Below are IAP2 USA’s long-term goals. The strategies under each goal are commitments to major (1-3 year) activities that reflect our mission, serve our stakeholders, and support our future.

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International Association for Public Participation - US Affiliate (IAP2USA)

Description:

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

Stakeholder(s):

**International Association for Public Participation:**
*Public participation is any process that involves the public in problem solving or decision-making and uses public input to make sustainable decisions.*

**2017 IAP2 USA Board of Directors:**
The 2018-2020 Strategic Plan was developed and approved by the 2017 IAP2 USA Board of Directors

Leah Jaramillo:
President

Lisa Carlson:
Vice President

John Poynton:
Treasurer | Federation Representative

Myles Alexander:
Secretary

Kyle Bozentko

Katherine “Kit” Cole

Alex Cousins

Deanna Desedas

Tina Geiselbrecht

Ryan Henderson

Wendy Green Lowe

Catherine “Cathy” Smith

Jennifer Trotter

Jason “Jay Vincent:
Federation Representative

Steven Wolf

IAP2USA Stakeholders:
Our key stakeholders include the following.

IAP2USA Members

Public Participation Practitioners:
and others who convene public participation processes

Elected Officials

Government Agencies

Nonprofits

Participants in Public Participation Processes

IAP2USA Chapters

Cascade Chapter

Colorado Chapter

Grand Canyon Chapter

Greater L.A. Chapter

Gulf Coast Chapter

Intermountain Chapter

Norcal Chapter

Puget Sound Chapter
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.
1. Professional Association

[MAKE] IAP2 USA THE PROFESSIONAL ASSOCIATION OF CHOICE FOR GOOD PUBLIC PARTICIPATION

This goal is central to IAP2 USA as a professional association, clarifying our commitment as a nonprofit to meet the full range of public participation needs.

1.1. Recruitment

Recruit members across the spectrum of diversity

1.2. Member Needs

Identify and meet member needs

1.3. Attraction

Make membership compelling

1.4. Development & Networking

Provide quality professional development and networking

1.4.1. Career Stages

Provide professional development relevant to all career stages

1.4.2. Content

Provide diverse content

1.4.3. Availability & Accessibility

Ensure availability and accessibility

1.4.4. Training Partnerships

Leverage partnerships to extend reach of training opportunities
1.4.5. Evaluation & Modification
   Evaluate and modify to meet member needs

1.5. Engagement
   Actively engage members in IAP2 USA initiatives
   (see Goal 2)

1.6. Retention
   Actively Retain Members
2. Initiatives & Engagement

**ACTIVELY ENGAGE MEMBERS AND CHAPTERS IN IAP2 USA 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. (Goal 2 directly supports Goal 1.).

2.1. Member Needs

*Identify and meet member needs*

2.1.1. Interests & Priorities

*Regularly query members about interests and priorities*

2.1.2. Programs & Services

*Deliver a comprehensive set of programs and services*

2.3. Connections

*Connect people in the field with each other*

2.3.1. Convenings

*Bring together P2 practitioners across disciplines, demographics, geography, etc.*

**Stakeholder(s):**

*P2 Practitioners*

2.4. Service Delivery

*Enhance local and regional infrastructure service delivery*

2.5. Communication

*Communicate relevant information to members*

2.6. Board & Committees

*Ensure high-performing board and committees*
2.6.1. Leadership Opportunities
   Establish, promote, and support leadership opportunities

2.6.2. Volunteer Management
   Develop and implement a comprehensive volunteer management program

2.6.3. Communication
   Communicate relevant information to members

2.6.4. Outcomes & Adjustments
   Routinely evaluate outcomes and adjust accordingly

2.7. Volunteer Programs
   Develop Volunteer management and recognition programs

2.8. Chapters
   Support and encourage strong Chapters
3. Advocacy & Advancement

ADVANCE AND ADVOCATE FOR QUALITY PUBLIC PARTICIPATION

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.

3.1. Mission

Advocate for P2 and why IAP2’s Mission is so important

3.1.1. Credibility

Enhance the credibility of IAP2 USA

3.1.2. Marketing & Outreach

Maintain & Implement marketing and outreach strategies

3.2. Business Case

Make the case for meaningful and effective P2

3.3. Standards

Establish and maintain standards for public participation

3.4. Recognition

Recognize excellence in people and practice

3.5. Relationships

Leverage partner relationships

3.5.1. Complementary Organizations

Partner with complementary organizations
3.6. State of Practice
   Advance the State of Practice

3.6.1. Findings
   Distribute research findings

3.6.2. Best Practices
   Share and promote practitioner best practices

3.6.3. Research
   Support and promote P2 and research
4. Leaders

*CULTIVATE AND TRAIN FUTURE P2 LEADERS*

This goal is about ensuring that up-and-coming leaders, decision-makers, participants and practitioners are aware of P2 and have access to opportunities to develop skills, learn best practices, advocate for and implement quality P2 in their respective roles.

4.1. Partnerships

*Engage universities, colleges and other post-secondary institutions as partners*

**Stakeholder(s):**
- Universities
- Colleges
- Post-Secondary Institutions

4.2. Workforce Development

*Provide workforce development*

**Stakeholder(s):**
- YMCA
- 4-H

4.3. Skills & Apprenticeships

*Provide skills development/apprenticeship opportunities*

4.4. Participant Capacity

*Build participant capacity*
5. Operations & Financing  

[BUILD] FINANCIAL AND OPERATIONAL STRENGTH

5.1. Revenue  
Implement varied revenue-generating activities

5.1.1. Recruitment & Retention  
Recruit and retain members across the spectrum of diversity
(see also Goal 1)

5.1.1.1. Membership Structure  
Review membership structure

5.1.1.2. Priorities  
Regularly identify priorities for growth and membership retention

5.1.2. Training  
Foster training opportunities

5.1.3. Certification  
Demonstrate value of professional certification

5.1.4. Grants & Sponsorships  
Identify and pursue grant and sponsorship opportunities

5.1.5. Partnerships  
Build and leverage partnerships for financial support and mutual benefit

5.2. Budget  
Maintain a responsive, balanced budget
5.2.1. Review & Evaluation

Review and evaluate revenue (annually before budget discussion)

5.2.1.1. Expenditures

Plan expenditures to minimize financial risk while maximizing benefits

5.3. Growth

Develop a funding strategy for viable growth

5.4. Strategic Alignment

Align operations with programs, membership needs, and growth

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Submitter:
Given Name: Owen
Surname: Ambur
Email: Owen.Ambur@verizon.net
Phone: 