

## Draft 2008 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: \$ 179,400.00**

##### **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 promote the AICP Certification Maintenance program.*

*Objective 4: Promote planning as a profession.*

- 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 1.4: Poll membership to specifically identify the type of professional development desired.
- Task 1.5: Further develop a speaker's bureau database that catalogs successful events, conference sessions, etc. for use in developing future PDO workshops at a state or section level, and promote it to targeted agencies, associations and organizations.
- Task 1.6: Explore the feasibility of developing a "Planning Institute" (multi-day, multi-topic, group of short courses, possibly in retreat setting) to provide more formal and structured professional development.
- Task 2.1: Conduct annual membership meeting and conference including the annual Project Awards Program.
- Task 2.2: Identify conference sessions that are valuable for replication as section professional development programs.
- Task 2.3: Update and maintain 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 2.4: Prepare a written guide for session submittals and presentations and incorporate into conference manual.
- Task 2.5: Explore the feasibility and potentially implement pre-conference workshops that emphasize technical "how-to" training in appropriate skills that help planners perform the practical day-to-day tasks that their jobs require.
- Task 3.1: Continue to 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 annually distribute latest study manual to each Section PDO.
- 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: Assist Section PDO's in improving the relevancy of AICP training through test auditing, purchasing and distributing test training materials, and other means as approved by the Executive Committee.

- Task 3.6: Utilize FAPA's website to provide information on AICP 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.
- Task 4.1: Define the purposes and explore the feasibility of a labor market study for planners in Florida to produce projections of jobs, qualified applicants and retention losses.
- Task 4.2: Explore the potential for a planning foundation in Florida that would support student aid, minority recruitment, and professional development, along with other relevant activities.

## **II. Membership Services, Growth & Communication: \$ 63,997.50**

### **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: Enhance the effectiveness and visibility of "FAPA 4 Students" through continued organization and oversight by the Faculty Liaison and the Immediate Past President in conjunction with the Section University Representatives.*
  - Objective 6: Target 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: The Communications and Editorial Advisory Committee is tasked with incorporating 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: The Communications Committee is also tasked with:
    - Determining best technical avenue to expand on-line professional idea exchange.
    - Establishing pilot project for a 2 year-period on selected technical on-line service.
    - Assessing pilot on-line project and evaluate additional technical improvements.
    - Investigating and developing PC-based video conference options (example: SKYPE).
  - Task 2.1: Print and distribute marketing brochures to Section Chairs and University departments.
  - Task 2.2: Distribute electronic version of FAPA stationery among officers, committee chairs and appropriate staff.
  - 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 (in conjunction with the Marketing Committee) to provide information 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, member survey(s) in the spring of every even year, 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 two-year cycle.
- 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: Direct Sections with an accredited planning program to designate a “University Representative” to serve on its Section Board.
- Task 5.6: Create a mentoring program and develop an internship section on FAPA’s website.
- Task 5.7: Create a review and selection process for a scholarship for minority students pursuing the field of planning.
- Task 6.1: Train a representative from each Section on how to provide the Planning Commissioner’s Training Program using the Planning Commissioner’s Training Manual.
- Task 6.2: Provide a reduced rate to Planning Commissioner’s to attend the annual conference.
- Task 6.3: Encourage each Section to compile a list of local planning commissioners.
- Task 6.4: Encourage each Section to inform planning commissioners of the upcoming annual conference and section programs for them to attend.
- Task 6.5: Investigate the creation of a Planning Commissioner’s continuing education program – “Master’s Certificate” in conjunction with other interested organizations such as the Florida League of Cities and Florida Association of Counties.
- Task 7.1: Implement a membership outreach program, as developed in 2003, including volunteer recruitment and leadership development, peer-to-peer mentoring, speakers’ bureau, and other opportunities.
- Task 7.2: Develop outreach modules and position statements to share with sections to make volunteering easier in conjunction with Task 2.1 of the Public Education and Outreach Goal.
- Task 7.3: Announce volunteer opportunities in Florida Planning and other communication venues.
- 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: \$ 22,900.00**

**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 new Section chair mentoring and orientation and updates to the Section 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: Continue the Section professional development grant program.
- Task 2.2: Provide Section rebates for active sections, subject to Sections' providing required information.
- Task 2.3: Provide web-site-hosting for Section web-sites within the Chapter's web service.
- Task 2.4: Task Section Affairs Committee to identify "at risk" or minimum capacity Sections and plan for their stabilization and increased capacity with a focus on the Atlantic Coast Section during 2006-2007.
- Task 2.5: Encourage Sections to share successful conference sessions with other Sections as local professional development opportunities.
- Task 2.6: Encourage Sections to conduct local legislative forums as a means to facilitate grass-roots interest in FAPA's Legislative initiatives, in conjunction with Task 3.4 of the Government Affairs Goal.
- Task 3.1: 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 3.2: Continue an orientation or mentoring program for new Section chairs and update the Section Affairs Handbook as necessary.
- Task 3.3: Modify the Section Handbook to address geographic separation issues and suggestions for Section committee make-up.
- Task 4.1: Enhance on-line information exchange capabilities.
- Task 4.2: Encourage each Section to have a liaison to provide Section highlights for Florida Planning.

### **IV. Governmental Affairs: \$ 48,574.00**

**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 establishes 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.*

- Task 1.1: Adopt a 2009 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 1.3: Evaluate support for sponsoring legislation for mandatory appointed planning officials training.
- Task 2.1: Maintain a high profile presence and support the FAPA Legislative Program by providing information to the Legislature, media, FAPA members, and other organizations as appropriate.
- 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 provide 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 prior to the annual legislative session.
- Task 3.3: Continue to foster training and other measures that result in 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 as also identified in Task 2.6 of the Section Support Goal.
- Task 4.1: Establish task forces and /or dedicate staff time as needed to address specific planning topics and public policy and legislative initiatives, including but not limited to Hometown Democracy , affordable housing, and rural lands
- Task 4.2: Develop modules for public outreach to civic, professional, and citizen organizations, associations, and institutes.

**V. Public Education & Outreach: \$ 8,800.00**

**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 priorities of FAPA.*
  - Objective 2: Provide planning information, training and resources to lay-planners, planning commissioners, general public, schools and other agencies, associations and organizations that interact in planning and growth management arenas.*
  - 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.*
  - Objective 5: Establish public outreach subcommittee at Chapter level with involvement by members of Marketing and Outreach, Professional Development and Communications Committee to promote the profession and good planning practices to the general public and elected/appointed officials.*
  - Objective 6: Improve coordination with national APA on public outreach and information.*
- 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: Promote workshops, and other services to the general public. This task relates to others in the Strategic Operational Plan, particularly task 7.2 in the Membership Goal, but provides extra support for promotions to the general public in including the development of modules for presentations to civic groups, citizen institutes, schools, etc. and development of printed materials explaining value of planning and what planners do.
  - Task 2.2: Prepare materials that individual members can use to promote planning as a career choice at college and university career nights/job fairs with particular attention to historically black colleges and high Hispanic enrollment colleges.
  - Task 2.3: Provide Planning Commissioner and related training as a component of the Annual Conference as part of the workshop program.
  - Task 2.4: Evaluate the delivery mechanisms for Planning Commissioner Training and expand delivery.
  - 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 education on the planning profession and issues to the general public, through co-sponsorships pursuant to policy guidelines developed in 2003 and expand delivery to civic groups, leadership programs and citizen institutes.

- Task 5.1: Establish public outreach subcommittee at Chapter level with involvement by members of Marketing and Outreach, Professional Development and Communications Committees
- Task 5.2: Task committee with evaluating mandatory training for appointed planning officials and consider supporting related legislation.
- Task 6.1: Review outreach programs and activities currently undertaken by APA or other chapters and determine how to coordinate or build upon these national outreach programs at the state/section level.

**VI. Chapter Office & Executive Committee Support: \$ 181,528.50**

**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: Maintain good business practices for the Chapter to ensure 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 and an Administrative Assistant/Bookkeeper. The budgeted amount includes salaries, FICA/Medicare, retirement, bonuses, related benefits and personnel costs and overhead.
  - 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 a bi-annual independent financial audit conducted in election years and an independent financial review in alternating years.
  - 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 maintaining and contributing to 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 = \$ 505,200.00**

*(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.)*