



American Planning Association
Washington Chapter

Making Great Communities Happen



Using the findings of a membership survey, the APA Washington Board of Directors formulated a vision through facilitated discussions for the next 10 years, short term strategic directions for the next 3 years, and immediately implementable objectives for the coming year.

Vision

Ten years from now APA Washington will have increased its influence and credibility throughout the state of Washington. Through effective legislative influence and policy development, the Chapter will see that sustainable planning is in effect statewide. Accessible, affordable, and effective AICP certification maintenance training will be available to planners through a comprehensive system of seminars, webinars, and conferences. Membership will have doubled and represent the diversity of our state and our planning backgrounds. Sections will be providing more resources to members and Section Boards will be better connected to the State Chapter Board. A complete administrative and executive staff will be in place to better support all of the Chapter and Section activities.

Goals and Objectives

Strengthen the chapter, sections, and increase connections

- Audit the Sections to find the needs
- Initiate a Professional Development program
- Increase exposure of the GMA 2015 event
- Add remaining counties to Sections – either redefining or forming
- Transition scholarship fund into internship fund
- Train the membership about the chapter
- Better platform for information sharing
- Develop feasibility plan for executive director

Expand planning and APA influence on local, regional, & statewide issues

- Collaborate with the Department of Commerce to implement the 10 Big Ideas
- Create state Great Places award
- Engage student planners in 2015 Planning Month (October)

Increase the membership and its diversity

- Diversity initiative
- Outreach to universities & employers

Expand advocacy

- Update legislative platform agenda
- Introduce packet of GMA reforms

Build partnerships

- Provide training across professions
- Expand PAW Liaison to Allied professions & local governments
- Outreach to other professions

The APA Washington Board of Directors developed this Strategic Plan for 2016-2019 using the results of a recently conducted membership survey and facilitated discussions focusing on longer term direction for the next 10 years, short term strategic directions for the next 3 years, and immediately implementable objectives for the coming year.

Vision

Ten years from now APA Washington will have increased its influence and credibility throughout the state of Washington. Accessible, affordable, and effective AICP certification maintenance training will be available to planners through a comprehensive system of seminars, webinars, and conferences. Membership will have doubled and represent the diversity of our state and our planning backgrounds. Sections will be providing more resources to members and Section Boards will be better connected to the State Chapter and National Boards. Through effective legislative influence and policy development, the Chapter will see that sustainable planning is in effect statewide. A complete administrative and executive staff will be in place to better support all of the Chapter and Section activities.

Strategic Goals

Using the results of the membership survey, the Chapter Board examined the trends impacting the association and the profession. They followed this with an analysis of the organization's current status and circumstances. From these they identified five goals to focus on in the next three years:

- Strengthen the chapter, sections, and increase connections
- Expand planning and APA influence on local, regional, statewide and national issues
- Increase the membership and its diversity
- Expand advocacy
- Build partnerships

Objectives were identified within each of these Strategic Goals and an implementation plan developed. While a few of the Objectives could apply to multiple Strategic Goals, they are identified with the goal that is a best fit.

Performance Measures

APA Washington Chapter will measure overall performance of the organization and organization events in membership, attendance and sponsorship. These measures will be reviewed by the Chapter Board regularly and adjustments made frequently. Board members should attempt to report on activities that improve these performance measures quarterly and build this information in to annual workplans. Organization administration and management should also reflect these measures in support of all the Chapter and Section activities.

Goal: Strengthen the chapter, sections, and increase connections

| Objective | Action | Timeline | Leader | Measurable Achievement |
|---|---|------------|--------------------------------|---|
| Examine the Sections to assess their needs | Conduct a collaborative administrative review of each of the sections | Short Term | SBI | Report to Chapter and Section Board |
| | Increase engagement between Section Leadership and Chapter Leadership | Immediate | President | Quarterly conference calls or face to face meetings |
| | Improve administrative (office) support for the Sections | Short Term | SBI | Support logistics for Section Luncheons, Section Conferences, etc. Support Commerce with Short Course and Planners Forums |
| Strengthen the continuing education program | Explore additional annual conference option | Short Term | SBI | Report to Chapter Board |
| | Develop webinar series | Short Term | Volunteer Needed | Increase in CM Credits offered |
| | Partner with Sections on statewide, repeated seminar | Short Term | Chapter and Section Boards | Leveraging partnerships, offer a speaker series |
| Increase exposure of the GMA 2015 event | Improve distribution of materials, create website for registration and distribute to database of members, AWC mailing list, Futurewise mailing list | Immediate | SBI and Total Event Connection | Increase in membership, event attendance, and sponsorship |

| Objective | Action | Timeline | Leader | Measurable Achievement |
|---|---|-------------|--------------------------|--|
| Add remaining counties to Sections – either redefining or forming | Create a new Section or adjust Section boundaries to include the Olympia area | Longer Term | | Increase in membership and training opportunities in underserved parts of Washington |
| | Expand or create new Sections as need to cover the state | Immediate | Section Boards | Action Item at September Board Meeting |
| Consider transitioning the scholarship fund into internship fund | Examine scholarships to include internships/ training for emerging planners (consider international experience) | Short Term | President | Proposal to Board |
| Train the membership about the chapter | Develop orientation training on policies and procedures of the Chapter | Longer Term | Membership Committee | Training (Free) |
| Establish a better platform for information sharing | Prepare annual report and quarterly reports linked to strategic plan | Immediate | Communication Committee | Revised Quarterly Report Memo for Committee Chairs |
| | More Advise newsletters in addition to legislative information | | Communication Committee | Increased participation measured by Committee Chairs |
| | Increased multi-media information sharing | Longer Term | Communication Committee | Increased participation measured by Committee Chairs |
| | Step up our game on newsletter big time | Immediate | Communications Committee | Proposal to Board |
| | Expand funding for staff support to Comm Com | Immediate | Communications Committee | Proposal to Board |

| Objective | Action | Timeline | Leader | Measurable Achievement |
|---|---|------------|-------------------------------|------------------------|
| Develop feasibility plan for executive director | Develop a 5-year business plan for executive director – if deemed feasible, schedule for hire | Short Term | Executive Committee and Board | Proposal |

Goal: Expand planning and APA influence on local, regional, & statewide issues

| Objective | Action | Timeline | Leader | Measurable Achievement |
|---|---|------------|-----------------------|---------------------------------------|
| Collaborate with the Department of Commerce to implement the 10 Big Ideas | Promote Big Ideas through videos & media | Immediate | Jill Sterret | Published video series |
| Create state Great Places award | Leverage national APA programs | Short Term | Awards Committee | Proposal to Chapter Board |
| Engage student planners in Planning Month starting October 2015 | Plan for vibrant chapter initiative for National Community Planning Month – October 2015 (schools, community & statewide groups, allied professions, planning commissions, elected officials, etc.) | Immediate | Scholarship Committee | More Student Involvement - Measurable |

Goal: Increase the membership and its diversity

| Objective | Action | Timeline | Leader | Measurable Achievement |
|--|---|-----------|---|---|
| Develop and implement a diversity initiative | Set measurable diversity targets & specific steps to achieve, leveraging national APA programs | Immediate | President | Proposal of Diversity Goals to Board |
| | Reach out to all groups (e.g., tribes, ethnic groups) to be included in the membership | On going | Tribal Liaison, Kids In Planning, Scholarship | Increased participation measured by Committee Chairs |
| | Scan for membership makeup as part of identify diversity goals | Immediate | President | Report to Chapter Board |
| Reach out to universities & employers | Marketing materials that definitively demonstrate value of membership and brand the organization across the state | Immediate | Need Volunteer | Increased awareness of APA and Planning in Washington |

Goal: Expand advocacy

| Objective | Action | Timeline | Leader | Measurable Achievement |
|------------------------------------|--|-----------|-----------------------|--|
| Update legislative platform agenda | Develop specific bills/ directions to implement & incorporate 10 Big Ideas | Immediate | Legislative Committee | Proposed Legislative Strategy to Board |
| | Link Big Ideas items w/current GMA & other planning legislation regarding \$ for planning and sustainability | Immediate | Legislative Committee | Proposed Legislative Strategy to Board |
| Introduce packet of GMA reforms | Update legis platform & introduce GMA package – proactive – target legislators | Immediate | Legislative Committee | Proposed Legislative Strategy to Board |

Goal: Build partnerships

| Objective | Action | Timeline | Leader | Measurable Achievement |
|--|---|-------------|----------------------------|---|
| Provide training across professions | Workshops, conferences, Section trainings, planning forums to include stakeholder/affiliated professionals with invitations | Immediate | Allied Professions Liaison | Increase in CM credits offered and increased training opportunities |
| | Joint conference/workshops/retreat with affiliated organizations | Longer Term | Allied Professions Liaison | Increase in membership, event attendance, and sponsorship |
| Expand PAW Liaison to Allied professions & local governments | Contact AIA and/or ASLA to define opportunities for collaboration, such as joint conferences | Immediate | Board Action | Expanded role of Committee Chair |
| Reach out to other professions | Communicate with allied organizations for participation | Short Term | Allied Professions Liaison | Increase in membership, event attendance, and sponsorship |
| | Define and coordinate a Board Summit with allied organizations | Longer Term | Allied Professions Liaison | Increase in membership, event attendance, and sponsorship |

Immediate – upon approval of the Strategic Plan

Short Term – within 3 years

Longer Term – within 5 years