



AFP California San Diego Chapter

**STRATEGIC PLAN
2008-2010**

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BACKGROUND

On January 11, 2008, the board of the AFP San Diego Chapter came together to review their accomplishments from their 2005-2007 Strategic Plan, to review the key elements of their plan and to create an updated plan for the period of January 1, 2008 through December 31, 2010. The board met for a full-day planning session and spent several months finalizing the plan.

The board identified the outcomes they hoped would result from the strategic planning process, including updated goal statements, measurable objectives and action plans. The desired outcomes are listed in the order they were addressed:

- Review
 - Chapter's mission
 - Chapter's values
 - Board's vision
 - 2005 Goal statements
 - Accomplishments
- SWOT analysis
 - Internal strengths
 - Internal weaknesses
 - External opportunities
 - External threats
- Review the board's vision
- Review the 2005 goals and accomplishments
- Identification of critical issues
- Chapter organizational structure
- Goals
- Other desired outcomes
 - Measurable objectives
 - Action steps
 - Increased collegial relationships and agency collaboration
 - Increased emphasis on government relations

The planning process, including the extensive work done by board and committee members following the retreat, resulted in the creation of an updated strategic plan that will be the focus of the San Diego Chapter's work in the coming years. This plan maximizes the ability of the board of the San Diego Chapter to create its future and meet its mission through the 2010 fiscal year.

The following individuals participated in the strategic planning process:

Board of Directors

Allen Baytop
Pam Becker, CFRE
Jesse L. Brooks, CFRE
Doug Dawson
Carole Fish, M.Ed., CFRE
Erich Foeckler, CFRE
Edith Glassey, CFRE
Stacy Goodman
Geoff Graham, CFRE
Karen Goyette
Jean Larsen
Sandy Liarakos, CFRE
Megan Lim
Liza Bonilla McGuckin
Amy Parrott, CFRE
Donna Pippins
Janet Redding
Dave Ricks, CFRE
Jeannie Schmelzer, CFRE
Linda Spuck
Toni Tschann, CFRE
Amy Weeks
Pam Whitcomb

Chapter Administrator

Marie Botvinick, CMP, CMM

Facilitator

Patricia O. Bjorhovde, CFRE, AFP Staff

HISTORY

Executive Summary

Members of the San Diego fundraising community started the region's first professional development organization in 1970: NSFRE, the National Society of Fund Raising Executives. In 2001 the organization changed its name to the Association of Fundraising Professionals, and the local chapter is now: **AFP-San Diego**.

For the past 35 years the organization has developed programs to build the credentials of its growing membership, network the fundraising community and recognize outstanding contributions to regional philanthropy. The group has also fostered the development of other chapters (domestic and abroad) and fundraising organizations.

AFP-San Diego has distinguished itself with leadership on the national board by San Diego members, including the highest office, AFP-International Chair. The San Diego chapter has also been in the spotlight as host of the international conference, as recipient of awards for exemplary programs, and for new path-breaking initiatives.

At present AFP-San Diego has 272 members, a 26-member board of directors, and is incorporated as a nonprofit organization. Monthly chapter meetings feature outstanding figures in philanthropy. Workshops and training opportunities develop professional fundraising credentials. Two annual programs draw hundreds of participants from across the San Diego-Imperial area: an all-day Professional Development Conference and the local celebration of National Philanthropy Day. The annual AFP-International Conference also draws San Diego members as workshop presenters and attendees.

Through its affiliation with the international Association of Fundraising Professionals, today's AFP-San Diego members are connected with 26,000 members in more than 170 chapters throughout the world, working to advance philanthropy through advocacy, research, education and certification programs.

CORE VALUES

The participants reviewed the chapter's Values Statements:

Philanthropy: Believing that ethical and effective fundraising is the cornerstone of philanthropy and that philanthropy changes the world.

Inclusiveness: Providing interactive venues to encourage colleague relationships and embracing diversity in the fundraising community with a commitment to understanding and addressing the shared and unique needs of all members of that community.

Professionalism: Providing the fundraising community with the highest quality of knowledge, research, advocacy, career support, news and information, strategic alliances, quality, education and related tools and insights to ensure a successful future.

Integrity/Ethics: Conducting business according to the highest ethical principles and serving as trustworthy stewards of our resources.

Service/Value: Understanding that our focus is on service to our members, our chapters, stakeholders and customers and that it is provided in a timely and thoughtful manner, open to new ideas and exceeding expectations.

It was agreed that these statements still represent the Core Values of the San Diego Chapter, and that no changes would be made in these statements at this time. However, the group decided to add a sixth value: **Relationships/Collaboration**.

A values statement for this value will be created and added to the list of Values Statements.

MISSION

The group then reviewed both the chapter's mission statement and the association's mission statement. The current mission statement for the chapter is:

The San Diego Chapter of the worldwide Association of Fundraising Professionals (AFP) upholds the goals of the international association and advances philanthropy in the San Diego region by enabling Members, prospective members and representatives of other organizations to practice effective and ethical fundraising. The core activities through which the Chapter fulfills this mission include education and training, promoting credentialing, providing resources, networking, mentoring, advocacy and recognition.

After much discussion, the group determined that it wanted to delete the word "worldwide" in the first line. The resulting statement is:

The San Diego Chapter of the Association of Fundraising Professionals (AFP) upholds the goals of the international Association and advances philanthropy in the San Diego region by enabling members, prospective members and representatives of other organizations to practice effective and ethical fundraising. The core activities through which the Chapter fulfills this mission include education and training, promoting credentialing, providing resources, networking, mentoring, advocacy and recognition.

VISION FOR THE FUTURE

The planning group reviewed the association's vision statement and then reviewed the elements of the vision for 2010 that had been created during the 2005 planning process:

- Friendly, warm, inclusive
- Diverse membership
- Leadership of the profession is present
- Involved members
- Sense of responsibility
- Pride, unity & respect
- Top-notch educational experiences
- Timely, useful programs
- Discussion of important topics
- Benefits & value
- High percentage of CFREs in the chapter
- Professional in all operations

The board then determined that they wanted to add one additional element to this list:

- Collaboration

They further defined this as being a) connected to funders; b) working in collaboration with other organizations; c) working to develop an annual or biennial State of Philanthropy in San Diego County Report; and d) be seen as the voice for philanthropy in the area.

With this addition, the group determined that this list would represent their vision of the chapter in 2015.

REVIEW OF ACCOMPLISHMENTS

The board reviewed the Goals that had been set for the chapter:

- Strengthen membership
- Position the chapter as a leader in the San Diego nonprofit community
- Provide top quality education and training
- Strengthen the chapter's effectiveness
- Advance philanthropy in the community

After reviewing these goals, as well as several goals identified by other chapters and the association's goals, the decision was made to replace the fourth goal with:

- Operate as an effective organization

The new revised goal statements are:

- **Strengthen membership**
- **Position the chapter as a leader in the San Diego nonprofit community**
- **Provide top quality education and training**
- **Operate as an effective organization**
- **Advance philanthropy in the community**

The group then reviewed and discussed the Objectives that had been set out for each goal, and made an assessment of how much had been accomplished for each. Overall, it was determined that approximately 85% of the objectives had been accomplished and that the efforts had proven to be very successful. Many of the objectives had been completed and most were well underway.

The board felt the chapter had moved forward substantially in the past 3 years, and that it was due to having had a good plan in place and the leadership willing to move forward in their areas of responsibility.

SWOT ANALYSIS

The planning group engaged in a min-SWOT analysis, during which they assessed the internal strengths and weaknesses and the external threats and opportunities. Working in groups, they came up with the following, listed here in alphabetical order so as not to imply priority:

Internal Strengths

- 100% board participation in Every Member Campaign
- Commitment to diversity
- Consistency of leadership due to succession planning
- Consistent calendar and location for chapter meetings
- Financial stability
- Good mix of age and experience
- Increased visibility for chapter because of International Conference
- Increased volunteer opportunities available on committees
- Job opportunities/postings
- Long chapter history (founded in 1970)
- Major funders are on the board
- Membership receptions are successful
- Mentorship program
- Monthly new-member orientations
- Murray Fellows offers unique opportunities
- Networking
- New people are taking leadership roles
- NPD has a very high profile in San Diego
- Offers good membership benefits
- Offers great educational opportunities
- Ongoing strategic planning
- Organizational diversity
- Professional image
- Provided strong Host Committee for 2008 International Conference
- Scholarships
- Senior initiatives
- Size: one of the largest chapters in the country
- Stability because of chapter administrator
- Strong board leaders
- Ten-star chapter in every year since program was started, except 2006
- Website is a useful tool
- Welcoming

Internal Weaknesses

- Be more welcoming at meetings
- Competition that hinders collaboration
- High price of visitor guest rate

- Improve interaction between senior fundraisers and other members
- Involving board members to greet people at monthly luncheons
- Involving board members with membership orientation
- Lack of board recognition (reception/lunch)
- Lack of monthly table topics to provide a richer experience for all level of attendees
- Lack of planned giving officers in membership
- Lack of systematic framework for volunteers
- Lack of travel and honorarium funds
- Lack of written procedures and policies
 - Leadership development
 - Board mentoring before board transitions
 - Recognition of accomplishments
- Low membership of high-level CDOs
- Need a financial oversight plan
- Need plan for better communications with members
- Need to develop a more defined succession plan for officers and committee chairs
- No incentive to recruit or renew members
- Securing and retaining active committees

External Opportunities

- Be the leader or partner in bringing community organizations together to host a study on local nonprofit issues and/or to find collaborative solutions to local nonprofit issues
- Develop a marketing campaign to increase the visibility of AFP
- Develop incentives (such as discounts) for recruiting new members
- Develop a stronger relationship with one Union Tribune person who will work with the chapter to cover the philanthropic slant
- Expand and increase touch points
- Identify a board matrix to develop the characteristics of programs that are wanted
- Initiate discussion of nonprofit topics/philanthropy with other community agencies
- Joint programming
- Linkages to universities
- Outreach to non-members NPOs and their CEOs
- Website expansion to include links to other credible professional organizations
- Use the membership as a resource

External Threats

- Change in culture of philanthropy (“Generation 4”)
- Competition for providing fundraising education
- Competition from other organizations
- Decrease of corporate funding that reduces support for NPOs, reduces budgets and support for AFP membership
- Exodus of top leadership/Executive Directors in San Diego
- Funders who want to only fund new “wow” projects instead of mission-related activities
- Geographic challenges caused by population growth and transportation issues
- Growth in the number of new, small nonprofits

- Impact of wildfires and other disasters
- Increased control by AFP IHQ
- Lack of education on compensation in fundraising
- Lack of experienced/qualified fundraisers in San Diego
- Other “watchdog” groups that carry more “weight” than AFPSD
- Possible changes in laws at the federal, state or local level that will negatively impact philanthropy
- Possible recession and its impact on small budget organizations
- Scandals in the nonprofit community
- Unethical fundraising

Upon completion of this list, the board discussed these items, and used this knowledge as a filter through which to look at the critical issues the chapter is currently facing and the work that needs to be done over the next three years.

CRITICAL ISSUES

PROCESS

Based on the chapter's mission and values, its internal organizational strengths and weaknesses, external threats and opportunities, accomplishments of the chapter over the past 3 years and the board's vision for 2015, the AFP San Diego chapter planning group identified the following critical issues to be addressed by the board during the period January 1, 2008 and December 31, 2010 in order to achieve the vision. There were notably fewer critical issues in fewer categories than in 2005. The critical issues are listed in alphabetical order within categories, and several appear in multiple categories.

CRITICAL ISSUES

Administration

1. Financial oversight

Communications

1. Brand identity
 - a. Press
 - b. Elective officials\
 - c. Nonprofit community
2. Communicating relevance
3. Communicating the value of membership to CDOs and CEOs
4. Communication with members

Governance

1. Burnout
2. Financial oversight
3. Leadership succession
4. Monitoring of the strategic plan
5. Organizational structure
6. Reduced independence
 - a. AFPIHQ
 - b. Government
 - c. Nonprofit administration
7. Relevance

International Headquarters

1. Increasing control/imposition of regulations and operational requirements for chapters

Membership

1. Brand awareness
2. Burnout
3. Changing nonprofit landscape
4. Relevance

Marketing

1. Brand identification

Programs

1. Educational programming that moves outside of the traditional philanthropic box

Value

1. Serving the larger region
2. Adapting to a changing nonprofit landscape

Volunteer Management

1. Burnout

OPERATIONAL AREAS

PROCESS

In order to assess the goals and develop appropriate objectives for the next 3 years, and to determine where responsibility for their accomplishment lies, the group discussed how their chapter is organized and identified the operational areas for the San Diego Chapter.

OPERATIONAL AREAS

- Administration
- Education
- Governance
- Membership
- Outreach
- Public Relations/Communications
- Resource development

GOALS AND OBJECTIVES

PROCESS

The board reviewed the chapter's goal statements and . . . weighed their progress, assessed the current critical issues, reviewed the vision and developed five overarching goal. Three goals remain the same: I, II and IV; and goals III and V were changed:

- GOAL I:** To strengthen membership.
- GOAL II:** To position the chapter as a leader in the San Diego nonprofit community.
- GOAL III:** To deliver optimum value to members.
- GOAL IV:** To advance philanthropy in the community.
- GOAL V:** To operate as an effective organization.

GOALS & OBJECTIVES

The planning group then took each of the goals and, with their committees, worked over several months to develop objectives and action plans for each, taking into consideration that each must be specific, measurable and time-delineated and moves the chapter toward its vision. In addition, the board identified the chapter leader who is responsible for the accomplishment of the goal.

Goal 1: To strengthen membership

VP Education

Obj. 1.1: **To provide educational programs that meet the diverse needs of AFP member as indicated by an average ratings of 4 or better on all surveys.**

Action Plan:

Measure the satisfaction of members/attendees to luncheon programs and workshops after every program to ensure that topics are relevant and speakers are meeting the needs of the members based on interest and skill level. Follow up with an annual survey to measure overall satisfaction and to seek input for new topics of interest from members. (GG)

VP Membership

Obj. 1.2: Increase overall chapter membership by at least 10 percent each year.

Action Steps:

1. Implement outreach program to prospective members as outlined in annual membership plan by February 2008
2. Implement incentive program for current members by March 2008
3. Implement scholarship program for prospective members by March 2008 (JB/DP)

Obj. 1.3: Increase chapter retention rate to 80 percent

Action Steps:

1. Implement member recognition program as outlined in annual membership plan by March 2008
2. Provide reminders of the value of membership to all current members at least once per quarter beginning April 2008
3. Invite all new and renewing members to get connected via events, committee work, and volunteering beginning March 2008
4. Upgrade annual membership reception to be more of an “exclusive” event by October 2008 (JB/DP)
5. Have diversity be the focus of at least one membership luncheon per year
6. Conduct outreach to 10 organizations and professional groups in South and East San Diego County to present benefits of AFP membership
7. Invite 15 professionals per year as guests of the diversity committee to AFP monthly luncheons, membership orientations and the annual membership reception
8. Hold one outreach event per year specific to the diversity program, although it may be incorporated into a regularly scheduled AFP educational event, such as an audio conference, CFRE workshop, etc.
9. Develop five strategies to increase awareness of the benefits of AFP membership among current and prospective members by December, 2008
10. Foster inclusiveness and diversity in all membership-related activities according to the San Diego Chapter’s resolution on diversity

Obj. 1.4 Increase membership scholarships by 50% to be offered to fundraising professionals from small organizations by December, 2009

VP Community Relations

Obj. 1.5: Identify at least three external opportunities to promote education programs by July 2008.

Action Steps:

1. Contact organizations, such as the San Diego Foundation and Rancho Santa Fe Foundation, to discuss possibility of forwarding AFPSD educational program information to their constituents.

Goal 2: To position the chapter as a leader in the San Diego nonprofit community

VP Education

Obj. 2.1: Provide 10 luncheon programs and 5 – 8 educational workshops each year to membership and interested constituencies. (GG)

Action plan:

Each year work with various board members plan luncheon and workshop schedule – preliminary schedule (dates) for New Year should be submitted to the AFP Board no later than October of the current year. Every effort should be made to ensure that the first three months of the calendar year be schedule with confirmed speakers in order to expedite scheduling process for the incoming Vice President of Education and Program Chair.

VP Membership

Obj. 2.2: Collaborate with Senior Initiatives group to develop a plan to introduce benefits of AFP membership to CEOs of non-member organizations. *This is probably best addressed through a partnership between membership and senior initiatives. (CF/JB) Meet with the Senior Initiatives Chair in March and September of each year to develop outreach strategies to increase the membership for CEOs of non member organizations.*

Obj. 2.3: Create a sponsorship opportunity to underwrite a “Member get a Member” luncheon discount program by September, 2008.

VP Community Relations

Obj. 2.4: Identify, and include in overall annual Public Relations plan, ways to market programs to external organizations. The Initial plan to be approved by Board in March, 2008 with subsequent annual plans to be developed and approved by March of each year. (AW)

- 1. Develop 2008 plan for approval in March - done**
- 2. Complete and track planned activities throughout 2008**
- 3. 2008 Chair to review successes and make recommendations for the next year to 2009 Chair in December 2008**
- 4. Develop 2009 plan for approval in march 2009**

Obj. 2.5: Identify, and include in overall annual Public Relations plan, ways to market membership and programs to external organizations. The Initial plan to be approved by Board in March 2008, with subsequent annual plans to be developed and approved by March of each year.

Action Steps:

1. Initial plan drafted by March 2008 – done
2. Update plan as necessary throughout 2008.
3. Draft recommendations to 2009 Public Relations Chair and 2009 VP Community Relations in December 2008.

Obj. 2.6: Establish a “Speaker’s Bureau” by January 2009, to include recruitment and training of speakers, as well as identification of speaking opportunities.

Action Steps:

1. Develop an “elevator speech” about the San Diego Chapter by August 2008.
2. Develop Speaker’s Bureau recruitment and training materials by September 2008.
3. Develop plan for use of Speaker’s Bureau by September 2008.
4. Train Executive Committee members to serve as public spokespersons for AFP by October 2008.
5. Introduce concept to AFP membership: through e-blasts, website and at December chapter meeting.
6. Identify and recruit 5 board members to deliver 3 presentations each on AFP by January 2009.
7. Recruit 3 AFP members to join Speaker’s Bureau by January 2009.

Obj. 2.7: Identify and establish relationships with at least one person at each major media outlet, both English- and Spanish-language, by October 31, 2008.

Action Steps:

1. Visit news desks of media outlets to introduce AFP to “gate keepers.”
2. Calls to major outlets during summer 2008 to promote media opportunities prior to NPD.

Obj. 2.8: Establish relationships with 12 government officials’ offices by December 2009.

Action Steps:

2008

1. Identify National Philanthropy Day committee members and Chapter board members who have Government Relations contacts to attend November event by May 30, 2008.
3. Identify National Philanthropy Day Honorary Committee members who have Government Relations contacts to attend November event by August 15, 2008.
4. Create letter and email template for use in recruiting government officials to attend November event by July 1, 2008.
5. Create spreadsheet showing NPD committee members/Honorary Committee members’ contacts for follow up by August 20, 2008.
6. Work with National Philanthropy Day committee members/Honorary Committee members to send letter or emails to their government relations contacts by August 1, 2008.
 - A. Letter and email will also include information about AFP and include AFP Code of Ethics.
7. Create a Government Relations Workgroup to follow up with government officials regarding their NPD attendance by September 1, 2009.
8. Follow up with government relations officials identified by National Philanthropy Day committee/Honorary Committee members for November attendance by September 15, 2008.
9. Ensure government relations officials who are attending National Philanthropy Day to be strategically placed on key sponsor tables by November 14, 2008.
10. Send follow up thank you notes to government relations officials attending National Philanthropy Day by December 1, 2008.
11. Send letters to government relations officials not identified by National Philanthropy Day committee/Honorary members with information about AFP including Code of Ethics by December 15, 2008.
12. Establish relationships with 6 cities, county, state or federal government officials by December 30, 2008. Relationship building strategies to include follow up emails, phone calls, letters and personal visits by December 20, 2008.

2009

1. Identify Chapter board members who have Government Relations contacts by October 1, 2009.
2. Create spreadsheet showing Chapter board member contacts by October 15, 2008.
3. Create letter and email template for board member use to be sent to government officials explaining AFP purpose and include Code of Ethics by November 1, 2009
4. Create letter and email template for use in recruiting government officials to attend November event by July 1, 2009.

5. Identify National Philanthropy Day committee members who have Government Relations contacts to attend November event by May 30, 2009.
6. Identify National Philanthropy Day Honorary Committee members who have Government Relations contacts to attend November event by August 15, 2009.
7. Create spreadsheet showing NPD committee members/Honorary Committee members' contacts for follow up by August 15, 2009.
8. Work with National Philanthropy Day committee members/Honorary Committee members to send letter or emails to their government relations contacts by August 15, 2009.
 - A. Letter and email will also include information about AFP and include AFP Code of Ethics.
9. Follow up with government relations officials identified by National Philanthropy Day committee/Honorary Committee members for November attendance by September 15, 2009.
10. Create a Government Relations Workgroup to follow up with government officials regarding their NPD attendance by September 1, 2009.
11. Ensure government relations officials who are attending National Philanthropy Day to be strategically placed on key sponsor tables by November event 2009.
12. Send follow up thank you notes to government relations officials attending National Philanthropy Day by December 1, 2009.
13. Establish relationships with 6 cities, county, state or federal government officials by December 30, 2008. Relationship building strategies to include follow up emails, phone calls, letters and personal visits by December 20, 2009.

Obj. 2.9: Create a plan to use National Philanthropy Day honorees to increase the reputation of the chapter by October 2008.

Action Steps:

1. See 2008 NPD PR and Government Relations plans.

Goal 3: To deliver optimum value to members

VP Education

Obj. 3.1: Evaluate need for credentialing credits for our programs by 2009. If a need is determined by our membership then create plan to implement by 2010. (GG)

Action steps:

1. *Survey AFP San Diego Chapter members at the next appropriate chapter survey to determine need for credentialing credits for our programs.*
2. *If there is a majority of members favor credentialing credits for AFP programs then create plan to investigate feasibility, evaluation by the AFP board, and implement if deemed appropriate. Completion by 2010.*

Obj. 3.2: Offer one career building program/workshop each year beginning with 2008. (GG)

Action Plan:

On a regular basis maintain contact with various professionals that provide career building seminars that closely match the needs of the AFP

members – schedule program/workshop as appropriate with programming schedule.

Obj. 3.3: Working with the VP Community Relations and VP Membership provide a bi-annual report of the AFPSD Educational programs to the membership. Beginning in 2008 creates an event archive on our chapter website for each chapter meeting/event.

Action steps:

- 1. Develop timeline and presentation format for bi-annual report. Repeat each year.***
- 2. Working with chapter administrator and web-master create event archive with regular procedure to update after each meeting/event.***

VP Community Relations

Obj. 3.4: Ensure web site content updated on at least a monthly basis by May 2008.

Action Steps:

1. Public Relations Chair to review web site on at least a monthly basis.

Obj. 3.5: Determine whether creating member-only content (i.e. list-serves, blogs, wikis, and presenter materials) for the website would be of value to members by June 2009. If so, test feasibility and possibly implement by December 2009.

Action Steps:

1. Include future possibility of member-only content in 2008 RFP for web site redesign.
2. Include in 2009 budget.
3. Survey chapter membership by June 2009.
4. Concept development and budget review by Fall 2009.
5. Implement by December 2009.

Executive Committee

Obj.3.6: Educate and engage members in the process of board involvement by June 2009

Action step:

1. Create a visual representation (flow chart) of board/committee structure

Goal 4: To advance philanthropy in the community

VP Education

Obj. 4.1: Secure the following one time a year at AFP SD luncheon: Philanthropist to participate for at least one luncheon program; Award recipient of NPD; and High profile community leaders

Action plan:

Work with various community members, AFP Board members and the NPD committee members to secure philanthropist and/or high profile community leader for luncheon. Repeat each year.

VP Community Relations

Obj. 4.2: Create a plan to continue to build on ways to use National Philanthropy Day to enhance community understanding and appreciation of philanthropy while providing the chapter with increased revenue needed to carry out its membership activities and programs by November 2008.

Action Steps:

1. Include in NPD committee discussions throughout 2008 planning process.
2. Include in 2008 NPD Public Relations plan.
3. Recommendations to 2009 NPD Chair, PR Chair and VP Community Relations in December 2008.

Measurements of success to include an increase in net revenue, number of people in attendance and number of news clips.

Obj. 4.3: Increase print, electronic and Spanish-language media coverage of National Philanthropy Day by November 2008.

Action Steps:

1. See 2008 NPD PR plan.

Obj. 4.4: Develop a plan to create relationships with the business community by May 2009.

Action Steps:

1. Develop set of recommendations to give to 2009 VP Community Relations and Public Relations Chair in December 2008.

Executive Committee

Obj. 4.6: Evaluate the need for involvement of past presidents as an advisory committee to the chapter. **December 2009.**

1. **Convene Past Presidents meeting spring 2009**
2. **Identify how they can help the chapter**
3. **Develop job description**
4. **Establish Advisory Committee**

Goal 5: To operate as an effective organization

VP Education

Obj. 5.1 Evaluate expenses related to luncheon and workshop program each year and recommend adjustments as needed

Action steps:

1. **Review expenses related to luncheon and workshop program. (Annual review completed for 2008.) Repeat each year.**
2. **At year-end, coordinate and review expenses for new facilities contract with chapter administrator and appropriate board members. Repeat each year.**

VP Membership

Obj. 5.2: Create an updated Membership Plan annually that identifies goals for increased growth, increased retention and *outreach* to prospective members by Jan. 1

annually. *The outgoing membership chair to review current plan with incoming chair and draft changes to be presented to the Board at the January meeting. (JB/DP)*

VP Resource Development

Obj. 5.3: Develop a focused fundraising plan for the chapter that includes all sources of funding by September, 2008.

Action Steps:

1. Implement a stewardship program for donors and sponsors to achieve a 75% renewal rate.
2. Develop increased opportunities to support AFP San Diego by December, 2008.
3. Raise funds for member incentives for referrals by December, 2008.

Executive Committee

Obj. 5.5 Create and adopt a complete set of chapter policies and procedures by December 2008.

1. **Establish a committee to develop policies**
2. **Administrator to develop draft**
3. **Review draft in August 2008**
4. **Present to the board for approval September 2008**

Obj. 5.6: Create a Financial Oversight Committee by April 2008.

1. **Establish a committee to include the treasurer and three additional board members**
2. **Review budget and advise board on financial matters including savings and investments.**
3. **Make recommendations on how funds should be invested**

Obj. 5.7: Submit chapter archives to the new AFP IHQ “electronic vault” by December 2008, subject to availability. Determine usage of both IHQ and local or both.

1. **Chapter administrator to itemize information and prepare to submit archives by 12/31/08.**

RECOMMENDATIONS FOR FUTURE ACTIONS

The AFP San Diego Chapter board president-elect is charged with the task of monitoring progress on the Strategic Plan. That individual will work with the individual Vice Presidents with responsibility for the objectives under each goal to ensure that the appropriate individual and/or committee has included a measurement in each objective, has established the appropriate action steps, and is moving forward. It is recommended that for each year, the objectives that have been identified as a priority and their action steps be summarized and looked at in their totality to determine if the timelines set are reasonable, given that all board members are volunteers. It is further recommended that the board plan a follow-up meeting or a significant time on the agenda of a regular meeting in December of each year, and semi-annually thereafter, for the specific purpose of reviewing the strategic plan, evaluating progress and making adjustments to both uncompleted objectives and action steps as needed. In this way, the objectives and action steps will guide the board as it works to accomplish organization's goals and move toward its vision.

The strategic plan for the AFP San Diego board provides a focused and thoughtful roadmap toward the vision this board has articulated and these are the directions needed to get there. By continuing to build on the excellent work and many accomplishments of the volunteers who brought the first 3-year plan to fruition, AFP San Diego board of directors and the chapter is well-positioned to proactively create its future and meet its mission through the year 2010.