

MEMORANDUM

To: ASHI Headquarters Staff

From: Jeff Arnold – Executive Director/CEO

Cc: ASHI Board of Directors and ASHI Education Committee

Date: April 2, 2008

Currently, we are in a deficit position financially and as a result many hard, and sometimes uncomfortable, decisions will have to be made to ensure not only the ultimate survival of ASHI itself, but to see that it grows and prospers in the future.

After spending many worthwhile hours talking with all of you about your positions within ASHI, as well as reviewing the overall finances and operations, I have determined that we do not require a full time meeting planner and have therefore eliminated this position. Those resources will be put to greater use in a newly created position of Director of Business Development/Education.

I realize that Angela has been with us for almost five years and I do (and you as well, I'm sure) wish her every success in her future endeavors.

As you have already heard me discuss several times, maximizing member value will be the main goal of the staff, as well as the association, moving forward. Everything that we do will be evaluated on the basis of how it helps our members increase their business both directly and indirectly. That is our purpose as a staff.

To that end, I am instituting the following changes in policies and procedures effective/beginning Monday the week of April 14th (unless otherwise noted):

1. There will be an office Directors meeting every Thursday at 10:00am and a staff meeting every Friday at 10:00am.
2. Telecommuting is discontinued.
3. I will need all job descriptions to me by no later than the close of business on Monday, April 7th.
4. All computer passwords are to be given to Mike as of the end of today. All new passwords must be given to Mike when they are changed as the computers and their contents are not personal property, but the property of ASHI.
5. Mike (IT) will begin reporting to me immediately. For the time being he will move into Angela's old office on the first floor.

6. There will be no blue jeans on Fridays. Business casual (or better) will be the appropriate dress at all times, so that we always look professional.
7. The main ASHI office number will be answered by a live person and not voicemail.
8. All staff MUST begin using the on-line calendar as of Monday, April 7th.
9. We will begin developing and using, by the end of April, a series of monthly reports for various departments and activities that will be distributed to all Board and staff. These reports will include membership, financial, sales, website usage, among others to be determined, and will help us gauge where we are as an organization working together as a team.
10. All appropriate documents/reports will include the headings: Prepared By and Date Prepared.
11. Internal office coordination will improve to avoid overlap in all external office communications, including print and e-mails.
12. DETAILS....DETAILS....DETAILS!!!!
SERVICE...SERVICE...SERVICE!!!

As I think you all know, I have been spending much of the last six weeks talking with not only the staff, but also with the Board, volunteer leaders, regular members and even some vendor/partners to learn as much as I can about the "ASHI world".

In those talks there have been many, many positives about the worth of the association and its programs; however, several "themes" have come up regularly. They are:

- A lack of attention to details, especially in the database and on the website. We should be continually working towards a "zero tolerance" policy when it comes to errors of any kind in the organization.
- A lack of good communication on all levels of the association. A sense (and perhaps reality) that the left arm doesn't know what the right arm is doing. This includes:
 - Staff to staff
 - Staff to Board
 - Board to staff
 - Board to Volunteer Leaders
 - Volunteer Leaders to Board
 - Volunteer Leaders to Staff
 - Staff to Volunteer Leaders
 - Members to Leadership and Staff and Vice Versa

- A feeling that we are not getting our value as an association; staff and leadership across to the general membership of ASHI.
- A sense that the association is trying to do too many things and be all things to all people. There is definitely a need to focus on several primary areas as the organization moves forward:
 - Education
 - Communication
 - Membership Service
 - Chapters

The main thrust of all of the above is MEMBER VALUE. How are we helping our member's businesses grow and thrive? What are we doing every day to make sure our current members can't wait to renew their dues each year and that prospective members know that this is THE organization that they MUST join as a home inspector. This is the ultimate goal that everything we do in the association has to revolve around.

Next week we will be having a very important series of meetings with the Board and Committee Chairman that will help to determine the future positive direction for ASHI. I strongly encourage each of you to take this opportunity to listen, learn, partake in the discussions and let the Board and Committee Chairmen see what consummate professionals you really are for the association. This is your time to shine!

You are a talented and dedicated staff and I know that you are up to the challenges. We will work as a team with the Board and volunteer leadership to make ASHI the best that it can be for its members. The road may not be easy all the time, but I can guarantee it will be interesting and ultimately fulfilling!