AGENDA

• State of the Chamber
• Board of Directors
• 5 Pilars for Success
• PRCC Management Team
STATE OF THE CHAMBER: FINANCES

- 9% reduction rate in member invoices per year
- $661,000 in 2016 vs. $416,000 for 2020
**MEMBER: YEAR END PROJECTION**

**Active Members**
- 2015: 993
- 2016: 860
- 2017: 752
- 2018: 652
- 2019: 651
- 2020: 574

**New Members**
- 2015: 191
- 2016: 179
- 2017: 237
- 2018: 216
- 2019: 143
- 2020: 38

**Cancelled Memberships**
- 2015: 43
- 2016: 103
- 2017: 107
- 2018: 43
- 2019: 101
- 2020: 104
STATE OF THE CHAMBER: EMPLOYEES

14 employees 2017 v. 9 employees 2020
• 56 committees in total

• If we place 5 members per Committee on average, we need 280 members!
AGENDA

• State of the Chamber
• Board of Directors
• 5 Pilars for Success
• PRCC Management Team
EVERY BOARD MEMBER WILL HAVE AN IMPORTANT ROLE TO PLAY, BE IT AS MEMBER OF THE EXECUTIVE COMMITTEE OR AS PRESIDENT OF A COMMITTEE.
 BOARD OF DIRECTORS GOVERNANCE

• Increase Boards influence and authority over the Chamber

ADHERE THE PRCC TO THE GOVERNING STRUCTURE

• Change structure of monthly meetings to allow effective oversight of Committees
• Every Board Member will preside a Committee with reporting responsibilities to the Board
• KPIs of the Board

ACTIVATE EXECUTIVE COMMITTEE

• Run along with management the daily operations of the Chamber
• Evaluate By Laws and Norms to propose changes to the Board
• Revise strategic plan
• Revise performance of Executive Director and Team
FISCAL STABILITY OF THE CHAMBER

APPOINT AUDIT COMMITTEE

EVALUATE AND PROMOTE CHANGES TO THE MISSION, VISION, BY LAWS AND NORMS OF THE CHAMBER

STRATEGIC PLAN

APPROVE AGENDA OF ASSEMBLIES

APPROVE BUSINESS PLAN OF PRESIDENT ELECT

CREATE, REDUCE, COMMITTEES

APPROVE NORMS OF COMMITTEES

APPROVE RECOMMENDATIONS OF THE DIRECTOR OF MEMBER SERVICES

APPROVE NORMS OF NOMINATIONS COMMITTEE

APPROVE NORMS OF COUNCIL OF AFFILIATES

RATIFY COMMITTEES

APPROVE COUNCIL OF NGO’S

DATE OF ASSEMBLY'S

HIRE EXECUTIVE DIRECTOR
APPROVE OFFICIAL SEAL OF THE CHAMBER, NEW MEMBERS, APPOINTMENTS OF PRESIDENTS OF COMMITTEES, YEARLY PLANS OF COMMITTEES

ELECT VP, TREASURER AND SECRETARY

SEND TO THE ETHICS COMMITTEE SITUATIONS THAT NEED THEIR EVALUATION

CREATE PAYMENT PLANS FOR MEMBERS

CELEBRATE REFERENDUMS

ESTABLISH SUBSCRIPTION PLANS FOR MEMBERS

RECEIVE RECOMMENDATIONS FROM THE NOMINATION COMMITTEE

APPROVE NORMS OF NOMINATIONS COMMITTEE

CONFERR STATUS OF "DIRECTOR EMERITUS"

APPOINT AUDIT COMMITTEE

APPROVE BUSINESS PLAN OF PRESIDENT ELECT

APPROVE EXECUTIVE VP, REMOVE FROM THE POST IF NECESSARY

IMPLEMENT INSTRUCTIONS FROM THE ASSEMBLY

AUTHORIZE FUND REVENUE CAMPAIGNS BY COMMITTEES

ORDER INTERVENTIONS AT PRCC
ADHERE THE CCPR TO THE GOVERNING STRUCTURE

EXTENSIVELY USE THE EXECUTIVE COMMITTEE

AMEND NORMS TO REFLECT REALITY OF THE BOARD

EVALUATE BY LAWS

WORK WITH MANAGEMENT TO FULFILL GOALS OF BUSINESS PLAN AND STRATEGIC PLAN

WORK ALONG WITH MANAGEMENT TO STABILIZE FINANCES
ROLE OF THE BOARD

• One meeting every two months for management to discuss KPIs, financial situation, events, membership report and progress towards the completion of Business Plan.

• One meeting every two months for Committees to report activities, results, future plans and evaluate indicators of the business.

• Board will have KPIs to measure its performance.
## KPI’s of the Board (Per Member)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Participation in Committees</th>
<th>Assistance to Board Meetings</th>
<th>Participation in Events</th>
<th>New Members promoted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preside a Committee or Participation in Executive Committee</td>
<td>12 Board Meetings Assemblies (if needed)</td>
<td>9 Events</td>
<td>2 Members</td>
<td></td>
</tr>
</tbody>
</table>
AGENDA

• State of the Chamber
• Board of Directors
• 5 Pilars for Success
• PRCC Management Team
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY

SALES AND MEMBER RECRUITMENT + DEVELOPMENT

LEGISLATION AND ADVOCACY

TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS

COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
PILLAR ONE: FINANCIAL STABILITY

• Measures: improve offering on transaction level members

• Offer two versions of the lowest Price Membership: Individual and Individual Gold with more tangible offerings ($40,000 potential revenue)

• Offer past members a reduce rate to activate their membership ($50,000 potential revenue)

• Pass a rule of positive profit requirement for events ($10,000-$15,000 per event)
THE JOURNEY OF A NEW MEMBER

TRANSACTIONAL TO TRANSFORMATIONAL MEMBER

DISCOUNTS

EVENTS

MARKETING

NETWORKING

MARKET RESEARCH

MENTORING

GOVERNMENT RELATIONS

ADVOCACY

CREDIBILITY
THE JOURNEY OF A NEW MEMBER

DISCOUNTS
• Payroll Services, Accounting Software, Insurances, Office supplies, Print Services, Meeting Rooms

EVENTS
• HR Training free of Charge

MARKETING
• Introduce new members to the Chamber Community free of charge, email blast, newsletter, CCPR Decal

Transactional to Transformational Member
The Journey of a New Member

Transactional to Transformational Member

Market Research

Consumer Confidence Index

Business Confidence Index

Economic Indicators

Transactional to Transformational Member
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY

SALES AND MEMBER RECRUITMENT + DEVELOPMENT

LEGISLATION AND ADVOCACY

TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS

COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
PILLAR TWO: MEMBER RECRUITMENT, DEVELOPMENT AND SALES

• Expand staff to include a senior level position (in house or by contract) in charge of member development, recruitment and sales

• KPI: increase in membership and sponsorship, with an ROI of 2.

• Rethink communications strategy to send industry specific information to members.
PILLAR TWO: MEMBER RECRUITMENT, DEVELOPMENT AND SALES

• Establish a communication effort to current members to explain the benefits of their membership, and invite them to use the services, participate in committees, etc.

• Install Power BI at the Chamber to have membership data, reports and analysis, online and real time

• Collect data about members and their relationship with the Chamber to better align services

• We need to “touch base” with every Member of the Chamber every year
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY

SALES AND MEMBER RECRUITMENT + DEVELOPMENT

LEGISLATION AND ADVOCACY

TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS

COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
PILLAR THREE: LEGISLATION AND ADVOCACY

- Lobby day (January 2021)
- US Washington Relations
- Internship research resource
- Legislative Session Term Analysis
- Meetings with political candidates to present proposals of the Chamber of Commerce
LEGISLATION AND ADVOCACY

• Resolutions Book
  • Organize all resolutions into a document by theme
  • Document will be updated and maintained
  • Eliminate old resolutions that are not pursued or not in effect
LEGISLATIVE AGENDA

ENERGY: RSA AND ITS IMPACT ON OUR BUSINESSES

TAX REFORM AND INVENTORY TAX

PERMITS REFORM

HEALTH: FUNDING PARITY (MEDICARE AND MEDICAID)

FOOD SAFETY: FROM NAP TO SNAP
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY
SALES AND MEMBER RECRUITMENT + DEVELOPMENT
LEGISLATION AND ADVOCACY
TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS
COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
<table>
<thead>
<tr>
<th><strong>EVENTS SCHEDULE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RSA/ENERGY (AUGUST)</strong></td>
</tr>
<tr>
<td>• Introduce the position of the Chamber from the perspective of the private sector and its effects on the economy, businesses and citizens</td>
</tr>
<tr>
<td><strong>SEPTEMBER</strong></td>
</tr>
<tr>
<td>• (If there is an opportunity to promote our agenda to the political parties, this month should be used for that purpose)</td>
</tr>
<tr>
<td><strong>HEALTH/THE IMPACT OF ELECTIONS (OCTOBER)</strong></td>
</tr>
<tr>
<td>• Expected changes in the US and Puerto Rico after elections, current state with funding.</td>
</tr>
<tr>
<td><strong>GOVERNOR ELECT</strong></td>
</tr>
<tr>
<td>• Lunch with Governor Elect, presentation of our agenda to the Governor Elect</td>
</tr>
<tr>
<td>Event Name</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Economic Development and Investment conference</td>
</tr>
<tr>
<td>State of the Health and Insurance Sector, expected changes</td>
</tr>
<tr>
<td>Unite top CEO’s to present their perspectives on Puerto Rico’s Economy, plans, and expansion of their industry. Attach it with startups.</td>
</tr>
<tr>
<td>The importance of the Credit Unions in Puerto Rico as a powerhouse to promote Economic Development.</td>
</tr>
</tbody>
</table>
EVENTS: THINGS TO WATCH FOR

- Reforms to the Tax Revenue Code that would require for us to promote an event.
- The HR Training we will do for free for our members as part of the price up program.
- Opportunity to Bring Startups to an Event
The theme of the convention is to showcase the agenda Puerto Rico needs to address allowing for a decade of economic expansion and showcase new industries that are fueling that growth.

- **TWO DAY CONVENTION**
- **IT HAS TO BE PROFITABLE**
- **UNLINK ELECTIONS FROM CONVENTION**
- **PRESENT TWO STUDIES: CCI AND BCI**
- **Q AND A WITH GOVERNOR TO DISCUSS STUDIES**
- **CANDIDATES FOR THE BOARD EVENT @ CONVENTION**

**GENERAL ASSEMBLY WILL BE HELD AT A LATER DATE AT THE END OF JUNE**
EVENTS HAS AN INCREASED BUDGET FOR 2021 TO ACCOUNT FOR THE REDUCTION IN MEMBERSHIP.
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY

SALES AND MEMBER RECRUITMENT + DEVELOPMENT

LEGISLATION AND ADVOCACY

TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS

COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
WORKFLOW OF COMMITTEES

- **Board Creates Committee Manual**
- **Presidents Makes Recommendation to Which Committees Will Be in Operation, Including Committee Members**
- **Board Approves Committees and Appointments**
- **Committees Create Plan for the Year Based on Strategic Plan**
- **Board Approves Plan**
- **Board Sends Policy Questions to Committees**
- **Board and President Can Authorize Committees to Do Work on Behalf of the Chamber**
- **Committees Submit to the Board a Report on Activities Done for the Year**
- **Executive Director Sends Reports to the Membership**
COMMITTEES: SIMPLIFY AND AMPLIFY

• Have a Committee structure that allows for easier oversight from the board, and participation by the board in Committees and Events

• Implement Governing Structure of Committees as designed in the Norms, By Laws and Rules

• Create something that we can manage.
Committees needed to implement Business Plan

- TAXATION
- HEALTH
- PERMITS
NEW STRUCTURE

Committees needed to implement norms of the chamber

- Legislation and Advocacy
- Commerce and Industry
- Insurance, Banking and Credit Unions
- Infrastructure and Energy
- Socio-Economic Development
- Technology
NEW STRUCTURE

Committees needed for institutional development

INSTITUTIONAL DEVELOPMENT

RED

YOUNG ENTREPRENEURS

UNIVERSITY CHAPTERS
NEW COMMITTEE STRUCTURE

- Statutory Committees: 14
- Policy Committees: 39
- Institutional Development: 6
- Institutional Development: 3
AGENDA

- State of the Chamber
- Board of Directors
- 5 Pilars for Success
- PRCC Management Team
BUSINESS PLAN ONE PAGER

BOARD OF DIRECTORS

FINANCIAL STABILITY
SALES AND MEMBER RECRUITMENT + DEVELOPMENT
LEGISLATION AND ADVOCACY
TOP LEVEL EDUCATION AND EVENTS FOR MEMBERS
COMMITTEES: SIMPLIFY AND AMPLIFY

SERVICE CENTER FOR MEMBERS
SERVICE READY OPERATION

EVENTS AND EDUCATION FOR MEMBERS

SALES, MEMBER RECRUITMENT AND DEVELOPMENT

MEMBER SERVICES
<table>
<thead>
<tr>
<th>EVENTS AND EDUCATION FOR MEMBERS</th>
<th>SALES, MEMBER RECRUITMENT AND DEVELOPMENT</th>
<th>MEMBER SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce the HR Free event plus 8 events</td>
<td>Manage recruitment tools and assist in increasing member awareness of benefits from chamber</td>
<td>Manage new offerings for members</td>
</tr>
</tbody>
</table>
X-RAY OF THE MEMBER

COLLECT MEMBER LEVEL DATA TO ALLOW FOR BETTER SERVICE

IDENTIFY WHAT THEY DO, POLICY INTERESTS AND AREAS FOR GROWTH WITHIN THE CHAMBER

DATA DEPLOYED IN POWER BI
# KPI’s for Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Kpi</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Member Target</td>
<td>80</td>
<td>$48,000 In New Revenue</td>
</tr>
<tr>
<td>Reactivation Of Members</td>
<td>60</td>
<td>$36,000 In New Revenue</td>
</tr>
<tr>
<td>Conversion Of Individual To Individual Gold</td>
<td>96</td>
<td>$17,280 In New Revenue</td>
</tr>
<tr>
<td>Completion Of Events Budget</td>
<td>90%</td>
<td>$180,000</td>
</tr>
<tr>
<td>Compliance With The Budget</td>
<td>100%</td>
<td>Revenue And Expense Targets Above Expectations</td>
</tr>
<tr>
<td>Category</td>
<td>Kpi</td>
<td>Result</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>Renovation Of Members</td>
<td>83%</td>
<td>$11,400 In New Revenue</td>
</tr>
<tr>
<td>Design And Implementation Of Marketing Plan</td>
<td>Y/N</td>
<td>Based On Business Plan And New Tools</td>
</tr>
<tr>
<td>Completion Of Business Plan</td>
<td>90%</td>
<td>90% Of All Targets</td>
</tr>
<tr>
<td>Completion Of Year 1 Targets Of Strategic Plan</td>
<td>90%</td>
<td>90% Of All Targets</td>
</tr>
<tr>
<td>Members Contacted Per Month</td>
<td>200</td>
<td>All Members Will Be Serviced 4 Times Year</td>
</tr>
<tr>
<td>Complete X-Ray Of Members</td>
<td>500 Members</td>
<td>Data Of All Members In A Database Ready To Be Used</td>
</tr>
</tbody>
</table>
“I'm asking you to believe - not in my ability to bring about change, but in yours…”

– BARACK OBAMA