



American Society for
Public Administration

A decorative graphic on the right side of the page consists of several diagonal stripes of varying shades of green and blue, pointing towards the top right corner.

2018 **STRATEGIC PLAN**

The Southern California Chapter of
American Society for Public Administration



From the President

Welcome to our strategic plan. This document is a product of intensive discussions by the Strategic Plan Update Committee and feedback from our stakeholder survey. This is our blueprint for the next several years on how we want to develop our organization and engage our stakeholders so that our Chapter will continue to be a leader in public services in Southern California.

We wanted to treat the Plan update as a celebration of what the Chapter has accomplished since publishing the 2007 LA Metro Chapter Strategic Plan, which outlined aspiring goals to guide the Chapter's activity improvements to meet the needs of a rapidly changing world.

Many ideas were exchanged during the Strategic Plan Update Committee meetings that are currently not part of the Chapter activities. These include lunchtime speaker series on timely topics, webinars, and formalized mentorship programs. Some of these ideas are included in this plan's goals.

This document is our first step towards realizing both new and old ideas so that the Chapter will continue to offer value to those who are engaged in public services, and contribute to the field of public administration. I encourage each of you to take part in shaping the excellence in public administration.



AKIKO YAMAGAMI
CHAPTER PRESIDENT, 2016-2018

About ASPA

Since 1939, ASPA has been the nation's most respected society representing all forums in the public service arena. It is an advocate for greater effectiveness in government, agent of goodwill and professionalism, publisher of democratic journalism at its very best, purveyor of progressive theory and practice and provider of global citizenship. ASPA leaders believe that by embracing new ideas, addressing key public service issues and promoting change at the local, federal and international levels, the society can enhance the quality of lives worldwide.

ASPA is the largest and most prominent broadly based professional association in American public administration. It has a diverse membership of approximately 8,000 practitioners, academicians and students. ASPA serves as the principal arena for linking theory and practice within the field of public administration. It is dedicated to advancing the art, science, teaching and practice of public and non-profit administration.

ASPA is the leading interdisciplinary public service organization that:

- Advances the art, science, teaching, and practice of public and non-profit administration,
- Promotes the value of joining and elevating the public service profession,
- Builds bridges among all who pursue public purposes at home and internationally,
- Provides networking and professional development opportunities to those committed to public service values, and
- Achieves innovative solutions to the challenges of governance.

ASPA's four core values are:

- Accountability and Performance,
- Professionalism,
- Ethics and Integrity, and
- Social Equity.

Accountability and Performance

ASPA's Center for Accountability and Performance addresses the requirement for all levels of government to move toward performance-based, results-driven management, through education, training, advocacy, technical assistance, resource sharing and research.

Professionalism

Our value of professionalism is promoted through Chapters, through which members have an opportunity to advance their careers by becoming involved in their local public administration community.

Members also gain exposure to major public service issues by joining ASPA's topic-based Sections. These Sections focus on finance, budgeting, human resources, health and human services, ethics and more. Sections provide additional networking opportunities through conferences and other professional development activities. They also have a variety of award and scholarship opportunities.



Ethics and Integrity

ASPA promotes ethics and integrity in public service and governance worldwide. ASPA's Code of Ethics exhorts members to adhere to ethical principles while working in the field of public service. Through membership in ASPA's Section on Ethics and Integrity of Governance, members can access a variety of resources including the leading ethics journal in the field, Public Integrity, and Ethics Today, an award-winning electronic newsletter.

Social Equity

Finally, ASPA promotes dialogue on social equity issues in all areas of public service including public budgeting, government hiring practices, diversity in academia and more. Additionally, each year at the Annual Conference, ASPA hosts the Gloria Hobson Nordin Social Equity Award Luncheon, where it honors a public administrator who has distinguished him or herself in achieving fairness, justice and equity in government.

Southern California Chapter

The Southern California Chapter, at the time of the last Strategic Plan named the LA Metro Chapter, was founded in 1948. Like the national organization, this Chapter encompasses the entire public administration community, embracing the wide range of professionals who administer the public trust. Members come from all ranks of government, non-profit, university and private industry and embrace leaders who work with public administrators.

The Southern California Chapter has approximately 200 current members and another 1,600 individuals who subscribe to the Chapter's electronic communications, making it the second largest Chapter of ASPA. It has a robust annual event calendar and makes it a priority to reach students in order to educate them about the opportunities in public service and potential career paths. All activities are designed to foster direct engagement between the speakers and the attendees to provide the richest experience possible.



THE CHAPTER MISSION STATEMENT IS:

“ To inspire and promote public service leadership in the Southern California Region. ”

THE CHAPTER MOTTO IS:

“ Where leaders meet leaders. ”

Updating the Strategic Plan

In late 2016, the Southern California (So Cal) Chapter of ASPA initiated an effort to update the ASPA LA Metro Chapter¹ Strategic Plan 2007 (March 2007) with a recognition that a majority of the goals identified in the Strategic Plan have been accomplished and action items have been implemented as the Chapter's current practice. The recognition triggered that an updated Strategic Plan was warranted to align the Chapter's multi-year operations to its Mission and Vision.

Five (5) goals have been identified through the effort of the So Cal Chapter's Strategic Plan Update Committee (below). Details of each goal are provided in the subsequent section.

Strategic Plan Implementation

This Strategic Plan will be a blueprint for the So Cal ASPA for the next several years to focus Chapter resources on areas that the Chapter believes will have the positive impact to its Council Members and the Chapter members.

To operationalize the goals and detail out action steps, roles and responsibilities, the Chapter President will mobilize the Chapter Council to form committees for each goal. Each committee will be responsible for developing a realistic and nimble implementation plan for the assigned goal. The Chapter Council will be responsible for implementing the action steps developed by the committees, and will periodically review the progress to ensure that the Chapter activities are aligned with the Plan and any changes to the Chapter's priorities are properly addressed.

¹ As part of an update to the Chapter Constitution in 2013, the Chapter name was changed from Metro LA Chapter to Southern California Chapter

GOAL 1:
DEFINE AND
REFORMULATE
CHAPTER STRUCTURE

GOAL 2:
ENHANCE
PARTNERSHIPS AND
PROGRAMS

GOAL 3:
ENSURE SOUND FISCAL
OPERATIONS

GOAL 4:
PROMOTE
STAKEHOLDER
SATISFACTION

GOAL 5:
CONNECT WITH
CHAPTER MEMBERSHIP
THROUGH MARKETING,
COMMUNICATION AND
BRANDING

Acknowledgements

INITIAL GUIDANCE:
Ron Fleming, Jane Pisano and Debbie Dillon

STRATEGIC PLAN UPDATE
COMMITTEE:
Hugo Asencio, Robert Blume, Debbie
Dillon, Basil Panas, Don Spivack, Hoan
Tang, Adrian Velazquez-Vasquez and
Akiko Yamagami

FACILITATOR:
Christie Bautista

GRAPHIC DESIGN:
Ludlow Brown



GOAL 1: DEFINE AND REFORMULATE CHAPTER STRUCTURE

DEFINITION Clearly defining roles, expectations and responsibilities for the Chapter Council and its members, as well as embedding them in the Constitution and all operating policies and procedures

OBJECTIVES	STRATEGIES
<p>Define roles, expectations and responsibilities for Chapter Council members, embed them in the Constitution, and develop a roles and responsibilities handbook</p>	<ol style="list-style-type: none"> 1. Form a committee to formulate Council member roles, expectations, and responsibilities as recommendations to the Chapter Council 2. Approve final changes to be incorporated into an amended Constitution by the Chapter Council 3. Approve amended Constitution by the Chapter membership 4. Create a handbook that outlines roles and responsibilities
<p>Recruit, develop, and retain Council members with diverse backgrounds and expertise</p>	<ol style="list-style-type: none"> 1. Annually evaluate composition of Chapter Council prior to recruitment to determine if different outreach methods are needed 2. Conduct broad outreach to ensure diversity is achieved amongst the Council membership 3. Provide orientation to new Chapter Council members regarding their roles and responsibilities
<p>Ensure that the Constitution is consistently applied to all Chapter Council members</p>	<ol style="list-style-type: none"> 1. Develop a mechanism to monitor on a bi-annual basis the consistent application of the Constitution by the Chapter Council members
<p>Regular implementation and consistent follow-up of the succession plan</p>	<ol style="list-style-type: none"> 1. Form a committee to develop a succession plan for all Vice President (VP) positions 2. Develop a mechanism to monitor that the succession plan is consistently followed and implemented



GOAL 2: ENHANCE PARTNERSHIPS AND PROGRAMS

DEFINITION Developing and expanding on the Chapter’s programs and events portfolio	
OBJECTIVES	STRATEGIES
Identify various types of events to increase members’ participation	<ol style="list-style-type: none"> 1. Survey members’ interests 2. Look into other professional organizations’ ongoing activities and events 3. Carry out the top events identified by paid members and Chapter Council members 4. Establish formal mechanisms to solicit participants’ feedback after events
Expand and strengthen current/ existing partnerships with sponsors, organizations, and universities, and pursue new partnership opportunities for joint activities	<ol style="list-style-type: none"> 1. Assign an ambassador(s)/coordinator(s) whose responsibilities are to explore and implement partnership enhancement initiatives 2. Initiate coordination and communication and share resources for joint activities
Implement special events/activities to improve members’ engagement	<ol style="list-style-type: none"> 1. Form ad-hoc subcommittees to develop special event proposals 2. Identify resources and tools 3. Look for strategic partnerships 4. Advertise and announce events 5. Set budget 6. Solicit feedback to improve event planning and content



GOAL 3: ENSURE SOUND FISCAL OPERATIONS

DEFINITION Implementing policies, procedures, and strategies that ensure financial health for the future

OBJECTIVES	STRATEGIES
<p>Increase revenue streams to support the enhancement of the Chapter’s activities</p>	<ol style="list-style-type: none"> 1. Increase dues paying members by recruiting at all Chapter events 2. Increase sponsorships 3. Include membership information in all event surveys 4. Create donor/endowment/sponsorship opportunities
<p>Continued transparency of reporting financial information to the Chapter Council and National Office</p>	<ol style="list-style-type: none"> 1. Present written financial reports at all Chapter Council meetings 2. Prepare and approve fiscal budget before the beginning of the fiscal year 3. Ensure timely reporting of all required financial information to National ASPA 4. Maintain records and report as needed to maintain Chapter 501(c)(3) status
<p>Implement written policies and procedures for event coordinators to close out events</p>	<ol style="list-style-type: none"> 1. Assign Chapter Council Members to document current procedures for event planning 2. Create an Events Manual for future reference



GOAL 4: PROMOTE STAKEHOLDER SATISFACTION

DEFINITION Developing programs that foster active participation and engagement in Chapter activities and result in leadership development	
OBJECTIVES	STRATEGIES
Membership gains measurable value	<ol style="list-style-type: none"> 1. Paid members and event attendees' satisfaction surveys consistently completed promptly (within one week of the event) and shared with responsible parties 2. Revise contents of Chapter activities and/or develop new contents to reflect on received feedback 3. Regularly monitor program and membership participation and address negative trends proactively
Speakers are fulfilled and inspired to contribute in future	<ol style="list-style-type: none"> 1. Event coordinator thanks speaker and speaker's superior in writing within 24 hours of each event 2. Event coordinator personally contacts speaker by telephone to gain feedback within 3 days 3. Event coordinator presents feedback from speaker and surveys at following Chapter Council meeting to refine or expand speaker base
Expanded sponsor/partner base	<ol style="list-style-type: none"> 1. Establish a sponsorship committee 2. Define sponsor and sponsor roles and expectations 3. Outreach to connect and recruit sponsors/partners 4. Formalize relationship by agreement or other vehicle within 48 hours of a sponsorship agreement being reached
Overwhelming interest to serve on the Chapter Council	<ol style="list-style-type: none"> 1. Start recruitment in January and finalize selection annually by April 15 2. Provide a thorough Chapter Council orientation with Chapter Council roles and responsibilities by May 15 3. New Chapter Council members will be assigned an experienced Council Member as a mentor for the first year



GOAL 5: CONNECT WITH CHAPTER MEMBERSHIP THROUGH MARKETING, COMMUNICATION AND BRANDING

DEFINITION Leveraging technology for effective and timely marketing and communication to strengthen the Chapter’s brand appeal that results in the Chapter’s growth

OBJECTIVES	STRATEGIES
Strengthen brand recognition	<ol style="list-style-type: none"> 1. Develop a social media plan to reach more people and update current members (VP of Marketing and Communication) 2. Enhance website with recent events posts, upcoming events, and publications on a monthly basis 3. Form a committee to create a marketing plan to promote Chapter brand online and at Chapter events 4. Present mission and motto at visible places at meetings and events as often as possible
Make information about the Chapter activities, including upcoming and past events, newsletters and outreach activities, easily available	<ol style="list-style-type: none"> 1. VP(s) of Marketing & Communications manages Chapter activity information through the Chapter website and social media promptly 2. VP(s) of Marketing & Communications and VP(s) of Programs respond to inquiries about the Chapter activities and information sharing promptly 3. The Chapter Council evaluates the effectiveness of communication channels, makes recommendations and implements improvements twice a year
Increase attendance at the Chapter Council meetings	<ol style="list-style-type: none"> 1. Chapter Council members share their preferred method for Council meeting participation, i.e., attend in-person, remote participation via phone, or video, etc., at the first Council meeting of the year and collectively develop a meeting format that allow for maximum participation 2. Provide feedback to Council members on their participation and expected responsibilities 3. Evaluate the approach at the last meeting of the year to identify areas of improvements

Chapter Council Members



2017-2018 Officers

PRESIDENT:

Akiko Yamagami
Los Angeles County Metropolitan Transportation Authority

VICE PRESIDENT OF FINANCE:

Basil Panas
Southern California Association of Governments

VICE PRESIDENT OF PROGRAMS:

Hoan Tang
Los Angeles County Department of Public Works

VICE PRESIDENT OF MARKETING AND COMMUNICATIONS:

Vacant

IMMEDIATE PAST PRESIDENT:

Christie Bautista
California Department of Toxic Substances Control

SECRETARY:

Tonia Reeves-Jackson
Southern California Association of Governments

INCOMING PRESIDENT:

Adrian Velazquez Vasquez
University of La Verne

Council Members

Hugo Asencio
California State University, Dominguez Hills

Robert Blume
Los Angeles County Sheriff's Department

David Karber
California State University, Dominguez Hills

Debbie Dillon
Southern California Association of Governments

Paul Hubler
Alameda Corridor East Construction Authority

Ron Fleming
University of California, Irvine

Jack Meek
University of La Verne

Don Spivack
University of Southern California

Elena Kulikov
California State University, Dominguez Hills

Robert Rose
County of Riverside

Rui Sun
California State University, Dominguez Hills



