

**WELCOME!**

**Spring 2024 PLMA Board Meeting  
Portland, OR**

**May 6, 2024**

# PLMA's Antitrust Guidelines:

**PLMA's Antitrust Guidelines direct PLMA event participants to avoid discussion of topics or behavior that would result in anti-competitive behavior including:**

- Restraint of trade and conspiracies to monopolize,
- Unfair or deceptive business acts or practices,
- Price discrimination, division of markets, allocation of production, imposition of boycotts, and exclusive dealing arrangements.

# Call to Order



# Chair's Welcome

Rich Barone, Oracle  
PLMA Board Chair





## Officer & Staff Reports

Chair

Vice Chair

Secretary

Treasurer

PLMA Staff



## Strategic Planning: Vision 2024

Strategic Initiatives



## PLMA's Branding Refresh

Operational Imperatives



## New Business

Open Discussion

Q&A



## Governance Presentation & Discussion

Update & Next Steps



## Closing Remarks

# Thank You 68 PLMA Sustaining Members!



# Thank You 134 PLMA Advisory, Associate, and Academic Members!

1. ADM Associates
2. Advanced Energy
3. AESP
4. Alternative Energy Systems Consulting
5. Ameren
6. American Municipal Power
7. American Public Power Association
8. Apex Analytics
9. Applied Energy Group
10. APTIM
11. Aquanta
12. Ava Community Energy
13. Avangrid
14. BC Hydro
15. Benton PUD
16. The Brattle Group
17. BrightLine Group
18. Cadmus Group
19. California ISO
20. Camus Energy
21. Central Hudson Gas & Electric
22. Chelan County PUD
23. City of Tallahassee Utilities
24. Community Power Coalition of New Hampshire
25. Copeland
26. Dairyland Power Cooperative
27. Demand Side Analytics
28. Derapi
29. DNV
30. Dominion Energy
31. Duquesne Light Company
32. Edison Electric Institute
33. Edo
34. Efficiency Vermont
35. EFI
36. Electric Power Engineers
37. Energy Solutions
38. EnerVision
39. Entergy
40. ev.energy
41. Eversource
42. EY
43. Fermata Energy
44. FirstEnergy
45. FlexCharging
46. Florida Power and Light
47. Gainesville Regional Utilities
48. GDS Associates
49. Georgia Power Company
50. GridOptimize
51. Hawaiian Electric Company
52. Hoosier Energy
53. Hydro Quebec
54. IBACOS
55. Idaho Power
56. IGS Energy
57. Illume Advising
58. Integral Analytics
59. IPKeys Power Partners
60. Itron
61. Jackson EMC
62. Johns Hopkins University
63. Kaluza
64. Kitu Systems
65. Kraken
66. Lawrence Berkeley National Laboratory
67. Leap Energy
68. Lenore Zeuthen Independent Consultant
69. Linden Clean Energy
70. Lumin
71. Lunar Energy
72. Madison Gas and Electric
73. Manitoba Hydro
74. Manitowoc Public Utilities
75. Michaels Energy
76. Mysa
77. National Renewable Energy Laboratory (NREL)
78. National Rural Electric Cooperative
79. National Rural Utilities Coop. Finance Corporation
80. Newfoundland Power
81. Nissan Group of North America
82. North Carolina Electric Membership Corporation
83. NorthBridge Energy Partners
84. Northwest Energy Efficiency Alliance
85. NRG
86. NTC
87. NW Natural
88. Octopus Energy
89. Oglethorpe Power Corporation
90. Oncor Electric Delivery
91. Optiwatt
92. Otter Tail Power Company
93. Panasonic Smart Mobility Office
94. Piclo
95. PSEG Long Island
96. Public Service Company of Oklahoma
97. Qmerit
98. Rainforest Automation
99. Rappahannock Electric Cooperative
100. Rhythmos
101. RMI
102. Rolling Energy Resources
103. Sacramento Municipal Utility District
104. Sagewell
105. San Diego Gas & Electric
106. Schneider Electric
107. Scope Services
108. Seattle City Light
109. Shifted Energy
110. Sinopé Technologies
111. SkyCentrics
112. Smart Electric Power Alliance
113. Snohomish County PUD
114. Sonoma Clean Power
115. Southern California Gas Company
116. Span
117. Sunnova Energy
118. Swell Energy
119. SWITCH
120. Tetra Tech
121. Threshold
122. Tri-State Generation & Transmission
123. Trico Electric Cooperative
124. Tucson Electric Power
125. Turlock Irrigation District
126. Universal Devices
127. University of North Carolina at Charlotte
128. Utility Load Management Exchange
129. UtilityAPI
130. Verdant Associates
131. Vistra Corp
132. Wabash Valley Power Alliance
133. WeaveGrid
134. West Monroe Partners



# Welcome 2024 New PLMA Members (22 since Charlotte)!

AESC

 brightline  
GROUP

 CAISO

 CALPINE  
COMMUNITY ENERGY

 DLC  
—DUQUESNE LIGHT CO.—

 dunsky

 Edge Zero

 EPE ELECTRIC  
POWER  
ENGINEERS

 entergy

 EY

 Hydro  
Québec

IBACOS®  
| innovation |

 neeva

 NW Natural

 PUBLIC SERVICE  
COMPANY OF  
OKLAHOMA™  
An AEP Company

 SAN DIEGO  
COMMUNITY  
POWER

 SkyCentrics

 sunnova

 TACOMA POWER  
TACOMA PUBLIC UTILITIES

 TWD  
WATER & POWER  
Serving Central California since 1887

 VERDANT

 Wabash Valley  
POWER ALLIANCE

# Thank You Executive Committee (2022-2024)



**Olivia Patterson**  
Opinion Dynamics



**Allison Hamilton**  
National Rural Electric  
Cooperative Association



**Jon Hilowitz**  
Orange and Rockland



**Jenny Roehm**  
Schneider Electric



**Justin Chamberlain**  
CPS Energy



**Kari Binley**  
ecobee



**Eamonn Urey**  
Salt River Project



**Eric Van Orden**  
Virtual Peaker



**Thank You,  
PLMA Officers  
(2023 – 2025)**



**Chair**  
Rich Barone, Oracle

**Vice Chair**  
Robin Maslowski, Guidehouse

**Treasurer**  
Troy Eichenberger, TVA

**Secretary**  
Ruth Kiselewich, ICF

# Thank You At-Large Directors (2023-2025)



**Gary Smith**  
Sagewell



**Allison Hamilton**  
National Rural Electric  
Cooperative Association



**Katie Parkinson**  
Rolling Energy Resources



**Matt Carlson**  
Aquanta



**Santosh Veda**  
Dominion Energy

 **Thank You!**



## **PLMA: The Entity Is:**

- ▲ Volunteer governed
- ▲ Professionally managed
- ▲ A 501(c)6 non-profit organization

## **PLMA: The Entity:**

- Does not lobby at any level of government.
- Does not pay income taxes as a non-profit association.
- Exists to serve its members as . . .

**“The Voice of Load Management Practitioners”**

## ▲ Vision

To empower PLMA members and allies to realize the full potential of tomorrow's dynamic energy grid.

## ▲ Mission

PLMA seeks to advance the practical applications of dynamic load management and distributed energy resources by providing a forum where practitioners educate one another and explore innovative approaches to program delivery, pricing constructs, and technology adoption.







## ▲ PLMA Bylaws

## ▲ PLMA Code of Conduct

- Confidentiality Conflict of Interest Antitrust Policy
- Whistleblower Policy
- Anti-Harassment Policy



## Executive Committee

4

Elected Officers

8

Elected Members

## PLMA Staff

Executive Director  
Chief Development Officer  
Operations Director  
Sponsorship Manager  
Registration Manager  
Ops/Member Svcs Coordinator  
Graphic / Web Designer

## PLMA Board of Directors

### “Seated” (voting)

1 Board Seat per  
Sustaining Member

59

Directors

1 Board Seat per  
Advisory Member

80

Directors

At-Large

5

Elected Directors

### “At-Large” (non-voting)

Associate Members

40

Academic Members

2

# Vice-Chair's Report

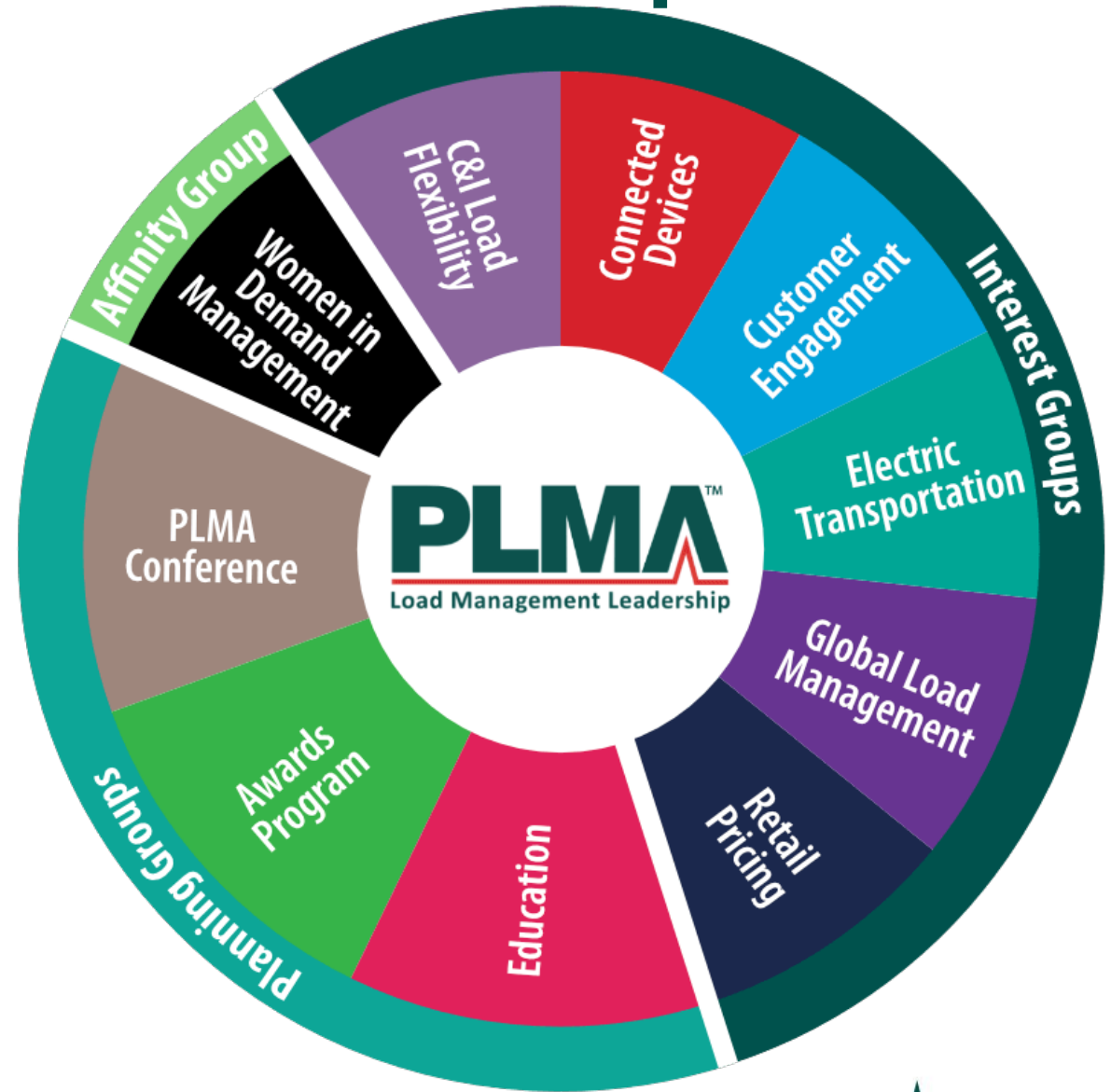
Robin Maslowski  
Guidehouse



# Meet the PLMA Affinity & Interest Groups:

**Tuesday!**

- 11:30 am to 12:00 pm
- + informally over lunch



# Secretary's Report

Rich Barone on behalf of  
Ruth Kiselewich, ICF



Amsterdam tourists!

# Attendance at 48th PLMA Conference: (Fall 2023)

- Another attendance **record!**
- **392 registrants** compared to 378 in Spring 2023
- **2.1 utility participants per company**; 2.3 for vendors
- **153** attended their first PLMA conference

	Participants		Companies	
	Number	Percent	Number	Percent
Utility	119	30%	57	34%
Vendors/ Consultants	273	70%	111	66%
<b>Total</b>	<b>392</b>	<b>100%</b>	<b>168</b>	<b>100%</b>

- ▲ Needed for the votes on the board meeting minutes.
- ▲ The **By-Laws** define a quorum as 1/3 of directors then in office.
- ▲ Based on current directors in office, the quorum is **48** voting organizations:
  - Advisory (80) + Sustaining (59) + 5 At-Large = **144**
  - 33% of 144 is 47.5, rounded to **48**

**Do we have a motion to accept the Fall 2023 Minutes as posted?**

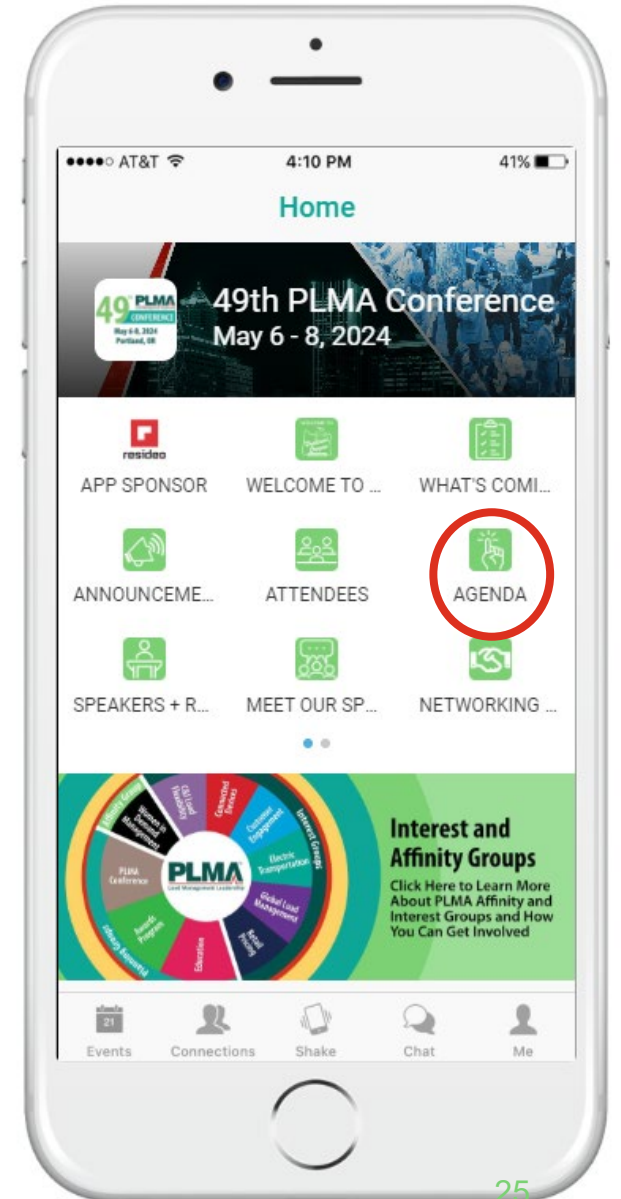
**Vote:**

Yay | Nay | Abstain



# Voting Instructions to Approve Minutes

- ▲ To vote, log into the Conference App
- ▲ Look for the icon “**Agenda**” and click it to enter
- ▲ Select the “**Fall Board of Directors’ Meeting**”
- ▲ Click on “**Polling**” near the top of your screen
- ▲ Select your response to approve the Spring 2023 Board Meeting Minutes and click “**Submit**”



# Treasurer's Report

Troy Eichenberger  
Tennessee Valley Authority



# Financial Report: P&L Overview

## REVENUES

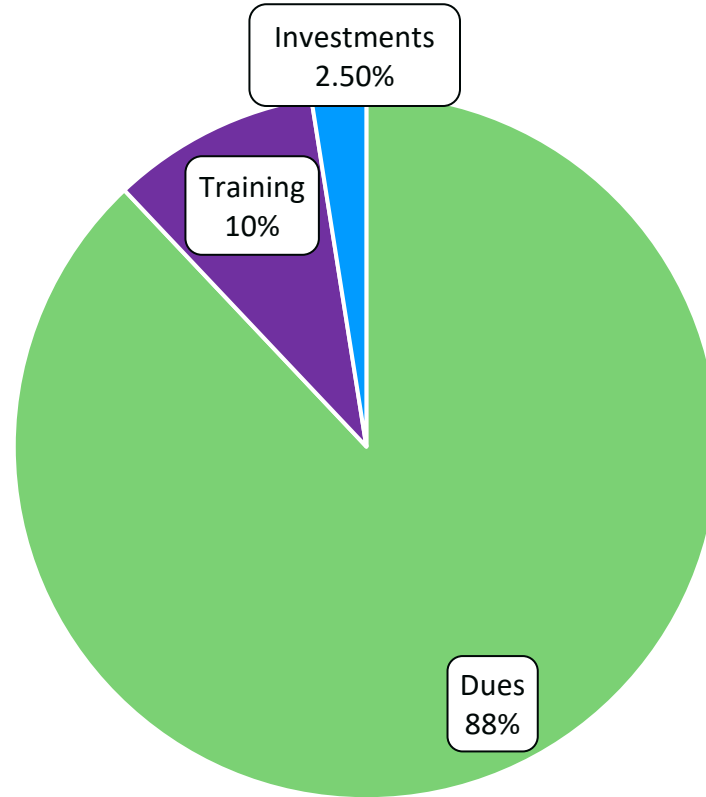
Dues	287,480
Conference	0
Training	31,190
Investments, Misc.	8,166
<b>Total Revenues</b>	<b>326,836</b>

## EXPENSES

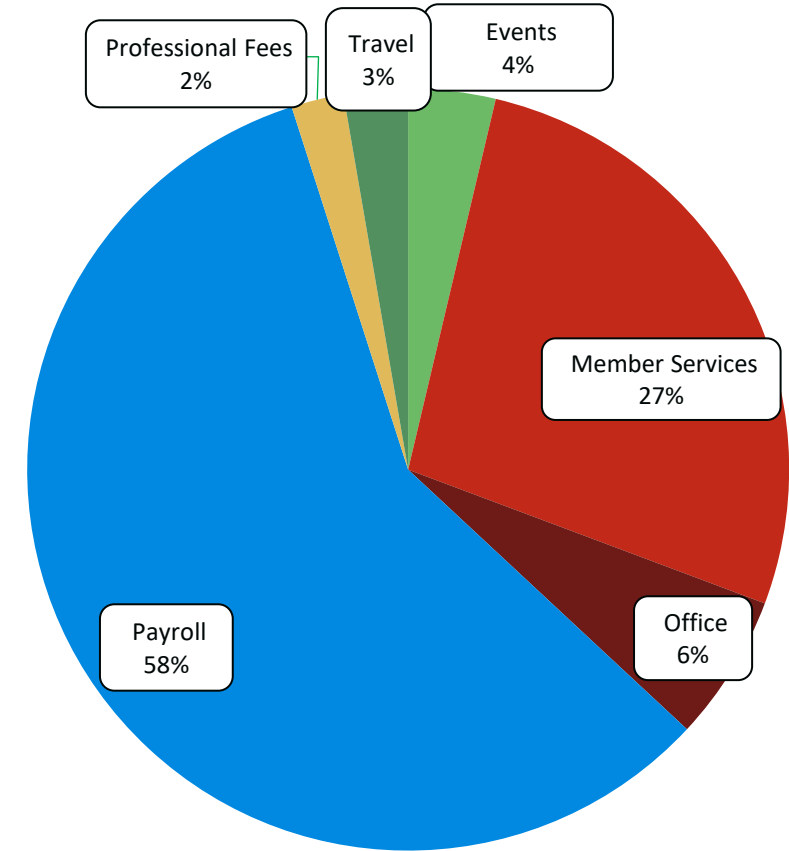
Events	7,019
Professional Fees	4,225
Member Services	51,282
Office	11,813
Payroll	110,337
Travel	5,165
<b>Total Expenses</b>	<b>189,841</b>

**Net Income 136,995**

## REVENUES



## EXPENSES



Based on statements as of March 31, 2024

# Financial Report: Balance Sheet

## ASSETS

Operating Accounts	\$327,073
Savings	\$778,614
Prepaid Expenses	\$20,902
<b><u>TOTAL ASSETS</u></b>	<b><u>\$1,126,589</u></b>

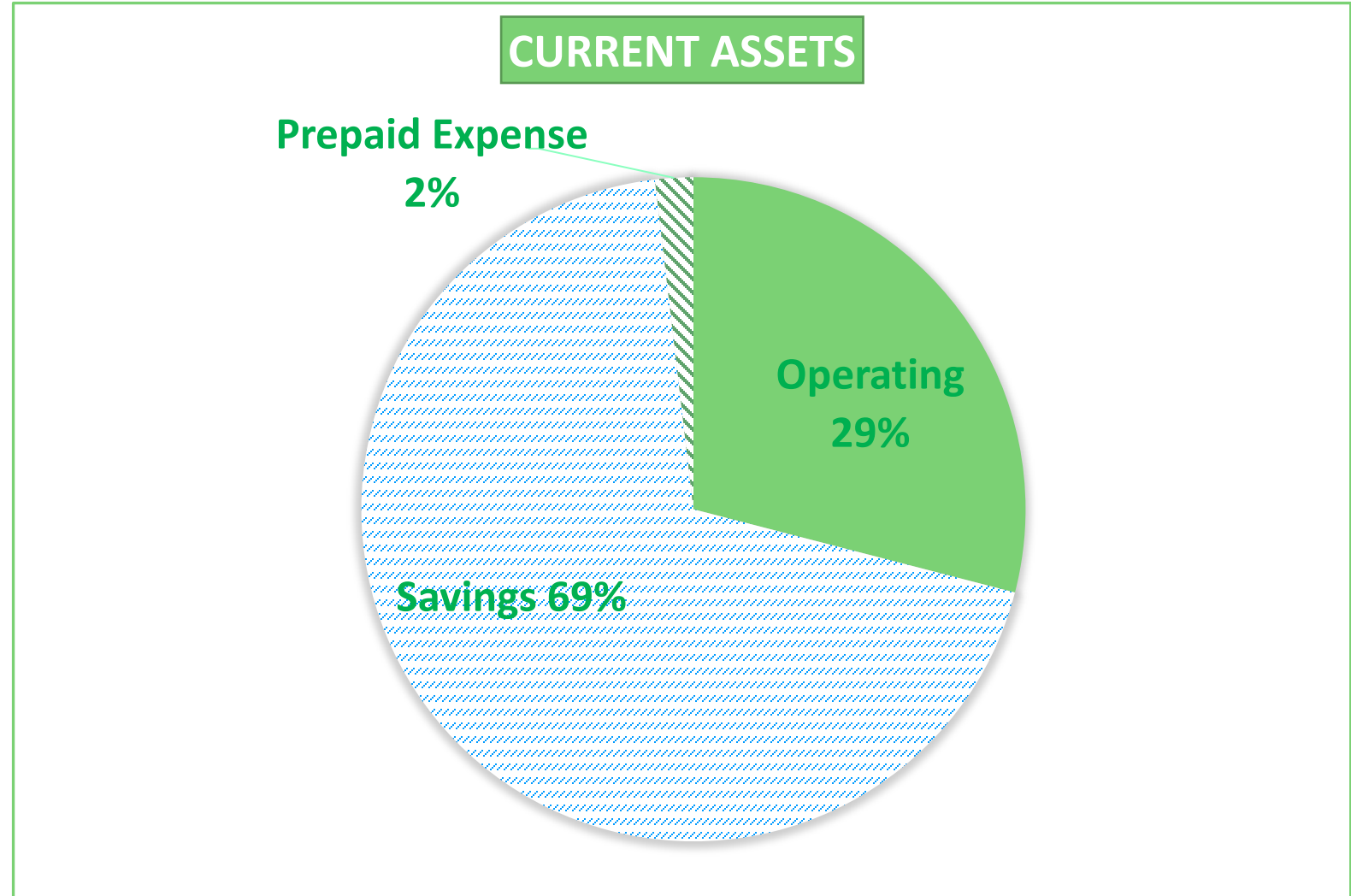
## LIABILITIES AND EQUITY

Current Liabilities	
Credit Cards	\$16,952
Deferred Revenue	\$141,128
<b><u>TOTAL LIABILITIES</u></b>	<b><u>\$158,080</u></b>

## EQUITY

Retained Earnings	\$831,514
Net Income	\$136,995
<b><u>TOTAL EQUITY</u></b>	<b><u>\$968,509</u></b>

**TOTAL LIABILITIES AND EQUITY \$1,126,589**



Based on statements as of March 31, 2024

# Treasurer Report: 2023 Budget vs. Actual

	2023 Approved Budget	December 31 Actual	Variance	Percent of Budget
<b>Income</b>				
Conference Fees	\$650,000	\$986,876	\$336,876	152%
Membership Dues	\$700,000	\$839,445	\$139,445	120%
Interest Income	\$10,000	\$26,496.00	\$16,496	265%
Training Fees	\$50,000	\$31,964	(\$18,036)	64%
<b>Total Income</b>	<b>\$1,410,000</b>	<b>\$1,884,781</b>	<b>\$474,781</b>	<b>134%</b>
<b>Expenses</b>				
Event Expense	\$659,400	\$842,217	\$182,817	128%
Total Member Services	\$128,750	\$121,699	(\$7,051)	95%
Total Office Expense	\$84,155	\$78,424	(\$5,731)	93%
Total Professional Fees	\$492,280	\$491,846	(\$434)	100%
Total Travel Expense	\$13,000	\$14,311	\$1,311	110%
<b>Total Expenses</b>	<b>\$1,377,585</b>	<b>\$1,548,497</b>	<b>\$170,912</b>	<b>112%</b>
<b>Net Operating Income</b>	<b>\$32,415</b>	<b>\$336,284</b>	<b>\$303,869</b>	<b>1037%</b>

Q1-Q4 actuals based on statements as of December 31, 2023.

# Treasurer Report: 2024 Budget v. 2023 Actuals

Annual budget process completed with Executive Committee:

	2024 Approved Budget Total	2023 Actuals	Difference
<b>Income</b>			
Conference Fees	\$1,000,000	\$986,876	\$13,124
Membership Dues	\$882,000	\$839,445	\$42,555
Interest Income	\$30,000	\$26,496	\$3,504
Training Fees	\$45,000	\$31,964	\$13,036
<b>Total Income</b>	<b>\$1,957,000</b>	<b>\$1,884,781</b>	<b>\$72,219</b>
<b>Expenses</b>			
Event Expense	\$980,000	\$842,217	\$137,783
Total Member Services	\$260,200	\$121,699	\$138,501
Total Office Expense	\$112,200	\$78,424	\$33,776
Total Professional Fees	\$589,670	\$491,846	\$97,824
Total Travel Expense	\$14,000	\$14,311	(\$311)
<b>Total Expenses</b>	<b>\$1,956,070</b>	<b>\$1,548,497</b>	<b>\$407,573</b>
<b>Net Operating Income</b>	<b>\$930</b>	<b>\$336,284</b>	<b>(\$335,354)</b>

- ▲ PLMA Branding Refresh
- ▲ New Branding Implementation
- ▲ DEI Consulting
- ▲ Governance Reconfiguration

# 2023/24 Special Projects: Budget Detail



TASK	Vendor	Budget	Approved	Actual
<b>Branding Refresh (COMPLETE)</b>	BrainSpur, LLC	\$0	\$20,000	\$18,500
<b>Branding Implementation:</b>	<b>(in process)</b>	\$50,000		<b>YTD Spends</b>
Website Update	Carrboro Creative, LLC		\$40,000	\$28,875
<b>DEI Consulting:</b>	<b>(in process)</b>	\$20,000		
Governance Review	Encolor, LLC		\$2,500	\$874
<b>Governance Reconfiguration:</b>	<b>(in process)</b>	\$25,000		
Design Consulting	Theisen Consulting, LLC		\$2,000	\$500
Legal Review	Barnes & Thornburg, LLP		\$8,000	
DEI Review	Encolor, LLC		\$2,500	
Communications/Implementation	BrainSpur, LLC		\$10,000	



- Routine review of **financial statements** and **investments**
- Requesting bids for **biennial audit**
- 2023 **Form 990** tax form extension filed to be completed after audit

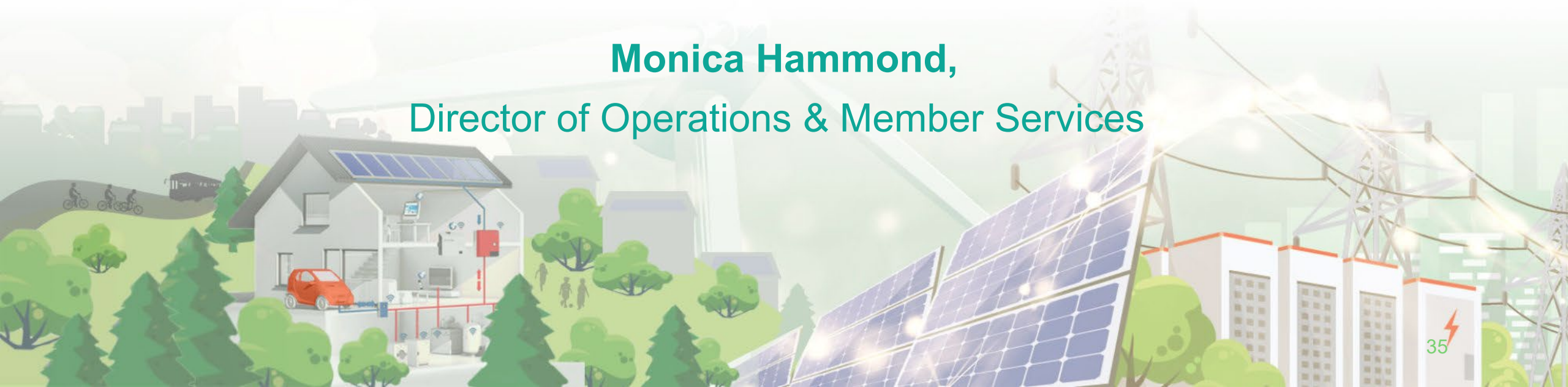
## ▲ RESULTS . . .

# Staff Remarks

**Rich Philip,**  
Executive Director

**Judy Knight,**  
Chief Development Officer

**Monica Hammond,**  
Director of Operations & Member Services



# Strategic Planning

## Strategic Plan Update: Vision 2024

# What About Growth?

## Historical

- Measured in new members
- Measured in financial reserves
- Implicit - not explicit – a driver in defining Strategic Initiatives

## Looking Ahead

- Integrate Growth Strategy in Aug '24 Strategic Retreat
- Develop *from* Strategic Initiatives
- *Inform* Operational Imperatives based on Growth Strategies

# Strategic Plan: 2022 to 2024

**A**

Spark DER as a  
Grid Resource

**B**

Decarbonization  
thru LM

**C**

Diversity, Equity,  
Inclusion

**D**

EV Impacts  
to the Grid

## Strategic Initiatives

## Operational Imperatives

**1**

Strategic Marketing

**2**

Member Development

# Vision 2024: Strategic Initiatives



**A**

Spark DER as a  
Grid Resource

**B**

Decarbonization  
thru LM

**C**

Diversity, Equity,  
Inclusion

**D**

EV Impacts  
to the Grid

A

Spark DER as a  
Grid Resource

# PLMA Strategic Initiative A 2022-2024

## Taskforce Volunteers

Eric Van Orden, Rich Barone, Robin Maslowski, AJ Howard, John Powers, Olivia Patterson, Tom Hines, Ruth Kiselewich, Derek Kirchner, Ali Ipakchi, Brian Lusher, Kajal Gaur, Katie O'Shea, Melissa Chan, Michael McMaster, Santosh Veda, Sameer Kalra, Uros Simovic, Jill Powers, Ari Konelis, Alex Ghanem





A

Spark DER as a  
Grid Resource

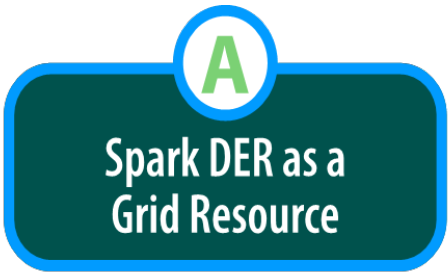
Shepherd DER management  
into a grid resource.

## 2024 Updates

### ▲ Evaluating the scope and timing of a Grid Services Symposium

- **Timing:** Likely paired with the EV Symposium in Aug 2024, or independently in 2025
- **Concept:** 1.5-day event with case study presentations + collaborative workshops
- **Draft Topics:**
  - Power Industry in Transition
  - Growth of DERs & Demand-side Capabilities
  - Definition of Grid Services
  - Virtual Power Plants for Provision of Grid Services
  - Economic Value VPP Supplied Grid Services
  - Grid Services Case Studies
  - FERC Order 2222 and its Implications
  - Deployment Models & Customer Considerations
  - A Path Forward

# Metrics



**Connect DER Program Teams with Operations Teams**

To Date  
**May 2024**  
0 of 1  
2023 Target

Develop an understanding of grid needs/risks by engaging network operations practitioners (emphasis on distribution systems but not excluding G&T)

**Organize our understanding of Implementation Pathways**

To Date  
**May 2024**  
0 of 3  
2023 Target

Explore framework for valuing grid services, Categorize IT systems and organizational architecture, Evaluate current and new delivery models

**Connect with PLMA Activities**

To Date  
**May 2024**  
1 of 2  
2023 Target

Share and collect findings during PLMA conferences, Work with Content Committee to distribute informational resources

**B**

**Decarbonization  
thru LM**

# PLMA Strategic Initiative B 2022-2024

## **Taskforce Volunteers:**

Ruth Kiselewich, Rich Hasselman, John Powers,  
Dave Alspector, Brian Grunkmeyer, Jeff Ihnen, Erin  
Kempster, Casey Stone



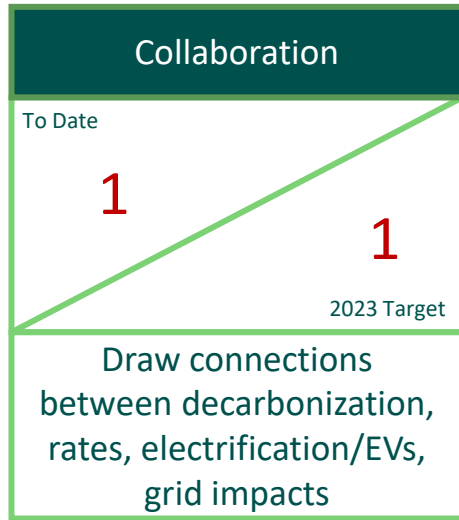
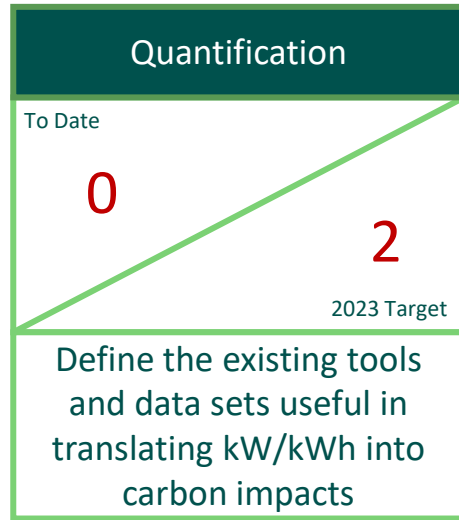
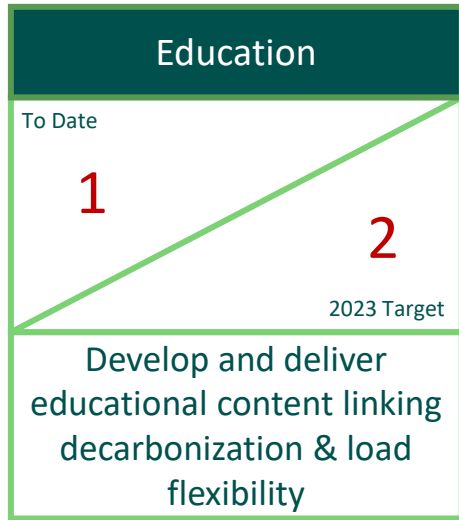
**B****Decarbonization  
thru LM**

**Demonstrate how load management is an important tool for achieving decarbonization goals.**

## **2024 Updates**

- ▲ Spring Conference Workshop with RMI - “Power Shift: How Virtual Power Plants and Demand Flexibility Can Drive Affordable Decarbonization”
- ▲ Survey on how policy and renewable integration has influenced load management operations over the past two years
- ▲ Decarbonization has emerged as an overarching theme across various PLMA Interest Groups and Strategic Initiatives

# Metrics





# PLMA Strategic Initiative C 2022-2024

## **Taskforce Volunteers:**

Melissa Knous, Heather Droel, Raul Flores,  
Rebekah Grant, Courtney Blodgett, Robin Maslowski



**C****Diversity, Equity,  
Inclusion**

**Ensure PLMA's actions and content reflect our values with respect to Diversity, Equity, and Inclusion. The PLMA community's embodiment of DEI values becomes an example to the energy industry.**

## **PLMA's DEI Statement:**

PLMA is committed to building a diverse, equitable and inclusive community amongst its load management practitioners and the communities they serve. We celebrate our differences and promise to foster an environment of equity and mutual respect for all members.



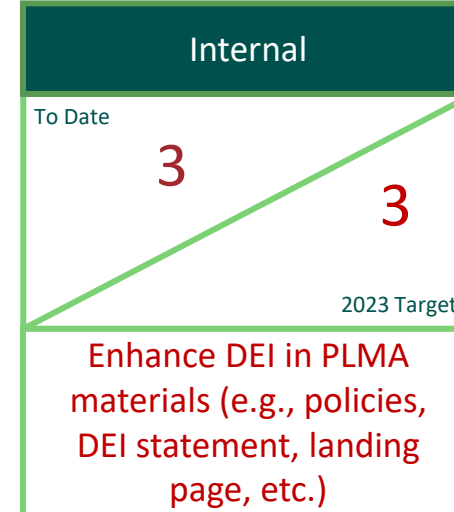
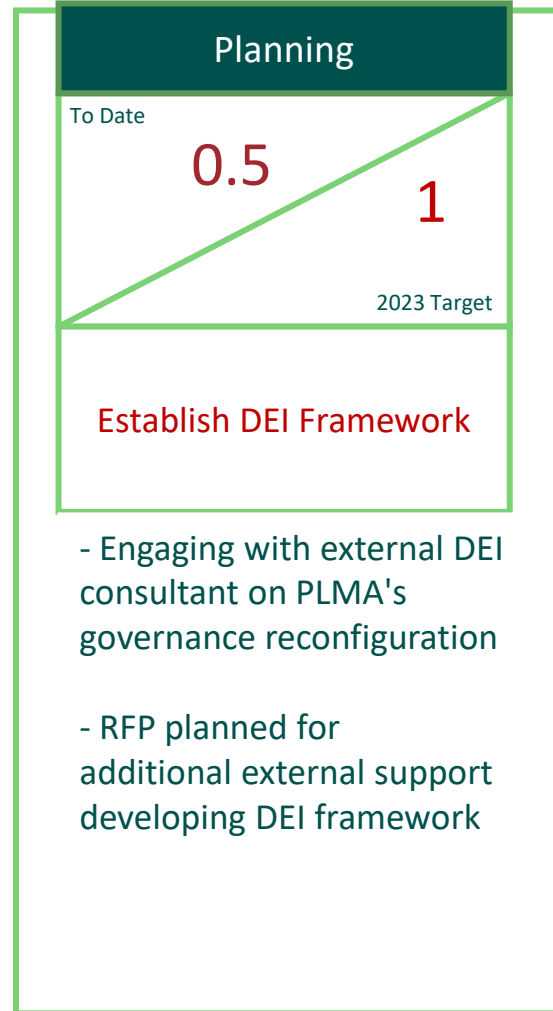
# Metrics



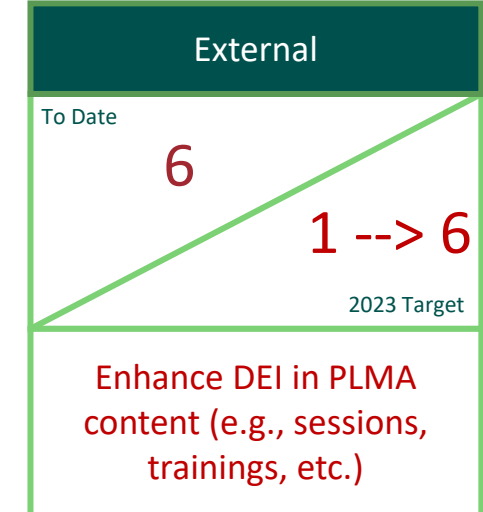
## 2023/2024



- Udemy training



- DEI statement
- DEI charter
- Landing page
- Policies (in progress)



- Presentation content
  - DEI moments
  - DEI survey



PLMA App --> Surveys and Polls --> Diversity/Equity/Inclusion Content Survey



D

EV Impacts  
to the Grid

## PLMA Strategic Initiative D 2022-2024

### **Taskforce Volunteers:**

Allison Hamilton, Katie Parkinson, Kessie Avseikova,  
Meghan Jennings, Nick Bengtson, Stacy Noblet, Kate  
Merson, Brad Davids, Don Dulchinos, Brodie O'Brien,  
Sam Goda





**SAVE THE DATE:**  
**Aug. 13-14, 2024**  
**Chicago, IL**

**PLMA™**  **EV**  
**Symposium:**  
**2024**



**D**

**EV Impacts  
to the Grid**

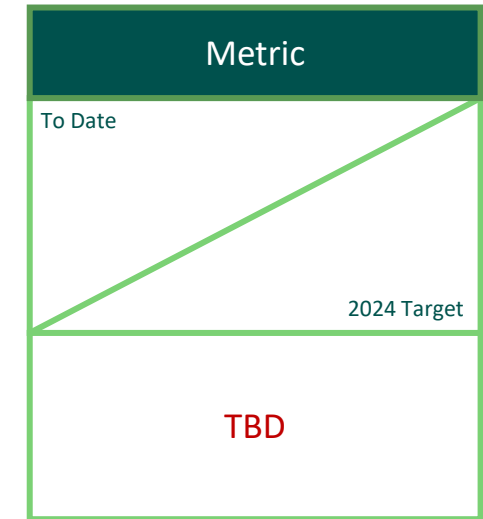
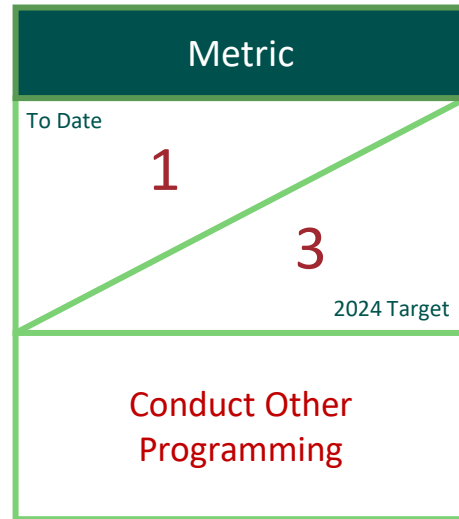
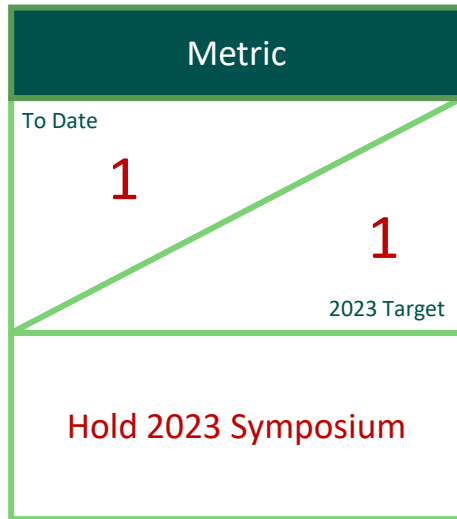
- **DR / DER Practitioners**
- **Automotive OEMs**
- **Utility EV Professionals**

# Metrics

D

EV Impacts to the Grid

Amplify learnings taking place on managing EV load impacts to the grid, including: V2G pilots, managed public charging, rates, etc.

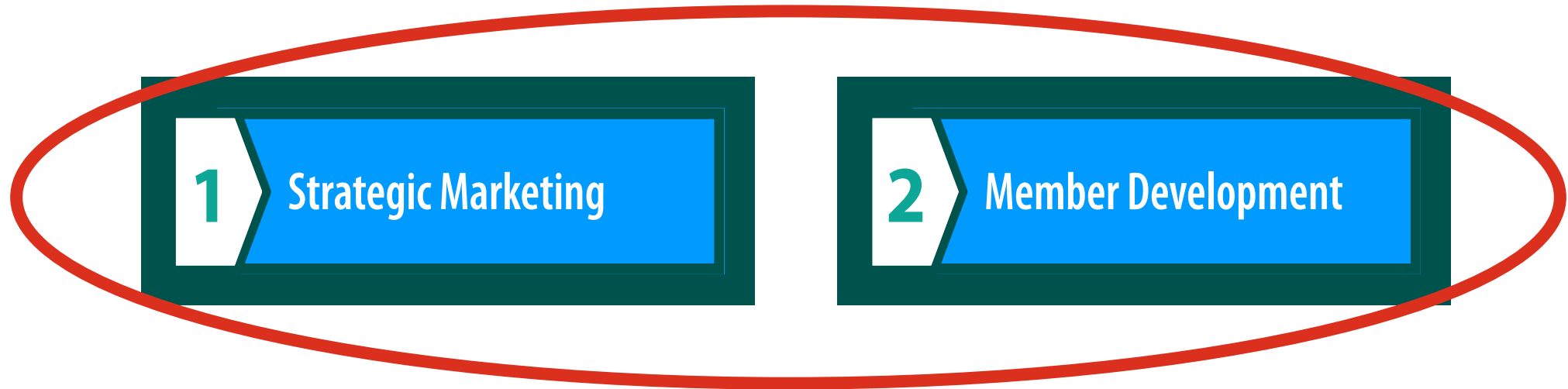




# Operational Imperatives



# Updates on Operational Imperatives 1 and 2



- Combined these Imperatives into one single collaborative Taskforce
- Taskforce surfaced the important need for a **PLMA Growth Plan**
- Taskforce prioritized the opportunity to concurrently do a **Brand Refresh** and **New Website** focused on enhancing our members' experience





## Introducing PLMA's 2024 Brand Refresh

Jenny Roehm, Schneider Electric

Kari Binley, ecobee



**FLMMA**™

**A FLEXIBLE LOAD MANAGEMENT COMMUNITY™**

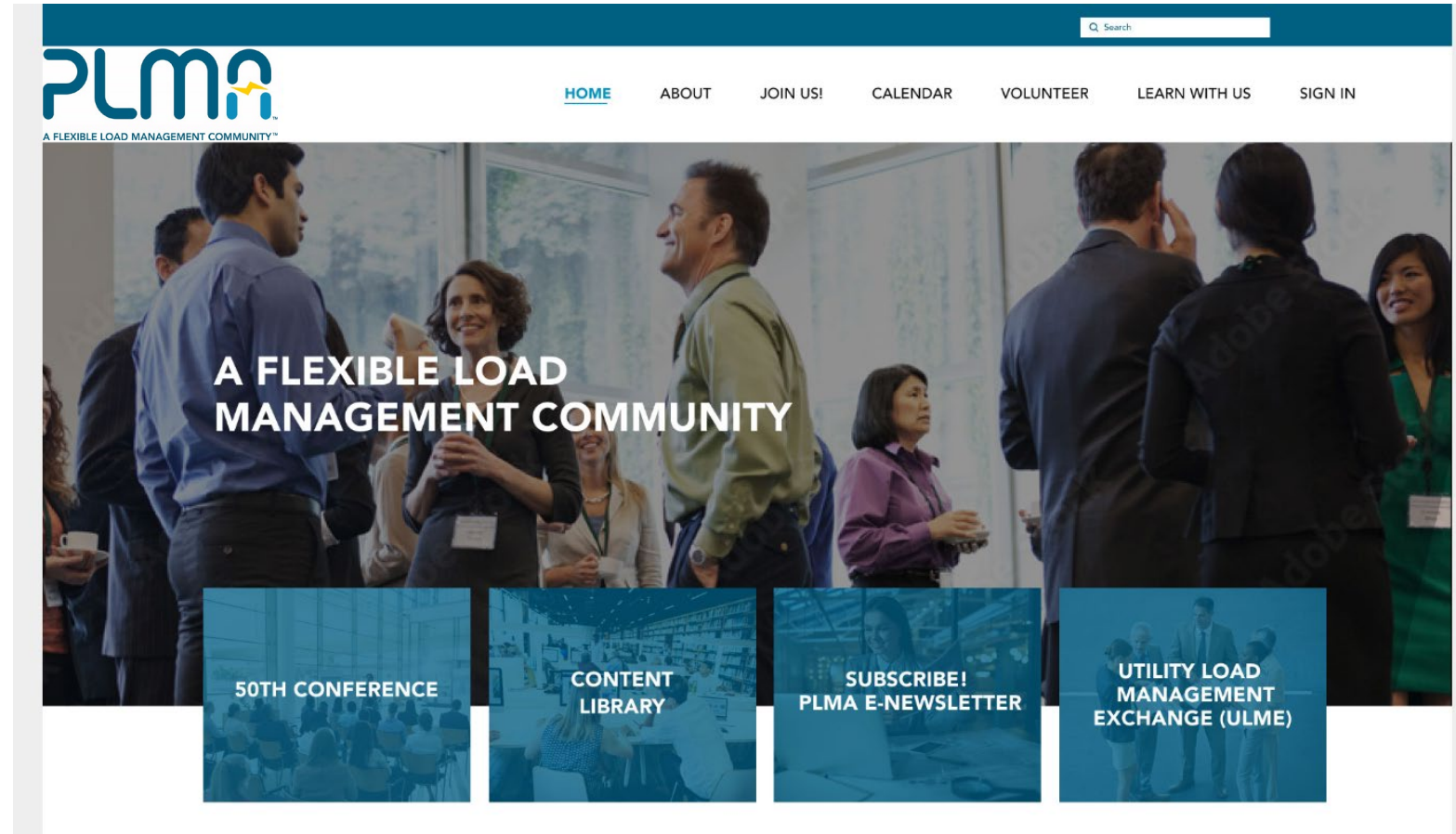


# PLMA's New Brand Positioning Statement

PLMA is the industry's **leading community of flexible load and dynamic energy management specialists** dedicated to advancing grid reliability, resiliency, and technological innovation.

# PLMA's New Website Plan

- Updated graphics
- Strong search capabilities
- Enhanced calendar
- Investigating new functionality for members



**Coming in Fall 2024!**

# Board Meeting: Part Two

# Call for New Business & Questions



# PLMA Governance & Board Model Reconfiguration Initiative



# Agenda

## Introduction

- Objective & Rationale
- Process and timeline

## Proposal Details

- Leadership Council
- Board of Directors
- Officers
- Committees
- Member Conclave
- Diversity, Equity & Inclusion

## Next Steps

## Q&A / Open Discussion



# Introduction

# Overview & Rationale

## • Overview

- Adjust PLMA Governance Model While Continuing to Foster Member Engagement
- Develop a plan for the reconfiguration of PLMA's approach to Governance while creating a forum for member representatives who sit on the current Board of Directors that offers value to both PLMA and the members.
  - Adjust Board of Directors structure, redlining its roles and responsibilities, optimal size and other details.
  - Identify a new body to replace the existing Board of Directors with a clearly-define role and expectations.

## • Background

- PLMA and the Demand Flexibility industry are **rapidly evolving and growing**.
- Current Board structure was created ~17 years ago
  - 2006 -> BoD = ~30 members
  - 1sy version of Executive Committee formed in 2006
  - 2012 -> BoD = ~40 members
  - Current BoD = 154 members

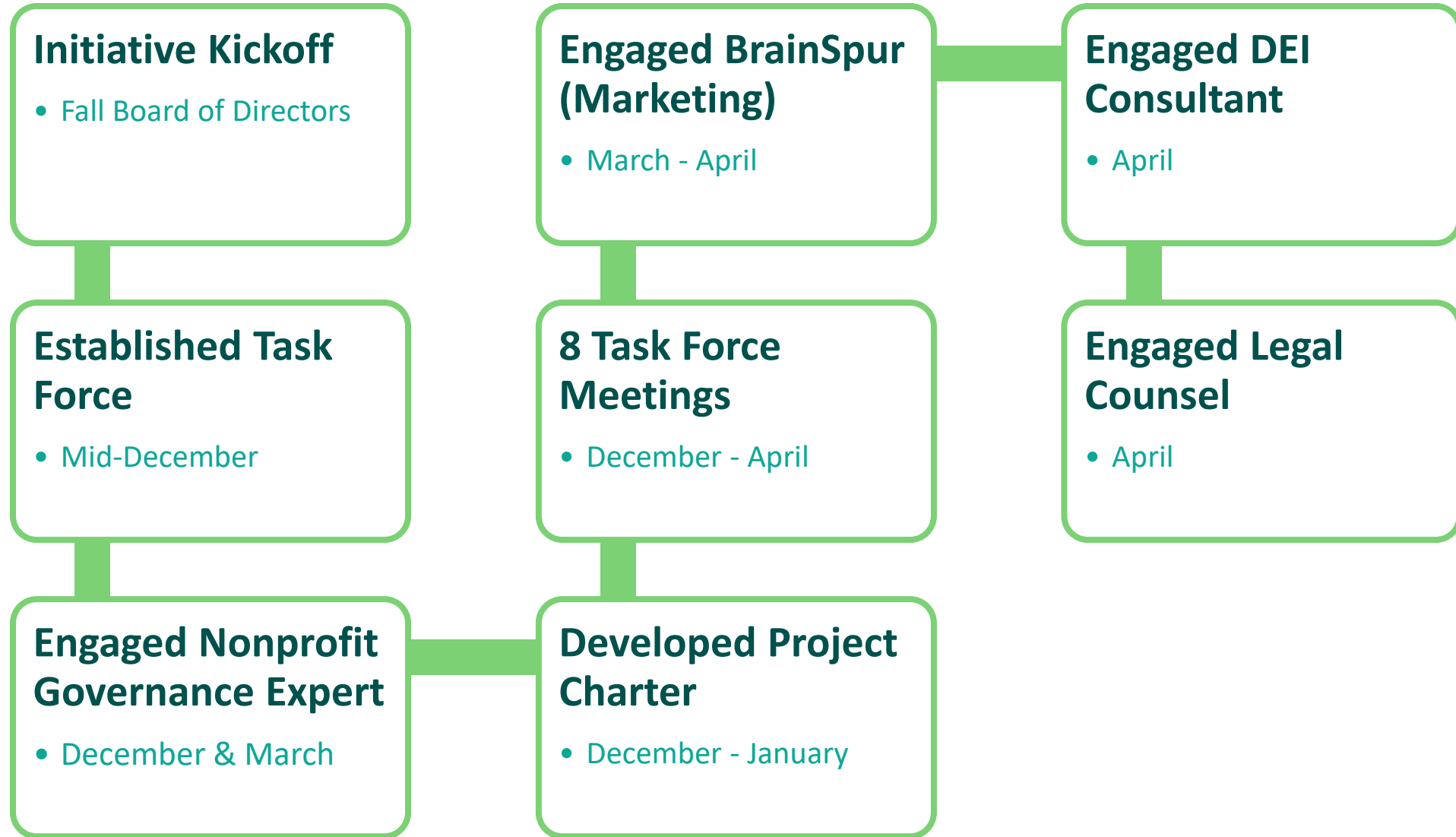


# Objectives

## Desired Outcomes:

- ***Focused & Optimized Member Engagement*** to create opportunities for member company representative on the current Board to share their **knowledge, experience, and insights** in a forum that empowers members while maximizing value to PLMA
- ***Practical Governance*** relative to the size and maturity of PLMA

# Activities to Date



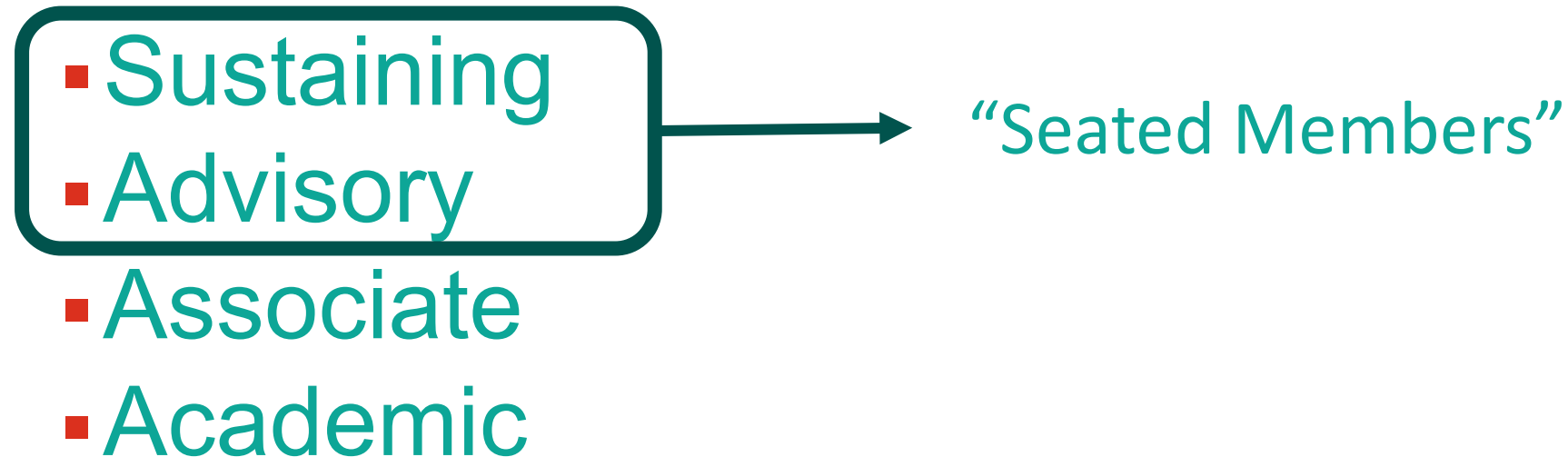
# PLMA's Governance and Board Model

Current State

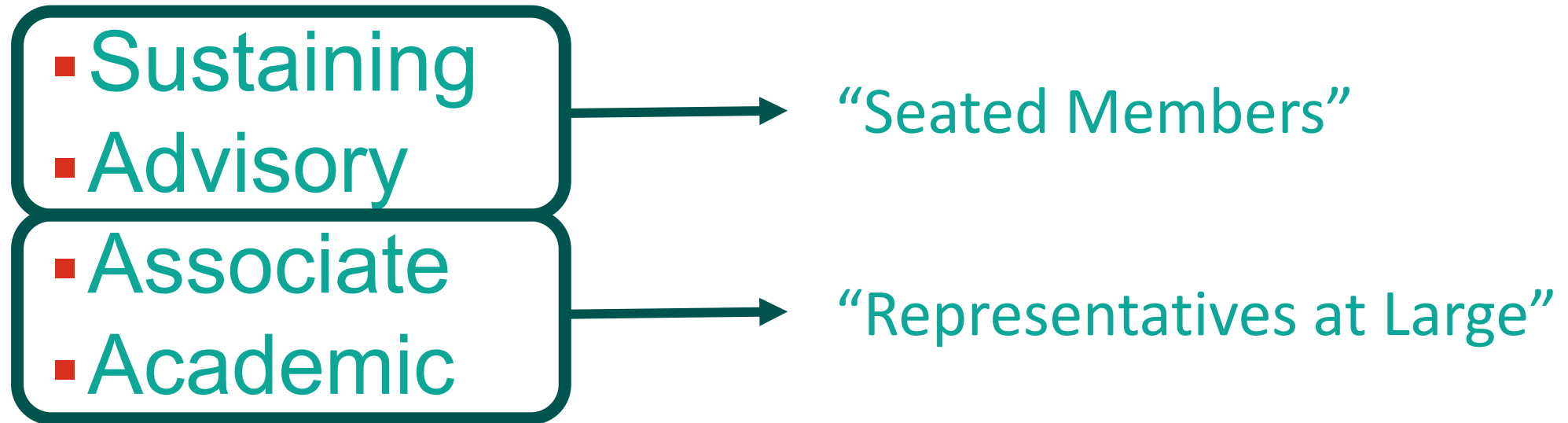
- ▲ Membership information is on the PLMA Website
- ▲ Membership levels in descending order of benefits:
  - Sustaining
  - Advisory
  - Associate
  - Academic

# Membership Structure:

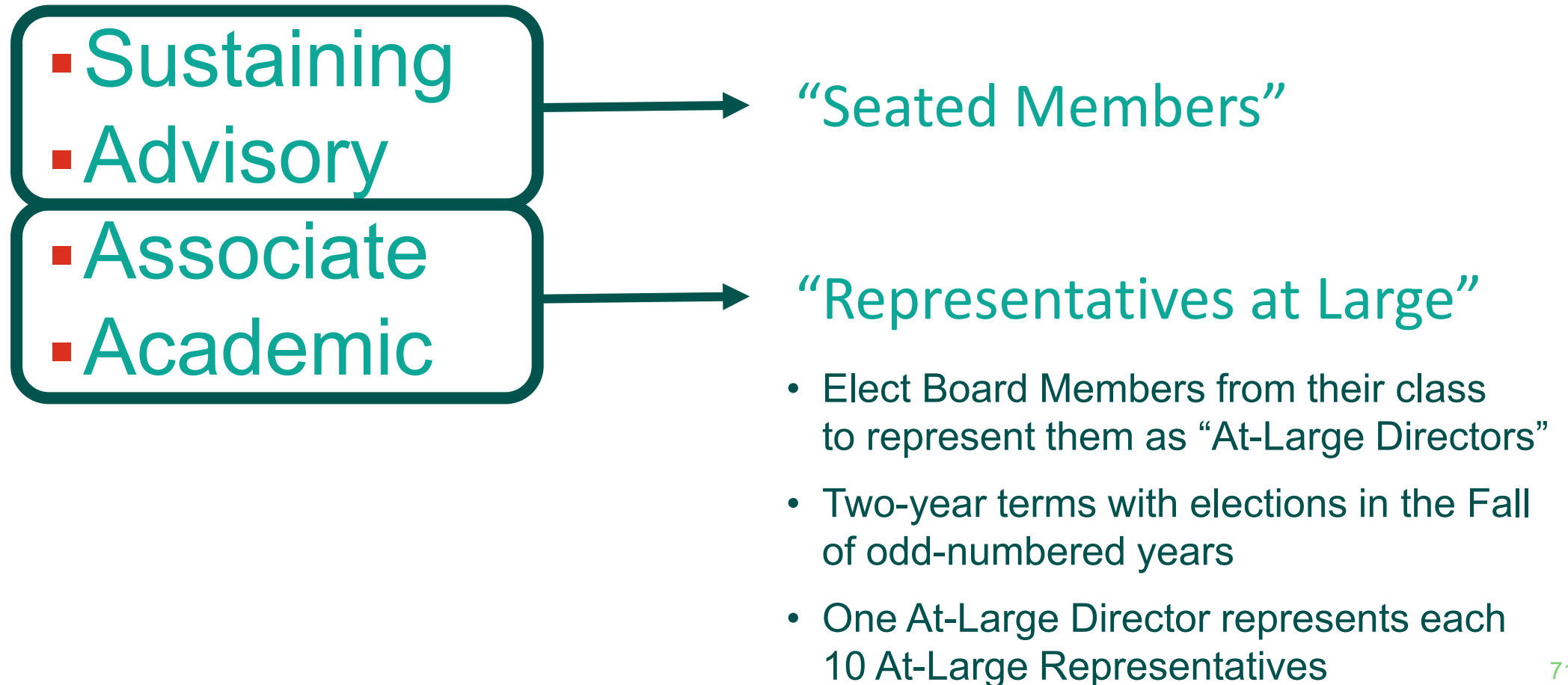
- ▲ Membership information is on the PLMA Website
- ▲ Membership levels in descending order of benefits:



- ▲ Membership information is on the PLMA Website
- ▲ Membership levels in descending order of benefits:



- ▲ Membership information is on the PLMA Website
- ▲ Membership levels in descending order of benefits:



## 154 Members of the 2024 PLMA Board of Directors:

- ▲ 61 Sustaining Members
- ▲ 88 Advisory Members
- ▲ 5 At-Large Directors
  - representing Associate & Academic Members



# Proposal Details

# Current Membership Levels & Roles

		Current Membership Types				Notes	Approval
		"At-Large Members"		"Seated Members"			
		Academic	Associate	Advisory	Sustaining		
C u r r e n t  M e m b e r  R o l e s	Interest Group Member	x	x	x	x	Open to all employees of member companies	Self-Selected
	Interest Group Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Committee
	Affinity Group Member	x	x	x	x	Open to all employees of member companies	Self-Selected
	Affinity Group Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Committee
	Conference Planning Group Member	x	x	x	x	Open to all employees of member companies	Self-Selected
	Conference Planning Group Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Director
	Education Planning Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Committee
	Thought Leadership Planning Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Committee
	Awards Planning Group	x	x	x	x	Open to all employees of member companies	Self-Selected
	Awards Planning Co-Chair	x	x	x	x	Open to all employees of member companies	Executive Committee
	Task Force Member	x	x	x	x	Open to all employees of member companies	Self-Selected
	Task Force Lead	x	x	x	x	Open to all employees of member companies	Executive Committee
	Fiscal Committee Member	x	x	x	x	Open to all employees of member companies	Executive Committee
	<b>Representatives-At-Large</b>	x	x			Appointed by Member Company	
<b>At-Large Director</b>	x	x			1 At-Large Director for every 10 At-Large Members	Elected by At-Large Representatives (2-year terms)	
<b>"Seated" Director</b>			x	x	Appointed by Member Company		
<b>Officer (Executive Committee Member)</b>	x	x	x	x		Elected by Directors (2-year terms)	
<b>Non-Officer Executive Committee Member</b>	x	x	x	x		Elected by Directors (2-year terms)	
Fiscal Committee Chair (Treasurer)	x	x	x	x	Defined by Fiscal Policy		

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## Role

Elects the Board of Directors

---

Supports PLMA Leadership by considering challenges presented by the Board

---

## Eligibility

Maintains a similar approach to the current assignment of BoD seats

---

At-large Representatives  
(elected)

---

## Meetings

Twice annually

---

On the Monday of each Conference

---

Chaired by a Board Officer

---

**Size**

18 people

**Meeting Frequency**

Quarterly

**Elections**

Nominations Committee

Elected by Leadership Council

**Term & Term Limits**

3-year terms

Limited to two consecutive terms

---

## Committees

### Executive Committee

#### Officers

---

Meets monthly

---

Advancement of Strategic Initiatives

---

### Fiscal Committee

Oversees financial planning & management

---

Ensures fiscal aspects of operations are in order

---

### Membership Committee

Membership retention

---

Member relations/outreach

---

### Governance

Nominations & Elections  
Policies

---

---

## Positions

Chair

---

Vice Chair

---

Treasurer

---

Secretary

---

## Term

1-year

---

## Election

Nominations Committee

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*Elected by the Board following the Board of Directors election*

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## Description

Online (webinar) update offered to all members

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1<sup>st</sup> Session tied to release of Annual Report.

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2<sup>nd</sup> Session to serve as mid-year update

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## Frequency

2x annually

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# Change Mapping: Future State

	"At-Large Members"		"Seated Members"		Notes	Approval
	Academic	Associate	Advisory	Sustaining		
Representatives-At-Large	x	x			Appointed by Member Company	
At-Large Director	x	x			1 At-Large Director for every 10 At-Large Members can serve on Leadership Council	Elected to serve on the Leadership Council by At-Large Representatives (2-year terms)
"Seated" Director			x	x	Appointed by Member Company to serve on Leadership Council	
Officer (Executive Committee Member)	x	x	x	x	Must be on the Board of Directors	Advanced by Nominations Committee; Elected by Board of Directors (1-year term)
Non-Officer Board of Directors Member	x	x	x	x		Advanced by Nominations Committee; Elected by Leadership Council (3-year terms)



## ▲ **Some underlying issues impede diversity and inclusion:**

- The pool of candidates is still limited to who member organizations appoint to the Council.
- The only pool of candidates currently eligible for Board nomination is the Council.
- There is no clear organizational direction on what Diversity, Equity and Inclusion means.

## ▲ **Recommendations:**

- Provide guidance on Member Companies' Representative
- Broaden Board of Directors' candidate pool
- Enhance Nominations Committee's criteria
- Develop clearly defined DEI Statement

# Next Steps



# Pathway to Reconfiguration

## Incorporate Board Feedback

### May

Taskforce to discuss at May Taskforce meeting #1

## Develop Updates to Bylaws

### May

Taskforce to identify modifications to bylaws in May meeting #1

Assign bylaw edits to Taskforce member.

Review with Counsel

Review proposed modifications at May Taskforce meeting #2

## Develop Implementation Plan

### May-June

Initiate plan brainstorm in May meeting #2

Assign draft to Taskforce volunteers

Review, revise draft in June meeting #1

Coordinate with Communications Plan

Finalize at June Taskforce meeting #2

## Finalize Governance Proposal

### July - August

Compile draft of full proposal package for July meeting #1

Finalize at July meeting #2

## Vote on Proposal

### August

Distribute final proposal package in late July

Seek a motion and a 2<sup>nd</sup> in late early August

Offer a virtual Q&A session for early August

Administer electronic vote in mid-August

# Q&A / Open Discussion



1. Whether or not to “institutionalize” Board Committees
2. Meeting times for the Leadership Council
3. Member Conclave

# Closing Comments

Rich Barone  
PLMA Board Chair  
Oracle



**PLMMA**<sup>TM</sup>

The logo features the acronym 'PLMMA' in a bold, dark teal, sans-serif font. A red line graphic is positioned below the letters, starting as a horizontal bar under 'P', 'L', and 'M', then rising to form a triangle under the first 'A', and finally descending to form a horizontal bar under the second 'A'. A small 'TM' trademark symbol is located to the upper right of the final 'A'.

**Load Management Leadership**

# Appendix

## Supplemental Materials



# Officers' Roles & Responsibilities:

## Chair

- **General:** Ensures the effective action of Leadership (i.e. EC and Board) in governing and supporting the organization. Acts as the representative of the Board as a whole, rather than as an individual supervisor to staff.
- **Board:** Ensures that Board matters are handled properly, directly and/or through delegation of responsibilities to other Board members, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new Board members.
- **Community:** Supports the Executive Director as a spokesperson to media and community on behalf of the organization.
- **Committees/ Groups:** Chairs Executive Committee.

## Vice Chair

- Maintains records of the Board and ensures effective management of organization's records.
- Manages minutes of Board meetings and ensures minutes are distributed to members shortly after each meeting.
- Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings
- Responsible for the management and creation of PLMA policies. Responsible to make sure that policies are in-line with governmental and legal guidelines.

## Treasurer

- **General:** Manages finances and fiscal matters of the organization. Manages the Executive Committee and Board's review of, and action related to financial responsibilities. Works directly with the Executive Director or other staff in developing and implementing financial procedures and systems.
- **Fiscal Committee:** Chairs the Fiscal Committee and prepares agendas for meetings. Ensures, through the Fiscal Committee, sound management of cash and investments. Recommends to the Executive Committee whether the organization should have an audit; selects and meets annually with the auditor in conjunction with the Fiscal Committee.
- **Financial Budgeting, Forecasting & Reporting:** Review and present quarterly and annual financial reporting materials and metrics for PLMA's Executive Committee and Board of Directors. Oversee budgeting, financial forecasting, and cash flow for administration, existing and new programs. Provides annual budget to the Leadership for members' approval
- **Fiscal Policy:** Ensures that sound fiscal controls and policies are in place.

## Secretary

- **General:**
  - Acts as the Chair in their absence; assists the Chair on the above or other specified duties
  - Reports to the Chair
  - Works closely with the Executive Director and other staff assigned by the Chair.
- **Committees:**
  - Monitors and supports the logistics of Committee/ Group operations to the Executive Committee

## ▲ Strategic

- **Ensure alignment with mission and purpose.**
  - It is the Board's responsibility to ensure that the statement of mission and purpose that articulates the organization's goals, means, and primary constituents served is adhered to and realized through the organization's strategy and tactical implementation.
- **Ensure effective planning.**
  - Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

## ▲ Management/Oversight

- **Select the Chief Executive.**
  - Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified candidates for the position.
- **Support and evaluate the chief executive.**
  - The Board should ensure that the Chief Executive has the moral and professional support they need to further the goals of the organization
- **Monitor and strengthen programs and services.**
  - The Board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.

## ▲ Fiduciary

- **Ensure adequate financial resources.**
  - One of the Board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
- **Protect assets and provide proper financial oversight.**
  - The Board must assist in developing the annual budget and ensuring that proper financial controls are in place.

## ▲ Self-Management

### ▪ Build a competent Board.

- All boards have a responsibility to articulate prerequisites for candidates, orient new members, ensure participation in relevant committees & task forces, and periodically and comprehensively evaluate their own performance.

## ▲ Legal

### ▪ Ensure legal and ethical integrity.

- The Board is ultimately responsible for adherence to legal standards and ethical norms.
- This includes requirements from the IRS and the State of Florida

## ▲ External

### ▪ Enhance the organization's public standing.

- The Board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community through advocacy.

- ▲ The transition from a large Board of Directors to the Leadership Council addresses many board management issues but does not directly address diversity and inclusion and some of the underlying issues impacting diversity within PLMA and its leadership.
  - ▲ The pool of candidates is still limited to whoever member organizations appoint to the Council.
  - ▲ The only pool of candidates currently eligible for Board nomination is the Council.
  - ▲ There is no clear organizational direction on what Diversity, Equity and Inclusion means at PLMA.

## ▲ Recommendations:

- Educate member organizations on the criteria they should use to select their organizational representative. Criteria could include diversity characteristics such as geography, experience, area of expertise, and identity (e.g. race, gender, sexual orientation, age, ability, etc.)
- Expand the Board nomination selection pool beyond the Leadership Council. Potentially include individuals active in Interest Groups or Committees. Consider looking beyond active members and add non-voting advisors to the Board who can provide expertise or perspective that isn't currently in PLMA.
- Develop a DEI statement that clearly defines what DEI means to PLMA, use this statement as PLMA's "North Star" for Strategic Initiatives and Operational Imperatives.