

2005 FAPA STRATEGIC OPERATIONAL PLAN

MISSION STATEMENT

The Florida Chapter of APA provides statewide leadership in the development of sustainable communities by advocating excellence in planning, providing professional development for its members, and working to protect and enhance the natural and build environments.

I. Professional Development: \$ 101,800

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.

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, and e-News bulletin.

Task 1.2: Provide technical training and networking opportunity for the President, Vice President for Professional Development (Chapter PDO), and Executive Director through attendance at National APA functions so best available information can be disseminated to FAPA members.

Task 1.3: Based on PDO's attendance at AICP sessions at National APA conference, provide training guidelines and advice to AICP candidates and Section PDOs.

Task 2.1: Conduct annual membership meeting and conference including the annual Project Awards Program.

Task 2.2: Outsource conference registration.

Task 2.3: 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expectations, timelines and roles for the Executive Committee, Conference Committee and Host Committee to create an historical reference and facilitate improved conference planning into the future.

Task 3.1: Establish procedures and publicize opportunities for members to obtain continuing education credits; create a recognition system for members achieving the requisite credits during year.

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

Task 3.3: Provide study manuals for AICP applicants and distribute latest study manual to each Section PDO annually.

Task 3.4: Track number of AICP candidates each year; publish names of new AICP members in newsletter, on website, and in e-News; and create a recognition system for each new AICP member.

Task 3.5: "Brainstorm" and propose various means to assist Sections in providing AICP training.

Task 3.6: Improve and enhance the AICP section of FAPA's website to provide information on testing and training opportunities.

Task 3.7: Include an AICP exam study session at the annual conference as either a breakout session or pre-conference training.

II. Membership Services, Growth & Communication: \$ 50,965

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

Objective 1: Use FAPA website and electronic communications to encourage and improve the dissemination of information and member participation.

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

- Objective 3: Increase Chapter membership and membership in all local Sections; develop new leadership; and expand opportunities for more leaders and volunteers.*
- Objective 4: Utilize a web-based 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: Increase the effectiveness and visibility of "FAPA 4 Students" through improved organization and oversight by a statewide elected officer.*
- Objective 6: Undertake a concentrated effort to better involve planning commissioners as members and active participants in FAPA activities.*
- Objective 7: 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, and through additional Section assistance, development and improvement.*
- Objective 8: 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.*

- 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.
- Task 1.2: Promote and encourage the use of FAPA's on-line "bulletin board" for current issues or those arising from members, and seek volunteer bulletin board administrators.
- Task 2.1: Print and distribute additional marketing brochures (also related to Task 6.1 below).
- Task 2.2: Distribute FAPA stationary among officers, committee chairs and appropriate staff and contractors.
- Task 3.1: Track membership trends, manage mailing list, manage e-News email list, identify former members, students, planning commissioners, and other prospective members for targeted promotion in coordination with local Sections.
- 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 may be part of this campaign.
- Task 3.3: Promote member participation through development and support of FAPA Divisions addressing interests of planners in certain areas of specialization.
- Task 4.1: Solicit member input via surveys, web-site, newsletter, membership meetings, etc. Conduct a web-based, annual member survey(s) in the spring, prior to the Retreat, to inventory ideas and topics of interest for Section and Chapter programming or professional development. Incorporate the results of the survey into the Retreat discussion and the development of the budget and SOP for the following year.
- Task 4.2: Provide an opportunity for members to vote by proxy at the annual membership meeting.
- 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. The student representative should report back to the EC on "FAPA 4 Student" activities at each EC meeting.
- 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.

- Task 5.3: Provide annual FAPA student orientation through local Sections as adopted in “FAPA 4 Students”. This activity is accomplished by designated Sections hosting a student orientation event.
- Task 5.4: 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.
- Task 5.5: Update the conference manual to reflect a formal role for students at the annual conference.
- Task 5.6: Direct each Section to designate a “University Representative” to serve on its Section Board.
- Task 5.7: Create a mentoring program and develop an internship section on FAPA’s website.
- Task 6.1: Support the dissemination of the Planning Commissioner’s Training Program.
- Task 6.2: Offer a Planning Commissioners Training track each year at the annual conference.
- Task 7.1: Implement a membership outreach program, as developed in ’03, including volunteer recruitment and leadership development, peer-to-peer mentoring, speakers’ bureau, and other opportunities.
- Task 8.1: Produce and distribute a printed 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, editing of articles and other copy, layout/design and desktop publishing, promoting/managing advertising sales and subscriptions, including job ads and sponsors, and supervising printing and distribution,.

III. Section Support: \$ 19,700

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

- Objective 1: Provide Sections with technical assistance as appropriate to each Section.*
- Objective 2: Increase the capacity of Sections to provide professional development through technical assistance, financial support, and revenue sharing.*
- Objective 3: Facilitate Section participation in chapter governance through newSection chair mentoring and orientation and completion of the Section Affairs Handbook.*
- Objective 4: Provide and facilitate forums for Section communications with each other and with the Chapter.*

- Task 1.1: Provide responses to FAPA Section and member inquiries.
- Task 2.1: Develop and implement a Section professional development grant program.
- Task 3.1: Provide Section rebates for active sections, subject to Sections’ providing required information.
- Task 3.2: Provide web-site-hosting and development services for Section web-sites within the Chapter’s web service.
- Task 3.3: Task Section Affairs Committee to identify “at risk” or minimum capacity Sections and plan for their stabilization and increased capacity.
- Task 4.1: Require Sections chairs to submit a quarterly report of activities for distribution at EC meetings, and hold a “Section exchange” forum at those meetings.
- Task 4.2: Develop an orientation or mentoring program for new Section chairs and complete the Section Affairs Handbook.

IV. Governmental Affairs: \$ 43,160

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, establishing the Chapter as the primary resource in the state on issues related to planning and growth management.

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

Objective 4: Develop, refine, and promote proactive and creative innovations in planning and growth management, such as FAPA's Growth Management task force initiative and response to the Hometown Democracy initiative..

Task 1.1: Adopt a 2005 legislative program developed by the Legislative Policy Committee and Executive Committee with input from FAPA's Legislative Representative and Executive Director.

Task 1.2: Develop a resource/expertise list and distribute as appropriate.

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 and other information related to FAPA's Growth Management task force initiative and response to Hometown Democracy.

Task 2.2: Participate in statewide special planning and growth management initiatives, as appropriate.

Task 3.1: Promote member awareness and participation in the legislative process using existing software to provides e-mail legislative updates, an e-newsletter, and innovative mechanisms to establish and communicate the legislative program, which includes member feedback and methods evaluation.

Task 3.2: Conduct annual legislative workshop, which includes a FAPA "legislative day" at the state capitol prior to the annual legislative session.

Task 3.3: Continue fostering training and other measures that lead to the Executive Committee and other members establishing direct contact and ongoing relationships with their elected state legislative representatives.

Task 3.4: Conduct local legislative forums at the Section level to educate local state legislators regarding FAPA's Legislative Program. This is a FAPA initiative for Sections to support legislative efforts at the grass-roots level where members and legislators can be more directly engaged. Funding & Chapter Office staff support to Sections is to offset costs associated with local forums. Not all Sections are able to conduct forums every year, but assistance is available to those that do. With appropriate advance notice and planning, Chapter staff and officers are available for more active support and participation, particularly regarding the Chapter's Growth Management Task Force initiative.

Task 4.1: Continue to implement the results of FAPA's Growth Management task force initiative and steps necessary to address the Hometown Democracy initiative.

V. Public Education & Outreach: \$8,300

Goal: Inform and educate the media, public, and partner organizations 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.

Objective 4: Create more local training programs and options and enhance relationships through co-sponsorships with partner organizations.

Task 1.1: Provide media communications including press advisories, with special attention to the use of 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 the Communications Committee.

- 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.
- 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 for new membership and participation in the Chapter.
- Task 2.3: Provide Planning Commissioner and related training as a component of the Annual Conference and in a curriculum of "Best Practices" as part of the workshop program.
- Task 3.1: Maintain an interactive informative web page, and promote expansions and improvements.
- Task 4.1: Create more contact and opportunities with partner organizations, especially as it relates to expanding training and professional development options for members, through co-sponsorships pursuant to policy guidelines developed in '03.

VI. Chapter Office & Executive Committee Support: \$ 159,200

Goal: 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 support such other committees as directed by the Executive Committee to implement the goals, objectives and policies of this Strategic Operations Plan.

Objective 2: Provide a 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, and continue keeping the membership informed of these activities.

Objective 4: Develop a "business model" for the Chapter and define how it relates to the long-term stability and programmatic success of the organization while providing tangible benefit to the membership.

Objective 5: Support FAPA's role statewide, within national APA governance, and the Chapter's state-wide election process, especially as applicable to officers and staff and as governed through FAPA's by-laws.

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

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

Task 2.1: Provide full time staffing in the form of Chapter employees, including an Executive Director (ExD) and an Administrative Assistant/Bookkeeper (AA/BK) The budgeted amount includes salaries, FICA/Medicare, retirement, and related benefits and personnel costs and overhead totaling \$ 106,093, of which \$44,454 is allocated to this Goal. Other Goals and their allocations are as previously shown.

Task 2.2: House, equip, maintain, and improve the administration of the Chapter Office as an ongoing asset to FAPA and its members, and protect the Office, employees, officers, and members from liability through insurance.

Task 3.1: Maintain the Chapter's daily financial records, pay its obligations, and document its activities through standard bookkeeping, accounting, and auditing practices, including provision for an annual independent financial audit.

Task 4.1: Diversify and increase revenue sources, such as fully implementing the Annual Sponsorship Program, developing a "product" of value to the membership, and/or establishing partnerships with interest groups.

Task 4.2: Establish benchmarks for financial health, including the creation of a reserve account.

- Task 4.3: Cast the budget in a manner that separates fixed costs from program costs, that clearly communicates to the membership the allocation of resources, and that is solely managed by the EC.
- Task 5.1: Provide support for President's role on national APA's Chapter Presidents Council as part of the Chapter's function within national APA, as well as the office's responsibilities under the Chapter's by-laws.
- Task 5.2: Provide support for the Executive Director's role as chief administrative officer of FAPA, within national APA, and for reasons of professional development.

TOTAL BUDGET EXPENDITURES = \$383,125

(Any excess revenues over the base budget expenditure are earmarked to be deposited in a separate "reserve" account to provide a financial cash cushion for the Chapter to protect it from any future unforeseen financial problems or significant cash flow from changing economic conditions.)