

Regarding the Delaware Chamber's interest in strategic planning, we have done strategic planning several ways in the last 10 years:

- 1) A 3-year plan developed by our board in 2005 (for 2005-2008), led by a consultant who specializes in non-profit management. It was primarily an internal plan for the Chamber. (The Chamber had been through a tough time in 2004 with the entire senior management leaving or being asked to leave. So the strategic plan, especially in retrospect, was very internally focused on getting the organization back to its fighting weight.)
- 2) A strategic visioning project for the state by which we solicited ideas for Kentucky's future from anyone and everyone. We collected more than 400 ideas on our website, boiled them down to a publication called "100 Ideas for the Future of Kentucky" and further distilled them to "Five Transformational Goals for Kentucky" which we published as "A New Agenda for Kentucky".
- 3) A 3-year strategic plan (2008-2011) that incorporated the five goals of the "New Agenda" above and some internal goals for our chamber. It was primarily developed by our senior staff and approved by our board.
- 4) A 3-year strategic plan (2012-2015) that again addressed external goals (the five goals above) and some internal Chamber goals.
- 5) We are currently involved in developing a "Vision for the Commonwealth" with a consultant from North Carolina, Ted Abernathy, and we are going to intentionally release it in early June in order to affect the dialogue in the current governor's race. (BTW, Ted Abernathy is currently also working with state chambers in N. Carolina, Missouri, and Arkansas on visioning projects for their states.)
- 6) We are going to use the next six months to develop a strategic plan for our Chamber that defines what role the Chamber will play in advancing the "Vision" in #5 above. It will be primarily written by our senior staff, but with multiple opportunities for the board to weigh in.

In summary, probably the first question we try to answer is whether we need to write an "external" strategic plan for the state or an "internal" plan for the Chamber itself....or a hybrid of the two. We are currently doing both, i.e. the Vision for the state as Phase I and the Chamber plan as Phase II.

The other question is about who will develop the plan: the board, the staff, a consultant, or some combination. I don't think there is a "right" answer. A lot has to do with the timing and the circumstances.

I hope this helps.

Dave