

Building Assumptions on Future Revenue and Expenditures Beginning in 2018-19

Assess the General Environment:

1. Incorporate development of new survey instruments into existing Marketing Plan.
2. Design more effective, relevant surveys for annual member and non-member surveys.
3. Include separate surveys for stakeholders, affiliates and Chancellor's office personnel to gather data that will influence key factors.
4. Move annual survey up to March instead of May. Use data to...
 - ✓ Project State economic trends (up year/down year) and other factors
 - ✓ Identify administrative hiring trends that impact the potential member number
 - ✓ Identify affiliate group and CCCC influencers/disruptors like new or discontinuing programs; areas of higher funding and other red flags
 - ✓ Align training content appropriately to respond to administrative needs
 - ✓ Use data analysis from Member/Non-member Surveys to adjust benefits, communications and programming

Establish a plan for incremental increase of Operational Revenues:

1. Identify all potential sources of revenue outside of member dues and establish a plan to pursue each source in 2018-19;
2. Following the member benefit review [by June 15] prepare a member cost/benefit analysis for each level of membership and translate that into marketing messages;
3. Project member dues in each category based on average growth over three years;
4. Project other revenue factors (ACBO fees/ Advertising) based on a calculated rate of growth;
5. Establish a calculation to determine retention rate of members in all categories including those who join through program participation to determine trends and instruct Recruiter accordingly;
6. Isolate recruitment trends (successful and unsuccessful) and the effect of the Recruiter on membership increases
 - ✓ Project Annual Dues to Monthly (those who switch based on three year average)

- ✓ Project increase in Retired Members (3 year average)
- ✓ Project increase/decrease Business Members (3 year average)
- ✓ Project increase/decrease of Associate Members (3 year average)

Operational Expenditures: At 3rd quarter review include an analysis of key cost centers the following:

- ✓ Anticipated Salary and Benefit Increases if any
- ✓ Office Space/Lease Increase
- ✓ Utilities/Supplies
- ✓ Printing/Graphic Design
- ✓ Equipment/Technology Upgrades
- ✓ Cost/Benefit Review of Contracted Services
- ✓ Scheduled Increases of existing contracts
- ✓ Anticipated Board Expenses
- ✓ Anticipated Commission and Committee Support
- ✓ Anticipated "Special Project" costs related to Strategic Plan

Event Revenues/Expenses: Work with the MDC and research stakeholder/affiliate programs to determine member need and potential for new programs. Explore possible capacity adjustments for each program and provide a cost/benefit analysis based on prevailing rates in this market.

- ✓ Admin 101
- ✓ Admin 201
- ✓ Great Deans Program
- ✓ Mentor Program
- ✓ Annual Conference
- ✓ Budget Workshop
- ✓ One Day/Regional Events
- ✓ Sponsors and Vendors Participation