



# BOARD OF DIRECTORS

THURSDAY, JANUARY 22, 2026  
PLANO EVENTS CENTER | 10:00 A.M.

## MEETING AGENDA

I. Meeting Called to Order 10:00 AM Amanda Rockow, UT Dallas  
Chair of the Board

II. Consent Agenda 10:05 AM Amanda Rockow

**ACTION ITEM:** Consent Agenda

- a. Minutes from the November 2025 meeting
- b. Membership Reports
- c. Discussion: Items to be removed from the consent agenda

III. Sustainable Funding Update 10:10 AM Josh Kettler, Armanino  
Treasurer

**ACTION ITEM:** November 2025, December 2025 Financials

IV. Advocacy Update 10:20 AM Paul Hernandez, Oncor

- DART Survey Results & Next Steps
- 2026 Schedule & Highlights

Kelle Marsalis

V. Operations Update 10:30 AM Kelle Marsalis, President & CEO  
Plano Chamber

- 2025 Board Retreat Recap
- 2026 Program of Work Focus Areas

VI. New Business 10:45 AM Amanda Rockow

- Recognition of New & Retiring Board Members

VII. Adjournment 10:50 AM Amanda Rockow

Members: 28 | Quorum: 15



**MISSION STATEMENT:** The Plano Chamber of Commerce is committed to maximizing business development and economic growth of the community through advocacy, education, innovation, and collaboration.

### MINUTES

#### **Board Directors**

**November 19, 2025 - Virtual**

**PRESENT:** Vincent Allen, Dione Beilgard, Sharon Bradley, Russ Burch, Catherine Bywaters, Crystal Clayton, Ben Coogan, Kelbi Culwell, Eric Danielson, Russel Dubree, Christopher Garza, Paul Hernandez, Katie Hertel, Misty Hoyt, Kristen Lollar, Denise Rodewalk-Bates, Jolene Risch, Amanda Rockow, Kelsel Thompson, Pamela Zeigler-Petty, Glaciela Katzer, Shawn Whitlock

**ADVISORS:** Mark Isrealson and Andrew Fortune, City of Plano

**ABSENT:** Rebekah Arrendondo, David Downs, Amanda Del Castillo, Manish Mangal, Graham Perry, Christopher Walker, Tiffany Ferris

**STAFF:** Jenny Avis, Jillian Hiris, Kelle Marsalis, Ryan Minter, Jennifer Ruhman, Charmaine Soloman, Leah White, LaChaya Terry, Judy Webster

**CALL TO ORDER:** The meeting was called to order at 8:31 am. E-mail notification for this meeting was sent by Kelle Marsalis on November 18, 2025. Board members were welcomed, and a recap of the successful Best of Plano and Workforce Summit events was provided. The Chair encouraged board members to attend marquee events like these to represent the Chamber and show leadership and passion for the Chamber. Board members were asked to review the upcoming events calendar and ensure Breakfast with the Board, and LP and Business After Hours Holiday Party, and the Board Retreat are on their calendars.

**COMMUNITY UPDATE: Ballot Measure for City of Plano to Withdraw from DART:** The City of Plano council has approved a ballot measure for citizens to vote on withdrawal from the DART public transit system. Mark Isrealson, City Manager, and Andrew Fortune, Director of Policy and Government Relations, provided an overview of the timeline, objectives, and process, noting that the decision will ultimately be made by Plano voters in a May election. Discussion held on the City's proposal to continue rail service while gaining more flexibility and control over local transit options. Questions and answers followed. The Chamber may decide to weigh in on this issue in the future. The Chamber will distribute a survey to all members to get feedback on this issue.

**CONFLICT OF INTEREST DISCLOSURES & CONFIDENTIALITY:** No conflicts of interest were disclosed. Board members were reminded that meeting discussions are confidential.

**CONSENT AGENDA:** Board members were asked if there were any requests to remove items from the consent agenda. **Motion made, seconded, and unanimously approved to accept the Consent Agenda as presented.**

**SUSTAINABLE FUNDING UPDATE: September & October Financial Statements** September and October were both strong months for membership. Since the start of the fiscal year July 1<sup>st</sup>, year to date dues income was \$9,561 ahead of budget and membership grew by a net 16 members. September held the Golf Tournament, Workforce Summit, and Principal for a Day while October held the Women's Division Summit and Young Professionals Trivia Night. These events all received positive feedback but were below budget due to lower sponsors and registrations. The Leadership Plano and PROPEL programs are performing well. General contributions to the Foundation are below budget. The investment portfolio experienced net growth of \$65k. Looking at cash flow projections for the next 90 days, adequate cash is on hand. As of October 31<sup>st</sup>, the Chamber and Foundation have a combined net operating income just under \$37k. **Motion made, seconded, and unanimously approved to approve the September and October 2025 financial statements as presented.**

The Forms 990 and 990T for the Plano Chamber and the Form 990 for the Foundation were prepared by Lane, Gorman, Trubitt and approved by the Finance Committee. The returns were filed on the due date, 11/17, and are available upon request for review.

**OPERATIONS UPDATE: Public Policy Update** There will be a special election to fill Deputy Mayor Pro Tem Julie Holmer's seat on January 31<sup>st</sup>. The special election in May 2026 will allow voters to decide whether the City of Plano should withdraw from DART.

**80<sup>th</sup> Anniversary Update** Plans to celebrate the 80<sup>th</sup> anniversary of the Plano Chamber were outlined including 5 signature events kicked-off with the Annual Meeting in January, special sponsorship opportunities, and year-round social media and branding campaigns.

**Sponsorship Update: Available Sponsorships & Upcoming Events** Available sponsorships were presented.

**NEW BUSINESS:** Upcoming Chamber events include the Breakfast with the Board, LP Holiday Party and Business After Hours, and the Board retreat which will include a board review, planning session and recognition of outgoing board members.

The meeting adjourned at 10:05 am.

RECORDED BY:

SUBMITTED BY:

Jennifer Ruhman

Crystal Clayton, Secretary

# Members Listing By Join Date

21 Members joined from 11/1/2025 to 12/31/2025



Member Name	Join Date	Status	Web-Participation
LEVEL CHIROPRACTIC	11/3/2025	Active	Enhanced
UNBROKEN CIRCLE BAND	11/4/2025	Active	Enhanced
ATITHI VENUE & CURRY BLENDS	11/6/2025	Active	Basic
76 FENCE	11/7/2025	Active	Enhanced
URBAN EGG	11/12/2025	Active	Enhanced
HARISSA MEDITERRANEAN	11/12/2025	Active	Enhanced
LIGHTSPEED RESTORATION OF	11/17/2025	Active	Basic
MASTER FINANCIAL SERVICES	11/19/2025	Active	Basic
BELOCAL	11/21/2025	Active	Basic
KATHAROS BUSINESS ADVISORS	11/21/2025	Active	Basic
GRAITH HEALING SPA	11/21/2025	Active	Enhanced
BRIGHT HEALTH MED	11/21/2025	Active	Basic
HERRINHR	12/9/2025	Active	Basic
J. ALEXANDER'S	12/9/2025	Active	Enhanced
NIKI'S	12/10/2025	Active	Enhanced
ALPHA SCHOOL	12/12/2025	Active	Enhanced
TURTLE IMPRESSIONS	12/15/2025	Active	Enhanced
VOYAGE CRAFTER, A CRUISE	12/15/2025	Active	Enhanced
INDUSTRIOUS	12/19/2025	Active	Enhanced
PAPPALECCO	12/19/2025	Active	Enhanced
PROFESSIONAL BUSINESS	12/22/2025	Active	Basic

Total Members in Report	Total Fees of Members in Report
21	\$21250

## Member Information

### Dropped Member List

Sort Order: Drop Date 

Listing of Dropped Members				
Member Name	Join Date	Drop Date	Drop Reason	Status
M.D. ROOFING AND CONSTRUCTION	8/13/2024	11/12/2025	Moved Out of Area	Dropped/Inactive
ECHO SUITES EXTENDED STAY BY WYNDHAM DALLAS PLANO FRISCO	7/15/2024	11/17/2025	Non Payment	Dropped/Inactive
FARRAR FAMILY CHIROPRACTIC	7/31/2019	11/17/2025	Non Payment	Dropped/Inactive
QUALICARE HOME CARE	10/28/2024	11/18/2025	Out of Business	Dropped/Inactive
QUICKFEE	9/27/2023	11/19/2025	Sold Business	Dropped/Inactive
ACES	8/5/2024	11/20/2025	Non Payment	Dropped/Inactive
HOMEMAID CLEANERS, INC.	8/9/2024	11/20/2025	Non Payment	Dropped/Inactive
LAW OFFICES OF RICHARD C. MCCONATHY-COLLIN	8/31/2024	11/20/2025	Non Payment	Dropped/Inactive
NATIVE CEUTICALS	8/16/2024	11/20/2025	Non Payment	Dropped/Inactive
PALETTE HOTELS	8/15/2024	11/20/2025	Non Payment	Dropped/Inactive
THE AMEIZEN TEAM	8/8/2024	11/20/2025	Non Payment	Dropped/Inactive
XPRESS SHIPPING AND PRINTING	1/17/2025	12/1/2025	Request Drop	Dropped/Inactive
VOODOO BREWING CO. - PLANO	1/20/2023	12/3/2025	Out of Business	Dropped/Inactive
THE OUTLOOK AT WINDHAVEN	1/4/2021	12/19/2025	Request Drop	Dropped/Inactive
BEACON BEHAVIORAL PARTNERS	9/5/2024	12/28/2025	Non Payment	Dropped/Inactive
CAROUSEL INDUSTRIES	9/27/2019	12/28/2025	Non Payment	Dropped/Inactive
DABELLA	9/24/2024	12/28/2025	Non Payment	Dropped/Inactive
H3Being	9/8/2023	12/28/2025	Non Payment	Dropped/Inactive
IMAGINE EARLY EDUCATION AND CHILDCARE	9/25/2024	12/28/2025	Non Payment	Dropped/Inactive
JEFFREY ARRON, REALTOR	9/8/2023	12/28/2025	Non Payment	Dropped/Inactive
KNOWNWELL	9/23/2024	12/28/2025	Non Payment	Dropped/Inactive
LALA'S EVENT PLANNING	9/9/2024	12/28/2025	Non Payment	Dropped/Inactive
Murphy & Sylvest Wealth Management	9/22/2021	12/28/2025	Non Payment	Dropped/Inactive
NORTH DALLAS DOG TRAINER	9/6/2024	12/28/2025	Non Payment	Dropped/Inactive
OLIVE TREE ASSOCIATES, USA-LLC	9/13/2024	12/28/2025	Non Payment	Dropped/Inactive
OVATION HEALTH & LIFE SERVICES, INC	9/29/2017	12/28/2025	Non Payment	Dropped/Inactive
POLISHED BY MELISSA LEWIS LLC	8/29/2024	12/28/2025	Non Payment	Dropped/Inactive
POOR RICHARD'S CAFE	9/28/1988	12/28/2025	Non Payment	Dropped/Inactive
SERVICEMASTER RESTORE BY BT SERVICES	9/10/2024	12/28/2025	Non Payment	Dropped/Inactive
TANDE THAI	9/22/2024	12/28/2025	Non Payment	Dropped/Inactive
Texas Built Construction	9/25/2024	12/28/2025	Non Payment	Dropped/Inactive
VIVO REALTY	8/31/2013	12/28/2025	Non Payment	Dropped/Inactive
<b>Total Members in Report: 32</b>				

**Plano Chamber of Commerce and Foundation**  
**Combined Summary Profit and Loss Budget Performance Report**  
**July 1 - December 31, 2025**

	<b>Chamber</b>	<b>Foundation</b>	<b>Combined</b>	<b>YTD Budget</b>	<b>\$ Over Budget</b>	<b>Annual Budget</b>
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
<b>01 · Dues</b>						
6010 · Renewals	242,494	0	242,494	254,500	-12,006	582,830
6018 · Tiered Dues Upgrade	1,067	0	1,067	3,750	-2,683	7,500
6020 · New Members Sales	95,825	0	95,825	86,000	9,825	185,000
6244 · Enhanced Membership	1,550	0	1,550	1,625	-75	3,250
<b>Total 01 · Dues</b>	<b>340,936</b>	<b>0</b>	<b>340,936</b>	<b>345,875</b>	<b>-4,939</b>	<b>778,580</b>
<b>Total 02 · Non-Dues</b>	<b>2,982</b>	<b>0</b>	<b>2,982</b>	<b>9,498</b>	<b>-6,516</b>	<b>87,850</b>
<b>Total 03 · Programs</b>	<b>154,165</b>	<b>161,160</b>	<b>315,325</b>	<b>461,630</b>	<b>-146,305</b>	<b>828,450</b>
<b>Total Income</b>	<b>498,083</b>	<b>161,160</b>	<b>659,242</b>	<b>817,003</b>	<b>-157,761</b>	<b>1,694,880</b>
<b>Gross Profit</b>	<b>498,083</b>	<b>161,160</b>	<b>659,242</b>	<b>817,003</b>	<b>-157,761</b>	<b>1,694,880</b>
<b>Expense</b>						
<b>Total 05 · Administrative</b>	<b>390,604</b>	<b>103,655</b>	<b>494,259</b>	<b>508,905</b>	<b>-14,646</b>	<b>1,073,992</b>
<b>Total 06 · Facilities</b>	<b>22,105</b>	<b>0</b>	<b>22,105</b>	<b>22,564</b>	<b>-459</b>	<b>45,690</b>
<b>Total 07 · Operations</b>	<b>82,809</b>	<b>10,140</b>	<b>92,949</b>	<b>92,322</b>	<b>627</b>	<b>154,662</b>
<b>Total 08 · Membership</b>	<b>5,432</b>	<b>0</b>	<b>5,432</b>	<b>7,036</b>	<b>-1,604</b>	<b>68,002</b>
<b>Total 09 · Program</b>	<b>82,504</b>	<b>35,286</b>	<b>117,790</b>	<b>137,938</b>	<b>-20,148</b>	<b>319,430</b>
<b>8650 · Depr &amp; Amort</b>	<b>13,451</b>	<b>174</b>	<b>13,625</b>	<b>13,728</b>	<b>-103</b>	<b>27,450</b>
<b>Total Expense</b>	<b>596,904</b>	<b>149,255</b>	<b>746,159</b>	<b>782,493</b>	<b>-36,333</b>	<b>1,689,226</b>
<b>Net Ordinary Income (Loss)</b>	<b>-98,821</b>	<b>11,904</b>	<b>-86,917</b>	<b>34,511</b>	<b>-121,427</b>	<b>5,654</b>
<b>Other Income/Expense</b>						
<b>Other Income</b>						
6200 · Interest	6,978	98	7,076	5,546	1,530	11,132
6202 · Unrealized invstmnt gain (loss)	69,789	0	69,789	0	69,789	0
6203 · Investment Dividend Income	15,251	0	15,251	0	15,251	0
<b>Total Other Income</b>	<b>92,017</b>	<b>98</b>	<b>92,115</b>	<b>5,546</b>	<b>86,569</b>	<b>11,132</b>
<b>Other Expense</b>						
9204 · Investment Expense	3,531	0	3,531	3,500	31	7,000
<b>Total Other Expense</b>	<b>3,531</b>	<b>0</b>	<b>3,531</b>	<b>3,500</b>	<b>31</b>	<b>7,000</b>
<b>Net Other Income</b>	<b>88,486</b>	<b>98</b>	<b>88,583</b>	<b>2,046</b>	<b>86,537</b>	<b>4,132</b>
<b>Net Income (Loss)</b>	<b>-10,335</b>	<b>12,002</b>	<b>1,667</b>	<b>36,557</b>	<b>-34,890</b>	<b>9,786</b>

**Plano Chamber of Commerce**  
**Balance Sheet**  
As of December 31, 2025

	<u>Dec 31, 25</u>	<u>Dec 31, 24</u>	<u>\$ Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
1010 · Checking - General -Prosperity	7,871	15,363	-7,492
1015 · CC Day - American National Bank	15,095	8,378	6,716
1016 · Money Market Prosperity BUGPAC	11,886	11,712	173
1017 · Money Market Prosperity	2,925	2,882	43
1018 · Frost Checking	3,016	3,016	0
1019 · Frost Money Market	4,305	4,264	41
1020 · Money Market - Veritex Bank	10,962	10,892	71
1022 · Due from (to) Leadership Plano	-20,197	-67,873	47,676
1025 · Due from(to) 501(c)3 Foundation	-23,282	-67,790	44,508
1040 · Petty Cash Fund	303	264	39
1106 · Money Market- Raymond James	90,657	176,883	-86,227
1107 · CD - Raymond James - Oct 25	128,444	125,324	3,120
<b>Total Checking/Savings</b>	<u>231,983</u>	<u>223,315</u>	<u>8,668</u>
<b>Accounts Receivable</b>			
1210 · Membership Receivable	49,510	58,750	-9,240
<b>Total Accounts Receivable</b>	<u>49,510</u>	<u>58,750</u>	<u>-9,240</u>
<b>Other Current Assets</b>			
1323 · Accounts Receivable - Program	8,760	18,789	-10,029
1324 · Accts Rec - Employee	1,935	1,779	156
1340 · Prepaid Operating Expense	6,600	28,016	-21,415
<b>Total Other Current Assets</b>	<u>17,296</u>	<u>48,584</u>	<u>-31,288</u>
<b>Total Current Assets</b>	<u>298,789</u>	<u>330,649</u>	<u>-31,860</u>
<b>Fixed Assets</b>			
1540 · Leasehold/Building Improvements	228,622	228,622	0
1560 · Furniture, Fixtures, & Equip	74,122	74,122	0
1561 · Computer & Office Equip	103,636	100,656	2,980
1570 · Accumulated Depreciation	-298,088	-271,102	-26,986
1575 · Right of Use Asset - Lease	31,269	31,269	0
1576 · Right of Use Asset - Operating	112,987	112,987	0
1580 · Accum Depr. - Leased Equipment	-30,862	-86,643	55,781
1581 · Accum Amort - ROU Asset Operati	-92,251	0	-92,251
<b>Total Fixed Assets</b>	<u>129,433</u>	<u>189,910</u>	<u>-60,477</u>
<b>Other Assets</b>			
1108 · Mutual Funds - Raymond James	369,205	302,653	66,552
1109 · Equities - Raymond James	604,585	617,637	-13,052
1481 · CDs - Raymond James	125,040	129,275	-4,235
<b>Total Other Assets</b>	<u>1,098,830</u>	<u>1,049,564</u>	<u>49,266</u>
<b>TOTAL ASSETS</b>	<u><u>1,527,053</u></u>	<u><u>1,570,123</u></u>	<u><u>-43,070</u></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
2010 · Accounts Payable	47,104	19,078	28,026
<b>Total Accounts Payable</b>	<u>47,104</u>	<u>19,078</u>	<u>28,026</u>
<b>Other Current Liabilities</b>			
2055 · Accounts Payable - Accrual	1,730	0	1,730
2057 · Due to Collin County Day	15,095	8,378	6,716
2110 · Accrued Payroll	3,970	0	3,970
2163 · Accts Pay - Sales Tax	0	4	-4

**Plano Chamber of Commerce**  
**Balance Sheet**  
As of December 31, 2025

	<u>Dec 31, 25</u>	<u>Dec 31, 24</u>	<u>\$ Change</u>
2300 · Deferred Revenue	49,397	85,345	-35,948
2301 · Deferred Membership Dues	372,648	386,077	-13,429
2305 · Lease Obligation - Current	-36	4,261	-4,297
2306 · Lease Liability - Operating Cur	13,859	13,058	801
<b>Total Other Current Liabilities</b>	<u>456,662</u>	<u>497,122</u>	<u>-40,460</u>
<b>Total Current Liabilities</b>	503,766	516,200	-12,434
<b>Long Term Liabilities</b>			
2731 · Prosperity Bank Line of Credit	0	0	0
2732 · Lease Obligation - Non-Current	2,850	6,853	-4,003
2733 · Lease Liability - Operating NC	4,784	33,013	-28,229
<b>Total Long Term Liabilities</b>	<u>7,634</u>	<u>39,866</u>	<u>-32,232</u>
<b>Total Liabilities</b>	511,400	556,066	-44,666
<b>Equity</b>			
3100 · Temp Restricted Net Assets			
3123 · BUGPAC Funds	11,624	11,624	0
<b>Total 3100 · Temp Restricted Net Assets</b>	<u>11,624</u>	<u>11,624</u>	<u>0</u>
3330 · Unrestrict Net Assets	1,028,477	1,145,057	-116,580
3335 · Transfer to/(from) Unrestricted	-14,113	-14,113	0
<b>Net Income</b>	<u>-10,335</u>	<u>-128,511</u>	<u>118,176</u>
<b>Total Equity</b>	<u>1,015,653</u>	<u>1,014,057</u>	<u>1,595</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,527,053</u></u>	<u><u>1,570,123</u></u>	<u><u>-43,070</u></u>

**PLANO WORKS LEADERSHIP FOUNDATION**  
**Balance Sheet**  
As of December 31, 2025

	<u>Dec 31, 25</u>	<u>Dec 31, 24</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
10000 · Foundation Checking- Prosperity	48,501	10,198
10011 · LP Operating - Prosperity	74,365	8,654
10020 · LP Savings - Veritex Bank	31,025	30,825
10300 · Due to (from) Leadership Plano	-2,846	1,143
10301 · Due to (from) Foundation	2,846	-1,143
<b>Total Checking/Savings</b>	<u>153,891</u>	<u>49,677</u>
<b>Accounts Receivable</b>		
11201 · Sponsorships Receivable	0	10,000
11202 · PROPEL recievables	7,500	15,000
13001 · Due from (to) Plano Chamber	43,480	135,663
<b>Total Accounts Receivable</b>	<u>50,980</u>	<u>160,663</u>
<b>Other Current Assets</b>		
18601 · Prepaid Expenses	1,231	1,231
<b>Total Other Current Assets</b>	<u>1,231</u>	<u>1,231</u>
<b>Total Current Assets</b>	206,102	211,571
<b>Fixed Assets</b>		
18901 · Computers and office equipment	1,044	0
18903 · Accumulated Depreciation	-174	0
<b>Total Fixed Assets</b>	<u>870</u>	<u>0</u>
<b>TOTAL ASSETS</b>	<u><b>206,972</b></u>	<u><b>211,571</b></u>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Equity</b>		
32000 · Unrestricted Net Assets	144,499	130,478
33000 · Net Assets Transferred from PCC	43,395	43,395
33100 · With Donor Restrictions		
33101 · Donor Restricted - Scholarships	3,575	0
<b>Total 33100 · With Donor Restrictions</b>	<u>3,575</u>	<u>0</u>
<b>Net Income</b>	<u>15,502</u>	<u>37,698</u>
<b>Total Equity</b>	206,972	211,571
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>206,972</b></u>	<u><b>211,571</b></u>

**Plano Chamber of Commerce & Foundation**  
**July - December YTD 2025 Variance Analysis**

	<u>Positive Variance</u>	<u>Negative Variance</u>	<u>Net Effect</u>	<u>Timing or Permanent</u>	<u>Explanation of variances &gt; \$1,000</u>
<b>INCOME</b>					
6010 Renewals		12,006		T	Past due top investors
6018 Tiered Dues Upgrades		2,683		P	Only 1 upgrade
6020 New Member Sales	9,825			T	Strong sales
6062 Contributions/Intern Sponsor		1,100		P	No Retreat sponsor; offset by lower expense
6248 Podcast Advertising		3,100		P	Annual sponsorship not sold
	<u>9,825</u>	<u>18,889</u>	<u>(9,064)</u>		
<b>EXPENSES</b>					
<b>Administrative</b>					
7010/7020 Commission/Bonus/Salaries	12,942			P	Current staffing/initiatives & goals
8030 Retirement	1,569			P	Based on current staffing/participation/eligibility
8520 Professional Development	2,847			P	Cost control; fewer out of town activities
<b>Facilities</b>					
no significant variances					
<b>Operations</b>					
8085 Credit Card Charges		1,214		P	More members paying/registering online
8503 Supplies	2,008			P	Cost control
8515 Networking	1,011			P	Cost control
8545 Due & subscriptions		2,272		P	Increase in subscriptions; ACCE dues increase
<b>Membership</b>					
8075 Executive Committee/BOD	1,348			P	Lower expenses/virtual meetings
	<u>21,725</u>	<u>3,486</u>	<u>18,239</u>		
<b>PROGRAMS</b>					
4001/9001 Signature Luncheons		18,213		P	Lower registrations and sponsors
4012/9012 Best of Plano		16,634		P	Higher expenses; sponsor backed out
4022 Small Business Initiative Sponsor		5,000		P	Not sold July - December
4025/9025 Workforce Development Series		1,750		P	Program delayed
4077 Collin County Day	4,700			P	Distribution from spring 2025 event
4060/9060 Annual Spotlight Series		2,750			Sponsorship not sold
4090/9090 Golf Tournament		14,257		P	Lower registrations and higher expenses
4094/9028 New Teacher Bags	7,822			P	More sponsors; lower expenses
4013/9013 Women's Division Luncheon		5,355		P	Lower registrations and lower fee
43410 501(c) Corporate Contributions		48,500		P	Slow to gain new donors/grants
43450 501(c) Individual Contributions		1,525		P	Lower donations
47220 Plano United Business Sponsor	5,000			T	Sponsor sold/paid earlier than budget
47230 PUB Application Fee		2,500		T	Not yet accepting applications
47246 PROPEL Sponsorships		12,500		P	Lower sponsors
47247 Principal for a Day		6,943		P	Lower sponsorships
47320 LP sponsorships		13,100		T	Presenting sponsor unpaid (Medical City Plano)
47320/47321 LP Alumni Contributions		1,585		T	Continue to receive donations
47350 LP Registrations	1,520			P	Unbudgeted alumni activities
61015 LP Food & Beverage	3,107			P	Cost control
61020 LP Speakers & Facilitators	2,225			T	Lower expenses; no speaker travel expenses
61022 LP Non-Cash Donations		1,500		P	Not budgeted; offset by sponsorships
61090 PROPEL Expenses	1,964			P	Cost control
61096 Talent Acquisition Task Force		1,122		P	Unbudgeted luncheon meeting
	<u>26,338</u>	<u>153,234</u>	<u>(126,896)</u>		
<b>Operations Variance</b>		(117,721)			Net variance explained above
		(3,642)			Unexplained variance (individually small variances)
		<u>(121,363)</u>			Net operating income variance from budget
<b>Other Income/Expense</b>					
6200 Interest	1,498			P	Investment activity not budgeted
6202 Unrealized investment gain (loss)	69,789			T	Investment activity not budgeted
6203 Investment Dividend Income	15,251			P	Investment activity not budgeted
	<u>86,538</u>	<u>-</u>	<u>86,538</u>		
<b>Net Income Variance</b>		(31,183)			Net variance explained above
		(3,706)			Unexplained variance (individually small variances)
		<u>(34,889)</u>			Net income variance from budget

**Plano Chamber of Commerce & Foundation**  
**December 2025 Variance Analysis**

	<u>Positive Variance</u>	<u>Negative Variance</u>	<u>Net Effect</u>	<u>Timing or Permanent</u>	<u>Explanation of variances &gt; \$500</u>
<b>INCOME</b>					
6010 Renewals		26,525		T	Unusually slow month
6018 Tiered Dues Upgrades		625		P	None
6020 New Member Sales		1,950		T	9 new members; 1 INVEST
6062 Contributions/Intern Sponsor		1,350		P	No Retreat sponsor; offset by lower expense
	<u>-</u>	<u>30,450</u>	<u>(30,450)</u>		
<b>EXPENSES</b>					
<b>Administrative</b>					
7010/7020 Commission/Bonus/Salaries	1,515			P	Current staffing/initiatives & goals
8015 Outside Contract Services		657		P	Unbudgeted outside sales contractor
8520 Professional Development	1,311			P	Cost control
<b>Facilities</b>					
no significant variances					
<b>Operations</b>					
8503 Supplies	505			T	Cost control
8510 Photography	941			T	Not yet invoiced for Board photo/staff headshots
<b>Membership</b>					
8593 Strategic Planning/Retreat	1,000			P	No expenses/food donated
	<u>5,272</u>	<u>657</u>	<u>4,615</u>		
<b>PROGRAMS</b>					
4012-9012 Best of Plano		2,500		P	Sponsor backed out after event
4013/9013 Women's Division Luncheon		3,030		P	Lower registrations and lower fee
43410 501(c) Corporate Contributions		8,500		P	None this month
47300 LP Tuition	550			T	Timing of installment payments
47320 LP sponsorships		2,500		T	Timing of payments
61013 LP Merchandise		772		T	Timing of purchase; budgeted in Nov
61014 LP Printing/Office Supplies		520		T	Timing of purchases; YTD close to budget
61015 LP Food & Beverage	1,459			P	Cost control
61020 LP Speakers & Facilitators	2,000			T	Lower expenses; no speaker travel expenses
	<u>4,009</u>	<u>17,822</u>	<u>(13,813)</u>		
<b>Operations Variance</b>		(39,648)			Net variance explained above
		(14)			Unexplained variance (individually small variances)
		<u>(39,661)</u>			Net operating income variance from budget
<b>Other Income/Expense</b>					
6202 Unrealized investment gain (loss)		6,798		T	Investment activity not budgeted
6203 Investment Dividend Income	3,178			P	Investment activity not budgeted
	<u>3,178</u>	<u>6,798</u>	<u>(3,620)</u>		
<b>Net Income Variance</b>		(43,268)			Net variance explained above
		(5)			Unexplained variance (individually small variances)
		<u>(43,273)</u>			Net income variance from budget
<b>Past due top investors 12/31/25:</b>					
INSPIRE Level Due 9/30: Frito-Lay, Medical City					
INNOVATE Level Due 12/31: Dallas Mavericks, Raising Canes					
Dues 11/30: Tech Mahindra					
INVEST level Due 12/31: Brixmore Prop, Doosan Robotics, Gaedeke Group, IDR, InTouch CU,					
Randolph Brooks FCU, Tyler Technologies					
Due 11/30: Texas Oncology Plano East, TriNet					
Due 9/30: Legacy Hall					
Due 8/31: Gleneagles					
<b>Total Value</b>	<u><b>\$50,000</b></u>				<b>Total past due memberships 12/31/25 = \$100,700</b>

**Plano Chamber of Commerce  
Cash Flow Projections  
December 2025**

	Nov & Dec Actual	Next 90 Days Budget	Next 90 Days Projected	Change	Explanation
<b>CASH BALANCE, BEGINNING OF PERIOD</b>	\$ 42,254	\$ 21,758	\$ 21,758		
<b>Dues</b>					
Renewals	60,450	151,000	173,000	22,000	Collect past due top investors
Tiered Dues Upgrade	-	1,875	1,875	-	
New Members	21,250	51,500	53,045	1,545	Sales goals above budget
Enhanced Membership	675	750	750	-	
<b>Non-Dues</b>	373	71,831	71,831	-	Membership Directory & Map
<b>Programs</b>					
Women's Division	2,270	500	500	-	
Best of Plano	49,710	-	-	-	
Signature Luncheons	-	66,450	66,450	-	Annual Meeting (Jan); State of AI (March)
Golf Tournament	-	-	-	-	
Young Professionals of Plano	405	4,400	4,400	-	Sponsor and annual pass sales
Public Policy	-	10,000	5,000	(5,000)	No sponsor for January candidate forum
Other	105	32,925	32,925	-	Small Bus Sponsor \$5k, Cyber Security Gude \$10k, C&A Alliance \$16k
<b>TOTAL CASH INFLOW</b>	<b>135,238</b>	<b>391,231</b>	<b>409,776</b>	<b>18,545</b>	
<b>Administrative</b>	142,697	221,449	221,449	-	
<b>Facilities</b>	6,635	9,937	9,937	-	
<b>Operations</b>	22,317	31,671	34,171	2,500	Higher credit card fees and tech support
<b>Membership</b>	2,023	56,738	56,738	-	
<b>Programs</b>					
Women's Division	3,175	-	-	-	
Best of Plano	44,709	-	-	-	
Signature Luncheons	-	27,780	27,780	-	
Golf Tournament	-	-	-	-	
Young Professionals of Plano	205	100	100	-	
Public Policy	-	20,500	13,500	(7,000)	Collin County Votes, adv consultant delayed
Other	277	1,600	1,600	-	
<b>TOTAL CASH OUTFLOW</b>	<b>222,038</b>	<b>369,775</b>	<b>365,275</b>	<b>(4,500)</b>	
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>(86,800)</b>	<b>21,456</b>	<b>44,501</b>	<b>23,045</b>	
<b>Capital Asset Acquisitions/Dipsosals</b>	-	-	-	-	
<b>Net change in def rev, prepaids, a/p, a/r</b>	66,304	-	(45,000)	-	Decrease in deferred revenue
<b>CASH BALANCE END OF PERIOD</b>	<b>\$ 21,758</b>	<b>\$ 43,214</b>	<b>\$ 21,259</b>	<b>(21,955)</b>	
<b>Operating</b>	<b>\$ 7,871</b>		<b>\$ 7,372</b>		
Veritex Money Market (funds from PPP loan)	10,962		10,962		
Operating Prosperity Money Market	2,925		2,925		
<b>TOTAL OPERATING CASH ACCOUNTS</b>	<b>21,758</b>		<b>\$ 21,259</b>		
Frost Bank Checking & Money Market	7,321				
BUGPAC Board Restricted Money Market	11,886				\$ 201,855 Total held at Prosperity Bank at month end not to exceed FDIC insured limit
CC Day	15,095				
Petty Cash	303				
Raymond James Money Market & CDs	344,141				
Raymond James Marketable Securities	973,790				\$ 201,356 Total held at Prosperity Bank at end of 30 days not to exceed FDIC insured limit
<b>TOTAL CASH, EQUIVALENTS &amp; INVESTMENTS</b>	<b>\$ 1,374,294</b>				
<b>LP Prosperity Checking</b>	<b>75,197</b>				
LP Savings Veritex	30,997				
Foundation Prosperity Checking	103,976				
<b>TOTAL FOUNDATION CASH ACCOUNTS</b>	<b>\$ 210,170</b>				\$ 43,479 Total due from Chamber to Foundation at end of month
<b>LINE OF CREDIT BALANCE END OF PERIOD</b>	<b>\$ -</b>				

The goal of the Chamber is to develop an operating reserve of approximately three months operating expenses. All operating reserve assets are to be maintained in cash and cash equivalent accounts insured by the FDIC. Transfers to and from the operating reserve are approved by the finance committee.

**Plano Chamber of Commerce and Foundation**  
**Combined Summary Profit and Loss Budget Performance Report**  
**July 1 - November 30, 2025**

	Chamber	Foundation	Combined	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
<b>01 · Dues</b>						
6010 · Renewals	220,019	0	220,019	205,500	14,519	582,830
6018 · Tiered Dues Upgrade	1,067	0	1,067	3,125	-2,058	7,500
6020 · New Members Sales	87,275	0	87,275	75,500	11,775	185,000
6244 · Enhanced Membership	1,250	0	1,250	1,250	0	3,250
<b>Total 01 · Dues</b>	309,611	0	309,611	285,375	24,236	778,580
<b>Total 02 · Non-Dues</b>	2,983	0	2,983	7,451	-4,468	87,850
<b>Total 03 · Programs</b>	154,300	156,265	310,565	440,235	-129,670	828,450
<b>Total Income</b>	466,894	156,265	623,159	733,061	-109,902	1,694,880
<b>Gross Profit</b>	466,894	156,265	623,159	733,061	-109,902	1,694,880
<b>Expense</b>						
<b>Total 05 · Administrative</b>	315,348	84,955	400,303	413,088	-12,785	1,073,992
<b>Total 06 · Facilities</b>	19,173	0	19,173	19,085	88	45,690
<b>Total 07 · Operations</b>	75,681	9,142	84,823	81,876	2,947	154,662
<b>Total 08 · Membership</b>	4,520		4,520	5,330	-810	68,002
<b>Total 09 · Program</b>	78,413	29,507	107,920	125,539	-17,619	319,430
<b>8650 · Depr &amp; Amort</b>	11,331	145	11,476	11,440	36	27,450
<b>Total Expense</b>	504,465	123,749	628,214	656,358	-28,144	1,689,226
<b>Net Ordinary Income (Loss)</b>	<b>-37,571</b>	<b>32,516</b>	<b>-5,055</b>	<b>76,704</b>	<b>-81,758</b>	<b>5,654</b>
<b>Other Income/Expense</b>						
<b>Other Income</b>						
6200 · Interest	6,047	83	6,130	4,615	1,515	11,132
6202 · Unrealized invstmnt gain (loss)	76,587	0	76,587	0	76,587	0
6203 · Investment Dividend Income	12,072	0	12,072	0	12,072	0
<b>Total Other Income</b>	94,705	83	94,788	4,615	90,173	11,132
<b>Other Expense</b>						
9204 · Investment Expense	3,531	0	3,531	3,500	31	7,000
<b>Total Other Expense</b>	3,531	0	3,531	3,500	31	7,000
<b>Net Other Income</b>	91,174	83	91,257	1,115	90,142	4,132
<b>Net Income (Loss)</b>	<b>53,603</b>	<b>32,599</b>	<b>86,202</b>	<b>77,819</b>	<b>8,384</b>	<b>9,786</b>

**Plano Chamber of Commerce**  
**Balance Sheet**  
As of November 30, 2025

	<u>Nov 30, 25</u>	<u>Nov 30, 24</u>	<u>\$ Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
1010 · Checking - General -Prosperity	7,804	14,755	-6,951
1015 · CC Day - American National Bank	15,095	8,378	6,716
1016 · Money Market Prosperity BUGPAC	11,873	11,697	175
1017 · Money Market Prosperity	2,922	13,874	-10,952
1018 · Frost Checking	3,016	3,016	0
1019 · Frost Money Market	4,302	4,260	42
1020 · Money Market - Veritex Bank	10,957	27,882	-16,925
1022 · Due from (to) Leadership Plano	-23,854	-17,280	-6,573
1025 · Due from(to) 501(c)3 Foundation	24,549	-71,696	96,245
1040 · Petty Cash Fund	303	264	39
1106 · Money Market- Raymond James	88,493	174,463	-85,969
1107 · CD - Raymond James - Oct 25	128,407	125,114	3,293
<b>Total Checking/Savings</b>	<u>273,867</u>	<u>294,727</u>	<u>-20,860</u>
<b>Accounts Receivable</b>			
1210 · Membership Receivable	49,510	58,750	-9,240
<b>Total Accounts Receivable</b>	<u>49,510</u>	<u>58,750</u>	<u>-9,240</u>
<b>Other Current Assets</b>			
1323 · Accounts Receivable - Program	14,335	19,039	-4,704
1324 · Accts Rec - Employee	1,935	1,779	156
1340 · Prepaid Operating Expense	3,789	19,725	-15,936
<b>Total Other Current Assets</b>	<u>20,060</u>	<u>40,543</u>	<u>-20,483</u>
<b>Total Current Assets</b>	<u>343,436</u>	<u>394,020</u>	<u>-50,583</u>
<b>Fixed Assets</b>			
1540 · Leasehold/Building Improvements	228,622	228,622	0
1560 · Furniture, Fixtures, & Equip	74,122	74,122	0
1561 · Computer & Office Equip	103,636	100,656	2,980
1570 · Accumulated Depreciation	-295,968	-268,815	-27,153
1575 · Right of Use Asset - Lease	31,269	31,269	0
1576 · Right of Use Asset - Operating	112,987	112,987	0
1580 · Accum Depr. - Leased Equipment	-30,862	-83,574	52,711
1581 · Accum Amort - ROU Asset Operati	-89,182	0	-89,182
<b>Total Fixed Assets</b>	<u>134,623</u>	<u>195,267</u>	<u>-60,644</u>
<b>Other Assets</b>			
1108 · Mutual Funds - Raymond James	368,093	304,084	64,009
1109 · Equities - Raymond James	610,800	621,543	-10,743
1481 · CDs - Raymond James	124,850	128,990	-4,140
<b>Total Other Assets</b>	<u>1,103,743</u>	<u>1,054,618</u>	<u>49,125</u>
<b>TOTAL ASSETS</b>	<u><u>1,581,803</u></u>	<u><u>1,643,905</u></u>	<u><u>-62,102</u></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
2010 · Accounts Payable	19,607	47,530	-27,924
<b>Total Accounts Payable</b>	<u>19,607</u>	<u>47,530</u>	<u>-27,924</u>
<b>Other Current Liabilities</b>			
2055 · Accounts Payable - Accrual	39,261	2,240	37,021
2057 · Due to Collin County Day	15,095	8,378	6,716
2110 · Accrued Payroll	2,696	0	2,696
2163 · Accts Pay - Sales Tax	0	4	-4

**Plano Chamber of Commerce**  
**Balance Sheet**  
As of November 30, 2025

	<u>Nov 30, 25</u>	<u>Nov 30, 24</u>	<u>\$ Change</u>
2300 · Deferred Revenue	28,382	69,010	-40,628
2301 · Deferred Membership Dues	372,648	386,077	-13,429
2305 · Lease Obligation - Current	637	4,934	-4,297
2306 · Lease Liability - Operating Cur	16,254	15,453	801
<b>Total Other Current Liabilities</b>	<u>474,972</u>	<u>486,095</u>	<u>-11,123</u>
<b>Total Current Liabilities</b>	494,578	533,625	-39,047
<b>Long Term Liabilities</b>			
2731 · Prosperity Bank Line of Credit	0	0	0
2732 · Lease Obligation - Non-Current	2,850	6,853	-4,003
2733 · Lease Liability - Operating NC	4,784	33,013	-28,229
<b>Total Long Term Liabilities</b>	<u>7,634</u>	<u>39,866</u>	<u>-32,232</u>
<b>Total Liabilities</b>	502,212	573,491	-71,279
<b>Equity</b>			
3100 · Temp Restricted Net Assets			
3123 · BUGPAC Funds	11,624	11,624	0
<b>Total 3100 · Temp Restricted Net Assets</b>	<u>11,624</u>	<u>11,624</u>	<u>0</u>
3330 · Unrestrict Net Assets	1,028,477	1,145,057	-116,580
3335 · Transfer to/(from) Unrestricted	-14,113	-14,113	0
<b>Net Income</b>	<u>53,603</u>	<u>-72,155</u>	<u>125,758</u>
<b>Total Equity</b>	<u>1,079,591</u>	<u>1,070,413</u>	<u>9,178</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,581,803</u></u>	<u><u>1,643,905</u></u>	<u><u>-62,101</u></u>

**PLANO WORKS LEADERSHIP FOUNDATION**  
**Balance Sheet**  
As of November 30, 2025

	<u>Nov 30, 25</u>	<u>Nov 30, 24</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
10000 · Foundation Checking- Prosperity	109,001	18,148
10011 · LP Operating - Prosperity	74,330	65,900
10020 · LP Savings - Veritex Bank	31,011	30,808
10300 · Due to (from) Leadership Plano	-2,846	1,143
10301 · Due to (from) Foundation	2,846	-1,143
<b>Total Checking/Savings</b>	<u>214,342</u>	<u>114,855</u>
<b>Accounts Receivable</b>		
11201 · Sponsorships Receivable	0	11,500
11202 · PROPEL receivables	7,500	15,000
13001 · Due from (to) Plano Chamber	-695	88,977
<b>Total Accounts Receivable</b>	<u>6,805</u>	<u>115,477</u>
<b>Other Current Assets</b>		
18601 · Prepaid Expenses	1,231	1,231
<b>Total Other Current Assets</b>	<u>1,231</u>	<u>1,231</u>
<b>Total Current Assets</b>	<u>222,377</u>	<u>231,563</u>
<b>Fixed Assets</b>		
18901 · Computers and office equipment	1,044	0
18903 · Accumulated Depreciation	-145	0
<b>Total Fixed Assets</b>	<u>899</u>	<u>0</u>
<b>TOTAL ASSETS</b>	<u><u>223,276</u></u>	<u><u>231,563</u></u>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 · Accounts Payable	-792	378
<b>Total Accounts Payable</b>	<u>-792</u>	<u>378</u>
<b>Total Current Liabilities</b>	<u>-792</u>	<u>378</u>
<b>Total Liabilities</b>	<u>-792</u>	<u>378</u>
<b>Equity</b>		
32000 · Unrestricted Net Assets	144,499	130,478
33000 · Net Assets Transferred from PCC	43,395	43,395
33100 · With Donor Restrictions		
33101 · Donor Restricted - Scholarships	3,575	0
<b>Total 33100 · With Donor Restrictions</b>	<u>3,575</u>	<u>0</u>
<b>Net Income</b>	<u>32,599</u>	<u>57,312</u>
<b>Total Equity</b>	<u>224,068</u>	<u>231,185</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>223,276</u></u>	<u><u>231,563</u></u>

**Plano Chamber of Commerce & Foundation**  
**November 2025 Variance Analysis**

	<u>Positive Variance</u>	<u>Negative Variance</u>	<u>Net Effect</u>	<u>Timing or Permanent</u>	<u>Explanation of variances &gt; \$500</u>
<b>INCOME</b>					
6010 Renewals	12,475			T	Strong renewals; 5 INNOVATE
6018 Tiered Dues Upgrades		625		P	None
6020 New Member Sales	2,700			T	12 new members; 1 INNOVATE, 1 INVEST
6248 Podcast Advertising		2,500		P	Annual sponsorship not sold
	<u>15,175</u>	<u>3,125</u>	<u>12,050</u>		
<b>EXPENSES</b>					
<b>Administrative</b>					
7010/7020 Commissions/Bonus/Salaries	4,158			P	Current staffing/initiatives & goals
8520 Professional Development	1,266			T	Lower costs
<b>Facilities</b>					
7580 Donated Professional Services		925		T	Timing of membership trades
<b>Operations</b>					
8085 Credit Card Fees		537		P	More online payments than budgeted
8530 Audit & Tax Return		750		T	Final billing budgeted for October
8545 Dues & Subscriptions		2,335		P	ACCE Annual Dues increased by \$918
8560 Website		635		T	Domain registrations including regional
<b>Membership</b>					
no significant variances					
	<u>5,424</u>	<u>5,182</u>	<u>242</u>		
<b>PROGRAMS</b>					
4012/9012 Best of Plano		14,134		P	Higher expenses
4025/9025 Workforce Development Series		875		P	Program delayed
4060 Annual Spotlight Series		2,750		P	Sponsorship not sold
43410 501(c) Corporate Contributions		10,000		P	None this month
47220 PUB Sponsorship	5,000			T	Budgeted for January
47230 PUB Application Fee		2,500		T	No applications yet
47300 LP Tuition		750		T	Timing of installment payments
47320 LP sponsorships		4,800		T	Timing of payments
47330 LP Alumni Contributions		1,655		T	Continuing to solicit
61013 LP Merchandise	968			T	LP Class shirts not purchased until Dec
61015 LP F & B		591		T	Prepaid for Holiday Party beverages
61103 PUB Marketing & Printing		1,000		T	None spent to date
	<u>5,968</u>	<u>39,055</u>	<u>(33,087)</u>		
<b>Operations Variance</b>		(20,795)	Net variance explained above		
		2,012	Unexplained variance (individually small variances)		
		<u>(18,783)</u>	Net operating income variance from budget		
<b>Other Income/Expense</b>					
6202 Unrealized investment gain (loss)	22,523			T	Investment activity not budgeted
6203 Investment Dividend Income	2,216			P	Investment activity not budgeted
	<u>24,739</u>	<u>-</u>	<u>24,739</u>		
<b>Net Income Variance</b>		3,944	Net variance explained above		
		2,050	Unexplained variance (individually small variances)		
		<u>5,994</u>	Net income variance from budget		