



**STRATEGIC  
PLAN  
2012-2016**

**The Oklahoma  
Chapter of the  
American  
Planning  
Association**

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## OKAPA Strategic Plan: Board Adoption and Revision Policy

The OKAPA Strategic Plan 2012-2016 (Plan) is hereby adopted in the manner provided for and described herein by the OKAPA board members listed below on this 16 day of November 2012:

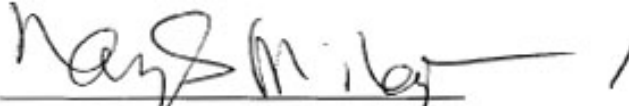
President	Nancy McNayr
Vice-president	Brannyn McDougal
Professional Development Officer	James Wagner
Treasurer	Ben Davis
Secretary	Whitney Box
Past President	Kim Cooper-Hart
1 Director At-large	Paula Dennison
2 Director At-large	Erik Enyart
3 Director At-large	Wayne Stenis
4 Director At-large	Michael Segroves
5 Director At-large	Charles Leider (not present)
SPA Liaison	(not present)
OU Planning Faculty Liaison	Dr. Dawn Jourdan, Esq.


OKAPA board members who participated in the planning process and are no longer on the board include Ken Bryan past PDO, Bronce Stephenson past Secretary, and Arti Patel past Director at-large.

Document Policy - Review and Revisions:

The Plan's Key Focus Areas and Goals will be reviewed by the OKAPA Board before the close of the year 2014, at which time the plan will be renamed to the OKAPA Strategic Plan 2014-2018. Updates and revisions to the Plan require approval from the Board.

Committee chairs will establish a workplan for January through December, create written reports for all meetings of the Board of Directors and the Membership, and review committee progress at a minimum of twice per year. Updates and revisions to annual workplans must support committee goals and objectives in the current year's Plan.

  
\_\_\_\_\_  
Nancy S. McNayr, OKAPA President

  
\_\_\_\_\_  
Whitney Box, Secretary

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## **OKAPA Strategic Plan Background and Process**

The Oklahoma Chapter of the American Planning Association (OKAPA) began its strategic planning process in the summer of 2011 with a grant from the American Planning Association (APA) Chapter Presidents Council. This is the first time that the chapter has entered into a strategic plan process. Prompted by APA's criteria for its Chapters that include a Chapter's long term planning goals, operating policies, and annual work plans, the OKAPA Board and membership agreed to undertake this strategic planning project. Without a strategic plan to work from OKAPA has not been meeting APA's criteria.

The OKAPA Strategic Plan as proposed in this document includes a list of policy and bylaw changes needed to support its execution. The Board's adoption of this plan includes authorization to proceed with the policy and bylaw changes outlined in the final section of this document.

The members of the OKAPA Board and its committees used the following steps to create the strategic plan:

### **I. ASSESSMENT SURVEY TOOL AND ANALYSIS**

- October 2011: Completed an electronic anonymous Membership Survey with consultant and presented at Annual Conference.
  - Over 60% of respondents have been in the field over 11 years; over 40% have been in the field over 20 years. A significant majority of planners are in a combination of senior management, regulatory / current and long-range planning in a municipal government.
  - Members would like their employer to have a higher esteem for the value of planning and that they believe OKAPA is not well known or respected outside its membership.
  - Members would like OKAPA to do more professional training events and seminars, more communication / newsletters about what colleagues are doing in OK and want the planning profession in OK to be bolder and advocate more assertively for better planning.
- November 2011: Completed the electronic anonymous Board of Officers and Directors Survey. This survey's open responses aligned with the sentiments of the general membership. Especially important is that the board confirmed the members' preference that OKAPA focus on education, information, and empowerment for planning and planners.

### **II. STRATEGIC PLAN WORKSHOP DAY**

- November 2011: The board and a few key committee members conducted a vision-casting retreat with a consultant and formed planning committees for four Key Focus Areas, each with a chair and at least one member.
  - Board Governance

- Education
- Partnerships and Relationships
- Membership

These four Ad hoc committees were formed as subcommittees under the Strategic Planning Committee. These four planning committees have fulfilled their duties and assignments.

**III. ACTION PLANNING SESSIONS WITH BOARD AND COMMITTEES**

- August 2012: Conducted an Action Planning workshop with a consultant to align goals across the Chapter’s current committees and committees recommended through the strategic planning process. Some of this work proposed combining committees with significant overlap. The workshop included board members as well as ex-officio committee members.

**IV. BOARD ADOPTION OF POLICIES AND LONG RANGE AND STRATEGIC WORK PLANS**

- November 2012

**V. POLICY AND PLAN DOCUMENTATION FOR MEMBERS OF OKAPA, APA, CPC AND LOCAL ADVISORS AND STAKEHOLDERS**

- December 2012



# OKAPA Strategic Plan and Committees 2012-2016

## OKAPA's Mission

*To facilitate individual participation in the affairs of the Chapter of PAP and further the purpose of APA in the Chapter area. OKAPA is a 501c3 organized exclusively for charitable and educational purposes.*

## OKAPA's 4 Key Focus Areas and Goals

Based on the results from membership surveys, board discussions, and research into the best practices for APA Chapters, the OKAPA Board of Directors identified four Key Focus Areas to guide the organization's work in 2012-2016.

### 1. Board Governance

The goal of Board Governance is to make the OKAPA Board a higher functioning entity that is more effective and efficient in carrying out the leadership and organization of the Oklahoma Chapter of APA.

### 2. Membership

The goal of Membership is to create and deliver a valuable membership experience to OKAPA members.

### 3. Planning Education

The goal of Education is to provide career-enhancing professional development programs for members and planners and community-enhancing education programs for the public, communities and public officials.

### 4. Partnerships & Relationships

The goal of Partnerships & Relationships is to position OKAPA as a respected and visible participant in the education and advocacy for better planning and community building in Oklahoma.

**OKAPA Committees and Work Plans**

In order to accomplish the Key Focus Area goals, the OKAPA Board developed a committee structure with committee-based annual work plans. The Key Focus Areas are not exclusive, stand-alone areas of work and achieving success will require collaboration across committees. The following committees and work plans were derived from the August 2012 OKAPA Action Planning Workshop.

**Board Governance Committee**

This is a Key Focus Area and a new Standing Committee in the Bylaws (proposed 2012). Board Governance is responsible for OKAPA’s governance and board development. The goal of the Board Governance Committee is to make the OKAPA Board a higher functioning entity that is more effective and efficient in carrying out the leadership and organization of the Oklahoma Chapter of APA. The Board Governance Committee consists of two members of the OKAPA Executive Committee and a minimum of two other members from the OKAPA membership. The annual officer nomination functions will be appointed under Board Governance and the Teller and Nominating Committees will be removed from the Bylaws (proposed 2012).

**Goal 1:** Fiduciary Responsibility: Demonstrate responsible fiscal and financial practices to monitor and protect chapter assets. This function includes annual Bylaw revisions and development of financial policies.

**Goal 2:** Recruiting and Development of Board members: Generate interest for serving on the board and its committees to ensure succession with continuous leadership and diversity. This function includes managing the OKAPA nomination and election processes.

**Goal 3:** Board Member Duties: Facilitate current and future board members’ understanding of roles and expectations.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Fiduciary Responsibility</b>				
<ul style="list-style-type: none"> <li>▪ Develop and Implement Financial Policies</li> </ul>	1. Draft OKAPA Financial Policies for review by Executive and Audit Committees: Q3 2012.			
	2. Review and comment from Executive and Audit Committees Q4 2012.			
	3. Share draft with membership Q1 2013.			

Goal Area	Tasks and Indicators	Comments	Progress	Done
	4. Ongoing semi-annual review of Financial Policies Q1 2014.			
<b>Board Member Duties</b>				
▪ Create Job Descriptions, Chapter Policies and By-law Revisions	1. Draft job description Agreement and reporting expectations Q3 2012.			
	2. Develop Chapter Policies Q4 2012.			
	3. Propose Bylaw revisions to OKAPA Board Q1 2013.			
	4. Bylaws voted on at Annual meeting Q4 2013.			
▪ Recruiting and Succession	1. Include recruitment and succession on all OKAPA agendas Q3 2012.			
	2. Create a board profile using membership profiles Q1 – Q2 2013.			
	3. Recruit non-board members to serve on certain committees.			
▪ Annual Elections	1. Begin nominating process (June) and report nominations to the President.			
	2. Coordinate and conduct Annual Elections with the President (September).			
	3. President announces election results (October) and new members assume office November 1.			

**Legislative Committee**

This is currently a Standing Committee of the OKAPA Bylaws whose goals and duties are to monitor legislation on the local, state and national levels. The Chapter Legislative Liaison to the national APA is a member of this committee. Upon authorization from the Board of Directors, this committee may coordinate development of a Chapter position on planning related legislation and develop legislation to be submitted for consideration. The work of this committee addresses elements from the Key Focus Areas of Professional Development and Partnerships & Relationships.

**Goal 1:** State and Local Issues: Monitor and inform to keep members abreast of local and state issues and legislation.

**Goal 2:** Legislative Liaison to the National APA: Monitor and inform to keep members abreast of states’ and national issues and legislation.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>State and Local Issues</b>				
▪ Monitor and Inform	1. Identify local and state issues and proposed legislation that affect OK planners.			
	2. Share local and state issues, legislation and context with OKAPA membership via listserve.			
	3. Send the OK Municipal League legislative updates to membership.			
<b>Legislative Liaison to APA</b>				
▪ Monitor and Inform	1. Identify issues and proposed states’ and federal legislation that affect OK planners.			
	2. Share APA Legislative Updates and Legislative Advocacy Reports about states’ and national legislation and federal policy issues via listserve.			

**Membership and Outreach Committee**

This committee will be a new Standing Committee of the OKAPA Bylaws and replace the two current Standing Committees: Membership and Awards (revisions proposed 2012). The committee duties are to provide regular Chapter communications, develop and coordinate member service programs, and conduct outreach with allied professions and external resources whose missions align with OKAPA. The primary goal of the Membership and Outreach committee is to address the Key Focus Area of Membership: To create and deliver a valuable experience to OKAPA members. The secondary Key Focus Area for this committee is Partnerships & Relationships: To position OKAPA as a respected and visible stakeholder in education and advocacy for better planning and community building in Oklahoma.

**Goal 1:** Grow and attend to membership – Retain, Recruit and Recognize.

**Goal 2:** Furnish regular information to the board and OKAPA members about OKAPA membership status and trends.

**Goal 3:** Partnerships & Relationships: Cultivate long-term alliances and programs with external partners.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Grow and Attend to Membership – Retain, Recruit and Recognize</b>				
▪ Retain	1. Identify lapsed members and encourage to rejoin.			
	2. Identify and communicate resources for professional support in conjunction with the Planning Education Committee.			
▪ Recruit	1. Network with other organizations and conferences.			
	2. Create membership tiers	Q1 2013		
	3. Develop and administer a survey for recruiting new members.	Q1 2013		
	4. Identify and contact potential members			
	5. OKAPA Website space: How do I become a member?	Work with Website Committee to develop		

Goal Area	Tasks and Indicators	Comments	Progress	Done
	6. Surveys to City Managers, Commissioners.	Q1 2013		
	7. Develop value proposition of planning to allied professions, explore cross-membership opportunities.			
▪ Recognize	1. Recognize Good Deeds (tie in with Education and Professional Development)			
	2. Identify ways to recognize members, such as years of service, new AICP, members who won awards or published a paper.			
	3. Develop an OKAPA Awards program.			
<b>Communicate Membership Data and Trends</b>				
▪ Database and Information Management	1. Develop and maintain a current and comprehensive membership database (in addition to the data APA provides).			
	2. Present membership data at all board meetings: Renewals, lapses, new members, trends.			
	3. Coordinate with the webmaster to create space on the website for membership status information within the guidelines of APA.			
▪				
▪ Social Media Outreach	1. Develop and maintain at least one social media resource, such as Twitter, facebook, a blog.			
	2. Explore and periodically evaluate emerging networking tools.			

Goal Area	Tasks and Indicators	Comments	Progress	Done
▪ Newsletter	1. Identify newsletter manager Q1 2013.			
	2. Create editorial calendar with topics for two OKAPA News publications per year – Spring and Fall.			
<b>Partnerships and Relationships</b>				
▪ OKAPA image and reputation	1. Draft policy and guidance for board approval of formalized / publicized relationships, speaking on behalf of OKAPA, shared events and use of logo. 2013			
▪	2. Develop the OKAPA capability statement, “message” and “story” for Board approval.			
▪ Exploration	3. Nourish existing relationships with ULI, OU, Health Professionals and other conference sponsors and supporters. 2013			
	4. Identify new partners and potential for a pilot shared programs and event. 2013-2014			
	5. Coordinate with Planning Education Committee to develop relations with schools and other community organizations. 2014-2015			
▪ Programming	1. Utilize the OKAPA News to develop partnerships through reciprocal article contributions. 2014			

Goal Area	Tasks and Indicators	Comments	Progress	Done
	2. Develop an annual OKAPA Speaker's Bureau to present at conferences and speak at various events. 2014			
	3. Create recurring cross-discipline events and projects in OK. 2015			



**Planning Education Committee**

This is a new Standing Committee and replaces the Educational Services and Professional Development Standing Committees currently in the OKAPA Bylaws (proposed 2012). The chair of this committee shall be OKAPA’s Professional Development Officer (PDO). The duties of this committee are to promote AICP, help members prepare for the AICP exam, and encourage continued professional development among AICP members. In addition to AICP support, this committee will provide two types of programs: 1). Career-enhancing professional development programs for members and planners, and 2). Community-enhancing education programs for the public, communities and public officials.

**Goal 1:** Provide accessible, quality education for all OKAPA members.

**Goal 2:** Offer community resources for non-members to educate them on the importance and ethics of planning.

**Goal 3:** Coordinate the educational component of the OKAPA Annual Conference with the Annual Conference Committee. The OKAPA PDI shall be a member of each year’s Annual Conference Committee and function as OKAPA’s board liaison to the Annual Conference Committee.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>OKAPA Member Education</b>				
<ul style="list-style-type: none"> <li>▪ Continuing Education and AICP</li> </ul>	<ol style="list-style-type: none"> <li>1. Clear policies for PDO and members regarding the use of CDs and other copyrighted and/or licensed materials. 2013</li> </ol>			
<ul style="list-style-type: none"> <li>▪ Emerging Professionals</li> </ul>	<ol style="list-style-type: none"> <li>1. Create tasks 2014</li> </ol>			
<ul style="list-style-type: none"> <li>▪ Professional “career” Training</li> </ul>	<ol style="list-style-type: none"> <li>1. Conflict resolution, supervision, retiring, etc.</li> <li>2. Create training offerings, speakers 2x per year</li> <li>3. Develop curriculum for practicing planners – such as Ethics and rural planning</li> <li>4. Identify non-APA training and education opportunities</li> </ol>			
<b>Non-Member Education</b>	<b>Begin assessment and outreach in 2013</b>			

Goal Area	Tasks and Indicators	Comments	Progress	Done
▪ Schools				
▪ Rural Communities				
▪ Officials				
▪ Citizens				
▪ Allied professions				
▪ Develop the message	1. Talking points, elevator speech			

### **Audit Committee**

This is currently a Regular Committee in the OKAPA Bylaws and addresses the Key Focus Area for Board Governance. The committee consists of three members, none of whom shall be a member of the Executive Committee, appointed by the OKAPA President no later than December 15. The Audit Committee's goals and duties are to audit the accounts of the Treasurer as of the close books on December 31, report to the Executive Committee at the first meeting in January, and publish a summary of the audit report in the first Chapter Publication after January 1.

**Goal 1:** Complete an annual audit of the accounts of the Treasurer by March 1.

<b>Goal Area</b>	<b>Tasks and Indicators</b>	<b>Comments</b>	<b>Progress</b>	<b>Done</b>
<b>Annual Audit</b>				
▪ Records and Report	1. Obtain all account records from the OKAPA Treasurer in early January.			
	2. Audit the OKAPA records to the financial and banking statements.			
	3. Submit a written report with findings and suggested corrective actions to the OKAPA Executive Committee by March 1.			
	4. Return all account records to the OKAPA Treasurer by March 15.			
	5. Prepare a summary report for the OKAPA publication in the Spring.			

**Annual Conference Committee**

The Annual Conference Committee has been an Ad hoc committee formed every year. This new committee will be a Regular Committee. The chair of this committee shall be appointed by the President each year. The Professional Development Officer shall be a member of the Annual Conference Committee and the liaison between the Annual Conference Committee and the OKAPA Board. The Planning Education Committee will provide oversight and support.

The duties of this committee are to plan, promote, and provide an Annual Conference for all members. The Annual Conference is an educational and networking event. The Annual Conference Committee shall work closely with the Planning Education Committee and the OKAPA Board to provide and support training opportunities that offer Certification Maintenance credit and education opportunities for AICP and non-AICP members.

**Goal 1:** Plan, promote, and provide a cost efficient annual conference.

**Goal 2:** Offer education opportunities for all OKAPA members.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Plan, promote and provide annual conference</b>	<b>Based on a mid- October Conference</b>			
	1. Location city and Conference Chair – prior October			
	2. Venue and dates – May			
	3. Theme and session draft - June			
	4. Budget - June	Requires BOD Approval		
<b>Offer educational opportunities</b>				
	1. Conference session agenda tracks - June			

### Technology Committee

The Technology Committee is an Ad hoc committee created by the President to investigate meeting technology for remote attendees.

**Goal 1:** Accessibility and ease for attending meetings remotely.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Remote Meeting Access</b>				
	1. Outline the options, costs and recommendations			

### Website Development Committee

The Website Development Committee is an Ad hoc committee created by the President to identify features and options for upgrading the OKAPA website.

**Goal 1:** A robust, friendly, multi-access website and social media tools to enhance communication among our members and non-member partners.

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Robust website</b>				
▪ Outline the options, costs and recommendations	1. Identify a updated format and platform for the OKAPA website and allow for easier uploading and content management			
	2. Identify software			
	3. Identify webmaster			
	4. Propose policies for daily updating of the website			

### Strategic Planning Committee

This is an Ad hoc committee created by the President to execute the OKAPA Strategic Planning Project and administer the planning grant with APA. Once adopted, the OKAPA Plan will be managed through Board Governance.

**Goal 1:** Board adoption of OKAPA Plan and OKAPA acceptance of work product

Goal Area	Tasks and Indicators	Comments	Progress	Done
<b>Adoption and Acceptance</b>				
	1. Prepare full plan draft for November 2013 Board meeting			11/16/12
	2. Complete APA's grant workplan and ensure reimbursement to OKAPA	December 2102		

## OKAPA Strategic Plan 2012-2016 Policies and Bylaw Revisions

In order for committees to start on the workplans, the board and membership need to take the prerequisite actions to set the committees and bylaws. The President needs to appoint chairs and the chairs need to assign resources and timelines to the workplans for the current year.

<b>1. Committee Structure</b>	<b>Responsibility / Comments</b>	<b>Timing</b>
Create Ad hoc Board Governance Committee	Board	Completed 11/16/12
Create Ad hoc Membership and Outreach Committee	Board	Completed 11/16/12
Create Ad hoc Planning Education Committee	Board	Completed 11/16/12

<b>2. Bylaw Revisions</b>	<b>Responsibility / Comments</b>	<b>Timing</b>
Create standing Board Governance Committee	Board presentation to membership for all Bylaw revisions.	Adopt at October 2013 at Annual meeting or via email prior (TBD)
Remove Teller and Nominating Committees	(Assumed by Governance Committee)	"
Review and revise Election article as needed		"
Legislative Committee – revise the Bylaw description		"
Create standing Membership & Outreach Committee		"
Remove Membership and Awards Committees	(Assumed by Membership & Outreach Committee)	"
Create standing Planning Education Committee		"
Remove Educational Services and Professional Development Committees	(Assumed by Planning Education Committee)	"
Create regular Annual Conference Committee		"

<b>3. Policies and Guides</b>	<b>Responsibility / Comments</b>	<b>Timing</b>
Board Member Orientation and Duties Guide	Governance	2013
Annual Election Process Guide	Governance	2013
Webmaster Guide	Technology and Governance	2013
Financial Policies and Guides for internal controls, financial accounting and reporting, budget cycle, audit procedures and tax preparation.	Governance	2013
OKAPA Relationships, Representation and Assets Policy	Membership & Outreach	2013
OKAPA Use of Licensed and Copyrighted Materials	Planning Education	2013
Annual Conference Guide	Annual Conference & BOD	2013
OKAPA Document Roster	Secretary	2013
OKAPA Board meeting Agenda Guide	Secretary	2013
Conflict of Interest	Governance	2013
Donor Rights and Tax Exemptions	Governance	2013







**Strategic Plan 2012-2016**

**[www.okplanning.org](http://www.okplanning.org)**