

2017-2018 CO APA Strategic Plan and Work Program
Adopted: 2/10/2017

| Strategy | Action | Performance Measures | Timeframe | Primary Responsibility for Implementation |
|---|--|--|-------------|---|
| Goal: CO APA will LEAD the planning movement in Colorado. | | | | |
| S-1 | Be relevant, nimble, and out in front of issues and trends. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-2 | Advance sustainable planning and other best practices. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-3 | Build capacity for planning at the local, district, and state-wide level. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-4 | Nurture innovation and creativity in the profession. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-5 | Ensure CO APA is the go-to organization for planning information in Colorado. | | | |
| A-1 | Improve the effectiveness of the Chapter's tools (website, email, newsletter, etc.). | List serve improvements Improved website content and search capacity Improve library offerings | 2017 | VP Communications |
| A-2 | Enhance, market and update the Planning Institute of Colorado (PIC) program and materials. | # of PIC certificates awarded | 2017 & 2018 | Board Members |
| Goal: CO APA will COMMUNICATE AND ENGAGE to foster quality leadership and participation. | | | | |
| S-6 | Promote planning successes. | | | |
| A-3 | Promote "Plan Finder" and solicit additional member input. | # of plans added | 2017 & 2018 | Board Members |

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| | | | | | |
| | A-4 | Increase exposure of tactical urbanism, provide examples and testimonials. | # of actual examples/ events # of Newsletter / website articles with examples of tactical urbanism | 2017 & 2018 | VP Communications |
| | A-5 | Prominently highlight the accomplishments of members in a variety of ways. | # of Newsletter / website articles # of communities celebrating National Planning Month # of AICP and FAICP or other awards/achievements of members announced Establish metrics for performance measures that clearly define expectations. Charge volunteers with specific tasks to prevent ambiguity and attrition. | 2017 & 2018 | VP Communications |
| | | | | | |
| | S-7 | Foster increased volunteerism and activities within the profession. | | | |
| | A-6 | Develop an "Engagement Plan" that acts as a "how-to" guide on how to get involved with CO APA including lists of activities, committees, and etc. | Adopt an Engagement Plan that has clear actions and metrics (additional metrics TBD based on Engagement Plan) | 2017 | VP External Affairs |
| | A-7 | Develop volunteer portal on webpage that lists all volunteer opportunities and committees, task forces etc. | Web portal on website | 2017 | Staff, Board Members, Committee Chairs |

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| | A-8 | Offer additional scholarships to conferences / events for volunteers. | # of scholarships / total amount of scholarships | 2017 & 2018 | Professional Development Officer |
| | A-9 | Support communities in Community Planning Assistance Team (CPAT) applications. | # of CPAT's conducted in Colorado | 2017 & 2018 | Area Reps |
| | A-10 | Track number of volunteers and activities. | Increase in # of volunteers | 2017 & 2018 | Staff, Board Members, Committee Chairs |
| S-8 | Improve communication with members, partners, other state APA chapters and APA National | | | | |
| | A-11 | Develop and implement a (strategic) communications plan. | Adopt a Communications Plan with clear actions and metrics Establish a few social media champions Establish a number of posts by platform and provide clear expectations. (additional metrics TBD based on Communications Plan) | 2017 | VP Communications and President |
| S-9 | Build champions for planning among elected and volunteer leaders. | | | | |
| | <i>No Actions set for this period</i> | | | | |
| | | | | | |
| | | | | | |
| | Goal: CO APA will PARTNER to leverage resources and build coalitions. | | | | |
| S-10 | Enhance the depth and breadth of our partnerships. | | | | |
| | A-12 | Identify additional organizations to partner with and sign reciprocal agreements. | # of reciprocal agreements | 2017 & 2018 | VP External Affairs |
| S-11 | Foster interdisciplinary approaches to address planning issues. | | | | |
| | <i>No Actions set for this period</i> | | | | |

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| S-12 | Explore the establishment of a set of research priorities in collaboration with our funders and other partners. | | | |
| | <i>No Actions set for this period</i> | | | |
| Goal: CO APA will ADVOCATE for planning, planning leaders and good government. | | | | |
| S-13 | Assert and communicate the value and role of planning in community building. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-14 | Strengthen our planning advocacy program at the state and local levels; and broaden the level of planning advocacy efforts. | | | |
| A-13 | Promote Planner's Day at the Capital. | # of members present | 2017 & 2018 | Legislative Committee |
| A-14 | Adopt annual CO APA Policy Agenda prior to the legislative session. | Adopt Policy Agenda | 2017 & 2018 | Legislative Committee Co-Chairs |
| S-15 | Promote policies and practices that reinforce planning ideals and provide more planning tools at the state and local levels. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-16 | Advance the profession and our communities, think big, look forward, embrace change. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-17 | Promote the value of our professional credentials, particularly the AICP credentials. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-18 | Advocate for diversity in the planning profession, and among appointed and elected officials, to reflect the population our members serve. | | | |
| A-15 | Establish a Diversity Committee. | Establish a Diversity Committee (additional metrics TBD based on Diversity Committee work plan) | 2017 | President |
| Goal: CO APA will INSPIRE building great communities. | | | | |
| S-19 | Inspire planners to reach new heights of creativity, energy and innovation. | | | |

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| | <i>No Actions set for this period</i> | | | |
| S-20 | Collaborate with our partners in the academic community to address the role of post-secondary education in shaping the future of the planning profession through effective training of planning professionals and research to advance planning objectives. | | | |
| A-16 | Host joint events with our post-secondary partners and student organizations. | # of events | 2017 & 2018 | Planning Faculty Representative |
| S-21 | Develop early outreach programs to middle and high school students to teach them about the value of planning. | | | |
| A-17 | Use the Ambassador program to develop examples of how to convey a basic understanding of planning, and the approach to teaching it. | # of events utilizing Ambassador program | 2017 & 2018 | Youth in Planning Committee Chair |
| S-22 | Raise awareness, respect and support among state and local leaders about the importance of planning and professional planners. | | | |
| A-18 | Develop a "Great Places in Colorado" program. | Great Places in Colorado awards | 2018 | Board and Staff |
| S-23 | Instill in planners the highest standards of ethical behavior with a fundamental focus on the public interest. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-24 | Reach out to and inspire the public and other planning participants. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-25 | Make our communications more narrative, specific, personal, and compelling, in order to become a leading inspiration in planning. | | | |
| | <i>No Actions set for this period</i> | | | |
| Goal: CO APA will SERVE its members. | | | | |
| S-27 | Become more member-responsive and transparent. | | | |
| A-19 | Evaluate board member terms and roles to ensure consistency with member survey. | Report on findings | Q4 2017 - Q1 2018 | President and Task Force to be established |
| S-28 | Implement sound growth and retention strategies for membership. | | | |

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| | A-20 | Develop comprehensive membership strategy. | Clarification of membership goals and objectives. Strategies on how to achieve goals. | 2018 Board and Staff |
| S-29 | Improve intergenerational engagement. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-30 | Provide career path support, as part of a pipeline from pre-graduation through employment, career development and retirement. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-31 | Enhance the value of AICP and FAICP credentials. | | | |
| | A-21 | Review the CO APA FAICP nominating process and make any necessary modifications. | Revised FAICP nominating process | 2017 Past President |
| S-32 | Celebrate our volunteers, and create opportunities for members to serve the profession and their communities. | | | |
| | <i>No Actions set for this period</i> | | | |
| S-33 | Ensure the availability of high quality educational products and conferences for planners at all stages of their careers. | | | |
| | A-22 | Increase and promote the availability of CM credits. | # of CMs offered by CO APA annually Strategy included in Communications Plan for the promotion of CM credits | 2017 & 2018 Professional Development Officer & VP of Communications |
| S-34 | Ensure the long-term financial and operational health of CO APA. | | | |

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| | A-23 | Establish Sponsorship Committee. | Establishment of a sponsorship committee (additional metrics TBD based on committee work plan) | 2017 | President |
| | A-24 | Develop enhanced funding sources through sponsorships and value-added products. | Increase in sponsorship income by 10% in 2017 and an additional 5% in 2018. | 2018 | Sponsorship Committee Chair |
| | | | | | |
| | S-36 | Provide a robust program of leadership development and succession planning. | | | |
| | A-25 | Provide leadership training (board and general members). | # of leadership training events # of attendees at events | 2017 and 2018 | Professional Development Officer |
| | | | | | |
| | S-37 | Ensure that the services we offer are of value to our members and are provided in the most efficient and cost-effective manner possible. | | | |
| | A-26 | Conduct a member survey regarding member expectations of the board, issues and ideas to be addressed by CO APA, benefits of CO APA membership, and etc. | Summary of survey results | Q1/Q2 2017 | Board and Staff |