



Washington Chapter American Planning Association *Strategic Plan Update – 2005-2009*

Adopted March 9, 2005

Updated June 8, 2007

MISSION STATEMENT

The mission of the Washington Chapter APA is to build an effective constituency for planning our state's economic and human resources and its built and natural environment.

INTRODUCTION

In 2000, the Board of Directors developed and adopted a Strategic Plan (Plan) to provide guidance for the Chapter's policies and programs in carrying out our stated mission. In early fall of 2004, the Board held a half-day retreat to begin the process of updating the Plan to carry us through the next five years. In addition, a draft of the update was placed on the Chapter website for member input through February 2005 with adoption by the Board at its meeting March 9, 2005. In 2007, the Chapter's Board of Directors reviewed and suggested updates to the Plan at a March Board meeting, with adoption of the revised Strategic Plan at the June 8, 2007 Board meeting.

For purposes of this Update, the Board was asked to state their goals, which were then organized reflecting the two main themes that became apparent during the discussion:

- 1) Organizational Capacity
- 2) Advocacy and Outreach

The **first** theme is directed internally at **building the effectiveness of the Chapter as an organization**. The intent of these goals is to ensure financial stability for the Chapter and its programs, increase and diversify overall membership and develop and enhance programs that benefit members. The stated goals under this theme are:

- 1.1 Enhance fiscal capacity
- 1.2 Broaden membership – seek diversity
- 1.3 Serve members

The **second** theme is directed externally **on increasing the role of the Chapter as an advocate of good planning**. The intent of these goals is to establish the Chapter as an authority and resource for planning and increase public awareness and understanding of planning issues. The stated goals under this theme are:

- 2.1 Develop an external communication plan

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- 2.2 Develop a constituency for planning
- 2.3 Advocate for good planning
- 2.4 Improve inter-organizational collaboration

Each goal includes one or more objectives designed to further that specific goal. In turn, each objective has one or more strategies designed to implement it. The strategies indicate the responsible individual or committee, an estimated timetable and potential (costs) or revenues.

The Update must be dynamic in order to remain relevant and effective. Much of the fiscal information is general. The Update will be reviewed annually in the context of the Board's work program, budget development and adoption. In this way, progress on goals can be evaluated and priorities changed accordingly. In all cases, the Update should guide the work of each committee, task force and board member.

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ORGANIZATIONAL CAPACITY				
Goal 1.1: Enhance fiscal capacity				
OBJECTIVES	STRATEGIES	RESPONSIBILITY	TIMETABLE	(cost) FISCAL +revenue
A. Maintain cash reserves equal to 20%	Monitor annual operating expenses and adjust as necessary	<ul style="list-style-type: none"> ▪ Treasurer ▪ Board 	Yearly	variable
B. Increase funding available for scholarships.	Committee to evaluate alternative for funding and use of scholarship funds. Develop options and recommend action to the Board. Develop program to conduct outreach for fundraising	<ul style="list-style-type: none"> ▪ Scholarship Committee ▪ Treasurer ▪ President ▪ Chapter Administrator 	March 2007	none
C. Increase financial capacity	Committee to evaluate dues increase for Scholarship, CAP, and other chapter programs.	<ul style="list-style-type: none"> ▪ Executive Committee 	Form committee June 2007. Act fall 2008.	none
Goal 1.2: Broaden membership – increase diversity				
A. Increase board diversity.	<ol style="list-style-type: none"> 1) Add a citizen planner. 2) Appoint a chair to the tribal planning committee. 3) Evaluate bylaws regarding positions. 	<ul style="list-style-type: none"> ▪ Membership Committee ▪ Board 	<ol style="list-style-type: none"> 1) March 2008 2) Fall 2007 3) 2007 	none

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<p>B. Increase number of members in groups by 5% to 10% of membership</p>	<ol style="list-style-type: none"> 1) Identify large employers with potential members. 2) Conduct a recruitment program working with directors & existing members of organizations & agencies. 3) Prepare outreach to planning directors, planning commissions, city councils, tribal councils, advocacy & affiliated organizations. 4) Identify faculty liaisons and encourage student membership. 5) Target students for workshops & conferences. 	<ul style="list-style-type: none"> ▪ Membership Committee ▪ Board ▪ Scholarship Committee 	<ol style="list-style-type: none"> 1) 2007 (5%) 2) 2008-2010 (10%) 3) ongoing 4) ongoing 5) ongoing 	<p style="text-align: right;">Positive</p>
<p>C. Increase representation of diverse groups and geographic areas</p>	<ol style="list-style-type: none"> 1) Provide membership materials at workshops & conferences. 2) Identify ambassadors to related organizations. 3) Support formation of new Sections. 	<ul style="list-style-type: none"> ▪ Membership Committee ▪ Board 	<ol style="list-style-type: none"> 1) Ongoing 2) 2007 3) 2007 (Columbia Section) 	<p style="text-align: right;">Positive</p>
<p>Goal 1.3: Serve Members</p>				
<p>A. Communicate effectively</p>	<ol style="list-style-type: none"> 1) Establish and appoint members to a new Communications Committee. 2) Maintain accurate email addresses. 3) Get more articles. 4) Post Board meeting agenda and minutes to website. 5) Maintain user friendly website. 6) Post legislative updates. 	<ul style="list-style-type: none"> ▪ Communications Committee ▪ Vice President ▪ Membership Committee ▪ Executive Committee ▪ Legislative Committee 	<p>2007-2008</p>	<p>??</p>

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<p>B. Develop annual continuing education events & training schedule for practicing planners, citizens, elected officials, and sections.</p>	<ol style="list-style-type: none"> 1) Utilize existing list serve & website to advertise existing events (non-planning organizations as well). 2) Develop AICP training including ethics (etc.) to members. 3) Provide additional continuing education opportunities. 4) Promote continuing education credits for local training programs 5) Hold regular workshops at section level on various & timely topics (e.g. how to integrate the planning & regulation required under GMA, SEPA, SMA, WMA & others). 6) Support and help announce Section training events 	<ul style="list-style-type: none"> ▪ Continuing Education Committee ▪ PDO ▪ Planning Official Development Officer (PODO) ▪ Section Presidents 	<ol style="list-style-type: none"> 1) 2005-2009 2) 2007 3) 2007-2009 4) 2007-2009 5) 2007-2009 6) 2007-2009 	<p>??</p>
<p>C. Improve participation on elections.</p>	<ol style="list-style-type: none"> 1) Increase # of candidates 2) Continue to Increase % of vote 	<ul style="list-style-type: none"> ▪ Nominations Committee 	<p>Ongoing</p>	<p>??</p>
<p>D. Strengthen local sections.</p>	<ol style="list-style-type: none"> 1) Section directors meet & coordinate. 2) Communicate & advertise activities among the sections. 3) Chapter board committees meet with each section. 	<ul style="list-style-type: none"> ▪ Section Presidents ▪ Committee Chairs 	<ol style="list-style-type: none"> 1) 2005 2) 2005 3) 2005-2009 	<p>(travel costs)</p>

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E. Develop leadership & committee pool.	<ol style="list-style-type: none"> 1) Committees identify volunteer needs. 2) Appoint a Volunteer coordinator. 3) Post volunteer opportunities & chapter needs on website, newsletter & list serve. 4) Increase committee membership. 	<ul style="list-style-type: none"> ▪ President ▪ Board 	<ol style="list-style-type: none"> 1) 2005 2) 2005 3) 2005-2009 4) 2005-2007 	none
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ADVOCACY & OUTREACH				
Goal 2.1: Develop an External Communication Plan				
A. Increase and celebrate citizen (service groups) understanding of planning issues, e.g., growth management, sprawl.	<ol style="list-style-type: none"> 1) Update and increase access to packaged planning educational material directed at citizens. 2) Identify targeted service groups and other targeted audiences and implement outreach efforts to those audiences 3) Expand APA’s existing recognition plans promoting planning 4) Website support from committees and Sections 	<ul style="list-style-type: none"> ▪ Communications Committee ▪ PODO ▪ Senior Action Committee (SAC) ▪ Optional Section participation ▪ CPAT ▪ CTED 	2005-2009	(Research Printing & distribution Travel & misc expenses)
B. Increase students’ (K-12) understanding of the planning issues & the profession.	<ol style="list-style-type: none"> 1) Promote planning in schools. 2) Create a program around & focused on promoting World Planning Day and other associated activities. 3) Develop Washington-based package of educational material directed at students. 	<ul style="list-style-type: none"> ▪ Board ▪ Scholarship Committee ▪ University Liaisons ▪ SAC ▪ Communications Committee ▪ Section Presidents 	<ol style="list-style-type: none"> 1) 2007-2009 2) 2007-2009 3) 2007-2009 	(Research Printing & distribution Travel & misc expenses)

Goal 2.2: Develop a Constituency				
A. Increase support for planning among elected officials	<ol style="list-style-type: none"> 1) Work with AWC, WSAL, WCMA, WSAC, & CM to set aside part of each annual meeting to include APA planning materials 2) Working with other interest groups, develop questions on planning issues, including the issues defined in the Livable Washington Update, incorporate these in a forum or debate for candidates & publicize the answers to planners & the public. 	<ul style="list-style-type: none"> ▪ Communications Committee 	1) 2007-2009	Minimal
B. Influence legislation & maintain activities of legislative action committee.	<ol style="list-style-type: none"> 1) Develop a Legislative work plan annually. 2) Conduct periodic updates of Livable Washington. 3) Continue wide distribution of Livable Washington Updates and GMA Brochure. 	<ul style="list-style-type: none"> ▪ Legislative Committee ▪ Board ▪ Livable Washington 	<ol style="list-style-type: none"> 1) 2005-2009 2) 2007-2009 3) ?? 	(Travel & misc expenses Printing & distribution Research)
C. Increase planner influence on growth management boards.	<ol style="list-style-type: none"> 1) Influence government appointments by supporting and/or nominating qualified Chapter members. 2) Propose legislation to appoint planner as member. 	<ul style="list-style-type: none"> ▪ Legislative Committee ▪ Board 	<ol style="list-style-type: none"> 1) 2007-2009 2) 2007-2009 	none

<p>D. Develop a constituency of citizens who support planning</p>	<ol style="list-style-type: none"> 1) Organize an APA Communications Task Force to develop a coherent communications plan. 2) Prepare public education materials to be distributed to local communities for their distribution to the public. 3) Target AWC elected official training. 4) Coordinate with interested universities & allied organization to oversee & support the development of these materials & investigate the costs, funding sources, & feasibility of a media campaign supported by APA. 	<ul style="list-style-type: none"> ▪ Communications Committee ▪ Task Force ▪ AWC 	<ol style="list-style-type: none"> 1) 2005-2006 2) 2007-2009 3) 2007-2009 4) 2007-2009 	<p>(Task force expenses Printing & distribution)</p>
Goal 2.3: Advocate Good Planning				
<p>A. Become recognized as the credible authority on planning issues in the State of Washington.</p>	<ol style="list-style-type: none"> 1) Increase planner participation & visibility on state advisory committees (e.g. permitting committee, legislative task forces). 2) Increase Chapter and recognition of new AICP members, and promotion and honoring of Washington AICP members inducted as Fellows 3) Facilitate Section efforts with the media in local planning issues 	<ul style="list-style-type: none"> ▪ Legislative Committee ▪ President ▪ Board ▪ GMA Working Group ▪ PDO ▪ Communications Committee ▪ Sections 	<ol style="list-style-type: none"> 1) 2005-2009 2) 2005-2009 3) 2007-2009 	<ol style="list-style-type: none"> 1) (Travel & misc. expenses) 2) New AICP Postage, FAICP varies based on program

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<p>B. Increase the capacity of Washington APA to carry out the program of outreach & advocacy.</p>	<ol style="list-style-type: none"> 1) Designate the chair of the future communications committee as the Public Information Officer (PIO) to coordinate the Chapter’s outreach program. 2) Establish and promote a Speakers’ Bureau of members to advocate for good planning. 3) Work with the Universities and MRSC to enhance the availability of packaged materials through a “Planning Advisory Service.” 4) Review the need and ability to fund an Executive Director for the Chapter. 5) Conduct workshops to educate members on how to deal with media. 	<ul style="list-style-type: none"> ▪ President ▪ Board ▪ Communications Committee ▪ Community Assistance Team members 	<ol style="list-style-type: none"> 1) 2007-2008 2) 2006 3) 2007-2009 4) 2007 5) 2008 	<p>(Printing & distribution Travel Research)</p>
<p>C. Increase the proportion of AICP members in the Chapter by 25%.</p>	<ol style="list-style-type: none"> 1) Continue to conduct exam preparation workshops & provide scholarships. 2) Promote the benefits of AICP membership. 	<ul style="list-style-type: none"> ▪ PDO ▪ Communications Committee ▪ FAICP Members ▪ National APA 	<ol style="list-style-type: none"> 1) 2005-2009 2) 2006-2009 	<p>(workshop & Materials costs) exam prep manuals</p>

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<p>D. Develop a Statewide Smart Growth Strategy.</p>	<ol style="list-style-type: none"> 1) Working with the state universities or other interest groups, APA will establish a Strategy Panel to review existing statewide strategies, identify needs, & establish direction for the Statewide Smart Growth Strategy (refer to bullets in <i>Livable Washington Update</i>). 2) The position paper developed by the Strategy Panel will be used to raise the issues around the Statewide Smart Growth Strategy with other organizations. 3) Work with the governor & state leaders, such as the Superintendent of Public Instruction & the Commissioner of Public Lands, to promote the issue of a Statewide Smart Growth Strategy & foster their support 	<ul style="list-style-type: none"> ▪ Smart Growth Legislative Committee ▪ Strategy Panel ▪ Board ▪ UW 	<ol style="list-style-type: none"> 1) 2008 2) 2008 3) 2009 	<p>(Organizational Research Printing & distribution Travel)</p>
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E. Tax Reform & Revenue Distribution.	1) Link with other groups to raise the issue of tax structure reform. Use alliances built through the GMA Working Group; work with business groups such as NAIOP which can address the link between growth management & infrastructure funding.	<ul style="list-style-type: none"> ▪ Legislative Committee ▪ Board 	1) 2007-2009	Minimal
F. Promote planning profession recruitment and retention	Develop strategy for outreach to universities and colleges	<ul style="list-style-type: none"> ▪ Student Reps ▪ Scholarship committee ▪ CPAT 	2008-2009	Minimal
Goal 2.4: Improve Inter-Organizational Collaboration				
A. Improve collaboration & communication between other organizations – such as federal, tribes, special districts, legislative stakeholders (prior GMA working group)	2) Formulate interagency agreements to work together in support of common issues. 3) Create joint workshops & conferences on specific topics or common issues. 4) Appoint tribal subcommittee	<ul style="list-style-type: none"> ▪ President ▪ Board ▪ Continuing Education 	1) 2007-2009 2) 2007-2009 3) 2007	Minimal (Upfront ads) Registrations
B. Allied professions				