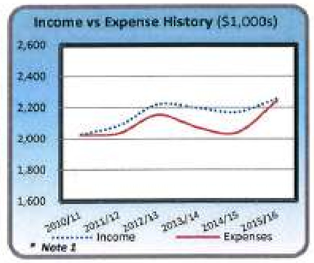
Arkansas Bar Association
Monthly Dashboard Report
For the Period Ended January 31, 2016

Date Prepared: 02/19/16

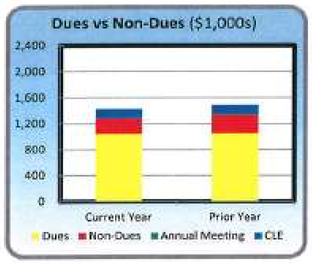
Financial Information:

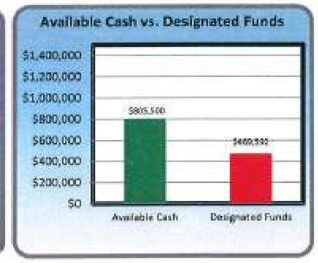




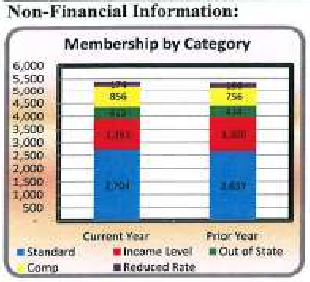


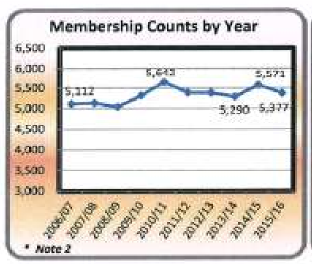
	YTD Actuals		YTD Budget		Variance		Annual Budget	
Income	$	1,425,383	$	1,490,779	$	(65,396)	$	2,257,075
Expenses	$	(1,068,846)	$	(1,190,018)	$	121,172	$	(2,242,538)
Profit/Loss	$	356,537	$	300,761	$	55,776	$	14,537

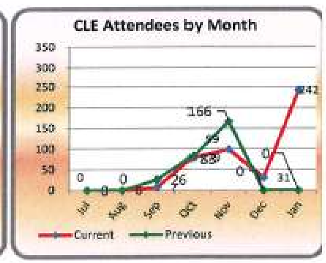




Non-Financial Information:





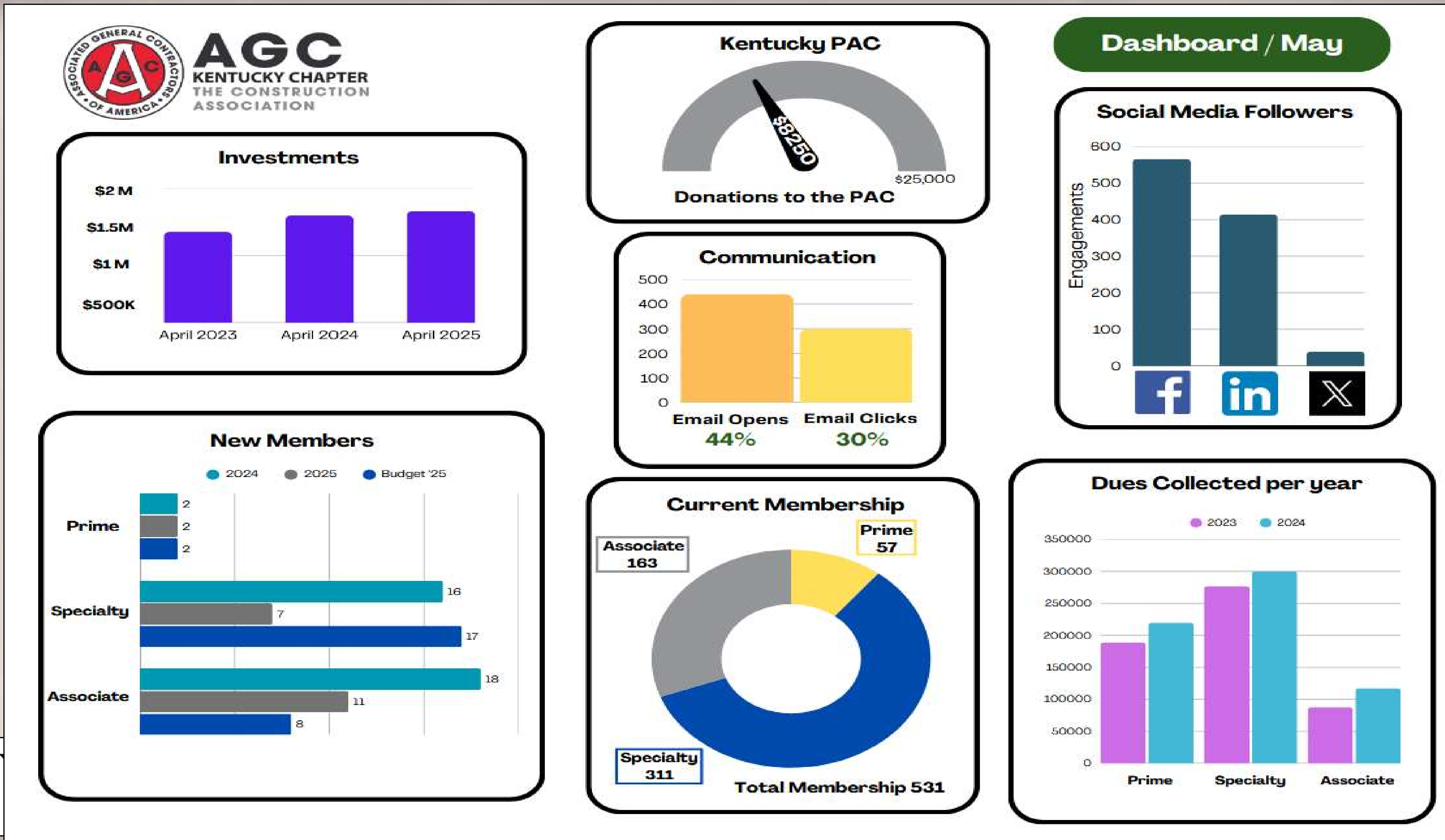


*Note 1: Current Year Income and Expenses are from the annual budgeted amounts.

*Note 2: Current Year Membership Counts are as of this report. Prior year counts are as of the end of the bar year.

USTA NORTH CAROLIN

RCH CAE RobertCHarris,CAE



AGC
KENTUCKY CHAPTER
THE CONSTRUCTION ASSOCIATION
ASSOCIATED GENERAL CONTRACTORS OF AMERICA
Kentucky PAC
$8250
$25,000
Donations to the PAC
Dashboard / May
Investments
$2 M
$1.5M
$1 M
$500K
April 2023
April 2024
April 2025
Communication
500
400
300
200
100
0
Email Opens
44%
Email Clicks
30%
Social Media Followers
Engagements
600
500
400
300
200
100
0
New Members
2024
2025
Budget '25
Prime
2
2
2
Specialty
16
7
17
Associate
18
11
8
Current Membership
Associate 163
Prime 57
Specialty 311
Total Membership 531
Dues Collected per year
2023
2024
350000
300000
250000
200000
150000
100000
50000
0
Prime
Specialty
Associate

PRIVILEGED & CONFIDENTAL

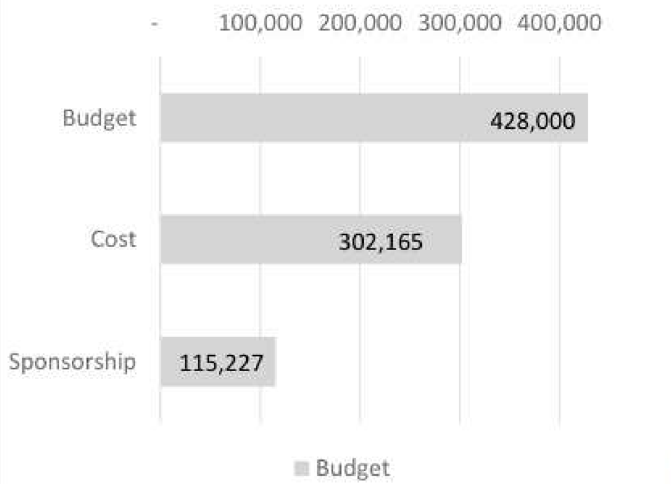
THIS INFORMATION IS INTENDED FOR AMCHAM ABU DHABI BOARD OF DIRECTORS ONLY AND MUST NOT BE FURTHER DISTRIBUTED OR DISCLOSED

AMCHAM ABU DHABI

Member of the Global Network of American Chambers of Commerce

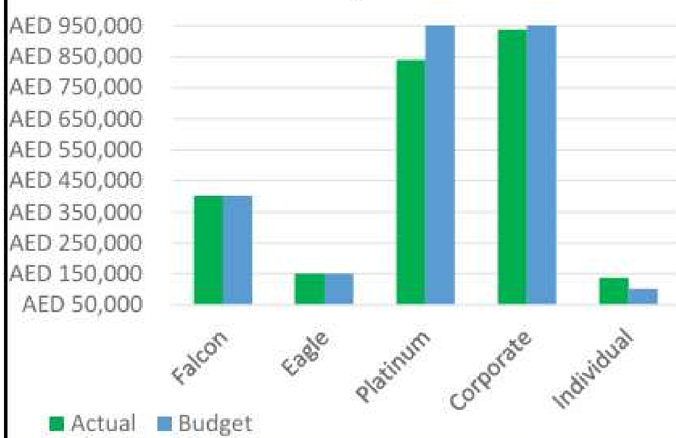
Finance Committee BoD Summary Report May 2024

2024 Events Budget (Total)



Events	'24 Budget	YTD Actual	Variance
Committee	230,000	117,541	(112,459)
Signature	165,000	139,543	(25,457)
Mandated	33,000	10,810	(22,190)
Total Event	**428,000**	**267,893**	**(160,107)**

Membership Revenue



Member Revenue	'24 Budget	YTD Actual	Variance
Falcon	4	4	0
Eagle	2	2	0
Platinum	23	20	(3)
Corporate	105	87	(18)
Total Membership	**134**	**113**	**(21)**

Operating Expenses

(includes amortized expenses)

Expense	'24 Budget	YTD Actual	Variance
Operating	3,066,020	1,208,271	(1,857,749)
Events	428,000	267,893	(160,107)
Total Exp	**3,494,020**	**1,476,165**	**(2,017,855)**
Revenue			
Membership	2,876,000	2,464,555	(411,445)
Events Tickets	80,000	117,327	37,327
Sponsorship	140,000	115,227	(24,773)
Interest Inc	155,000	104,855	(50,145)
Total Rev	**3,251,000**	**2,801,964**	**(449,036)**

Committee - BLA years' events; NEW Events Breakfast/Lunch UMEX/INSRC; US Delegations/Events; Committee Programs & Event Investment

Signature - Roundtable Summit; 4th July Event (joint w/ CBC); IDEX Kick off Breakfast; IDEX Day 2 Private Roundtable; ADIPEC Kick off Dinner; Airshow Kick off Breakfast; Airshow Day 2 Roundtable

Mandated - Annual General Meeting; Strategic Planning Meeting; Meet the Candidates

Meeting Minutes

1. NO Audio Recordings
2. No Side Bar Conversations
3. Protect Organization w/ Self Serving Statements
4. Distribution Policy
5. **Committee Minutes**, too.