

Strategic Planning

Report from the Strategic Planning Committee

Anita Campbell & Todd Ruopp, Chairs

This year was an exceptionally fruitful one, with the completion of the chapter's first, truly comprehensive *Strategic Plan*. Although the document was not "officially" completed and adopted until the end of this year, the planning process started in '08 and continued through June of this year. Thanks to the hard work of the Chapter board and other leaders within the membership, we completed an in-depth series of planning sessions that began by reviewing our past and many laudable accomplishments. We also reviewed our mandates from AFP International and current corporate structure. Next, we moved through a SWOT and other strategic exercises which resulted in the formulation of our new mission, vision and values statements. These overarching statements should serve the chapter well into the future.

At this juncture, we began working on identifying critical issues that would soon become the basic elements of the plan, and which revealed a high degree of interest in new areas such as "succession-planning" and "leadership development." Of special note would be efforts to revamp the chapter's organizational structure. The outcome was a brilliant strategy to re-organize our chapter like a "house" with three main pillars: **Education & Programs, Membership, and Governance/Leadership Development**. These three elements will always remain priority areas for the chapter, with three planks of administration, advocacy and communications serving as the underlying support. Finally, individual committees went to work setting achievable goals for this year that included definite, measurable objectives that were quickly put into action. The results of the two-year planning process have been quite successful and measurable:

- Increases in all categories of membership
- Improved, streamlined system of governance
- Enhanced team-building and renewed spirit of cooperation seen in both the leadership and general membership
- Strengthened relations with ancillary groups/stakeholders around the Central Florida area
- Increases in attendance at chapter events
- Improvements seen in the quality and organization of programs and special events
- Successful fundraising efforts
- Heightened public and member awareness of the Chapter's programs, services and activities - thanks to improvements in overall communications strategies

We have made great strides to expand, enhance and improve the Central Florida Chapter of AFP and look forward to working on our new plan for 2010 and beyond.