

XXXXX Strategic Plan: 2009 - 2010

Goals, Success Measures, Timeline

Our Mission: To share the latest insightful and unbiased information about xxxxx in Connecticut, and provide a forum for collaboration and networking opportunities.

Our Vision: To be Connecticut’s premier resource for xxxxx information and the networking hub for the xxxxx industry.

Board & Governance Goals & Objectives			
Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By when?
1. Get better attendance at board meetings	▶ Strive for a quorum by 4pm (or designated meeting start time) 100% of the time ▶ include the conference call number in meeting agenda	▶	▶ Ongoing
	▶ Enforce attendance requirements in bylaws (missing more than 3 consecutive meetings is prohibited)	▶	▶ Ongoing
2. Increase board member participation on committees	▶ Define our committees: ▶ Board Committees to include A,B, C, AND D	▶	▶ Oct 2009
	▶ Consult membership on committee formation	▶	▶ Dec 2009
	▶ Require board members to serve on at least one committee	▶	▶ Oct 2009
3. Shake up meeting agenda to address and resolve issues	▶ Develop a new agenda format – use committee structure and strategic plan categories as basis for agenda	▶	▶ Nov 2009
	▶ Reduce the amount of time we devote to discussing administrative matters: limit to 30 minutes, plus 60 minutes for committee-type reports	▶	▶ Jan 2010
4. Review, revise and enforce bylaws	▶ All board members read them to become familiar with them	▶	▶ Dec 2009
	▶ Review bylaws for any necessary changes	▶	▶ Feb 2010
	▶ Enforce bylaws	▶	▶ ongoing

Board & Governance Goals & Objectives

Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By when?
5. Review ED's salary and performance	Review the ED's performance and salary annually	▶	▶ Jan 2010

Membership Goals & Objectives

Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By when?
1. Increase membership ; expand membership throughout CT	<ul style="list-style-type: none"> ▶ Increase XXXXX and XXXX members each by XXXXX 	<ul style="list-style-type: none"> ▶ 	<ul style="list-style-type: none"> ▶ June 2010?
	<ul style="list-style-type: none"> ▶ Have at least one non-board member on each committee (Non-board member to co-chair; integrate committee reports into board meetings) 	<ul style="list-style-type: none"> ▶ 	<ul style="list-style-type: none"> ▶ Jan 2010
2. Become more member-focused	<ul style="list-style-type: none"> ▶ Conduct member survey at least annually to determine what they would like XXXXX to offer them; ask members what committees they might like; Invite members to attend board meetings 	<ul style="list-style-type: none"> ▶ 	<ul style="list-style-type: none"> ▶ Jan 2010
	<ul style="list-style-type: none"> ▶ Define benefits of membership (committee reports would add value) 	<ul style="list-style-type: none"> ▶ 	<ul style="list-style-type: none"> ▶ Dec 2009

Financial Goals & Objectives

Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By When?
1. Establish a finance committee	<ul style="list-style-type: none"> ▶ (We decided this was a function of the Exec Committee) 	▶	▶
2. Increase cash reserves to the equivalent of one year's operating expenses	<ul style="list-style-type: none"> ▶ Determine the amount of one year's operating expenses ▶ Establish a plan for increasing revenue, cutting costs or both, to build cash reserves (See item 4 below) 	▶	▶ Accomplish by Dec 2011
3. Set financial goals for conferences and membership	<ul style="list-style-type: none"> ▶ Set financial goals for PROGRAM 1 ▶ Set financial goals for PROGRAM 2 ▶ Set financial goals for each membership level (above, focusing on corp sponsorships) 	▶	▶
4. Expand sources of revenue	<ul style="list-style-type: none"> ▶ Develop a plan for expanding revenue sources ▶ Discussed: hold a 3rd event, partnering with another group on a ½ day event; we would recognize some increased revenue by increasing memberships 	▶	▶ Jan 2010
5. Review and possibly revise membership dues structure	<p>Open Issues:</p> <ul style="list-style-type: none"> ▶ Review the membership dues structure ▶ Determine whether revisions are needed to any level ▶ Revise dues structure if appropriate 	▶	▶ Dec 2009?

Marketing Goals & Objectives			
Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By when?
1. Upgrade website	<ul style="list-style-type: none"> ▶ Make it more visually appealing ▶ Ensure that registration and payment functions work properly ▶ Keep event info up to date ▶ Post presentations for meetings ▶ Streamline navigation 	▶	▶ Ongoing
2. Issue Legislative & Regulatory Developments newsletter	<ul style="list-style-type: none"> ▶ Issue newsletter twice monthly ▶ Recruit committee members ▶ Issue a "little known fact of the week" to keep our organization on members' radar screens 	▶	▶ Jan 2010
3. Survey membership	<ul style="list-style-type: none"> ▶ Design a useful but brief membership survey ▶ Conduct membership survey at least 1x/yr ▶ Implement member requests as feasible ▶ See above, at Membership goal 2 	▶	<ul style="list-style-type: none"> ▶ Dec 2009 ▶ Annually
4. Issue more press releases*	<ul style="list-style-type: none"> ▶ Issue releases on genuinely newsworthy activities ▶ Post releases on website 	▶	▶ Ad hoc / Ongoing
5. Build more co-sponsor partnerships for cross-networking (e.g., example a & example b)	▶	▶	▶ Ongoing
6. Review & revise brochure	<ul style="list-style-type: none"> ▶ Review brochure for outdated information ▶ Determine cost of updating and reprinting 	▶	▶ March 2010
7. Create sponsorship opportunities for monthly dinners	▶ Include 1 meeting sponsorship with each type 1 membership	▶	▶ Jan 2010?
8. Increase attendance at monthly dinner meetings	▶ Consider holding a raffle at dinner meetings?	▶	▶

Infrastructure/Capacity Goals & Objectives			
Goal	Performance Measures: We'll be successful if we ...	Who's Responsible for Making It Happen?	By when?
1. Develop membership database	<ul style="list-style-type: none"> ▶ Reduce the number of membership lists and consolidate as much as possible (quickbooks list, website list, ED spreadsheet) ▶ Maintain an up to date list of members and membership data by year 	▶	▶ ongoing
2. Streamline banking, billing, membership processes	<ul style="list-style-type: none"> ▶ Enable online banking ▶ Implement electronic billing procedures for membership renewals ▶ Automate billing 	▶	▶ Jan 2010
3. Keep membership data current	<ul style="list-style-type: none"> ▶ Promote recurrent billing for membership 	▶	▶ Jan 2010
4. Set up automated, direct billing for corporate accounts payable	<ul style="list-style-type: none"> ▶ Phone ▶ PO box: done, can pay by check ▶ Website hosting – cannot pay by check ▶ Email marketing: done, can pay by check ▶ Quickbooks – cannot pay by check 	▶	▶ Jan 2010
5. Develop and maintain electronic corporate archives	<ul style="list-style-type: none"> ▶ Archive minutes, bylaws, strategic plan, other important corporate documents electronically ▶ Consider purchasing online backup for XXXXX files 	▶	▶ Dec 2009
Additional Notes: Committees			
Additional Notes: Annual Revenue			