

AMERICAN SOCIETY OF ADAPTATION PROFESSIONALS

ASAP Board of Directors Meeting Agenda

April 11, 2019

1:00pm - 2:30pm ET / 11:00am - 12:30pm (PT)

Agenda:

- I. **Greetings & Agenda Review (00:00)**
Board of Directors: Present (quorum) (Steve Adams), Josh Foster, Jessica Grannis, Jennifer Jurado, Julia Kim, John Nordgren, Jacqui Patterson, Missy Stults, Emily Wasley (Eric Mielbrecht, absent);
Staff: Beth Gibbons, Rachel Jacobson, Dawn Nelson, Pat Cox
- II. **Administrative Items:**
 - A. January Board Meeting Minutes-*Approved*
- III. **ASAP Board of Directors & Staff**/Introductions & Transitions (00:10)
 - A. New Board Members Welcome and round robin introductions
 - Julia Kim, Senior Project Manager, Local Government Commission
 - Emily Wasley, Senior Climate Risk & Resilience Specialist, Cadmus, (co-leads ASAP Personal Resilience Member-led Interest Group (MIG))
- IV. **Committee Updates** (00:50)
 - A. Treasurer's Report: John Nordgren provided update
See financial packet
[See Attached]
 - B. Governance Committee (GC): Josh Foster provided update
 1. See update document
[See Attached]
 - C. Membership Committee (MC): Jennifer Jurado provided update
See update doc
[See Attached]
- V. **Board of Directors Planning** (00:35)
 - A. Meeting schedule April 2019 - April 2020
 1. Consensus to move to 2 hours, but keep verbal updates succinct, use slides, or just refer to update docs
 - B. In-person Board Meeting (Fall 2019)
 1. reserve time for Fall meeting – staff will send options
 - C. Board Meeting Structure [Not discussed]
 - D. 2019 - 2020 Board Profile [Not discussed]
- VI. **Executive Director Report/Questions** (01:05)
 - A. March 2019 Update
 - B. ASAP Board Meeting Update
 1. *Member Survey Currently Open!*
 2. *National Adaptation Forum*
Lily Swanbrow Becker, new ASAP Network Manager, will be at NAF

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environment team dinner on Tuesday night to get to know Board (need head count for dinner?) Kresge

VII. **Recap & Next Steps (02:20)**
adjourn

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ASAP Board of Directors Meeting - MINUTES January 24, 2019

3:00pm - 4:30pm ET / 12:00pm - 1:30pm (PT)

Call-In Info:

Join Online:

<https://zoom.us/j/897436586>

Or iPhone one-tap :

US: +16468769923,,897436586#

or +16699006833,,897436586#

Or Telephone:

US: +1 646 876 9923 or +1 669 900 6833

Agenda:

1. **Greetings & Agenda Review (00:00)**

Steve, Eric, Josh, Jessica, John, Missy, Jacqui, Jennifer (quorum), Jennifer and Joyce joined call in process

2. **Administrative Items:**

- a. October Board Meeting Minutes *Approved*
- b. FY2019 ASAP Budget Confirmed *Approved*

3. **Committee Updates (00:05)**

a. Governance Committee:

- i. *GC Committee tasked at last meeting with revising Bylaws*
- ii. *President Elect position to be added*
- iii. *Board succession and voting revisions:*
 - 1. *GC decided to explore new models for Board design more suitable to a member and network based organization (e.g. USDN, Garfield Foundation, Re-Amp) - balancing representativeness on the Board vs. administrative effectiveness, and appointment vs voting succession transparency and Membership voting participation*
 - 2. *Before April Board: GC will collect examples, speak with other organizations, revise Bylaws, propose options to Board, present at April meeting*
 - 3. *NAACP: Board = member leaders, all volunteer organization so bring*

b. Membership Committee:

- i. *Excellent annual member meeting update presentation/slidedeck - clear and significant content of accomplishment.*
- ii. *Well attended - received good feedback from members*
- iii. *MC soliciting membership for input to MC function and activities - with new plan in process based on feedback*

c. Treasurer's Report:

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i. 2017-

- 18 report; and Nov 2018 - 2019 year*
- ii. *Budget in black for FY 2018*
- iii. *Budget vs Actual most interesting for 2018 and into 2019: ended 2018 FY with \$214,000 in black; burn rate on track for 2019*
- iv. *Master budget for 2019 will expand number of lines from 2018*
- v. *Significant carry over 2018 to 2019 from Kresge grant (planned) - using saved revenue for staff expansion. **Proposed: should some funds provide 6 months reserve fund?** Cushion can be maintained by 2019 foundation fundraising goals.*
- vi. *Still offsetting lower dues collection with higher foundation income*

d. Executive Director Report/Questions

- i. 2019 Strategic Priorities
- ii. Management Updates
- iii. Upcoming Activities
 - 1. *Voting for Member-led interest groups (MIGs) in process, March 20 MIG leader orientation*
 - 2. *March 5th Georgetown webinar on website interoperability, and other information services*
 - 3. *Member survey launching in 2019*
 - 4. *Plan for Content Management System (CMS) online purchase*
 - 5. *New office location*
 - 6. *Hiring 4 positions: part-time comm intern, program assistant, 2 permanent - network coordinator, finance manager*

4. Election of 2019 Officers (00:25)

- a. Nominations
- b. Voting
 - i. *Operating under current Bylaws before revision for succession and voting*
 - ii. *Nominations and current nominations - current term can be extended one more year*
 - iii. *Missy Stults nominated and approved as new term as Board President*
 - iv. *Josh Foster nominated and approved to extended term as Board Secretary*
 - v. *John Nordgren nominated and approved to new term as Board Treasurer*
 - vi. *President-elect position pending Bylaw revisions*

5. Discussion Session I: Board Recruitment (00:45)

- a. Top 5 Candidates
 - i. *Joyce Coffee rotation off Board in January 2019*
 - ii. *Steve Adams rotating off Board in April 2019*
 - iii. *Kudos to both in thought leadership and innovation, comradeship, contribution to ASAP Board and Committees, and growth and maturing of the organization*
- b. Outreach Plan

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i. Top 5

of 10 nominated by the Board: reach out to Top 5.

ii. *Proposal: first engage top 4 nominations: Emily Wasley, Julia Kim, Shalini Vajjhala, Jonathan Parfrey via calls (keep next 6 in reserve)? Approved*

6. **Discussion Session II: Membership & Capacity Building Strategy (01:00)**

- a. Member Growth Strategy Presentation by Lauren Bradley (see slides)
 - i. *Discuss sliding scale for dues vs fixed: essentially fee for service package for different levels of dues paying as member wants or is able to pay*
 - ii. *Currently, 328 Members paying \$150 dues*
 - iii. *Retention: lose members in 3rd year after initial enrollment*
 - iv. *peer grant process like USDN - application process can be burdensome: more follow example of membership organizations with packages of services*
- b. Questions and discussion
 - i. *Convene follow-up discussion with Lauren in early February on recruitment and retention strategy*

7. **Recap & Next Steps**

Adjourn 4:40pm (ET)

American Society of Adaptation Professionals
Profit and Loss

ASAP Income Statement - For the Five (5) Months Ending February 28, 2019

<i>line #</i>	Description	1st Qtr Oct18-Dec18	Jan 2019	Feb 2019	Total Oct18 - Feb19	FY 2019 Annual Budget	Over / (under) Annual Budget	% of Annual Budget
1	<u>Income</u>							
2	Operational Grants	250,000			250,000	250,000	0	100%
3	Total Program Grants	9,149	0	0	9,149	275,000	(265,851)	3%
4	Total Grants	259,149	0	0	259,149	525,000	(265,851)	49%
5								
6	4400 Unrestricted Donations	15		210	225	0	225	
7	4410 Member Dues - Individual	11,928	3,782	3,437	19,146	52,500	(33,354)	36%
8	4420 Member Dues - Organizational	0	5,000		5,000	60,000	(55,000)	8%
9	Total Income	271,092	8,782	3,647	283,520	637,500	(353,980)	44%
10								
11	<u>Expenses</u>							
12	Compensation Total	70,879	36,000	12,945	119,824	387,385	(267,561)	31%
13	Contractors Total	23,282	15,344	6,232	44,858	117,500	(72,642)	38%
14	Travel Total	5,176	0	49	5,224	35,700	(30,476)	15%
15	Events Total	8,185	0	0	8,185	20,000	(11,815)	41%
16	Printing & Publication Total	1,739	0	0	1,739	11,520	(9,781)	15%
17	IT Total	4,639	591	365	5,596	7,880	(2,285)	71%
18	Professional Services Total	2,604	825	422	3,851	5,000	(1,149)	77%
19	Insurance Total	0	500	0	500	1,545	(1,045)	32%
20	Rent Total	1,527	2,292	535	4,354	6,600	(2,246)	66%
21	Office Supplies Total	1,013	86	21	1,120	2,400	(1,280)	47%
22	Other Expenses Total	840	264	271	1,375	5,850	(4,475)	24%
23	Grand Total Expenses	119,883	55,902	20,840	196,625	601,380	(404,755)	33%
24								
25	Net Operating Income	151,209	(47,121)	(17,193)	86,896	36,120	50,776	241%
26								
27	Interest Income	364	50	43	458	600	(142)	76%
28								
29	Net Income	151,573	(47,071)	(17,149)	87,354	36,720	50,634	238%

1	American Society of Adaptation Professionals				
2	Balance Sheet				
3	As of February 28, 2019				
4					
5					
6	Description	As of Feb 28, 2019	As of Feb 28, 2018 (PY)	\$ Change	% Change
7	ASSETS				
8	Current Assets				
9	Total Bank Accounts	\$ 349,154	\$ 358,695	\$ (9,541)	-3%
10	Total Accounts Receivable	\$ 4,000	\$ -	\$ 4,000	
11	Total Current Assets	\$ 353,154	\$ 358,695	\$ (5,541)	-2%
12					
13	Total Fixed Assets	\$ 317	\$ -	\$ 317	
14	TOTAL ASSETS	\$ 353,471	\$ 358,695	\$ (5,224)	-1%
15					
16	LIABILITIES AND EQUITY				
17	Liabilities				
18	Total Liabilities	\$ -	\$ -		
19					
20	Equity				
21	3000 Opening Balance Equity	53,293	53,293		
22	3030 Retained Earnings	212,824			
23	Net Income	87,354	305,402		
24	Total Equity	\$ 353,471	\$ 358,695	\$ (5,224)	-1%
25					
26	TOTAL LIABILITIES AND EQUITY	\$ 353,471	\$ 358,695	\$ (5,224)	-1%
	Wednesday, Apr 03, 2019 07:51:40 AM GMT-7 - Accrual Basis				

Funding Status	Estimated Revenue (12 month forecast)		Funder/Organization	FY 19	FY 19	FY 19	Fy 20	FY 19
	Field Building/Adaptation Capacity Building			received	Forecast	Total	Forecast	BUDGET
Received	\$	150,000	Kresge Foundation – Established, anticipated renewal (\$150,000)	\$ 150,000		\$ 150,000		
Received	\$	50,000	Summit Foundation – Established, invited FY19 Grant \$50,000	\$ 50,000		\$ 50,000		
Highly Likely	\$	150,000	Kresge Foundation – Established, anticipated renewal (\$150,000)			\$ -	\$ 150,000	\$ -
Invited Proposal	\$	50,000	Summit Foundation – Established, invited FY19 Grant \$50,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Hopeful			Garfield Foundation – Two conversation, awaiting follow-up			\$ -		
Hopeful			Spitzer Trust – One conversation, awaiting follow-up			\$ -		
						\$ -		
SUBTOTAL	\$	400,000		\$ 200,000	\$ 50,000	\$ 250,000	\$ 200,000	\$ 250,000
Program/Project Support								
Received	\$	75,000	Climate Resilience Fund/Harmonic International (NOAA)	\$ 75,000		\$ 75,000		
Likely	\$	50,000	Climate Resilience Fund/Harmonic International (NOAA)		\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Likely	\$	75,000	Erb Foundation – Pre-proposal invited		\$ 75,000	\$ 75,000		
Hopeful	\$	100,000	Great lakes Protection Fund – Interested awaiting proposal details		\$ 100,000	\$ 100,000		
Likey	\$	30,000	Wege Foundation – Regional small grant interest		\$ 30,000	\$ 30,000		
Hopeful	\$	40,000	Great Lakes Integrated Sciences & Assessments		\$ 40,000	\$ 40,000		
Prospective			JM Kaplan Innovation Fund - Submitting LOI			\$ -		
Prospective			Kendida – No Contact			\$ -		
Prospective			JPB Foundation – No contact,			\$ -		
Prospective			KR Foundation - No Contact			\$ -		
Prospective			Wilburforce – No Contact;			\$ -		
Prospective			Caldera - No Contact; Introductory Letter Sent to General Email			\$ -		
Prospective			Wallace Global Fund - No Contact; developing cover letter			\$ -		
Prospective			Nathan Cummings Foundation - Initial contact, developing pre-proposal			\$ -		
Prospective			Ralph Wilson Foundation – Initial meeting scheduled (4/15)			\$ -		
Prospective			McKnight Foundation - Initial Contact, requested project ideas			\$ -		
Prospective			WCS -No interaction to date			\$ -		
Prospective			Doris Duke Charitable Trust - Need to make initial contact			\$ -		
Prospective			Barr Foundation - Two conversations, no invitation for further discussion/proposals.			\$ -		
						\$ -		
SUBTOTAL	\$	245,000		\$ 75,000	\$ 295,000	\$ 370,000	\$ 50,000	\$ 275,000
Current Organizational Members								
Confirmed	\$	2,500	Aspen Global Change Institute (AGCI)		\$ 2,500	\$ 2,500		
Confirmed	\$	1,500	Miami-Dade County, Florida		\$ 1,500	\$ 1,500		
Confirmed	\$	2,500	EcoAdapt		\$ 2,500	\$ 2,500		
Confirmed	in-kind		The Collider			\$ -		
Confirmed	\$	1,500	Second Nature		\$ 1,500	\$ 1,500		
Confirmed	in-kind		Ecology & Environment			\$ -		
Confirmed			Georgetown Climate Center			\$ -		
						\$ -		
SUBTOTAL	\$	8,000		\$ -	\$ 8,000	\$ 8,000	\$ -	\$ -
Organizational Memberships in Development								
Likely	\$	10,000	WSP Global		\$ 10,000	\$ 10,000		
Likely	\$	10,000	ICF		\$ 10,000	\$ 10,000		
Hopeful	\$	10,000	Harris Associates		\$ 10,000	\$ 10,000		
Likely	\$	2,500	County of San Mateo		\$ 2,500	\$ 2,500		
Hopeful	\$	5,000	RRS- Recycle.com		\$ 5,000	\$ 5,000		
Likely	\$	1,500	Climate Resolve		\$ 1,500	\$ 1,500		
Likely	\$	1,500	Adaptation International		\$ 1,500	\$ 1,500		
Likely	\$	2,500	FernLeaf Interactive		\$ 2,500	\$ 2,500		
Hopeful	\$	5,000	The Climate Service		\$ 5,000	\$ 5,000		
Likely	\$	2,500	Quantified Ventures		\$ 2,500	\$ 2,500		
Likely	\$	2,500	Institute for Sustainable Communities		\$ 2,500	\$ 2,500		
Likely	\$	1,500	First Street Foundation		\$ 1,500	\$ 1,500		
Hopeful	\$	2,500	Cadmus Group		\$ 2,500	\$ 2,500		
Confirmed	\$	2,500	NOAA/Climate Resilience Toolkit		\$ 2,500	\$ 2,500		
						\$ -		
SUBTOTAL	\$	59,500		\$ -	\$ 59,500	\$ 59,500	\$ -	\$ 60,000
Total Organizational Members								
	\$	67,500		\$ -	\$ 67,500	\$ 67,500	\$ -	\$ 60,000
Individual Active Memberships								
	234	\$ 150	Pro-Annual		\$ 35,100			
	25	\$ 168	Pro-Monthly		\$ 4,200			
	67	\$ 50	Student - Annual		\$ 3,350			
	14	\$ 60	Student - Monthly		\$ 840			
SUBTOTAL					\$ 19,146	\$ 43,490		
						\$ -		
Bulk Membership Purchase Plus Platform Use								
Confirmed	\$	2,850	National League of Cities - \$2,850		\$ 2,850			
Likely	\$	2,500	Royal Roads (Canada) - \$2,500 (In-process)		\$ 2,500			
Subtotal					\$ 48,840			\$ 52,500
ASAP GRAND TOTALS	\$	712,500		\$ 275,000	\$ 412,500	\$ 687,500	\$ 250,000	\$ 637,500
Hold for new opportunities; Not currently funding adaptation								
Mott Foundation – No interest								
Packard Foundation – Contact, not funding adaptation								
Joyce Foundation – No interest								

ASAP Board Meeting 4-11-19: Governance Committee Outline

Charge for Governance Committee - goals for Board redesign:

- Board structure, including President elect position
- Board succession, including election and appointment, as well as diversity and representation
- member voting and input to Board and organization

Main Objectives:

- increasing organizational member involvement and transparency of Board
- Revising Bylaws

GC researched professional membership organizations online and via interviews

Created interview template exploring:

- leadership model (e.g. Board composition, governance, and Bylaws)
- BoD selection process (e.g. election, appointment, voting)
- Effectiveness (e.g. internal opinions on organizational, BoD transparency, fairness, diversity; staff role; member involvement and engagement; best practices; examples of excellence in governance)

For:

- Urban Sustainable Development Directors Network (USDN)
- America Geophysical Union (AGU)
- American Meteorological Society (AMS)
- American Institute of Architects (AIA)
- Society of Conservation Biology (SCB)
- Garfield Foundation
- Re-Amp
- Common
- US Cooperative Workers

Did deeper dive into:

- AMS and AMS Science and Technology Advisory Council (STAC) (e.g. topical focus for member involvement)
- AGU
- USDN

Generally found three organizational bins to balance:

- 1) Board executive functions
- 2) Board and member strategic/program input functions
- 3) member representative and involvement functions

Advice:

- importance of incentives for membership and value proposition for members
- convene annual ASAP branded meeting for field (e.g. NAF)
- finding the "sweet spot" balancing size of Board and member groups, efficiency of activities, and staff capacity
- balancing Board and member groups complexity and staff capacity

Further exploration of?

- American Public Health Association (APHA)
- International Society of Environmental Epidemiology (ISSE)

Questions:

- degree to which Board and staff have veto over member activities?
- balancing exclusive/focused (e.g. USDN) vs inclusive/extensive member recruitment (e.g. ULI, AMS, AGU)

ASAP Membership Committee Update & Outcomes

March 1, 2019

Member Group Formation Process Overview	1
Review and Questions on the 2019 Member Led Group Process	2
Member Growth Strategy	4

Member Group Formation Process Overview

Over the past six months ASAP staff implemented the Member Group Formation Process that the Membership Committee and staff collaboratively designed. Through this experience we gained insights on how the process worked well, how it can be improved and where we need to address questions about significant changes to the process. Below is an overview of the process and member engagement followed by the questions we hope to discuss with the Membership Committee.

Process Overview and Member Engagement Statistics:

[Process Overview](#)

Engagement Statistics

- Number of Group Topics Submitted: 29 Topics / 24 Topic submitters
- Number of Proposed New Groups: 5
- Total Votes Received: 76

Member Groups Selected for 2019

- Climate Migration & Managed Retreat, Group Contact: Patrick Marchman
- Overcoming Institutional Challenges to Climate Change Adaptation, Group Contact: Sebastian Malter
- Design & Community Planning, Group Contact: Justine Shapiro-Kline
- Coordinators & Leaders of Adaptation Networks, Group Contact: Melissa Ocana

Not selected for 2019

- Policy Practice Group, Group Contact: Josh Foster

Voting Results:

For this voting process we employed a system of [ranked choice voting](#). Learn more about [how we tallied the vote](#).

Candidate	Round 1	Round 2
Climate Migration & Managed Retreat	22	15
Community Adaptation Planning & Design	13	17.93

Policy Practice Group (PPG)	6	10.68
Network of Networks: Coordinators & Leaders of Adaptation Groups	14	16.39
Think Big: Overcoming Institutional Barriers in Climate Change Adaptation Planning	20	15
Total	75	75

Review and Questions on the 2019 Member Led Group Process

[Current Member Led Group Policies & Procedures](#) - This policies and procedure document flows from the [Member Group Formation Process](#) document that was jointly developed in 2018. It includes comments and need for clarification that staff identified through implementing these processes. A summary of the top level questions and staff recommendations are below.

Member Groups Policies & Procedures Questions & Resolutions

Question: How does ASAP handle the review process for materials member groups create which they want to make public; Who owns the intellectual property of these materials?

Outcome: We want ASAP to have “Right of First Refusal”, meaning that materials developed by member led interest groups, member led hubs or advisory groups will be branded to ASAP, unless ASAP opts out of branding the product as such.

- If members got together and published a white paper the members’ names should be the authors. The individual contributors should be recognized as authors.
- There should always be an opportunity for authors to publish outside of the banner of ASAP.
- ASAP shouldn’t be the arbiter of these products, but rather be present to decide if something should be published under the ASAP banner or outside of it.

Question: Should we include in the process and procedure document that we will hold twice-yearly open meetings with group leaders and the board?

Outcome: We will state that this meeting will be held annually and aspire to holding biennial meetings.

Question: One major change to the policies and procedures framing is the identification of leadership in the groups. Throughout the information the Membership Committee drafted there was liberal mention of Group Co/Vice Chairs. We modified that language in favor of stating "group members" and at times "identified group leaders" so that A) all group members would feel empowered to interface with the Membership Committee and ASAP staff on specified occasions; and B) so that groups could choose whatever names they wish for their leaders.

- Does the Committee want to retain these changes or prefer to keep specific language about what committee members should be engaging with the Board via the Membership Committee;

B. Does ASAP want to prescribe how committee leaders are titled?

Discussion/Outcome:

A) All group members should feel empowered to interface with the Membership Committee and ASAP staff on specified occasions, but liaisons for group to board business should exist:

- Each Committee should have an identified liaison to the Membership Committee/Board of Directors.
- Leaders are selected by the members and with confidence they should be the individuals who relay the information
- There may be multiple group leaders, but it would be most helpful from a Board perspective for there to be one clearly identified individual to liaison with and treat as the point of contact.
- This is on the topic of having a common point of contact. There would be 2 -3 people who have access.
-

B) Groups can choose whatever names they wish for their leaders, with some consideration:

- There is a benefit to having consistency in how leaders are identified. This adds prestige to leadership positions and makes it easier for non-group members to know who to contact.
- It is important that groups can use whatever leadership construct works for them, eg. one, two or three co-leads.
- Our system can be flexible as we continue to grow, but we will want to have a uniform method of identifying the group leaders between staff and the board and a clear way to communicate those leaders outward, even if the honorific is different group to group.

Grievance Policy Modifications

Question: There are several minor changes and questions about the process of members bringing issues to the group leaders or to the board members and to the board versus to the staff.

Discussion/Outcomes:

- The board shouldn't weigh into every member grievance. There needs to be a separation between the board and staff.
- The board shouldn't get into the space where they are mediating relationships between ASAP members.
- By the same taken, the Board should not get into a position of mediating between members and staff.

Member Growth Strategy

In the last quarter of 2018 ASAP Staff worked with Lauren Bradley Consulting (LBC) to develop two strategy documents:

- [2019 - 2020 Membership Growth and Retention Strategy](#)
- [Capacity Building Strategy](#)

These two strategies were presented to the Board of Directors in early 2019 at an optional meeting with LBC and ASAP Staff and at the January Board of Directors Meeting.

- [Recording of the Option Board/Staff Call with LBC](#). (video recording)
- [Copy of LBC Presentation to the Board of Directors](#) (PPTX)

As a staff we are eager to move forward implementation of the recommendations from these reports and we are specifically seeking your input and guidance on the Member Growth & Retention Strategies. Below is the table of Two Year Member Growth Strategies from the Report and our current progress and consideration of each of these strategies.

Strategy	Timeframe	ASAP Progress/ Consideration March 20 19
Select and implement a membership data management system (CRM).	Begin Q120 19	Selected a CRM, Neon. Currently in contract negotiation based on data quantity and needs.
Hire network coordination staff and train in network weaving and facilitation skills.	Q120 19	Currently recruiting a network manager. Completed first round interviews and selecting second round candidates.
Promote the creation of Member Interest Groups to attract new members who care about specific topics.	Q120 19	Member Group Formation Process Completed. Embarking on Member Group Orientation and New Group Launch.
Prioritize and invest in the ASAP website, social media, and Search Engine Optimization (SEO) to attract members based on specific interests.	Ongoing	Ongoing - content and layout improvements continue. Investigation of integration with Neon's CRM products.
Develop a strategic communications plan that conveys member benefits to prospective candidates in target audiences and promotes engagement opportunities to existing members; connect the plan to the Adaptation Voices program area.	Plan developed by Q2 20 19; implementation ongoing	In conversation with a communication and social entrepreneur support group called Common to advance this.
Survey members to track value propositions, member satisfaction, member connections,	Q1-Q2 20 19, Q1-Q2 2020	Survey drafted and set to be deployed March 7, 20 19.

professional development needs, and professional demographics.		
Provide more opportunities for members to connect in person based on member segments (i.e., location, interests, projects, events, educational opportunities, etc.).	Ongoing	Gathering input from existing hubs on how to best developing a Regional Hub Strategy.
Redesign ASAP's dues and revenue model so that it can support a "Pay What You Can" sliding scale for dues option by growing earned revenue through sponsorships and participation/training fees.	Develop business plan by Q2 20 19; Phase-in by Q1 2020	Proposed restructure: Set dues at \$250. Create a pay-what-you-can option. Revise all member outreach materials for both individuals & organizations, based on this updated price point.
Place most active members in positions of leadership and governance.	Conduct a process with the BOD in 20 19 to structure leadership and governance; implement plan in 2020	BoD Governance Committee currently reviewing various approaches to governance models.
Finalize and implement the ASAP Capacity Building Strategy and track associated metrics.	Finalized in Q4 20 19	Not started.
Launch a membership renewal campaign by reaching out to past members who have lapsed in membership.	After CRM is selected and implemented, likely Q1 2020	Not Started.
Design and launch a peer exchange/innovation grant fund.	Fundraise and design in 20 19; launch pilot in 2020	Not started.