



American Planning Association **California Chapter**

Creating Great Communities

Strategic Planning (Phase 1) Meeting Briefing Packet

Saturday, October 2
9:30am – 1:30pm PT

<https://us02web.zoom.us/j/83744517540>

Meeting ID: 837 4451 7540

Dial-in: 669-900-6833

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MISSION OF APA NATIONAL

Creating great communities for all.

MISSION OF APA CALIFORNIA

Making great communities happen through good planning.

Towards that end APA California will:

- Provide vision and leadership that fosters better planning for California.
- Build public and political support for sound planning.
- Provide its members with the tools, services and support that advance the art and science of planning.

VALUES OF APA CALIFORNIA

- **Vision:** The creativity and foresight needed to anticipate future needs of our membership and profession, then develop a consensus-building strategy that addresses those needs.
- **Leadership:** The ability to organize and command the resources necessary to implement our vision. Critical to the concept of leadership is the balancing of competing needs and interests in a manner that consistently provides the greatest good for the greatest number of our members.
- **Diversity:** The expansion in the development of its leadership and its membership of both ethnic and gender diversity within the Chapter.
- **Support:** The development, nurturing and preservation of a grass-roots constituency, both in the profession and in the larger community, that recognizes, accepts and advocates the values of good community, regional and other planning programs. The Chapter's commitment to a broad public relations strategy is an example of this support strategy in development.
- **Tools, Services and Support:** A commitment at every level of the organization to offer our members the tools, services and support to achieve their goals. These include regular membership services such as: a) the newsletter; b) legislative initiatives; c) participation on task forces and local review committees; d) recognition and advancement of our professional goals through comprehensive awards programs; e) a variety of continuing education programs to foster professional growth; f) annual conferences for education and networking; and g) a variety of locally sponsored and produced programs in each of California's eight sections that respond quickly and effectively to member needs at the local level.

Thought Starters

The following are questions to consider as you prepare for APA California’s strategic planning meeting:

- What does APA California do? Why does it matter?
- Who are we currently serving? Who is NOT currently part of APA California who we’d like to have “at our table”?
- What is the role of APA California in the planning profession?
- What does APA California stand for? What do we believe?
- Think ahead 20-30 years. How is the field of planning different because of APA California? What has changed in our communities?

**American Planning Association – California
Strategic Planning (Phase 1) Discussion Agenda
October 2, 9:30am – 1:30pm PT**

9:30 – 9:35am **Welcome (Ashley, Sande)**

GETTING STARTED

9:35 – 9:45am **Strategic Planning Process Overview**

SETTING THE FOUNDATION: MISSION, VISION & CORE VALUES

9:45 – 10:05am

Organizational Mission

- Review current mission
- Initial discussion about possible updates to consider

10:05 – 10:45am

Organizational Vision

- Small group activity / discussion
- Full group report, synthesis

10:45 – 11:00am

Core Values

- Review current values
- Survey responses

11:00 – 11:15am

BREAK

11:15 – 11:50am

Core Values

- Small group activity / discussion
- Full group report, synthesis

WHERE ARE WE NOW?

11:50am – 12:00pm

Assessment

- Strengths, Weaknesses: Board/staff and current/lapsed member survey responses

12:00 – 12:15pm

BREAK

12:15 – 12:35pm

Assessment

- Opportunities & Threats: Board/staff and current/lapsed member survey responses
- Programs analysis
- Initial landscape research: Key players and trends
- Envision assessment

WHERE DO WE WANT TO BE IN 4 YEARS?

12:35 – 1:20pm

4-Year Vision

- Board/staff and current/lapsed member survey responses
- Small group discussion
- Full group report, synthesis, decisions

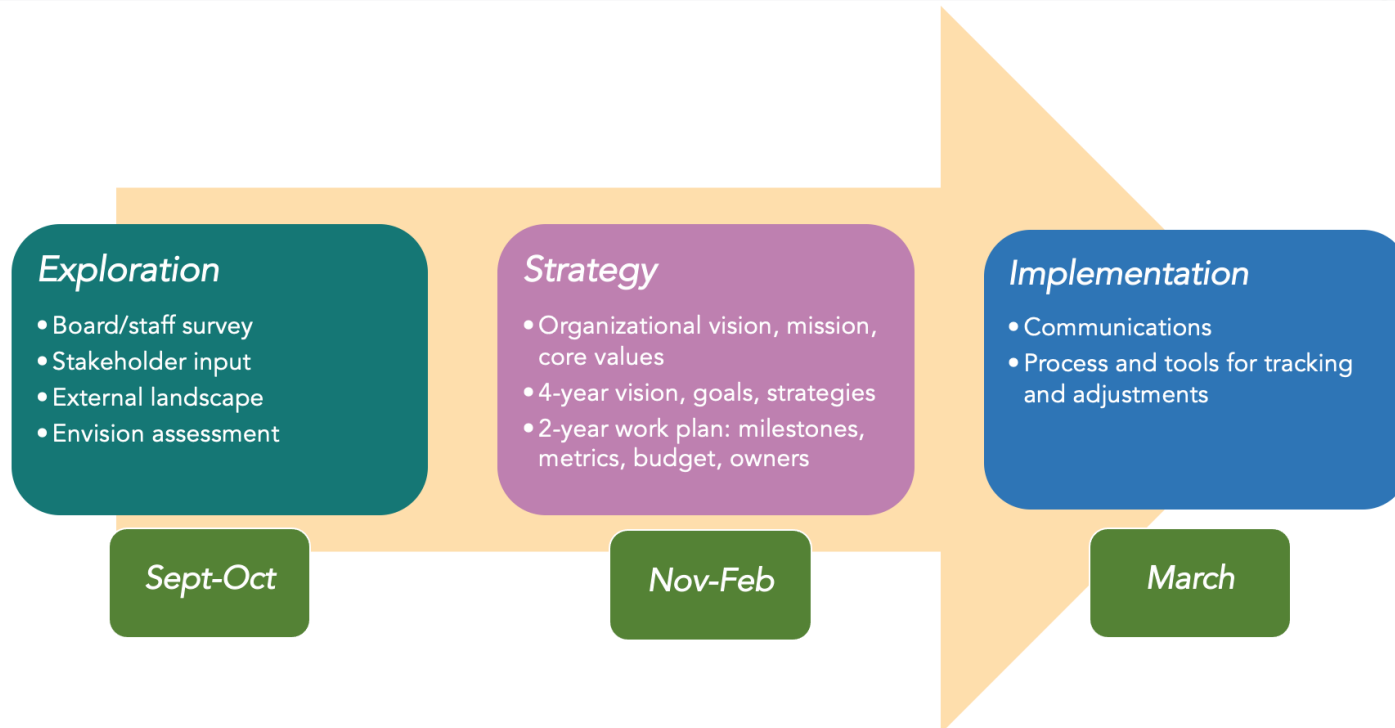
1:20 – 1:30pm

Next Steps and Closing (*Envision, Ashley, Sande*)

Strategic Planning Process



American Planning Association
California Chapter





Both mission and vision statements are vital for nonprofit organizations. The statements should be distinct, yet connected – the mission guides the organization daily while the vision highlights the organization’s long-term impact. Use this guide to help your organization review and revise your mission and vision statements.

What are mission and vision statements?

Mission statement: The reason an organization exists, the need it is meeting in the community.

Vision statement: What you see in the future for your community if your organization succeeds at its mission.

Why have them?

Mission statement: It provides the basis for judging the success of the organization and its programs. It helps verify that the organization is on the right track and provides direction when the organization needs to adapt to new demands.

Vision statement: The vision statement guides the overall long-term thinking. The organizational vision keeps the mission on the right track. It reminds the staff and the board that even after they are gone, this organization will have a long-term purpose to keep on going.

What makes good statements?

Mission statement: An effective mission statement is concise, realistic, operational, inspirational, motivational, informative, and even emotional. It is not too abstract. The mission reflects the values and clearly states the purpose of the organization.

Vision statement: The vision inspires action: planning, fundraising, marketing, good governance, sound management. It stimulates organizational goals.

Who should be involved?

Mission statement: Creating a mission statement is a group effort. Board members, present and past officers, staff, members, donors, and constituents can provide valuable input during the creative process. The final wording should be approved by the entire board.

Board members represent the community and therefore bring vital perspectives that help determine the need to be met by the organization. Staff members, paid and volunteer, bring a valuable internal perspective to the process of creating, revising, or reviewing the mission statement. Additionally, they implement the mission and make daily decisions about programs and services that reflect the mission, and need to play a pivotal part in developing the ideas and statement that will guide their work.

MISSION STATEMENT VS. VISION STATEMENT

Vision statement: The board is ultimately responsible for setting the future path for the organization. It is also beneficial to get feedback from constituents or other stakeholders.

The mere process of creating a statement helps the board get focused. A vision statement has a team-building effect: It is created through a group process, and every board member must share the ideals and values of what lies ahead for their work.

How often should the statements be revised?

Mission statement: The mission statement should be referred to continuously and should be reassessed on a regular basis, at least once every two years. It should be mentioned in the articles of incorporation and the bylaws.

Vision statement: It is not necessary to revise the vision statement annually – after all, the statement should be solid enough to weather short-term changes in the environment.

How do they fit in with strategic planning?

Mission statement: Must be reviewed at the beginning of the strategic planning process. The board should consider whether internal or external changes necessitate a revision of the mission statement.

Vision statement: If an organization does not already have one, a vision statement will be drafted during strategic planning. During strategic planning, the board and the senior staff together can brainstorm, dream, and share their aspirations.

EXAMPLES OF VISION & MISSION STATEMENTS

SCANPH

Southern California Association of Non Profit Housing

VISION:

We envision strong southern California communities where an affordable home is available to everyone.

MISSION:

The mission of SCANPH is to facilitate development of affordable homes across southern California by advancing effective public policies, sustainable financial resources, strong member organizations, and beneficial partnerships.



VISION:

Our vision is for all families experiencing pediatric cancer to feel strengthened and supported.

MISSION:

Our mission is to advocate for families living in Santa Barbara, Ventura, and San Luis Obispo counties that have a child with cancer by providing financial, educational, and emotional support.



VISION: We envision a world in which communities are healed, united, and transformed through conflict resolution education and practices rooted in equity, justice, and opportunity.

MISSION: We empower people to strengthen their communities by growing the conflict resolution skills and capacity of youth, educators, schools, and community partners.

EXAMPLES OF CORE VALUES



EMPATHY: We listen with open hearts and minds, willing to be moved to action.

EMPOWERMENT: We believe in and support the power of people acting individually and collectively to shape their lives and communities.

EQUITY: We dedicate ourselves to fair treatment, opportunity and advancement for all, because every person deserves the chance to pursue their innate human potential.

INCLUSION: We actively seek out, embrace, and elevate the perspectives and life experience of people of diverse backgrounds.

IMPACT: We hold ourselves accountable for making a difference, and we do it with integrity.



JUSTICE: We hold ourselves accountable for our role in advancing a fully equitable democracy that works to overturn systems of oppression and can lead to liberation.

HONESTY: We acknowledge hard truths and always uphold journalistic principles of transparency, fairness and accuracy.

OPENNESS: We value imagination that finds different and better solutions to problems, grounded within affected communities.

HUMANITY: We recognize the voices and experiences of marginalized communities by centering their dignity in how we work, what stories we tell, who we publish.

CONNECTION: We believe collaboration is a superpower that inspires and fuels change, and we offer space for new ideas to flourish and diverse partners to connect with each other.



Cabrillo believes that every person has the right to decent, safe and affordable housing. As such, our values are grounded in the development of ownership and rental housing that provides the foundation for people to improve their lives. We take great pride in delivering the highest standard of housing for those most lacking in opportunity. With public, private and community partners, we develop housing that positively impacts the community's health, education, public safety, social services and economic development. Our principles are:

- A standard of integrity
- A commitment to Excellence
- A supportive workplace environment
- Continuous learning and investment in our entire staff and community
- A respectful corporate environment
- Inspiration for creativity
- Support for social and environmental justice

Strategic Planning Survey (Board/Staff) Highlights

In your own words, what is the key purpose of APA California?



- To advocate for, and help create better, planners.
- Providing leadership on issues of planning and growth.
- To represent planners in California, advocate for good planning, and provide opportunities for members to improve their skills and knowledge.
- The key purpose is to provide our members a variety of services and benefits that will assist them in their professional lives.
- For members APA California helps to grow the profession and provide educational/networking opportunities. In the legislature APA California provides a voice for planners to elected officials to help shape the very legislation they will implement. APA California is seen by many as a reasonable sounding-board.
- To help Californians build communities of enduring value, equity, and amenity
- Professional development and public education of the importance of planning to address our State's major long-term quality-of-life, environment, and economy.
- To support and elevate planners and planning in California
- To unite California planners.
- To provide state, county, and city government planning departments and private planning agencies with the tools and knowledge to affect the present and future of planning.
- Support professional training, mentoring, and networking for members, and promote excellence in planning practices for members.
- To provide services that support planners in the workplace and highlight the advantages of planning.
- In practice, our primary function has been to support mid- to late-career members as individuals. In concept, we should also be building the profession, and advocating for best practices and outcomes.
- The purpose of APA California is to advance and improve upon the existing state of planning across the State of California.
- To provide a platform for the planning profession to gather and discuss issues, and provide education to members on matters outside of their own perspective. Also to advocate for and influence local, state, and federal planning related policy.
- Support professional development of planners.

- Of the planners for the planners and by the planners to help make the world a better place
- Supporting professional planners, advocating for planning on the state level
- Providing leadership and education to members that enables them to plan for their respective communities.
- Work for great communities by supporting excellence in planning through education of planners, advocacy of good policy and defining the ethics of the profession.
- Supporting planners with education, professional connections, and career development resources.
- To support the planning profession in California and facilitate our efforts to create great communities.

Describe your vision for APA California in four years. What will we have achieved?



- Increased the diversity of our membership and have an increased percentage of new/younger members
- That it becomes a stand-alone organization. Growth, better programs (on line and in person). My vision is that worldwide, people would turn to this organization as the thought leader when it comes to all planning-related issues.
- better (more interactive, usable, attractive) website; consolidated calendar for sections to reference; hybrid conference program
- Successful 75th anniversary celebration that helps position us for success in next decades 2. Organizational succession planning to ensure proper trajectory for professional and volunteer leadership over next two decades 3. Better use of data to demonstrate measurable outcomes of programs 4. Resilience planning so APACA is better prepared of economic downturns, disasters, etc.
- Seen as a necessary partner and go to resource for analysis and input, at all levels of governance, to address California's quality-of-life issues and future.
- A 7,500-member organization of diverse planners and students that plays the leading role in state planning activities; with a targeted and efficient organizational and staff structure; and successful implementation of 4-year Strategic Plan goals/strategies/programs.
- Member expansion. Support for emerging planners who will rapidly increase the labor force. More virtual engagement. More presence, better marketing/branding.
- If changes are made, APA California could see an increase in membership due to increased interest in being a member and, hopefully, increased member services to maintain membership. APA California will continue to be a viable force in affecting California legislation. Membership has remained in a fluctuating status between 5K & 7K w/the majority between 5.5K and 6.5K.

- A thriving organization with a clear vision and mission, an engaged membership base, representative leadership, healthy fiscal foundation, and staff support to assist in implementing its priorities.
- Beyond the 75th Anniversary Celebration, uncertain as to other potential achievements.
- Our internal "house" will be orderly and modernized, we will offer more opportunities for members to engage with the Chapter around issues important to them, and we will have a consistent and successful practice of supporting emerging/diverse planners
- That APA California is the preeminent organization providing the platform and resources for all planning conversations
- Increased minority board members; implemented statewide mentorship program; developed joint section/chapter programs for messaging, trainings and sponsorships.
- We are doing a good job and we could think of something like what I mentioned above in 13.
- APA California is the best in APA Chapters and Divisions
- Streamlined and modernized administration, communication and service delivery. Higher profile
- I hope for more diversity in membership and leadership.
- Better communication between our members, Chapter and Section. Use of AMS/LMS Baseline of membership services to all members Materials/website that defines who we are as an organization
- We will have a strong scholarship program, improved overall revenue generation, and a significantly more diverse membership, more closely matches the racial and ethnic percentage of the state as a whole.

Background: Programs Analysis Framework

During APA California’s strategic planning retreat, we will present a draft programs analysis for discussion and feedback. We’re providing this background explanation of the framework we use in advance to make it easier for everyone to dive in during the workshop.

One of the most challenging and important questions that nonprofit organizations face is: **“How do we assess the impact of our programs?”** Tackling that question is critical to making decisions in strategic planning. In Envision’s strategic planning process, we have adapted the “Matrix Map” model, which is based on the 2010 book *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability* by Jeanne Bell, Jan Masaoka, and Steve Zimmerman.

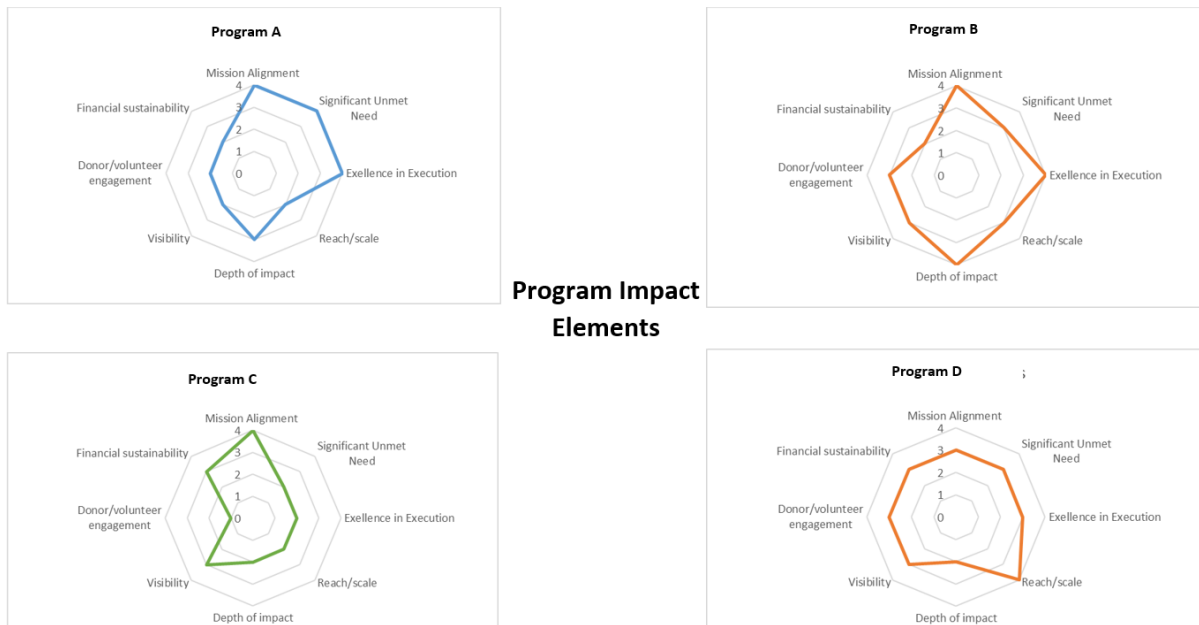
One of the foundations of the Matrix Map model is disaggregating “program impact” so we can talk about the different elements that might contribute to making a program meaningful and important to an organization and its stakeholders. For APA California, we will look at the following impact elements: mission alignment, significant unmet need, excellence in execution, depth of impact, and member engagement.

Following is a basic overview of the analysis process:

1. Board and staff answered questions asking them to assess programs’ success in each element in the online survey.
2. Based on all the input, we assigned a rating of 1-5 (1 is lowest, 5 is highest) for each impact element of each program.

During the retreat, we will present a visual representation of this analysis. This “spiderweb” visual will show programs mapped with ratings for each of the program elements. An “ideal” program would hit all outer corners with 5’s, but that’s very rare. We find it’s most helpful to talk about a balance of impact with your overall portfolio of programs.

The following is an example of this visual (*Note: This is NOT actual data for APA California*):



These visual snapshots of program impact are intended to deepen your discussion about programs and tee up decisions for the future of the programs: where to invest, maintain, or change. The analysis also highlights gaps that might point to opportunities for new activities in the future.

The Governance Mindset: Questions that Board Members Should Ask

One of the most important functions of a board is to ask thoughtful, strategic (and often difficult) questions. The following questions help board members fulfill their governance responsibilities of guiding the organization to advance its vision and mission. The questions may apply when considering a new opportunity, a proposed activity or investment, or a decision – all of which are relevant during strategic planning.

1. How does this move us toward our vision?
2. How does this activity advance our mission?
3. Does it fit with what we do best, our unique contribution toward a community need?
4. Is this aligned with our strategic priorities? If not, what conditions or assumptions have changed that would warrant a shift in our priorities?
5. Who else cares about this work? How can we connect with them?
6. Where is the voice of the community? What do we hear from them?
7. How would this impact:
 - Our members
 - Partner organizations
 - Foundations
 - Donors
 - Sponsors
 - Our staff
 - Our board and other volunteers
8. Is this the highest and best use of our resources at this time?
9. How will we know this is successful? What will be different for the community?
10. What role does the board play in the success of this activity? How do we best support staff in their roles?
11. Who is responsible for leading this effort? How and when do we review progress and adjust our course as necessary?
12. What are the potential risks, costs, or legal issues of acting on this? What are the potential risks, costs, or legal issues of NOT acting?
13. What are possible barriers to success? How can I help remove those barriers?
14. What do I not understand about this issue? How can I learn what's needed to make an informed decision without delaying in search of perfect and complete data?
15. What are the bigger systems issues and opportunities related to this issue? Are we missing the forest for the trees? Are there changes or policies we (with others) could pursue to address this problem on a larger scale or timeframe?
16. So what? What difference will this make? For our community? Toward our vision? In 10 years?