



Lambda Alpha International – Ely Chapter

2016 Strategic Planning

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Center for Governmental Studies

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The findings and conclusions presented in this report are those of the authors/participants alone and do not necessarily reflect the views, opinions, or policies of the officers and/or trustees of Northern Illinois University.



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development

2016 LAI-ELY Strategic Planning

The Lambda Alpha International – Ely Chapter (LAI – Ely) is the local chapter of the global land economics society that connects professionals from a variety of fields related to the use and reuse of land. LAI –Ely provides a forum for the exchange of ideas around and advancing best practices in land use and development. The diverse membership make-up provides a well-rounded perspective on these issues and is one of the key assets of the organization.

LAI-Ely facilitates information sharing and education through meetings, workshops, and online platforms for members. Membership in LAI-Ely is selective and honorary.

LAI-Ely board members and staff met on January 13, 2016 for a half day strategic planning session in Chicago, Illinois. Current issues facing LAI-Ely include membership engagement, competition from other professional associations for members’ time, continuing to develop engaging and timely programing, and geographic focus of issues and membership.

MISSION

LAI-Ely has not been guided by a formal mission. Using a suggestion provided by a respondent to the Board Survey, the following was developed as a possible option for further discussion and approval.

Lambda Alpha-Ely is a forum for the advancement of land economics through ideation, education and collaboration.

SWOT ANALYSIS

Participants reviewed the strengths, weaknesses and opportunities identified in the survey and were asked to identify the threats to the organization.

<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Diverse and stable membership <input type="checkbox"/> Quality programing <input type="checkbox"/> LAI Connection <input type="checkbox"/> Prestigious organization <input type="checkbox"/> Financially stable <input type="checkbox"/> Flagship chapter <input type="checkbox"/> Interdisciplinary 	<p>Weaknesses</p> <ul style="list-style-type: none"> <input type="checkbox"/> Membership Retention <input type="checkbox"/> Communication <input type="checkbox"/> Member involvement <input type="checkbox"/> Informal networking, opportunities to make connections <input type="checkbox"/> Visibility <input type="checkbox"/> Job/project postings <input type="checkbox"/> Member diversity (demographics)
<p>Opportunities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recent administration change was good <input type="checkbox"/> Engage current members <input type="checkbox"/> Recruiting diverse members <input type="checkbox"/> Increase partnerships to shape conversation 	<p>Threats</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staying relevant <input type="checkbox"/> Economy <input type="checkbox"/> Competition for time/members/money <input type="checkbox"/> Engagement – leveraging technology <input type="checkbox"/> Maintaining conventional approach to programing, becoming stagnant <input type="checkbox"/> Being all things to all people and being less defined

2016

GOALS, ACTIONS AND MEASUREMENT

Participants reviewed the SWOT results and were asked to identify specific actions that would significantly impact them. Participants then thematically grouped actions and targeted strategic issues based on the groupings that emerged. The results create the initial framework for a strategic plan.

RECOMMENDATIONS

The following are some general recommendations for implementation.

- LAI-Ely board members and staff hold an initial meeting to review and fine tune the plan.
- Identify specific tasks associated with each objective where none have been identified.
- Collectively determine who is responsible for what specific task. Some tasks may require action from a committee, some only one individual, etc.
- Collectively determine timelines to ensure task completion.
- Collectively determine how baselines for measurements will be established and tracked.
- LAI-Ely staff regularly provides a status update on completion of tasks and measurements at monthly board meetings.

If an item is continually pushed back or tabled as a result of missed deadlines or inactivity it should be re-evaluated by the group in an attempt to understand why it is not being accomplished, what needs to be addressed, and how the board and staff can better manage the task in order to complete the overall objective

Short term = by 12/31/2017

Mid-term= by 12/31/2019

Long term=by 12/31/2021

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GOAL 1: Ensure Financial Viability and Sustainability			
A. Establish and define financial policies			
<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
Develop general operating policies	1. Build on financial policy established in 2015.	President, President-Elect, Treasurer	Short Term
	2. Board roles and responsibilities	President, President-Elect, Treasurer	Short Term
Develop sponsorship policies	1. Reevaluate sponsorship structure	President, Past President, President-Elect and Staff	Short Term
	2. Develop event sponsorship guidelines and policy	President, Past President, President-Elect	Short Term
Develop policy on the development and use of reserves	1. Check with LAI about use of reserves	Staff	Short Term
	2. Determine how reserves have been used in the past	Staff	Short Term
	3. Determine how much should be in reserve	President, President-Elect, Treasurer	Short Term
Develop policy on event/program subsidies	1. Determine profit/loss threshold for each program and event: (new and existing)	President, President-Elect, Treasurer	Short Term

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	2. Create a government sector subsidy for programs	Membership Committee	Short to Mid Term
B. Identify new sources of funding			
Assess long-term financials for sustainable sources of revenue	1. Assess the operating revenue needs over a three year period	President, President-Elect, Treasurer, Staff	Short Term
Explore opportunities for revenue improvement	1. Review membership dues structure a. Evaluate government subsidy	Membership Committee and President, President-Elect, Treasurer	Mid Term
	2. Explore new programming models	Programming Committee	Mid Term
	3. Identify grant opportunities (LAI or other)	President, President-Elect, Treasurer	Mid Term
	4. Identify other sources of revenue including LinkedIn	Communications Committee and President, President-Elect, Treasurer	Mid to Long Term

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GOAL 2: Provide High Level of Member Services			
A. Improve external PR of organization			
Increase visibility of Ely Lambda in Chicago Metro Area	1. Create campaigns to promote events, speakers, and projects with which the chapter is involved	Communications Committee	Short Term
	2. Identify press contacts	Communications Committee and Board	Short Term
	3. Write op-eds on key issues	Communications Committee and Board	Mid Term
	4. Take on service projects	Board	Mid Term
	5. Create template for member use at other events, website; (include member features, testimonials)	Communications Committee	Short Term
B. Develop innovative, engaging and timely programing			
Explore new programing formats	1. Programing committee explore mentor speed coaching, annual service project, small networking events, provide exclusive experiences for members, morning programing, and suburban programing.	Programming Committee	Ongoing
	2. Identify cost/revenue for each event	Programming Committee, President, President-Elect, Treasurer	Ongoing
	3. Determine which programs are most desired and viable	Programming Committee, President,	Ongoing

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		President-Elect, Treasurer	
	4. Roll-out new programs within the established program schedule	Programming Committee, Staff	Ongoing
Host/attend “big thinking” events	1. Identify topics to explore that push the envelope on urban planning and land use questions or issues.	Programming Committee	Mid-Long Term
	2. Host a Chicago suburban redevelopment charrette	Programming Committee	Mid-Long Term
	3. Host LEW event and/or increase engagement with LEW events, possibly sending two members per year to LEW events;	Programming Committee and Board	Mid Term
	4. Explore paid speakers if budget permits	Programming Committee and Board	Short to Mid Term
	5. Continue to explore opportunities to exchange with other chapters or cities	Programming Committee and Board	Ongoing
	6. Explore exchange visit with another Chapter or International location with active real estate environment.	Programming Committee	Mid-Long Term
Recognize members achievements and accomplishments	1. Create a “member spotlight” highlighting member activities, accomplishments, that promotes member value to LAI-Ely	Membership/Communication Committees	Mid-Long Term
	2. Recognize members’ professional accomplishments with ‘member of the year’ award. “Richard T. Ely Service Award”?	Awards Committee	Mid Term

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	3. Member showcase	Communications Committee	Mid-Long Term
Build and expand external partnerships	1. Partner with allied organizations for programing	Programming Committee	Long Term
Establish better connections with international and other chapters		President and Global Chapter, LAI VP's	
Explore and develop regional networking opportunities	1. Bring in regional thought leaders to increase visibility	Programming Committee	Long Term
	2. Examine sponsorship avenues to fund paid speakers	Board	Long Term
Member Showcase			
C Provide meaningful networking opportunities for new and existing members			
<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
Enhance membership networking opportunities	1. Include “take to lunch” opportunities and making sure co-sponsors have met nominees	Communications and Membership Committees	Short Term

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	2. Rather than mentoring, focus on match-making	Membership Committee	Mid Term
	3. Make “speed networking” part of new member orientation night	Membership Committee	Short Term
	4. More committee engagement opportunities	Board	Short Term
	5. Provide networking opportunities for members	Programming Committee	Ongoing
	6. Establish protocol for new members to be “drafted” to committees at new members’ event?	Membership Committee	Short to Mid Term
	7. Include service project for new initiates	Board	Short to Mid Term
Ensure high quality member recruitment	8. Be targeted in recruitment – Aldermen, public sector folks, organization leaders	Membership Committee	Short to Mid Term
D Expand reach locally			
<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
	1. Set up task forces for hot issues	Communications Committee and Board	Short to Mid Term
	2. Expand partnerships	Board	Ongoing
	3. Initiate conversation on the “big issues”	Communications Committee	Long Term
	4. Service projects	Board	Short to Mid Term

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Goal 3: Create and Maintain Membership Value			
A. Develop a communication strategy on membership value			
<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
Develop targeted annual surveys to active and inactive members	1. Survey members on membership value	Communications Committee and Staff	Ongoing
	2. Assess and (re)engage former and inactive members on their lack of activity.	Membership Committee	Short Term
	3. Create a member retention plan based on findings a. Evaluate government subsidy	Membership Committee	Short Term
Improve communication to members	1. Member newsletter/Constant Contact	Communications Committee and Staff	Mid Term
	2. Open up information to members – transparency Budget/financials Board minutes	Staff	Short Term
	3. Develop a Narrative regarding strategic plan and process	President	Short Term
Utilize technology to reach broader audience	1. Develop social media pages: LinkedIn, Facebook, Twitter, Instagram, YouTube	Communications Committee	Short Term

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	2. Continue development of chapter website (source for local industry activity: job postings and RFPs)	Communications Committee and Staff	Short Term
	3. Add a listserv	Communications Committee	Long Term
B Formalize (re)branding initiative			
<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
Define the value proposition and brand promise of LAI Ely	1. Complete a thorough analysis of the relative value of LAI-Ely against other competing professional land organization.	Communications Committee	Short Term
	2. Identify the key differentiators (the secret weapon) and develop talking points	Communications Committee	Short Term
	3. Establish a subcommittee that will implement	Communications Committee and Board	Immediate
	4. Update documents to conform with branding, including strategic plan	Communications Committee and Staff	Short Term
C Determine who is the “core”- most active members of Ely			

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<i>Objectives</i>	<i>Tasks</i>	<i>Responsible Staff/Committee/Board</i>	<i>Timeline for completion</i>
	1. Determine through registration records what members are attending	Staff	Short Term
	2. Determine to extent possible the professions and other details about guests through past registration records	Staff	Short Term