

STRATEGIC PLAN 2005-2009 FOR PHOENIX APICS CHAPTER #58

1. INTRODUCTION

This plan, while called the Strategic Plan for the Phoenix APICS Chapter, is in fact a combination strategic and operational plan for the Chapter. The strategic aspects of the Plan are the Vision, Mission, and Goals, which reflect the long range (4 year) requirements for Chapter operations, and the operational aspects are the Objectives and Actions, which reflect the short range (1 year) requirements necessary to make the strategic elements a reality. Conceptually, the Plan is "rolled" each year to reflect current accomplishments and future changes and realities. In developing, maintaining, and executing the Chapter's Strategic Plan, five forces must be considered:

- The vision and mission of APICS at the national level,
- The vision and mission of APICS at the Region VII level,
- The vision and mission of the Phoenix Chapter,
- The requirements of client populations (the Chapter members and potential members and the industrial/ service organizations within the Chapter's area of influence) and the feasibility of meeting those requirements,
- The capabilities of the Chapter, considering its status as an organization of volunteers and its fiscal position, which affects the Chapter's ability to perform planned activities and pursue certain goals.

A schematic depicting the interrelationships of the Chapter Plan is attached at Attachment 1.

2. DEFINITIONS

- A. Plan: The Strategic Plan of the Phoenix APICS Chapter (Chapter #58)
- B. APICS: APICS Association, The Association for Operations Management
- C. Association: The National APICS organizational level
- D. Region: A pseudo organizational level between Association and "n" Chapters, which exists to permit chapters to share ideas, skills and similar resources.
- E. Chapter: The Phoenix Chapter of APICS (Chapter #58)
- F. BOD: Board of Directors; the governing board of the Chapter
- G. ASO: Administrative Support Office
- H. Planning "C" Manual: The Strategic Planning Manual for APICS Chapters (Association)
- I. PassPort Manual: The APICS PassPort Awards Planning "C" Manual (Association)
- J. Goal: An overall destination
- K. Objectives: Points, which must be reached in achieving a "goal"
- L. Actions: Activities, which may be measured to show completion of objectives on the way to achieving goals
- M. PDM: Professional Development Meeting
- N. Strength: Something the Chapter is good at doing or a characteristic that gives it an important capability. Strength can be a skill, important expertise, a valuable

- organizational resource or competitive capability, or an achievement that puts the company in a position of market advantage.
- O, Weakness: Something the Chapter lacks or does poorly (in comparison to others) or a condition that puts it at a disadvantage.
- P. Opportunities: The opportunities most relevant to the Chapter are those that offer important avenues for profitable growth, those where the Chapter has the most potential for competitive advantage, and those which the Chapter has the financial resources to pursue.
- Q. Threats: External or internal factors that pose a threat to the well-being of the Chapter.

3. THE CHAPTER VISION

The Vision of the Chapter, which represents our guiding philosophy, is as follows:

"The Phoenix Chapter of APICS will be recognized as the foremost professional provider of knowledge and education for operationsmanagement within the Chapter's area of influence by both its internal (members) and external (manufacturing and service industry) customers and non-members by enhancing their lifelong learning options. Further, the Chapter will create compelling reasons which attract a high level of participation in Chapter offerings and activities by members and non-members."

Note that the vision is strategic in nature and should be changed with extreme caution since it represents the well-considered, long range concept of Chapter operation and directly influences every other level of the Plan.

4. THE CHAPTER MISSION

The Mission of the Chapter, which provides focus to Chapter efforts and an identifiable image for the Chapter, is as follows:

"The Phoenix Chapter of APICS will strive to:

- Provide forums and vehicles for individuals to gain professional expertise in the integrated supply chain management field.
- Provide vehicles to increase awareness of the national and local capabilities of APICS as a global professional Association and educational leader across the Phoenix Chapter's area of influence.
- Provide synergistic support for the Phoenix APICS Chapter's vision by creating alliances between the Chapter and community leadership and other professional organizations.
- Ensure that Chapter member volunteers are recognized, appreciated, and rewarded for efforts in support of meeting Chapter objectives.

Note that the Mission is directly tied to and supports the Chapter vision in paragraph 3 above, and should be changed only if requirements and/or the vision change significantly.

5. THE CHAPTER GOALS

The goals of the Chapter, which give attainable ends for the Chapter to achieve, are as follows:

1. Understand and respond to the needs of our market and, specifically, the management requirements of our target market.
2. Provide a means for our membership to meet their goals and objectives by adding value to their individual skills, talents, knowledge, and abilities.
3. Develop responsive delivery systems in programs, education, and all Chapter activities, which reflect the continuous improvement philosophy necessary to add value to everything we do.
4. Develop and deliver additional educational offerings outside of the formal APICS foundation and certification curriculum to meet the changing needs of the membership base and business community.
5. Create and maintain a Chapter management structure to support and attain the Chapter vision and mission as reflected in annual achievement of Passport Gold status.
6. Create alliances with other professional organizations to enhance and expand awareness of APICS in general, and specifically the Phoenix Chapter, beyond operationsmanagement practitioners to include student Chapters.
7. Ensure that Chapter member volunteers are recognized and rewarded for their contributions to the Chapter's success in a positive, systematic, publicized manner.
8. Use the capabilities provided by intelligent use of technology, as appropriate, to improve the delivery of Chapter information and services to our member and non-member constituencies.
9. Maintain Chapter financial position such that the Chapter reserve funds never fall below one-year average operating requirements.

Note that the Chapter's Goals directly impact the attainment of the Mission and, therefore, the Vision, which would indicate that a substantive change in any one of those three elements would require some level of change in the other two.

6. THE CHAPTER FUNCTIONAL OBJECTIVES AND ACTIONS

The Functional Objectives, which are the specific short term aims of the Chapter by function in attaining its goals, are as follows (listed by responsible area):

- A. Chapter President - See Attachment 3
- B. Chapter Executive VP - See Attachment 4
- C. VP Programs - See Attachment 5
- D. VP Education - See Attachment 6

- E. VP Membership - See Attachment 7
- F. VP Marketing - See Attachment 8
- G. VP Finance - See Attachment 9
- H. VP Administration - See Attachment 10
- I. Past President(s) - See Attachment 11
- J. Directors to include Directors at Large - See Attachment 12 thru Attachment "n"

Note that these objectives are further delineated in the current version of the APICS Phoenix Chapter #58 By-Laws, dated 1 September 2004.

7. CHAPTER PERFORMANCE MEASUREMENT

Chapter and functional area objectives and performance in meeting those objectives will be tracked thru monthly reporting at BOD meetings and, concurrently, using the prescribed PassPort reporting requirements. The overall responsibility for Chapter performance tracking and reporting rests with the Executive VP in his/her position as coordinator of PassPort input and submission. Responsibility for updating the status on a monthly basis will be the responsibility of the individual designated with "Primary Responsibility" for the Goal and its supporting Objective(s). It is understood that there are some functional goals and objectives in excess of PassPort requirements but are necessary for the overall operational well-being of the Chapter. Progress against accomplishing these goals and objectives will be reported in the same manner as those required for PassPort compliance. That is, there is only one reporting system for Chapter management. An overall review of progress against Goals and supporting Objectives will be conducted and reported monthly at the BOD meeting by the Executive VP using formats furnished under separate cover.

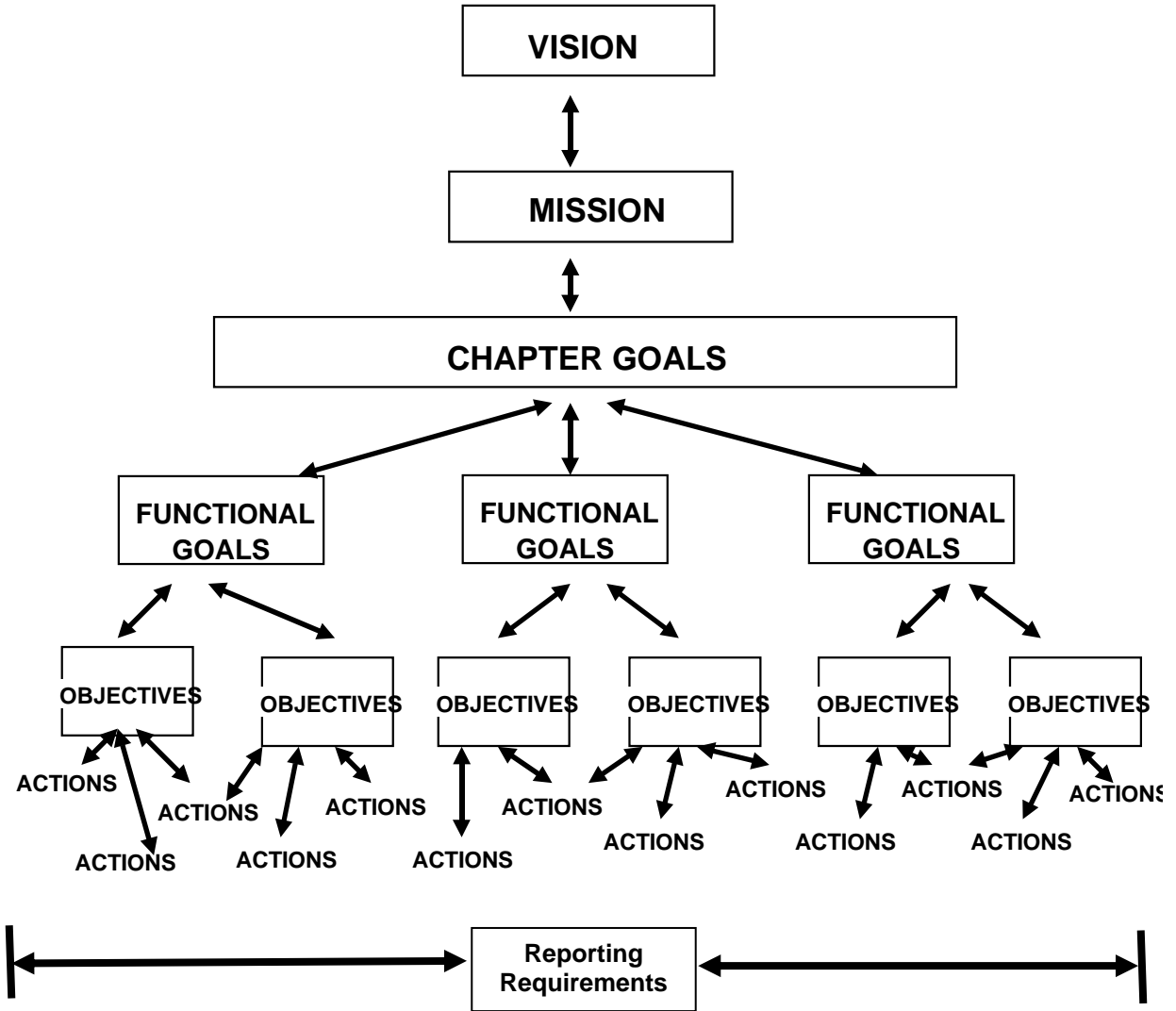
Copies of The Planning Manual and the PassPort "C" Manual published by Association are available from the Chapter President and/or Executive VP under separate cover for those individuals requiring copies.

AUTHENTICATION

The Phoenix Chapter Board of Directors approved this Strategic Plan on 1 September 2005 and that approval is so noted in the minutes of that meeting.

ATTACHMENT 1 TO APICS PHOENIX CHAPTER STRATEGIC PLAN

STRATEGIC PLANNING SCHEMATIC



ATTACHMENT 2 TO PHOENIX CHAPTER STRATEGIC PLAN PLANNING FACTOR SYNOPSIS

Strengths

1. Continued Internet presence and electronic communications and commerce
2. Established education & certification offerings
3. Core of interested board members
4. Brand/Name recognition
5. Large member pool
6. Flexible organizational structure
7. Record of positive operation
8. Improved APICS Association/Region organizational structure
9. Effective membership management
10. Academic liaisons with DeVry & ASU
11. Good relationship with local NAPM/AZ, IMA, CLM, PMI, etc.
12. Many resources available from Association
15. An organization structure that perpetuates programs and ideas from year to year.
16. Timely fiscal reporting (actuals to budget and balance sheet) in Quickbooks.

Weaknesses

1. Difficulty in capturing the interest of local business
2. Difficulty in capturing the interest and participation of local academic institutions & students
3. Difficulty is "selling" specialized seminars in the local area of influence
3. Outdated & sluggish APICS Association/Region organizational structure???
4. Lack of timely PDM scheduling
5. Difficulty in conducting profitable PDM's
6. Low Member involvement
7. Lack of Student Chapter Activities
8. Decline in educational program attendance, particularly in-house offerings
9. Weakening of qualified instructor base
10. Downward fiscal trend
11. Declining membership level
12. Weak promotion of educational opportunities
13. Apparent inability of BOD to complete and report on planning actions in a timely manner

Opportunities

1. Deliver effective PDM speakers/topics in a timely manner
2. Working more closely with other professional societies in marketing, programs, and education
3. Target member and non-members companies and industries inside and outside manufacturing
4. Increase interest in PDMs and educational offerings
5. Academic institution interest
6. Increase effectiveness of PDM management

7. Expand instructor base (recruit members and host Train-the Trainer Course).
8. External marketing of APICS' value
9. Increase in service industries presence in Chapter's area of influence
10. Revitalize Student Chapters
11. Maintain and expand BOD enthusiasm and participation
12. Offer 1-day or compressed educational seminars
13. Hosting of paper-and-pencil CPIM Certification testing.
14. Chapter operates in the 5th largest city in the U.S.
15. 4th largest U.S. public university (ASU) in our metro area with a strong supply chain management program.
16. Largest U.S. private university (UOP) in our metro area with a supply chain management program
17. Greater control of our membership database allows mailings and email
18. Work with appropriate departments to use organizational budgets for Chapter activities (PDMs, membership dues, educational courses, etc)
19. Expand Chapter internet capabilities

Threats

1. Other professional societies are gaining momentum & crowding out APICS
2. Fast paced 21st century business world leaves little time for traditional educational classes & PDM's, etc. for members and non- (potential) members
3. Development of modern & timely educational offerings from other institutions
4. Perception of the value of APICS membership and certification value has decreased
5. Economic downturn causes companies to move, close, relocate, reduce training budgets, etc
6. Convenience of APICS testing facility
7. Lack of continuous improvement in current educational materials provided by Association
8. Weakened Association and Chapter financial position

ATTACHMENT 3 TO PHOENIX CHAPTER STRATEGIC PLAN CHAPTER PRESIDENT 2005-2006 GOALS & OBJECTIVES

Goal #1 Provide strategic leadership to all Chapter functional areas (Supports Chapter Goals #1, #7, #8)

Assumption: All functional BOD positions are filled.

Support Requirements: Timely response from all BOD members.

Obj A Develop and approve 2005-2006 Chapter strategic plan by 09/16/05.

Obj B Develop and approve 2005-2006 Chapter marketing plan by 01/15/06.

Obj C Develop and approve 2005-2006 Chapter budget by 08/16/05.

Obj D Create the culture for achievement of Gold (Platinum) Passport Award status for the 2005-2006 Chapter year.

Goal #2 Provide tactical leadership to all Chapter functional areas (Support Chapter Goal #2, #3, #4, #5, #7)

Assumption: All functional BOD positions are filled.

Support Requirements: Timely response from all BOD members

Obj A Specify monthly VP reporting requirements as updates to the Key Indicators, Strategic Objectives, PassPort, and Committee Positions electronic files.

Obj B Provide guidance in managing the Chapter to budget, and create an orderly forum for adjustments to budget, as necessary.

Obj C Support development of modern and timely educational offerings at the chapter level.

Obj D Emcee the business session of the monthly PDMs .

Obj E Study the BOD meeting process and makes recommendations for changes to improve the communication and decision making process.

Goal #3 Provide leadership and support to the Chapter membership and supporting organizations (Support Chapter Goal #2, #3, #4, #5, #6, #7)

Assumption: Chapter members exist.

Support Requirements: BOD member and administrative support cooperation

Obj A Enable the Chapter membership to meet their goals and objectives by adding value to their individual skills, talents, knowledge, and abilities through effective educational offerings and PDMs.

Obj B Publicly recognize Chapter members, supporting organizations and volunteers for their achievements and involvement (recognize at least one member or company at each PDM, and successfully execute the company of the year / member of the year award).

Obj C Encourage the timely management of the Chapter website to enable Chapter members quick and accurate access to information.

Obj D Respond to member needs and inquiries in a way that exemplifies the APICS philosophy of total quality and customer satisfaction.

Goal #4 Represent the Chapter, internally and externally, in a professional manner (Supports Chapter Goal #7)

Assumption:

- Sufficient time can be allocated to Chapter affairs.

Support Requirements: None

- Obj A Submit at least 10 President Messages for inclusion in the Chapter Newsletter during the 2005-2006 Chapter year.
- Obj B Attend at least 9 PDMs during the 2005-2006 Chapter year.
- Obj C Attend at least 10 BOD meetings during the 2005-2006 Chapter year.
- Obj D Attend at least 2 Regional Meetings during the 2005-2006 Chapter year.
- Obj E Represent the Chapter and APICS at related professional association meetings, as invited. Establish a direct and friendly open communication line between the Chapter and the local ISM, IMA and CLM chapters.

ATTACHMENT 4 TO PHOENIX CHAPTER STRATEGIC PLAN CHAPTER EXECUTIVE V.P. 2005-2006 GOALS & OBJECTIVES

- Goal #1** Chair the efforts to achieve Gold (or retain Platinum) Passport status.
Assumption: Functional VP's collect the data. (Supports Chapter Goals #3, #8).
Support Requirements: Tracking system via Excel.
Obj A Report progress of Passport items at monthly BOD meetings.
Obj B Assist functional VP's where needed to achieve Passport goals.
- Goal #2** Coordinate the efforts to achieve our strategic plan goals and objectives.
(Supports all Chapter Goals).
Assumption: Functional VP's collect the data.
Support Requirements: Tracking system via Excel.
Obj A Maintain tracking system
Obj B Report progress to strategic plan at monthly BOD meetings.
- Goal #3** Improve our ability to serve our members employment needs.
Assumption: People are recruited to accomplish this.
Support Requirements: None
Obj A Recruit an employment director.
Obj B Get at least 5 companies to put in at least one job into the apicsphoenix.org website.
- Goal #4** Recruit members to backfill BOD positions which will become vacant on July 1, 2006
Assumption: None
Support Requirements: None
Obj A Recruit at least one person to assist current functional VPs.
Obj B Have individuals committed to fill functional VP Positions by April 1, 2006 for the 2006-2007 BOD year.
- Goal #5** Assist functional VPs where necessary to help them achieve their strategic plan goals and objectives.
Assumption: None
Support Requirements: None
Obj A Facilitate the meeting to develop our SWOT analysis in June 2005.
Obj B Facilitate the meeting to coordinate the rough Strategic Plan draft into one cohesive strategy in June 2006.
Obj C Develop list of the key items of the plan that the functional VP feels he/she needs additional resources to accomplish by 31 December 2006.
Obj D Report progress at monthly BOD meetings.
- Goal #6** Facilitate the process to develop a strategic plan for the 2005-2006 year.
Assumption: Goal #4 is achieved
Support Requirements: None
Obj A Start the strategic planning process on April 1, 2006.
Obj B Have a plan ready for approval at the August 2006 BOD meeting.

Goal #7 Increase awareness of Phoenix Chapter by taking an active part in promoting the Phoenix Chapter of APICS at the local NAPM/ISM and CLM chapters at least quarterly

Assumption: Other societies want to coordinate with APICS

Support Requirements: None

Obj A Attend ISM and CLM programs networking to promote Phoenix Chapter and APICS

Obj B Promote APICS website to NAPM and CLM Chapters for information sharing and tapping into their membership bases.

**ATTACHMENT 5 TO PHOENIX CHAPTER STRATEGIC PLAN
VP-PROGRAMS 2005-2006 GOALS & OBJECTIVES**

Goal #1 Provide an established means for members to add value to their skill base by providing a forum to network on a regular basis (Support Chapter Goals #2).

Assumption: None

Support Requirements: None.

Obj A Develop a Programs Calendar of Events with a minimum of 6 months visibility by 1 September 2005.

Obj B Schedule and conduct a minimum of 10 Chapter meetings during the BOD year to include 1 plant tour, 1 joint meeting, and Senior Management Night.

Obj C Schedule speakers to include 1 Region representative, 1 Chapter member, and 1 recommended Association speaker.

Obj D Ensure Region representation at, at least, one Chapter meeting.

Goal #2 Increase Average monthly PDM attendance by 15% from 04-05 BOD year results.

Assumption: None

Support Requirements: None

Obj A Complete Chapter Meeting Survey Summary and submit to BOD meeting following each PDM

Obj B Evaluate and implement suggestions from Chapter PDMs

Obj C Establish program for the designated Administrative Support Organization to contact meeting No-shows to establish the reason for non-attendance and include this information in PDM survey results.

Obj D Establish program for the designated Administrative Support Organization to E-Mail meeting reminders 4 days prior to each PDM to the Chapter membership.

Goal #3 Ensure that Chapter members and guests are recognized during PDMs (Supports Chapter Goal #6)

Assumption: None

Support Requirements: VP-Education, Chapter President

Obj A Include recognition of new members at each month's PDM

Obj B Include recognition of newly certified members by VP-Education.

Obj C Include recognition of outstanding contributions by Chapter members at each PDM, as appropriate

Obj D Provide an opportunity at each PDM to recognize and welcome guests.

Goal #4 Recruit, manage, and recognize the volunteers required to execute selected VP Programs activities (Supports Chapter Goal #7)

Assumption: None

Support Requirements: None

Obj A Assess requirements for volunteers on an on-going basis.

Obj B Submit volunteer requirements to The designated Administrative Support Organization for inclusion in the newsletter on an "as needed" basis.

- Obj C Contact all volunteers signing up for Programs through PDMs
- Obj D Provide direction to any volunteers recruited

Goal #5 Manage the Annual Senior Management Night PDM to be conducted o/a 9 March 2006 (Supports Chapter Goals #1, #3, & #7).

Assumption: Adequate Chapter funds will be available to conduct this PDM

Support Requirements: All other BOD & Chapter members

- Obj A Plan Senior Management Night IAM Chapter Policy 06-010.
- Obj B Execute Senior Management Night IAW Chapter Policy 06-010.
- Obj C Conduct Senior Management Night within budget submitted to VP-Finance.
- Obj D Provide Senior management Night After Action Report to the BOD NLT the April 2006 BOD Meeting.

Goal #6 Meet Functional area budget targets at the end of each quarter. (Supports Chapter Goal #5).

Assumption: None

Support Requirements: None

- Obj A Develop a realistic Programs budget
- Obj B Provide input in the format required and at the time requested.
- Obj C Track budget plan vs actual performance on a quarterly basis
- Obj D End the BOD year with Programs budget in a balanced position

Goal #7 Improve communication between Chapter BOD and Chapter membership (Supports Chapters Goals #2 & #3)

Assumptions: None

Support Requirements: None

- Obj A Attend a minimum of 8 PDMs during the BOD year
- Obj B Attend a minimum of 1 Region meeting during the BOD year
- Obj C Prepare a minimum of 1 article for inclusion in the newsletter
- Obj D Submit PDM Speaker/Activity information for inclusion in the newsletter in a timely manner to encourage members/guest attendance

ATTACHMENT 6 TO PHOENIX CHAPTER STRATEGIC PLAN VP-EDUCATION 2005-2006 GOALS & OBJECTIVES

Goal #1 Assist VP-Marketing with marketing Chapter educational offerings. (Supports Chapter Goals #1, #2, & #7)

Assumptions:

- Potential individuals/companies can be identified.
- Sufficient supporting Director(s) can be found if required to assist in promoting education offerings.

Support Requirements: VP-Marketing, Chapter Marketing Plan.

Obj A Publish Seminar Calendar at least 3 months in advance of program.

Obj B Maintain a seminar calendar on the website that is designed for company coordinators to download and post in their companies.

Obj C Follow-up on leads to those wanting to take courses.

Obj D Maintain website with current information. website.

Obj E Improve website with new content as the need arises.

Goal #2 Offer programs other than just CPIM Certification Review. (Supports Chapter Goals #1, #2, #3, #4, & #9)

Assumptions:

- Sufficient funds are available to support identified requirements.
- Sufficient interest can be generated to support programs offered

Support Requirements: VP-Marketing

Obj A Offer a Lean Topic Seminar at a PDM

Obj B Offer a Lean Topic 1/2 day seminar

Obj C Offer Fundamentals courses

Obj D Investigate at least one outside seminar presenter on a revenue-sharing basis

Goal #3 Create or revise policies/procedures for the Education function to streamline administrative efficiency and to assist future BOD members. (Supports Chapter Goals #5 & #8).

Assumptions: None

Support Requirements: None

Obj A Review/update 03-002, Education Position Policy

Obj B Review/update 03-003, Academic Liaison Policy

Goal #4 Recruit, manage, and recognize the volunteers required to execute selected VP-Education functions, as required. (Supports Chapter Goals #5, #7, & #8)

Assumptions:

- Volunteers are required and can be recruited to provide required support.
- Budgeted funds are available, if required, to provide recognition.

Support Requirements: None

Obj A Develop one successor capable of taking the VP-Education position.

Obj B Contact all volunteers signing up for Education through Chapter Dinner Meetings or through volunteer postings in the Chapter Newsletter.

Goal #5 Improve communication between the Chapter BOD, the Chapter membership, and Region 7 Chapters. (Supports Chapter Goals #2, #5, & #7)

Assumption: None

Support Requirements: None

Obj A Attend a minimum of 6 Chapter Dinner Meetings during BOD year to network with chapter members and guests.

Obj B Attend a minimum of 1 Region Meeting during BOD year to represent the Chapter at the Region level.

Obj C Prepare a minimum of two articles for publication in the monthly Chapter Newsletter.

Obj D Attend a minimum of 8 Board Meetings during the BOD year.

Obj E Document my knowledge of PassPort including computer files.

Goal #6 Meet Chapter functional area budget targets at the end of each quarter. (Supports Chapter Goals #5 & #9)

Assumption:

- VP-Finance will provide a format and establish reporting requirements in a timely manner.

Support Requirements: VP-Finance

Obj A Develop realistic Education budget requirements.

Obj B End the BOD year, i.e., 30 June 2006, with the Education budget net earnings at or above plan.

ATTACHMENT 7 TO PHOENIX CHAPTER STRATEGIC PLAN VP-MEMBERSHIP 2005-2006 GOALS & OBJECTIVE

Goal #1 Continue to develop and expand the membership committee (Supports Chapters Goals #3, #5)

Assumption: A sufficient number of motivated people can be recruited

Support Requirements: None

Obj A. Increase recruiting efforts at monthly PDM

Obj B. Follow-up on new information requests/new members to get them involved early.

Goal #2 Increase chapter membership by 5% annually (Supports Chapter Goal #3)

Assumption: Favorable economic conditions

Support Requirements: VP-Marketing, BOD members, Admin Service Provider

Obj A. Continue monthly mailings to members whose membership is expiring and whose membership is suspended in order to encourage them to renew and to attend PDM's

Obj B. Develop programs to retain first and second year members.

Obj C. Communicate with CPIM and CIRM certificate holders the importance of participating in the functions of the local chapter for certificate maintenance.

Goal #3 Achieve PDM attendance of, at least, 50 per meeting (Supports Chapter Goals #2, #4)

Assumption: Favorable economic conditions

Support Requirements: VP-Marketing, VP-Programs

Obj A. Send out mailing to membership to promote updating data on APICS.org in order to have the correct information in our database.

Obj B. Continue monthly mailings to members whose membership is expiring and whose membership is suspended in order to encourage them to renew and to attend PDMs..

Goal #4 Increase corporate membership by 3 (Supports Chapter Goals #3, #7)

Assumption: Favorable economic conditions

Support Requirements: VP-Marketing

Obj A. Obtain names of companies that have 3-5 APICS members, contact them, and explain benefits of corporate membership

Goal #5 Expand volunteer and member recognition programs (Supports Chapter Goal #7)

Assumption: Receipt of sufficient number of nominations

Support Requirements: None

Obj A. Using available materials from Association, issue certificates of appreciation.

Obj B. Recognize the Company of the Year and Member of the Year at the annual Senior Management Night PDM.

Goal #6 Expand company coordinator program to 10 coordinators (Supports Chapter Goal #1)

Assumption: Favorable economic conditions

Support Requirements: Sufficient interested members within member companies

Obj A. Contact companies with corporate memberships and those with 5 or more members to suggest appointment of a company coordinator and get Board members involved in promoting APICS membership benefits.

ATTACHMENT 8 TO PHOENIX CHAPTER STRATEGIC PLAN VP-MARKETING 2005-2006 GOALS & OBJECTIVES

Goal #1 Formalize and implement Chapter Marketing Plan by August 15, 2005 of the new Board Year

Assumption: None

Support Requirements: BOD member input

- Obj A Develop a Plan that will effectively market the Chapter to the targets identified.
- Obj B Inform all BOD members of the contents of the Marketing Plan and their role, if any, in implementation.
- Obj C Coordinate with the Admin Support Organization (ASO) to ensure requests for information are met and/or routed effectively, efficiently, and in a timely manner.
- Obj D Segment local industries and associated companies to identify targets and to formulate marketing strategies.
- Obj E Complete initial phases of Marketing Plan implementation by September 30, 2005.

Goal #2 Provide the Online Chapter Newsletter as a vehicle for keeping the Chapter membership, potential members, and customers aware of Chapter activities and capabilities.

Assumptions:

- Sufficient director(s) are available to support and edit the newsletter.
- Sufficient funds are available to support maintenance of the online newsletter

Support Requirements: Newsletter Editor, BOD member input

- Obj A Ensure the newsletter is prepared by the ASO for posting in a timely manner.
- Obj B Coordinate the activities of the Chapter Website(s) to enhance the distribution of Chapter information.
- Obj C Continue to provide access to the newsletter through the local Chapter Website.

Goal #3 Recruit, manage, and recognize the volunteers required to execute selected VP-Marketing functions, as required.

Assumptions:

- Volunteers are required and can be recruited to provide required support.
- Budgeted funds are available, if required, to provide recognition.

Support Requirements: None

- Obj A Assess requirements for volunteer support on an on-going basis.
- Obj B Submit volunteer requirements to the Newsletter Editor for inclusion in newsletter on an as-needed basis.
- Obj C Contact all volunteers signing up for Marketing through PDMs or through volunteer postings in the Chapter Newsletter.
- Obj D Provide direction to volunteers recruited.
- Obj E Recognize volunteers for efforts in a timely, meaningful manner.

Goal #4 Meet Chapter functional area budget targets at the end of each quarter.

Assumption: None

Support Requirements: None.

- Obj A Develop realistic Marketing budget requirements.
- Obj B Provide input in the format required and at the time requested.
- Obj C Track budget plan vs. actual performance on a quarterly basis and propose revision, as required.
- Obj D End the BOD year, i.e., 30 June 2006, with the Marketing budget in a balanced position.

Goal #5 Improve communication between the Chapter BOD and the Chapter Membership.

Assumption:

- Sufficient director(s) are available to support and edit the newsletter.
Sufficient funds are available to support the online newsletter

Support Requirements: Chapter Webmaster, VP Membership

- Obj A Attend a minimum of 6 Chapter Dinner Meetings during BOD year to network with chapter members and guests.
- Obj B Attend a minimum of 1 Region Meeting during BOD year to represent the Chapter at that level.
- Obj C Attend a minimum of 8 BOD during BOD year to represent the VP of Marketing.
- Obj D Prepare a minimum of two articles for publication in the monthly Chapter Newsletter.
- Obj E Continue to work with VP-Membership to create an email list of members.

ATTACHMENT 9 TO PHOENIX CHAPTER STRATEGIC PLAN VP-FINANCE 2005-2006 GOALS & OBJECTIVES

Goal #1 Improve Chapter financial record accuracy (supports Chapter goals #3, & #5).

Assumption: None

Support Requirements: Admin Support Organization, BOD members.

Obj A Continue continuous improvements on Quicken/QuickBooks.

Obj B Review critical financial transaction procedures, adding and improving as necessary.

- Expense/Invoice Processing
- Income Processing
- Dinner Meeting Collections
- Accrual Accounting Processing
- Period End Processing

Obj C Audit reports on a monthly basis.

Obj D Audit prior year financial statements.

Goal #2 Improve Chapter financial transaction processing timeliness (supports Chapter goals #3, #4, & #5).

Assumption: None

Support Requirements: Admin Support Organization, BOD members.

Obj A Reimburse expenses within two weeks of submission.

Obj B Pay invoices within two weeks of submission.

Obj C Track A/R balances and target receivables average DSO < 45 days.

Goal #3 Improve the quality of Chapter financial information availability (supports Chapter goals #3, #4, & #5).

Assumption: None

Support Requirements: Admin Support Organization, BOD members.

Obj A Produce financial statements, review for accuracy and variance understanding, and distribute the prior month (or most recent month if applicable) financials prior to each BOD meeting.

Obj B Maintain monthly functional area budgets, including actual performance.

Obj C Produce custom financial information reports on demand.

Goal #4 Recruit, manage, and recognize the volunteers required to execute selected VP-Finance functions, as required. (Supports Chapter Goals #3, #4, #5, #7)

Assumptions:

- Volunteers are required and can be recruited to provide required support.
- Budgeted funds are available, if required, to provide recognition.

Support Requirements: None

Obj A Assess requirements for volunteer support on an on-going basis.

- Obj B Submit volunteer requirements to website for inclusion in newsletter on an as-needed basis.
- Obj C Contact all volunteers signing up for Finance through Chapter PDMs or through volunteer postings in the Chapter Newsletter.
- Obj D Provide direction to volunteers recruited.
- Obj E Recognize volunteers for efforts in a timely, meaningful manner.

Goal #5 Improve communication between the Chapter BOD and members (supports Chapter goals #3, #5).

Assumption: None

Support Requirements: None.

- Obj A Attend a minimum of six (6) Chapter PDMs per year.
- Obj B Reconcile the cash collection at Chapter PDMs and to personally meet Chapter members.
- Obj C Attend a minimum of eight (8) BOD meetings per year. For BOD meeting missed, ensure President receives pertinent material to cover Finance objectives before the meeting.
- Obj D Attend a minimum of one (1) Region meeting during the BOD year.
- Obj E Submit a minimum of two (2) articles for the APICS newsletter

Goal #6 Meet Chapter functional area budget targets at the end of each quarter. (Supports Chapter Goal #5)

Assumption: None

Support Requirements: None

- Obj A Develop realistic Finance budget requirements.
- Obj B Provide input at the time requested.
- Obj C Track budget plan vs. actual performance on a quarterly basis and propose revision, as required.
- Obj D End the BOD year, i.e., 30 June 2006, with the Finance budget in a balanced position.

**ATTACHMENT 10 TO PHOENIX CHAPTER STRATEGIC PLAN
VP-ADMINISTRATION 2005-2006 GOALS & OBJECTIVES**

Goal #1 Maintain and, where possible, enhance the quality of the process and provision of meeting minutes for the BOD, Chapter Website, and, if required, the Chapter membership thru the BOD year. (Supports Chapter Goals #5 & 8 TBD)

Assumption: Admin Spt Organization remains in place

Support Requirements: Webmaster for posting to website

Obj A Maintain a common template for minutes

Obj B Distribute draft minutes in a timely manner; electronically, if possible and feasible, otherwise via hardcopy

Obj C Receive and incorporate feedback from BOD members into the final copy minutes, as appropriate.

Obj D Distribute final copy of the approved prior month's BOD meeting minutes at least 5 days prior to the BOD meeting to the Chapter Website Administrator for posting to the Chapter Website.

Obj E Provide a hardcopy final copy of the minutes at the monthly BOD meeting and, upon BOD approval, provide that copy to the Executive VP/Director-PassPort for inclusion in the PassPort process, if required.

Goal #2 Maintain the system of Chapter Policies and Procedures to ensure the practices of BOD members are institutionalized and actions can be uniformly replicated by the end of the 2005-2006 BOD year. (Supports Chapter Goals #5 & #8)

Assumption:

- BOD members will create the policies and procedures necessary to meet their functional area requirements and institutionalize actions required for effective, efficient Chapter operation, to include as annual review.

Support Requirements: Chapter Webmaster and/or Administrative Support Organization (currently, the designated administrative support organization)

Obj A Complete a review of all existing Chapter Policies/Procedures with any required updates/revisions by the end of the first quarter BOD Year '05-'06, i.e., 30 September 2005.

Obj B Maintain the common template for Chapter Policies and Procedures .

Obj C Provide a copy of the Policy/Procedure template to the Chapter Website Administrator for posting to the Chapter Website for use by BOD members in preparing functional policies/procedures.

Obj D Develop and promulgate and/or update any policies and/or procedures for the Administrative functional area, as required.

Obj E Assist other BOD functional area VPs and/or Directors in development of policies and procedures for their functional areas/areas of responsibility, if requested.

Obj F Assure that policies and procedures developed are IAW the Chapter By-Laws and make recommendations to resolve conflicts, should they occur.

Obj G Maintain the record set of Chapter Policies and Procedures to include the Index, in hardcopy and in electronic format on the Chapter Website and, if required, with the Administrative Support Organization.

Goal #3 Revise and submit for BOD approval the Chapter By-Laws update NLT the end of the first quarter of BOD Year '05-'06; i.e., 30 September 2005, (Supports Chapter Goal #5)

Assumption: None

Support Requirements: None

- Obj A Determine the current status of the By-Laws vis-à-vis current Association and Region (if published) By-laws; assure the most current copy is available for rewrite.
- Obj B Develop proposed revision of the By-Laws, if required.
- Obj C Submit the proposed revision of the By-Laws to the BOD for approval with suggested changes, additions, and/or deletions.
- Obj D Submit the proposed revision of the By-Laws to the Chapter Membership for approval, if changes are significant and membership review is required.
- Obj E Publish the final copy of the revised By-Laws on or before 30 September 2005 or, if no revision is required, publish notice of BOD continued approval of the By-Laws as currently published. Ensure that a record of BOD/membership approval is noted in appropriate BOD Meeting Minutes and an electronic version to the Chapter Website Administrator for posting to the Chapter Website.

Goal #4 Meet Chapter functional area budget targets at the end of each quarter. (Supports Chapter Goal #5 & #9)

Assumption:

- VP-Finance will provide a format and establish financial reporting requirements in a timely manner.
- Monthly financial reports will be provided in a timely manner.

Support Requirements: VP-Finance/Administrative Support Organization

- Obj A Develop realistic administrative budget requirements on or before 1 July 2005.
- Obj B Provide input in the format required and at the time requested.
- Obj C Track budget plan vs actual performance on a quarterly basis and propose revision, as required.
- Obj D End the BOD year, i.e., 30 June 2006, with the administrative budget in a balanced or surplus position.

Goal #5 Recruit, manage, and recognize the volunteers required to execute selected VP-Administration functions, as required. (Supports Chapter Goal #7)

Assumptions:

- Volunteers are required and can be recruited to provide required support.
- Budget funds are available, if required, to provide recognition.

Support Requirements: None

- Obj A Assess requirements for volunteer support on an on-going basis.
- Obj B Submit volunteer requirements to the administrative support organization for inclusion in newsletter on an as-needed basis.
- Obj C Contact all volunteers signing up for Administration through Chapter PDMs or through volunteer postings in the Chapter Newsletter.
- Obj D Provide direction to volunteers recruited.
- Obj E Recognize volunteers for efforts in a timely, meaningful manner.

Goal #6 Improve communication between the Chapter BOD and the Chapter membership. (Supports Chapter Goals #2, #5 & #8)

Assumption:

- That Chapter funds are available to support attendance at Region meetings and other communication requirements, if developed.
- That there are a minimum of 8 PDMs, 10 BOD meetings, and 3 Region meetings during the BOD year.

Support Requirements: None

- Obj A Attend a minimum of 6 Chapter PDMs during the BOD year to network with chapter members and guests.
- Obj B Attend a minimum of 8 Chapter BOD Meetings during BOD year to conduct Chapter business and report progress against goals.
- Obj C Attend a minimum of 1 Region Meeting during BOD year to represent the Chapter at the Region level.
- Obj D Prepare a minimum of two (2) articles for publication in the monthly Chapter Newsletter.
- Obj E Maintain and submit/distribute the Chapter BOD Roster per Society, Region, and Chapter guidelines and to Chapter Website.

**ATTACHMENT 11 TO PHOENIX CHAPTER STRATEGIC PLAN
PAST PRESIDENT 2005-2006 GOALS & OBJECTIVES**

Goal #1 Provide advice and counsel to the Current President and BOD, as requested (Supports Chapter Goal #5)

Assumption: None

Support Requirements: None

Obj A Be available, electronically or in-person, to use experience to assist BOD members, on request or as required.

Goal #2 Function as Phoenix APICS Chapter ambassador by representing the Chapter at local meetings and events. (Supports Chapter Goals #1 & #6)

Assumption: That funds for entrance fees, etc, will be made available from the Chapter budget, if required

Support Requirements: BOD members, particularly VP Marketing, provide input concerning meetings/events where attendance would benefit APICS and the Chapter.

Obj A Identify opportunities to represent the Chapter across the community

Obj B Obtain agreement from the sponsoring organization(s) for APICS to be represented at the targeted event.

Obj C Attend a minimum of three (3) external meetings/events during the BOD year to represent the Chapter, recruiting assistance, if required.

Goal #3 Improve communication between the Chapter BOD and the Chapter membership. (Supports Chapter Goals #2 & #5)

Assumption: Chapter budget will permit attendance at Region Meetings.

Support Requirements: None

Obj A Attend a minimum of 6 Chapter PDMs during BOD year to network with chapter members and guests.

Obj B Attend a minimum of 1 Region Meetings during BOD year to represent the Chapter at the Region level.

Obj C Attend a minimum of 8 Board meetings during the BOD year.

NOTE: See Goals & Objectives in President attachment for information on fulfillment of this attachment during the 2005-2006 BOD year.