

## **MRLDA Strategic Initiatives October 2015**

### **Strategic Initiative I: Governance, Structure, and Operating Policies**

***The goal of this initiative is to make certain that the governance practices, structure, and operating policies of the MRLDA reflect current volunteer-based association best practices.***

1. Create a governance and structure task force to research and understand current best practices in board structure, policies, and practices for 21<sup>st</sup> century organizations
2. Review and revamp current bylaws to assure that they are clearly defined and reflect current best practice
  - a. Look for cumbersome and “disengaging” by-laws/processes
    - i. Appropriate size of the board to foster engagement
    - ii. Terms and term limits
    - iii. Route of succession to leadership roles
  - b. Streamline committee structure
  - c. Focus on short-term, task focus work groups to foster engagement at all levels of the organization
  - d. Ensure bylaws are compliant with current non-profit laws
3. Develop practices to ensure ROI for board members
  - a. Fewer face-to-face meetings and more use of technology between meetings
  - b. Streamline agendas to focus on fewer reports (done through technology beforehand) and more strategic thinking and decision making at board meetings
  - c. Tie board meetings to events to “kill two birds with one stone.”
  - d. Develop clear job descriptions for all board members
  - e. Focus on more effective orientation and training for all board members

### **Strategic Initiative II: Assuring the Long-term Viability of MRLDA**

***The purpose of this strategic initiative is (1) to focus on revenue and budget issues necessary to lessen the organization’s reliance on reserves, (2) to develop processes, programs, and practices to create vibrant and engaged members who perceive ROI from MRLDA, and (3) to focus on leadership challenges to insure adequate and strong leadership for the future.***

1. Revenue and budget

- a. Review current budget structure with a focus on
  - i. Reliance on reserves
  - ii. Balance between sponsorship and non-sponsorship revenue
    - 1. Work with the NRLA to clarify and define revenue sharing practices for joint programs and services that are fair and equitable to both organizations
- b. Develop and implement policies, practices, and guidelines as to level of reserves needed as well as how and when reserves are to be used
- c. Develop overall financial policy and spending philosophy

2. Retention and engagement of current members

- a. Charter a “retention and engagement” task force
  - i. Focus on building a culture of “welcomeness”
  - ii. Understand and target younger “Gen X” and “millennial” members
  - iii. Develop materials to show ROI...value to current members
    - 1. “Talking points” that each recruiting member should know
    - 2. “Talking points” communicated after each Board meeting
    - 3. “Talking points” for each key event
    - 4. Member testimonials
    - 5. Quantified savings
    - 6. Relationship benefits
  - iv. “Each one reach one”...identify current members who need to be more engaged and assign an engaged member to reach out to them and invite them in
- b. Build a sound data base of member information to make sure messages are going to the right people (right email/snail mail addresses)

3. Recruitment of new members

- a. Charter a recruitment task force
  - i. Identify potential new members
    - 1. Retail dealer
    - 2. Associate
- b. Develop a strategy to recruit new members
  - i. “each one reach one” campaign
    - 1. each member charged with bringing in one new member
    - 2. develop incentives for member involvement
  - ii. Focus on communicating ROI with owners so that the value of membership can be “pushed down” and supported in the member’s organization

4. Focused efforts on leadership development

- a. Refocus the board development task force

- i. Identify future organization leaders with a focus on recruiting more new business owners and key executives to the board
  - ii. Develop a strong board orientation and leadership program
    1. Work with NRLA to define boundaries and roles
    2. “Road trip” each new board to Albany to meet NRLA staff and understand MRLDA/NRLA relationship
    3. Resist the tendency to “recycle” leadership; explore term limits for board members to assure that there are new and engaged members on the board at all times
  - iii. Build a system of “task forces” to provide ample leadership opportunities
- b. Work with the NRLA to develop a substantive “leadership academy” for all incoming state and local board presidents

### **Strategic Initiative III: Rebranding of the MRLDA and Image Building**

***The goal of this initiative is to create an image of the organization as a vibrant and relevant industry trade group providing an array of value-added products and services designed to build strong, independent dealers in the construction supply industry.***

1. Strong and pressing need to create a new and more favorable image among all relevant stakeholders of the MRLDA as a 21<sup>st</sup> century organization.
  - a. Focus on overcoming identified challenges
    - i. The organization has a need to cultivate a new image
      1. Creating a culture of “welcomeness”
      2. Balance between business and social focus of the organization
      3. Provide clarity as to what we do vs. what is perceived that we do
    - ii. Stakeholders
      1. Members and member companies
      2. Associate members and member companies
      3. Potential members and member companies
  - b. Develop and implement a sound PR/marketing plan designed to create a new image for the organization
  - c. Develop and implement a sound communication plan to assure that the right message gets to the right people in the right way at the right time.
    - i. Focus on appropriate and effective use of social media.

- d. Refocus events to support the rebranding of the organization

#### **Strategic Initiative IV: Increase ROI through Value-Added Products and Services**

***This strategic initiative is designed to achieve two important goals: (1) create a portfolio of products and services that create value for members and entice potential members to “join the fold” (2) Create additional non-sponsorship revenue streams to reduce reliance on reserves.***

1. Create a “Value-Added/ROI” task force to review current programs, services and events
  - a. Assess the value of current programs to members and sponsors
  - b. Identify new or additional program and service needs of members & sponsors.
2. Identify relevant education possibilities
  - a. Work with the NRLA to expand current program offerings
  - b. Create and offer a Massachusetts regional “lunch and learn” series of programs with exceptional speakers relevant to the industry and industry issues
  - c. Create and offer a Massachusetts program focused on the next generation of owners (possible partnering with the NRLA)
  - d. Create and offer a program on business transition for owners nearing retirement (possible partnering with the NRLA)
3. Work to develop legislative events to inform and engage members
  - a. Involve state legislators in delivering appropriate information and programs
  - b. Encourage and facilitate more member yard visits
  - c. Enhance legislative issue training