

TEAM Coalition Strategic Plan

2020-2023



Methodology



Data
Collection



Focus Groups
with
Stakeholders



Strategic
Planning
Committee
Ideation
Facilitations



Curation of the
Formal
Strategic Plan



Presentation to
Board and
Membership
for Input &
Approval



Ongoing
Coaching &
Support

Focus Group – TEAM's Strengths

- **Staff**
 - *"They know their stuff. No question."*
 - *"Jill is a great resource. Very responsive, very thoughtful."*
 - *TEAM is great with records and providing subject matter experts."*
- **TEAM as a convener**
 - *"Very important people at the table."*
 - *"We are stronger together."*
 - *"Really good opportunities to network and collaborate."*
- **Training**
 - *"TEAM's approach to training is unique and impactful."*
 - *"The diversity of who is being training– servers, parking, staff... big success here."*
 - *"The network of TEAM instructors."*
 - *"At the end of the day, TEAM helps reduce gross negligence."*



Focus Group: TEAM's Challenges

- **Training**
 - Training needs to evolve (platform and content).
 - State governments are stealing market share. We must develop partnerships.
- **Membership**
 - TEAM's value proposition isn't clearly articulated.
- **Fan Engagement**
 - "TEAM is the glue between the teams, we (TEAM) should be leading the charge to update engagement practices."
- **Communication**
 - Meetings are primarily just Jill reporting out information.
 - Communication is perceived as chaotic and overwhelming.
- **Awareness**
 - TEAM is perceived as having a weak institutional brand and missing opportunities for "credit".
- **Governance**
 - It isn't clear what the board does vs. what members do.
 - Reporting and oversight practices are not clear and consistent.
 - The committees are perceived as largely inactive.
 - Jill and Christy seem to do it all.



Strategic Plan: 3 Primary Areas for Improvement



SUSTAINABILITY



AWARENESS



GOVERNANCE

Strategic Plan Document

I SUSTAINABILITY									
						Outcomes			
						2021	2022	2023	
<i>Key Metrics:</i>									
Increase training revenue each year.									
80% of training committee goals are met annually.									
Add at least one new member each year.									
80% of membership committee goals are met annually.									
80% of member communication plans are executed annually.									
100% of new members/new representatives are onboarded within 60 days of engagement.									
At least 60% of members participate in each membership vote.									
80% of partnership outreach goals are met annually.									
80% of fan engagement goals are met annually.									
						Progress			
Objective A: Training is known in the industry as 'the gold standard.'									
Strategy A1: Enhance training content.				Responsible	Due Date	Status Notes	On Target	Watch	Needs Action
A1-1	Develop a plan for updating videos in the most cost effective way possible.			Training Comm.	Jun. 2021				
A1-2	Engage SMEs to develop training content related to poly-drug impairment.			Training Comm.	Dec. 2021				
Strategy A2: Ensure training is competitively priced.									
A2-1	Development of a side-by-side comparison of pricing between TEAM and all competitors (including state certification programs).			Training Comm. & Memb. Comm.	Dec. 2020				
A2-2	Exploring pricing options for seasoned veterans, recertification, online vs. in person, etc.			Training Comm. & Memb. Comm.	Jan. 2021				

Board & Member Responsibilities Defined

○ Board Members

- Ultimate **oversight** and fiscal responsibility.
- **Vet recommendations** from the committees.
- Ensure organizational **goals are on track** and work with staff and committees to develop action plans as needed.
- **Urgent decision-making** when matters require it; perfect example is coronavirus.

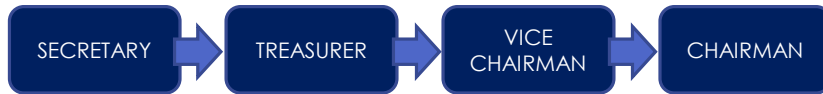
○ Member Organizations

- Have representatives from organization actively **participate in any committee(s)**.
- Any member organization representative can be **elected to** chair a committee and serve as a member of the **Board of Directors**.
- **Vote** in election of open board positions, new members and partners, and bylaws changes.

Board of Directors Governance Structure

Current Structure

OFFICERS: 2 YEAR ROTATION



COMMITTEE CHAIRS: 3 YEAR TERM



DIRECTORS-AT-LARGE: 3 YEAR TERM



Proposed Change

OFFICERS: 2 YEAR ROTATION



COMMITTEE CHAIRS: 3 YEAR TERM



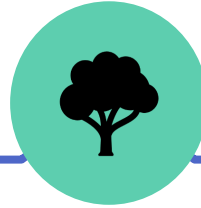
DIRECTORS-AT-LARGE: 3 YEAR TERM



Meetings & Communications

- **Board** will meet monthly via Zoom/conference call
- **Members** meet bi-annually (Summer & Winter)
 - Committee chairs make presentations.
 - Board updates members on organizational goals and TEAM's financial position.
 - Member organizations cast their vote.
- **Committees** will meet at a frequency determined by the committee members, based on the action plan developed by each committee.
- **Communications**
 - Newsletter sent every third Thursday, will replace monthly membership calls.

Sustainability- Key Metrics



- **Increase training revenue each year.**
- 80% of training committee goals are met annually.
- Add at least one new member each year.
- 80% of membership committee goals are met annually.
- 80% of member communication plans are executed annually.
- 100% of new members/new representatives are onboarded within 60 days of engagement.
- At least 60% of members participate in each membership vote.
- 80% of partnership outreach goals are met annually.
- 80% of fan engagement goals are met annually.



Sustainability- Objectives & Strategies

A. Training is known as Gold Standard

- Offer best product
- Price competitively
- Grow customer base
- Maximize revenue

B. TEAM has a strong value proposition for members

- Clarify membership offerings
- Create clear and compelling membership recruitment assets
- Be the convener of subject matter experts (SMEs), members and partners

C. TEAM is an expert in fan engagement

- Reimagine fan engagement offerings and activities
- Provide fan engagement consultation services
- Provide sponsorship support services





The Board's Role in Sustainability

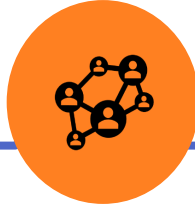
- **Oversee** committee progress towards goals.
- Ensure committees have the resources needed to successfully reach goals.
- Oversee progress made towards strategic objectives and key metrics.
- Review annual engagement/satisfaction survey results and work with staff to develop action plans to address issues.
- Work closely with committee chairs and Executive Director in development of action plans to address budget variances and organizational goals and key metrics that are at risk of not being met.



Membership's Role in Sustainability

- Actively **participate** in a committee to help achieve organizational goals.
- Recruit new customers, members and partners.
- Offer feedback and ideas to improve TEAM.
- VOTE.

Awareness- Key Metrics



- TEAM is mentioned in at least three industry articles annually.
- Website traffic and social media followers/likes increases each year.



Awareness- Objectives & Strategies

D. TEAM Coalition has a strong brand

- Improve TEAM's website and social media presence
- Follow brand standards

E. TEAM Coalition is a “go to” resource for media and industry professionals

- Enhance media relations
- Engage in industry conversations





Everyone's Role in Awareness

- Share TEAM Coalition's story regularly.
- Connect TEAM to media contacts.
- Invite TEAM to speak at important industry events and lead industry webinars.



Governance- Key Metrics



- 100% of the board has signed compact on file by August of each year.
- 100% board participation in annual board engagement survey.
- 100% of new board members will have completed formal board orientation within 90 days of taking board position.
- Maintain an average of 80% board meeting attendance.
- Each board member's organization is active in at least one committee.
- **80% of organizational goals are met annually.**
- **Budget variances do not exceed 10% average annually.**
- **80% of committee goals are met annually.**
- 90% of committee members will participate in the annual committee member engagement survey.
- Average engagement survey results will improve year over year.



Governance- Objectives & Strategies

F. TEAM's board is engaged, influential and prepared

- Maintain clear expectations
- Cultivate a culture of feedback
- Recruit strategically

G. TEAM has a strong committee structure

- Membership
- Training
- Governance & Finance
- Communications & Marketing

H. TEAM's financial oversight is process-oriented and effective

- Annual budget includes input from stakeholders
- Budgetary performance is monitored and addressed



The Board's Role in Governance

- Create a board rubric and board compact.
- Complete an annual self-evaluation and adjust as needed.
- Complete an annual evaluation of Executive Director.
- Vet and recruit new board members.
- Ensure members and board are properly onboarded.
- **Give input on annual organizational goals and track progress.**
- Play an active role in budgeting and budget oversight.
- Work closely with staff to ensure committees are active.
- Provide input on changes to strategic plan.
- Review/vet and follow approval process for new programs/members/partners.
- Actively participate in at least one committee.



Membership's Role in Governance

- **Actively participate in a committee and serve as TEAM ambassador.**
 - **Training Committee**
 - Create annual goals, actions plans, and customer prospect list
 - Help to curate important industry data, share with membership.
 - **Membership Committee**
 - Develop annual goals, recruit new members, make recommendations on membership communication practices and materials.
 - **Communications & Marketing Committee**
 - Develop annual goals, action plans, and media contacts prospect lists.
 - Develop TEAM's story and promotional assets.
 - Create internal and external communications plan and guidelines.
 - Help produce annual report.
 - **Governance & Finance Committee**
 - Develop annual goals, action plans, and board member prospect lists.
 - Oversee development of board rubric, board recruitment, onboarding, evaluations, policy development, adherence to bylaws, financial reporting and auditing.
 - Work with Executive Director to develop a succession plan.
- **Provide feedback and VOTE**



Let's chat...



What are you most excited about?



Is there anything that makes you nervous?



How can your organization best participate to support TEAM Coalition's mission?