As part of its effort to improve service to its members and strengthen the “One APA” philosophy, the Indiana Chapter of the American Planning Association began a process in January of 2012 to develop a five-year strategic plan for the chapter. The plan outlined major goals and objectives, to accomplish over the next five years, to improve service and educational offerings, provide advocacy for our members and good community planning, and to become a respected leader and go-to organization for good planning.

In the Summer of 2017, the Board established a small workgroup to review and update the plan for the next three years. This is a continuation and update of the original plan.

Educate. Advocate. Lead

Adopted
November 17, 2017
The Strategic Plan

APA Indiana is the state affiliate to the American Planning Association. The American Planning Association is an independent, not-for-profit educational organization that provides leadership in the development of all communities. APA’s reach is through a number of component parts including APA national, the American Institute of Certified Planners, APA Divisions, planning student organizations, and the chapters. Chapters are one of the primary ways that APA members are serviced. There are currently 47 chapters across the US.

This document is a continuation of the original strategic plan and will serve to:

- Help guide the annual work plan for the APA Indiana Chapter;
- Provide for accountability and help us realize our long-term vision and goals;
- Provide for consistency and open communications on what is important to planners in Indiana.

Chapter Mission

The Indiana Chapter of the American Planning Association advocates good planning for making great communities. APA-IN promotes vision and leadership that fosters better planning in Indiana by building public and political support for sound planning and providing its members with the tools and support that advance planning.

Chapter Vision

- APA-IN strives to be the authority on innovative planning that rises to today’s challenges and meets emerging needs.
- Planning is the best way of using public resources to create vital communities.
- APA-IN and its members are leading the way toward a stronger economy, a better environment, and a more equitable society.
- APA-IN wants to give communities the confidence that good planning will help them make wise decisions and sound investments to reach their goals.

Chapter Values

The APA-IN Chapter believes:

- Planning is a critical function of government, citizens, and the private sector;
- Planning brings forth the best ideas by balancing varied interests and resources;
- Planning is objective and open-minded;
- Planning is comprehensive, inclusive, and empowering; and
• Planning values the diversity of Indiana’s communities, cultures and places.

Chapter Goals and Objectives

GOAL 1: Foster a supportive legislative framework for quality planning throughout Indiana by actively seeking to influence legislation at the General Assembly, collaborating with policy makers at all levels of government, and communicating pertinent legislative issues to the Chapter’s membership.

OBJECTIVES:
1. Establish APA-IN as the go-to expert on planning and zoning issues with legislators, regulators, the media, and the public. (Legislative Committee / Communications Committees)

2. Provide opportunities for Chapter members to become acquainted with pertinent areas of state and local laws and regulations pertinent to planning. (PDO / Legislative Committee)

3. Prepare brief position statements on legislative issues that affect local government planning. (Legislative Committee)

4. Strengthen the relationship among key allied professions and related organizations to identify and advocate for shared legislative and policy initiatives. Put together a contact list and reach out annually to INASLA, AIA Indiana, Indiana Bar Association Land Use and Zoning Section, AIM, AIC and ASCE Indiana Section to coordinate on legislative endeavors. (Legislative Committee)

5. Develop a Planners’ Day at the Statehouse. (Legislative Committee)

6. Develop a legislative conference call to be held at least monthly to brief interested members on pending legislation or results of each legislative session. (Legislative Committee)

7. Review current APA Policy Guides and recommend adoption/modification of guides for use at the state level to guide state, regional and local planning policy. (Legislative Committee)

GOAL 2: Promote the value of planning to residents, local officials, and other stakeholders through education and advocacy efforts.

OBJECTIVES:
1. Establish an extension of APA’s “Best Places” program for Indiana communities. (Awards Committee / Region Representatives)
2. Improve the utilization of social media to inform the membership and public of important planning issues at a regional or statewide level. *(Communications Committee)*

3. Increase public awareness and education on critical issues facing Indiana communities. *(PODO/Communication)*

4. Revamp website design/look and brand. *(Communications Committee)*

5. Create a general communications plan for the Chapter to communicate a consistent message of good planning. *(Communications Committee)*

6. Implement program around and focused on promoting World Planning Day that includes Planner Day in School and related educational materials to pass out to students and Guidance Counselors. *(Communications Committee)*

7. Establish a fresh marketing plan for the Hoosier Planning Award program to raise its visibility within the state and increase the number of nominations for all planning awards. *(Awards Committee / Communications Committee)*

**GOAL 3: Provide for the efficient and effective administration of the Chapter.**

**OBJECTIVES:**

1. Develop an Association Policy and Procedure Manual. *(Board / Association Staff)*

2. Prepare and publish an annual “State of the Chapter” report to the membership that addresses progress towards goals and accomplishments, reports from all elected board positions and committees, major issues facing planning regionally and statewide, and financial reporting and future plans. *(President / Communications Committee / Association Staff)*

3. Increase diversity of Chapter revenue in addition to membership dues by continuing to maintain additional operating revenue generation from sponsorships, merchandise sales and conferences. *(Treasurer / Sponsorship Committee)*

**Goal 4: Expand opportunities for meaningful engagement and promote active participation by members and develop future Chapter and National APA leaders.**

**OBJECTIVES:**

1. Identify specific roles and tasks that volunteers are needed for based on the membership’s interests. Promote volunteer opportunities on the website, emails, in surveys, and directly in person or via email. *(President / Region Representatives / Communications Committee)*

2. Conduct an annual survey of the membership to determine member interests. *(Membership Committee)*

3. Develop and conduct an annual training for new board members. *(Board / Association Staff)*
4. Make board meetings more of working group to assist board members and provide feedback, and work on items in the Strategic Plan. *(Board / Association Staff)*

**GOAL 5: Establish mutually-beneficial partnerships between the Chapter and the professional organizations of allied professions, institutions of higher education, trade associations, and other related-organizations to advance the value of the planning profession and support good planning practice.**

**OBJECTIVES:**
1. Encourage other organizations to provide CM credit opportunities. *(PDO / PODO)*
2. Develop and promote a Speakers Bureau of APA-IN members to speak at other organization conferences/seminars. *(PDO / PODO)*
3. Participate in regular meetings with allied professions groups. *(Allied Profession Liaison)*

**GOAL 6: Provide for the professional development of the practicing planner, the aspiring planner, and planning officials through networking, mentoring, information sharing, and high-quality educational offerings.**

**OBJECTIVES:**
1. Increase diversity of speakers and topics at conferences. *(PDO)*
2. Provide additional networking opportunities for members. *(PDO)*
3. Hold at least one regional event in each region each year. *(Region Representatives)*
4. Increase the number of members holding the designation of AICP. *(PDO)*
5. Continue to assist members lagging in CM credits to retain AICP membership through identification of CM credit opportunities during the grace period and complementary notification of missing requirements well ahead of the grace period deadline. *(PDO)*
6. Support regional training programs for plan commission, elected officials and BZA members. *(PODO / Region Representatives)*

**Goal 7: Sustain and increase the number of Chapter memberships.**

**OBJECTIVES:**
1. Develop a welcome package for new Chapter members to orient them with Chapter services and how to get involved in Chapter activities. Send the packet directly to new members and make the packet available on the website. *(Membership Committee)*
2. Reach out with a personal phone call or email from a Chapter board member to each new
Chapter members to welcome him or her to the Chapter, orient him or her with Chapter services, and get him or her involved with Chapter activities. *(Board / Membership Committee)*

3. Increase undergraduate and graduate student memberships and work with Indiana universities to promote the membership. *(Faculty Representative / Membership Committee)*

4. Create opportunities to engage student members. *(Faculty Representative)*

5. Conduct a membership drive of planners and planning officials. *(Membership Committee)*

6. Provide people who dropped their membership in the past year with an exit survey. *(Membership Committee)*

**GOAL 8: Maintain a high level of engagement at the National APA level for the benefit of Chapter members.**

**OBJECTIVES:**

1. Support chapter members that strive to run for or are currently in national leadership positions. *(Board)*

2. Work closely with our APA Regional Director and at-large directors to advocate for national policy decisions beneficial to Chapter members. *(Board)*

3. Support APA Divisions by helping to promote division membership at Chapter events. *(Board)*

4. Work closely with the AICP Commission Regional Director for the benefit of our AICP members on Commission policies, CM, and ethics. *(Board)*

Joshua Desmond - President
Katie Bannon - President-Elect
Robert Thompson - Treasurer
Larry Strange - Secretary
Frank Nierzwicki - Professional Development Officer (PDO)
Mark McCormack - Planning Officials Development Officer (PODO)
Mike Lautzenheiser - Northern Region Representative
Abby Wiles - Northern Region Representative
Carmen Lethig - Central Region Representative
Bryant Niehoff - Central Region Representative
Darla Blazey - Southern Region Representative
Beth Rosenbarger - Southern Region Representative
Rob Horning - Citizen Planner
Scott Truex - University Faculty Representative
Catherine Kazmierczak - Student Representative
Lisa Dunaway - Awards Chair
Bob Grewe - Communications Chair
Philip Roth - Legislative Committee Chair
Adam Peaper - Membership Chair
Brandon Bart - Sponsorship Chair
Kim Williams - Chapter Administrator