

2003 FAPA STRATEGIC OPERATIONAL PLAN

I. Professional Development: \$ 115,750

Goal: Maximize professional development opportunities and advancement for Chapter members.

Objective 1: Provide FAPA members with information about professional development and continuing education opportunities.

Objective 2: Provide a significant professional development opportunity through the annual Chapter Conference.

Objective 3: Increase the number of certified planners and encourage AICP continuing professional education.

(Chapter Office staff, either as "Lead" or "Support", when indicated below, is allocated from the 2003 Budget and includes the time of the Chief Administrative Officer [CAO] and the administrative/bookkeeping assistant [admin. asst.]. The budgeted amount includes salaries, taxes, insurance, retirement, and leave benefits. These total \$103,735. Of this amount, 20% or \$20,750 is allocated to the Tasks below, and is included within the \$115,750 total amount above. Other budgeted amounts shown by Task below are to cover other costs as indicated.)

Task 1.1: Compile information from various sources including National APA, AICP, Section Chairs, other professional organizations, etc. and disseminate through the FAPA newsletter, website, Info-Plan and E-network.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = Chapter Office

Support = VP for Professional Development and Section Chairs

Task 1.2: Purchase & utilize conference/workshop planning and registration software (CVENT and AmSouth services).

Budget estimation = \$ 7,500 (\$20,500 contingency)

Task 1.3: Provide technical training and networking opportunity for Vice President for Professional Development through attendance at National APA functions so best available information can be disseminated to FAPA members.

Budget estimation = \$2,000

Lead = VP for Professional Development

Task 2.1: Conduct annual membership meeting and conference including the annual Awards Program and the introduction of conference proceedings and speakers contact list.

Budget estimation = \$ 85,000

Lead = Conference Committee & Host Section

Support = all

Task 2.2: Develop a conference manual to address procedures, expectations, timelines and roles for the Executive Committee, Conference Committee and Host Committee to create an historical reference and facilitate improved conference planning into the future.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = Conference Committee

Task 3.1: Establish procedures and publicize opportunities for members to obtain continuing education credits.

Budget estimation = Included in expenses for workshops, conference and communications

Lead = VP for Professional Development

Support = Chapter Office

Task 3.2: Provide information about test registration, deadlines and benefits of AICP via web site/newsletter.

Budget estimation = Portion of CAO/admin. asst. salaries, & web-site/newsletter expenses
Lead = Chapter Office
Support = VP for Professional Development & Section Chairs

Task 3.3: Provide study manuals for AICP applicants.

Budget estimation = \$ 500
Lead = Chapter Office
Support = VP for Professional Development and Section Chairs

II. Membership Services, Growth & Communication: \$ 63,910 (additional \$ 8,200 allocated in contingency budget)

Goal: Attract new and diverse members, retain current members and increase member participation in the Association.

Objective 1: Expand FAPA communications to better incorporate technology innovations that improve member participation and communication.

Objective 2: Articulate and promote the benefits of FAPA membership and participation.

Objective 3: Increase Chapter membership and membership in all local Sections.

Objective 4: Establish a mechanism for eliciting member input (re: member voting and polls) to ascertain members' needs, views, proposals and other concerns on an ongoing basis and put the feedback received to work.

Objective 5: Undertake a concentrated effort to better involve students and planning commissioners as members and active participants in FAPA activities.

Objective 6: Develop opportunities for members to become actively involved in the Chapter through volunteerism, including potential peer-to-peer mentoring that capitalizes on the expertise within the membership

Objective 7: Provide regular newsletters, in print and/or electronic format, to inform members of Chapter events, news, professional development opportunities, best practices and other substantive planning articles. Newsletters will promote member involvement, new recruitment, & provide a useful resource to current members.

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Task 1.1: Expand the role of the Communications Committee to incorporate technology innovations applied to various tasks including website enhancements, membership polling, membership proxy voting, electronic discussion groups, email communication protocols and other functions.

Budget estimation = Expenses covered by other Tasks in this & other Goals (Membership Services & Administrative)
Lead = Communications Committee
Support = all

Task 1.2: Enhance the web-site to include a "members-only" section for discussion groups, electronic payment and other useful services.

Budget estimation = (Contingency budget item; also relates to in Public Education and Outreach, Task 3.1)

Task 2.1: Develop a marketing plan for FAPA to include a logo and tag line to be used in promotional materials, communications and conference advertisements.

Budget estimation = \$800 (primarily for design competition incentive; other from Admin.)

Lead = Chapter Office

Support = all

Task 3.1: Track membership trends, manage mailing list, manage E-network email list, identify former members, students, planning commissioners, and other prospective members for targeted promotion in coordination with local Sections.

Budget estimation = \$360 (for ListServe domain name host) & Portion of CAO/admin. asst. salaries

Lead = Chapter Office

Support = VP for Membership Services and Section Chairs

Task 3.2: Develop and implement a membership campaign to provide info about FAPA membership and benefits to prospective members including members of related professional organizations and organizations with which FAPA has partnered, former FAPA members, recent planning program graduates, students and planning commissioners. The information may be provided via web-site, newsletters (limited complimentary distribution), brochures and direct mailings. Parallel with the membership campaign, current and new members will be routinely informed of FAPA benefits and opportunities for involvement through similar communications. Membership certificates and new member packets will be part of this campaign.

Budget estimation = Portion of CAO/admin. asst.; (Web-site enhancements: \$3,000 in Contingency)

Lead = Chapter Office

Support = VP Membership Services and Section Chairs

Task 3.3: Promote member participation through development and support of FAPA Divisions addressing interests of planners in certain areas of specialization.

Budget estimation = Expenses covered by various conference, newsletter and web-site items

Lead = VP for Professional Development

Support = Chapter Office (primarily for promotion and membership tracking)

Task 4.1: Solicit member input via surveys, web-site, newsletter, membership meetings, etc. Conduct a member survey to inventory ideas and topics of interest for Section and Chapter programming or professional development. This activity may include the annual membership survey, although the Executive Committee will determine if that survey could be conducted bi-annually or tri-annually. Innovative mechanisms for polling members will be explored.

Budget estimation = Portion of CAO/admin. asst.; (Web-site enhancements: \$3,000 in Contingency)

Lead = VP for Membership Services

Support = Chapter Office

Task 4.2: Develop a mechanism to facilitate proxy voting from the membership at the annual membership conference, possibly utilizing web resources. This task further implements the by-laws amendment of June 2002.

Budget estimation = \$ 1,000

Lead = Chapter Office

Support = all

Task 5.1: Implement Student Fund program of “FAPA 4 Students” including funds related to sponsorships, internships, and other student-lead initiatives that are managed by a Student Council. All of the “FAPA 4 Students” activities are new initiatives for the chapter based on adoption of this program in September 2001.

Budget estimation = \$ 500 (\$3,700 in Contingency)

Lead = FAPA Student Representative

Task 5.2: Promote FAPA membership and participation among students through the Student Council as adopted in “FAPA 4 Students”. Fund travel for Student Council members and the FAPA Student Representative.

Budget estimation = \$ 500

Lead = FAPA Student Representative

Support = Chapter Office, VP for Membership Services, and Section Chairs (direct expenses through the Chapter Office may include travel, arranging conference calls, and meeting assistance similar to that provided to the LPC and EC although with fewer meetings)

Task 5.3: Provide annual FAPA student orientation through local Sections as adopted in “FAPA 4 Students”. The cost is based upon \$500 for each of the Sections hosting a student orientation event.

Budget estimation = (\$ 1,500 in Contingency)

Lead = FAPA Student Representative and Section Chairs

Support = Chapter Office (compile and make available orientation materials primarily from existing sources, assist in promotion and advertising, possible travel for presentation at the forums)

Task 5.4: Evaluate, and offer as appropriate, reduced Chapter membership rates for students.

Lead = Treasurer

Task 5.5: Conduct an annual Professional Development Workshop in conjunction with university planning programs as adopted in “FAPA 4 Students”. This activity will be coordinated with Task 2.1 of the Section Support Goal. To satisfy both Goals simultaneously, FAPA will conduct at least one annual workshop near a university with a professional planning program.

Budget estimation = Expenses to be covered from Section Support category

Lead = VP for Section Affairs, VP for Professional Development, FAPA Student Representative, and Section Chairs

Support = Chapter Office (support level similar to other professional development workshops)

Task 6.1: Develop a membership outreach program including volunteer recruitment, peer-to-peer mentoring, speakers' bureau, and other opportunities.

Budget estimation = Develop program this fiscal year, and incorporate into marketing plan, membership campaign, and web-site enhancements

Lead = VP for Membership Services

Support = Chapter Office

Task 7.1: Produce and distribute a newsletter, eight to ten times per year, for communication with members. The newsletter will focus on Chapter and members' news, case studies, feature articles, current research and other substantive material. Editor responsibilities include solicitation of articles, providing deadlines and other activities to facilitate submittals, writing and editing of articles and other copy, layout/design and desktop publishing, promoting/managing advertising sales and subscriptions. Promotions and sales strategies will provide for free advertisements of intern opportunities.

Budget estimation = \$ 40,000

Lead = Newsletter Editor

Support = President, Communication Committee Chair, Chapter Office, all

III. Section Support: \$ 42,125 (additional \$ 15,900 allocated in contingency budget)

Goal: Strengthen the ability of the Chapter to provide services and benefits to members.

Objective 1: Provide Sections with technical assistance as appropriate to each Section.

Objective 2: Sponsor and/or co-sponsor a minimum of three regional professional development workshops or seminars to be coordinated with host Sections (one of which will collaborate with a university planning program).

Objective 3: Earmark state-level financial support to Sections.

Objective 4: Provide and facilitate forums for Section communications with each other and with the Chapter.

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Task 1.1: Provide responses to FAPA Section and member inquiries.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = Chapter Office (some inquiries directed to appropriate state officer for response)

Task 2.1: Sponsor/co-sponsor three workshops including potential "circuit rider" programs coordinated with host sections and university planning programs.

Budget estimation = \$ 7,500 (\$10,000 in Contingency)

Lead = VP for Section Affairs, VP for Professional Development, and Section Chairs

Support = Chapter Office (primarily for promotion, contract management for speakers, and other financial management/contract coordination)

Other Support (Seek Co-Sponsors) = all

Task 3.1: Provide Section rebates for active sections.

Budget estimation = \$ 6,000

Lead = Treasurer

Task 3.2: Provide web-site-hosting service for Section web-sites within the Chapter web service.

Budget estimation = \$2,500 (\$5,900 in Contingency)

Task 3.3: Conduct local legislative forums to advocate/develop the FAPA Legislative Program. This is a FAPA initiative currently being conducted by some sections to support legislative efforts at the grass-roots level where members and legislators can be more directly engaged. Funding & staff support is for sections to offset costs associated with local forums. Not all sections are expected to participate, but if interest is high additional criteria for fund distribution will be developed.

Budget estimation = Primarily Section-based activity; Portion of CAO/admin. asst. salaries
Lead = VP for Section Support and Section Chairs
Support = Chapter Office (provide legislative program and position statements, lists of legislators, committee assignments, and other relevant background information)

Task 4.1: Highlight Section activities and exchange of info via newsletter articles, annual conference introductions/updates, Executive Committee "Section Exchange" forums, web-site and conference calls. This task supports and is supported by related tasks in this Strategic Operational Plan.

Budget estimation = Expenses covered under web-site, newsletter and Executive Committee tasks; Portion of CAO/admin. asst. salaries
Lead = VP for Section Affairs and Section Chairs
Support = Chapter Office (provide information exchange area and Section links within the web-site, solicit Section articles for the newsletter, set up conference calls, provide basic support for Section discussions at EC meetings and retreats)

Task 4.2: Complete the development of Section handbooks for orientation of new section leaders.

Budget estimation = \$ 200
Lead = VP for Section Affairs
Support = Chapter Office

IV. Governmental Affairs: \$ 34,000 *(additional \$ 5,000 allocated in contingency budget)*

Goal: Maintain an active and effective role in the government decision making process.

Objective 1: Adopt and advocate a Legislative Program that specifically supports good planning principles and procedures before the legislature and other governing bodies.

Objective 2: Maintain a high profile professional policy presence that supports good planning principles.

Objective 3: Involve members in legislative activities and in developing the legislative program.

Task 1.1: Adopt a legislative program developed by the Legislative Policy Committee and Executive Committee.

Budget estimation = Expenses covered under Administrative/Committee Support
Lead = Legislative Policy Committee
Support = Legislative Representative

Task 1.2: During annual conference, convene past officers and Legislative Policy Committee members to assist in reworking the legislative program and developing a resource/expertise list.

Budget estimation = Expenses covered under Administrative/Committee Support
Lead = Legislative Policy Committee
Support = Legislative Representative and Chapter Office

Task 2.1: Maintain a high profile presence and support the FAPA Legislative Program by providing information to the Legislature, media, and FAPA members. This includes press releases introducing the new FAPA Legislative Representative.

Budget estimation = \$ 33,500 (Legislative Representative, travel, and related expenses)
(\$5,000 in Contingency for legislative workshop seminar in Tallahassee)

Lead = Legislative Representative

Support = all

Task 3.1: Promote member awareness and participation in the legislative process using software that provides e-mail legislative updates, an e-newsletter, and innovative mechanisms to establish and communicate the Chapter's legislative program.

Budget estimation = \$500

Lead = Legislative Representative (CAO/admin. asst. for distribution and promotion)

Support = Legislative Policy Committee

V. Public Education & Outreach: \$ 29,730 (additional \$ 9,270 allocated in contingency budget)

Goal: Inform and educate the public about the planning profession and the contributions of planners to their communities.

Objective 1: Inform and educate the media about planning, planners and the concerns of FAPA.

Objective 2: Provide planning information, training and resources to lay-planners, planning commissioners, general public and other agencies, associations and organizations that interact in planning issues including assistance in developing a resource of Florida "Best Practices".

Objective 3: Provide a Chapter website that is relevant, dynamic and includes information about the organization and valuable planning resources.

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Task 1.1: Provide media communications including press advisories or media kits, and participate in press conferences to promote sound planning, the legislative program or other FAPA priorities. Public informational aspects relate to general planning and special timely issues. It is supported through FAPA staff, the web-site, and Communications Committee.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = President

Support = Chapter Office and all

Task 2.1: Develop a speaker's bureau for members' professional development use, and promote it to targeted agencies, associations and organizations. This task is supported by other tasks in the Strategic Operational Plan, including under the Membership Growth Goal. This task, initiated in 2000, is well developed and anticipates continued promotion and a minimal expansion and updating.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = Chapter Office

Support = all

Task 2.2: Promote workshops, chapter membership, and other services to the general public. This task relates to others in the Strategic Operational Plan, but provides extra support for promotions to the general public, and new membership and participation in the Chapter.

Budget estimation = Portion of CAO/admin. asst. salaries

Lead = Chapter Office (this task combines with other tasks promoting FAPA activities through newsletters, web page, membership campaign, workshops, and media relations)

Support = all

Task 2.3: Provide Planning Commissioner and related training as a component of the Annual Conference and in the curriculum “Best Practices” developed by a training committee.

Budget estimation = \$ 3,980 (\$3,895 in Contingency)

Lead = VP for Professional Development

Support = all

Task 3.1: Maintain an interactive informative web page, and explore expansions including a PlaNetZin subscription and consultant directory. The budget provides approximately \$3,500 to maintain current service level and an additional \$1,500 for enhancements. Further enhancements, such as a “members-only” area and premium PlaNetZin services, are included in a Contingency budget.

Budget estimation = \$5,000 (\$5,375 contingency)

VI. Administrative, Capital and Fixed Costs: \$ 40,885

Goal: To maintain a central chapter office for managing day-to-day functions, supporting statewide Executive Committee and related activities, and providing basic member services.

Objective 1: Maintain FAPA Committee structure to oversee Chapter activities, including Executive Committee, Legislative Policy Committee, By-Laws Committee, and Communications Committee, and establish an Operations Committee for on-going oversight of strategic plan implementation, annual calendar, administrative functions, and development of policy/procedure guidance.

Objective 2: Provide a central chapter office including services of organizational management, staff oversight, quality control, fiscal management, revenue development, and committee administrative support.

Objective 3: Provide basic fiscal management involving bookkeeping, auditing, record-keeping, and taxes.

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Task 1.1: Develop clear policies and procedures related to Executive Committee positions, administrative roles, job descriptions, professional development and annual organization performance reviews.

Budget estimation = Portion of CAO admin. asst. salaries

Lead = Chapter President

Support = Chapter Office and all

Task 1.2: Provide staff support to Executive Committee and other FAPA committees, including meeting attendance/travel, meeting space provisions, and administrative support.

Budget estimation = \$ 5,000 (meeting space, travel, meals, as needed)

Task 1.3: Establish the Operations Committee as an evolution of the ad-hoc Finance, Transition and Operations Committee (FTO) charged with oversight of strategic plan implementation, annual calendar and administrative functions, as an aid for immediate administrative decisions, and to develop policy and procedural recommendations for Executive Committee action.

Budget estimation = Portion of Task 1.2

Lead = Chapter President

Support = Chapter Office

Task 1.4: Complete a thorough review of the by-laws, incorporate recently adopted changes, and develop any necessary additional modifications using the By-laws Committee.

Budget estimation = Portion of Task 1.2

Lead = By-Laws Committee

Support = Chapter Office (reproduction and distribution of amended by-laws, clerical and administrative support for any additional by-laws amendment proposals or ballots)

Task 2.1: Provide full time staffing in the form of Chapter employees, including a Chief Administrative Officer and staff admin./bookkeeping assistant. The budgeted amount includes salaries, FICA/Medicare, unemployment insurance, retirement and workman's compensation insurance totaling \$ 103,735; 15% (\$ 15,560) is allocated to this Goal; 25% (\$ 25,925) is allocated to Goal III; and 20% (\$ 20,750) is allocated each to Goals I, II, and V.

Budget estimation = \$ 103,735 total and 15% or \$15,560 for this Goal only

Task 2.2: Through the Executive Committee and Auditor, provide support for fiscal reorganization initiatives. This task supports reorganization efforts underway with leadership provided by the Treasurer and Finance Committee.

Budget estimation = Portion of CAO/admin. asst. salaries; and \$3,000 for auditor's fees

Task 2.3: Provide specific office resources including office space, renter's insurance, utilities, internet service, phone service, office supplies, and other customary office requirements titled to FAPA.

Budget estimation = \$ 11,425

Task 2.4: In support of other tasks and to gain professional development benefits, provide travel and related expenses for staff at out-of-office meetings and conferences.

Budget estimation = \$3,500

Task 3.1: Provide basic fiscal management including for accounts payable and receivable, record-keeping, account reconciliation, monthly and quarterly budget reporting, and tax preparation/filing.

Budget estimation = \$2,400 (outside accountant/CPA costs)

Task 3.2: Provide an annual audit of all FAPA financial activities.

Budget estimation = \$3,000 (for independent CPA/auditor)

TOTAL BASE BUDGET EXPENDITURES = \$326,400 *(An additional \$ 58,870 is allocated in a contingency budget in priority order, based on opportunities to generate and receive additional revenues from non-traditional or unanticipated sources, such as grants, sponsors, ad growth, and membership growth.)*