



The National Association of Environmental Professionals

President's Report – from Past to Present



Dear Members:

We realize that this is the section where that president's report is typically published but NAEP is changing so we have made a slight change for this issue of the newsletter. This is a report from the Executive Committee to all of you regarding some of the challenges we have faced during the last two years and how we have better positioned NAEP to not only face these challenges but actually embrace and improve the organization due to them.

First a quick update. NAEP has been growing steadily over the last few years. In 2007 in Orlando we had one of our most successful conferences up to that time. Last year in San Diego we were able to surpass 2007. This is proof that NAEP can and is providing a service to the profession. The Board of Directors has great hopes for next year's meeting in Phoenix May 2009. We hope the experience of a highly successful, well attended Conference in 2008 will continue the dynamic changes that have been set in motion. The Board is working hard to stimulate membership growth and to provide meaningful programs to the members that reach out to all of the many disciplines of environmental professionals throughout the United States. We are even looking further into providing international environmental professionals with an association that spans the multidisciplinary nature of our profession.

If we as an association can continue on this path of redefining and energizing our membership both at National and State Chapter levels, NAEP could easily be an organization of 10,000 members within a few years. We firmly believe this. We must continue to emphasize quality services and not just numbers. We encourage each of you to talk to colleagues in your respective company or agency about the value of NAEP membership, our conferences, and the very real benefits of networking. If each one of us were to successfully recruit just one new member this year we would double in size. Imagine what that type of membership infusion could do to the creativity available to this association.

However, we must temper my optimism for NAEP's very bright future with the stark realities of what we have been through over the last two years. As our conference planners have been able to provide one spectacular conference after another, the Association Management operations of NAEP have been abysmal. The fact that our membership has increased over this time is a testament to our devoted members and those who understand the potential this association has for us all.

We are continuing this report with a focus on the future and due to that the next section will focus on a recent Strategic Planning Session that occurred at our new management offices. Later in this report we will provide an accounting of what NAEP has been trying to overcome for the last two years and some of the measures we have taken to correct the many challenges.

NAEP Strategic Planning Session – August 2008

To better prepare for our bright future the NAEP Leadership convened a Strategic Planning Session and Board of Director's Meeting at Fernley & Fernley's offices in Philadelphia on August 8th and 9th, 2008. The goal of the unusual multi-day meeting was to conduct the process and follow-up on the issues identified in the Leadership Survey and focus on the future of NAEP.

We would like to provide some background on the Strategic Planning session. We will focus on the work that occurred prior to the meeting, at the meeting and the results of the meeting.

Prior to the two day working sessions all Board Members and Chapter Representatives were asked to participate in an on-line survey aimed at gauging satisfaction with and performance of NAEP as an organization. A 29 question survey was sent to NAEP Leadership to collect information that would allow participants to perform a situational analysis of NAEP and the environment it is operating in currently as well as to identify future environments. We received 24 responses (13 national representatives and 11 chapter representatives) to the Board survey.

The question topics included were:

- Prep Questions – View of NAEP benefits and programs.
- SWOT Analysis – Feedback on NAEP strengths, weaknesses, opportunities and threats.
- Future Conditions – Insights into the issues that are shaping the future and what impact those issues will have.
- Objectives – Choices as NAEP's most pressing objectives.
- Chapter Relations – Feedback on how we can improve relations with Chapters and make the partnership more valuable for both the Chapters and NAEP.

A section of the survey focused on the Mission Statement and the need to identify if NAEP Leadership agreed with the current NAEP mission statement or whether it was on target given current conditions and future plans, and we asked for representatives to give us suggested changes.

In the next few months you will be asked to complete different surveys. Please make sure you take the time to provide your feedback. This feedback will allow NAEP to better meet the needs of you as a member and a professional. The information will be used by the Board and other volunteers to improve NAEP. You, the member, are the most critical step in this process and NAEP can only be successful if you actively participate.

Please see the summary report prepared by Fernley & Fernley for a description of our strategic planning efforts and decisions. The report can be viewed on the NAEP website or [click here](#) for a direct link.

Because of the importance of improving NAEP we planned to spend the most of our two days together focused on the Strategic Planning Session. These goals were identified in order of importance:



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- Assess the current state of our association – evaluate our strengths, identify our weaknesses and target our opportunities.
- Identify the future issues that will impact our industry and our association. This includes the legislation, regulations, demographics and other climate changes that will shape the future of our industry, our community, our clients, and our organization.
- Prioritize and focus on the core NAEP objectives. Based on what we know and what we project for the future, we need to focus on our most important objectives. We will emerge with action plans to carry out these objectives that will include both short and long term benefits for NAEP and all of its members.

These strategic sessions and meetings were among the most important meetings the Board has held in many years. NAEP is in the midst of a critical transition period – with a new management firm, new financial resources, new responsibilities and new challenges.

There were 3 primary strategic objectives identified during the session. The objectives and outcomes were as follows:

1. NAEP Image/Identity – Create a positive image and greater recognition of NAEP as a leader within the environmental profession and the public.
2. Resolution of NAEP/NAEP Chapter Issue - Decide how NAEP and the Chapters will interact. Set clear expectations and responsibilities for NAEP and the Chapters based on a clear written agreement(s).
3. Increase/Improve benefits to NAEP members - Provide more incentive for NAEP members to continue NAEP membership and prospective members to join NAEP.
 1. Training/Education
 2. Journal
 3. Networking

At the conclusion of the Strategic Planning Session an NAEP Board of Directors meeting was also held where progress on the budget and action plan for expected outcomes of our strategic objectives were discussed. A summary report is being prepared by Fernley & Fernley for membership distribution.

NAEP Recent History

What follows is an accounting of what NAEP has been trying to overcome for the last two years and some of the measures we have taken to correct the many challenges. As part of the President's regular duties, Jim has been producing reports on the state of NAEP throughout the period he has been President. Unfortunately, as many of you know, the Reports of Progress to the Board of Directors have not been provided on the NAEP web site for members to follow and understand. We have received

some well deserved complaints that our web has been out of operation for months at a time. We are very pleased to announce that the website has had substantial updates and we are working very hard to correct the remaining issues.

We have decided to provide you with a lengthy Progress Report so you can scan through by date. If you can take the time to review this report we think you will see significant progress in a number of areas that are critical to addressing NAEP's ability to grow and prosper as an Association. The Board of Directors and the Executive Committee have been working diligently to work through the many challenges that have been faced. We have taken on increased leadership responsibilities and forced things to happen, worked around obstacles that were out of our control, and corrected all that we could to make NAEP return to the levels of greatness we all, as members, deserve. The Executive Committee, in particular, has been working very hard every day to maintain basic association operations in an effort to ensure that our members are properly served and supported. We may not have been able to be completely successful each day, but we believe we have started the initiatives that will bear fruit and provide you with the value you deserve. We still need your assistance and support while the last of the initiatives are started, so please continue to support your Association.

- In July 2007, with the financial assistance of Cal AEP, for the first time NAEP and our Chapters we held a Chapter's Retreat at Ontario, California. This infusion of capital allowed NAEP to tap the creativity of each of the state and regional Chapters. We used the retreat to jump start efforts to renew and energize NAEP's Chapter Affiliations and internal organization. We found that there was confusion between NAEP and Chapter representatives as to the mission, objectives, and role of the National Association. Questions like "What benefits does an NAEP membership provide?" and "How can we more effectively interact and assist each other?" were asked and addressed by the attendees. The Chapter Retreat helped answer many questions and identified several areas for future improvement. We received lots of input from various State Chapter representatives on how we can improve our relationships. A summary report was prepared which continues to guide our actions. John Irving, our Chapter Committee Chairman, made this retreat a memorable occasion and continues to prod both the National and the Chapter Associations with reminders of outstanding issues as others are completed.

- In October 2007 during our Board of Directors Meeting previous to the San Diego Conference we focused upon our needs to work harder and better at communicating with our membership, and especially our Chapters. Review of the Retreat Action Plan revealed in the success of accomplishing some items and reflection on how to address others identified at the Chapters Retreat. Where they could be located, Chapter Affiliation Agreements were reviewed and found in need of renewal and updating. NAEP has begun working to shore



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up various Chapter Affiliation Agreements so that we are consistent in our relationship with all chapters and in sharing the National and State level experience and identifying existing benefits and creating new benefits of national membership to share and pass on to local members. To support Chapters it was also recognized we needed to review and update the operational roles and descriptions of all of our working groups and committees. We realized we had to make them more productive and accessible to our membership and chapters. Vice President Ron Deverman offered to lead this effort. While we have some very strong and active committees and working groups (NEPA Working Group for instance), others have been allowed to wither or their original purpose is no longer applicable to the direction NAEP has taken. In some instances, it was determined that the former leadership of a committee or working group was no longer active and the necessary activity has been allowed to flounder. Ron has helped NAEP define the status and to restart some important groups with new leadership. We will be hearing more from these people as they become operational in the coming months with a renewed focus on the new Strategic Plan.

- In January 2008, at a Board of Director Meeting in New Orleans, it was recognized by the Board of Directors that the Executive Committee had been called upon to serve in an extended capacity and were assuming the increasing duties of association management and basic administrative support for NAEP. This effort continued for months to draw very heavily upon the energies and volunteer time by the Executive Committee to run NAEP and continue to keep NAEP afloat. The Executive Officers extended normal coordination efforts and increased the frequency and length of conference call schedules and meetings. This group has taken actions that extended beyond the call of duty as volunteers. The lack of administrative support severely crippled NAEP and took much of the personal time of the Executive Committee members. We are still finding problems from this period that have affected membership and services. At the New Orleans Meeting we reported the following progress:

- o We developed a new NAEP Budgeting Process and produced the actual 2008 Budget.
- o We accepted an invitation for our NAEP President to serve on the International Organization of Environmental Professionals (IOEP) Advisory Board.
- o We established 2 new EPA Regional Office Corporate Memberships
- o BLM Interior Washington Headquarters Office requested our EP Journal and we obliged.
- o Chapters and NAEP Working Groups and committees are beginning to support one another and create new rapport. They are beginning to communicate more regularly and asking for NAEP participation in their conferences.
- o With support from our Conference Committee we selected the 2009 NAEP National Conference location

Phoenix/Scottsdale Arizona area and began recruitment for activities there.

- o Defined expectations, determined need for new administrative support and are in process of locating options for support services
- o Drafts of Affiliate Membership Agreements were sent out for review/comment
- On or about January 28, 2008 the nomination forms for the 2008 Board of Directors Elections were distributed to the membership. Nominations were received on or about February 8, 2008. This operation was normally done as part of the Administrative support. The Chairman of the Elections Committee, the Conference Planner, and the NAEP Secretary put a method in place for the anonymous receipt of Electronic and faxed Ballots. All ballots were distributed by February 12. The deadline for receipt of ballots was set for February 22, 2008 and Election Results were announced by March 1, 2008.
- In March 2008 the jointly planned and executed NAEP/California AEP Conference was held in downtown San Diego, March 25-28, 2008. This Joint Conference was a huge undertaking, and tremendous building experience for NAEP and Cal AEP staff and members involved in the conference planning. Ultimately, the event was also a huge success in every aspect of the Conference Program, networking, technical exhibits, tours, sponsorships, overall attendance, and shared profit. It showed what we as NAEP and Chapter members can accomplish if we have the will to commit the extra time and effort to work together. As we continue to grow our conferences and organizations we will need to reflect and use lessons learned during this unique joint conference experience to improve future conferences for content and professional applicability.
- In March 2008, as announced last year, another major change for NAEP occurred as John Perkin's stepped down as the Editor-in-Chief for NAEP's Journal, Environmental Practice. This coincided with his decision to retire from full-time teaching at Evergreen. His teaching retirement happened at the end of December 2007. He scheduled his journal retirement for the end of June 2008. With John's help our Publications Committee led by Ron Deverman conducted a search for his replacement. Over a couple of months the search committee had several inquiries and a couple of serious proposals. The resulting editorial choice was DePaul University. The Editorial Office of the journal was officially transferred to DePaul University in Chicago as of July 1, 2008.
- In April 2008, National Association of Environmental Professionals ("NAEP"), through its Executive Committee and Board of Directors, provided 90 day notice to our Contracted Management Administrator that we would officially terminate their Contractor Agreement for NAEP Association Management and Administrative support by July 2, 2008.



The National Association of Environmental Professionals

- In May 2008, the NAEP Executive Committee selected Fernley & Fernley, Inc., as our Association Management Company (AMC) for a two year term (i.e. until June 30, 2010). They are located at 100 N. 20th Street, 4th floor, Philadelphia, PA, 19103-1443. There were many reasons we selected Fernley & Fernley. Fernley & Fernley was established in 1886 and works with non-profit organizations. Fernley & Fernley will provide the stability and management expertise that will allow NAEP to improve all of our operations. We are already seeing the positive impact that they have had through increased services and follow through with the Chapter Leaders and Members.
- In July 2008 a strategic planning process was launched by the NAEP Board of Directors and Executive Officers under the guidance of Fernley & Fernley. In so doing a Leadership Survey was sent out to all NAEP Board of Directors members and all Chapter Representatives. This was to become the basis for a serious and in-depth self examination of how we were doing and what needed to be changed.

We have also recently provided a NAEP letter of recognition and Certificate of Appreciation from NAEP to all current Board of Directors and Chapter Representatives to thank them for volunteering their time and to recognize them for their service to NAEP. Another letter and certificate is planned to follow to their

company directors and/or supervisors. The dedication that this Board has shown during this difficult time could not have occurred without the support of the organizations that each of them work for.

In summary, we would like to thank all of the members for having the faith in the Officers, Board and other leadership volunteers who are trying to remake NAEP. We believe we have fresh ideas, great people, and lots of energy. We would like to personally ask each of you to keep faith that we are working to better the product you have purchased with your membership. Please feel free to contact your Board members or the Administrative offices with any questions or concerns. We really want to be the Association that lives up to the multidisciplinary tag we have given ourselves. We want you to be a part of making us an even greater organization. Finally, I invite all of you to come to Phoenix in May 2009 and consider becoming part of the leadership of this organization to make it what you envision.

NAEP Executive Committee

Jim Melton, President
Ron Deverman, Vice President
Brian Smith, Treasurer
Paul Looney, Secretary
Gary Kelman, Past President

National Environmental Excellence Awards

Deadline Extended to 12/1/08



National Association of Environmental Professionals

NOMINATION FORM 2009 PRESIDENTS AND NATIONAL ENVIRONMENTAL EXCELLENCE AWARDS

The National Association of Environmental Professionals (NAEP) is seeking nominations for our annual National Environmental Excellence Awards. We are requesting nominations from you, your company, or agency describing outstanding environmental contributions from applicable projects and programs. It is not necessary for you or your organization to be a member of NAEP and nominations may include projects or programs recognized by others. The Environmental Excellence Award nomination(s) are to be submitted to the NAEP Awards Review Committee and **must be received by December 1, 2008**. Each selected Award Winner will receive a beautiful award plaque and an invitation to briefly address participants at the Annual NAEP National Conference. This year's conference will be held in Scottsdale, Arizona on May 3-6, 2009. Award winners are required to prepare a poster for display during the entire conference. Award winners may also be asked to present their program or project in one of the technical sessions scheduled throughout the conference (optional).

Instructions: Simply tab through this form filling in each appropriate item electronically. Save the document to your hard drive then print and submit this form along with all other required information for your nomination package described below.

I. Nominee:

Person, Agency, Company or Work Group:

Address:

City:

State:

Zip:

II. Eligibility Criteria: (Also see Item V. Data Sheets, for required supporting documentation)

1. Represents a national or major achievement involving national organizations, Federal, State, local agencies or companies.
2. National or International contribution to the environment with verifiable evidence.
3. Achieves innovation in compliance methodology and/or integration of decision making with environmental regulatory processes.
4. Nomination material should be submitted in hard copy and in complete sets or packages; materials may also be submitted in electronic/digital format but only as background/support.

III. Award Category (chose one or more from the following listing)

- | | |
|---|--|
| <input type="checkbox"/> NEPA Excellence | <input type="checkbox"/> Education Excellence |
| <input type="checkbox"/> Environmental Management | <input type="checkbox"/> Planning Integration |
| <input type="checkbox"/> Public Involvement/Partnership | <input type="checkbox"/> Environmental Stewardship |
| <input type="checkbox"/> Conservation Program(s) | <input type="checkbox"/> Best Available Environmental Technology |

IV. Name of Action/Program/Project Achievement Nominated:

V. Applications must include data sheets responding to the following questions and addressing the Criteria in Item II above:

1. Describe how project emphasizes creative or novel approaches (200 words).
2. What problem does your action, program, project, or achievement address (100 words).
3. Cite the best verifiable evidence of significant achievement (100 words).
4. Identify the action, program, project, achievement beneficiaries (100 words).
5. Describe committed public/private implementation funding, monetary benefits, and cost savings from the action, program, project, achievement (100 words).
6. Describe unique features or methodologies not presented elsewhere (100 words).
7. Please indicate if there are any pending legal actions concerning the project/achievement/methodology, etc. If the answer is "yes", please explain.

VI. Supporting Evidence Desired: (Award nominations should be accompanied by letters stating the following information):

1. Abstract description of action, program, project, or achievement.
2. Unique features and value added of process or methodology used.
3. Relevance to one or more of the criteria from Item II above.
4. Contact(s) in nominating agency/organization to verify merit of action, program, project, or achievement.
5. Stakeholder contact(s) to support nomination.
6. Report, agreement, publication or other documentation to support nomination.
7. Other supportive letters from customers, stakeholders, agencies or organizations.

Notes: (1) Nominations can include self-nominations. (2) Actions, programs, projects, or achievements nominated for this award may also be nominated for any other professional awards by other organizations. (3) Nominating agency/organization/stakeholder do not have to be an NAEP member. (4) This nomination form is from the NAEP web site. (5) For best success in receiving an award, please tailor supplementary materials to directly address the criteria listed above. Quantities of supplementary material that do not directly address award criteria could hinder chances for success.

VII. Nomination Submitted By:

Name:		Agency/Firm Name	
Address:	City:	State:	Zip:
Phone:	Fax:	E-mail Address:	
Signature:	Date:		

VIII. Submit five (6) complete packages of each nomination to:

Robert S. Cunningham Assistant Director Land and Realty Management USDA Forest Service Washington, DC	15269 Surrey House Way Centreville, VA 20120 H 703-818-0837 O 202-205-2494 rcunningham@fs.fed.us
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IX. NAEP Awards Committee Members:

Robert S. Cunningham - Chairman, NAEP Awards
Committee
USDA Forest Service

Jim Melton
Principal
Melton Environmental Consultants

Helene Merkel
Director, Natural and Cultural Resources
Michael Baker Jr., Inc.

Connie Chitwood
Environmental Assets
Golden, CO

Nick Stas
Environmental Manager
Western Area Power Administration



**NAEP 2009 ANNUAL CONFERENCE
RADISSON FORT MCDOWELL
SCOTTSDALE, AZ May 3 – 6, 2009**

NAEP Sponsor, Exhibitor and Program Ad Sign Up Form

Company Name:		
Address:		
City	State	Zip:
Contact Name:		
Phone:	Fax:	
Email:	Web Site:	

Sponsors:

<input type="checkbox"/> Title Sponsor - \$20,000	
Event I wish to sponsor: <input type="checkbox"/> President's Reception <input type="checkbox"/> Opening Keynote Session <input type="checkbox"/> Keynote Luncheon	
<input type="checkbox"/> Platinum Sponsor - \$10,000	<input type="checkbox"/> Quantum Sponsor - \$7,500
Event I wish to sponsor: <input type="checkbox"/> Welcome Reception <input type="checkbox"/> Opening Keynote Session <input type="checkbox"/> Keynote Luncheon	Event I wish to help sponsor: <input type="checkbox"/> Welcome Reception <input type="checkbox"/> Keynote Luncheon
<input type="checkbox"/> Gold Sponsor - \$5,000	<input type="checkbox"/> Silver Sponsor - \$2,500
Day I wish to sponsor a breakout room: <input type="checkbox"/> Mon <input type="checkbox"/> Tue <input type="checkbox"/> Wed	
<input type="checkbox"/> Copper Sponsor - \$1,500	<input type="checkbox"/> Bronze Sponsor - \$1000
<input type="checkbox"/> Pewter Sponsor - \$500	<input type="checkbox"/> Other Sponsors - \$_____
	<input type="checkbox"/> Event I wish to help sponsor:

Exhibitors:

<input type="checkbox"/> Booth - \$2,500	Space No. Requested (see layout map)
<input type="checkbox"/> Table Top - \$1,500	Space No. Requested (see layout map)

Ads:

- Full Page Ad - \$1,600**
- Half Page Ad - \$850**
- Quarter Page Ad - \$500**
- Business Card Ad - \$250**

Return this form with your payment to: NAEP, % Donna Carter, 1049 Sunset Dr, Lake Wales, FL 33853
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<input type="checkbox"/> Check	<input type="checkbox"/> Visa	<input type="checkbox"/> MasterCard	<input type="checkbox"/> American Express
Credit Card Number:			
Expiration Date:		Verification Code:	
Name on credit card:			
Billing address for credit card:			
Billing City		State	Zip

<p>Questions? Donna Carter, NAEP Conference Planner PH: 863-679-3852 Fax: 501-423-1701 Email: naepfl@verizon.net</p>

<p>Cancellation Policy: If written cancellation is received by February 1, 2009, a full refund will be made less \$100 administrative fee. If cancellation is received after Feb 1, 2009 and before March 15, 2009, an 80% refund less \$100 administrative fee will be given. After March 15, 2009, no refund will be made.</p>



NAEP 2009/2010 Strategic Plan Worksheet
updated 10/07/08

DATE DUE	OBJECTIVE	STRATEGY/TACTIC	DOER	SCHEDULE	RESOURCES	METRICS FOR SUCCESS	STATUS
10/15/2008	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Establish a list of current NAEP membership benefits that we will measure relevancy, awareness levels and usefulness in an electronic survey.	Membership Committee	Completed by Oct 15, 2008	Volunteer time and \$ for conference calls/web based communication	Complete list of current NAEP benefits created.	
10/30/2008	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Identify current and prospective member characteristics (specialty, primary work, NEPA involvement etc...) through a short electronic survey and create a brief report on data collected.	Membership Committee	Completed by Oct 30, 2008	Volunteer time and \$ for conference calls/web based communication and \$ for survey creation	Response rate to survey and usefulness of information in evaluating mission, vision and values	
11/15/2008	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Evaluate current mission statement, vision and values and if necessary and where appropriate revise items and submit changes to full Board for approval.	Task force comprised of 6 Bd Mbrs	Completed by Nov 15, 2008	Volunteer time and \$ for conference calls/web based communication	Creation of items that accurately reflect who NAEP is, what need it fills and who it serves now and in the future	
11/15/2008	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Thoroughly review the existing chapter documents and create a concise report on the issues for Board review and discussion. Existing documents include Chapter Retreat notes from 2007, Chapter Affiliation agreements and responses from Aug 2008 survey. Identify other national documents.	Task Force comprised of national members and chapter leaders (must be active members) lead by John Irving	Completed by Nov 15, 2008	Volunteer time and \$ for conference calls/web based communication	Report created by Nov 15, 2008	
11/15/2008	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Create short electronic surveys to measure relevancy, awareness levels and usefulness of current NAEP membership benefits for three different segments of the NAEP member population – active members, recently expired members and prospective members. Survey to active members will include the ability to rate their satisfaction level with NAEP. The survey result will be used as the base number that will be used to measure against in the future. Summarize results and send a report to the Board.	Membership Committee	Survey completed and sent by Nov 15, 2008 and survey will close to respondents on Dec 15, 2008	Volunteer time, \$ for conference calls/web based communication and \$ for the survey implementation	Response rate to survey and report to Board	



NAEP 2009/2010 Strategic Plan Worksheet
updated 10/07/08

DATE DUE	OBJECTIVE	STRATEGY/TACTIC	DOER	SCHEDULE	RESOURCES	METRICS FOR SUCCESS	STATUS
11/30/2008	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Identify potential underserved markets and create a report on the needs based on the specific populations that are identified. Information will be used in conjunction with the member/prospect survey to evaluate the mission, vision and values as well as create a marketing plan.	Marketing Task Force	Completed by Nov 30, 2008	Volunteer time and \$ for conference calls/web based communication	usefulness of information in evaluating mission, vision and values and in the creation of a marketing plan	
12/15/2008	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Establish NAEP internal resource list for NAEP opinion requests. Create a list of subjects we will discuss. The group would be speaking as NAEP representatives. Establish a policy for the approval of release of information. Fernley & Fernley will provide a sample policy.	Task force comprised of 6 Bd Mbrs	Completed by Dec 15, 2008	Volunteer time and \$ for conference calls/web based communication	Creation of resource list and clear policy on how requests for NAEP opinions are handled	
12/15/2008	Objective 2-Resolution of NAEP/NAEP Chapter Issue - Board Liaison: John Irving	Calls to Chapter Presidents regarding report and Board Feedback to gauge level of engagement of Chapters with National and if necessary follow the calls with a quick electronic survey regarding status and services desired. Create a summary report on calls and survey with full responses by chapter.	Board	Completed by Dec 15, 2008	Volunteer time and \$ for conference calls/web based communication, phone calls and possibly an electronic survey	Information gained from call is useful in deciding how to move forward	



NAEP 2009/2010 Strategic Plan Worksheet
updated 10/07/08

DATE DUE	OBJECTIVE	STRATEGY/TACTIC	DOER	SCHEDULE	RESOURCES	METRICS FOR SUCCESS	STATUS
12/15/2008	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Identify competitive and similar organizations and perform a comparative analysis of member benefits when compared to NAEP (possible groups include the American Planning Association, International Association for Impact Assessment, Society for Environmental Journalists, International Organization of Environmental professionals, Air and Waste Management Association, Society for Conversation Biology, AEP and the FL and TX chapters of NAEP)	Membership Committee	Completed by Dec 15, 2008	Volunteer time and \$ for conference calls/web based communication	Full analysis on what NAEP needs to offer to remain competitive and what services NAEP can offer that are unique in the marketplace	
12/15/2008	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Review the journal survey information included in the 2007 Chapter Retreat report as well as the last Publications Committee Survey. Create a report to the Board with recommended improvements for the journal and newsletters.	Publications Committee and Kelly Tzoumis	Completed by Dec 15, 2008	Volunteer time and \$ for conference calls/web based communication	Report to the Board and improvements made to all NAEP publications	
1/15/2009	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Identify media outlets and who/what outlets the group has influence with. Establish and reinforce contacts with subject matter experts in proposed media outlets.	Current or new Committee/Task Force	Completed by Jan 15, 2009	Volunteer time	Defined press list and identify strength of relationship for each outlet at the start and end of process	
1/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Develop a list of potential new member benefits based on the survey feedback. Potential new benefit list should include a possible Training Coordinator Program. Include the resources required to implement each potential benefit (time and cost) as well as the potential positive impact for the benefit.	Membership Committee	Report to Board completed by Jan 15, 2009	Volunteer time and \$ for conference calls/web based communication	Report to the Board	



NAEP 2009/2010 Strategic Plan Worksheet
updated 10/07/08

DATE DUE	OBJECTIVE	STRATEGY/TACTIC	DOER	SCHEDULE	RESOURCES	METRICS FOR SUCCESS	STATUS
1/31/2009	Objective 2-Resolution of NAEP/NAEP Chapter Issue - Board Liaison: John Irving	Review of resources and financial impact regarding decisions on the service level that is expected by chapters and what NAEP can realistically do for the chapters in 2009. Brief financial summary will be created.	Treasurer and staff	Completed by Jan 31, 2009	Treasurer and staff time	Created report will allow the Board to set realistic service expectations for chapters.	
2/15/2009	Objective 1-NAEP Image Identity - Board Liaisons: Harold Draper and Joe Musil	Review 2000 Business plan and create a marketing plan with a focus on press releases that explains who NAEP is, what need it fills and who it serves – targeted stakeholders are government agencies, elected officials, general public, related organizations/associations, related publications and prospects/members. Send press releases.	Current or new Committee/Task Force	Completed by Feb 15, 2009 (based on government and academic schedule)	Volunteer time and \$ for conference calls/web based communication	Measure press releases picked up and feedback from Board regarding any “buzz” that is created, new members gained Feb 2009-May 2009	
2/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Create short electronic surveys to measure relevancy, awareness levels and usefulness of current NAEP membership benefits for three different segments of the NAEP member population – active members, recently expired members and prospective members. Survey to active members will include the ability to rate their satisfaction level with NAEP. The survey result will be used as the base number that will be used to measure against in the future. Summarize results and send a report to the Board.	Membership Committee	Report to Board completed by Feb 15, 2009	Volunteer time, \$ for conference calls/web based communication and \$ for the survey implementation	Response rate to survey and report to Board	
3/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Develop standard surveys that are sent to members when joining, when renewing and an exit survey for members not renewing. Flow data received back into database if possible.	Membership Committee	Completed by Mar 15, 2009	Volunteer time and \$ for conference calls/web based communication	Surveys completed and used.	



NAEP 2009/2010 Strategic Plan Worksheet
updated 10/07/08

DATE DUE	OBJECTIVE	STRATEGY/TACTIC	DOER	SCHEDULE	RESOURCES	METRICS FOR SUCCESS	STATUS
3/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Investigate possible new funding opportunities for the new benefits.	Current or new Committee/Task Force	Completed by Mar 15, 2009	Volunteer time and \$ for conference calls/web based communication	Funds received to support the new benefits that are being considered for addition to the current membership benefits	
3/31/2009	Objective 2-Resolution of NAEP/NAEP Chapter Issue - Board Liaison: John Irving	Creation of contract/agreement between national and chapter that can be sent to Chapter Presidents that will fully explain the relationship between chapters and national and provide a list of provided and optional services that will be available in May2009.	John Irving with previously established task force	Completed by Mar 31, 2009	Volunteer time and \$ for conference calls/web based communication	Report sent to Chapter Presidents and services delivered as promised	
5/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Prioritize and recommend changes to member benefits to the Board for consideration.	Membership Committee	Completed by May 15, 2009	Volunteer time and \$ for conference calls/web based communication	Report to the Board	
7/15/2009	Objective 3-Increase/Improve benefits to NAEP members - Board Liaisons: Ron Lamb and Brian Smith	Upon Board Review and approval implement the new and revised member benefits and communicate progress to the members and other stakeholders.	Board, Membership Committee and Staff	Completed by Jul 15, 2009	Will vary based on benefit	Increased member retention and increase in the number of new members received when compared to previous 12 month period	