



**American Planning Association  
Arizona Chapter  
Strategic Plan  
2018**

THE ARIZONA CHAPTER OF THE AMERICAN PLANNING ASSOCIATION (“APA Arizona”) STRATEGIC PLAN IS A GOAL BASED PLAN OF ACTION WITH A FOCUS ON OUR MISSION, VISION AND GOALS. IT IS ALSO COMPRISED OF A BUSINESS PLAN OUTLINING OUR BASIC SERVICES AND IDENTIFIES YEARLY WORK PROGRAM INITIATIVES.

**MISSION, VISION, GOALS**

APA Arizona is one of 47 chapters of the American Planning Association (“APA”). APA has over 37,000 members and APA Arizona has 1,119 members. The membership of APA Arizona is composed of professional planners serving public, private and quasi-public entities, allied professionals, elected and appointed officials, attorneys, students, academicians and friends of planning. APA Arizona serves an important role in Arizona by providing professional and citizen continuing education, unbiased information and analysis for the state legislature, leadership in urban and rural growth issues and solutions, and building the image of planning and mentoring to students and planners new to the profession.

As a chapter of APA, it is important to understand the mission and vision of APA, which is noted below:

***APA Mission Statement***

*The American Planning Association provides leadership in the development of vital communities by advocating excellence in community planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.*

***Our Slogan***

*Making Great Communities Happen*

### **APA Vision**

*APA strives to be the preeminent authority on innovative planning that rises to today's challenges and meets emerging needs with energy and resolve.*

- We see planning as the best way of using public resources to create vital communities.*
- APA and its members are leading the way toward a stronger economy, a better environment, and a more equitable society.*
- We want to give communities confidence that good planning will help them make wise decisions and sound investments to reach their goals.*

*This vision guides APA's mission as well as the goals and strategies in our Development Plan. It defines what we hope to achieve as planners and how we measure our success.*

While recognizing the direction of APA, APA Arizona is focused on addressing and resolving the planning issues and needs of members in Arizona. As such, APA Arizona's mission and vision, while still consistent with APA National, are specifically crafted to meet the needs of our Arizona members.

### **APA ARIZONA MISSION STATEMENT**

APA Arizona is an action-oriented organization that provides leadership in planning by providing programs and services to its members and the general public that:

- Support and advance the virtues of responsible planning.
- Provide superior opportunities for educational experiences, exchange of ideas and information.
- Provide members and the public necessary information for informed decision-making on planning issues.
- Support and nurture the future generation of planners through active involvement with the universities and new planners.

### **APA ARIZONA VISION**

The vision for APA Arizona is to be the recognized leader and authority on planning related issues in Arizona. With this leadership, we will positively influence our communities at all scales through our members, resulting in the creation of exceptional communities that are recognized for the quality of their built environment, care and sensitive treatment of the natural environment, and attention to the creation of equitable and sustainable communities and economies.

## APA ARIZONA VALUES

The members of APA Arizona believe in the following values, which are essential to planning and building better communities for Arizona:

- Ethical Behavior
- Integrity
- Honesty
- Visionary
- Quality Work
- Citizen Involvement
- Public Interest Commitment
- Partnership
- Openness to different views and ideas

## 2018 GOALS

### Goal 1: Education

- a. Exhibit leadership in the State of Arizona in the implementation of first class education in planning and a professional development program to members and non-members.
- b. Provide multiple opportunities for members to receive information and education on relevant planning topics.
- c. Provide affordable and ample continuing education opportunities for members.
- d. Disseminate timely and informative information to members relative to important planning topics, potential legislation, and current events of interest to planners.
- e. Partner with other related organizations on the dissemination of educational opportunities.

### Goal 2: Advocacy

- a. Champion responsible planning in the community and establish the organization as a recognized leader in planning
- b. Support APA Arizona planning policy agenda at the state legislature with the goal of creating an environment that supports informed decision-making and creates great communities.
- c. Actively inform decision makers about the potential detrimental effects of cuts to planning budgets or policy or legislative actions that will reduce the quality of planning in the state.
- d. Support and advocate principles and policies that support sustainable communities, affordable housing, transportation options, smart growth, healthy living, environmental justice populations and good environmental practices, including adaptation to climate variability.
- e. Become a strong educator concerning planning issues in the state.
- f. Provide leadership concerning future directions in planning and public planning issues.
- g. Be the unbiased source for technical information in the state regarding planning.

- h. Support multi-modal transportation choice and accessibility.
- i. Encourage member engagement with elected officials.

**Goal 3: Organizational Viability**

- a. Actively participate, to represent the organization and encourage the incorporation of recognized planning principles in local, regional and statewide planning and visioning efforts sponsored by other entities.
- b. Administer the responsibilities and functions of the APA Arizona organization in a manner that is efficient, cost effective, professional and inclusive.
- c. Exhibit outstanding leadership in the execution of APA Arizona goals, strategies and initiatives in a manner that reflects positively on the organization.
- d. Improve the image of APA Arizona and increase awareness and credibility of the organization to the public.
- e. Communicate the benefits of membership to retain, expand and diversify the membership base.
- f. Conduct all events and activities in a highly professional and superior fashion.
- g. Create opportunities to nurture new leaders in the organization and celebrate its diverse membership.
- h. Exhibit exceptional leadership at the National level by engaging in APA activities.
- i. Look for opportunities to partner with other organizations on issues of mutual interest such as, but not limited to AIA, APWA, ASLA and ULI.
- j. Embrace the use of emerging technology to effectively disseminate information; connect with the public using traditional and emerging methods.

**Goal 4: Improve Planning Practice**

- a. Seek and support endeavors that result in improvements to the community, built environment and natural environment.
- b. Reestablish leadership on the forefront of planning related issues and efforts.
- c. Strengthen partnerships with educational institutions and create additional opportunities for interaction among students, practitioners and APA Arizona members.
- d. Actively seek out and strengthen partnerships with other related professions; interrelate with other disciplines more; improve relationships with related organizations (e.g. healthcare, education, etc.).
- e. Keep up with technological advances (e.g., new outreach methods).

**2018 BUSINESS PLAN**

The following specific actions, organized in programmatic areas, are consistent with the Vision of APA Arizona and implement the mission statement and goals.

**1. MEMBERSHIP**

- a. Conduct an annual membership satisfaction survey on list-serve.
- b. Work to stabilize membership with the intent of modest increases over the next two years.

- c. Membership Committee to review and develop strategies to retain members.
- d. Encourage chapter only membership for citizen planners targeted group.
- e. Promote free membership to students at each university twice per year.

**2. BOARD OF DIRECTORS NOMINATIONS**

- a. Appoint a Nominations Chair, who with the help of a Nominations Committee develops a strategy to identify qualified candidates, obtains candidate affirmation and board approval.
- b. The Nominations Committee should strive to achieve a minimum of two candidates for each open position in conformance with the applicable criteria of the association by-laws. The slate of candidates should be as diverse as practical and represent: the cultural characteristics of the membership, the work of planning in both urban and rural areas, and employment within private, public, quasi-public and related entities.

**3. AWARDS PROGRAM**

- a. Appoint an Awards Committee Chair, who with the help of a committee, will implement the awards program including refining of criteria to more clearly define the student category, soliciting applications, selecting award winners and preparing and hosting the awards program at the annual conference.
- b. Conduct a survey of membership to gain input about award categories.
- c. Based on the survey results and other sources, the Awards Committee shall adjust the program accordingly.
- d. Continue to recognize projects at the awards ceremony to include reading a paragraph about the proposal and why it was given the award.
- e. Enhance the exposure of winning projects by issuing a press release on the awards.
- f. Consider making a recommendation regarding APA Arizona award project that should be submitted for APA National awards.
- g. Ensure that the APA Arizona awards are the only project awards given by the organization.
- h. Provide a minimum of one article to the chapter newsletter about upcoming awards and one article about award winners.

**4. NEWSLETTER**

- a. Produce a bi-monthly electronic newsletter for distribution to membership.
- b. Establish a Newsletter Reporting Network with reporters throughout Arizona, whose responsibility is to prepare articles about planning activities in the area and/or topics of mutual interest from other areas of the southwest, west or country.
- c. Inform the Association membership who the designated reporters are and provide them news information.
- d. Newsletter editor to request articles by Association members to provide helpful information to Board and Commission members.
- e. Solicit articles from Board and Commission members.
- f. Solicit at least one article from each board of directors member on some topic.

**5. ASSOCIATION EXECUTIVE DIRECTOR**

- a. Continue the contract with Patti King as the association's Executive Director.
- b. Recognize the outstanding service provided to the association by Patti King and her staff. Conduct annual review of the Executive Director.

**6. FINANCIAL**

- a. Approve a balanced budget voted on by the board of directors whereby expenses will stay within the projected income for the association.
- b. Carry out an effective Chapter Sponsorship Program to net at least \$45,000 after expenses.
- c. Find options for increased income or expense savings for the association.
- d. Expand expense line items for new or expanded programs and projects using additional projected revenue or reduction of other line items.
- e. Adjust or eliminate actions to meet the projected income as needed.
- f. Review the budget and expenses at the beginning of each meeting and monitor in order to ensure that revenue and costs are on track for the year-end budget.
- g. Consider other activities such as promotional materials to enhance the budget.
- h. Continue to monitor APA National fees and dues to actively oppose any changes that would negatively impact our budget.

**7. PROFESSIONAL DEVELOPMENT**

- a. Conduct a range of professional development programs and events such as professional development workshops, brown bag presentations, and webinars that provide the opportunity for a minimum of 21 Certification Maintenance (CM) credits. Regional brown bag lunches will be scheduled more frequently in different regions within the state and larger professional development workshops will be scheduled in the Phoenix metropolitan area.
- b. Charge a sufficient amount to pay for workshop expense and provide for scholarship/financial assistance funds in an amount to pay for annual student scholarships or alternative student financial assistance.
- c. Conduct an annual survey of the membership to determine topics of interest to the membership.
- d. Identify the annual professional development program with dates and topics in January of each year for board of directors input.
- e. Create a Professional Development Committee to assist in the implementation of the professional development program.
- f. Conduct an AICP examination preparation workshop and support and encourage planning students to become candidate AICP planners.
- g. Conduct an AICP exam workshop and ethics workshop in conjunction with the annual conference.
- h. Prepare two articles a year about AICP for the chapter newsletter.
- i. Provide updated information about AICP on the APA Arizona website.
- j. Communicate with membership on CM programs via the chapter newsletter and stand-alone messages.

- k. Meet rural and metropolitan certification needs of the chapter's membership.
- l. Videotape workshops to provide for additional CM opportunities, so long as videotape costs are monitored to minimize chapter loss and videos do not compete with live events. Ensure professional grade video production.
- m. Support and participate in the mentoring program by providing mentoring to students and planners at the beginning of their careers.
- n. Prepare newsletter articles about mentoring and how to become a mentor.

## **8. ANNUAL STATE PLANNING CONFERENCE**

- a. Form a Conference Committee and meet as appropriate.
- b. Reserve meeting facilities.
- c. Develop the theme and session ideas.
- d. Conduct a Conference Committee survey of APA Arizona membership through MemberClicks to request input as to recommended session topics and interest of members to participate in the sessions.
- e. Develop four subject tracks with sessions that will provide excellent educational experience.
- f. Provide for Ethics and AICP exam preparation workshops;
- g. Evaluate ongoing viability of maintaining conference format as a 3-day conference with one registration fee that will allow for maximum Certification Maintenance (CM) credits and facilitate members' ability to earn all required CM credits by attending this one conference.
- h. Prepare a conference budget and stay within the approved conference expenses.
- i. Develop a unique Opening Reception experience that will be remembered by the participants.
- j. Provide for session break area, seating and refreshments, which facilitate networking of participants.
- k. Provide a "prize packed" fun Planners' Bazaar with excellent food and beverages.
- l. Provide a strong, positive Awards Luncheon experience with great food and a pleasant environment.
- m. Promote tribal and international planning sessions.
- n. Provide a session on the various board committees to encourage member interaction.

## **9. LEGISLATIVE ADVOCACY**

- a. Renew the agreement with Tom Dorn of Dorn Policy Group to continue as our lobbyist.
- b. Provide Mr. Dorn all support, information and assistance as needed through the Legislation Committee and the Vice President for Legislation to monitor legislation as it pertains to planning.
- c. Conduct the annual Planners' Day at the State Capitol.
- d. Continue to be a "watchdog" for any changes that will potentially delay or diminish planning in the state.

- e. Legislative Committee to develop (if necessary) new planning legislation to be introduced to improve the planning process.
- f. Develop a legislative strategy to help facilitate new planning legislation.
- g. Participate in Planners' Day on the Hill in Washington, D.C. if funds are available for the Vice President for Legislation.
- h. Seek American Planning Association, Arizona Chapter (National) support on legislative issues as appropriate.
- i. Collaborate with other lobbyists on areas of mutual concern.
- j. Consider preparing a legislative scorecard on planning issues.
- k. Send annual letter to the legislators and Governor introducing them to APA Arizona.

## **10. ASSOCIATION MARKETING**

- a. Maintain image and marketing program that is consistent with APA National re-branding efforts.
- b. Attend other professional organization functions, workshops and meetings as guest and speakers.
- c. Coordinate with other professional organizations in joint workshops or events.
- d. Association leadership takes public positions, when appropriate, on critical planning issues affecting planning statewide.
- e. Increase social media exposure of the chapter.
- f. Provide articles and opinion pieces in the chapter newsletter about planning issues and future directions of planning in Arizona.
- g. Invite members of other professions to provide articles of interest to planners for the chapter newsletter.
- h. Provide technical articles in the chapter newsletter.
- i. Use MemberClicks, the association database, as a means to exchange technical information.
- j. Submit articles on planning related issues to other organizations and the media.
- k. Update the website so it is current, fresh and relevant.

## **11. STUDENTS/YOUNG PLANNERS**

- a. Grow the Student Affairs/Young Planners Committee.
- b. Contact each planning program director to encourage maximum student knowledge of the opportunities to engage with professional planners in Arizona.
- c. Organize and implement a student/professional mixer at each university (ASU, NAU, UofA).
- d. Support and participate in the mentoring program by providing mentoring to students and planners at the beginning of their careers.
- e. Prepare newsletter articles about mentoring and how to become a mentor. Also include an article on scholarship recipients on an ongoing basis.
- f. Develop a list of planners who will volunteer to be speakers at student group meetings and coordinate their speaking engagement with student leaders.
- g. Develop a list of planners who agree to be guest speakers or teachers for planning classes.

- h. Coordinate a minimum of four events during the year – one each quarter.
- i. Coordinate with the three planning school directors to provide professional planners to teach classes.
- j. Coordinate a student internship program statewide.
- k. Write planning directors and private consultant firms to request internships be established for each semester and the summer.
- l. Establish a program of helping to facilitate placement of planning students as interns in organizations through the planning school directors.
- m. Appoint a liaison from Arizona State University, Northern Arizona University and the University of Arizona to serve on the APA Arizona board of directors.
- n. Consider financial support of student members.
- o. Rebrand the group to be 35 and under – not just students.

**12. SECTIONS**

- a. Maintain and enhance the North Central Section and Southern Section.
- b. Provide a minimum of four section events each year.
- c. Provide a minimum of two section updates in the chapter newsletter.
- d. Provide administrative services as needed for section operation and development.
- e. Pursue sessions that offer certification maintenance credits if possible.

**13. AMERICAN PLANNING ASSOCIATION**

- a. Assist in carrying out the APA National Development Plan.
- b. Participate in the Chapter Presidents Council (CPC), CPC Committees and APA, AICP Committees as requested by National leadership.
- c. Association president or designee attends the National Conference, National Legislative Meeting and National Fall Leadership meeting or other national level meetings as requested by APA.
- d. Association officers participate in national professional development training and legislative training.
- e. Legislative Committee to assist National Legislative staff to provide information on legislation to APA Arizona members and take necessary action.
- f. The chapter president shall select the delegates to the Delegate Assembly.
- g. Participate in the APA Legislative Policy Committee.

**14. TRIBAL GOVERNMENT/NATIVE AMERICAN PLANNERS**

- a. Continue to support the work of the Native American Committee.
- b. Contact Arizona Tribal Governments and their planning programs to encourage participation with APA Arizona and the Native American Committee.
- c. Implement planning presentations and workshops with Arizona Tribal Governments, which relate to Arizona planning initiatives.
- d. Work with the three Arizona universities and colleges supporting planning and Native American programs.
- e. Participate in the APA Arizona Annual Conference with speakers and presenters on Native American Planning in Arizona.

- f. Keep a list of Arizona Tribal Governments and their respective planning programs.
- g. Write and submit periodic news and stories to the APA Arizona Newsletter relating to planning initiatives on tribal community lands.
- h. Plan mixers and planning related activities within the Phoenix metropolitan area and Arizona tribal areas.
- i. Establish a Native American Committee budget, via fundraisers and donations.
- j. Volunteer and participate with local planning organizations which may relate to tribal planning and may not be limited to: economic development, transportation, land use, zoning and ordinances.

### **2018 INITIATIVES**

- a. Establish a committee and draft white paper for sober living homes and other state legislative topics.
- b. Form an International Division.
- c. Implement a new website.
- d. Establish a statewide planning blog once website is implemented.