



GFWC

ALABAMA FEDERATION OF WOMEN'S CLUBS

STRATEGIC PLAN

Established 1998

June 1, 2016

2016-2018 AFWC Strategic Planning Committee:

Christine Steele, President Elect (Chairman)

Betty Wellborn, President

Randy Matthews, 1st VP

Margaret Milford, 2nd VP

Jan Greer, Secretary

Becky Vansant, Treasurer

Karol Kapustka, Director Rep

Myra Wilson, CSP Rep

Members-at-Large:

Brigiete Carey

Sherry Stutts

Stella Suttle

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Established 1998 – Revised 2013

This document identifies six (6) key areas that are a priority to our organization: Leadership Development, Membership Retention & Recruitment, Communication and Public Relations, Meetings, Headquarters, and Resource Development.

Priorities include challenges to the organization along with several important goal statements and action steps that will direct our courses of action. **It will be the responsibility of the designated leadership to further develop specific strategies for the full implementation of this plan.** During each administration, the AFWC Strategic Planning Committee will continue to refine the plan including the definition of time frames to successfully achieve established goals.

The AFWC Board of Directors has approved a standing committee on the Board of Directors to serve on the AFWC Strategic Planning Committee. The Committee shall be comprised of the AFWC elected officers, a district director, a CSP chairman, and no more than three (3) appointed members of the Federation. The President Elect will serve as chairman, and in so far as possible, the representation will be from all districts. The committee will be responsible for conducting an ongoing evaluation and revision of the AFWC Strategic Plan for adoption at the winter meeting of the Board of Directors. The committee will make an annual report at the state convention.

The members of the 2016-2018 AFWC Strategic Planning Committee are: Christine Steele (Chairman), Betty Wellborn, Randy Matthews, Margaret Milford, Jan Greer, Becky Vansant, Karol Kapustka, Myra Wilson, Brigiete Carey, Sherry Stutts and Stella Suttle.

ALABAMA FEDERATION OF WOMEN'S CLUBS MISSION STATEMENT

The Alabama Federation of Women's Clubs, a member of the General Federation of Women's Clubs, is a statewide organization dedicated to improving communities through volunteer service and to providing opportunities that strengthen the roles of women.

Priority – Leadership Development

Challenge:

To identify and train potential future leaders in order that the Alabama Federation of Women's Clubs will remain a strong and viable organization.

Goal Statements:

- Appoint a Leadership Development Committee whose responsibility will be to outline a plan for developing future AFWC Leadership.
- This committee should consist of an odd number of members ranging from a minimum of five to a maximum of seven members. Members should represent the diverse generational groups of Federation membership.
- This committee shall include at least one LEADS Graduate and one Juniorette or Juniorette Advisor.
- This committee will identify obstacles that prevent members from accepting leadership positions and provide recommendations to the Executive Committee to overcoming these obstacles whether they are time, financial, or training/experience constraints.
- This committee will evaluate the organization's current leadership training programs and make recommendations to the Executive Committee to streamline training to make it more affordable and more attractive for all members of the Federation. Consideration will be given to video conferencing, webinars, etc.
- This committee will be responsible for securing biographies on each member of the AFWC Board of Directors and creating a resource database striving to utilize the strengths and professional skills of the membership.
- This committee will explain the nomination and election process and encourage members to seek AFWC office.
- AFWC will promote and utilize the GFWC LEADS program to identify, encourage and train future AFWC/GFWC leaders.
- The GFWC LEADS application will be made available on the website and in the yearbook. The application should be published in The Alabama Clubwoman at least two months prior to the deadline.
- GFWC LEADS Graduates should be utilized more in leadership development and training.

Priority – Membership Retention and Recruitment

Challenge:

To recruit new Federated members while striving to ensure that existing members remain committed to and excited about club work and understand the benefits of membership.

Goal Statements:

- The AFWC Membership and Club Extension Committee will strive to retain existing members and recruit new members.
- The AFWC Second Vice President will develop a plan for membership recruitment and retention for approval by the AFWC Board of Directors.
- The AFWC Membership and Club Extension Committee will seek input and materials from GFWC, other state federations, districts, and clubs with successful membership campaigns and strategies to assist with planning.
- The AFWC Membership and Club Extension Committee will provide district membership chairmen with membership strategies.
- AFWC will strive for greater membership diversity both generational and ethnicity based.
- AFWC will conduct a campaign to increase the number of AFWC clubs with a goal of a minimum of one new or reinstated club in each district during the administration. The AFWC VP of Membership will insure that this goal is communicated throughout the districts, and districts meeting this goal will be recognized at the AFWC Convention.
- The AFWC Membership and Club Extension Committee will create a chartering package which will assist new club formation and reinstatement. This package shall contain sample bylaws and all necessary forms.
- In addition to focusing on new member recruitment, AFWC will establish a recognition program for all clubs maintaining their membership numbers as well as those increasing their membership numbers. This could be as simple as having a letter/certificate sent to each of these clubs following the membership reporting deadline thanking them for their membership in Federation. These clubs would also be recognized at the AFWC Convention.
- Provide recognition for those clubs sponsoring Juniorette clubs. A certificate of acknowledgement should be presented to all clubs sponsoring Juniorette clubs at the annual convention.
- Each time a new Juniorette club is formed, the Juniorette Chair, the AFWC Second Vice President, and the AFWC President should send congratulatory letters or notes to both the Juniorette club and the sponsoring club.
- The Membership and Club Extension Committee will investigate methods to incorporate technology into membership development. For example, cyber clubs such as GFWC Alabama LEADS Graduates, GFWC Alabama Juniorette Alumni, etc.
- Develop a Facebook message that existing club members can share on their individual Facebook accounts that detail why they are Federated club women and that they can invite their Facebook friends to attend a meeting with them or to ask questions.
- Ask clubs to send in the names and addresses of their new members monthly in order that the AFWC Membership and Club Extension Committee can send a personal welcome from AFWC and reinforce the significant impact the club has in its community. In addition to welcoming the new member into Federation, this would reaffirm the club's importance in its community.
- Ask new members to share what motivated them to become a Federated club member, and use these comments to develop future membership campaigns.

Priority - Meetings

Challenge:

To provide stimulating, informative meetings which inspire and train all members in the most cost-effective manners possible.

Goal Statements:

- The AFWC Executive Committee will conduct ongoing evaluations of statewide meetings and workshops and provide recommendations to the Board of Directors for improvements.
- Event chairman for AFWC statewide meetings and workshops will provide a report to the Board of Directors at the first board meeting following the event.
- The AFWC Executive Committee will present a report to the AFWC Board of Directors outlining the final financial report for each statewide meeting and workshop.
- The AFWC Executive Committee will work to streamline AFWC Board of Directors Meetings. One suggestion would be that instead of having every board member give an oral report, only those with action items/announcements would speak. Board members would still be expected to submit a written report to the AFWC President and the AFWC Secretary, but it would not be read. Reports (both written and oral) should be relevant, concise, and timely.
- The AFWC Executive Committee will work to reduce the length of annual convention at least in non-election years as an incentive to increase attendance. Possible considerations include the elimination of the Executive Committee Luncheon and the Board of Directors Dinner. The Executive Committee and the Board of Directors could be held during the morning of the first day of convention. The actual convention could then start around 10:30 am. Another option would be to have only one formal evening banquet in non-election years allowing for one overnight stay for the “average clubwoman” and a two night stay for board members. During election year, a second formal evening banquet would be needed for installation.
- The AFWC Executive Committee could consider incorporating a simple hands-on (done in a day) service project at each statewide meeting or workshop. This would reinforce our mission state of improving our communities through volunteer service and might provide additional incentive for those in attendance.
- The AFWC Awards Committee will work to streamline how awards are distributed. One possibility is to group CARE and Operation Smile awards so that certificates are distributed at the same time by club. Another possibility is to have a photo staging area where photographs can be taken after the banquet/meeting is over rather than slowing down the progress of the meeting for people to take photographs as the awards are being given. Following a previous example, it would be beneficial if district directors were requested to stand at the front to accept awards in case a club representative isn't present. Additionally, presidents or a club representative could sit together at tables near the awards presentation area.
- A timekeeper should be utilized at all statewide meetings, workshops, and board meetings to facilitate the prompt flow of materials.
- The AFWC Executive Committee will appoint a committee (possibly a Communications Committee) to research the use of video conferencing and conference calling to streamline the committee meetings prior to the Board of Directors Meeting.

Priority – Communication and Public Relations

Challenge:

To recognize the need for more effective and efficient communication between the Federation and clubs and among clubwomen utilizing multiple methods of communication while creating a positive identity and contemporary image for the Alabama Federation of Women's Clubs, both internally and externally.

Goal Statements:

- AFWC must acknowledge that communication efforts have to encompass all generations. Younger generations depend more heavily on electronic communication rather than print media. Social media has not been addressed in previous strategic plans. Communication efforts are going to have to evolve to encompass multiple methods to include but not be limited to print, website, email, and social media.
- Restructure Communications efforts. Currently, there are separate standing committee chairs for The Alabama Clubwoman electronic newsletter, the website, public relations/communications, etc. A Communications Committee with a chair and subcommittee chairmen for website, social media, newsletter, etc. might prove to be more effective. The Executive Committee will research the possibility of creating such a committee.
- AFWC should provide training to our members on how to use electronic media and social media at workshops and conventions.
- The AFWC Communications Committee will research the possibility of providing manuals, directories and other resource materials on CDs or flash drives rather than incurring the expense of having these materials printed. These materials will still be offered in print at a charge. Recommendations would be presented to the Board of Directors for approval.
- The AFWC Communications Committee will research the possibility of providing webinars for training purposes. Recommendations would be presented to the Board of Directors for approval.
- GFWC member organizations, in an effort to identify with the parent organization, will be encouraged to have GFWC Alabama preceding their names or refer to themselves in this manner without a formal name change.
- AFWC will promote its identity to the public through the Communications Committees efforts in regards to social media opportunities such as Facebook, Twitter, etc. In particular, messages will be prepared that members can share on their personal Facebook and Twitter accounts to build name recognition.
- The Public Relations function should be a function of the Communications Committee with the Communications Committee actively pursuing the addition of a Juniorette to the committee.
- The Communications Committee will investigate the creation of an AFWC blog.
- The Communications Committee will create a Federation Awareness campaign to provide clubs and members with materials that they can customize and present to their elected officials and media. These materials will be available on the AFWC website.
- Create a competition to recognize the club with the most innovative and creative campaign to market their club and Federation.

Priority – Headquarters

Challenge:

To educate members about the history of and the value of the AFWC Headquarters and provide a plan for the long term maintenance for the facility.

Goal Statements:

- The Headquarters Committee will work with the AFWC Treasurer to compile a detailed analysis of the cost of operation for the AFWC Headquarters. This cost of operation will then be compared to an analysis of the cost that AFWC clubs and clubwomen would incur for the fulfillment of their AFWC responsibilities if the Headquarters facility was not available for meeting space and accommodations.
- The Headquarters Committee will review the Headquarters usage fee to determine if reduced usage fees would be a feasible alternative in order to encourage the use of the Headquarters more frequently and to defray some of the overhead expenses. Any recommendations will be forwarded to the AFWC Executive Committee.
- The Headquarters Committee will develop a capital improvement plan for this historic building and its furnishings. This plan will be a detailed, phased plan for Headquarters repairs and maintenance.
- Streamline fundraising for AFWC Headquarters. AFWC Foster House and the 2728 Society are competing with one another for funds, and both of these are competing with the AFWC general budget at AFWC Convention. Consider combining AFWC Foster House and the 2728 Society, and consider limiting fundraising at Convention to the general fund.
- Appoint a board member to research and prepare historic preservation grant opportunities and to investigate what our obligations are as a historic site. See the Resource Development priority page.
- Research the possibility of changing the phone system for the Headquarters to a plan such as Straight Talk. Of course, compatibility with the current alarm system will have to be taken into consideration.
- The Headquarters Committee will present a plan for the cataloging of all valuable items in the Headquarters for valuation and insurance purposes.
- The Headquarters Committee will investigate the designation of an area where clubs could archive their important papers with the opportunity to “lease” a storage cabinet to house their important papers at AFWC Headquarters.

Priority - Resource Development

Challenge:

To obtain sufficient financial resources to ensure Alabama Federation of Women's Clubs future as a viable organization.

Goal Statements:

- While AFWC Foster House has benefitted from the formation of a Capital Campaign Committee to establish a revenues generation goal and to create a plan to reach this goal, perhaps AFWC would benefit from the formation of a Resource Development Committee that would present a plan to the Executive Committee for approval.
- A minimum of one member of the Resource Development Committee would also serve on the Finance Committee in order to facilitate the flow of information between these committees. A member of the Headquarters Committee would also be a member of the Resource Development Committee.
- A subcommittee appointment under the Resource Development Committee would be a Historic Preservation Grants member.
- The Resource Development Committee will research all non-dues funds generation opportunities and coordinate all fundraising activities to benefit the AFWC General Fund.