

**Report of the Strategic Planning Working Group
To the ARRL Board of Directors, Vice Directors, and Officers
January 15, 2016**

To the ARRL Board of Directors:

This report highlights the activities of the Strategic Planning Working Group during the Second Half of 2015 and it discusses the Strategic Plan that has been submitted to the Board for ratification during the 2016 Annual Meeting.

At the Annual Meeting of the ARRL Board in January 2015, the Board approved the creation of a Strategic Planning Working Group to develop an updated Strategic Plan for the ARRL. In July 2015, revised Mission, Vision, and Values Statements were approved in principal. Since that meeting, the Strategic Planning Working Group (SPWG) has met eight additional times discussing various segments of the plan. The Working Group has held 24 total meetings.

In a report to the Executive Committee at its meeting in October 2015, it was noted that the Working Group report stated, "Our goal is to distribute our recommendations and Strategic Plan document by, at least, December 15, and hopefully earlier." We are pleased to report that this timeline was met. In addition, President Craigie charged us to report periodically to the Board regarding our progress. Status reports were sent to ODV every 4-6 weeks during the course of our deliberations.

Since July, no changes were made in the Mission Statement. Some slight modifications were made to the Vision statements. The Group also slightly modified two Value statements: "Excellence" and "Diversity and Inclusiveness." The Goals and Initiatives sections were also modified based on input from Board Members and Group discussion. The final version of the plan has been sent to the Board and is incorporated into the written plan in your Board Book.

Along with these primary elements of the Strategic Plan, over 60 potential tactics were identified which would result in achieving the Goals and Initiatives. We do not seek approval of these tactics since they are not a direct part of the Strategic Plan as defined in the January 2015 Board Meeting. Tactics are the "hows" to achieving certain goals and initiatives that support the ARRL's mission, vision, and values. We are providing a list of those tactics that we believe will be a means to this end. We expect that these tactics will and must be changed, prioritized, and implemented as time and conditions change.

The Strategic Planning Working Group is confident that our work meets the charge of the Board and officers. It was truly a team approach while working on this task. Many hours were spent wordsmithing the elements of this plan to insure the proposed document will be understood by our

stakeholders. Further, we believe our stakeholders, as described on page five of the document, will be pleased that we incorporated many of their ideas and comments.

It is now the Board and management's responsibility to set priorities and provide funding to implement the plan. We recommend that all elements of the plan be reviewed and potentially modified yearly. Additionally, a thorough review of operations and activities should be accomplished to insure we meet member's expectations and activities as described. This might involve creating future programs and eliminating programs that are no longer relevant. Additionally, a formal process to manage implementation of key tactics and report progress and cost elements should be created. Mechanisms to facilitate these types of activities and cross communication are vital to the success of these actions and implementation.

The implementation process is the most difficult part of this process. Now, the real work begins. Implementation of the Strategic Plan requires forward thinking, communication, discipline, and proactive thinking. And, introducing a new management team to the organization makes these elements even more daunting.

The Working Group recommends ratification of the Strategic Plan for the 2016-2020 in order that the work can begin. Our future depends on it.

This approval of the plan that includes:

- ARRL's Mission Statement,
- ARRL's Vision Statement
- ARRL's Values Statement,
- ARRL's Goals and the related Initiatives for each goal.

Strategic Planning Working Group,

Bonnie Altus AB7ZQ, Vice Director, ARRL Northwestern Division

Kermit Carlson W9XA, Vice Director, ARRL Central Division

Jim Fenstermaker K9JF, ARRL 2nd Vice President, Chair

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Harold Kramer WJ1B, ARRL Chief Operating Officer

Greg Widin K0GW, Director, ARRL Dakota Division

Art Zygielbaum KOAIZ, Vice Director, ARRL Midwest Division

Attachment:

Proposed ARRL Strategic Plan 2016-2020