2023 ATD Austin Strategic Planning Worksheet

The ATD Austin strategic plan aligns with the 6 components of the ATD [Chapter Affiliation Requirements (CARE)](https://www.td.org/chapters/clc/care).

| Board Of Directors with solid fill Board of Directors (Pres/P.Pres/P.Elect) [go](#_gjdgxs) | Coins with solid fill Finance (Finance/Admin) [go](#_3znysh7) | Teacher with solid fill Programming (Prog./Logistics) [go](#_tyjcwt) |
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| Gavel with solid fill Governance (Pres/P.Pres/P.Elect) [go](#_1fob9te) | Social network with solid fill Membership (Recruit/Retention) [go](#_2et92p0) | Megaphone1 with solid fill Communication (Comm./Mktg.) [go](#_3dy6vkm) |
|  | (Floaters: Technology, Administration) |  |

**Instructions:**

1. Locate the section for your area of responsibility.
2. Enter your 2023 goals
	1. At least two goals must meet CARE + requirements
	2. Have one optional “stretch” goal
	3. For each goal, define the strategies or tasks that will help to achieve the goal.
3. Estimate the income or expense (if any) to complete each strategy or task.
4. Enter aDue Datefor when you expect to complete each goal.
5. Be prepared to explain your strategy for achieving each goal and budget estimate to board.

| **Board of Directors**Primary: President, President-Elect, Past President, Director At-Large*Objective: Ensure operational success and promote succession planning and board development* | **CARE Foundations:**1. Board Meetings: Chapter board meets at least once per quarter.
2. Board Roster: Chapter submits an incoming board roster in Excel template.
3. Professional Development: Chapter board members maintain Power Membership (joint chapter/ATD national membership).
4. Position Descriptions: Chapter maintains written position descriptions for elected members.
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| A1 | Related to CARE+ | Recruitment Strategy: Chapter has a volunteer recruitment strategy in place for positions that support board work. | A1.1 | Host a leadership open house to socialize open board positions | N/A | $0 | February |
| A1.2 | Maintain an archive of engaged event volunteers who may be a good fit for leadership positions | N/A | $0 | Ongoing |
| A2 | Stretch | Expand our Partnerships and partner-related activities and throughout the Region | A2.1 | President and VPs to form relationships with chapters in the region by setting up 1:1 meetings and participating in joint events | N/A | N/A | Ongoing |
| A2.2 | Pres. and Pres-Elect to attend NAC calls, ALC and regional events, as budget allows | 6020 | $1,600 to cover ALC attendance | Ongoing |
| A3 | Related to CARE+  | Create an onboarding process for new board members | A3.3 | Create a shared drive folder containing important documents for new board members | N/A | N/A | Ongoing |
| A3.4 | Create task lists for each role to outline daily, weekly, monthly, annual tasks along with procedures for key tasks. | N/A | N/A |  |
| *Goals should be Specific, Measurable, Attainable, Relevant, and Time-Based* [*Review CARE + Matrix*](https://d22bbllmj4tvv8.cloudfront.net/25/33/df7a4d60426ca415579817559f3c/2020-care-element-matrix-care-plus.pdf) |  |

| **Governance**Primary: Primary: President, President-Elect, Past President*Objective: Ensure the integrity of the chapter* | **CARE Foundations:**1. Operating Plan: Chapter creates and submits an operational plan for the coming year.
2. Governing Documents: The chapter’s mission, vision, and bylaws align with those of ATD, and the chapter meets the ATD branding guidelines. (For 2020, all chapters are required to submit current bylaws.)
3. Government Reporting Requirements: Chapter complies with federal and state reporting requirements. Submission of 990/990-N filings to chapter services is required.
4. Board Selection: Chapter members participate in the nomination or election of the chapter board.
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| B1 | Related to CARE+ | Bylaws Review: Chapter board annually reviews its bylaws, including a review of the bylaws as part of board member onboarding.  | B1.1 | Set up bylaws review session for the board; review importance of bylaws | n/a | n/a | January |
| B1.2 | When onboarding new board members, include a copy of the chapter’s bylaws in their onboarding documents.  | n/a | n/a | Ongoing |
| B2 | Related to CARE+ | Board Transparency: Chapter makes board meeting minutes and summaries available to members. | B2.1 | Post the meeting minutes on the shared Google drive, or make them available upon request.  | n/a | n/a | Quarterly |
| B2.2 | Announce upcoming in-person board meetings 30 days prior in General Slack channel | n/a | n/a | Quarterly |
| B2.3 | Update board meeting minutes template to include a list of operating plan objectives to clearly tie our activities and conversations to objectives.  | n/a | n/a | January |
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| **Finance**Primary: Finance, Admin *Objective: Ensure the financial stability of the chapter* | **CARE Foundations:**1. Budget: The chapter board develops and approves an annual operating budget and makes it available to members.
2. Financial Documents: Chapter submits most recent yearly balance sheet.
3. Financial Documents: Chapter submits most recent profit and loss statement.
4. Financial Review: Chapter board has an internal or external financial review completed annually by a person or group not directly responsible for the management of chapter finances.
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| C1 | Related to CARE+ | Cash Reserve: Chapter has approximately three to six months of operating expenses set aside for emergencies. | C1.1 | Keep track of the chapter’s budget, expenses, and income on the Budget Actuals tab in the Budget Google Sheet. | n/a | n/a | Monthly |
| C1.2 | Review the reserves policy document annually. | n/a | n/a | March |
| C2 | Related to CARE+ | Risk Assessment: Chapter board completes a risk assessment and reviews it annually | C2.1 | Meet with the board to accomplish the risk assessment together. All board members should weigh in on potential risks to the chapter. | n/a | n/a | June |
| C2.2 | Review the assessment at mid-year and make any changes necessary. | n/a | n/a | June |
| C3 | Related to CARE+ | Partnership: Chapter has a strategy that identifies, recruits, and maintains partnerships to support chapter programming and operations.  | C3.1 | Determine our chapter’s strategic needs and identify potential organizations to collaborate with to begin conversations. | 4095/charitable donations | n/a | Ongoing |
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| **Membership**Primary: VP Membership, Director YP Student Relations*Objective: Grow membership and promote member engagement* | **CARE Foundations:**1. Membership Roster: Chapter submits year-end membership roster in Excel.
2. Member Feedback: Chapter board assesses member needs and satisfaction levels at least once per year.
3. Power Membership: Chapter achieves a minimum of 20 Power Members (joint chapter/ATD national members) and 35 percent simultaneously.
4. Power Member Activities: Chapter completes 10 Power Member activities of the chapter’s choice
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| D1 | Related to CARE+ | New Member Orientation: Chapter hosts a monthly orientation for new members. | D1.1 | Schedule and update an alternating monthly orientation. Update orientation deck and include volunteer opportunities, leader vacancies, and upcoming events to register on the spot.  | n/a | $0 | Ongoing |
| D1.2 | Invite current members and leaders to be a member spotlight. | n/a | $0 | Ongoing |
| D1.3 | Host networking socials throughout the year based on zip code | 26 | $1,000 | Ongoing |
| D2 | Related to CARE+ | Volunteer Recruitment: Chapter creates awareness about volunteering for the chapter and open positions. | D2.1 | Update the volunteer registration form on the website to present all options for volunteering (committees, events, leadership) and gather demographic information, skill sets, and interests to assist in pairing with opportunities. | n/a | $0 | February |
| D2.2 | Present to new members at orientation about volunteer opportunities and leader vacancies  | n/a | $0 | Ongoing |
| D2.3 | Create a member engagement program to connect with new members and recognize members having a milestone chapter anniversary via personalized postcards. | 52 | $300 | Ongoing |
| D3 | Related to CARE+ | Membership Campaign: Chapter holds a membership drive to recruit prospective members. | D3.1 | Hold membership drives at the quarterly Chapter Meetings and conference asking current members to bring referrals to join ATD Austin.  | n/a | $0 | Ongoing |
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| **Programming**Primary: Primary: VP of Pro. Development, Director of Programs, Director of CoPs*Objective: Offer relevant and timely professional development opportunities to meet the needs of members* | **CARE Foundations:**1. Chapter Programs: Chapter provides at least six professional development activities per year for members.
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| E1 | Stretch | Incorporate DEI principles into program offerings | E1.1 | Integrate Director of DEI into programs discussions to provide oversight and consult on offerings throughout the year. | n/a | $0 | Ongoing |
| E1.2 | Look for ways to increase participation through offering hybrid or asynchronous options | n/a | $0 | Ongoing |
| E1.3 | Establish an Expert Speaker Series to bring in diverse viewpoints, topics, and experts for professional development | n/a | $0 | Q1 |
| E2 | Stretch | Gather valuable feedback for program offerings | E2.1 | Create a centralized Google form for members and participants to submit feedback about programs and meetings throughout the year | n/a | $0 | Q1 |
| E2.2 | Coordinate proacrtive marketing strategy with communications team to create robust marketing campaigns that span multiple program offerings | n/a | $0 | Ongoing |
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| **Communication**Primary: VP MarComm, Director of Newsletter, VP of Technology, Director of Website*Objective: Create meaningful connection with members and prospective members. Promote the benefits of membership.* | **CARE Foundations:**1. Website: Chapter maintains a current website with up-to-date information.
2. Member Communication: Chapter distributes a communication piece to members at least once per quarter that features chapter and ATD programs and initiatives.
3. Annual Report: Chapter board shares an annual report at least once per year with members noting: membership numbers, financial performance, and progress toward annual goals.
4. National Support: Board members hold, at minimum, an annual phone call with their chapter relations manager to identify opportunities for support.
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|  **Goals**  |  **Strategies/Tasks** | **Budget Line** | **Estimated Cost** | **Due Date** |
| F1 |  | Make data-driven marketing and comms decisions | F1.1 | Implement a data BI solution to aggregate data between Mailchimp, social media, website, and Wild Apricot | 46 | $360 | Q1 |
| F1.2 | Track website usage and make updates to improve usability and UX | n/a | $0 | Ongoing |
| F2 |  | Provide multiple channels to find information about our programs, events, and volunteer opportunities. | F2.1 | Revamp newsletter to offer more “breakaway” content - learning digests, video bits, audio clips, seen and heard, etc. | n/a | $0 | Q1 |
| F2.3 | Grow the Slack community to encourage peer learning | n/a | $0 | Q4 |
| F3 |  | Leverage user-generated content to reflect diverse voices and perspectives. | F2.1 | Include a section in the newsletter that is curated by a member of the community | n/a | $0 | Q2 |
| F2.3 | Work with the Programs team to pre-plan all communications to ensure a cohesive and complementary communication strategy to support the member journey/experience | n/a | $0 | Ongoing |
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