



FINANCIAL  
PLANNING  
ASSOCIATION

GREATER  
PHOENIX

# 5-Year Strategic Plan 2020-2025

**FPAGP Board of Directors  
Year 2 (2021)**

# 2021 Strategic Plan – Executive Summary –

Purpose	<p><b>Primary Aim:</b> To elevate the profession that transforms lives through the power of financial planning (National)</p> <p><b>Vision:</b> To be the essential hub of our financial planning community (Chapter)</p> <p><b>Mission:</b> Connect CFP® and associated professionals to the resources they need and the people who need them (Chapter)</p> <p><b>Brand Promise:</b> Discerningly provide the essential resources &lt;opportunity&gt; for fulfilling the ambitions of your financial planning journey (Chapter)</p>		
Central Insight & Implication Driving Strategic Pillars	<p><b>Strategic Insight:</b> 2015-18, Board focus shifted from being general circle team leaders to strategic planners, revised its Vision and Mission and adopted a Brand Strategy. In 2019, the Board reaffirmed shifting ED focus from administrative (assisting Board) to strategic (CEO).</p> <p><b>Implication:</b> The Board developed a 5-year strategic plan (2020-2025) to address these major shifts, identifying three strategic areas of effort to protect the long-term viability of the chapter: governance infrastructure, Board and ED accountability and providing value to a highly engaged financial planning community</p>		
Strategic Pillars	<p><b>Strengthen Governance</b> Create the infrastructure seen in strategic, mature and high-functioning non-profit Boards</p>	<p><b>Optimize Organizational Accountability</b> Develop the FPAGP scorecard; define what success looks like in the short- and long-terms across the entire chapter</p>	<p><b>Engage Our Financial Planning Community</b> The long-term viability and sustainability of the FPAGP is dependent on highly engaged members within our community</p>
2021 Tactics	<p><b>Board Composition Task Force</b></p> <ul style="list-style-type: none"> <li>• Update materials (e.g., application)</li> <li>• Continue purposeful board recruitment thru 2020 and into 2021</li> <li>• Formalize policy in 2022</li> <li>• HR: CW, MS, MK</li> </ul> <p><b>Role Descriptions Task Force</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; document Board role descriptions (including, for example, partnership liaison role and General Circle liaison role)</li> <li>• Some content likely to come out of engagement tactics (at right) thru 2020 and into 2021</li> </ul> <p><b>Committee Structure Task Force</b></p> <ul style="list-style-type: none"> <li>• Research and propose a committee structure: new models vs. traditional models (2022)</li> <li>• Post selection, document committee policy and descriptions (2022)</li> <li>• Incorporate learning during 2021 engagement focus (tactics at right)</li> </ul> <p><b>Dynamic Governance</b></p> <ul style="list-style-type: none"> <li>• Board member training (ongoing)</li> <li>• HR: All Board members</li> </ul>	<p><b>Scorecard Task Force</b></p> <ul style="list-style-type: none"> <li>• Research and develop scorecard (TBD)</li> <li>• In conjunction with engagement tactics (at right), define “engagement”, research and propose ways to measure “engagement”</li> <li>• HR: TBD</li> </ul> <p><b>ED/Board Feedback &amp; Evaluation</b></p> <ul style="list-style-type: none"> <li>• Quarterly review meetings (ongoing)</li> <li>• Annual Board self-assessment (ahead of 2022 strategic planning session)</li> <li>• Annual capacity survey (ahead of 2022 strategic planning session)</li> <li>• HR: All</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Mass:</b> Monthly state of the chapter (written, web post, links from social media, etc.); from template; from the Board (a different director and back-up assigned each month); coordination with Communications Team through DG circles (ED and Board Liaison).</li> <li>• <b>Direct:</b> Board outreach to current members (1-2 calls/member/year); new members</li> <li>• <b>Messages:</b> feedback, activity; member lifecycle, ambition fulfillment; chapter needs</li> <li>• HR: TBD</li> </ul> <p><b>Access</b></p> <ul style="list-style-type: none"> <li>• Hubble participation (at least one director on every call); Member feedback/access opportunities (townhalls, etc.)</li> <li>• HR: TBD</li> </ul> <p><b>Network</b></p> <ul style="list-style-type: none"> <li>• Past leadership outreach to former Board/GC</li> <li>• HR: TBD</li> </ul> <p><b>Protect Lifelong Learning Asset</b></p> <ul style="list-style-type: none"> <li>• Board liaison direct connection with ED and GC to ensure continuity and recruitment</li> </ul>

## 2020 Assessment – SWOT Analysis –

### Strengths

- **S1.** A compelling vision, mission and brand.
- **S2.** A governance model that promotes moving initiatives forward while providing opportunity for all leaders to voice opinions. Yet, one that recognizes it can take one leader to hold back an initiative should they provide a compelling argument it is not aligned with the chapter's vision, mission and brand.
- **S3.** Financial stewardship and systemization.
- **S4.** Assets, platforms and intellectual property. A lifelong learning program that is one of the best in the FPA and arguably our profession. A powerful and successful Partnership platform (all partners renewed in 2020 and others sought a relationship) An advocacy team whose efforts in relationship building and subsequent increasing influence with state legislators are resulting in the chapter more involved in shaping policy.
- **S5.** Talented, capable and engaged paid and unpaid staff.
- **S6.** A leadership culture with a willingness to thoughtfully and purposefully experiment (and possibly fail).
- **S7.** A Strategic Board and strategic ED focused on the long-term viability of the chapter through a thoughtful and purposeful 5-year strategic plan

### Weaknesses

- **W1.** Lack of formalized Board role descriptions.
- **W2.** Capacity: a small Board (9 members).
- **W3.** Capacity: 50% of teams have leaders and engaged team members.
- **W4.** Capacity: a lack of capacity to effectively market and communicate.
- **W5.** Lack of diversified revenue sources; a reliance on the three traditional member organization business model of dues, partners and events.
- **W6.** Limited leadership continuity, past Board members fade into the general membership along with their institutional knowledge, history and context.
- **W7.** Lack of full adoption of Dynamic Governance. Missing the benefit of DG structures that facilitate communication and productivity (e.g., Board, General Circle interaction and interconnectedness).

### Opportunities

- **O1.** Developing alternative or nontraditional revenue sources.
- **O2.** Telling the compelling story of the chapter's transition over the past 5 years.
- **O3.** Identifying technology to increase capacity, efficiency and communication to deliver tactics across our strategic pillars as well as expand our reach beyond our local chapter (e.g., other regions or states without active chapters).
- **O4.** Board communication and engagement directly with our financial planning community.

### Threats

- **T1.** There is an immediate need to quickly provide a replacement for Jim Schwartz. Jim developed one of the best Lifelong Learning programs in the FPA and arguably our profession. The Board recognizes Jim's outstanding contribution and sincerely thanks him for his service to the chapter.
- **T2.** Related to T1, more broadly, is the chapter's ability to fill a leadership pipeline to ensure timely and competent replacement of existing leadership.
- **T3.** COVID-19 presented the chapter (and the world) a major challenge; however, while the Board achieved many things in 2020, we feel engagement with our financial planning community suffered.
- **T4.** Technology's role in society has undoubtedly changed. While technology advances have impacted us in many positive ways, the Board recognizes that it could have a negative impact on the organization if not effectively incorporated.
- **T5.** As we transition to a strategic Board and a strategic ED, there are some members who disagree with this new direction. The Board is absolutely behind engaging and welcoming all members of our financial planning community – even those that may disagree with the new strategic direction. Some that disagree have been publicly vocal with arguably erroneous information which could hinder the Board's efforts.

## 2020 Assessment – Recap –

**Summary.** 2020 certainly was a challenging year. The Board and chapter entered the year with optimism and a solid and compelling plan. Phoenix was set to host the FPA National Conference and we were excited to showcase our city, state and chapter. Then COVID-19 hit, turning our chapter's, our community's and the world's worlds upside down. The Board had changed its meeting schedule from bi-monthly to monthly late in 2019 to increase productivity and accountability for Board work. The unintended consequence was regularly schedule monthly meetings helped the Board and the Chapter better manage the uncertain times during the first half of the year. In addition, the Board held two special meetings to move chapter business forward. As far as we can tell, 2020 was the first year the chapter officially adopted a 5-year, written plan. The Board strategic planning sessions in August and September reconfirmed the strategic pillars of the plan and identified Engage Our Financial Planning Community as the top priority for the remainder of 2020 and into 2021. The list of achievements below are organized by strategic pillar and include a reference to how they relate to the SWOT analysis found elsewhere in this document. References to the SWOT are included as an alignment gauge.

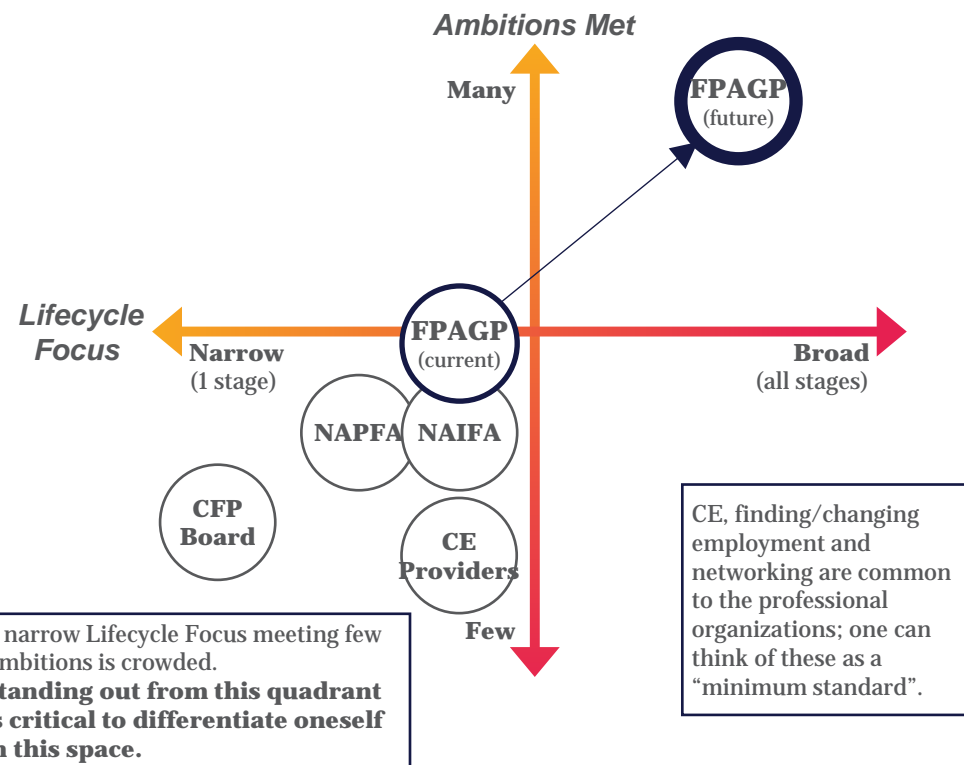
Strategic Pillars	<b>Strengthen Governance</b> Create the infrastructure seen in strategic, mature and high-functioning non-profit Boards	<b>Optimize Organizational Accountability</b> Develop the FPAGP scorecard; define what success looks like in the short- and long-terms across the entire chapter	<b>Engage Our Financial Planning Community</b> The long-term viability and sustainability of the FPAGP is dependent on highly engaged members within our community
2020 Achievements	<p><b>Adopted Dynamic Governance.</b> Related to a broad range of SWOT items, <b>S2, S6</b></p> <p><b>Adopted 5-year strategic plan.</b> Defined a path and infrastructure to focus our limited resources and capacity over a long-term horizon. Related to a broad range of SWOT items, <b>S1, S5, S6, S7.</b></p> <p><b>Updated Bylaws.</b> Removed the <i>requirement</i> for Officers to step off board after serving term. Adjusted Board tenure to reflect 2-year terms (increased to 6 years with one-year break vs. 5 years). Related to <b>W2, W6.</b></p> <p><b>Defined/ing organizational values.</b> Related to <b>S1, S5, S6, W6.</b></p> <p><b>Introduced draft Board Composition Policy.</b> Related to <b>S2, S5, S6, S7, W1, W2, W4, W5, O4, T3.</b></p> <p><b>Dynamic Governance training.</b> Related to governance in general, <b>S2, S5.</b></p> <p><b>Living vision, mission and brand.</b> Related to a broad range of SWOT items, <b>S1, S6.</b></p>	<p><b>Improved financial record keeping.</b> Moved budgeting from excel to quick books. Shifting back to calendar year budgeting (2016 was shifted to fiscal year due to delays). Continuity, improved reporting, timely access to financial information. Related to <b>S2, S3, S5, O2.</b></p> <p><b>Alternative revenue sources.</b> Introduction by ED and Board approval to further investigate. Addresses <b>S3, S4, W5.</b></p> <p><b>Minutes template introduction.</b> Improves the accuracy of recording chapter business as well as transparency to chapter members. Addresses <b>S2, S3, O4.</b></p> <p><b>ED Policy.</b> Defined ED and Board roles. Provides policy and guidelines for hiring, evaluating and terminating ED relationship. Addresses a broad range of SWOT items, <b>S5, S7, T5.</b></p>	<p><b>CFP Board comments.</b> Formal comments on the CFP Board proposed <i>Procedural Rules</i> and revised <i>Code of Ethics and Standards of Conduct</i>. Related to <b>S1, S2, S5, S7, O4.</b></p> <p><b>Legislation comments.</b> Formal positions on SB 1557 and SB XXXX. Related to <b>S2, S4, S6, O2, O4.</b></p> <p><b>Official Arizona lobbyist.</b> Formalizes and strengthens the chapter's ability to influence policy at the state level. Related to <b>S2, S4, S6, O2, O4.</b></p> <p><b>Hubble attendance.</b> Board more accessible to members. Related to <b>S1, S5, S7, W4, O2, O4, T3, T5.</b></p>

### Board Member 2021 Capacity/Resource Focus

EI, JC, AM, MK	10%	10%	80%
MS	20%	10%	70%
CW, WC	15%	10%	75%
DW	5%	10%	85%
CH	25%	10%	65%

# FPAGP Brand Strategy Summary

<b>Brand Strategy</b>	<b>Core</b>	Achieving Ambitions
	<b>Promise</b>	Discerningly provide the essential resources for fulfilling the ambitions of your Financial Planning journey
	<b>Positioning</b>	The FPA Greater Phoenix is <i>the</i> financial planning professional organization in Arizona*. Our chapter is with you every step of your financial planning career. From the moment you realize financial planning is a highly esteemed profession to the moment you retire from it and beyond, the FPA of Greater Phoenix is there with the essential resources you need to achieve all your financial planning ambitions
	<b>Personality/Voice</b>	FPAGP: professional, inclusive, ethical, social, accessible, grounded, trusted, capable National: helpful, empathetic, conversational, amusing
	<b>Tagline</b>	Your Journey. Your Ambitions. Achieved.
	<b>Target Market</b>	Primary: Certified Financial Planners, those aspiring to become Certified Financial Planners and financial planning Alumni in Arizona Secondary: Professionals providing resources supporting the work of Certified Financial Planners



	Lifecycle	Ambitions
<b>FPAGP (current)</b>	<ul style="list-style-type: none"> <li>• Early profession</li> <li>• Mid profession</li> <li>• Late profession</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Pro Bono/Public Awareness</li> <li>• Maintaining designation (CE)</li> <li>• Finding employment</li> <li>• Changing employment</li> <li>• Networking</li> </ul>
<b>CFP Board of Standards</b>	<ul style="list-style-type: none"> <li>• Pursuit</li> </ul>	<ul style="list-style-type: none"> <li>• Becoming a CFP®</li> <li>• Finding employment</li> </ul>
<b>NAPFA</b>	<ul style="list-style-type: none"> <li>• Mid profession</li> <li>• Late profession</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining designation (CE)</li> <li>• Finding employment</li> <li>• Changing employment</li> <li>• Networking</li> </ul>
<b>NAIFA</b>	<ul style="list-style-type: none"> <li>• Early profession</li> <li>• Mid profession</li> <li>• Late profession</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining designation (CE)</li> <li>• Finding employment</li> <li>• Changing employment</li> <li>• Networking</li> </ul>
<b>CE Providers</b>	<ul style="list-style-type: none"> <li>• Early profession</li> <li>• Mid profession</li> <li>• Late profession</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining designation (CE)</li> </ul>

# Appendix I – Team Plan Template –

Purpose	<b>Primary Aim:</b> To elevate the profession that transforms lives through the power of financial planning (National) <b>Vision:</b> (Chapter) <b>Mission:</b> (Chapter) <b>Brand Promise:</b> (Chapter)		
Chapter Strategic Pillars	<Action> <Acted on> <description>	<Action> <Acted on> <description>	<Action> <Acted on> <description>
Team Vision & Long-term Goals (optional)	<b>Vision:</b>		<b>Goals:</b>
Team Strategies [\$x]	<Action> <Acted on> <description> [\$x]	<Action> <Acted on> <description> [\$x]	<Action> <Acted on> <description> [\$x]
Team Tactics/ Activities	<Tactic title> • <description> • <description> • <timing> • <budget> • <HR>	<Tactic title> • <description> • <description> • <timing> • <budget> • <HR>	<Tactic title> • <description> • <description> • <timing> • <budget> • <HR>

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