



**IAP2 USA
Strategic
Plan**

**2022-
2024**



Table of Contents

- 1** Introduction
- 2** Message from our Leaders
- 3** Preface
- 5** Vision, Mission, Core Values
- 6** Equity Statement
- 8** Goals and Strategies
- 11** Measuring Success
- 12** Acknowledgments

Introduction

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.

IAP2 has always emphasized the importance of program design and goals identification for developing effective and meaningful public participation processes.

IAP2 views public participation as any process that involves the public in problem-solving or decision-making and uses public input to make decisions. Public participation includes all aspects of identifying problems and opportunities, developing alternatives, and making decisions.

IAP2 USA's organizational structure provides support for practitioners all over the country. Chapters plan and organize local events, activities, and professional development opportunities, and are the foundation of a vital and thriving organization.



Message from our leaders

To our Members and Partners:

We are living in challenging times – from a global pandemic to increasing democratic tension and racial injustice. We have experienced first-hand the critical importance of being nimble and embracing growth through change. IAP2 USA has found many silver linings, opening new opportunities through virtual engagement to expand reach and to build connections in a time when they are needed the most.

The 2022-2024 Strategic Plan was developed with the recognition that to advance our mission and achieve our goals, our organizational culture depends upon flexibility and continuous learning.

We must center equity in everything we do and be steadfast in efforts to remain interconnected with the experiences faced by everyone in our democracy, no matter how different those experiences are from our own. To that end, we have sought input from all corners of our organization in the development of this plan and considered the cultural context in which we must operate, to build a successful future for IAP2 USA.

This document is intended to provide clear, concise direction on our strategic priorities with transparent metrics, so that we hold ourselves accountable to outcomes, while also providing the space needed to allow for innovations that will help us advance this important work together. We look forward to partnering with you as we work to realize these goals.

In Partnership,

The IAP2 USA Board of Directors



Preface

Several internal and external factors informed the development of the 2022-2024 Strategic Plan.

We document these factors to acknowledge their significance to IAP2 USA, its operations and members, as well as to our country and to provide a reference to future boards. This documentation will allow the future boards to understand the context of the decision-making of the plan development and will facilitate their ability to track contextual changes, course correct, and create future strategic plans

Internal factors that influenced this document:

- Significant organizational change:
 - Revenue sharing with IAP2 International,
 - Transitioning from a founding to governance board,
 - Onboarding new training products, and
 - Targeted recruitment of new board members.
- Organizational focus on equity in addition to our existing commitments.
- Diversifying revenue streams and recovering from COVID-19 losses.
- Emerging needs caused by post-pandemic uncertainties.
- More partner interest.
- Growth that continues to outpace the organization's ability to grow its resources and contract staff.

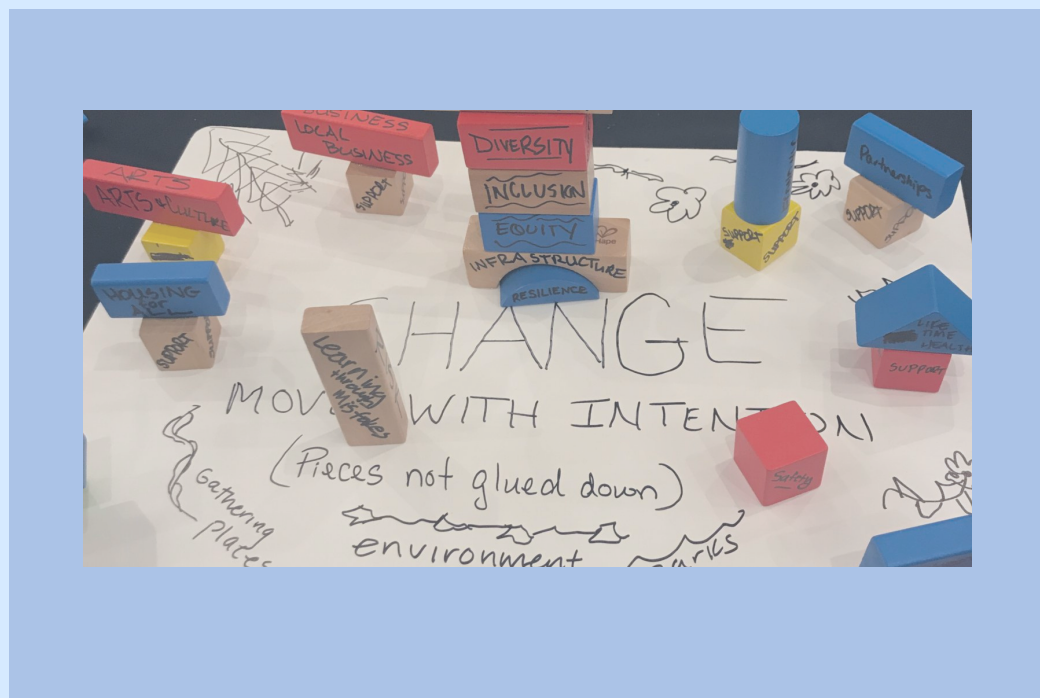
External factors that influenced this document:

- National reckoning related to the nation's history and practices of white supremacy, slavery and the systemic racism, along with efforts to replace these realities with a focus on equity.
- Tension and mistrust of political parties, and media.
- "Climate change" transitioning to "climate crisis" which is moving topics of decision-making from avoidance of impacts to adaptation, resilience, reinvention and behavior change.

Preface continued

Our key insights are:

- Uncertainties are projected to continue, which will require revisiting and modifying organizational operations, priorities and offerings.
- New agreements and curriculum will be tested during this time and likely refined, causing the need for communications about this change and managing uncertainty of related revenue, subject matters, trainee experience, and trainer development.
- Foreseeable growth in partnerships, membership, and chapters will require more resources, including staff/contract staff and technological resources.
- Growth and diversification of revenue streams will be needed to support our organizational commitments.
- As the context is complex and will continually change, the Board will need to progress in its transition from a founding to governance culture, so that it can identify opportunities, foresee emerging needs, and build IAP2 USA's profile and ability to follow-through on its commitments.
- IAP2 USA's vision is more relevant and the organization has a role in restoring trust in decision-making at all levels of government.
- Communities, businesses, and governments will require nimble decision-making and may want to focus on social outcomes of those decisions.
- More engagement efforts may be increasingly led by non-governmental entities.



Our 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.

Our Mission

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

Core Values

- 1 Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- 2 Public participation includes the promise that the public's contribution will influence the decision.
- 3 Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- 4 Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- 5 Public participation seeks input from participants in designing how they participate.
- 6 Public participation provides participants with the information they need to participate in a meaningful way.
- 7 Public participation communicates to participants how their input affected the decision.

IAP2 USA's Commitment to Equity

Context

IAP2 USA acknowledges that structural racism and discrimination of all kinds has played a significant role in shaping our profession and sector. The foundation of our organization is to ensure all people, especially those least served and most impacted, have the ability to participate in decisions that affect their lives. To address this, IAP2 USA commits to centering these communities and their experiences in its programming so that it can begin correcting the role our sector has played in past and current disparities across our country.

Commitment

People deserve a voice in decisions that affect them. As public participation professionals, it is our duty to engage with the full spectrum of people who are impacted by decisions. Past IAP2 practices have been complicit in maintaining systemic imbalances of power in decision-making caused by institutional and structural racism.

Going forward, IAP2 USA is committed to equitable practices and the dismantling of racism at all levels of the organization and throughout our public participation practice. **We will elevate the voices of people and communities that have been marginalized due to their race, color, culture, ethnic origin, gender, sexual orientation, and ability by centering equity in all that we do.** Additionally, IAP2 USA calls on all individuals involved in public participation to actively work to dismantle racist and discriminatory practices and policies in organizations and communities by using public decision making processes that are accessible, welcoming, and empowering for marginalized communities.

IAP2 USA's Commitment to Equity continued

Actions

IAP2 USA commits to taking the following actions, acknowledging that becoming an equitable organization is a journey, rather than a destination. The IAP2 USA board, in collaboration with members, will revisit this commitment annually to hold ourselves accountable, celebrate progress, and identify areas for new and ongoing work.

In our own organization, IAP2 USA will:

- Center equity in our operations and organizational culture.
- Write, implement, evaluate, and update IAP2 USA policies and practices using an equity lens.
- Provide equity leadership and support in our work with IAP2 International, IAP2 regions throughout the world, and our US chapters.
- Recruit, support, and promote diversity among IAP2 USA leadership, members, practitioners, and partners.

IAP2 USA will support individuals involved in all facets of public participation by:

- Providing tools, training, and other resources for best practices in inclusive and equitable engagement including:
 - Respect for diverse values, traditions, and perspectives in all settings,
 - Commitment to learning about and amplifying diversity, equity, and inclusion, and
 - Identification and interruption of bias in all areas of our work.
- Advocating for public participation that focuses on those who most often experience barriers to participation, particularly Black and indigenous people, and promoting equitable P2 as a tool for strengthening democracy.
- Conducting evaluations and publishing research that furthers the body of knowledge surrounding equity-centered public participation.

Goals and Strategies

We recognize that DEI must infuse everything we do and so our Equity commitment informs every goal and is intended to provide a lens for implementation of each strategy.

1 **Goal: IAP2 USA grows and connects a diverse network of members actively engaged in activities and initiatives.**

Strategies:

- 1.1 Enhance member support and recruitment, while reducing barriers to participation.
- 1.2 Engage members and volunteers to participate in committees and task forces and other volunteer opportunities.
- 1.3 Continuously seek input to ensure inclusive programming with desirable content.
- 1.4 Build partnerships that support membership growth and strategic programming, ensuring diversity in representation and needs.
- 1.5 Provide support and mentoring for chapter growth and development.

2 **Goal: IAP2 USA advances and advocates for quality public participation.**

Strategies:

- 2.1 Strengthen the Ambassador Program.
- 2.2 Support strategic and industry specific partnerships.
- 2.3 Distribute and promote tools that strengthen public participation.

Goals and Strategies continued

3

Goal: IAP2 USA provides training and professional development opportunities that are relevant, innovative, and transformative.

Strategies:

- 3.1 Implement new harmonized training curriculum.
- 3.2 Reduce barriers to and prioritize diversity of the trainer development program.
- 3.3 Host engaging in-person events, considering geographic location.
- 3.4 Enhance virtual training and its accessibility.
- 3.5 Increase accessibility of the professional certification program.
- 3.6 Revamp scholarship program to include opportunities to increase the geographic, racial, ethnic, ability and gender diversity represented in those settings.
- 3.7 Provide and support mentorship connections.
- 3.8 Integrate Diversity, Equity and Inclusion within training and professional development offerings.

"Public participation is simple. It's about people engagement. We, as individuals, and as a group want to have and should have a voice in the decisions that affect us. Greater and more inclusive engagement delivers richer, more adaptive, and more reflective products and processes."

~Gwen Howard, Board President

Goals and Strategies continued

4

Goal: IAP2 USA sustains a healthy governance and operations model.

Strategies:

- 4.1 Recruit and retain a high-performing, diverse and strategic governance board.
- 4.2 Establish and maintain clear and equitable policies and procedures.
- 4.3 Build out program evaluation and measurement framework.
- 4.4 Build out a sustainable staffing model in proportion to revenue.
- 4.5 Review and align communications processes.

5

Goal: IAP2 USA cultivates diverse revenue streams.

Strategies:

- 5.1 Look for opportunities to monetize our existing products/services.
- 5.2 Pursue regular sponsorship opportunities.
- 5.3 Encourage current and past board giving.
- 5.4 Implement an adaptive revenue generation plan.

Measuring Success

The IAP2 USA Board has worked collaboratively with staff to identify quantitative and qualitative performance metrics for each goal that can be easily tracked through existing data sources. A report will be developed annually to showcase these metrics so that we can track progress towards our goals. This transparent approach promotes accountability and gives us the opportunity to adjust if we are not seeing the progress we would expect, allowing for flexibility and continuous improvement in our growth as an organization.

Examples of metrics to be used include member satisfaction through the member survey, membership rates and types, revenue by type, board self-assessment survey, number of trainings delivered, number of training participants, training type including courses geared toward government and private sector members, and course evaluations.

The development of this plan is only the beginning, IAP2 USA strives to build a culture of continuous learning and improvement. While this plan provides a high-level overview, the annual workplans and ongoing progress monitoring will support our strategic focus and adaptability to ensure the needs of our members remain front and center in all we do.



Acknowledgements

Many individuals and volunteers contributed to IAP2 USA's Strategic Plan, including scores of public participants. Thank you to our dedicated members, our strategic planning committee task force, and our board of directors.

The 2021 Board of Directors:

Gwen Howard, President
Heather Imboden, Vice President
Lisa Carlson, Treasurer
Michael Bailey, Secretary
Cathy Smith, Immediate Past President
Claudia Bilotto
Deanna Desedas
Tina Geiselbrecht
Natalia Hentschel
Kendall Martin
Wendy Green Lowe

Special Thanks to the Strategic Planning Task Force:

Claudia Bilotto (co-chair)
Gwen Howard (co-chair)
Michael Bailey
Lisa Carlson
Tina Geiselbrecht
Pete Iengo
Ashely Tjaden
Gail Madziar (staff)
Erin Zimmermann (staff)

Contact

IAP2 USA
13396 Kearney St.
Thornton, CO 80602
<https://www.iap2usa.org>
info@iap2usa.org