Core Purpose/Mission Statement: To advance and promote the remodeling industry's professionalism, product and vital public purpose.

Core Values

* **Professional:** Ethical and honest; committed to high standards
* **Open:** Diverse and respectful; inclusive of many views and dedicated to free expression
* **Informed:** and knowledgeable; resourceful and flexible
* **Member Focused:** Focused on importance of success, return on investment and profit

Vision Statement: "All remodelers will want to be members of Tampa Bay Area NARI and remodel ready consumers will insist on contracting with our members."

PLANNING RETREAT AGENDA

Agenda Item	Board	Exhibit
I. Review of NARI Challenges • Decreasing Membership • Deficit Spending ***Purpose of retreat is to discuss solutions and plan activities that will implement those solutions successfully***	Eric	
II. Desired Retreat Outcomes: ***Board as a whole (versus committees) agrees to focus on:*** ***Determine the goal and objectives for each committee for 2015*** 1. Focus on ways to increase revenue (membership, special events, awards). 2. Create budgets for each committee so the budget committee can create a balanced budget for 2015, which they will bring to the board for their vote at the next Board meeting. 3. Ways to continue to communicate the value of NARI both internally and externally.	Eric/John M	
III. Overview of 2015 Strategic plan July Board Retreat progress 1. Review what we accomplished, what we did not and what we want to attempt for 2016. A. Go through each committee very quickly. • What has been accomplished • What has not • Determine a new realistic goal	John M, Eric, Doug	2015 July Retreat Notes/Strategic Plan **Page 3**
IV. Finalize the Strategies and activities for each priority goal • What must be done for 2016 to achieve the goals • Are there National recommendations we should implement • Do we have to do anything different to meet Chapter Standards? • Who is going to do what • How will we know we will be successful		Chapter Standards **Page 9** Dougôs Notes from the National Meeting **Page 11**

Agenda Item	Board	Exhibit
V. Budget • Distribute last yearôs budget and budget sheets and have each committee chair create their basic budget. Turn them into John Marzulli		Event Budgets Budget Sheets **THESE WILL BE HANDED OUT**

VI. Wrap up and review

- Review the decisions we made today
- Thank the board

VII. Adjourn

SPECIAL MEETING RE TRANSITIONING TO NEW MANAGEMENT

Agenda Item	Exhibit
I. Identify Interim Tasks Required and Make Assignments	FROM LAST SEARCH
II. Review Process/Materials from Last Search 1. Board Retreat to clearly define Board & Committeeôs support needs 2. Create RFP re qualifications and responsibilities and prioritize scoring criteria to evaluate candidate qualifications 3. Solicit proposals 4. Interview and score proposals	1. NARI Management Assessment Board Facilitation Agenda **Pg 13** 2. RFP Information **Pg 14** 3. NARI Management Services Interview Process/ Questions **Pg 21** 4. Candidate Scoring Criteria **Pg 24**
III. Finalize Process for 2015-2016 Search	

Attended: Eric Glinsboeckel (President), Doug King (1st Vice President), Jim Macholz (2nd Vice President), Arlen Tillis (Past President), Dan Ebert, Linda Macholz, John Marzulli, Jeff Wolf.
Staff: *Nina Berkheiser, CFRE* **Absent:** John Lusk (Treasurer), Jeff Baughman (Secretary)

RETREAT NOTES FROM JULY 24 2015

CALL TO ORDER: at 8:17 am Eric

Eric welcomed everyone and thanked them for coming. He reminded the Board that NARI Tampa Bay has an **antitrust policy**, which is printed on the table tents in the center of the meeting table; he asked that everyone comply with the policy provisions. NARIôs Board should make decisions based on mission accomplishment ï the mission and vision are at the top of the agenda.

NATIONAL CHAPTER PERFORMANCE STANDARDS Nina

Implementation: Chandra has reported from the National Executive Directors meeting this month that it will be about 18 month before the standards are finalized and implemented. For now Chapters are asked to use them as general guidelines to ensure that they are healthy and vibrant. We should expect final guidelines as well as sample documents and reporting documents in 18 months.
Draft Standards Review and Possible Action Needed: Nina reviewed the draft standards and identified areas for possible improvement ï these will be reviewed and addressed as part of the 2016 strategic planning session.
Chapter Activities: Representation at National Meetings by Board Members or ED ~ Board averages attending every other year; Management Co sends someone to ED training every 2 yrs.
Member Growth & Retention: Chapter does not

- always demonstrate positive year over year growth in membership
- always retain 60% of new members thru defined engagement process for new members or defined process for re-engaging inactive members
- have a diversity plan

Organizational Management

- Policy and Operating Procedures Manual ï The chapter does not have a comprehensive manual. We have a very old policy manual created by John Marzulli prior to 2008 that needs to be updated with Board Policy decisions and current SOPs, the most up-to-date committee job descriptions and SOPs are on the websiteôs Committee SOP webpage.
- ICE Plan ï the chapter does not have an In Case of Emergency Plan. Hopefully this will be one of the document templates that national provides in 18 months.

Board Performance

- New leaders development program ï there is a job description for this chair but the position is vacant and no plan is in place.
- Board Report Card of Key Chapter Performance Measures ï hopefully this form will be provided by national.

Executive Directors: The Tampa Bay Chapter does not have an Executive Director or any other employees. The chapter contracts with Your Nonprofit Advisor, Inc. for very specific and limited management services. Those services are delineated on the Websites Board Restricted webpage under the heading ñBoard Governance/Operations Orientation Handoutsò in the document named YNA Committee Support Summary - MASTER.pdf (this would be in lieu of a job description).

- The plan for maintaining chapter operations is for Chandra Tracy to take over the entire chapter management function in the event that Nina is no longer available.
- Send ED to National training programs ï these are conducted annually. Due to budget constraints the Chapter sends someone every 2 years. The national stipend almost covers the cost.
- New board members orientation ï this is done annually. The national webinar is an hour long and has bad audio.

EVALUATION AND PLAN REVISIONS John M

The purpose of retreat is to review the 2015 strategic plan and progress to date: what we said we were going to do, evaluate what we did and did not do, and determine the most critical things we HAVE to do to grow this organization over the next 6 months. Some board decisions have been made that requires modification or the plan; in addition some committee chairs have changed...

For items that had not been completed the Board needs to determine

- Is this Goal is Realistic?
- How important is this Goal ~ is it a priority?
- Do we want to keep and/or change this Goal?
- What needs to be done next?

Based on that evaluation some goals and activities were eliminated and others reassigned. The Board then revised the plan based on what was feasible given the leadership and resources we have available.

The 2015 Plan with the July revisions is on page 4 - 7

FINAL SEPTEMBER MEMBERSHIP DRIVE PLANS Dan

- This yearôs membership drive will be held at Banquet Masters on Sept 24th. The speaker will be Kayleen McCabe talking about the importance of vocational education. **The following action plan was discussed**
- Doug will send Chandra all the info on the speaker and her topic as well as a promotional blurb that answers the question of why this is important to NARI members
- Chandra will add a blurb and September info/registration link to all the August meeting notices
- Chandra will set up the September Event Description and Emails to include a link to the vocational ed pdf that Doug provides as well as Kayleen's video
- It was decided to solicit sponsors for $150 exhibit tables. This payment option will be added to the event registration
- There will be at least 1 NARI display table with CotY and Sting videos
- Dan and Chandra will visit Banquet Masters re the set up. The desirability of using the big room so that the bar can be set up in the room with the exhibit tables around the perimeter and the dining table in the center was discussed.
- The strategic plan calls for doing a mailing to PCCLS contractors to boost attendance at the September membership drive**. The possibility of adding funds to the budget to do a promotional mailing for the September Membership Drive was discussed; this was added to the agenda for the Board Meeting immediately following this retreat and would include:**
  - **PCCLB Mailing List** ï Jim M just got this list and there are 3200 contractors who are licensed to do business in Pinellas County. If budget constraints mean that we can mail to fewer people the priority should be contractors with business addresses in Pinellas County and then Hillsborough. Addresses will have to be provided to the mail house
  - **National** has in the past offered to do a membership promotional mailing of post cards, in addition chapters used to be able to use PIP money to do advertising.
  - **Postcard** needs to be designed & printed. The card should include wording that says bring this card with you for a free introductory dinner meeting. That way we can track response rate; even if they donôt attend in September they may come to another meeting.
  - **Mailing will be done by a mail house that YNA uses**. Nina will ask Chandra to get costs on printing, labeling, postage and mail house services.

VOCATIONAL EDUCATION Doug K

Doug reviewed plans to have Kayleen McCabe speak at the September membership drive about the importance of vocational education in ensuring that our contractors have trained/qualified employees in the future.

His is the process of making arrangement for Kayleen to speak at one school per day for 3 days. The principal of Boca Ciega High School has already accepted.

The importance of having a trained work force and partnering with schools to promote vocational education was discussed. National has established a task force and will be providing updates on the national direction in the next few months. In addition there are other national programs on doing vocation education. In order for this to work NARI members will have to provide internships to students.

Doug is proposing the creation of a vocational education committee and will send a draft committee job description to the board for review at the September Board Meeting.

SETTING REALISTIC EXPECTATIONS FOR OURSELVES

John M reminded everyone that this is the Boards plan and that each individual Board and Committee member needs to make a personal commitment to making the plan a reality if we are going to succeed.

Both Eric and John thank the Board members for their commitment and ongoing participation.

WRAP UP AND REVIEW

Nina will email the notes and revised plan late next week. Both Eric and John thank the Board members for their commitment and ongoing participation.

THE RETREAT WAS ADJOURNED AT 11:03

2015 REVISED STRATEGIC PLAN - JULY 24 2015

Marketing

Increase engagement communication
Position NARI as the Media's "go to resource" for all things related to remodeling

1. Ensure an active/engaged Committee is recruited/trained and has strong leadership from its Chair	**Eric/Lynn**	**Done**
a. Recruit and Train a PR Chair ï Eric will train re Committee SOPs	**Eric**	**In Progress**
b. Make sure subcommittee Chairs are recruited and trained	**Lynn**	**Ongoing**
2. Develop a marketing plan to brand NARI members as the contractors consumers will prefer to use	**Lynn**	
a. Make better use of Govt Affairs info and promote hazards of working with unlicensed contractors ï bad contractor news	**Doug**	**In Progress**
b. Explore doing mini trade shows possibly at vendor locations	**Dan/Doug**	
c. Implement doing ñHow Not to be Scammedò presentations for neighborhood associations • Doug to provide sample presentation, Nina will put on Committee SOP Webpage • Board members to contact their neighborhood association re doing presentations	**Doug**	
d. Survey Members about what they want to see NARI doing (Tech Talk Topics?) ï Eric does informal manual survey at meetings and by phone	**Eric**	
e. Develop a plan for using social media to promote NARI (note Cartography can be recruited to help)	**Lynn**	
f. Redesign Home Owners Brochure to include tag line when current supply runs out	**Eric**	

Membership

Get more members actively involved/engaged to reduce attrition
Target Contractors for membership recruitment
Increase total membership by decreasing attrition and increasing the number of new members recruited

1. Get each Board Member to recruit 2 members by 12/31/2015 for a total of 24 new members	**Dan/Eric**	**In Progress**
2. Recruit 5 active committee members and give them specific assignments	**Dan/Eric**	**In Progress**
3. Develop proactive retention program with calls to expiring and about to expire members	**Eric/Dan**	**Ongoing**
4. Proactive recruitment program		
a. Do mini-trade shows at Home Depot, Fergusons, etc.	**Dan/Doug**	
b. Send Membership Drive invitation to PCCLB List using snail mail ï		**August/Sept**
– Get a sponsor to pay for printing and postage		
– Coordinate mailing using mail house to print, stuff and mail	**YNA**	
5. Get members more engaged and possibly involved serving on committee's and as volunteers	**Dan/Com Chrs**	
a. Make sure all members have a supply of: • the home owners brochure, • recruitment business card & • membership brochure	**Dan**	**To be done in August**

b. Conduct new member orientations at 5:30 before each membership meeting	**Dan**	**Ongoing**
c. Arlen to provide Orientation Booklets	**Arlen**	
d. Ask members to get involved in committee activities ï review committees during orientation	**Dan**	
6. Develop a proactive plan for engagement communications	**Lynn**	
a. Monthly Eblast	**Lynn**	
b. Social Media	**Lynn**	

Leadership

Ensure that NARI Board Members and Committee Chairs have the training and resources to be successful in achieving the Board's Strategic Goals.

1. Provide better Board training **Jan 22 2015 1:00 PM • Babbo's 13575 58th Street N. Suite 111 Clearwater, FL 33760**	**Eric/YNA**	**Done 2015**
a. Provide all Board Member with NARI ñ realistic expectations of a board memberò sheet	**Eric**	**Done 2015**
b. Provide all Board Mbrs with printed information on Board Governance Responsibilities	**YNA**	**Done 2015**
c. Do in-depth governance training for new board members ï **1pm**	**Eric/YNA**	**Done 2015**
d. Do NARI Operations training for ALL board members ï **2pm**	**Eric/YNA**	**Done 2015**
2. Improve Committee Chair training	**Eric/Jim**	**Done 2015**
a. Committee Chairs to update their SOPs to bring to this meeting. Working with incoming chairs they will upload these to the website. **Update Deadline Jan 15**	**Com Chrs**	**Done 2015**
b. Old Chairs review standard operating procedures/ times lines with new incoming chairs and upload new SOPs to NARI webpage - **later afternoon Jan 2**	**Eric/Jim**	**Done 2015**
3. Ensure Committees are actively implementing activities that will accomplish Strategic Plan Goals	**Eric**	
a. Assign each committee to one of the Vice Presidents for training and regular follow-up	**Eric**	
b. VPs to attend phone committee meetings in non-board months to assist Com Chrs	**VPs**	
c. Hold Committeeôs accountable for meeting in non-board meeting months	**VPs**	
4. Provide training and support for Officers		
a. Do annual training for President and VPs	**Past Presidents**	**Done 2015**
b. Train executive officers and have them train successors for transition from 2nd VP, 1st VP, President and Chairman of the board, secretary and treasurer. Goal is that they know their jobs and how they interact.	**Pres/VP/ Leadership Chr**	**Ongoing**
c. Ensure more follow up by the President, Chairman and 1st VP on the committees every month to see that they are on track with their commitments	**Eric**	**Ongoing**
5. Recruit qualified board members who understand the job commitment by improving the nominating committee process	**Arlen**	**August-Jan**

a. Realistic expectations sheet to be used by nominating committee and shared with candidates before they are asked to be a board member. **Goal in 2015 is to do this during recruitment not after they accept.**	**Arlen**	
b. Candidates are familiar with their fiduciary relationship and legal responsibilities (there is a sheet that spells this out) before election	**Arlen**	
c. Nominating committee to start meeting in August to recruit for gaps in leadership	**Arlen**	
6. Succession Plan in place starting with Nov 2015 Elections	**Arlen**	
a. VPs must commit to moving up & eventually becoming President	**Arlen**	
b. 2nd VP must be responsible for Membership.	**Arlen**	
7. Policies and Procedures are kept up to date	**Jeff B**	
a. Board policy decisions are recorded in policy spreadsheet	**Jeff B**	**Arlen will call him re progress**

Fundraising

Increase funds available for NARI to accomplish its strategic goals

1. Boost CotY Income with increased sponsorship and attendance		
2. Explore establishing a committee to actively do fundraising		

National Chapter Performance Standards Draft

SEE RETREAT NOTES PAGE 3 FOR CHAPTER DEFICIENCIES

Business Practices

Why Chapter Standards?

Over the past decade, NARI National has broadly communicated a consistent goal – to broaden our membership base. And because NARI members represent only a fraction of the industry, this presents us with a tremendous opportunity. The majority of NARI members belong to one of 51 NARI chapters throughout the United States and it's through the chapter experience that members receive the most tangible and visible membership services. The goal is to develop a membership experience that is consistent throughout the organization.

NARI Chapters have historically been on their own in providing the local membership experience. NARI National has neither dictated nor prescribed standards or a menu of services chapters should be providing to members. Because of this latitude, members are in receipt of varying experiences as service, value and relevance fluctuates widely from chapter to chapter. An Operation Excellence program can assist in creating a NARI culture that would provide a similar experience for every member regardless of their chapter affiliation.

A diverse group, comprised largely of Chapter Executives, was invited to join a Task Force to develop these standards. This Task Force from chapters of varying size, leadership and geographic location discussed, crafted and molded an Operations Excellence or chapter performance standards program that could be implemented in the coming year.

The result of the meeting is this set of Performance Standards. Based on research and the input of the Task Force, it was agreed that the Chapter Performance Standards presented in this report are the minimum requirements for NARI Chapters.

While Chapters are encouraged to not only meet but exceed these Standards, NARI and the Task Force are aware that each Chapter is unique. Each one has its own "personality" and needs, and each one has differing levels of resources. With that in mind, NARI and the Task Force believe these are the necessary requirements for a stable and viable NARI Chapter. These Standards are developed with the intention of providing consistent and valuable membership experiences for NARI members at the local and national level. By partnering with its Chapters, NARI will provide support to achieve this goal and to support the Strategic Renewal 2020 plan.

Chapter Activities

My chapter:

- ☐ holds at least six meetings/programs/events per year
- ☐ plans at least one profitable or revenue-generating non-dues event each year
- ☐ has a minimum of 35% of chapter members in at least one chapter event or program during the fiscal year
- ☐ tries to be represented at NARI National meetings by either their ED or Board members
- ☐ complies with NARI National logo usage guidelines
- ☐ agrees to promote NARI National CotY awards programs
- ☐ promotes members attaining National certification designations
- ☐ promotes members attending National education opportunities

Chapter Size

My chapter:

- ☐ maintains active Chapter status, by having at least 25 members
- ☐ Chapters with fewer than 25 members will be reviewed by NARI National to determine appropriate action
- ☐ Chapters with fewer than the minimum number of members must demonstrate intent to achieve the minimum number of members required, and implement a plan to reach that membership level
- ☐ failure to maintain a minimum number of members will lead to a review of the Chapter's status and charter. Consistently dropping below the minimum membership requirement will lead to offering chapter members the option of accepting MAL status and revocation of the Chapter charter

Financial

My chapter:

- ☐ develops annual budgets and our Board of Directors conducts an annual budget review
- ☐ maintains a checking account in its own name
- ☐ files all required federal, state and local tax forms and reports in a timely manner
- ☐ complies with all federal, state and local labor laws

Member Growth and Retention

My chapter:

- ☐ maintains a 3-year average minimum retention rate for retained members of 65% [a retained member is a member 13 months or more]
- ☐ demonstrates positive growth in total chapter membership year-over-year
- ☐ maintains a defined process for engaging new members with a goal of retaining a minimum of 60% in the second year; in addition, there is a process for re-engaging inactive members
- ☐ has a new member onboarding process or orientation in place to engage and involve new members as quickly as possible
- ☐ has a defined retention process that includes reminder notices and phone calls
- ☐ deploys a survey to lapsed members inquiring why they did not renew
- ☐ sends thank you messages for renewals
- ☐ is working toward (or has in place) a diversity plan for inclusivity across industry segments, age, gender, and race

Organizational Management

My chapter:

- ☐ maintains a website, email address, business address and telephone dedicated to the Chapter
- ☐ is separately incorporated and fulfills obligations to maintain 501c6 status
- ☐ has a set of by-laws that are consistent with NARI requirements
- ☐ has operating procedures specified in a policy manual which is shared with NARI
- ☐ maintains financial records using an accounting system following GAAP's principles
- ☐ maintains liability and Directors and Officers (D&O) insurance or is part of an umbrella insurance plan offered by National
- ☐ has an In Case of Emergency (ICE) plan and shares this plan with NARI National
- ☐ maintains a database containing member information
- ☐ has a document management and file back-up policy and system in place

Board Performance

My chapter:

- ☐ has an onboarding program/training program for new board members
- ☐ Board has a new leader development program in place
- ☐ Board has a minimum of three active members/positions
- ☐ Board periodically conducts strategic planning for the chapter
- ☐ Board report card contains information about key chapter performance measures, including finances, membership growth, member retention, member education

Executive Directors

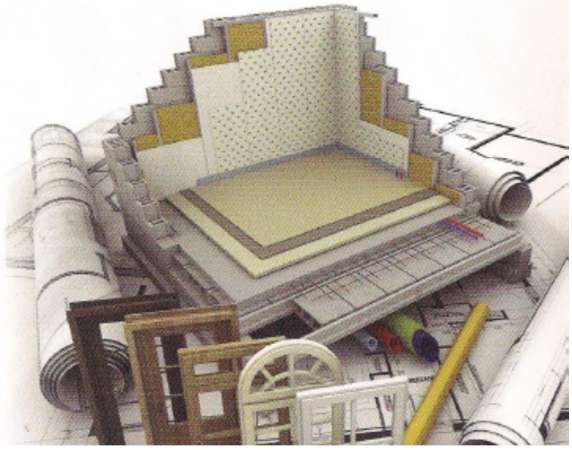
My chapter:

- ☐ has a part-time or full-time Executive Director (ED) in place
- ☐ has a plan that includes provisions for maintaining chapter operations in the event of a vacancy in the ED position
- ☐ has a written job description for the ED position
- ☐ agrees to notify NARI National if an ED leaves or is removed

Training for Board Members/ Executive Directors

My chapter:

- ☐ agrees to send the Executive Director to National ED training programs
- ☐ will assure that new board members view NARI National's new board member webinar and/or other orientation program materials



NARI Fall 2015 Meeting

Chapter Operation Enhancements – comments by Doug king

1. Purpose of NARI as defined by NARI National

To support and grow members' businesses.

I think that the NARI-Tampa Bay chapter's purpose can be further defined as being an advocator of issues in the community as they are related to building and remodeling such as:

- Supporting/encouraging enforcement of laws related to contracting activities
- Support Workforce Education and Recruitment by working directly with schools and school board administrators
- Offer assistance to needy families for home repairs as identified by churches and/or groups such as Rebuild Together Tampa Bay or the media

A person should want to join NARI to be part of a group that is the ONLY group positioned to champion such issues. The growth of each member's business will be a certain result of participating in these issues as noted above and others as they may be discovered.

2. Getting New Members and Activating Current Inactive Members

- Make a list of total benefits – a lot from National that we don't include in all our communications
- A new one – all members that have sales less than $10MM annually are automatic members of the US Chamber of Commerce. All will receive the JLC Field Guide, "Journal of Light Construction"
- More concerted effort in contacting contractors in our area year round
- Reach out to service providers; those that support contracting activities and those that support homeowners
- Start introducing contractors at membership meetings
- Do a "Showroom Crawl"
- Pursue corporate sponsors – they will join!
- Peruse NARI National Sponsors, align with local offices for potential local sponsorship, especially franchises

3. Other Notables & Comments

- Need to check into National Air Warehouse in Tampa (a National member, which by the way, does NOT have the NARI logo on their local website)
- Need to audit financials quarterly by our Finance Committee
- Should have an external audit annually
- Create a Chapter Grievance Policy – internal issues only
- Create a Young Professional Group within our chapter – will entice younger members and give us another group for ideas, helping grow the membership, etc. They can set their own leaders, create their own name (maybe NYP, YNP) as a charter entity within the NARI-Tampa Bay Chapter guidelines (maybe it becomes a committee?)
- Sherwin Williams has a mobile App called Color Snap – adds paint colors to walls and ceilings to an actual picture taken on-site.
- Encourage attendance at the IBS and KBIS Show in Las Vegas January 19th – 21st. NARI will have a booth there, anyone may volunteer to work in it

4. Industry Trends

- As of January 2015, the national housing values had gained back 60% of their losses as caused by the 2008-2009 recession
- Despite the negative intones we hear about Millennials, 84% plan to buy a house within 5 years (current non-owners)

NARI MANAGEMENT ASSESSMENT BOARD FACILITATION

Tuesday, February 3, 2009 6 pm to 9 pm

Objectives

- clarify board/committee roles versus staff roles
- delineate management responsibilities & tasks
- define skill level and qualifications
- set parameters for office & equipment
- identify pros & cons of management company versus hiring an Executive Director
- establish process for recruiting, hiring and managing (*NARI retains sole responsibility for advertising/promoting the executive director position, screening/interviewing all applicants, and complying with all appropriate legal requirements.*)

AGENDA		Exhibits
I.	**Introductions**	
II.	**Overview of Meeting Objectives & Expected Outcomes**	
III.	**Working Together ~ Board Governance and Staff Management**	▪ 3 Duties and 10 Responsibilities of Board Member ▪ Board/Staff Roles
IV.	**Defining Management Responsibilities & Tasks**	▪ Survey Results re Functions ▪ Old RFP ▪ Survey Results re Responsibilities
V.	**Board & Committee Support ~ Parameters & Communications**	▪ Survey Results re Team Work
VI.	**Qualifications Needed**	
VII.	**Requirements for Office & Equipment**	▪ Survey Results
VIII.	**Discussion ~ Management Company versus Executive Director**	
IX.	**Recruitment ~ Establish Process & Timeline** 1. Identifying candidates 2. Promoting the position 3. Search Committee 4. Evaluating Candidates	▪ Candidate Evaluation Sample Form and Process ▪ Record Retention Guidelines
X.	**Working with New Management** 1. Hiring/Contracting 2. Training & Orientation 3. Communications Process 4. Establishing Performance Standards 5. Performance Reviews	
XI.	**Next Steps**	
XII.	**Adjournment**	

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RFP INFORMATION

NARI is looking for a long-term relationship with an association management services provider that has the capacity to provide additional services as NARI grows and expands in the future.

Proposal Deadline: **April 1, 2009, 5:00 PM**
Proposals can be submitted prior to the deadline by email, fax, mail or delivery.

Contact Information:

Bob Phillips, NARI President
C/O CR Bay Breeze Enterprises, Inc.
6727 1st Ave. South, Suite 101
St. Petersburg, FL 33707
Office: (727) 384-1312 Cell: (727)-642-4486
bob.baybreeze@verizon.net Fax: (727) 384-8404

Preferred Start Date: May 1, 2009 (*Negotiable*)

ORGANIZATIONAL DIMENSIONS

Reports to: Board President

Responsible for committee support and meeting management:

Monthly Board Meetings - first Tuesday evening of the month
Monthly Membership Dinner Meetings - third Thursday evening of the month
Awards Banquet - February
Membership Committee (provides membership services and record keeping)

Average number of monthly financial transactions ï 3 to 6 deposits, 10 to 15 checks

Membership ~ 130 to 150 members

Additional Volunteer Committee Relationships

Education
Speakers & Tabletop
Awards
Government Affairs/Ethics
Public Relations
Website/Advertising
Publications
Special Events

The Management Company is responsible for providing all of the below:

- Qualified personnel/staff needed to fulfill all the administration functions listed under responsibilities. (Management company is solely responsible for all payroll, taxes, insurance and benefits.) Association management staffing should be structured to ensure continuity of service (service should not be solely dependent on one staff person).
- Work space & facilities, file storage, record storage, etc.
- Mailing address
- Equipment ~ dedicated phone line, computers, printers, high-speed internet, etc.
- Office supplies as needed

NARI is responsible for providing all the below:

- NARI specific software purchased by NARI (will remain the property of NARI)
- Properly documented expenses will be reimbursed as follows:
  - Phone line & any long distance phone calls
  - Pro rata share of high speed internet
  - All postage for NARI mailings
  - Printing of NARI materials
  - Copying (not to exceed 10 cents per copy)
  - Mileage (at the IRS business reimbursement rate)
  - NARI items purchased for resale
  - Consumable office supplies for NARI
  - Additional expenses related to NARI business will be reimbursed with the prior approval of the Board President.
- Payment for services: monthly - invoiced no later than the 25th of each month and due on the first day of the following month.
- Terms: To be negotiated when services are retained. Transition and Orientation training is provided. Performance is evaluated at 3 months and then annually.

MANAGEMENT SERVICES PURPOSE

The association management company is responsible for ensuring NARIôs success by providing the Board of Directors with ñbest practicesò association management expertise and support. Accountable for providing proactive strategic leadership for the organization by partnering with the Board of Directors in creating and implementing long-range goals, strategies, plans and policies. Activities include management of the day-to-day operations, membership services, bookkeeping and accounting, meeting and event management and compliance with all legal requirements. Outstanding project management, follow-up and attention to detail are required.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Fiscal & Legal Management

- Keep the Board informed regarding ñbest practicesò and new developments that affect Association financial management and legal standing
- Work with the Board Treasurer to ensure accurate reporting and Board oversight of the Associationôs finances
- Effectively manage the organizationôs resources within guidelines established and approved by the Board of Directors and according to current laws and regulations
- Accurately account for all Association income and expenses including payment of invoices, collection of revenue, membership billing, monthly financial reports, monthly bank reconciliations, etc.
- Audit record retention & corporate records
- Assist the Board with drafting their budget; provide monthly budget comparison reports
- Work with the Treasurer and Board to retain the services of a CPA
- Assist the Board with investment policies and oversight
- Comply with AICPA, FASB, Sarbanes Oxley and other government standards
- File appropriate reports, 990, annual corporate report, etc.
- Manage banking relationships

Membership Relations and Services ~ Support the Membership Committeeôs efforts to retain current members, recapture lapsed members and recruit new members. The committee is responsible for the active recruitment & involvement of members; the association management companyôs duties for enhancing the committees efforts are ~

- Keep the Board informed regarding ñbest practicesò for membership development as wells as any NARI international membership initiatives and materials
- Make recommendations for strategic membership initiatives to improve retention and recruitment
- Provide project management and administrative support for membership committee initiatives
- Act as a liaison between the chapter and NARIôs national office
- Database management: Using NARIôs database: maintain records for current, prospective and past members including dues, committee assignments, meeting & event attendance, etc.
- Respond to all inquiries (within 24 hours)
- Mail all requested materials (within 2 work days)
- Maintain and distribute membership recruitment materials
- Provide prospect contact information to the Membership Committee for follow-up (within 2 work days)
- Process new member applications, including background checks (1 week)
- Provide information to the Membership Committee for follow-up and Board approval (monthly)
- Ensure that all members receive names tags and plaques (monthly)
- Prepare and mail annual dues invoices (letter, 90/60/30/final)
- Maintain hard copy files
- Member status report for every Board meeting (monthly)
- Report renewals/new members to National (monthly)
- Prepare Special reports by National to calculate awards, Board representation, etc. (as requested)
- Post new/changed membership information on the website (monthly)
- Provide membership roster information to 3rd party publisher (twice a year)
- Distribute membership rosters to members (twice a year)

Meeting & Event Management

Board and Membership Meetings (monthly)

- Work with the Board to establish a calendar of meeting dates for the year (annually)
- Make all facility and meal arrangements for the year (annually)
- Ensure that meetings are proactively publicized (monthly at Board & membership meetings, website, membership packets, etc.)
- Send initial notice regarding date, time, and location notice (4 weeks prior)
- Work with Board President to prepare meeting agenda (2-3 weeks prior)
- Confirm speaker arrangements and AV needs with the Speakers & Tabletop Committee
- Process RSVPs and fee collection (as needed)
- Finalize seating and meal arrangements (week prior)
- Distribute agenda with exhibits (7-10 days prior)
- Reminder notice and any reminder calls to key presenters if needed (1 week prior)
- Provide staffing at meeting, including on-site registration, collection of fees, distribution of meeting materials, nametags, and set-up of NARI audiovisual equipment, etc. (day of)
- Provide draft meeting minutes to Board President for review/approval (1 week after)
- Distribute meeting minutes to members (10 - 12 days after)
- Maintain meeting records, minutes and books to meet legal record retention requirements (ongoing)
- Database management using NARIôs database to record meeting & event attendance, CEUs, and fee payments
- Invoice for no-shows/non-paid; track prepaid meals

Seminars/Workshops (5-6 annually) ~ The Education Committee is responsible for coordinating these seminars and workshops. The association management company provides administrative support ~

- Review & management of venue contracts
- Ensure that seminars are proactively publicized (email, website, monthly meetings, mail, etc.)
- Respond to inquiries
- Pre-register attendees, collect fees, prepare registration roster for onsite use
- Recap expenses/income for Committee Chair to present to Board
- Transport and set up NARI owned AV equipment.
- Database management, using NARIôs database to record attendance and fee payments
- ***NARI will pay an additional hourly fee to the association management company to provide***
    - Coordination and registration of courses with state licensing board
    - On-site staffing
    - Track and submit required documentation for participants

Tech Talks (2-3 annually) ~ The Speakers & Tabletop Committee is responsible for coordinating the tech talks. The association management company provides administrative support ~

- Ensure that talks are proactively publicized (email, website, monthly meetings, mail, etc.)
- Make all facility arrangements

Special Events (2-3 annually) ~ The Special Events Committee is responsible for coordinating events to increase NARIôs non-dues revenue. The association management company provides administrative support ~

- Review & management of venue contracts
- Ensure that events are proactively publicized (email, website, monthly meetings, mail, etc.)
- Respond to inquiries
- Pre-register attendees, collect fees, prepare registration roster for onsite use
- Invoice participants as needed
- Recap expenses/income for Committee Chair to present to Board
- Database management using NARIôs database to record attendance and payments
- ***NARI will pay an additional hourly fee to the association management company to provide***
    - On-site staffing
    - Event coordination by a qualified person (track record in successful fundraising special events)

<u>Marketing & Public Relations</u>

Support the Boardôs efforts to create a strategic marketing and branding plan to be implemented by the Public Relations, Publications and Website/Advertising Committees. There are two articulated goals:

1. Increase membership by consistently communicating the value of membership in NARI.
2. Enhance NARI membersô standing with consumers by communicating the value of standards, certification and awards.

- Prepare and distribute 8-10 press releases a year, includes maintaining a current list of media/news contact list, distribute
- Design and prepare ads for website and publications
- Help the Board develop strategic and comprehensive public relations plan with measurable goals, deadlines and specific assignments (annual)
- Provide counsel as needed to public relations/marketing staff, development staff, consultants, etc. (ongoing)
- Communicate PR goals & messages to NARIôs members as needed (ongoing)
- Take orders for member PR materials (license plates, yard signs, brochures, NARI stickers, etc.) and either fulfill the order or send the request to the Committee
- Handle all initial incoming requests/inquiries from the media. Relay requests for additional information or quotes to PR Chair (as needed)
- Assist with the preparation of promotional flyers for events and programs (if requested)

E-Newsletter

- Database maintenance: update list of prospects to receive e news (monthly)
- Coordinate article submissions from chairs & edit as needed
- Email newsletter (monthly)

Website Updates (using NARIôs content management software)

- Update website with content submitted by Board and chairs
- Add content based on Board and membership meeting decisions
- Domain Registration (annual?)
- Content writing (as needed)

Leadership and Governance Support

- Collaborate with the Board of Directors to develop and implement plans for operations, infrastructure, systems and procedures designed to accommodate the goals and objectives of the organization
- Support the Board efforts to lead the development, communication and implementation of effective growth strategies and processes
- Adhere to all Board policies and procedures
- Ensure the organizationôs adherence to established Association best practices, policies and legal requirements
- Coordinate the flow of accurate and timely information to the Board of Directors ensuring their ability to make informed governance decisions
- Proactively communicate organizational information to all stakeholders
- Provide project management support for all Board activities
- Assist the Board with governance training, leadership development and succession planning
- Provide support for record management and procedures to provide continuity and institutional memory

QUALIFICATIONS

Competencies and Experience:

- Minimum of 3 years of experience in association or nonprofit management
- Demonstrated knowledge of association and nonprofit legal requirements
- Expertise in association financial management & reporting – QuickBooks competency preferred
- Proficient in meeting and event planning/management
- Proven track record in increasing membership by providing exceptional membership customer service
- Experience in training and supporting nonprofit Boards and committees
- Extremely competent with using Constituent Relationship Management (CRM) databases
- Competent with accounting software & reporting

Knowledge, Abilities and Skills:

- Interest/understanding of NARIôs mission and a willingness to make a commitment to that mission
- Outstanding interpersonal skills and ability to interact with a wide variety of people and resolve conflicts in a productive manner
- Ability to build volunteer/staff teams that achieve goals
- Must be extremely well organized with good project management skills, attentive to detail, and be proactive about providing follow-up
- Board and volunteer management skills including the ability to provide project management to help ensure the successful achievement of the Boardôs goals
- Proactive management able to work with a minimum of supervision
- Long term capacity to provide additional services as NARI grows
- Association management staffing structured to ensure continuity of service (service should not be solely dependent on one staff person)

Desirable but not required

- Experience/knowledge of continuing education program management including Floridaôs requirements, certification procedures, documentation requirements, record keeping, etc.
- Successful fundraising, special event coordination, with proven net income
- Public relations expertise including writing and graphic design

Preferred Attributes

- Leadership ~ inspires and motivates others to perform well and accepts feedback from others
- Problem solving ï identifies and resolves problems in a timely manner and gathers and analyzes information skillfully
- Communication ~ responds promptly, clearly and constructively in positive or negative situations.
- Quality Management ~ looks for ways to improve and promote quality and demonstrates accuracy and thoroughness
- Judgment ~ displays willingness to make timely decisions and exhibits sound and accurate judgment
- Planning/organizing ~ prioritizes and plans work activities, uses time efficiently and develops realistic action plans, provides timely follow-up, and meets deadlines

Job Requirements:

- References required
- All appropriate licensing
- Background check required

RFP PROPOSAL REQUIREMENTS

Proposal Deadline: **April 1, 2009, 5:00 PM**
Proposals to be submitted prior to the deadline by email, fax, mail or delivery.

Submit Proposals to: Bob Phillips, NARI President
Office: (727) 384-1312 Fax: (727) 384-8404
Cell: (727)-642-4486
bob.baybreeze@verizon.net

C/O CR Bay Breeze Enterprises, Inc.
6727 1st Ave. South, Suite 101
St. Petersburg, FL 33707

REQUIRED INFORMATION

Contact Name:_____ **Title:** _____

Office Location: **Office Phone:** _____

Cell Phone: _____

Email: _____

I/We acknowledge that we have received and reviewed all (6) six pages of the position description and requirements RFP for NARI's management services _____ (initials)

Our monthly fee to provide the required management services **$**

The hourly rate for the following additional services will be ~

Coordination and registration of continuing education courses with the state licensing board	**$**
On-site staffing including registration and record keeping for continuing education seminars	**$**
Tracking, documentation and submission of required documentation of continuing education credits for participants in seminars	**$**
On-site staffing for registration, fee collection and record-keeping for special events	**$**
Special event planning and coordination by a qualified person with a track record in successful fundraising event management.	**$**

Include information regarding your company's qualifications and experience with ~

Legal requirements for associations
Fiscal management for associations
Membership relations and services
Meeting & event management (including continuing education programs and fundraising special events)
Marketing & public relations (including e-newsletters and website content management)
Board leadership development and governance support

Please also attach a resume for the person who will be responsible for managing NARI

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NARI MANAGEMENT SERVICES INTERVIEW PROCESS &QUESTIONS

AGENDA FOR INTERVIEWS

5 minutes: Instructions ~ ñWe want to ask you several questions which we are asking all candidates. For each of these questions, we will ask you to recall a professional situation where you faced a situation similar to the one described. We will be asking you to describe three things to us:

ÅThe situation
ÅThe action **you** took
ÅThe outcome or results.

In the interest of time we have allocated approximately 10 minutes per question for your response.ò It is imperative that you get them to describe an actual situation and what THEY did ï keep verifying this!

40 minutes: Select a question from the following list, or make one up, to ask each interviewee. We will try to ask each interviewee most of the same questions so that we will have a basis for comparison. Take notes on the answers to each question so that you can refer back to them!

10 minutes: Discussion regarding the candidate's qualifications compared to the required skills criteria. If you are using an evaluation grid this is a good time for each person to complete his or her evaluation before the group discussion.

EXAMPLES OF BEHAVIORAL QUESTIONS:

Membership ~ NARI is very interested in increasing our membership base; however, several members have let their membership lapse. We hope to recapture those members and recruit new members**. Think of an organization that benefited from your membership services program - describe the steps you took to increase their membership.**

- What were your strategies?
- Describe the membership services you provided.
- What did the Board/membership committee do?
- What did you do?
- Why do you think those efforts were successful?
- What were the results?

Planning/Membership Development ~ Please describe a time in the past when you were required to create a strategic plan for membership development. What steps did you take to develop messages for your target audience and how did your reach them?

Meeting Management ~ NARIôs Board meets monthly and we want to make those meeting as productive as possible. **Describe another Board you have worked with and tell us how you helped them accomplish their goals?**

- Describe your role at Board meetings.
- What did the Board President do?
- What did you do?
- Describe the process you used and the timeline for getting meeting information out. (*meeting notices, prepare agenda, handouts, minutes, etc.*)

Financial Accountability ~ Our new management company will be responsible for all NARIôs accounting functions. **Think of a specific client and describe the accounting services you currently provide to that client.**

- How do you work with the Treasurer?
- What is the Boardôs role?
- What kind of reports do you provide?
- Describe your membership invoicing procedures.
- What do you think are the most significant changes to the 990 this year?
- Describe your record retention guidelines and procedures.

Legal Compliance ~ **Describe what you think are some of the biggest legal compliance issues facing associations today. What steps have you taken with your clients to ensure that they will not have any problems?**

Resolving Communications Differences ~ From time to time, we all have difficulty communicating with others. Please recall a time when you felt that you were not communicating effectively with a Board Member or volunteer with whom you had to work with closely.

- Describe your perception of the problem
- What steps you took to resolve it
- What were the results?

Conflict management ~ Think of a time when you had two very valuable Board Members or volunteers who were at odds with each other over a specific issue. Please describe the situation to us, the action you took to resolve the matter, and the results.

Modifying one's own behavior to meet others' needs ~ Please describe an employment or consulting experience you have had in the past that required you to work with several different people on different projects.

- Please tell us how you assessed the management style of each individual.
- What decisions or choices did you make in modifying your approach to meet the needs of those different individuals.
- Describe the outcomes.

Crisis management ~ Think of a time when something unexpected happened and you were called on to provide situational leadership. Your example can be a time of crisis or programmatic conflict, which arose with another organization and had to be resolved immediately. Please describe the nature of the conflict, the pros and cons you had to weigh in determining what action to take, and the results.

Organizing the management of multiple projects ~ Recall a job you have had in the past that required you to keep several projects going at once. **Please describe to us**

- The challenges you faced in organizing your time.
- The action steps you took to be sure you completed all projects in a timely way.
- The results of your efforts.

ADDITIONAL QUESTIONS

Who are some of your clients?
How will you ensure that there is continuous service if something happens to you? (If you were hit by a truck tomorrow, how would NARI be staffed?)
If NARI grows, what kind of additional services do you think we will need in the future? Describe your capacity to provide those services.
What kind of database do you currently use? Describe the kind of information you track?

If you decide that this is a finalist for the position

Do you have a business license?
Are you bonded?
Get references?
When can you start?
Review operational implementation timeline
Transition/Training/Orientation Period
Meeting to set up performance standards based on the old RFP
3 mos review
1 year review

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CANDIDATE SCORING CRITERIA (EXCEL)

Instructions: Enter a score for each candidate in the "Rate from 1 - 10" column (shaded) - all other columns will calculate automatically. DO NOT enter any data in the "Overall Score" or "Dif frm perfect" columns

NAME:	Perfect Candidate		
Area	Importance % Weight	Perfect Rating	Perfect Score
Understanding of & ability to comply with association legal compliance requirements	15.0%	10	1.5
Understanding of association financial requirements & ability to deliver compliant accounting services and reports	15.0%	10	1.5
Membership management expertise & experience	15.0%	10	1.5
Understanding of and ability to use database (constituent relationship management software)	10.0%	10	1
Style Match: conflict management & communications style	10.0%	10	1
Organizational & project management skills, follow-up & attention to detail	7.5%	10	0.75
Board Management & Leadership Development Experience, understanding of board staff/roles & ability to build board/staff "team"	7.5%	10	0.75
Meeting & event management skills	5.0%	10	0.5
Ability to provide continuity of services if they get hit by a truck	5.0%	10	0.5
PR Capability: writing, website, newsletters, email, graphic design	5.0%	10	0.5
Fundraising track record	2.5%	10	0.25
Continuing Education/Certification understanding	2.5%	10	0.25
Total	100%	120	120