

Strategic Plan, 2012 - 2015

APA Washington Chapter

Adopted 3/9/12

PURPOSE

The chapter exists to support our members, to advance the planning profession and to make great communities happen.

VISION

With the implementation of this strategic plan by 2015, the Chapter will have:

1. Supported and Satisfied Members, with increasing opportunities for member involvement in a variety of Chapter functions, including educational resources, opportunities to serve on committees, training and conferences, website and other digital tools for information sharing, and vibrant Sections engaged in training, networking, and social activities.
2. Advanced the Planning Profession in Washington, such that the profession is recognized and respected for its leadership role throughout the state, both public officials and the general public understands and values planning, planning education is prevalent from elementary to PhD levels, and academic/professional ties are well established.
3. Enhanced Washington Communities, such that planning is well integrated in public decision-making, and that planning has demonstrably contributed to community health and well-being; an environment that is healthy and sustainable; and an equitable distribution of jobs and housing in Washington communities.

MISSION

1. We advocate for our members by facilitating networking and mentoring opportunities, offering inspiration and leadership opportunities, providing education and training opportunities, prioritizing members where appropriate in APA activities and services, and serving as an information resource.
2. We advance the planning profession by advocating for good planning, offering and publicizing awards that recognize good planning, cultivating diversity in the profession, educating the public, encouraging and recruiting future planners, supporting ethics in planning, and strengthening the professional certification program.
3. We make great communities by encouraging implementation of sustainability strategies, educating the public, facilitating meaningful dialogue on planning issues, influencing legislation, and inspiring planners and decision-makers.

THEMES for 2012 Strategic Plan

1. One APA/Organize the organization –strengthen the Executive Committee, streamline committee structure, increase the role of all Sections, foster better communication between national, chapter and section, add targeted conferences, provide more in-depth trainings.
2. Member Services/Involve the Next Generation – expand training and mentoring for young professionals, new planners, student planners, and kids with activities relevant to each, and initiate a minority scholarship fund.
3. Engage in Legislative Action – Participate in shaping the laws that affect planning, involve members in establishing priorities, provide resources for planning and plan implementation, and work to modernize state law to cover climate change and sustainability in GMA/SEPA.
4. Build Partnerships – Link with other organizations, share information, and coordinate on cross-disciplinary issues, such as health, social equity, economic development and sustainability.

5. Celebrate & Communicate the Value of Planning - Establish a communications officer, merge and communicate messages clearly, expand PODO outreach to Planning Commissioners and elected officials, expand CPAT.

STRATEGIC PLAN – Goals, Objectives and Strategies/Actions

Topic #1	One APA/Organize the Organization		
Goal	Clarify organizational structure to achieve goals, enhance efficiency, and maintain continuity.		
Objectives	Strategies/Actions	Responsibility	Timing
1.1 Clarify role of Sections	Define the roles & responsibilities of Sections, their connections to the Chapter, & interactions	Section Presidents and Chapter President	October 2012
1.2 Clarify committee structure	Create a task force to define the structure of committees and connections to the Board - give committees more tasks vs. adding more committees (related to 2.10, 5.2, 5.8)	Committee leads and Chapter President or past officer	October 2012
1.3 Review annual accounting	Review options and determine pro/con of alternative accounting methods/approaches to match accounting year to calendar year costs	Treasurer	October 2012
1.4 Revise bylaws	Revise bylaws to institutionalize changes in organizational structure (related to 1.1, 1.2, & 1.3)	Secretary	Vote at 2012 conference
1.5 Create Officers' guidebooks	Create a timeline of decisions and a record of actions/procedures to ensure timely action and as a guide for future presidents, and similar guidebooks for the Secretary and the Treasurer regarding historical records and their duties	Secretary	December 2012
1.6 Create a policy record	Create a record of policy decisions as a guide for Board members actions	Secretary	October 2012
1.7 Maintain financial health	Maintain financial health of organization by holding annual operating budgets within annual income levels	President & Treasurer	Ongoing
1.8 Record history of the Chapter	Create an historical record of the Chapter – leadership and major accomplishments (related to 1.5)	Secretary/Senior Action Com	March 2013
1.9 Revise awards	Revise President's award program categories, nominations, and decision-making & coordinate with project awards programs	President & Awards Chair	September 2012

Topic #2	Member Services/Involve the Next Generation		
Goal	Continue and Expand Member Services including Conferences & Training		
Objectives	Strategies/Actions	Responsibility	Schedule
2.1 Determine future conferences	Determine conference locations and partnerships for 2012, 2013, & 2014 (relates to Topic #4)	Chapter President, VP & Conference com.	October 2012
2.2 Provide professional development	Support members in preparing and maintaining professional accreditation (AICP and FAICP),	Professional Development Officer	Ongoing
2.3 Expand workshops and local trainings	Develop additional one-day training and workshop sessions (see partnerships actions). Include training focused on return on investment & monetizing the benefits of planning.	Education Chair & Section Presidents	Ongoing
2.4 Coordinate Training	Develop and publicize a coordinated program for training opportunities at Section and Chapter levels, including Regional Planning Forums	Continuing Ed Chair & Section Presidents	Ongoing
2.5 Expand webinar program	Expand webinar program; make accessible past webinars and post on website. (Include opportunities that sections, chapter, national offer). Include offerings in leadership & management, technical issues, more depth of training.	Continuing Ed Chair	Ongoing
2.6 Prep for 2015 National Conference in Seattle	Determine timeline and roles for Chapter in planning for 2015 national conference in Seattle & establish committees/leaders	Chapter President	January 2013
2.7 Attract new members, retain members & enact Member Benefits Program	Work to attract new members & retain members. Adopt program for member/non-member payments (Members pay low-cost or free for additional services. Non-Members pay full or higher rates to participate)	Membership Committee lead	December 2012
2.8 Enhance student interaction & scholarship	Enhance student scholarship committee roles to include more interaction with students, (link to UW/EWU Professionals Council) and more fund raising options. Use scholarship program to build base of students & future planners, membership recruitment and tracking	Scholarship	Ongoing
2.9 Support minority students	Develop a minority scholarship program and fund through company donations and other activities	Membership/Scholarship	March 2013
2.10 Attract young professionals	Provide services, programs, networking & mentoring directed to young professionals. Create a Young Planners Task Force to identify how the Chapter can serve them and their interest in volunteering (related to 1.2)	Membership/Young Professionals Committee	January 2013

2.11 Engage members in Chapter activities	Ask one thing each year of every member. Engage many of the 87 new volunteers from the survey in 2012. Keep past Board officers engaged in new activities.	Various Committees	Ongoing
Topic #3	Legislative Action		
Goal	Influence the direction of politics and legislative action in Washington on planning issues		
Objectives	Strategies/Actions	Responsibility	Schedule
3.1 Adopt and promote Legislative Agenda	Adopt a Legislative Agenda, promote issues, and update bi-annually, coordinate with lobbyist to maintain visibility with state legislators on planning issues	Legislative committee and lobbyist	Ongoing
3.2 Foster advocacy & leadership	Develop communications program to foster advocacy & leadership among our members (related to 5.2 and 5.3)	Communication Committee	Ongoing
3.3 Educate elected officials	Educate elected officials on planning concepts and tools – through Short Course and various other forms of outreach. Compile e-mails for planning commissioners and tell them about our events. Create a roster of planning commission leadership in the state. Connect CPAT to short course or other outreach	PODO and committee	Ongoing
3.4 Update planning laws	Support resources for planning and plan implementation. Work toward modernizing planning law, especially climate change and sustainability in GMA/SEPA, (related to 5.9)	Legislative Committee	Ongoing
Topic #4	Build Partnerships		
Goal	Strengthen APA WA and expand educational opportunities for our members by building partnerships with other organizations.		
Objectives	Strategies/Actions	Responsibility	Schedule
4.1 Establish partnerships with allied fields	Establish partnerships with allied fields (such as ULI, AIA, ASLA, Real Estate, Public Health, etc.) to create shared conferences (possibly 2013), training, and workshops	Various leads, especially President	Ongoing
4.2 Establish partnerships with universities	Establish partnerships with universities (UW, EWU, etc.) to create shared conferences, training, and workshops	Various leads, especially President	Ongoing
4.3 Establish partnerships with other planning organizations	Establish partnerships with other planning organizations (such as PAW, Tribal planners, Western Planning, etc.) to create shared conferences, training, and workshops – and discounted membership categories	Various leads, especially President and VP	Ongoing

Topic #5	Celebrate & Communicate the Value of Planning/Build Great Communities		
Goal	Inform and educate public officials and the general public about planning issues and the role of planning in creating great communities		
Objectives	Strategies/Actions	Responsibility	Schedule
5.1 Establish media program	Create a communication officer position and establish a strategic media outreach program to publicize what we do as APA, the role of planning in our state, and explain what good planning actually is and can achieve (related to 1.2, 3.2)	Communications Committee	March 2012
5.2 Implement media program	Develop op/ed pieces and other opinion & informational articles to support the media outreach program & to educate the public on planning achievements and issues (related to 1.2, 3.2, 5.3)	Communications Committee and others	Ongoing
5.3 Celebrate National Community Planning Month	Acknowledge or celebrate National Community Planning Month with a variety of activities and press coverage – awards, Kids in Planning, etc. (related to 5.6, 5.8, 5.10)	Communications Committee Or New Committee?	September 2012
5.4 Act on Game Changing Initiatives	Implement action agenda from October “Game Changing Initiatives” Symposium.	President	Ongoing
5.5 Celebrate awards	Enhance the awards program and recognize award winners in public settings and local press (related to 5.4)	Awards committee	Annually
5.6 Publicize CPAT	Communicate CPAT projects & successes to the public - helps demonstrate why planning is important to communities. (related to 5.3)	CPAT chairs	Ongoing
5.7 Expand CPAT	Expand CPAT activities to include more participants and more locations. & create a CPAT guide to share with other states. (related to 5.4)	CPAT chairs	Ongoing
5.8 Address Climate & Sustainability	Address and take positions on critical issues affecting our state, country. Climate change and social equity for example. (related to 3.5)	CSI chairs	Ongoing
5.9 Enhance Kids in Planning	Enhance Kids in Planning program by: collaboration with planning programs at University's; creating a game-based program about planning; Conduct outreach to local school districts to start program for planning as a career & community involvement opportunities; promoting Kids in Planning (related to 5.4)	KIP chairs	Ongoing