

STRATEGIC PLAN

2015-2017



Background and Structure

IAP2 USA was organized in 2010 as an Affiliate of IAP2, which was founded in 1990 in North America. A key differentiator between us and similar organizations is the decision-oriented, objective-driven, and values-based conceptual design for public participation that is at the center of the IAP2 approach. While many organizations focus on a particular technique, IAP2 has always emphasized the importance of program design and goals identification as a precursor and prerequisite for developing effective and meaningful public participation processes.

IAP2 USA is continuing to grow our leadership position in the United States by being a preferred provider of the approach, concepts, and tools to elevate the quality and integrity of public participation.

IAP2 USA is a private, non-profit, membership organization currently serving around 500 members – in public agencies, academia, consulting firms, and non-profits, and ranging from college students to seasoned professionals.

Vision, Mission, Stakeholders

Vision: We envision a country where public participation is deeply embedded and widely applied, and where equitable, efficient, and informed decision-making processes improve the quality of our democracy.

Mission: IAP2 USA leads, advances, and advocates for best practices in public participation.

Stakeholders: Our key stakeholders include the following.

- Members
- Chapters
- Public participation practitioners
- Elected officials, government agencies, nonprofits, and others who convene public participation processes
- Participants in public participation processes

Goals and Strategies

Below are IAP2 USA's major goals for this time period. The strategies listed under each goal are commitments to major activities that reflect our mission, serve our stakeholders, and support our future.

Goal 1: IAP2 USA is the association of choice for public participation practitioners.

This goal is among the most central to IAP2 USA as a professional association, clarifying our commitment as a nonprofit to meet the full range of practitioner needs. Linked tightly to Goal 2, it reflects a commitment to both national and regional service delivery, deep and varied professional development, quality governance, racial and ethnic diversity in our membership and leadership, and robust connectivity across topic areas and disciplines.

Strategies

1.1. Become a high-performing board

- 1.1.1. Establish leadership opportunities
- 1.1.2. Communicate relevant information to members
- 1.2. Enhance local and regional infrastructure service delivery
- 1.3. Recruit members across the spectrum of diversity
- 1.4. Meet member needs
 - 1.4.1. Diversify training content and improve accessibility
- 1.5. Make membership compelling
- 1.6. Provide relevant professional development
 - 1.6.1. Diversify training content and improve accessibility
- 1.7. Members are actively engaged in IAP2 USA initiatives

Goal 2: Members are actively engaged in IAP2USA initiatives.

As a legally constituted nonprofit member association, this goal reflects our commitment to rich and comprehensive member engagement – in leadership development of both current and emerging practitioners, in our governance, and especially in how we support innovative and relevant communications with and among our members to support their needs and drive the organization’s work.

Strategies

2.1. Meet member needs

- 2.2. Establish leadership opportunities
 - 2.2.1. Communicate relevant information to members
- 2.3. Connect people in the field with each other
 - 2.3.1. Bring together P2 practitioners across disciplines, demographics, geography, etc.
- 2.4. Enhance local and regional infrastructure service delivery
- 2.5. Communicate relevant information to members
- 2.6. Become a high-performing board
- 2.7. Members are actively engaged in IAP2 USA initiatives

Goal 3: IAP2 USA advances and advocates for the practice.

This goal is fundamentally about excellence – setting standards and being recognized as that standard-bearer, advocating for quality public participation, partnering with like-minded organizations to extend our impact, and honoring excellence in our field.

Strategies

3.1. Distribute research findings and practitioner best practices

- 3.2. Advocate for P2 and why it is important
- 3.3. Advocate for P2 as a profession
- 3.4. Leverage partner relationships
 - 3.4.1. Partner with complementary organizations
- 3.5. Recognize excellence
- 3.6. Make the case for meaningful and effective P2

Goal 4: IAP2 USA is the leader in effective and innovative P2 practices.

This reflects IAP2 USA’s commitment to applied research using a collaborative approach that includes practitioners, academics, and students to bridge topic areas, disciplines, and geography.

Strategies

4.1. Distribute research findings and practitioner best practices

4.2. Support and promote research

4.3. IAP2 USA advances the practice

Goal 5: IAP2 USA is financially strong.

Financial strength is central to IAP2 USA's ability to meet both our legal obligations and strategic commitments. As a nonprofit membership organization, this goal commits to meeting our financial targets through a variety of programs, services, and products that serve our stakeholders as their needs evolve over time.

Strategies

5.1. Achieve sustainable funding

5.1.1. Make membership compelling

5.2. Recruit members across the spectrum of diversity

5.3. Meet member needs

5.3.1. Make membership compelling

5.3.2. Communicate relevant information to members

5.3.3. Diversify training content and improve accessibility

Our Work

Committees provide, drive, and oversee the strategic initiatives and program offerings that support the mission of IAP2 USA. Current committees include the following:

- **Membership Services**, to increase and strengthen membership numbers and diversity, a critical imperative for our membership-based organization and to ensure that IAP2 USA is meeting members' needs
- **Training**, to identify, sponsor, and where feasible, develop training to serve our members' needs
- **Chapter Relations**, to enhance and support the symbiotic relationship between the Affiliate and chapters, and build additional chapter capacity
- **Strategic Alliances**, to support the field of public participation, and network with similar-minded organizations, and provide guidance to elected officials and government agencies
- **Communications**, to identify and deliver the content necessary to meet our members' needs
- **North American Conference**, to lead, organize and implement the IAP2 USA hosted North American Conference and to support Canada when they host the Conference.

To increase the effectiveness, strength, and inclusiveness of these committees, their membership includes board and non-board members of IAP2 USA, drawing on the talents and resources of the entire organization.

Our work is furthered by a part-time Executive Manager, along with administrative and bookkeeping support.

Finances

IAP2 USA is funded through a variety of revenue sources including the following:

- Membership revenues
- Professional development revenues (Webinars, IAP2-hosted training, etc.)
- Conferences and events