

Massachusetts Chapter of the American Planning Association

Strategic Plan – 2022 to 2024

Draft 9/6/2022

INTRODUCTION

The Massachusetts Chapter of the American Planning Association (APA-MA) is one of forty-seven Chapters and twenty-one Divisions of APA. Both APA and the Massachusetts Chapter represent and support the members of the organization as well as the larger community of professional and citizen planners. APA, its professional institute, the American Institute of Certified Planners, and the Massachusetts Chapter support advances in the art and science of planning to assist the creation and development of great American communities. The organizations encourage excellence in planning that contributes to improvements in the quality of life for all Americans.

As part of its Mission, the Massachusetts Chapter develops a Strategic Plan. The purpose of the Strategic Plan is to create a program of action for the Chapter to pursue in support of planning in Massachusetts.

The intent of action items detailed in this plan are to implement the Chapter's strategies in each of following areas of responsibility:

- Member Services & Professional Development
- Advocacy & Outreach
- Resources
- Chapter Administration

The Priorities listed in the Plan are as follows: High, Medium, Low

The Timelines listed in the Plan are as follows: Ongoing; < 6 months; 6-12 months; 12-24 months; 24 -36 months

MISSION STATEMENT

The mission of the Massachusetts Chapter of the American Planning Association is to enhance and support planning in Massachusetts through education, advocacy, outreach, communication, and provision of services & resources to members and the larger planning community, in a manner that maximizes diversity, equity, and inclusion.

MISSION GOALS

The goals of the Chapter are to:

- A. ➤ To promote the public good through the application of planning for better decision-making.
- B. ➤ To assist in meeting the needs of residents and citizens in a manner that enhances the quality and distribution of resources in the physical, social, and economic environment.
- C. ➤ To advocate for open, informed, transparent, and inclusive public processes for residents, citizens, and local officials to make the best decisions for the future of their communities.
- D. ➤ To advance the art and science of planning and promote the value of planning within Massachusetts; and
- E. ➤ To provide services and resources to meet the needs of the planning community.

MEMBER SERVICES & PROFESSIONAL DEVELOPMENT

Topic	Actions	Responsibility	Priority	Timeline
1.1 - Collaboration with nearby APA Chapters (Goals D & E)	<ul style="list-style-type: none"> • Work with Connecticut and Rhode Island Chapters to improve administration of SNEAPA. Notify adjoining chapters about conferences and events held by the MA Chapter. Coordinate with NNECAPA 	SNEAPA Chair, President, Vice President, Professional Development Officer	Medium	6-12 months
1.2 - Professional Development (Goals C, D & E)	<ul style="list-style-type: none"> • Review the AICP Prep Course annually 	PDO	Medium	6-12 months
	<ul style="list-style-type: none"> • Improve functionality of web page and increase publicity of events, jobs, and RFP postings 	Secretary, Chapter Manager	High	< 6 months
	<ul style="list-style-type: none"> • Develop special programs on specific topics with at least one half-day workshop per 	Primarily Committees and Regional Representatives, PDO	Medium	6-12 months

	year	other Board Volunteers		
	<ul style="list-style-type: none"> Expand distribution and knowledge of webinar series (Chapter Division Webinar Series and APA National Webinar Series) 	Secretary, PDO, Chapter Manager	High	< 6 months Ongoing
	<ul style="list-style-type: none"> Hold at least one regional event per year 	Regional Representatives	High	Ongoing
	<ul style="list-style-type: none"> Create a webinar for the Chapter Division Webinar Series 	PDO	Low	6-12 months Ongoing
	<ul style="list-style-type: none"> Create a sustainable cash flow for the Carol Thomas Scholarship Fund. Expand the Scholarships to more APA events or internship program for students and/or emerging planners 	CTMSF Committee, PDO, Treasurer	High	6-12 months

	<ul style="list-style-type: none"> Create a FAICP Task Force every two years with APA Divisions to reach out to eligible members, assist those who wish to pursue nominations and publicize members selected for induction into College of Fellows 	Executive Committee, Current FAICP Members	Medium	Ongoing
	<ul style="list-style-type: none"> Provide yearly sessions on Ethics, Law, Equity and Climate 	PDO, Legislative and Policy Officer	High	6-12 months Ongoing
	<ul style="list-style-type: none"> Apply for Chapter President Council grants, and other grants, which would provide resources to the Chapter for initiatives such as guidebooks, training, planning projects, research studies, etc.. 	President, PDO	Medium	Ongoing

1.3 - Social Events and Networking (Goals D & E)	<ul style="list-style-type: none"> Actively recruit nominees for the Annual Awards 	Awards Committee	High	6 months Ongoing
	<ul style="list-style-type: none"> Recognize Chapter members newly inducted into FAICP at the Annual Awards. 	President, Chapter FAICP Committee	Medium	Every 2 years
	<ul style="list-style-type: none"> Publicize and promote the Annual Awards Lunch and award winners 	Awards Committee, Chapter Manager	High	6-12 months Ongoing
	Re-establish and fill the Social Events Coordinator position on the Board.	Executive Committee	High	
	<ul style="list-style-type: none"> Continue the Planners Movies and Meetup Series 	Social Events Coordinator Board Volunteer	High	Ongoing
	<ul style="list-style-type: none"> Participate in planning and actively advertise the New England or Region 1 Reception at the National Planning Conference 	President	High	12-24 months Ongoing
1.4 – Communications (Goal E)	<ul style="list-style-type: none"> Expand the newsletter into a professional publication that is distributed on a quarterly basis 	Newsletter Editor	High	ongoing
	<ul style="list-style-type: none"> Provide a twice monthly digest of events and upcoming opportunities 	All Members, Chapter Manager	High	ongoing

	<ul style="list-style-type: none"> Provide a public calendar on the website that includes all APA-MA events and CM opportunities 	Social Events Coordinator, PDO, Chapter Manager	Medium	12-18months
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	<ul style="list-style-type: none"> • Produce a Chapter Annual Report, that includes the Chapter's annual financial report, to be distributed at Annual meeting at SNEAPA, posted on website, included in newsletter, and sent to APA National 	Executive Committee	High	Ongoing
	<ul style="list-style-type: none"> • Survey members to identify why they are APA-MA members, which service(s) are most beneficial to members, and what additional service(s) or events they would value 	Executive Committee	Medium	12-18 months
	<ul style="list-style-type: none"> • Develop promotional materials that explain what APA-MA is and what the organization does 	Secretary, Chapter Manager	Medium	12-18 months
	<ul style="list-style-type: none"> • Hold a productive and well-led Annual Meeting 	President, Executive Committee, Chapter Manager	High	< 6 months
	<ul style="list-style-type: none"> • Create a welcome packet of materials for new members 	Executive Committee,	Low	24 -36 months
1.5 – University Planning Programs (Goals D & E)	<ul style="list-style-type: none"> • Create a University Liaison position to serve as the primary contact for schools, keep the Board informed of university activities, and build the relationship between the Chapter and university 	President	High	<6 months
	<ul style="list-style-type: none"> • Develop and maintain a list of colleges and universities offering planning degree and certificate programs 	PDO, YPG, University Liaison	Medium	12-24 months

	<ul style="list-style-type: none"> • Reach out to schools with planning programs to provide information on member services to students 	President, PDO, University Liaison	Medium	12-24 months
	<ul style="list-style-type: none"> • Hold lunch events at planning schools 	Executive Committee, University Liaison	Medium	12-24 months
	<ul style="list-style-type: none"> • Offer a mentoring program 	Executive Committee	Medium	12-24 months
	<ul style="list-style-type: none"> • Organize a panel of young professionals for events at the planning schools to discuss career topics 	University Liaison	Medium	12-24 months
	<ul style="list-style-type: none"> • Include the planning schools in organizing the annual Lecture series 	President, University Liaison	High	6-12 months
	<ul style="list-style-type: none"> • Participate in the Planning Accreditation Board accreditation reviews 	President, University Liaison	Low	Every 3-5 years

ADVOCACY & OUTREACH

Topic	Actions	Responsibility	Priority	Timeline
2.1 - Advocate for Excellence in Planning at	<ul style="list-style-type: none"> Strengthen and better define the relationship of the Chapter to MAPD, CPM, CPTC, and other allied organizations. 	Executive Committee, Organizational Liaisons	Medium	12-24 months

	<ul style="list-style-type: none"> Track legislative changes related to planning and zoning and provide comment to the Legislature as appropriate 	LPO	High	Ongoing
2.2 Engage in APA Legislative and Policy Initiatives (Goals A, B & C)	<ul style="list-style-type: none"> Become involved in the APA Advocacy Network 	President, LPO	Medium	Ongoing
	<ul style="list-style-type: none"> Review and take positions on draft APA Policy Guides. Transmit that position to Chapter delegates for National Planning Conference. 	President, Chapter Board	Medium	Ongoing
	<ul style="list-style-type: none"> Participate in the Fall APA Legislative and Policy Conference 	President, Legislative and Policy Officer	Medium	12-24 months
2.3 - Engage in Legislative Process for Comprehensive Zoning Reform (Goals A, B & C)	<ul style="list-style-type: none"> Actively engage with our allied organizations to advocate and lobby for comprehensive zoning reform and other good planning practices 	President, Legislative Officer, Board Liaisons	High	< 6 months Ongoing

ADVOCACY & OUTREACH

Topic	Actions	Responsibility	Priority	Timeline
2.4 - Increase and Improve Outreach Efforts (Goal D)	<ul style="list-style-type: none"> Better publicize the existence of the APA MA Annual Awards and actively publicize & promote award winners 	Regional Representatives	High	< 6 months Ongoing
	<ul style="list-style-type: none"> Create APA-MA Great Places/Neighborhoods/Streets Award 	Regional Representatives	High	6-12 months Ongoing
	<ul style="list-style-type: none"> Promote public events that highlight the benefit of good planning 	Newsletter Editor	High	6-12 months Ongoing
	<ul style="list-style-type: none"> Improve use of social media and other communications tools 	Chapter Manager, Executive Committee	High	< 6 months Ongoing
	<ul style="list-style-type: none"> Plan for and celebrate Community Planning Month each October and Community Development week each April 	Executive Committee, Committees, Regional Reps	Medium	6-12 months

RESOURCES

Topic	Actions	Responsibility	Priority	Timeline
3.1 Increase and improve educational resources (Goals D&E)	<ul style="list-style-type: none"> Publicize adopted APA policy guides to members, cities and towns, legislators, etc. 	Executive Committee, Legislative Officer, Chapter Delegates	Low	Ongoing
	<ul style="list-style-type: none"> Educate members and the public about legislative matters involving planning 	LPO	High	Ongoing

	<ul style="list-style-type: none"> Publicize and widely share materials created by APA National and other organizations. Debrief after events and publicize in newsletter 	President	Medium	Ongoing
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8 CHAPTER ADMINISTRATION

Topic	Actions	Responsibility	Priority	Timeline
4.1 Meeting Management (Goal D)	<ul style="list-style-type: none"> Review meeting location, type, and frequency to improve attendance and participation (alternate day / time, monthly conference calls with quarterly in-person meetings, or other structure – for example) and implement findings 	Executive Committee	High	6-12 months
	<ul style="list-style-type: none"> Provide follow-up “to do” list from Board meeting decisions to Board members. 	Secretary, Chapter Manager	High	ongoing
	<ul style="list-style-type: none"> Consider an in-person joint APA-MA MAPD board meeting each year 	Executive Committee	Low	24-36 months

	<ul style="list-style-type: none"> Establish yearly who is responsible for Chapter website, Facebook page, Twitter & email accounts, etc. and who has password access social media 	Executive Committee	High	6-12 months
	<ul style="list-style-type: none"> Distribute draft minutes with the agenda for the next meeting. Circulate a tasks list immediately following meetings 	Secretary	High	6-12 months
4.2- Financial	<ul style="list-style-type: none"> Prepare an annual budget consistent with 	Treasurer,	High	< 6 months

Management (Goal D)	the current strategic plan	Executive Committee		
	<ul style="list-style-type: none"> Publicize budget to members in Newsletter, on website and presentation at Annual Meeting 	President, Treasurer	High	Ongoing
	<ul style="list-style-type: none"> Annually file IRS Form 990 and any other required federal or State forms 	President, Treasurer	High	Ongoing
	<ul style="list-style-type: none"> Establish protocols for a “back-up” Treasurer. 	President, Treasurer	High	6-12 months
4.3 - Board Organization and Membership (Goal D)	<ul style="list-style-type: none"> Prepare written descriptions of each position and committee including ad-hoc committees to define roles, responsibilities, and expectations. Descriptions should reflect the Strategic Plan 	All Members	High	< 6 months
	<ul style="list-style-type: none"> Review committee and position descriptions annually. Develop a board member recruiting strategy 	All Members	Low	24-36 months
	<ul style="list-style-type: none"> Prepare a task list for new volunteers so the Chapter has specific needs and ideas in place when people volunteer to help and publicize this list. 	Secretary, Chapter Manager	High	< 6 months
	<ul style="list-style-type: none"> Review and revise Strategic Plan annually 	President, Vice President, Strategic Plan Committee	Medium	Ongoing
4.4- Bylaws (Goal D)	<ul style="list-style-type: none"> update and revise Bylaws to reflect Strategic Plan priorities 	Executive Committee	High	< 6 months

4.5 - Provide Board Training and Develop Organizational Skills (Goal D)	<ul style="list-style-type: none"> • Create an orientation program for new members and members moving into new positions 	Executive Committee,	High	< 6 months
	<ul style="list-style-type: none"> • Create a Nominating Committee for Leadership positions, help recruit new board members, prepare current board members for new positions, and serve as a resource 	Executive Committee	Medium	12-24 months
	<ul style="list-style-type: none"> • Ensure that that nominating committee reviews the board roles, responsibilities, and expectations with each potential candidate 	President, Nominating Committee	Medium	12-24 months
	<ul style="list-style-type: none"> • Establish guidelines for the Nominating Committee 	Executive Committee, Nominating Committee	Medium	12-24 months
4.6 - Develop a plan for administering the Guidebook to Massachusetts Land Use Planning (Goals D & E)	Promote availability and support distribution of the Guidebook to Massachusetts Land Use	Chapter Manager, Treasurer, MMLA	High	On-going
	<ul style="list-style-type: none"> • Work with MMLA to update the Guidebook on a predetermined schedule 	President, Chapter Manager	High	< 6 months ongoing
	<ul style="list-style-type: none"> • Assign responsibility for responding to questions, error notices, complaints, and recommendations regarding Guidebooks 	President, Chapter Manager	High	< 6 months ongoing
4.7- Comply with APA National Chapter Performance Standards (Goal D)	Report Annually to APA	President, Chapter Manager	Medium	12-24 months