



## **Strategic Plan: 2015-2020**

### **Mission Statement**

The mission of the Tennessee Chapter of the American Planning Association (TAPA) is to provide professional development opportunities using various training platforms for our state-wide members thereby fostering an environment for higher ethical standards in decision-making and accountability.

### **Organizational Structure**

**Executive Committee:** *The Executive Committee consists of officers and Section Directors who are voting members as well as advisors and chairs of the standing committees who are non-voting members.*

- Voting Members: Past president, president, vice-president, treasurer, secretary, and each of the five Section Directors.
- Non-Voting Members: Legal Advisor, Chapter Lobbyist, National Affairs Liaison, Professional Development Officer, Planning Official Development Officer.

**Other Standing Committees:** *Each committee chair shall report back to the Executive Committee on goals and activities for the good of the Chapter.*

- Nominating Committee (past president, president, section directors)
- Professional Development Committee (Professional Development Officer and Section Directors)
- Auditing Committee (president, vice-president and treasurer)
- Finance Committee (president, treasurer and Section treasurers)
- Public Relations Committee/Social Media/Website (at-large appointment)
- State and National Legislative Affairs Committee (Legal Advisor, Chapter Lobbyist and National Affairs Liaison)
- Membership Committee (at-large appointment)
- Tennessee Planning Leadership Council – 2011 Charter Members and Inductees
- Student Planners Council Liaison (Graduate Student from an Accredited Planning School)

**TN Planning Leadership Council / PODO:** The members of the Tennessee Planning Leadership Council are active Chapter members who have been recognized by their peers, nominated by a fellow Chapter member and approved by the Executive Committee in recognition for their commitment to the profession of public planning, service to their community and participation with the Chapter. Each TNPLC member has exemplified the ideals of service, has been recognized as an outstanding professional public practicing planner and provided mentoring and outreach to emerging planners and/or graduate students in the broad field of planning.

The Executive Committee shall serve the Chapter in many leadership roles specifically in the continuation of mentoring emerging professionals in planning as well as serve with the Planning Official Development Officer in providing training to Planning Commissioners, Boards of Zoning Appeals members and local elected officials during local and state training opportunities. The TNPLC members shall work closely with the Executive Committee on training programs for its members.

**Sections of the Chapter:** The five sections of the Chapter are: Chattanooga, State of Franklin, Knoxville, Middle, and West Tennessee. Each section has a Director, Vice-Director, Treasurer and Secretary as well as members that serve on the Chapter Standing Committees.



**TAPA SECTION LOCATIONS**

## Goal 1: Promote Effective Planning And Support For Planning In Tennessee

**Increase citizen awareness and understanding of the role and value of planning in community and regional development.**

- Regularly collect and publish information on the status of planning in Tennessee communities and local planning commission contacts.
- Offer the resources of the TN Planning Leadership Council to local planning commissions to meet their ongoing training requirements. Explore the possibility of tracking their training and providing certificates (previously the responsibility of the former state Local Planning Office).
- Provide a track at the Annual Conference for planning commissioners, elected officials and other interested citizens.

- Create a list of planning topics on the Chapter website with the names of planners who are willing to serve as a resource/expert in that topic.
- Document and disseminate best planning practices throughout the state, including those appropriate for rural, suburban and urban communities.

**Advocate for a supportive framework for quality planning throughout Tennessee:**

- Establish mutually-beneficial partnerships between TAPA and allied professional organizations, institutions, and other related organizations to support good planning practice.
- Have Chapter and section representatives periodically attend meetings of partner organizations and, when appropriate and provide updates back to the members.
- Create a Chapter Legislative Committee, composed of the Chapter lobbyist and members from each section, which monitors proposed state legislation and provides recommendations to the Executive Committee as to whether the Chapter should take an official position on various issues and/or proposed legislation.

## **Goal 2: Promote Professional Development Among Tennessee Planners**

**Provide frequent and meaningful opportunities for Chapter members to broaden their planning knowledge through formal training and informal networking.**

- Provide multiple ways for the state’s planners to interact, share experience and advice, and encourage one another professionally.
- Ensure affordable continuing education for planning in Tennessee, both through direct sponsorship and by serving as a clearinghouse to promote other CM-approved planning events.
- Build awareness of the significance and value of the AICP certification and make resources available to TAPA members who are pursuing it.
- Formally assign the duties of the Chapter’s Planning Officials Development Officer (PODO) responsibilities to the TN Planning Leadership Council.
- Coordinate training with the University of Memphis and other educational institutions in the state that offer planning education.
- Consider joining a consortium comprised of other state Chapters of APA to share educational resources and networking opportunities.

**Objective: Encourage and support career development for the Chapter’s “emerging professionals” (those with five years’ experience or less).**

- Include a ticketed event at the state’s Annual Conference for “emerging professionals” to network.
- Organize round table discussions with the TN Planning Leadership Council to discuss various issues.
- Schedule an AICP study session to coincide with the Annual Conference and/or Winter Conference. Recruit recently certified planners to participate in the study session and share their insights on preparing for the exam. Seek volunteers to create on-line, recorded presentations covering topics that correspond to various sections of the AICP exam.
- Consider establishing a formal mentoring program, possibly drawing from the TN Planning Leadership Council for mentors.
- Build a stronger working relationship between the Professional Development Officer (PDO) or his/her designee from each Section with APA Leadership Staff on available and updated AICP resources for our emerging planning professionals who are seeking training and study material in preparation for the AICP exam.

### **Goal 3: Promote the Growth of the Tennessee APA Chapter**

**Find new ways to actively engage members and raise awareness of the Chapter’s activities.**

- Identify and recruit professionals who currently practice planning in Tennessee but are not yet members of the Chapter.
- Consider updating the Chapter’s website to showcase award winning and successful planning projects developed by our members as well as serve as an archive for documents and other resources for our members.
- Maintain and expand participation in the Chapter’s Facebook and Twitter accounts and launch a new LinkedIn group account. Use hashtags to promote the Annual Conference, other Tennessee-specific planning events, section news, job/internship opportunities, and members’ professional accomplishments.
- Report regularly to the Chapter on its membership statistics and participation.

**Provide financial resources that are sustainable and adequate to support the desired level of Chapter activity, visibility, and services provided to members.**

- Undertake an annual financial planning process to prepare an annual operating budget based on input from the Executive Committee, Sections, and other members.



- Create a Chapter Finance Committee, composed of the Chapter Treasurer and Section Treasurers, which shall coordinate a quarterly financial statement and drafts a Chapter Annual Budget and year-end financial statement for presentation during the Annual Meeting.
- Develop recommendations for a proposed dues structure and other fund-raising strategies, based on best practices from other APA Chapters, and present for consideration at the 2016 Annual Meeting.
- Develop an investment strategy to optimize financial performance of Chapter savings and other funds.

**Document all Chapter policies, roles and responsibilities to support consistency and orderly transitions among officers and committees.**

- Develop a Conference Planning Guide that will be followed by each section when it is their turn to host the Annual Conference. The guide will address the responsibilities of the host section and the Chapter Executive Committee, explain financial policies, include examples of previous checklists, correspondence, budgets, schedule, etc.
- Develop written training/orientation for Chapter officers to familiarize them with roles and responsibilities.
- Maintain official copies of Chapter and section by-laws, including any amendments, and post on the Chapter website.

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*The following additional plans from the Standing Committees provide more detail on specific goals and objectives for the Chapter and Sections:*

## **TENNESSEE CHAPTER OF THE AMERICAN PLANNING ASSOCIATION CHAPTER FINANCIAL PLAN**

The Chapter should undertake an annual financial planning process to prepare an annual operating budget as well as financial management strategies and initiatives to provide sustainable financial resources from which the Chapter can operate. The financial planning process should engage input from the Executive Committee, Sections, and members.

The following goals and objectives are presented for consideration by the Executive Committee for inclusion in the Chapter Strategic Plan:

**Goal 1. Create a Chapter Finance Committee composed of the Chapter Treasurer and Section Treasurers.**

**Objective 1.1.** Create a Chapter Finance Committee comprising the Chapter Treasurer and Section Treasurers.



- Objective 1.2. Conduct quarterly meeting of Financial Committee to review financial performance of Chapter and Sections.
- Objective 1.3. Coordinate quarterly financial statement reporting for Chapter and Sections including APA reporting.
- Objective 1.4. Work collaboratively to prepare the Chapter Annual Budget for presentation during Chapter Annual Meeting.
- Objective 1.5. Prepare year-end financial statement detailing revenues and expenses for past fiscal year for Chapter and Sections for presentation during Chapter Annual Meeting.

**Goal 2. Develop Chapter dues structure and other fund raising approaches that provide sufficient operating funds to support all Chapter activities and initiatives.**

- Objective 2.1. Gather information from APA National on dues structure for state Chapters across U.S.
- Objective 2.2. Analyze Chapter dues structure and determine whether an adjustment is appropriate for TNAPA. Prepare recommended adjustment(s) to dues structure for Chapter to Executive Committee. Implement dues structure adjustments.
- Objective 2.3. Identify best practices from Chapters across the U.S. on fund raising approaches (organizational dues, corporate sponsorships, etc.) to support Chapter initiatives including training and mentoring programs, scholarships, and award recognition.
- Objective 2.4. Prepare recommendations on fund raising strategies for review and consideration during 2016 Chapter Annual Meeting.

**Goal 3. Prepare annual operating budget for approval during Chapter Annual Meeting.**

- Objective 3.1. Prepare detailed revenue and expense statements for Chapter and Sections for prior fiscal year to use in preparing annual budget.
- Objective 3.2. Chapter Finance Committee to prepare Annual Operating Budget detailing revenues and expenses for Chapter for review and approval during Chapter Annual Meeting.
- Objective 3.3. Chapter Executive Committee to review and approve Chapter Annual Operating Budget during Annual Meeting.
- Objective 3.4. Monitor financial performance throughout the fiscal year and report periodically the financial state of Chapter and Sections funds to members of the Executive Committee.

**Goal 4. Prepare Chapter Treasurers Handbook to assist and familiarize Chapter Treasure with roles and responsibilities.**

- Objective 4.1. Chapter Finance Committee will prepare a Chapter-specific supplement to the APA Chapter Financial Management Guide that outlines roles and responsibilities as well as a variety of Chapter specific items that must be addressed by the Chapter Treasurer and Section Treasurers.

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# TENNESSEE CHAPTER OF THE AMERICAN PLANNING ASSOCIATION

## EMERGING PROFESSIONALS GOALS AND IDEAS

### Primary Goals:

1. Chapter Organized study sessions
  - a. Weekend study session on a Saturday/Sunday
  - b. Spinoff weekend session from the Winter Retreat.
  - c. Spinoff study session after annual conference.
  - d. Online recorded sessions for each section on the test. Taught by professionals in TN who work in those particular areas.
2. Helpful AICP Links on the website
3. Chapter study materials that can be used and/or shared
  - a. *Planetizen*
  - b. APA study materials
4. Organized Study Groups
  - a. By each Section
  - b. Provide Workshops for Study Groups or Assembly/Networking Time to come together at Conferences
5. AICP Test Scholarship
  - a. Provide a scholarship for a first time AICP candidate
  - b. Develop reasonable eligibility standards for potential AICP exam seekers that would be fair and equitable.
6. Social media committee will send out more deadline reminders etc.
7. Chapter emerging professional planners' Networking Hour
  - a. Provide a networking/afterhours gathering time for emerging professionals during the annual Fall Conference.
  - b. Develop a user-group or Twitter handle for the Emerging Professional Planners group.

### Reference Materials Used:

1. Pennsylvania Planning Association, Comprehensive Planning examination study notes 2007
2. American Planning Association, Georgia Chapter
  - a. All PowerPoint presentations
  - b. <https://georgiaplanning.org/aicp/aicp-exam-reviews/>
3. American Planning Association, Policy Guides: <https://www.planning.org/policy/guides>
4. Urban Land Use Planning, Fifth Edition, by Philip R. Berke, David R. Godschalk, Edward J. Kaiser, and Daniel A. Rodriguez.
5. AICP Exam Prep 2.0 (Outdated)
6. Essential Readings in Urban Planning, Second Edition
7. Local Planning Contemporary Principles and Practices, Edited by Gary Hack, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver
8. Study stack [www.studystack.com](http://www.studystack.com)



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## **TENNESSEE CHAPTER OF THE AMERICAN PLANNING ASSOCIATION PUBLIC RELATIONS GOALS AND TASKS**

### **Facebook: Tennessee Chapter of the American Planning Association**

#### **Status: Very Active**

The Facebook group has grown. We now have 95 members. A majority of the posts are job announcements and articles related to planning. The Committee has seen more participation in posts. Members are posting employment opportunities, questions related to JAPA or planning related events. There is also evidence in a spike in articles or posts being seen by at least 20-30 people when items are posted. This means people are actively looking at the group.

#### **Goals**

1. Add an additional 100 members this year.
2. More updates from the Sections in this media.
3. More postings about CM credits for those who are unable to attend conferences etc.
4. Use the social media platforms of the Chapter to share success stories, highlight news from around the state, and keep members informed.
5. Use the social media platforms to share opportunities for summer interns.

### **Twitter: @APATNChapter**

#### **Status: Very Active**

The Twitter account went from 0 followers to 244 Followers this year. The Chapter follows 533 other accounts. Committee volunteers/administrators are maintaining this account and consistently posting tweets.

#### **Goals**

1. Add an additional 100 members this year
2. Create a hashtag specifically for TN Planning issues example #APATNPLANNING. Whenever we have events, meetings or Chapter news anyone can find us by our hashtag
3. Create a hashtag for the annual conference for it to be used
4. Add at least 20 other APA state Chapters or practices as followers to our list.
5. Use this platform to share opportunities for employers seeking summer planning interns.





## LinkedIn: American Planning Association – Tennessee Chapter

**Status: Currently inactive**

The Chapter has 86 members in this group and membership is growing. We were able to gain access to the site as a manager, but need additional privileges. Because the site has been so inactive for so long and I don't want to reach out to group owner Chuck Dixon again to request him change his role again, I vote we start a new LinkedIn account for the Chapter.

1. Start new group on LinkedIn
2. Find an additional TAPA member to assist with this platform.
3. Continue posting content from Facebook and Twitter to the LinkedIn account.

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*\* Members of the Executive Committee of the Tennessee Chapter of the American Planning Association (TAPA) began the development of this **Chapter Strategic Plan** in the fall of 2015, immediately following the Chapter Presidents' Council Leadership Conference and Business Meeting. After obtaining input from the Standing Committees and Section Directors, the draft plan was compiled and reviewed by the Executive Committee in the summer of 2016 and final Draft submitted in to the Chapter members in the fall of 2016. Final approval of the **Chapter Strategic Plan** shall be the fall of 2016 during the Annual Meeting, Fall Conference - Knoxville, Tennessee.*

Adopted on: September 21, 2016

Chapter President: [Signature]

Approved as to form,

Chapter Secretary: \_\_\_\_\_

