

2009 APA FLORIDA CHAPTER 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.

CHAPTER ONE. GOALS AND OBJECTIVES

I. Professional Development: \$233,995.00

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

Objective 1: Provide APA Florida members at all levels of experience with 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 provide effective Chapter-level implementation of the AICP Certification Maintenance program.

Objective 4: Promote planning as a profession.

II. Membership Services, Growth & Communication: \$80,050.00

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

Objective 1: Use APA Florida's website and electronic communications to encourage and improve the dissemination of information and member participation.

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

Objective 3: Increase Chapter membership and membership in all local Sections to 4000 members by 2013; 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 "APA Florida 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 APA Florida 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.

III. Section Support: \$22,400.00

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.

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

IV. Governmental Affairs: \$50,867.00

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: Inform members of legislative activities and solicit member input in developing and implementing the legislative program.

Objective 4: Develop, refine, and promote proactive and creative innovations in planning and growth management

V. Education & Outreach: \$5,300.00

Goal: Inform and educate the media, students, 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 APA Florida.

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 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.

VI. Chapter Office & Executive Committee Support: \$175,013.00

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 APA Florida 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 Operational 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 APA Florida'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 APA Florida's by-laws.*

CHAPTER TWO. APA FLORIDA FOUR YEAR STRATEGIC OPERATIONAL TASKS **(2009 – 2013)**

The following are strategic tasks to be undertaken over the next four years that help to implement the goals and objectives identified in Chapter One.

I. Professional Development

- Task 1: Amend By-Laws to create Standing Committee for Professional Development (chaired by VP of Professional Development), to assist in provision of professional development opportunities and to assist in AICP Exam Preparation activities.
- Task 2: Poll Section PDOs to specifically identify the type of professional development desired.
- Task 3: Develop a CM and Professional Development Section Exchange database to allow for the exchange of ideas and information related to conducting Professional Development Activities and Certifiable Programs, including current event listings.
- Task 4: Explore the feasibility of developing state sponsored opportunities to provide more formal and structured professional development.
- Task 5: Amend By-Laws to create a Vice President of Certification Maintenance to manage the certification maintenance program.
- Task 6: Create Ad-Hoc Certification Maintenance Committee to assist in managing the CM Program on interim basis.
- Task 7: Amend By-Laws to create Standing Committee for Certification Maintenance (to be chaired by new VP of Certification Maintenance) to assist in managing the CM Program, including provision of ethics and law sessions at the annual conference.
- Task 8: Establish recommended budget for CM, including Section Coordination.
- Task 9: Develop BMP Manual for providing affordable and accessible CM opportunities, including establishment of PDO for each section.
- Task 10: Assist Section PDOs 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 11: Amend the By-Laws to clarify the authority and responsibilities of the Conference Committee, Host Committee, and Executive Committee as they relate to the Annual Conference.

II. Membership Services, Growth & Communication

- Task 1: Establish an Ad Hoc Communications Technology Committee, chaired by the Secretary, to evaluate and recommend technology enhancements for communications (newsletter, website, e-mail blasts, etc.)
- Task 2: Develop and implement a membership campaign (in conjunction with the Marketing Committee) to provide information about APA Florida membership and benefits to prospective members including members of related professional organizations and organizations with which APA Florida has partnered, former APA Florida members, recent planning program graduates, students

and planning commissioners. The information may be provided via web-site, newsletters (limited complimentary distribution), e-mail, brochures and direct mailings.

- Task 3: Update brochure with revised logo or explore alternate method of communicating with prospective members. Coordinate with Membership and Marketing Committee and Communications staff.
- Task 4: Establish a program to routinely inform current and new members of APA Florida benefits and opportunities for involvement, including the development of new member packets.
- Task 5: Promote member participation through development and support of APA Florida Divisions addressing interests of planners in certain areas of specialization. As a pilot program by 2010, the VP for Membership Services will determine which APA Florida members are also members of APA Small Town and Rural (STAR) division, and ascertain how that division can be implemented in Florida.
- Task 6: Develop an “APA Florida 4 Students” handbook to outline responsibilities and interaction with the Executive Committee.
- Task 7: Create a mentoring program and develop an internship section on APA Florida’s website.
- Task 8: Establish a program to have visiting speakers talk about benefits of APA and planning to each accredited university program.
- Task 9: Update the current Planning Officials Training Manual.
- Task 10: Recruit and train representatives from each Section to market and provide the Planning Official’s Training Program using the Planning Official’s Training Manual.
- Task 11: Encourage each Section to compile a list of local planning commissioners.
- Task 12: Encourage each Section to inform planning commissioners of the upcoming annual conference and section programs for them to attend.
- Task 13: 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 14: Implement a membership outreach program, including volunteer recruitment and leadership development, peer-to-peer mentoring, speakers’ bureau, and other opportunities.
- Task 15: Announce volunteer opportunities in Florida Planning and other communication venues.
- Task 16: Evaluate budget for opportunities for conference stipend for students and new planners.
- Task 17: Develop and implement a strategy to market chapter services tailored to specific segments of the real estate profession in order to increase chapter only memberships by 25% by the end of 2013.

III. Section Support

- Task 1: Identify “at risk” or minimum capacity Sections and plan for their stabilization and increased capacity.
- Task 2: Survey the Atlantic Coast members to determine if there are any objections to disbanding the section into the three surrounding sections. The Chapter shall take appropriate action based on the results of the survey.
- Task 3: Amend the By-Laws to create a Section Affairs Committee composed of the VP Section Affairs and Section Chairs as a standing committee to address on a regular basis section support services.
- Task 4: Work with Sections to develop an automatic sorting program to parse the APA Florida Chapter roster by Section.
- Task 5: Conduct a review of best practice models in section by-laws and operational/organizational procedures, and distribute to all sections in the form of a Section Best Management Practices (BMP) Handbook.
- Task 6: Facilitate the establishment of communication officers within each section’s by-laws.
- Task 7: Establish an Ad Hoc Communications Committee composed of the sections’ communications officers, University Rep, Student Rep, and VP Section Affairs in order to assist inter-section collaboration and exchange of ideas.
- Task 8: Establish guidelines for the submittal of required Section reports and proposed annual operations for the following year in order to provide Section accountability to the Chapter.

IV. Governmental Affairs

- Task 1: Evaluate support for sponsoring legislation for mandatory appointed planning officials training.
- Task 2: Evaluate the feasibility of proactively drafting legislation, identifying sponsors, and promoting adoption for bills.
- Task 3: Amend By-Laws to include a legislative leadership team (comprised of President-Elect, President, Legislative Representative, Executive Director, and LPC expert of the subject matter) as a standing committee.
- Task 4: Develop educational brochure on good planning principles, impacts of growth, energy usage, transportation, and other relevant planning issues and widely distribute to legislative members and support staff.

V. Education & Outreach

- Task 1: Provide media communications including press advisories, with special attention to the use of media kits, and participate in press conferences and guest editorials to promote sound planning, the legislative program or other APA Florida priorities.
- Task 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 3: Create a best practices manual on citizen participation and distribute to local governments.
- Task 4: Promote expansions and improvements to the APA Florida website to provide outreach and planning information to non-members.
- Task 5: 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.

VI. Chapter Office & Executive Committee Support

- Task 1: Create a Finance Ad Hoc Committee (President, Treasurer, immediate past Treasurer, Executive Director) to assist with the transition of new financial reporting requirements, and sponsorship/advertising benefit packages and fees.
- Task 2: Establish benchmarks for financial health and an adequate reserve account which ensures the long-term stability of the Chapter.

CHAPTER THREE. 2009-2013 APA FLORIDA GENERAL OPERATIONAL TASKS

The following tasks are standard recurring items that help to implement the goals and objectives identified in Chapter One.

I. Professional Development

- Task 1: Compile information from various sources including National APA, AICP, Section Chairs, other professional organizations, etc. and disseminate through the newsletter, website, and e-News bulletin.
- Task 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 APA Florida members.
- Task 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 4: Conduct annual membership meeting and conference including the annual Project Awards Program.

- Task 5: Identify conference sessions that are valuable for replication as section professional development programs.
- Task 6: 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 7: Prepare a written guide for session submittals and presentations and incorporate into conference manual.
- Task 8: 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 9: Provide information about test registration, deadlines and benefits of AICP via emails/web site/ newsletter & e-News.
- Task 10: Distribute APA study manuals for AICP applicants and annually distribute latest study manual to each Section PDO.
- Task 11: 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 12: Utilize APA Florida’s website to provide information on AICP testing and training opportunities.
- Task 13: Include an AICP exam study session at the annual conference as either a breakout session or pre-conference training.

II. Membership Services, Growth & Communication

- Task 1: Incorporate technological innovations applied to various tasks including website enhancements, membership polling, membership proxy voting, electronic discussion groups, email communication protocols and other functions.
- Task 2: Print and distribute marketing brochures to Section Chairs and University departments.
- Task 3: Distribute electronic version of APA Florida stationery among officers, committee chairs and appropriate staff.
- Task 4: 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 5: Direct Sections with an accredited planning program to designate a “University Representative” to serve on its Section Board.
- Task 6: Implement the scholarship for minority students pursuing the field of planning.
- Task 7: 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 8: Provide a reduced rate to Planning Commissioners to attend the annual conference.
- Task 9: 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, 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.
- Task 10: Create an Ad Hoc Editorial Advisory Committee, chaired by the Secretary, to establish editorial guidance to the Executive Director.
- Task 11: Promote APA Florida membership and participation among students through the Student Council as adopted in “APA Florida 4 Students.” Explore funding travel for Student Council members and the APA Florida Student Representative.

III. Section Support

- Task 1: Provide responses to APA Florida Section and member inquiries.
- Task 2: Continue the Section professional development grant program.
- Task 3: Provide Section rebates for active sections, subject to Sections' providing required information.
- Task 4: Maintain web-site-hosting for Section web-sites within the Chapter's web service.
- Task 5: Require Sections chairs to make a report of activities during the "Section exchange" forum at EC meetings.
- Task 6: Continue an orientation program for new Section chairs and update the Section Affairs Handbook as necessary.

IV. Governmental Affairs

- Task 1: Annually adopt a legislative program developed by the Legislative Policy Committee and Executive Committee with input from APA Florida's Legislative Representative and Executive Director.
- Task 2: Maintain a high profile presence and support the APA Florida Legislative Program by providing information to the Legislature, media, APA Florida members, and other organizations as appropriate.
- Task 3: Participate in statewide special planning and growth management initiatives, as appropriate.
- Task 4: 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 5: Conduct an annual legislative workshop prior to the annual legislative session.
- Task 6: 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 7: Conduct local legislative forums at the Section level to educate local state legislators regarding APA Florida's Legislative Program.
- Task 8: Establish task forces and /or dedicate staff time as needed to address specific planning topics and public policy and legislative initiatives.

V. Education & Outreach

- Task 1: Provide information and educational materials to the general public.
- Task 2: Provide Planning Commissioner and related training as a component of the Annual Conference as part of the workshop program.
- Task 3: Maintain an interactive informative web page.
- Task 4: 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

- Task 1: Develop clear policies and procedures related to Executive Committee positions, administrative roles, job descriptions, professional development and annual organization performance reviews.
- Task 2: Provide staff and logistical support to Executive Committee and other APA Florida committees, including meeting attendance/travel, meeting space provisions, and administrative support.
- Task 3: Provide full time staffing in the form of Chapter employees, including but not necessarily limited to an Executive Director. The budgeted amount includes salaries, FICA/Medicare, retirement, bonuses, related benefits and personnel costs and overhead.

- Task 4: House, equip, maintain, and improve the administration of the Chapter Office as an ongoing asset to APA Florida and its members, and protect the Office, employees, officers, and members from liability through insurance.
- Task 5: 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 6: Format 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 7: 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 8: Provide professional development support for the Executive Director's role as chief administrative officer of APA Florida.
- Task 9: 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.