

Florida Dental Association  
**BOARD OF TRUSTEES AGENDA**  
**OCTOBER 9, 2024**

**Join Zoom Meeting**

<https://us02web.zoom.us/j/84074140701?pwd=Abdj5W7aNXBgmd5rHjhJNefMF2MID.1>

Meeting ID: 840 7414 0701

Passcode: 103425

**Mission:** Helping Members Succeed

**Vision:** Florida's Advocate for Oral Health

**Goals:**

1. Finance – Assure Organizational Sustainability
2. Membership – Increase Member Loyalty and Investment
3. The FDA (and ADA) will be recognized as the leaders and advocates for oral health

**Core Values:**

1. Commitment to Members
2. Commitment to the Improvement of Oral Health
3. Integrity/Ethics
4. Excellence

**ATTENDEES:**

*\*Indicates member unable to attend*

<b>CHAIR:</b>	President	Dr. Jeff Ottley
<b>FDA OFFICERS:</b>	President-elect	Dr. John Paul
	1st Vice-President	Dr. Dan Gesek
	Immediate Past Pres.	Dr. Beatriz Terry
<b>TRUSTEES:</b>		
	ACDDA	Dr. John Pasqual
	CFDDA	Dr. Bert Hughes
	NEDDA	Dr. Bethany Douglas
	NWDDA	Dr. Reese Harrison
	SFDDA	Dr. Richard Mufson
	WCDDA	Dr. Fred Grassin
	At-large	Dr. Karen Glerum
	At-large	Dr. John Cordoba
	At-large	Dr. Tom Brown
	At-large	Dr. Eddie Martin
	At-large	Dr. Sam Desai
	At-large	Dr. Chris Bulnes

<b>EX-OFFICIO OFFICERS</b>	Executive Director Parliamentarian Treasurer TFDA Editor	Drew Eason Dr. Don Ilkka Dr. Rodrigo Romano Dr. Hugh Wunderlich
<b>GUESTS:</b>	ADA Trustee ADA Trustee-elect BOD Liaison	Dr. Rudy Liddell Dr. Andy Brown Dr. Steve Hochfelder
<b>STAFF:</b>	COO, CFO Chief Legislative Officer FDAS General Mgr./COO Chief Legal Officer FDA General Counsel Director of Conventions and CE Director of Foundation Affairs Director of Member Relations Director of Comm. & Marketing Dir of Strategic Initiatives & Tech Director of Accounting Leadership Affairs Manager	Greg Gruber Joe Anne Hart Scott Ruthstrom Casey Stoutamire Dylan Rivers Crissy Tallman R. Jai Gillum Kerry Gomez-Rios Renee Thompson Larry Darnell Breana Giblin Lianne Bell

## AGENDA:

- |                                                       |                                     |
|-------------------------------------------------------|-------------------------------------|
| <b>1. Call to Order</b>                               | Dr. Jeff Ottley<br><b>6:00 p.m.</b> |
| <b>2. Opening Remarks &amp; Recognition of Guests</b> | Dr. Ottley                          |
| <b>3. Approval of Agenda</b>                          | Dr. Ottley                          |
| <b>4. Legal Compliance and Other Matters</b>          | Dr. Ottley                          |
| A. Conflict of Interest Policy                        | <a href="#">Page 5</a>              |
| B. Confidentiality Agreement                          | <a href="#">Page 6</a>              |
| <b>5. Approval of Agenda</b>                          | Dr. Ottley                          |

- |            |                                                |                                                            |
|------------|------------------------------------------------|------------------------------------------------------------|
| <b>6.</b>  | <b>Review and Approval of Consent Agenda</b>   | Dr. Ottley                                                 |
|            | A. Approval of Minutes from August 16-17, 2024 | <a href="#">Page 7</a>                                     |
|            | B. Ratification of Interim Appointments        | <a href="#">Page 12</a>                                    |
| <b>7.</b>  | <b>Audit Committee</b>                         | Dr. Rodrigo Romano, chair                                  |
|            | A. Consolidated Audit                          | <a href="#">Supplemental*</a>                              |
|            | B. Audit Report                                | <a href="#">Supplemental*</a>                              |
|            | C. Report to those charged with Governance     | <a href="#">Supplemental*</a>                              |
| <b>8.</b>  | <b>IgniteDDS Task Force Report</b>             | Dr. Fred Grassin<br>Dr. Reese Harrison<br>Dr. Chris Bulnes |
| <b>9.</b>  | <b>Creation of Wellness Committee</b>          | Dr. Ottley<br><a href="#">Supplemental*</a>                |
| <b>10.</b> | <b>DIA Update</b>                              | Greg Gruber                                                |
| <b>11.</b> | <b>Resources</b>                               | Dr. Ottley                                                 |
|            | A. Pending List                                | <a href="#">Page 13</a>                                    |
|            | B. Board of Trustees Calendar & Meetings       | <a href="#">Page 15</a>                                    |
|            | C. FDA Strategic Plan                          | <a href="#">Page 16</a>                                    |

*\*Supplemental items will be sent via email prior to the meeting.*

**12. Next Meeting of the Board of Trustees**

Board of Trustees Business Meeting

Hotel Duval/FDA Headquarters

December 6-7, 2024

Friday: 8:00 AM – 4:00 PM

Saturday: 8:00 AM – 2:00 PM

Semi-Annual House of Delegates Meeting

Marriott Orlando Airport Lakeside

Saturday, January 18, 2025

9:00 AM – 4:00 PM

[Book your group rate for 2025 Florida Dental Association - House of Delegates Meeting](#)

**13. Announcements/Questions/Concerns/Elephants**

**EXECUTIVE SESSION<sup>1</sup>** (if needed)

**14. Adjournment**

7:30 PM (estimated)

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<sup>1</sup> The purpose of an executive session is to discuss sensitive matters requiring the utmost confidentiality of Board members. While executive sessions may exclude invitees, guests and staff, no decisions should be made during executive sessions. Rather, any ideas discussed during executive sessions that warrant agreement and official action by the Board should be raised and acted upon by the Board after the executive session is concluded and during the Board's normal proceedings so that all such actions can be properly reviewed by legal counsel (when applicable) and duly recorded in the organization's official minutes.

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5 **CONFLICTS OF INTEREST DISCLOSURE POLICY**

6 For reference purposes at this meeting, all participants are advised of the FDA's policy  
7 governing the disclosure of conflicts of interest. This policy is codified as Resolution  
8 92H-022, as adopted by the House of Delegates on January 9, 1993, and reads as follows:  
9

10 Resolved, that individuals serving as delegates, alternate delegates,  
11 officers, trustees, alternate trustees, council or committee members shall,  
12 at all times, exercise diligent care and unbiased judgment in assuring that  
13 no detriment to the FDA results from conflicts between their personal or  
14 business interests and those interests of the FDA. And, be it further  
15

16 Resolved, that agendas at all official meetings of FDA agencies contain a  
17 declaration of conflicts of interest at which time the presiding chairperson  
18 will ask all members of that body to express the conflict. And, be it  
19 further  
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21 Resolved, that if an individual believes that he or she or a member of his  
22 or her immediate family may have a conflict of interest, whether personal  
23 or business in nature, which pertains to an ownership, contractual,  
24 financial or fiduciary interest, then the individual shall promptly and fully  
25 disclose the possible conflict to the president of the association and/or  
26 chairperson of the body for which the individual serves. And, be it further  
27

28 Resolved, that failure to disclose a material conflict of interest may be the  
29 basis for reconsideration of the question on a given issue according to  
30 parliamentary procedure at any further time.

## Board of Trustees Confidentiality Policy

**I. The Parties.** This Board of Trustees (BOT) Confidentiality Agreement, referred to as the “Agreement”, applies to an FDA Board of Trustee member, referred to as the “Volunteer”, in their duties associated with and/or involved in the activities or affairs of my position on the FDA Board of Trustees referred to as the “Volunteer Program”, with both the Volunteer and Volunteer Program collectively referred to as the “Parties”.

**I hereby acknowledge that as a Board of Trustee member for the Florida Dental Association, I will uphold the strict confidentiality of board meetings, deliberations and communications. I will not share, copy, or otherwise disclose confidential information related to association business affairs or board deliberations.**

**There are two exceptions to the standard of confidentiality: First, after consultation with association legal counsel and as required by law; and second, where the board authorizes disclosure (e.g., corporate minutes, resolutions and policies).”**

**II. Confidential Information.** All data, materials, and proprietary information generated through, originating from, or having to do with my position on the FDA Board of Trustees or persons associated with its activities, including contractors, is to be considered Confidential Information and is not to be disclosed to any outside party. This includes, but is not limited to, documents, contracts, planning information, designs, printed matter, procedures, templates, financials (of any nature), conversations, messages (received or transmitted), resources, contacts, e-mail lists, e-mail messages, whether internally between staff or outside the volunteer program is confidential and the sole property of the Florida Dental Association. I agree that I will not at any time – during my tenure on the Board of Trustees or in the five years following that tenure – divulge any such confidential information, nor transfer any such confidential information to any third party, nor use any such confidential information for my own purpose or for any purpose other than in connection with my authorized role as a Board of Trustee member.

**III. Third Party.** Florida Dental Association information, including all file information (electronic, written or printed), is not to be disclosed to any third party, under any circumstances, without the written consent of the the Executive Director or Chief Legal Officer at the Florida Dental Association.

**IV. Damages.** Any disclosure, misuse, copying or transmitting of any material, data or information will subject the Board of Trustee member to the Florida Dental Association’s disciplinary process for FDA leaders and applicable Florida law, which may result in removal from the board position, prosecution, and/or monetary damages according to the procedures set by the Florida Dental Association and any applicable laws.

**RETURN**

**Florida Dental Association**

**Board of Trustees**

**MINUTES**

NOTICED DATE: Friday, August 16, 2024, and Saturday, August 17, 2024

NOTICED TIME: 8:00am ET

LOCATION: Streamsong Resort, Florida

CHAIR: Dr. Jeff Ottley, President

			Present	Absent
CHAIR:	President	Dr. Jeff Ottley	X	
OFFICERS:	President-elect	Dr. John Paul	X	
	1st Vice-President	Dr. Dan Gesek		X
	Immediate Past Pres.	Dr. Beatriz Terry	X	
EX-OFFICIO:	FDA Executive Director	Drew Eason	X	
	Parliamentarian	Dr. Don Ilkka	X	
	Treasurer	Dr. Rodrigo Romano	X (Fri)	X (Sat)
	TFDA Editor	Dr. Hugh Wunderlich	X	
OTHERS:	BOD Liaison	Dr. Steve Hochfelder	X (Sat)	X (Fri)
	ADA Trustee	Dr. Rudy Liddell		X
TRUSTEES:	ACDDA	Dr. John Pasqual	X	
	CFDDA	Dr. Bert Hughes	X	
	NEDDA	Dr. Bethany Douglas	X	
	NWDDA	Dr. Reese Harrison	X	
	SFDDA	Dr. Richard Mufson	X	
	WCDDA	Dr. Fred Grassin	X	
	At-large	Dr. Karen Glerum	X	
	At-large	Dr. John Cordoba	X	
	At-large	Dr. Tom Brown	X	
	At-large	Dr. Eddie Martin	X	
	At-large	Dr. Sam Desai	X	
	At-large	Dr. Chris Bulnes	X	
STAFF:	COO/CFO	Greg Gruber	X	
	Chief Legislative Officer	Joe Anne Hart	X	

FDAS COO	Scott Ruthstrom	X	
Chief Legal Officer	Casey Stoutamire	X (Sat)	X (Fri)
Director of C-CCE	Crissy Tallman	X	
Director of Mbr Relations	Kerry Gomez-Rios		X
Dir. Comm./Marketing	Renee Thompson	X	
Director of Information	Larry Darnell	X	
FDA Legal Counsel	Dylan Rivers	X	
Dir. of Foundation Affairs	R. Jai Gillum	X	
Leadership Affairs Manager	Lianne Bell	X	

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**FRIDAY, AUGUST 16**

**FDA BOARD DEVELOPMENT**

The Board held a board development and team building session led by Mr. Mark Kenny, a consultant, on Friday.

**SATURDAY, AUGUST 17**

**CALL TO ORDER**

Dr. Ottley, Chair and FDA President, called the meeting to order at 8:00 a.m.

**OPENING REMARKS AND RECOGNITION OF GUESTS**

Dr. Ottley, chair, welcomed everyone and thanked them for volunteering their time and expertise.

**LEGAL MATTERS**

Dr. Ottley reviewed the conflicts of interest, antitrust, and confidentiality policies with the BOT.

**FRIDAY DEBRIEF**

Dr. Paul thanked the board members for their participation on Friday.

**HIGHLIGHTS SINCE LAST BOARD MEETING**

Dr. Ottley updated the Board on activities since the last BOT meeting.

**CONSENT AGENDA**

The BOT adopted the following items by unanimous consent:

- |          |                                                |
|----------|------------------------------------------------|
| Approved | Approval of Minutes of May 17-18, 2024 Meeting |
| Approved | Leadership Appointments for FY 2024-25         |
| Approved | Interim Appointments for two new CCC-E members |

**RETURN**



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Board vote:

<input type="radio"/>	Ottley	<input checked="" type="checkbox"/>	Brown	<input checked="" type="checkbox"/>	Bulnes	<input checked="" type="checkbox"/>	Cordoba
<input checked="" type="checkbox"/>	Paul	<input checked="" type="checkbox"/>	Desai	<input checked="" type="checkbox"/>	Douglas	<input checked="" type="checkbox"/>	Glerum
<input checked="" type="checkbox"/>	Gesek	<input checked="" type="checkbox"/>	Grassin	<input checked="" type="checkbox"/>	Harrison	<input checked="" type="checkbox"/>	Hughes
<input checked="" type="checkbox"/>	Terry	<input checked="" type="checkbox"/>	Martin	<input checked="" type="checkbox"/>	Mufson	<input checked="" type="checkbox"/>	Pasqual

Legend:                     Yea                     Nay                     Abstain                     Absent

**ADA LICENSURE APPLICATION TASK FORCE**

Dr. Ottley and Ms. Stoutamire reported that Florida was selected to be a part of the ADA licensure application task force, which will look at Florida’s licensure application and renewal questions. The goal is to protect the public while also ensuring the questions do not act as a barrier to those needing help for mental or physical illness. The board directed Ms. Stoutamire to move forward with this endeavor.

**GOVERNANCE AND COMPONENTS**

Mr. Eason and Mr. Gruber shared an update on the FDA managing the NWDDA. They also discussed concerns with all components’ sole reliance on dues with the national push to decrease membership dues. They said component leadership are going to have to consider alternative revenue sources and continue to grow the relationship the components have with the FDA.

The Board discussed the lack of participation by the SFDDA with the FDA House of Delegates.

After discussion, the board passed the following resolution:

2024H-003 [Procedure] RESOLVED, that the procedure set forth in Section 2.3 of the FDA Bylaws be initiated at the January 2025 House of Delegates (HOD) to address the lack of participation in the FDA HOD by the South Florida District Dental Association which violates the FDA Bylaws Section 2.5.6 which states each component has the duty to ensure that a delegation attends and participates in the House of Delegates.

Board vote:

<input type="radio"/>	Ottley	<input checked="" type="checkbox"/>	Brown	<input checked="" type="checkbox"/>	Bulnes	<input checked="" type="checkbox"/>	Cordoba
<input checked="" type="checkbox"/>	Paul	<input checked="" type="checkbox"/>	Desai	<input checked="" type="checkbox"/>	Douglas	<input checked="" type="checkbox"/>	Glerum
<input checked="" type="checkbox"/>	Gesek	<input checked="" type="checkbox"/>	Grassin	<input checked="" type="checkbox"/>	Harrison	<input checked="" type="checkbox"/>	Hughes
<input checked="" type="checkbox"/>	Terry	<input checked="" type="checkbox"/>	Martin	<input checked="" type="checkbox"/>	Mufson	<input checked="" type="checkbox"/>	Pasqual

Legend:                     Yea                     Nay                     Abstain                     Absent

**IGNITEDDS PROPOSAL**

Dr. David Rice presented a proposal for the FDA and his company, IgniteDDS, to work together to provide practice management services to members. After discussion, the board moved that Dr. Ottley create a task force of trustees to work with FDA staff to evaluate the proposal from Dr. Rice

**RETURN**

1 and to bring a recommendation to the board at its October meeting. Drs. Bulnes, Harrison and  
2 Grassin volunteered to serve on the task force.

3  
4 **EMPLOYEE/MEMBER ASSISTANCE PROGRAM PROPOSAL**

5 Mr. Darnell introduced a proposal for the FDA to provide an employee assistance  
6 program/member assistance program.

7  
8 After discussion, the Board passed the following resolutions:

9  
10 2024B-001 [Procedure] RESOLVED, that the Florida Dental Association Executive  
11 Director move forward with a contract with AllOneHealth to provide an employee/member  
12 assistance program (EAP/MAP) to help member dentists with wellness for themselves and  
13 their family members. And be it further, RESOLVED, that a report on its usage be given  
14 to the BOT biannually.

15  
16 Board vote:

<input type="radio"/>	Ottley	<input checked="" type="checkbox"/>	Brown	<input checked="" type="checkbox"/>	Bulnes	<input checked="" type="checkbox"/>	Cordoba
<input checked="" type="checkbox"/>	Paul	<input checked="" type="checkbox"/>	Desai	<input checked="" type="checkbox"/>	Douglas	<input checked="" type="checkbox"/>	Glerum
<input checked="" type="checkbox"/>	Gesek	<input checked="" type="checkbox"/>	Grassin	<input checked="" type="checkbox"/>	Harrison	<input checked="" type="checkbox"/>	Hughes
<input checked="" type="checkbox"/>	Terry	<input checked="" type="checkbox"/>	Martin	<input checked="" type="checkbox"/>	Mufson	<input checked="" type="checkbox"/>	Pasqual

17  
18 Legend:  Yea  Nay  Abstain  Absent

19  
20  
21 **EXECUTIVE DIRECTOR SUCCESSION PLAN**

22 Mr. Eason presented an executive director succession plan in the event of his retirement, illness  
23 or death. Having a plan in place is considered a best practice for associations. After discussion, the  
24 board approved the plan.

25  
26 **GVAS SPONSORSHIP OPPORTUNITIES**

27 Dr. Ottley reviewed the sponsorship opportunities for the Give Vets a Smile program. After  
28 discussion the board moved asking the FDA Foundation Board of Directors to donate a one-time  
29 \$5000 donation to this group.

30  
31 **ADA ERISA TASK FORCE UPDATE**

32 Dr. Bulnes gave a report on the work of the ADA ERISA task force on which he currently serves.  
33

34 **FDA SHAREHOLDERS/FDAS JOINT MEETING**

35 The BOT gavelled down its meeting to convene the board of FDAS Shareholders to receive updates  
36 on FDAS activities. The BOT reconvened approximately 30 minutes later.

37  
38 **DENTAL INNOVATION ALLIANCE PRESENTATION**

39 Mr. Gruber introduced the team from Dental Innovation Alliance (DIA) and gave a brief  
40 background on why the group was asked to present. After hearing the presentation from DIA, the  
41 board discussed their proposal. The board then moved to have FDA staff perform due diligence on

1 DIA and the investment proposal and bring back a recommendation to the board within six weeks.  
2 The board then passed the following resolution:

3  
4 2024B-004 [Procedure] RESOLVED, that the FDA Investment Policy be amended to  
5 removed Venture Capital Investments from the list of prohibited assets.  
6

7 Board vote:

<input type="radio"/>	Ottley	<input checked="" type="checkbox"/>	Brown	<input checked="" type="checkbox"/>	Bulnes	<input checked="" type="checkbox"/>	Cordoba
<input checked="" type="checkbox"/>	Paul	<input checked="" type="checkbox"/>	Desai	<input checked="" type="checkbox"/>	Douglas	<input checked="" type="checkbox"/>	Glerum
<input checked="" type="checkbox"/>	Gesek	<input checked="" type="checkbox"/>	Grassin	<input checked="" type="checkbox"/>	Harrison	<input checked="" type="checkbox"/>	Hughes
<input checked="" type="checkbox"/>	Terry	<input checked="" type="checkbox"/>	Martin	<input checked="" type="checkbox"/>	Mufson	<input checked="" type="checkbox"/>	Pasqual

8  
9 Legend:                     Yea             Nay             Abstain         Absent

10  
11 **BOARD OF DENTISTRY REPORT, GOVERNMENTAL AFFAIRS UPDATE,**  
12 **FDA FOUNDATION UPDATE, FLORIDA DENTAL CONVENTION UPDATE**

13 These reports will now be given as written reports and were emailed prior to the BOT meeting.

14 **ANNOUNCEMENTS AND DATES OF FUTURE MEETINGS**

15 The next BOT meeting will be held via conference call on October 9, 2024, at 6pm. The next in-  
16 person BOT meeting will be held in Tallahassee on December 6-7, 2024.

17  
18 **ADJOURNMENT**

19 Without objection, the meeting was adjourned at 3:00pm ET.

1 DATE: September 23, 2024

2  
3 SUBMITTED BY: Committee on Conventions & Continuing Education

4  
5 **RATIFICATION OF INTERIM APPOINTMENTS**

6  
7 **RECOMMENDATION:** With respect to committee appointments, the following resolution is  
8 offered for the Board’s approval:

9  
10 2022B-001 [Procedure] BE IT RESOLVED, that the following individuals are hereby  
11 appointed as the to the FDA’s Committee on Conventions and Continuing  
12 Education as listed below:

Name	Group	Representing	Position
Mikhail Daya Attie	C-CCE	ACDDA	Member
David Woodruff	C-CCE	At-Large	Member

13  
14  
15 **BACKGROUND:** Dr. Mikhail Daya Attie will replace Dr. Holly Hamilton as the ACDDA  
16 representative. Dr. David Woodruff will replace Dr. Aakash Rana for one of the at-large positions.  
17 In accordance with the FDA’s bylaws, the above referenced appointments fill vacancies awaiting  
18 approval by the Board of Trustees.

19  
20 **UNBUDGETED IMPACT:** None.

21  
22 **STRATEGIC PLAN LINK:** This matter relates to Objective 5: Increase member engagement in  
23 leadership, programs, and services.  
24

**RETURN**

Florida Dental Association  
**PENDING LIST**  
Board of Trustees and House of Delegates  
As of 8/19/2024

Item	Referral	Description	Status	Due Date	Completed
HOD 1/23/2015	GAO	Directs that the Governmental Action Committee support legislation similar to Texas (2015 HB 3024) requiring primary and secondary insurers to coordinate benefits.	In progress ( <i>pending filing legislation at this time due to dental therapist threat</i> )		
BOT 8/21/2021	Ruthstrom	BOT directed FDA Services to investigate and review for profit business opportunities in the area of third party payers that would benefit current and future members.	In progress	Ongoing	
BOT 12/2/2023	Communications	BOT asked FDA staff to research and make a recommendation: should the FDA do a marketing plan to patients explaining dental "insurance?"	In progress		
HOD 6/22/2024	FDA President/ Membership staff	The HOD directed the FDA President to create a Membership Retention & Recruitment Task Force to address the need for increased membership and improved participation among new members.	In progress; update expected at the December 2024 BOT meeting.		
BOT 8/17/2024	Task Group	FDA President created a small task force of BOT trustees and directed them to work with FDA staff to evaluate opportunities to work with a practice management consultant and to bring their recommendation to the	Task force meets Oct 2nd and will present finding to the BOT on Oct 9th.	October 9, 2024	

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Board at their October 9, 2024 meeting.

BOT 8/17/2024

Stoutamire

In Progress

The BOT would like for FDA CLO, Casey Stoutamire to continue working with the ADA Licensure Application Task Force to propose question changes to the current licensure application in Florida.

BOT 8/17/2024

Gillum

In Progress

The FDA's BOT approved sending a request to the Foundation Board of Directors for a \$5,000 one-time donation to the Give Vets a Smile program.

October 2024

**RETURN**

## FDA Board of Trustees Annual Calendar Review

### 2024

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August 15-18	<b>August BOT Strategic Planning Meeting &amp; Retreat</b> Streamsong Resort, Bowling Green, FL
October 9	<b>BOT Video Conference Call</b> 6:00-7:30 PM
October 19-22	<b>ADA House of Delegates</b> (not required for BOT members) New Orleans, LA
December 6-7	<b>BOT Meeting*</b> FDA Headquarters, Tallahassee, FL

### 2025

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January 17-18	<b>LEAD &amp; Semi-annual House of Delegates</b> Marriott Orlando Airport Lakeside, Orlando, FL
March 12	<b>BOT Video Conference Call</b> 6:00-7:30 PM
March 20-22	<b>FLA-MOM</b> (not required for BOT) Daytona Beach, FL
March 25	<b>Dentists' Day on the Hill</b> (not required for BOT) Governmental Affairs Office, Tallahassee, FL
March 31-April 1	<b>ADA Lobby Day</b> (not required for BOT) Washington DC
May 16-17	<b>BOT Meeting*</b> FDA Headquarters, Tallahassee, FL
June 19-21	<b>FDC &amp; Annual House of Delegates</b> Gaylord Palms Resort, Orlando, FL
August 14-16	<b>August BOT Strategic Planning Meeting &amp; Retreat</b> One Ocean Resort, Atlantic Beach, FL
October 25-28	<b>ADA House of Delegates</b> (not required for BOT) Washington DC

\*new meeting schedule, Friday 8am-4pm and Saturday 8am-2pm (plan for arrival on Thursday and departure on Saturday)

**RETURN**

## Florida Dental Association Strategic Plan

*FDA Mission: Helping Members Succeed*  
**Goals / Objectives / Strategies**

### Goal 1: Finance – Assure organizational sustainability:

**Objective 1: Revenue will exceed operating expenses annually:**

Strategies:

- 1.1 Develop and implement program and service evaluation criteria
- 1.2: Review and ensure FDA’s governance structure facilitates implementation of the strategic plan and is efficient, cost effective, and meets organizational needs
- 1.3: Modify the budget process to enable more timely and accurate budget decisions to support the strategic plan

**Objective 2: Increase sources of non-dues revenue:**

Strategies:

- 2.1: Create new sources of non-dues revenue
- 2.2: Increase utilization of existing revenue generating products and services
- 2.3: Offer revenue-generating products and services to new markets
- 2.4: Develop and implement program and service evaluation criteria

### Goal 2: Membership – Increase member loyalty and investment:

**Objective 3: Achieve the following goals in the Five Pillars of Membership by year-end 2025:**

Membership Pillar	Goal
Active Licensed Members	7,127
Full Dues Paying Members	5,151
Total Dues Revenue	\$2,594,076.00
Average Dues Per Member	\$364.00
Market Share	55.3%

Strategies:

- 3.1: Streamline the membership process while maintaining ethical standards
- 3.2: Continue to recruit new dentists in engagement opportunities
- 3.3: Stratify and segment recruitment and retention marketing strategies
- 3.4 Ensure member benefits and value proposition are member focused and data driven

**Objective 4: Increase member engagement in leadership, programs and services:**

Strategies:

- 4.1: Establish a database of membership involvement at the national, state, component, and affiliate level
- 4.2: Increase awareness and use of FDA products and services
- 4.3: Use baseline data to identify potential leaders
- 4.4: Develop leaders

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### **Goal 3: The FDA (and ADA) will be recognized as the leaders and advocates for oral health.**

#### **Objective 5: Targeted stakeholders will recognize the ADA/FDA and its members as the authority on oral health**

Strategies:

- 5.1 Educate and provide **members** with tools that assist them in becoming leaders in oral health and prevention
- 5.2 Educate and influence **elected officials**, legislative and regulatory entities on oral health and prevention
- 5.3 Proactively engage **media** outlets
- 5.4 Improve the doctor/patient relationship by influencing **third party payers**
- 5.5 Educate the public on oral health and prevention
- 5.6 Sponsor high visibility programs that highlight FDA's commitment to oral health and prevention