

2008-2013 OAPA Strategic Plan 2008 Update

The Board of the American Planning Association, Oregon chapter has developed a Strategic Plan for delivering and increasing member services through 2010. Membership in the organization has grown to 1,100 diverse planners from around the state – an increase of 40% since 2002. The board seeks to broaden the services offered to our members, as well as to recalibrate the chapter operations to meet the requirements of a leading professional organization.

The 2008-2013 Strategic Plan is framed around the chapter's core membership services:

Professional Needs and Development. The focus is on providing services and resources to members that they require for professional needs and development.

Planning Advocacy. The focus is on outreach beyond the membership to promote planning and to advocate for legislative framework conducive to good planning.

Organization Support. The focus is on providing "the right services", using human and financial resources effectively, and promoting volunteerism in a manner that is rewarding and maintains momentum.

Priorities for 2008-2013.

While the Strategic Plan is organized around the three themes above, the following priorities are identified as important direction for the 2008-2013 timeframe, and many of the strategies and actions focus on achieving these priorities.

1. **Staff and Financial Support.** As the organization has grown substantially in membership, the financial and staff needs of the chapter require further assessment and action. A priority of the strategic plan is to conduct a strengths/weaknesses/opportunities/constraints assessment of chapter business and finances. The assessment will be conducted through member surveys, interviews, and engaging financial professionals. The information from the assessment will be used to develop a long term financial plan and to update the strategic plan based on member input. In order to pursue the assessment effort and the additional needs of a growing chapter, increased staff support is required. The organization will look at establishing staffing targets as a staff to membership ratio. The organization also intends to add grant-writing capacity through staffing to fund additional work and programs. There is also a need for greater staff planner capacity to fulfill functions which have historically been conducted by the president and/or board.

2. **Regional Outreach.** It is important to build regional capacity to fulfill the mission of engaging planners throughout the state and building professional development capacity throughout the state. One way to build capacity is through regional membership chairs to help the board carry out membership and professional development roles and build member participation throughout the state.
3. **Partnerships with Allied Organizations.** Another priority is building ties with allied organizations to cross-pollinate, better integrate the work of related disciplines, and provide greater opportunities to promote planning advocacy and outreach. A reciprocal membership program has the potential to provide greater access to the resources of allied organizations.
4. **AICP Certification Maintenance and Professional Development.** With the CM requirements, many planners will be looking for additional ways to efficiently obtain CM credits. The chapter is committed to sponsoring a 2009 statewide conference in the spring and additional professional development trainings around the state.
5. **Additional Issues for 2008-2013.**
 - **Young Emerging Planners Committee.** There is an opportunity with an enthusiastic group of individuals to build the program's services and outreach to new planners entering the profession. 2008-2013 is an opportunity to grow the program focus in this area.

STRATEGIC PLAN

Pillar I. Professional Needs and Development

Goal: To ensure members remain at the leading edge of the profession, effectively achieve their professional objectives, and effectively carry out the organization's mission.

Professional Development Objective 1. Member Education and Professional Development. Provide educational and professional development opportunities to keep members at the leading edge of the profession and help them achieve their professional objectives.

Strategy PD 1.1. Annual Statewide Conference. Conduct an annual statewide conference.

Strategy PD 1.2. Professional Development Courses/Workshops. Hold Professional Development courses throughout the year. Develop a set of core educational components/goals, as guided by member needs and APA national (could include media communications, expanded ethics offerings, climate change policy). Provide educational opportunities throughout

the state by rotating the conference location when financially feasible, providing professional development sessions throughout the state.

Strategy PD 1.3. Planning Commissioner Training. Provide training opportunities for Planning Commissioners.

Strategy PD 1.4. AICP and Certification Maintenance. Encourage members to become AICP certified, and provide opportunities to meet Certification Maintenance requirements.

Strategy PD 1.6. Mentoring Program. Seek members who are willing to volunteer as mentors to planning students and new planners through periodic contact, and by being available to those who may seek assistance.

Strategy PD 1.7. Scholarship Programs. Provide a variety of scholarship programs.

- Assistance to chapter members for budget and travel expenses for the annual statewide conference.
- Scholarships for students in the accredited planning programs at PSU and UofO

Professional Development Objective 2. Partner with Allied Organizations. Encourage greater ties with allied organizations to provide greater professional development opportunities for mutually supporting missions and programs.

Strategy PD 2.1. Events with Partner Organizations. Encourage interaction with allied organizations and professional by sponsoring and participating in complementary events. Use vehicles such as formal training, professional development, awards and scholarship committees, and conferences.

Strategy PD 2.2. Joint Memberships. Establish joint memberships program so members can more effectively utilize the resources of participating organizations.

Professional Development Objective 3. Member Connections. Provide opportunities for members to interact, connect, share, and learn from one another; provide a support network; and encourage mentoring through informal interactions.

Strategy PD 3.1. Develop local and regional chairs to establish informal events and opportunities to get together with one another

and to provide statewide member support. Over time this may lead to regional sections of the Chapter.

Strategy PD 3.2. Pursue opportunities for OAPA to be a leader of online interaction and involvement through a dynamic website that enables members to have content actively pushed out to them; encourages member interaction, coordination and communication; and provides a repository for resources that make the site a valuable and frequently used resource.

Professional Development Objective 4. Recognition of Exceptional Planning. Annually recognize exceptional planning to promote accomplishments and encourage exceptional planning.

Strategy PD 4.1. Awards Program. Implement an annual awards program, recognizing diverse planning accomplishments and people (professional planners, citizen planners, students, and academia).

Pillar II. Advocacy and Outreach.

Goal: To ensure the benefits of good planning are well understood, and provide a political, legal, and public opinion climate conducive to good planning.

Advocacy Objective 1. Legislative Advocacy. To advocate for a policy and legal framework conducive to good planning.

Strategy AO 1.1. Oregon Legislative Action. Propose and advocate for state legislation, rulemaking, and measures that support the mission of the organization and against those which are contrary to the mission. Establish a proactive legislative agenda and maintain an effective reactive legislative program.

Strategy AO 1.2. Network of Experts and Diverse Advocates. Develop a network of people to assist with research and to testify on critical legislative items.

Strategy AO 1.3. Other Legislative Action. Support the efforts of other state chapters and national chapter as well as partner organizations regarding legislation, rulemaking, measures, and programs in other states or at the national level.

Advocacy Objective 2. Public Outreach and Advocacy. To ensure that communities understand the nature and value of good planning and the planning profession.

Strategy AO 2.1. Public Outreach. Provide education about the benefits of good planning and how it benefits the public.

Strategy AO 2.2. Media Outreach. Establish a public awareness/public relations program to educate the media and general public about planning issues.

Advocacy Objective 3. Coordinate with Allied Organizations. Establish and strengthen ties with allied professional groups to provide outreach and enable key issues to be supported by multiple organizations.

Strategy AO 3.1. Use partnerships with allied organizations as a channel for planning advocacy.

Pillar III. Organization Support

Goal: To be an efficient and well-managed organization that is effective in developing and using resources to carry out activities that support the organization's members.

Organization Objective 1. Strategic Role of the Organization. To ensure clear definition of purpose, role, and long-term goals, with focused strategies and a work plan with short-term achievable actions to achieve goals and respond to changing conditions.

Strategy OS 1.1. Develop, work from, and continuously update a strategic plan to ensure the organization's mission is effectively and efficiently carried out through strategies and actions designed to accomplish the goals in conjunction with an annual work plan and budget.

Strategy OS 1.2. Conduct and update a strengths /weaknesses/ opportunities/ constraints analysis for the organization. Update the annual work program to ensure OAPA is the leader in providing the services members want and need.

Organization Objective 2. Financial Plan. To establish a secure financial foundation to support the organization's mission and activities.

Strategy OS 2.1. Seek to diversify, expand, develop, and wisely manage the organization's revenues in order to expand the work OAPA is able to accomplish.

Strategy OS 2.2. Develop a long-term financial plan for the organization, balancing uses and sources of funding to achieve the organization's mission and activities.

Organization Objective 3. Human Resources. Support and effectively mobilize and utilize human resources (the board, staff, members, committees, and volunteers), with sufficient resources.

Strategy OS 3.1. Provide adequate levels of paid staff to carry out more of the organization's work that historically has been conducted by board members, committees, or volunteers.

Strategy OS 3.2. Update and formalize committees and committee structures. Provide clear "job descriptions" (statements of the purposes and responsibilities) for different committees, clarify standing or temporary ad-hoc status, method of appointment and terms of members, definition of committee members vs. volunteers assisting committees, responsibility to the board, etc. Eliminate or consolidate activities of defunct committees. Evaluate relationship between existing committees and whether any additional committees are needed.

Strategy OS 3.3. Develop policies and/or methods to ensure services, resources, meetings, and activities can be reasonably accommodated for attendance by persons with disabilities.

Strategy OS 3.4. Actively outreach to, and make personal connections with, members to let them know of volunteer opportunities and to seek and encourage their participation.

Strategy OS 3.5. Ensure that volunteer members' time and efforts are used effectively and efficiently by clearly defining their charges and responsibilities when they participate, and by providing achievable tasks.

Strategy OS 3.6. Provide annual recognition of volunteer service and accomplishments.