

BOLD & VISIONARY LEADERSHIP



**Board Forms &
Meeting Materials**



SCAN ME

LEADERSHIP EXPECTATIONS



- Board members must be a **member in good standing**
- Board members will **serve on a committee** as needed
- A board member will **recruit 2 new members** annually
- Board membership will **encourage diversity** and be reflective of the Plano business community
- A board member will nominate at least **one Leadership Plano** candidate annually
- A board member should **not miss 3 consecutive meetings**
- A board member should consider a **personal or company contribution** to the Chamber's Plano Works Leadership Foundation





Almost 900 MEMBERS
175,000 EMPLOYEES
28 BOARD MEMBERS
11 PROFESSIONAL STAFF
BUDGET: \$1.5 MILLION
★★★★★ ACCREDITED
2018 CHAMBER OF THE YEAR (ACCE)





2025 BOARD OF DIRECTORS AND LEADERSHIP

EXECUTIVE COMMITTEE

2024 CHAIR OF THE BOARD
2025 CHAIR – ELECT
IMM. PAST CHAIR
VICE-CHAIR
SECRETARY
TREASURER
DIRECTOR DESIGNEE
PUBLIC POLICY CHAIR
PRESIDENT & CEO

KRISTEN LOLLAR | WHITLEY PENN
AMANDA ROCKOW | THE UNIVERSITY OF TEXAS AT DALLAS
DAVID DOWNS | DOWNS FISCHER FINANCIAL
RUSSEL DUBREE | PERFORMANCE FACTION
CRYSTAL CLAYTON | SMU
RUSS BURCH | FROST BANK
VINCENT ALLEN | CARSTEN, ALLEN & GOURLEY
NICK WEANDER | OLSSON
KELLE MARSALIS | PLANO CHAMBER

STAFF

DEVELOPMENT MANAGER
ENGAGEMENT MANAGER
DEVELOPMENT DIRECTOR
ENGAGEMENT DIRECTOR
FINANCE DIRECTOR
PROJECT COORDINATOR
LEADERSHIP PLANO DIRECTOR
MARKETING DIRECTOR
BUSINESS CTR COORDINATOR
FOUNDATION DIRECTOR

KELLY FANELLI | KELLYF@PLANOCHAMBER.ORG
REBECCA FRECH | REBECCAF@PLANOCHAMBER.ORG
JILLIAN HIRIS | JILLIANH@PLANOCHAMBER.ORG
RYAN MINTER | RYANM@PLANOCHAMBER.ORG
JENNIFER RUHMAN | JENNIFERR@PLANOCHAMBER.ORG
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LACHAYA TERRY | LACHAYAT@PLANOCHAMBER.ORG
JUDY WEBSTER | JUDYW@PLANOCHAMBER.ORG
LEAH WHITE | LEAHW@PLANOCHAMBER.ORG

DIRECTORS

REBEKAH ARRENDONDO | WHITLEY PENN (YPP CHAIR)
DIONE BIELGARD | BERKSHIRE HATHAWAY REALTY
CATHERINE BYWATERS | THR PRESBYTERIAN PLANO
BEN COOGAN | MEDICAL CITY PLANO
KELBI CULWELL | THE BOEING COMPANY
AMANDA DEL CASTILLO | TWO MEN AND A TRUCK (WD CHAIR)
ERIC DANIELSON | NEXPOINT
TIFFANY FERRIS | HAYNES AND BOONE, LLP
CHRISTOPHER GARZA | SHUTTERFLY
PAUL HERNANDEZ | ONCOR
MISTY HOYT | PHOTOGRAPHY BY MISTY
BOB KEHR | KEHR TECHNOLOGIES
MANISH MANGAL | TECH MAHINDRA
GRAHAM PERRY | JPMORGAN CHASE
LAURA RETTA | UBS (LP CHAIR)
JOLENE RISCH | RISCH RESULTS
DENISE RODEWALD-BATES | CHILDREN'S HEALTH
KELSEL THOMPSON | PAUL QUINN COLLEGE
CHRISTOPHER WALKER | FRITO-LAY
PAMELA ZIEGLER-PETTY | PZP BIZCONNECT



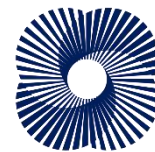
BOARD CONTINUED & KEY PARTNERS

COMMUNITY PARTNERS

2023 CHAIR OF THE BOARD	MICHAEL LAWSON THE BOEING COMPANY
2022 CHAIR OF THE BOARD	EMILY ZOOG VERITEX COMMUNITY BANK
2021 CHAIR OF THE BOARD	STEVE MCSWAIN ARTA TRAVEL
PARTNER	GRACIELA KATZER PLANO INTERNATIONAL FESTIVAL
PARTNER	DR. THERESA WILLIAMS PLANO ISD
PARTNER	SHAWN WHITLOCK COLLIN CO BLACK CHAMBER

ADVISORY DIRECTORS

EX-OFFICIO	DR. SHERRY SCHUMANN COLLIN COLLEGE
EX-OFFICIO	MARK ISREALSON CITY OF PLANO
EX-OFFICIO	LUCAS LACHANCE LANE GORMAN TRUBITT, LLC
EX-OFFICIO	DOUG MCDONALD PLANO ECONOMIC DEVELOPMENT



U.S. Chamber of Commerce



ASSOCIATION OF CHAMBER OF COMMERCE EXECUTIVES





DRIVE JOB CREATION



FOSTER
ENTREPRENEURSHIP &
SMALL BUSINESS GROWTH



IMPROVE COMMUNITY
COMPETITIVENESS



MAXIMIZE COMMUNITY
IMPACT



ADVANCING AND
ELEVATING THE
PLANO REGION

HELPING SMALL AND
MIDDLE MARKET
BUSINESS GROW

ADVOCATING AT THE
STATE AND LOCAL LEVEL

TELLING THE
PLANO STORY

2024 – 2028 STRATEGIC FOCUS



Chamber Membership = Access and Information

Your membership in **The Plano Chamber** supports our goals to be a resource for area businesses and organizations of all sizes, and to amplify the business voice as we seek to foster a healthy business climate.

- Bring the tools, resources and connections you need to grow your business today and prepare you for tomorrow
- Networking + professional development
- Support local and state business advocacy
- Exclusive access to high-quality programming, events and officials.



Plano Works Foundation Investment = Community Impact

An investment in the **Plano Works Foundation Fund, a 501(c)3**, **significantly** elevates The Plano Chamber's ability to proactively address opportunities and challenges impacting our business community by directly funding key initiatives related to:

- Strengthening coordination and collaboration among private and public sector leaders on community advancement issues
- Talent and workforce development
- Supporting women, minority, and veteran owned companies

2024 – 2028

PLANO CHAMBER STRATEGIC PLAN



DELIVER EXCEPTIONAL ROI TO MEMBERS

- ❖ Advocacy
- ❖ Member Engagement
- ❖ Thought Leadership
- ❖ Small Business Growth

ADVOCACY

Promoting a positive business climate for business sustainability and recovery

- Advance Pro-Business Policy
- Deepen Member Awareness of Policy Issues
- Build Relationships with Elected Officials and Staff
- Increase Voter Turnout in Local and State Races
- Create YPP Candidate School

ENGAGEMENT

Equipping, serving and representing business through proactive activities

- Be Known for Customer Service
- Effectively and Consistently Execute on Engagement Strategy
- Cultivate a Leadership Pipeline
- Provide a Customized Member Experience
- Connect members, ensuring effective balance of in-person to virtual

LEADERSHIP

Serve as a trusted thought leader and resource for members' changing needs and challenges

- Distribute critical information and news through traditional and new outlets
- Pursue automated and tailored messaging, leveraging data to make the customer experience user-centric
- Increase visualization of core communications
- Provide top thought leaders for programs

GROWTH

Drive small business growth through programming, networking and resources

- Expand small business program and branding
- Reduce emphasis on social interaction and increase content experience
- Build on-demand library of resources

2024 – 2028

PLANO CHAMBER STRATEGIC PLAN



ADVANCE & ELEVATE THE PLANO REGION

- ❖ Drive Regional Impact
- ❖ Diversity, Equity, Inclusion, Belonging
- ❖ Partnerships
- ❖ Workforce Development
- ❖ Community Advancement

IMPACT

Align chamber activities with regional focus

- Refine Chamber's public purpose messaging
- Identify critical areas needed to meet high growth needs

INCLUSION

Actively attract, recruit and engage a membership reflective of our community

- Grow minority-led small business initiative
- Build an engagement strategy for minority, veteran and women-owned businesses
- Connect with and engage new community stakeholders to expand the inclusion of all community voices
- Build inclusive image through intentional representation

PARTNERSHIPS

Grow and leverage the Chamber's influence by expanding partnerships

- Pursue collaboration with partners focused on diverse communities and constituencies, non-traditional stakeholders
- Lead regional partners to serve needs of investor and yield greater impact
- Prioritize partnerships based on where Chamber can lead, convene and support

WORKFORCE

Collaborate to support workforce needs and readiness

- Maximize relationship with Plano ISD and Collin College to identify and pursue college and career readiness programs
- Initiate Principal for a Day program
- Develop College Intern Platform
- Develop online *Featured Employers* site and tools

PLANO CHAMBER STRATEGIC PLAN

LEVERAGE SUCCESS FOR LONG-TERM SUSTAINABILITY

- ❖ Mission-focused Revenue
- ❖ Storytelling
- ❖ Financial Stability
- ❖ Internal Resource Audit

REVENUE

Diversify revenue streams to increase non-dues funding

- Fund 501c3 Foundation and hire director
- Increase fee-for-service opportunities
- Create association management role to incubate or streamline other non-profit management

STORYTELLING

Develop an elevated communication and storytelling strategy

- Develop comprehensive communications plan leveraging multiple formal, outlets and channels
- Create immersive storytelling campaign
- Modernize communication strategies using more visualization and infographics
- Utilize member segmentation and competitive analysis

STABILITY

Build on financial stability to increase role and impact in community

COMMUNITY

Leverage organizational leadership

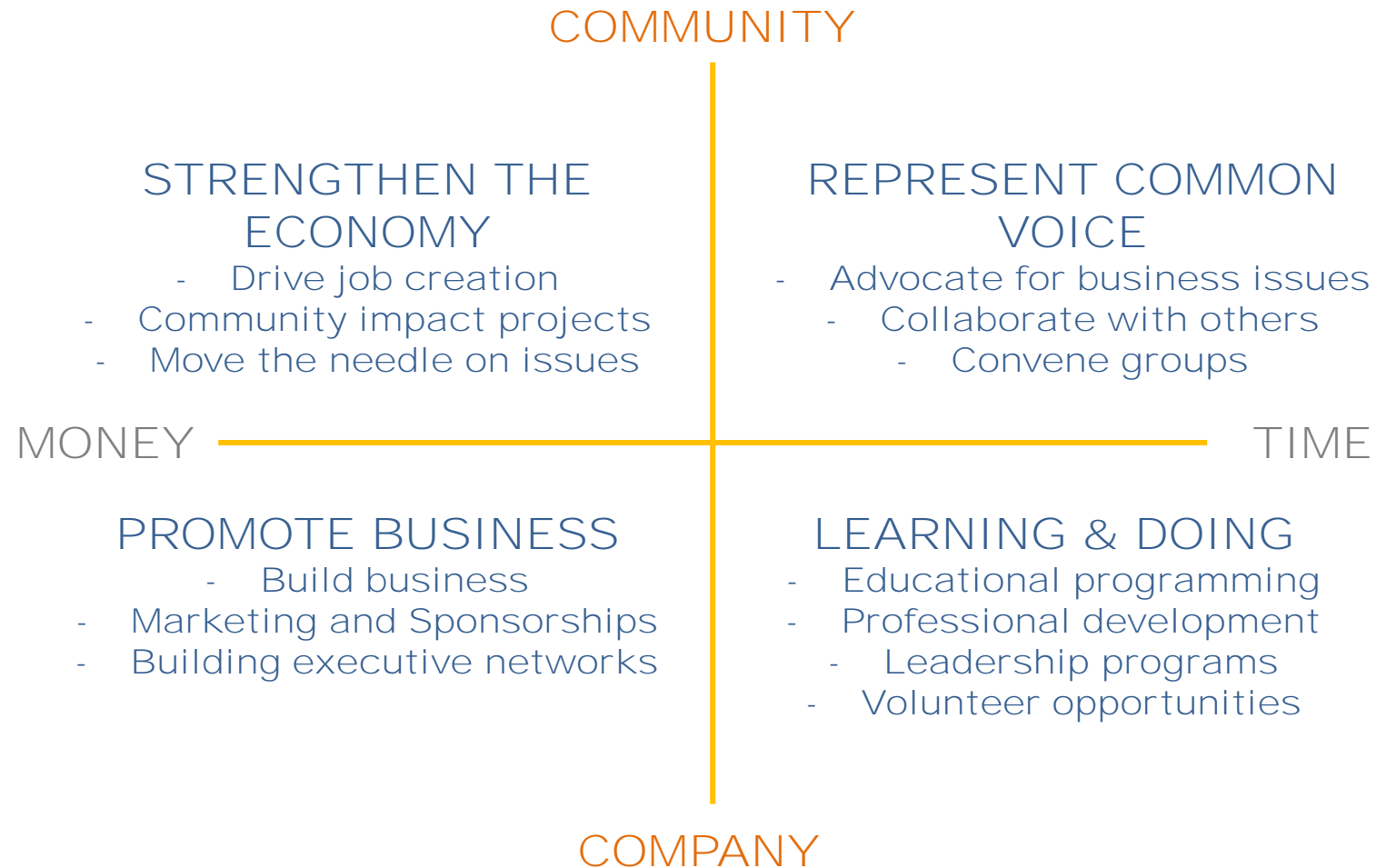
RESOURCES

Increase impact by utilizing staff as issue experts

WHAT DOES A CHAMBER DO?



HOW DO MEMBERS ENGAGE?





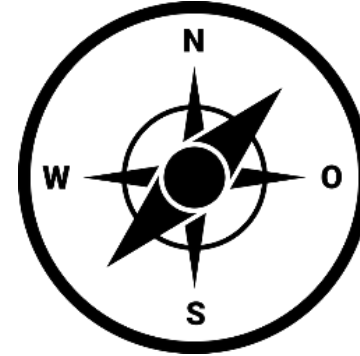
#CollinCountyVotes ✓



Your responsibility as a Board Member

What you DO as a board member.... Navigate (governance)

- Establish policies and priorities and monitor for effectiveness
- Approve legislative priorities
- Approve the budget
- Hire and/or evaluate the President & CEO
- Exert your influence with the Board for approval of actions
- Represent the membership
- Advise the staff when asked by the CEO
- Support and understand the strategic plan



What you do **NOT DO** as a board member.... Drive (management)

- Get involved in personnel decisions outside of the CEO
- Dictate specific procedures and programming
- Function in an administrative role
- Make decisions or speak on behalf of the Chamber outside our stated policies and positions
- Commit the Chamber to a financial responsibility



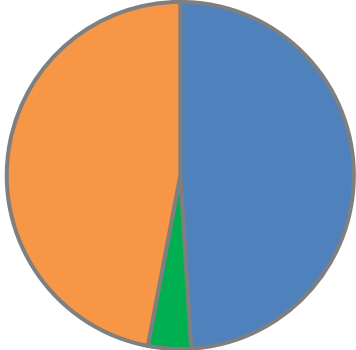
FINANCIAL OVERVIEW

The Plano Chamber of Commerce and Plano Works Leadership Foundation has a combined revenue of approximately **\$1.7M** annually and strives to maintain a balanced budget. The financial statements of the PCOC are reviewed and approved by the Finance Committee and reported to the Board of Directors.

The PCOC has NET ASSETS of approximately **\$1.3M** that provide financial liquidity and a safety net for extraordinary items. It is the Chambers policy to maintain 3 months of operating revenue in cash operating accounts. All financial policies are available to Board Members and are reviewed annually by the Finance Committee.

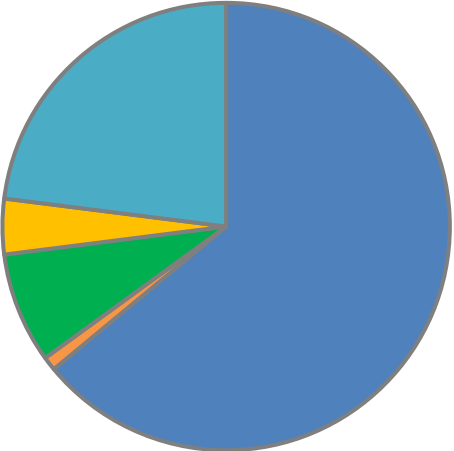
OPERATING BUDGET

Operating Income



- Dues (49%)
- Non-Dues (4%)
- Programs & Events (47%)

Operating Expense



- Administrative (64%)
- Operations (8%)
- Programs & Events (23%)
- Facilities (1%)
- Membership (4%)

FOCUS 2025: Membership

FOCUS 2025: Membership



GOAL 1: Increase number of members to 950.

GOAL 2: Increase retention rate to 84%.

GOAL 3: Increase average spend per member.

FOCUS 2025: Membership



TACTIC 1: Board Engagement Campaign

Development Director will meet with all Board members for a 30-minute virtual meeting to discuss direct connections and support opportunities.

Board members are asked to recruit two new members per year.

FOCUS 2025: Membership



TACTIC 2: Operation RE-MEMBER

All Board members will be assigned one top investor who dropped over the past two years to re-engage in Chamber membership, programs or Foundation investment.

Chamber staff will support your outreach, training and follow up with these members.

FOCUS 2025: Membership



TACTIC 3: Board Participation in Membership

Board members will be asked to participate or support staff in meetings with potential new members or investors to support the sales pitch.

Staff will work with Board members individually to identify the best representative and method of connection.



LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION

20
25

PLANOCHAMBER.ORG/ADVOCACY

JANUARY 2024

- Public Policy Committee met to discuss process and key legislative areas of interest.

MARCH – OCTOBER 2024

- Public Policy Committee meetings convened issue experts.
- Membership surveyed.
- Industry-specific interviews & conversations.

OCTOBER 2024

- Public Policy Committee approved legislative priorities.

NOVEMBER 2024

- Board of Directors approved priorities. Priorities publicly shared.

DECEMBER 2024

- Delegation meetings with Chamber leadership.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



ECONOMIC DEVELOPMENT



- **Support for Economic Development Incentives**

Advocate for the continuation and expansion of key economic development programs, including Research and Development (R&D) Tax Credits and Chapters 380/381, to ensure Texas remains competitive in attracting new business investments and fostering innovation.

- **Texas Enterprise Fund (TEF) Support**

Champion funding for the Texas Enterprise Fund (TEF), and work to accelerate the decision-making process to expedite the allocation of these grants to businesses that will create jobs and stimulate economic growth across the state.

- **Qualified Hotel Project Participation for Plano**

Seek legislation that would qualify the City of Plano for participation in the Qualified Hotel Project financial tool, enabling local economic growth through hospitality and tourism investment.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



ECONOMIC DEVELOPMENT



- **Preserve Texas' Business Climate**

Advocate for the preservation of Texas' pro-business environment, supporting the passage of inclusive non-discrimination laws that are both comprehensive and conducive to fostering a diverse workforce.

- **Artificial Intelligence Governance**

Support the thoughtful development and adoption of a governance framework that balances the protection of businesses' safe use of artificial intelligence (AI) with the promotion of innovation in emerging technologies.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



PUBLIC EDUCATION



- **Investment in Public Education**

Push for the restoration of funding for public education to the levels outlined in House Bill 3 (2019), adjusted for inflation, ensuring that all students receive the resources necessary for success.

- **Reform A-F Accountability System**

Support reforms to the state's A-F accountability system that incorporate multiple measures of school performance, better align assessments with regional workforce needs, and ensure a holistic approach to evaluating school success.

- **Accountability and Transparency in Education**

Advocate for stringent financial and academic transparency for all entities receiving public funds for education, ensuring that taxpayer dollars are used efficiently and equitably across the system.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



INFRASTRUCTURE



- **Electric Grid Reliability**

Support measures and funding to strengthen the reliability and resilience of the Texas electric grid, ensuring that it can meet the growing demands of the state's population and business sectors.

- **Public-Private Partnerships for Infrastructure**

Encourage the development of Public-Private Partnerships (PPPs) to address Texas' infrastructure needs, ensuring projects are completed efficiently while maintaining fiscal responsibility.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



INFRASTRUCTURE



- **Broadband Access Expansion**

Advocate for the implementation of a comprehensive statewide broadband plan that includes both wireless and fiber-optic infrastructure to bridge the digital divide and ensure equitable access to high-speed internet across Texas.

- **Water Management and Flood Risk Reduction**

Support the implementation of water management strategies outlined in the Texas State Water Plan and flood risk reduction measures specified in the Texas State Flood Plan, ensuring Texas remains resilient to water scarcity and natural disasters.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



HIGHER EDUCATION & WORKFORCE DEVELOPMENT



- **Community College Financing**

Support continued investments in community college finance (House Bill 8, 2023), including considerations for out-of-state and private school credit transfers to improve access to higher education pathways and workforce training.

- **Support for Small Business Development Centers**

Advocate for ongoing investments in Small Business Development Centers (SBDCs) and their business advising and training programs, which are essential to the growth and sustainability of small businesses.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



HIGHER EDUCATION & WORKFORCE DEVELOPMENT



- **Higher Education Funding for Enrollment Growth**

Promote funding for Texas' higher education

institutions to accommodate enrollment growth and address inflationary pressures through academic funding formulas.

- **Investment in Research Initiative**

Advocate for increased funding for academic research programs, such as the Texas Research Incentive Program and the National Research Support Fund, to elevate Texas' status as a leader in cutting-edge research and innovation.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



HEALTHCARE



- **Address Healthcare Workforce Shortages**

Advocate for appropriations aimed at addressing the shortage of physicians, nurses, and behavioral health professionals, including investment in graduate medical education programs to strengthen the healthcare workforce.

- **Expand Healthcare Access and Coverage**

Support policies that expand access to healthcare, particularly for the underinsured and uninsured populations, ensuring all Texans can receive essential medical care.

LEGISLATIVE PRIORITIES

89TH TEXAS LEGISLATIVE SESSION



HEALTHCARE



- **Population and Behavioral Health Management**

Advocate for policies that improve access to population health management tools and enhance behavioral health services, addressing the mental health crisis and improving the overall health of Texas communities.

- **Equitable Healthcare Reimbursement**

Promote fair and equitable reimbursement rates for healthcare providers to ensure that all medical professionals are compensated appropriately for services rendered to Texans, maintaining a sustainable healthcare system.

2025 Program of Work

- 8 Public policy committee meetings
- Key opportunities to engage with elected officials at the local, state and federal levels
- Local elections



**20
25**

PLANO LEGISLATIVE DAYS
AUSTIN, TEXAS
FEBRUARY 25-26, 2025

[PLANOCHAMBER.ORG/ADVOCACY](https://planochamber.org/advocacy)



20
25

COLLIN COUNTY DAYS
STEPHEN F. AUSTIN HOTEL, AUSTIN
APRIL 1-2, 2025

[PLANOCHAMBER.ORG/ADVOCACY](https://planochamber.org/advocacy)



20
25

LOCAL ELECTIONS

May 3, 2025

February 15: Deadline to file candidacy

April 3: Last day to register to vote

April 22-29: Early voting

4 CITY COUNCIL | 4 PLANO ISD

[PLANOCHAMBER.ORG/ADVOCACY](https://planochamber.org/advocacy)