

2022 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 built environments.

GOALS AND OBJECTIVES

I. PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION

Goal: Expand and diversify opportunities for the development of skills and professional growth for planners at all levels.

Objective 1: Maximize the use of technology to increase affordable access, awareness, and participation in professional development opportunities.

Objective 2: Increase the number of AICP certified planners in the Chapter.

Objective 3: Expand professional development opportunities to include the practical application of planning and enhance leadership skills.

Task 1 Continue an annual statewide webinar on a relevant Florida planning topic.

Task 2 Maintain support resources for AICP exam applicants.

Task 3 Promote and educate membership about the AICP Certification Program.

Task 4 Broaden the scope and level of planning topics at Chapter and section professional development events, including the practical application of planning.

Task 5 Identify Florida's most critical planning issues and develop educational/training programs to address them.

Task 6 Research alternative technology to provide both non-CM and CM professional development.

Task 7 Partner with universities to identify CM opportunities based on their research, with keeping opportunities for co-events with allied professions in mind.

Task 8 Develop and distribute a diverse speakers library to ensure a diversity of presenters in the provision of Chapter and section professional development programs.

Task 9 Reach out to allied professional organizations to explore joint continuing education opportunities, and offer at least two joint events with allied organizations each year.

Task 10 Develop webinars and other tools to assist the Section PDOs in their professional development activities.

Task 11 Explore the development of a Chapter sponsored AICP Exam scholarship in addition to the national Chapter Diversity scholarships that are currently awarded.

Task 12 Develop equity and sustainability/resiliency professional development programs to meet the new 2022 CM requirements.

II. MEMBERSHIP GROWTH AND COMMUNITY ENGAGEMENT

Goal 1: Attract new and diverse members, retain current members and increase community engagement through participation in the Association.

Goal 2: Inform and educate with our communities about the planning profession and the value of planning.

- Objective 1: Foster dialogue and provide planning information, training, and resources to the general public, allied professionals, elected representatives, schools, planning officials, and other decision makers, agencies, associations, and organizations that interact in the planning arena.
- Objective 2: Maintain and enhance an interactive online presence that is relevant, dynamic and includes timely information about the organization and valuable planning resources.
- Objective 3: Use action-oriented and community-based projects to advance and promote equity within the planning profession.
- Objective 4: Increase Chapter membership value.
- Objective 5: Transition students to full time paid membership.
- Objective 6: Target planning commissioners, allied professionals (non-members/non-planners), students and interested citizens as members and active participants in APA Florida activities.
- Objective 7: Collaborate with other organizations.
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- Task 1 Develop a marketing tool to tell the AICP story.
- Task 2 Identify opportunities at the annual conference to create video and other web content for marketing purposes.
- Task 3 Update the chapter-only membership marketing material and target employers and other organizations; distribute to section chairs for distribution at all events.
- Task 4 Develop ongoing communication opportunities with Emerging Planners to promote the membership and benefits.
- Task 5 Develop a list of alternative strategies for recruiting and involving students in Executive Committee and Section activities and promoting the Chapter's minority scholarship.
- Task 6 Promote University-sponsored mentoring programs throughout the state.
- Task 7 Send the APA Florida newsletter to other organizations and explore sending it to legislators.
- Task 8 Cross promote events and activities to other sections and other organization.
- Task 9 Reach out to non-participating section members to find ways to reengage them.
- Task 10 Pursue outreach to both elected and appointed officials to engage them in the organization.
- Task 11 Create opportunities for micro level casual community conversations that planners offer in their communities.
- Task 12 Develop on-demand presentations on common planning topics for Planning Commissioners and elected officials to watch at their leisure.
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- Task 13 Provide fun opportunities to retain and attract members.

- Task 14 Expand the content of the online presence and increase the frequency of updates to provide resources and tools that highlight the profession, help form partnerships with other organizations, and amplify the community-building work of planners and organizations working on equity and social justice.
- Task 15 Develop and disseminate a community engagement toolkit.
- Task 16 Use Community Planning Month to engage communities and allied organizations on the relevance of planning and equity-based projects.

- Task 17 Expand the Annual Great Places Award to comprehensively showcase the relevance of planning throughout Florida.
- Task 18 Utilize Florida-based education modules to help K-12 students learn about the planning profession and what planning does in their communities.
- Task 19 Develop and implement a Community Planning Action Teams (CPAT) program for Florida.
- Task 20 Develop and implement method to collect, monitor, and share community driven content.
- Task 21 Promote the APA Ambassador program and facilitate the formation of teams to expand efforts within Florida.
- Task 22 Implement the Chapter's Equity, Diversity, and Inclusion Strategy.

III. SECTION SUPPORT

- Goal 1: Engage our members and communities at the local level.**
- Goal 2: Provide the tools and resources to support thriving sections.**

- Objective 1: Increase collaboration and communications with allied organizations at the local level.
- Objective 2: Advocate the relevancy and value of planning and membership.
- Objective 3: Standardize outreach techniques and platform use.
- Objective 4: Create standard operating procedures and provide additional support to sections.

- Task 1 Build relationships with allied organizations within the section.
- Task 2 Pursue opportunities to partner and promote events with allied organizations.
- Task 3 Create minimum standards for Local Planning Officials training template.
- Task 4 Host Planning Commission training at the section level.
- Task 5 Schedule annual legislative engagement events.
- Task 6 Provide training and implementation of the communications plan to the sections.
- Task 7 Develop and implement a succession plan for section leadership.
- Task 8 Create a centralized repository for Section materials.
- Task 9 Organize annual community outreach projects through the section POP Grant process.

IV. COMMUNICATION

Goal 1: Enhance communication internally and externally to support our membership and achieve APA Florida strategic goals.

Objective 1: (Develop) Review and update the (a) strategy for internal and external communication.

Objective 2: Provide timely, effective relevant communication that informs and engages the membership in a variety of methods.

Objective 3: Target planning commissioners, allied professionals (non-members/non-planners), students and interested citizens as members and active participants in APA Florida activities.

Objective 4: Leverage technology, traditional and new media, and platforms to efficiently and broadly disseminate information.

Objective 5: Increase two-way communication to support collaboration with and between members.

Task 1 Hire a PR/communications professional (external consultant) to help evaluate and inventory existing communications and marketing practices for the Chapter and Sections and make recommendations for communications plan and staffing.

Task 2 Develop a communications plan for the Chapter:

→Audience identification and communication strategy for each (members, public, elected officials, etc.).

→Tool and method identification (newsletters, emails, blogs, social media, etc.).

→Section communications templates and procedures.

→Develop new simplified content for external communications (infographics and one pagers).

→Develop and implement method to collect, monitor, and share community-driven content.

→Identify roles and responsibilities (Chapter, Section, and Staff).

Task 3 Provide training to members on content development, media training, simplifying communication.

Task 4 Coordinate with other APA initiatives to provide needed support.

V. GOVERNMENTAL AFFAIRS

Goal: Lead, advocate, collaborate & educate on planning issues in the government decision-making process.

Objective 1: Adopt and advocate a Legislative Program that is responsive to current issues and specifically supports good planning principles and procedures before the legislature and other governing bodies.

Objective 2: Maintain a professional policy presence that establishes the Chapter as the lead 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: Collaborate with partner organizations in developing and advocating specific planning policy proposals and responses.

- Task 1 Increase participation in legislative advocacy training program & Planners Month in the Districts.
- Task 2 Evaluate effectiveness and perception of our legislative program, role/use of LPC, & role/use of consultant support.
- Task 3 Craft, or join with allied organizations, to submit legislative policy language on a legislative priority to ensure a conversation is occurring at the legislative level.
- Task 4 Target select group of legislators and staff directors for Planners Month in the District engagement based on who is newly elected members and who is on a committee who will hear a planning-related bill.

VI. CHAPTER OFFICE AND EXECUTIVE COMMITTEE SUPPORT

Goal 1: Advance the goals and mission of APA Florida.

Goal 2: Support and strengthen each section.

- Objective 1: Undertake the activities of the organization in a way that provides tangible benefits to the members.
- Objective 2: Establish the framework for a seamless leadership succession plan for the APA Florida Executive Committee.
- Objective 3: Build capacity for volunteer leaders of the organization.

- Task 1 Develop a succession process for the Chapter office for Executive Director.
- Task 2 Host regular trainings for Section officers on their APA Florida roles (beyond the Chair position) and develop process to network across Sections.
- Task 3 Develop an updated Employee Handbook for the Chapter Office.
- Task 4 Develop a Chapter Leadership training series for Chapter and Section volunteers (e.g., fundraising, reading financial sheets, volunteer recruitment).
- Task 5 Evaluate employee/contractor staffing levels, funding & roles to ensure we have adequate staff to achieve chapter goals (including communications, legislative, section support, etc.).
- Task 6 Assess the list of allied organizations with whom APA Florida is partnering to maximize collaboration opportunities.
- Task 7 Evaluate the Executive Committee meeting structure (frequency, virtual vs in-person, & content).

(Approved at Annual Meeting on August 31, 2021)