

ASAP STRATEGIC PLAN



2020-2040

AMERICAN SOCIETY OF
ADAPTATION PROFESSIONALS

An Adaptive Plan to Shape Our Future

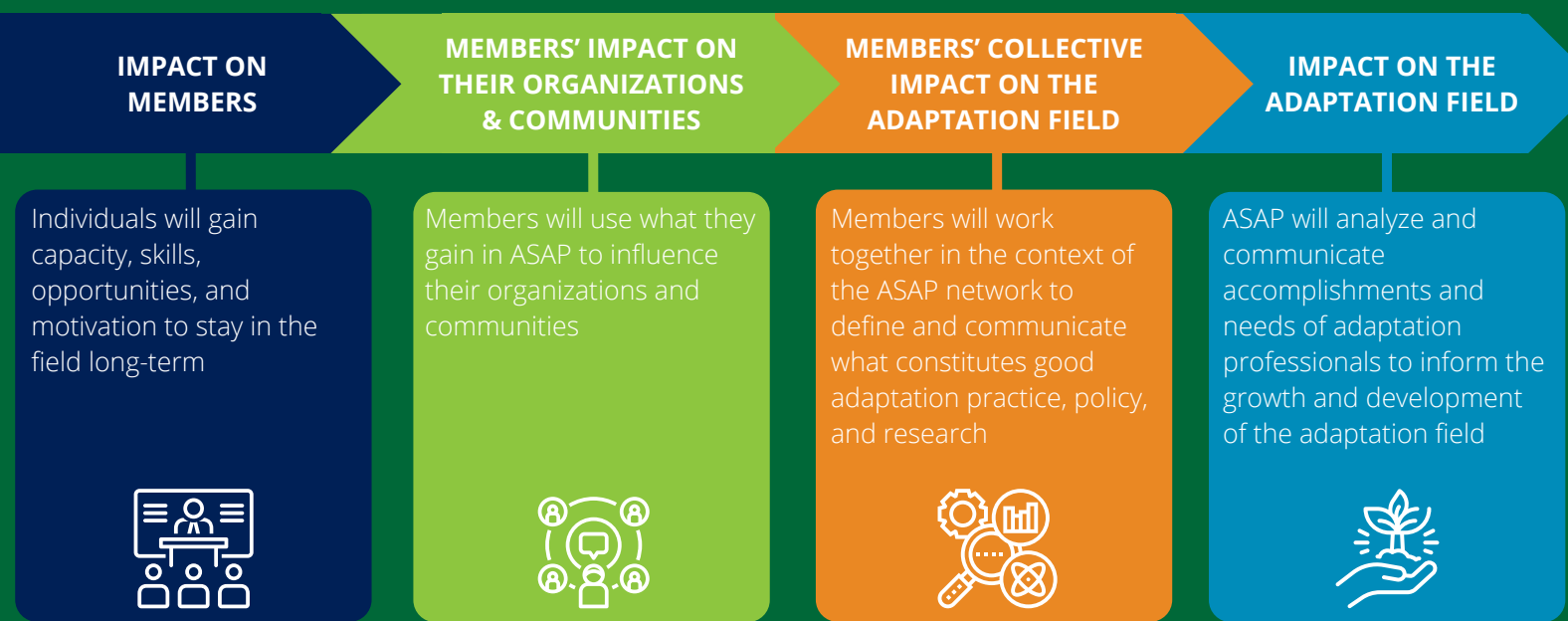
It's been a long, hard road but through the tireless and skilled work of countless individuals, ASAP Members are ringing in 2040 with a stable climate, thriving ecosystems, more resilient places and people, and a nearly ubiquitous acceptance to live within our planetary boundaries.

Obviously it's not 2040...yet. But we - members of the American Society of Adaptation Professionals' (ASAP's) Strategic Plan Committee created ASAP's Strategic Planning Process to enable ASAP members and staff to collaboratively chart a course to get there. The plan and process articulates a bold, broad vision and a clear set of strategies to guide ASAP over the next twenty years.

Our 2040 Vision is simple: *ASAP is an inclusive and diverse community preparing our continent for the impacts of climate change.*

The Strategic Planning Process - crafted by, and for, ASAP members - provides a roadmap for how we'll achieve a future that we, our kids, and seven generations hence can be proud of. The strategic planning process speaks directly to ASAP's mission, Code of Ethics and Chain of Impact.

ASAP'S CHAIN OF IMPACT



MEET ASAP'S STRATEGIC PLAN COMMITTEE

Arlene Hopkins
Daniel Burger
Dave Hampton
David Merino
David Robertson

Isaac Gendler
Jeffrey Meek
Jim Fox
John Phillips
Josh Foster

Melissa Ocana
Missy Stults
Patrick Marchman
Sara Moore

The ASAP Strategic Planning Process

The Strategic Planning Committee was responsible for developing the ASAP strategic planning process. Several subgroups of the Committee met over the course of 2020 and 2021 to develop the following components:

- A 20-Year Vision for ASAP.
- Planning Scenarios for assessing how various actions may support our vision at any given time.
- Standing Actions to prioritize irrespective of future scenarios.
- Guiding Criteria for assessing how actions align with ASAP's values.

We engaged the ASAP network throughout plan development, including during: an All Member Meeting in the summer of 2020, small group discussions during the 2020 ASAP Virtual Network Meeting, and an open comment and review processes in late 2020 or early 2021. Read about the full strategic planning process [here](#).

VISION

Vision Statement 2040: ASAP is an inclusive and diverse community preparing our continent for the impacts of climate change. We empower and enable our communities to transform into places of social, economic and environmental resilience, where scientific, traditional and indigenous sources of knowledge and resources are openly shared, justly applied and collaboratively improved upon. All of our work reflects the flexibility and adaptability essential for impactful climate adaptation practice through our network.

The vision statement articulates our collective hopes for the future we're working together to build. This work took place alongside, and was informed by, other committee members forming a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis to understand our starting point on this strategic planning journey.

SWOT ANALYSIS



ASAP's Strengths include its passionate members and wealth of expertise.



Opportunities for ASAP center around the fact that climate adaptation is a rapidly growing field which ASAP can stake a lead in, shape, and expand.



ASAP's Weaknesses include that many people do not identify as being adaptation professionals and a lack of connectedness between network members.



Threats to ASAP include insufficient funding in the field and the potential for decision makers to deprioritize adaptation in favor of other issues.

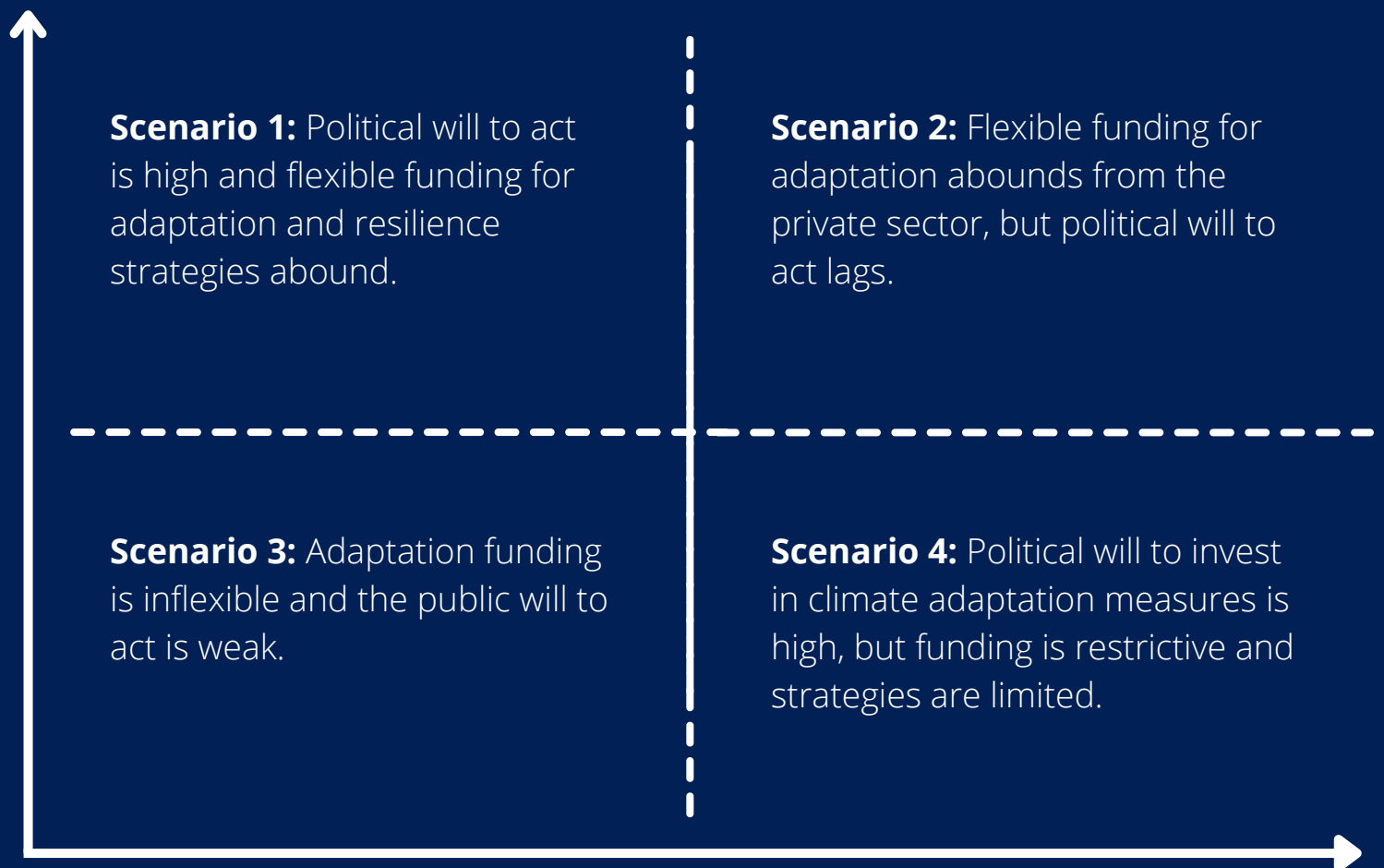
PLANNING SCENARIOS

We created planning scenarios to embrace the many unknowns and uncertainties we face and take an adaptive approach to managing them. First, we decided what trends are relatively certain. Next, we identified two “deep uncertainties” - drivers of change that are expected to change the decision-making landscape for ASAP and the adaptation field:

- Deep Uncertainty 1: Availability of Flexible Funding
- Deep Uncertainty 2: Level of Political Will

We overlaid the two potential directions of change on each other in the context of known trends to create four “scenarios,” or possible futures, in which to consider long-term effects of ASAP’s present-day decisions.

We articulated what each scenario would mean for ASAP as we strive to fulfill the 2040 vision and identified what activities ASAP should prioritize if we find ourselves in a given scenario.



STANDING PRIORITIES

The Standing Priorities are those that emerged as prudent across all scenarios and will benefit ASAP regardless of what the future holds.



Accelerate knowledge exchange among adaptation professionals.



Inform policy making on adaptation and resilience.



Support organizations across all sectors to center justice, equity, diversity, and inclusion in their adaptation work.



Grow and diversify the ASAP network.



Evaluate adaptation and resilience practices and report on successes and opportunities for improvements and iteration.



Position ASAP to benefit from public and private funding.

GUIDING CRITERIA

While the Standing Priorities provide a foundation for a no-regrets plan, Guiding Criteria help ASAP assess bold, new actions that emerge through the Strategic Planning Process. Members and staff should revise these criteria as needed.



- Does this action advance ASAP's mission?
- Is this action consistent with ASAP's justice, equity, diversity, and inclusion commitments?
- Is this action feasible given staff and financial capacity?
- Will this action enable ASAP members to make transformative, positive change?
- Does the ASAP membership support this action?
- Are members the ones advancing this action?
- Does this action strengthen the ASAP Network, for example, by: building members' capacity, increasing membership, or growing partnerships?

Shaping ASAP: 2021-2026

Every five years, ASAP staff consider the current scenario we are in, review the standing priorities, and assess bold actions via the guiding principles to develop a Five Year Action Plan. ASAP Staff identified six themes for the 2021-2026 Five Year Action Plan, corresponding to the Standing Priorities.



**Accelerate
knowledge
exchange**

Train, educate, connect, and support ASAP members through peer learning and formal training programs.

- By 2026, ASAP is engaging 2,000 people/year in peer learning opportunities.
- By 2026, ASAP is training 1,000 people/year through formal education programs.



**Evaluate practices,
report on
successes**

Cultivate ASAP's brand and reputation so that companies, organizations, the media, and governments consistently - and first - turn to ASAP and its members for expertise and trusted information on climate adaptation.

- Between now and 2026, companies and organizations increasingly turn to ASAP and its members for expertise and trusted information to improve their climate adaptation products and services.
- Between now and 2026, companies and organizations that need to hire adaptation professionals and workers increasingly look to ASAP and its members.
- Between now and 2026, media outlets increasingly turn to ASAP and its members for expertise and trusted information.



**Center justice,
equity, diversity,
and inclusion**

Ally ASAP with the environmental and climate justice

movements and put in place systems and relationships that allow ASAP to change and evolve to meet the movement's demands and needs.

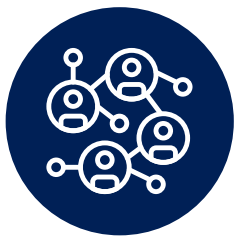
- By 2026, ASAP and its members are able to articulate how climate adaptation is seen and understood in the climate and environmental justice movements.
- By 2026, ASAP holds relationships with trusted partners in the climate and environmental justice movements who help guide ASAP's messaging and advise ASAP on when and how to mobilize our network for action.
- Between 2024-2026, ASAP provides members opportunities to take action to support the climate and environmental justice movements.



Inform policy

Advocate for transformational adaptation policy that is aligned with local and global needs for holistic climate action.

- Between now and 2026, policymakers in the U.S. and Canada increasingly turn to ASAP and its members for expertise to shape effective adaptation policy informed by the work of adaptation professionals.
- Between now and 2026, adaptation professionals gain increased access to tools and resources that enable them to engage in policy advocacy at local, sub-national, and national levels in the U.S. and Canada.
- Between 2024-2026, ASAP provides members with opportunities to engage in international climate policy efforts.



Grow and diversify the network.

Grow and diversify the ASAP network to include more geographies and people from many racial, ethnic, and class backgrounds.

- By September 2026, ASAP has 5,000 individual members and 100 organizational members.
- By September 2026, the ASAP membership, ASAP Board of Directors, and ASAP Member Leaders are made up of at least 40% Black people, Indigenous people, or other people of color.
- By September 2026, ASAP has at least 300 members who primarily live or work outside of the US.



Position ASAP for funding

Uphold organizational strength and integrity by growing ASAP's revenue and ensuring ASAP remains a phenomenal place to work.

- By 2026, ASAP's budget grows to \$3.5M annual with a diverse mix of revenue from membership dues, donations, grants, training and events, and fee for service work.
- Between now and 2026, all ASAP staff will have positive experiences as members of the staff team and be satisfied with the compensation ASAP provides.

Next Steps

We look forward to continuing to engage our fellow Network members as we:

- Reconvene as a Strategic Planning Committee at five-year increments to review the Strategic Planning Process and assess with which of the four scenarios we are most aligned.
- Revisit and adapt our Standing Priorities as conditions change.
- Support ASAP Staff in creating a new Action Plan every five years.

As we embark on actions to achieve our ambitious goals and fulfill our shared vision, we are grateful for the effort and ingenuity of our fellow members, the ASAP Board, and ASAP staff as we work together to:

- Bring new members into the network.
- Seek out opportunities for transformative change in our own practice and the practices of the organizations and communities we support.
- Support the work of one another and our shared ASAP network.

We are excited to advance our organization to fulfill the 2040 vision as an inclusive, supportive, adaptive community.



AMERICAN SOCIETY OF ADAPTATION PROFESSIONALS

This Is ASAP

We connect and support climate adaptation professionals to advance excellence and innovation in the field of adaptation.

