

ERAPPA STRATEGIC PLAN 2026-2029

INTRODUCTION

This three-year strategic plan outlines ERAPPA's priorities from 2026-2029, defining our aspiration, strategic pillars, key strategies, and foundational elements needed to achieve our goals.

The plan was developed through comprehensive surveys completed by 111 institutional members, 9 business partners, and 11 Board members, followed by a structured leadership workshop at Quinnipiac University on December 9-10, where participants assessed ERAPPA's strategic situation, explored three organizational models, and synthesized the strongest elements into a focused strategy.

Workshop outputs were refined through post-session analysis to ensure clarity and operationalization. This plan strengthens ERAPPA's value to all institutional and business partner members.

BACKGROUND & CONTEXT

ERAPPA is the Eastern Region of APPA: Leadership in Educational Facilities. The Eastern Region consists of institutions from: The United States (Washington DC, Maryland, Delaware, Pennsylvania, New Jersey, New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, and Maine) and Canada (Ontario, Quebec, Newfoundland and Labrador, Prince Edward Island, New Brunswick, and Nova Scotia).

Throughout its history, ERAPPA has been dedicated to supporting the common interests of planning, maintenance, and operations of facilities within the region's educational institutions. It has aligned itself as a source for promoting professional ideals and standards designed to better serve its membership and continually foster a professional spirit among those engaged in this work. Additionally, ERAPPA assists and supplements APPA's work in endeavors such as Professional Development, Credentialing, and others.

ERAPPA maintains a vision to understand its members' needs, serve as a key resource for their professional development, and inspire them to reach their full potential as facilities management professionals.

VISION

ERAPPA's vision is to be the preferred source of learning, career development, and networking for educational facilities professionals.

MISSION

The Eastern Region of APPA's (ERAPPA) mission is to provide members and associates of ERAPPA with quality opportunities for professional development through relevant education and networking programs.

PRINCIPLES & VALUES

In carrying out ERAPPA's mission, we embrace the following values: Collaboration, Diversity, Excellence, Fiscal Responsibility, and Sustainability.

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2029 ASPIRATION

Become the recognized regional leader in facilities management professional development. We will establish a clear brand identity, deepen member engagement through data-driven programming, and expand our membership base by connecting institutional members to world-class resources and peer networks.

STRATEGIC PILLARS

These five pillars represent ERAPPA's core priorities for achieving our 2029 aspiration.

PILLAR 1: UNDERSTANDING ERAPPA METRICS

Our desired outcome...

ERAPPA establishes a comprehensive data foundation that measures organizational health, tracks progress against goals, and informs strategic decisions across all functional areas.

We are successful when...

- Baseline membership data is established across all segments
- Monthly KPI dashboards track progress in each vice president's area
- APPA and ERAPPA data on costs, benefits, and engagement patterns inform resource allocation
- Leadership uses data to drive decisions rather than assumptions

This is important to members because...

Data-driven decisions ensure ERAPPA invests resources where they create the greatest value and demonstrate accountability for how member dues are utilized.

PILLAR 2: GROW INSTITUTIONAL MEMBERSHIP

Our desired outcome...

ERAPPA expands and stabilizes its institutional membership base through targeted outreach to community colleges, lapsed members, and prep schools.

We are successful when...

- The institutional membership list grows year-over-year
- Lapsed members are re-engaged and retained
- Community colleges and prep schools represent a larger percentage of the membership base
- Annual Meeting attendance increases as a result of membership growth

This is important to members because...

A larger, more diverse institutional membership strengthens ERAPPA's financial sustainability, expands networking opportunities, and ensures the association represents the full spectrum of educational facilities professionals.

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PILLAR 3: REDEFINE THE PROFESSIONAL DEVELOPMENT PROGRAM

Our desired outcome...

ERAPPA delivers accessible, locally-focused professional development programming that meets the specific needs of members at different career levels.

We are successful when...

- Programming shifts to local and regional delivery models closer to members
- Content aligns with chapter-identified needs and includes focused topic tracks
- A committee of chapter PD representatives collaborates under VP leadership
- Satisfaction surveys and attendance metrics show increased engagement

This is important to members because...

Local and regional professional development reduces travel costs and time away from campus while delivering relevant content that directly supports career growth and institutional effectiveness.

PILLAR 4: REFINE THE ANNUAL MEETING

Our desired outcome...

ERAPPA transforms the Annual Meeting into a high-value, lower-burden event by contracting logistics to APPA, reducing scope, and restructuring the cost model.

We are successful when...

- APPA coordinates meeting logistics, reducing chapter administrative burden
- Registration fees are lower for institutional members
- The mid-year meeting requirement is reduced or eliminated

This is important to members because...

A streamlined Annual Meeting reduces the operational burden on host chapters while making attendance more affordable and accessible, allowing members to focus on networking and learning rather than event logistics.

PILLAR 5: ASSESS IN-PERSON COMMITTEE MEETINGS

Our desired outcome...

ERAPPA reduces in-person committee meetings and redirects financial resources toward member-facing programming and initiatives.

We are successful when...

- Committee agendas are evaluated to determine which require in-person meetings
- In-person meetings incorporate high-value agenda items that justify the investment

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- Ad-hoc working groups led by the President and Board replace standing committees where appropriate
- Savings are measurably redirected to professional development and member services

This is important to members because...

Strategic resource allocation ensures more member dues support programming and services that directly benefit members rather than internal administrative meetings.

STRATEGIES

These nine strategies guide how ERAPPA will achieve the five strategic pillars:

- I. **BRANDING - CLARIFY OUR VALUE:** Articulate a consistent, compelling value proposition that resonates across all member segments by developing clear messaging about ERAPPA's unique role in the ecosystem and communicating benefits consistently across all channels
- II. **CONSOLIDATE FOR STRENGTH:** Work with chapters to review geographic proximity and align chapter boundaries with natural regional groupings to increase efficiency and collaboration.
- III. **FOCUS ON CORE AUDIENCES:** Prioritize institutional members with expanded outreach to private and boarding schools while increasing national business partner involvement and sustaining regional business partner engagement.
- IV. **STREAMLINE AND EXPAND ACCESS:** Reduce organizational complexity by restructuring the Annual Meeting, launching two free regional events annually, and reducing standing committees while increasing local touchpoints for members.
- V. **LEVERAGE APPA'S INFRASTRUCTURE:** Transition operational channels, including social media and website operations, from self-management to APPA support for professional management and consistency.
- VI. **BRING NATIONAL RESOURCES REGIONAL:** Connect members to APPA's professional resources, guidelines, and industry standards while promoting the facilities management profession at the regional level.
- VII. **BUILD SUSTAINABLE LEADERSHIP:** Ensure organizational stability through succession planning by leveraging the APPA membership platform for leadership transitions and developing a business partner network within ERAPPA.
- VIII. **DELIVER RELEVANT, ACCESSIBLE LEARNING:** Position ERAPPA as the recognized educational leader by delivering programming close to members' locations with focused tracks for different professional levels and combined chapter areas for larger regional events.
- IX. **DIVERSIFY AND STRENGTHEN CONNECTIONS:** Expand and diversify business partner engagement at regional and local levels while creating meaningful networking opportunities that connect members across institutions.

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STRATEGIC PLAN TIMELINE

The strategic goals and objectives are recommended for prioritization and achievement in accordance with the three-year plan below. Timelines are intended to remain flexible and will be reviewed throughout implementation

Year 1 (2026-27): Establish Our Brand

Redefine ERAPPA's brand and value proposition to clarify who we are and what we offer to members at every level.

- Obtain baseline data on current and lapsed membership
- Articulate distinct value for all organizational levels (APPA, ERAPPA, Chapters)
- Increase Annual Conference attendance. Create KPI's to measure increased attendance success.

Year 2 (2027-28): Activate Member Engagement

Leverage data and feedback to demonstrate ERAPPA's value and deepen member participation.

- Implement KPIs and data-driven decision making
- Measure impact and outcomes; adjust programming based on feedback
- Determine member participation goals in the Annual Conference
- Strengthen value through professional development, relationships, and networking

Year 3 (2028-29): Grow The Membership Base

Broaden ERAPPA's reach by sharing our improved value proposition with new and returning members.

- Communicate new benefits and value to existing, lapsed, and untapped members.
- Target increased membership growth across institutional, business partner, K-12, and lapsed segments. Determine target values.

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FOUNDATIONAL ELEMENTS

These foundational elements provide the infrastructure and operating framework to support successful strategy execution:

- I. **DATA & MEASUREMENT SYSTEMS:** Establish baseline membership data across all segments, leverage APPA and ERAPPA data on costs and engagement patterns, create reporting systems and dashboards to track KPI goals, develop specific KPIs for each vice president's area of responsibility, and track progress with monthly data updates.
- II. **GOVERNANCE & KEY PROCESSES:** Maintain Robert's Rules of Order for meeting governance; define the board structure by the bylaws; establish formal board approval protocols; hold mid-year meetings for progress reviews; hold monthly board meetings; develop board playbooks for leadership continuity; and implement scholarship programs to increase accessibility.
- III. **TECHNOLOGY & INFRASTRUCTURE:** Leverage the APPA membership database for member records, implement a robust CRM system for member relationship management, utilize OneDrive for document management, employ AI tools for operational efficiency, maintain social media platforms and website as information hubs, and use virtual meeting platforms for remote collaboration.
- IV. **NORMS & OPERATING PRINCIPLES:** Ensure diverse chapter representation in leadership; prioritize collaboration across the organization; keep what is in the best interest of membership at the forefront; recognize and celebrate organizational and individual successes; and maintain transparent communication and information sharing with chapters.
- V. **METRICS THAT DEFINE SUCCESS:** Track volume and quality of professional development programming delivered, industry benchmarking data, member satisfaction survey results, meeting and event attendance rates, membership counts and growth trends by segment, and Annual Meeting revenue and financial health.