

2025-2026 AEP Strategic Plan

Goal	Objective	Task	Description	Notes
1	Provide High Quality Services to AEP Members and Other Environmental Professionals			
	1.1	Emphasize Services and Programs to Members and the Profession as a Primary Mission of the Organization		
		1.1.1	Publicize the many existing services and programs that are provided at all levels of the organization.	
		1.1.2	Focus on maintaining and improving the quality of our existing programs. Tackle additional services or programs when additional volunteers are available and when it is not a detriment to existing programs.	
		1.1.3	Monitor services on a regular basis to ensure that they continue to be provided and meet the desires and needs of the members. Institute regular procedures to obtain feedback from programs.	
		1.1.4	Provide frequent, relevant webinar programs.	
	1.2	Continue to Monitor State Legislation/Regulations and Communicate Information on a Regular Basis to Members and Chapters		
		1.2.1	Continue tracking State legislature and coordinating with Chapters.	
		1.2.2	Once per year conduct face-to-face meetings of Legislative Committee to review and update Public Policy and Legislative Platform.	
		1.2.3	Continue to increase e-blast communication to members on relevant events and important legislative news.	
		1.2.4	Provide e-blasts for case law. This and other communications need to be maintained as part of a larger communications strategy to effectively provide information to members.	
		1.2.5	Increase profile on Capitol Hill. Include more members of the Legislative Committee in visits to Sacramento, increased number of meetings, and increased trainings. This increased participation ensures that all members are representing AEP appropriately.	
		1.2.6	Look for opportunities to have studies/white papers developed that would be of interest to our members.	
	1.3	Publicize, Track, and Enhance Usability of the AEP Website		
		1.3.1	Continue to update and troubleshoot website to provide membership with timely and relevant materials.	
		1.3.2	Maintain and enhance the website and migrate website to updated platforms, as appropriate.	
		1.3.3	CEQA Portal to be updated and placed behind a paywall.	Paywall in place November 2024
	1.4	Maintain NAEP Services Offered to AEP Members		
		1.4.1	Solicit contributions to NAEP Journal from AEP members and communicate NAEP programs and newsletters.	
	1.5	Provide Dependable High-Quality Annual Programs for Professional Development and Networking		
		1.5.1	Hold annual conference each spring, that represents the interest of our membership, that rotates the location throughout all chapter locations.	
		1.5.2	Continue to enhance the AEP Symposium, a one-day interactive symposium in summer on a focused emerging topic.	
		1.5.3	Conduct two (2) CEQA Workshops for members and other environmental professionals. Conduct one Winter/Spring CEQA Workshop in February/March and CEQA Essentials Workshop in the Fall. Conduct virtual versions after in-person workshops are done.	
		1.5.4	Facilitate virtual NEPA Essentials.	
	1.6	Prepare and Distribute AEP CEQA Statute and Guidelines Handbook		
		1.6.1	Continue to use a consulting firm to manage editing materials for AEP's CEQA Statute and Guidelines Handbook.	
		1.6.2	Prepare, print, and distribute AEP's CEQA Statute and Guidelines Handbook (hard copies and flashdrives).	
	1.7	Provide Recognition and Honor Professional Excellence		
		1.7.1	Produce high quality AEP Annual Awards Program at the annual conference.	
		1.7.2	Publicize AEP Award recipients through AEP publications and website.	

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2	Promote Growth in Membership of AEP			
	2.1	Ensure Retention of Existing Members		
		2.1.1	Evaluate pilot programs to determine if we are to continue them or adopt them statewide.	
		2.1.2	For AEP events, maintain low costs/fees for members; update non-member costs, as needed.	
		2.1.3	Follow up with suspended members to capture renewals each month. Send exit survey to members who do not renew. Also ensure State and local board members have current memberships.	
		2.1.4	Acknowledge existing members at AEP events; acknowledge new members in newsletters at the local Chapter level.	
		2.1.5	Explore opportunities to provide services to members in remote areas (including consideration of chapter sizes and geographic distribution).	
		2.1.6	Conduct one in-person meeting of the Membership Committee to prepare goals and work plans.	
	2.2	Outreach to Potential New Members / Increase Overall Membership		
		2.2.1	Increase membership by 10 percent during the two-year planning period.	
		2.2.2	Implement marketing campaign including sending out letters assembled by Membership Committee and Executive Director. Generally target environmental professionals; specifically target specialists, engineering firms, law firms, public agencies.	
		2.2.3	Explore opportunities for recruiting and retaining more public agency members. Research opportunities to get public agency members more involved with AEP programs.	
		2.2.4	Continue to implement the "Refer a Colleague" program.	
		2.2.5	Utilize the elevator pitch for recruiting new members.	
		2.2.6	Increase member-only content on the website.	
	2.3	Develop and Implement Student Outreach Committee		
		2.3.1	Implement Student Chapter Handbook for chapters and monitor.	
		2.3.2	Assist chapters in forming and maintaining student chapters in coordination with chapter student representatives and university faculty.	
		2.3.3	Outreach to university faculty to maintain coordination of student organizations, whether they be full student chapters or individual associations.	
		2.3.4	Implement and maintain the mentoring program for students and young professionals.	
	2.4	Increase Diversity and Human Connection		
		2.4.1	Implement People & Culture Programs (Affinity Groups, EJ Fellowship, Student Engagement).	
		2.4.2	Maintain employment of Human Connection Strategist.	
		2.4.3	Work with student chapters on inclusivity and promoting awareness.	

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3	Provide Services and Support to AEP Chapters			
	3.1	Provide Training to Local Chapters on Leadership and Management		
		3.1.1	Provide one training session for each chapter each year at the request of the chapter that focuses on leadership training and succession planning.	
		3.1.2	Conduct Chapter Summit to discuss new AEP Strategic Plan and Goals.	
		3.1.3	Maintain organization management documents on website and make other documents available to Chapter Directors through cloud server.	
	3.2	Review Revenue Split Between State and Chapters for Dues, Workshops, and Conferences		
		3.2.1	Review and make recommendations to the Board.	
	3.3	Improve Communication with Local Conference Committee as They Plan Annual State Conference		
		3.3.1	Hold transition meeting between upcoming and current Conference Chairs (i.e., "Lessons Learned") and pass off the current conference planning handbook.	
		3.3.2	Conference Committee to prepare detailed Business Plan and/or budget for the conference following guidance provided from past Conferences. Conference Manual should be used as reference for schedule and other details.	
		3.3.3	Update Conference Manual.	
	3.4	Support Successful Chapter Programs		
		3.4.1	Hold bi-monthly virtual meetings with chapter program coordinators.	
		3.5.1	Maintain Google folder and Google Sheet with shared ideas and resources	

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4	Effectively Manage AEP Organization			
	4.1	Adopt Master Calendar with Meeting Dates and Locations and Related Deadlines		
		4.1.1	Executive Committee to publish annual State Board Action Plan, including schedule of meetings and related deadlines.	
	4.2	Continue Use of Executive Committee (President, Three Vice Presidents, Three Directors-at-Large, Immediate Past President)		
		4.2.1	Hold monthly conference calls to discuss routine administrative and financial management matters (No action will be taken that requires a vote of the Board).	
		4.2.2	Prepare quarterly updates from the Executive Committee to be presented at the State Board meeting each quarter.	
	4.3	Implement Election Procedures		
		4.3.1	Conduct succession planning during the year and implement formal election procedures annually.	
		4.3.2	Encourage diversity and innovation within leadership.	
	4.4	Effective State Board Meetings		
		4.4.1	Timely submission of board materials (two weeks before meeting) and timely turnaround of meeting minutes (within two weeks of meeting).	
		4.4.2	Meeting minutes to include action items, responsible party, and anticipated deadlines. Admin VP to check in with responsible parties to ensure progress on action items between quarterly meetings.	
	4.5	Improve and Enhance AEP Brand Awareness		
		4.5.1	Adopt and implement a Communications Plan.	
		4.5.2	Retain services of on-call graphic designer to assist with improvements to existing marketing collateral (brochures, website, e-mail campaigns, letterhead).	
		4.5.3	Expand communications outreach by growing non-member e-mail distribution lists (non-member attendees at AEP events, joint networking events), as well as collaborating with partner professional associations (e.g. APA).	
		4.5.4	Expand publications committee to include website and communications by reaching out to interested State and Chapter Board members.	
		4.5.5	Publications committee to develop sustainable communications strategy to promote AEP programs, events, and news. Strategy to include guidance on frequency of e-mail communication and timeliness of event promotion.	
	4.6	Continue Services with Association Management Consultant (AMC)		
		4.6.1	Review AMC compensation and make recommendations to the board on scope amendments.	
		4.6.2	Present renewal of contract with AMC to State Board, as needed.	
	4.7	Promote Use of Committees to Accomplish Goals		
		4.7.1	Continue following permanent and ad hoc committee: Legislative Committee Student Outreach Committee Permanent Conference Committee Membership Committee Finance/Budget Audit Committee (as needed) CEQA Portal CEQA Workshops (to include Chapter Directors) Publications Committee (incl. website and communications) Awards/Professional Recognition Climate Change Committee Chapter Director Committee People & Culture Committee Noise Committee	
		4.7.2	Submit Committee Status Reports to State Board.	

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5	Provide Financial Stability for AEP			
	5.1	Develop and Monitor State Budget		
		5.1.1	Committee Chairs prepare and submit committee budgets.	
		5.1.2	Prepare and submit quarterly financial reports to the Executive Committee and State Board prior to State Board meetings.	
	5.2	Maintain AEP Bookkeeping and Accounting		
		5.2.1	Provide financial management training for Chapter Treasurers, as needed.	
		5.2.2	Monitor submission of Chapter financial reports for consistency and produce quarterly reports for State Board.	
		5.2.3	Review quarterly financial reports and summarize results to State Board.	
	5.3	Provide Regular Oversight for Association Finances		
		5.3.1	Plan for financial review when Budget is reviewed.	
		5.3.2	Maintain a financial committee.	
		5.3.3	Ensure preparation of annual taxes.	
		5.3.4	Monitor investment strategy and report annually.	
	5.4	Manage Financial Assets in a Prudent Fashion		
		5.4.1	Implement the “Financial Policy Guidelines” to regularly review association finances and make adjustments with State Board oversight, as necessary.	
		5.4.2	Prepare report for review by Executive Committee and State Board of status of financial reserves.	