



## **APA California Northern Minutes of the January 19, 2013, Board Retreat**

Meeting Location: Burlingame Main Library | 480 Primrose Road, Burlingame, CA

*Board meeting called to order at 10:00 a.m.*

### **1. Pre-meeting/Welcome – New Directors' Orientation**

Roll call:

x	Alex Hinds	x	Don Bradley	x	Janet Palma	x	Naphtali Knox	x	Veronica Flores
x	Alexandra Barnhill	x	Eileen Whitty	x	Jeff Baker	x	Natalie de Leon		
x	Andrea Ouse		Emy Mendoza	x	Juan Borrelli	x	Ronny Kraft		
	Aaron Ackerman	x	Erik Balsley	x	Justin Meek		Ruth Miller		
	Avalon Schultz	x	Florentina Craciun	x	Katja Irvin	x	Scott Davidson		
x	Brian Soland	x	Hanson Hom		Kristine Gaspar	x	Stephen Avis		
x	Colette Meunier		Hing Wong	x	Laura Thompson	x	Tania Sheyner		
	Darcy Kremin		James Castañeda		Miroo Desai				

x = in person | p = phone

Guests:

Cindy Ma, Diversity Co-Director candidate

Dahlia Chazan, East Bay RAC Co-Chair candidate

David Javid, Co-Chair Sustainability Committee candidate

John Cook, Awards Co-Chair candidate

### **2. Review Retreat Agenda**

Andrea provided new Board members an overview of the Section's procedures and activities. The primary objective of the Board Retreat is to go over past goals and identify new goals for the coming year. Because setting goals takes a fair amount of time, the Board revises last year's goals, rather than spend a lot of time developing new ones. Condensing the amount of time spent on goal setting also leaves additional time for other items, such as the review and approval of the Section's budget.

### **3. Introductions**

Andrea started the meeting by having each Board member introduce themselves and highlight a key accomplishment in 2012 and/or key goal for 2013.

#### **4. Adoption of Minutes**

**November 7, 2012, Meeting Minutes Review and Approval** - Because the minutes had not been distributed to all Board members, this item was postponed for the next Board meeting.

#### **5. Board Appointments**

Hanson noted that a number of Boards members are stepping down or transitioning into new positions. These individuals include Andy Waggoner (East Bay RAC Co-Chair), Joanna Jensen (East Bay RAC Co-Chair), Katja Irvin (South Bay RAC Chair), Scott Edmondson (Sustainability Director Co-Chair), Andrea Ouse (Awards Co-Chair), and Florentina Craciun (Membership Director).

##### **Diversity Co-Director candidate: Cindy Ma**

Cindy Ma, LEED AP, was the student representative on the California State Board in 2012. She is in a Master of City and Regional Planning program at California Polytechnical State University, San Louis Obispo, and has an architectural/designer background. Originally from Oakland, she spoke with Miroo about becoming involved with the Northern Section, and is excited to serve as Diversity Co-Director. She is looking forward to engaging communities of color to make them aware of the planning profession and increase their engagement in the field. She would also like to broaden the types of events that the Section offers to reach a wider range of communities and/or address a greater variety of interests (e.g., an event on farm workers in the Central Valley would be of particular concern to Hispanic individuals).

*Motion by Erik Balsley to appoint Cindy Ma as the Diversity Co-Director, seconded by Juan Borrelli, approved unanimously.*

##### **Awards Co-Chair candidate: John Cook**

John Cook, ACIP, had been involved on the Board in the 1990s as the newsletter editor, and is interested in becoming involved once again. John is a Senior Project Manager at Circlepoint. John, Eileen and Andrea held a conference call recently to discuss the roles and responsibilities of this position. As he would be taking over Andrea's portion of organizing the Awards program, Andrea provided him with all the files he'll need to manage the program's many moving parts and to be able to start preparations right away.

Andrea noted that since the award categories have been changed for this year's APA National Awards, the State Chapter is scrambling to change their categories to mach. This will then be done for the Section level as well.

*Motion by Don Bradley to appoint John Cook as the Awards Co-Chair, seconded by Naphtali Knox, approved unanimously.*

Don subsequently amended his motion to recognize Andrea for her many years of good service.

##### **South Bay RAC Chair candidate: Jonathan Schuppert**

Jonathan Schuppert, ACIP, is an Associate Planner at RBF Consulting, a Baker Company, and has been involved with helping Katja put on many of her past events. Katja noted that he is a hard worker.

*Motion by Florentina Craciun to appoint Jonathan Schuppert as the South Bay RAC Chair, seconded by Erik Balsley, approved unanimously.*

**East Bay RAC Co-Chair candidate: Florentina Craciun**

Florentina Craciun is an Environmental Planner/Designer at URS Corporation. She has been serving on the Board as the Membership Director, but feels that the East Bay RAC Co-Chair position is a more natural fit for her, because of her interests and past experience working as the Program Director at UCLA's Lewis Center. While her main focus will now be organizing events in the East Bay, she intends to increase the visibility of APA to encourage additional membership.

*Motion by Naphtali Knox to appoint Florentina Craciun as the East Bay RAC Co-Chair, seconded by Erik Balsley, approved unanimously.*

**East Bay RAC Co-Chair candidate: Dahlia Chazan**

Dahlia Chazan, AICP, LEED AP, is a Senior Urban Planner at Arup. She is a Bay Area native and currently lives in Oakland. While she has not been very involved in the recent past, she is looking forward to the opportunity of organizing tours, to get people out to walk around and talk about places.

*Motion by Stephen Avis to appoint Dahlia Chazan as the East Bay RAC Co-Chair, seconded by Alexandra Barnhill or Laura Thompson, approved unanimously.*

**Sustainability Director Co-Chair candidates: David Javid**

Although Scott Edmonson is stepping down as Sustainability Director Co-Chair, he will continue to stay involved to provide content on the website and then shift the website responsibilities to David Javid, AICP, LEED AP. David is a Senior Urban Planner/Designer at MIG Inc.

*Motion by Naphtali Knox to appoint David Javid as the Sustainability Director Co-Chair, seconded by Andrea Ouse, approved unanimously.*

Erik inquired whether or not the Board should create a by-law or verbal agreement to limit resumes to a few pages, as some were several pages long. Hanson will mention this to Jeff for consideration.

**Executive Committee Note:**

The executive committee members were not established at this year's Board Retreat.<sup>1</sup>

**6. By-Laws Amendment**

Eileen read the proposed By-Laws Amendment prepared by Emy to change the meaning of "RAC" from "Regional Advisory Council" to "Regional Activity Coordinator." See Attachment

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<sup>1</sup> The following individuals served on the executive committee in 2012: Rodrigo Orduña (membership services and programs), Hing Wong (outreach and career development), Theresa Alster (publicity and communications), Tania Sheyner (professional support and education), and James Castañeda (regional advisory committees).

7 in the packet materials for details. Many Board members agreed it made sense to change the meaning to correspond with an action verb (activity), as RAC Chairs are responsible for organizing events and thereby *providing* services to our members.

*Motion by Naphtali Knox to change "Regional Advisory Council" to "Regional Activity Coordinator," seconded by Colette Meunier, approved unanimously.*

## 7. California Chapter Board Retreat

Jeff could not provide a summary of the Chapter Board Retreat held on January 12, 2013, because he was home sick. This item was therefore postponed for the next meeting.

## 8. Advertising Report and Brainstorming

The Board discussed the interrelated topics of advertising/revenue enhancement and membership growth. Scott Davidson provided a "cheat sheet" as an overview on revenue sources and enhancement ideas.

Venue/Publication	Rates	Ad Duration	Ad Size
1. Website	\$600 - \$1,000	Standard - 3 months (duration may vary upon request)	Various 1/4 page, 1/2 page, full page HTML, PDF, Word, etc.
2. Newsletter	\$500 (1/2 page) \$1,000 (1 page)	1 issue	1/4 page, 1/2 page, 1 page Other sizes may be acceptable
3. eNews	\$600	2 months posting (4 eNews issues)	Various

Advertising revenue has dropped in recent years. Scott noted that signing up firms and collecting payment for ads has been a challenge. The good news for this year, however, is that six firms have taken the "early bird discount" opportunity. Scott will continue to seek aggressively advertising, which should be easier because of his efforts last year (i.e., he now has the right names and contact information for those who are responsible for approving ads).

During the discussion on ad revenue, Hanson and Naphtali provided a historical note. Calling card ads used to provide approximately \$10,000 a year, which was in large part meant to cover the cost of printing the newsletter (approximately \$30,000 per year). Now that the newsletter is distributed electronically, firms have been less inclined to purchase ads—perhaps because of a perceived decline in visibility—and the cost to produce the newsletter is less (roughly \$11,000 per year). Somewhat unexpectedly, then, the ratio of ad revenue to production cost is better than it was when the newsletter had more ads in the print edition.

In response to a question by Erik about the money received by the Section from hosting a State conference, Hanson noted that conference subventions are a key source of revenue. Held every eight years in each region of the eight California Chapter Sections, 40 percent of the profits go to the Chapter and local Section each, with the remaining 20 percent being evenly divided among the other Sections within the state. Hanson also noted that the Chapter Board has discussed but has now postponed a decision on whether or not the Chapter will take more than 40 percent for future State conferences, leaving a smaller proportion for the local host Section.

On the topic of job ads, various Board members discussed the pros and cons of having them remain free vs. offering to post them for a fee. The consensus opinion was that the Section would continue to post job ads for free as a service to local planners. This in turn would have the added benefit to the Section of increasing the website's visibility and potentially providing a vehicle for additional advertisements online.

Erik and Scott will develop a proposal on potential new advertisement/sponsorship packages to share with firms that currently have ads or those that potentially might. The intent will be to better understand what firms would like and are willing to pay. Ronny and Laura offered to help lead this effort, and Brian will participate to provide RAC input. When the next Membership Director is selected, he or she will be involved, too.

## **9. Social Media Report and Brainstorming**

**Social Media.** Erik provided an overview of the Section's different social media. He noted that he has redesigned *eNews* and continues to tweak it, and that there is a spike in the number of website hits when *eNews* goes out every two weeks. The Section's Facebook page has also seen a increase in online traffic from him posting articles to the site, although he noted that too many postings has the inverse effect of decreasing traffic slightly. Peak traffic occurred after the holiday party. LinkedIn is used to post job ads, upcoming events and planning-related topics. Twitter is underutilized at this point, but Erik will develop a strategy to better engage people using this platform.

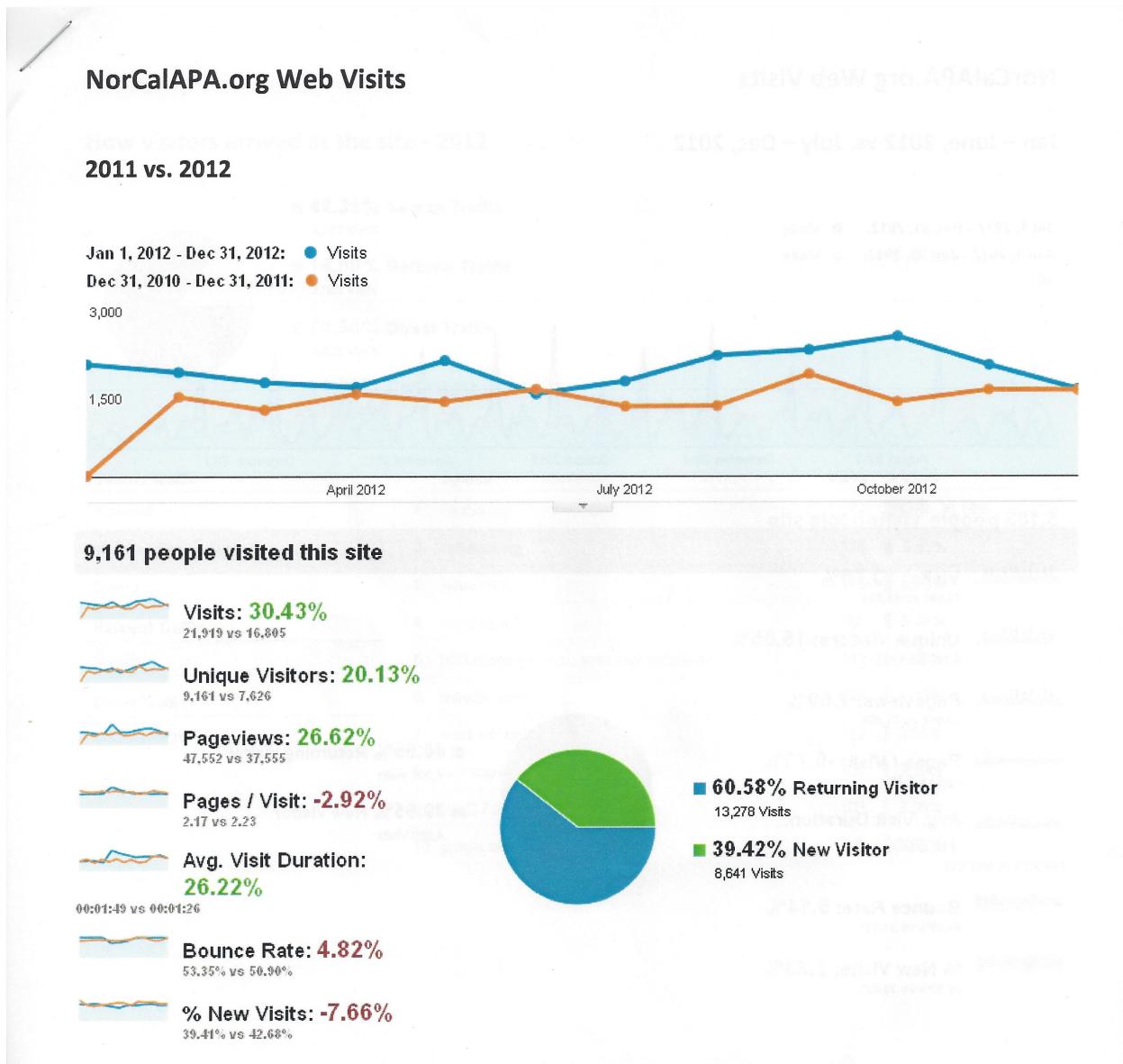
In response to Florentina's request to have access to the Section's Twitter account, Erik noted that it is #APA\_CANorthern. The Board discussed whether or not individual Board members should *tweet* using the Section's Twitter account or their own personal account. There is an issue on how these tweets shows up.

Ronny noted that she plans to push all websites posts to Twitter as well as LinkedIn.

Erik wants to ensure Facebook postings are targeted and in one voice. He therefore requested that event announcements be sent to him.

Naphtali noted that special newsletter emails are resulting in hits to issue.com. He suggested that the format of future newsletter emails be change to be more like Planetizen (have only three main articles, for instance).

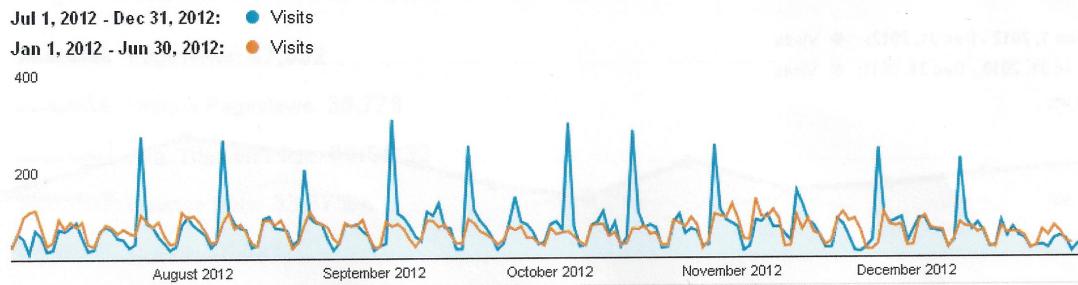
**Website.** Ronny provided a summary on overall website traffic. As shown in the handout she provided, which is included below, page views are up, visit duration is up, and the bounce rate is down (all good things). The percent of new visitors is down, with roughly 60 percent of all visitors as returning.



Ronny reiterated that eNews is creating traffic, as shown in the blue spikes' biweekly pattern.

## NorCalAPA.org Web Visits

Jan – June, 2012 vs. July – Dec, 2012



5,103 people visited this site

Visits: **13.76%**  
11,665 vs 10,254

Unique Visitors: **15.66%**  
5,103 vs 4,412

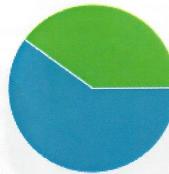
Pageviews: **2.69%**  
24,092 vs 23,460

Pages / Visit: **-9.73%**  
2.07 vs 2.29

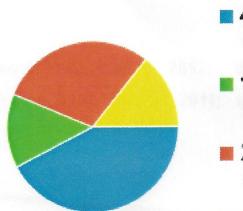
Avg. Visit Duration:  
**10.59%**  
00:01:54 vs 00:01:43

Bounce Rate: **5.14%**  
54.60% vs 51.93%

% New Visits: **2.83%**  
39.92% vs 38.82%



Ronny also described how visitors arrived at the site. As shown in the chart below, the largest proportion of visitors searched for the site, while the second largest went directly to it. A much smaller but not insignificant proportion of visitors were referred to the site from another website (e.g., California APA featured the Section's new website).



**42.31% Search Traffic**  
9,273 Visits

**14.00% Referral Traffic**  
3,069 Visits

**29.30% Direct Traffic**  
6,423 Visits

**14.39% Campaigns**  
3,154 Visits

Below are the main sources for referral traffic to the site:

Search Traffic	Source	Visits	% Visits
Keyword	1. calapa.org	1,172	38.19%
Matched Search Query	2. cyurbria.org	179	5.83%
Source	3. issuu.com	175	5.70%
Referral Traffic	4. planning.org	166	5.41%
Source	5. 36ohk6dgmc1n-c.c.yom.mail.yahoo.net	143	4.66%
Direct Traffic	6. linkedin.com	128	4.17%
Landing Page	7. facebook.com	112	3.65%
	8. norcalapa.us5.list-manage.com	109	3.55%
	9. 10.20.7.206:15871	103	3.36%
	10. google.com	100	3.26%

The most popular page on the site is the home page (27 percent), followed by jobs (16 percent) and career jobs (12 percent). The Events page received about four percent of page views, while all the other pages each received less than two percent.

#### Pages on this site were viewed a total of 47,552 times

-  Pageviews: 47,552
-  Unique Pageviews: 36,778
-  Avg. Time on Page: 00:01:33
-  Bounce Rate: 53.37%
-  % Exit: 46.08%

Site Content	Page	Pageviews	% Pageviews
Page	1. /	12,839	27.00%
Page Title	2. /jobs/	7,808	16.42%
Site Search	3. /pages/career/career_jobs.htm	5,927	12.46%
Search Term	4. /calendar/upcoming-events/	1,969	4.14%
Events	5. /programs/sustainability/	871	1.83%
Event Category	6. /about/northern-news/	763	1.60%
	7. /pages/calendar/calendar.htm	749	1.58%
	8. /about/northern-news/northern-news-archives/	735	1.55%
	9. /pages/committees/comm_awards.htm	626	1.32%
	10. /about/board-of-directors/	580	1.22%

Ronny finished her summary by noting that she is working on creating a discussion forum capability. This could benefit the Energy Working Group, and might be used for discussing other planning-related topics in the future.

## **10. Membership Report**

Florentina summarized her membership attraction, retention and outreach activities. She has focused on reaching out to recent graduate students. To help ensure they do not allow their APA membership to laps, she lets them know they have a discounted young professional rate option following graduation. Colette noted that APA California-only membership is another option to keep costs down, while maintaining membership at the state level. Alexandra noted that to sign up as a California-only member is difficult and should be made easier.

Florentina commented that since some individuals who attend events do not know about APA, she would like to create a flyer to give to these individuals. On this point, a number of Board members noted that in many instances AEP events have greater visibility than APA events. Some opined that it has been frustratingly difficult to co-sponsor local events with AEP; Hanson and Justin clarified that the AEP state board has an adopted policy to allow and encourage co-sponsorships.

Florentina lastly commented on the price of membership, and who pays for it. Most planners she knows are APA members because their companies pay the costs of membership. She would like to target companies to highlight the benefits of membership—i.e., to reinforce its value.

The Board also discussed how it is a challenge for public agency staff to maintain their membership, because of the downturn in the economy since 2008. The Board brainstormed different ideas to encourage increased membership rates among public agency staff. Colette suggested that we should reach out to community development directors to have them at least sign up themselves as California-only members. Stephen later suggested that the process for joining as a California-only member should be streamlined or somehow made less cumbersome, and there should be at least one member from every jurisdiction in California.

Don discussed the importance of AICP membership. He noted that until recently, increasing proportions of APA members had become AICP members. He stressed that AICP is the only professional planning organization.

Katja requested an updated membership list for the purpose of emailing members in her RAC region about upcoming events.

Hanson and Juan noted that the Chapter will be putting out an annual report that is meant to act as a marketing piece. Patterned after a report prepared in Washington, it will describe the APA California Chapter and what each Section does. This can be given out at events.

## **11. Goal Setting**

### **Overview and Updates to Last Year's Goals**

Last year's goals were reviewed by the Board and then updated as necessary. (See the Attachment 8 for a list of draft 2013 goals.) The following goals were stressed, updated, revised, and/or added:

- The Section will continue to focus on providing numerous local events, since many members cannot attend the state or national conferences.

- Also under professional development, the Section shall strive to hold at least one law/ethics event per year.
- The goals for the International program will be expanded to not only conduct outreach to international planning firms, but also establish international exchanges, jobs shadows, and specific projects.
- While the Section has developed an active relationship with San Jose State University students, the Board would like to establish a better presence with the other urban planning programs in the region.
- The YPG will focus on reoccurring events to help build its “brand.”
- The recently redesigned website has opportunities to grow and will continue to evolve.
- A Communications Director position was recreated to further publicity/communications goals, and Erik has done an excellent job so far.
- A new Mentorship Director is needed to lead and grow this program, as Andy Waggoner, who initiated the program in 2011, has recently stepped down.
- The RAC Chairs coordinate the main activities provided by the Northern Section in numerous geographical locations and cover diverse planning-related topics.
- A guidance document for events shall be prepared for RAC Chairs.
- The Sustainability Committee and Energy Working Group have a number of events scheduled for 2013; their members will look into and then report back to the Board about incorporating the Energy Working Group under the Sustainability Committee.
- The newsletter distinguishes the Northern Section from other APA Chapters/Sections and continues to receive high praise.
- The newsletter will no longer be a downloadable PDF document and undergo “modernizations” to make it readable on smartphones and tablets and allow postings to social media (e.g., LinkedIn, Facebook, Twitter). Planetizen and CP&DR offer examples of what the newly formatted newsletter and associated eNews blasts might look like. For instance, emails may include links to articles on the Section’s website, which in turn can be pushed to social media.
- The value of the AICP program, now in its 26 year, was highlighted; Ronny, Florentina and Justin offered to assist Don with organizing/sharing his education material using Dropbox or Google Docs, instead of emails.
- Erik provided some edits and additional objectives regarding social media in particular and publicity in general.
- To help introduce people to the Section’s website, a video “tour” of it will be prepared (this shall be sent to community development directors so that they can learn about where the Section posts jobs and lists upcoming events).
- A committee has been created to handle the planning for the 2015 State Chapter conference. Locations being considered include San Francisco, Oakland and Monterey.

This initial review was followed by a dot exercise to identify last year’s successes and this year’s priorities.

### **2012 Major Successes and 2013 Priorities**

The Board participated in a group exercise to evaluate last year’s major successes and establish this year’s priorities. The goals for 2012 were printed on large sheets of paper that each Board member could affix dots to represent what was done well last year (**green** dot) and what should be a priority for this year (**red** dot). Board members also had the ability to edit existing goals or

suggest new ones. Below are the key goals and priorities for each major category identified through this group exercise.

<u>Category</u>	<u>2012 Successes</u>	<u>2013 Priorities</u>
Membership	0	3
Revenue	0	6
Awards Program	9	1
Holiday Party	7	0
Professional Development Events	8	22
Section History	2	1
International	1	2
Diversity	0	1
University Outreach/CPF	0	3
Young Planners Group	2	3
Mentorship Program	2	2
RAC	3	7
Publicity	12	5
Website	14	3
Communications	5	3
Sustainability Planning	0	10

See pages 15 through 18 for a detailed breakdown of the individual goals within each category and the number of dots, or votes, they received.

Based on the dot exercise, Andrea noted the following as major successes of 2012: the awards program, holiday party, professional development events, YPG events, redesigned website and eNews, mentorship program, RAC events, and newsletter publication.

### **2013 Goals/Actions/Targets**

The Board discussed key actions prioritized for the coming year, which are listed below.

<u>Category</u>	<u>2013 Goals/Actions/Targets</u>
Chapter Conference	Begin to prepare for the 2015 conference
Revenue	Find ways to enhance/diversify revenue
RAC	Organize more high-quality events and create a checklist
Sustainability	Continue to enhance the initiative
Publicity and Communications	Continue to write Plan-It Sustainably newsletter column
Membership	Determine how to reformat the newsletter for ease of use
Professional Development Events	Improve the Section's marketing and outreach program
	Explore other types of events, such as webinars/podcasts
	Organize ethics/law workshop
	Reformat AICP materials
University Outreach	Increase student interest and involvement
Website	Create "how to navigate the website" video
International	Plan a trip abroad and develop additional program ideas
Publicity/RAC	Prepare articles for the newsletter about RAC events
Website	Update website content regularly

Diversity YPG	Organize planners of color events Conduct outreach through social media
Section History	Promote APA Great Places and Planning Landmark Award
Awards Program	Increase number and quality of submittals

Energy Working Group

Expand program visibility through newsletter article
Incorporate into Sustainability Committee

### **Board Directors/Committee Assignments**

Since Jeff has home sick, this task was tabled for the next meeting. In the interim, he may prepare draft assignments and share them with Board members.

## **12. 2013 Budget Review and Adoption**

Laura led the discussion on the Section's budget. She provided an overview first on revenue. Overall, the projected revenues for 2012 were accurate.

### *Income Item 42 – Section Events*

Laura noted that Stephen and Katja were successful in organizing partnerships and obtaining financial sponsorships. Item 42 is now broken out to include all RAC events as line items 42.3 through 42.9. A line item for professional development events could be added, too. Hanson recommended budgeting \$500 for all other non-RAC events as a catch all, to include professional development and other events.

### *Income Item 42.2 – Holiday Party*

The budget for this year's holiday party was increased from \$3,000 to \$3,500 to reflect the cost of last year's party (\$3,697).

### *Income Item 50.1 – Calling Cards*

Projected calling cards income has been adjusted down to \$7,000.

### *Income Item 62 – Awards Event*

Since it is never certain whether or not firms will sponsors the Awards Ceremony, the budgeted amount was lowered to a more realistic figure (\$4,000), which equates to 100 attendees paying \$40 each.

### *Income Item 70 – Subventions*

The Section should expect to receive more subvention revenue because APA membership has increased a little in the last year and Chapter dues have been increased. The budgeted amount has been increased from \$11,000 to \$13,000, although \$13,000 is still probably a conservative estimate (Laura did not specify how much more the Section will likely receive).

### *Income Item 72 – Conference Rebates*

Conference rebates increased ever so slightly (net increase of \$13).

### *Income Item 91 – Miscellaneous*

The Board discussed collapsing all "91" categories into a single catch all category.

Laura shifted her discussion to the Section's expenses, and addressed the following expense line items:

*Expense Item 102.1 – Monthly Meetings*

The Board meeting expenses has been increased to reflect the growing number of Board members and corresponding increased food costs.

*Expense Item 400 – Professional Development*

While the amount for Co-sponsors (line item 400.3) had been increased to \$1,800, the Board agreed to change it back to \$1,750. The budgeted amount for Sustainability (line item 400.7) had been increased from \$500 to \$1,000 to reflect Scott Edmonson's request to cover his proposed projects; Katja noted that since Scott will be stepping down as Sustainability Co-Director, the Sustainability Committee will probably not use all of this money, and she would be comfortable with reducing it to \$750. Juan offered an alternative proposal: change 400.7 to "Sustainability/Energy" and leave the budget amount at \$1,000. He also requested a more information about both the Sustainability Committee and Energy Working Group's proposals. The Board supported the idea of incorporating the Energy Working Group into the Sustainability Committee as a "shotgun marriage."

*Expense Item 301.2 – Students*

The budgeted amount includes funding for student activities (typically \$300) and \$1,000 to cover another symposium at SJSU. Veronica Flores, SJSU's Student Representative, noted that the Urban Planning Coalition is planning the next symposium for the springtime, and would like to hold a second symposium in the fall. At present, the budget has designated funding for only one event; a second event sponsorship will have to be addressed at a later date.

*Expense Item 503.2 – Northern News*

The budgeted amount to cover the newsletter's expenses has been increased by \$1,000 to reflect last year's actual costs (\$11,096).

*Expense Item 503.4 – Design and Editing Services*

This line item was previously budgeted at \$750, but has been deleted.

*Expense Item 503.3 – Website*

Since much of the website redesign has been completed, the budget for this line item has been decreased from \$10,000 to \$6,000. While there is less work to do, Ronny will still need help from Devin in expanding and maintaining the site.

*Financial Reserve Policy*

Laura confirmed the Section's budget conforms to the reserve policy. See Attachment 9 for details.

*Motion by Eileen Whitty to adopt the 2013 budget, seconded by Naphtali Knox, approved unanimously.*

Naphtali made a request for photographs for the newsletter.

Andrea thanked Hanson for stepping in today, because Jeff was home sick, and for his service as Section Director.

**Meeting Adjourned:** 3:05 p.m.

**Next Meeting:** Wednesday, March 6. Dahlia volunteered to host the March meeting at Arup offices in San Francisco, and Florentina volunteered to host the May meeting at URS offices in Oakland.

**Summary of Action Items:**

1. Justin Meek will prepare a draft of the 2013 goals and priorities for the next Board meeting.
2. Jeff Baker will draft Board Directors/Committee assignments.
3. Jeff will report on the Chapter Board Retreat at the next Board meeting.
4. Erik and Scott will develop a proposal on potential new advertisement/sponsorship packages to share with firms that currently have ads and those that potentially might.
5. Ronny or Erik will share the Section's Twitter account information (username and password) so that RAC Chairs can start tweeting.
6. Ronny and/or Erik will put featured articles on the Section's homepage.
7. RAC Chairs should send Erik event announcements to post on the Section's Facebook page.
8. Ronny will push job ads to the Section's Twitter account.
9. Ronny and Devin will create discussion forum capability on the website.
10. Florentina will assist the next Membership Director, including preparing RAC membership lists.
11. Florentina will compile available marketing brochures and make sure that RACs have them to distribute at events.
12. Erik will prepare an email message to send to public agency leadership (particularly community development directors) about why their staff should become members.

## Draft 2013 APA Northern Goals

underlined items were identified by the Board as previous priorities

*italicized* items are suggested new or modified goals for 2013

The relative scoring for each item as green and red dots are shown in parentheses (**green:red**)

### **MEMBERSHIP** (vacant position)

- Develop membership/marketing/outreach program: (**0:3**)
  - Increase membership
  - Target San Francisco planners
- Change “planning commissioner” to “citizen planner” to recruit more non-National/Chapter members and be more inclusive (**0:0**)

### **REVENUE** (scott davidson, advertising director/committee)

- Develop a comprehensive sponsorship and advertising program for revenue enhancement (**0:6**)
- Use eNews and Northern News to raise money through paid ads (**0:0**)

### **AWARDS PROGRAM** (eileen whitty and john cook, awards program co-chairs) (**9:0**)

- Continue successful awards program for forwarding to state/national
- Increase number and quality of submittals (**0:1**)
- Recruit excellent jurors - ID qualifications and minimum needs

### **HOLIDAY PARTY** (committee TBD)

- Organize successful well-attended event (**7:0**)

### **PROFESSIONAL DEVELOPMENT EVENTS** (tania sheyner, professional development director & RACs)

- Continue to provide no-and low-costs AICP CM professional development events (**8:3**)
- Continue co-sponsorships and partnering with professional associations/private firms/non-profits (e.g., AIA, Greenbelt Alliance, Heritage YP) (**0:1**)
- Explore more webinars/podcasts/live feedback, especially to benefit outlining areas (**0:3**)
- Publish Northern News articles on professional development (**0:1**)
- Combine social mixers with professional development events (**0:0**)
- Organize walking tours/outdoor events (**0:2**)

- Organize annual ethics/law workshop (0:2)
- Reformat educational material (0:0)
- Increase planning for 2015 State Chapter Conference (0:10)

#### **SECTION HISTORY** (juan borrelli, section historian)

- Develop and implement Section archive program: establish subcommittee to develop program proposal and webpage (2:0)
- Promote APA Great Places and Planning Landmark Award submittals (0:1)

#### **INTERNATIONAL** (hing wong and alex hinds, international co-directors)

- Plan next trip abroad (1:2)
- Expand number of international internship positions and locations; expand outreach to international planning firms; *and establish international program (e.g., exchange, jobs shadows, projects)* (0:2)

#### **DIVERSITY** (miroo desai and cindy ma, planning diversity co-directors)

- Continue ambassador program (0:0)
  - One event per month (objective)
  - Focus on schools: high school juniors and seniors; attend career day; Cal students interested in reaching out
- Organize Planners-of-Color social mixers (0:1)

#### **UNIVERSITY OUTREACH/CPF** (emy medoza, university liaison, and darcy kremin, CPF liaison)

- Increase the number of CPF applicants: Get word out to students/professors at mixers, listserves (0:0)
- Reach out to more universities (Stanford, Humboldt State, Sonoma State, San Francisco State) (0:3)

#### **YOUNG PLANNERS GROUP** (natalie de leon and avalon schultz, YPG co-chairs)

- Organize more events with professional development focus, e.g., tours of offices (3x per year) (1:2)
- Cal partnership: get students of color/student community involved in APA (0:0)
- Conduct research and document information: e.g., minority representation in planning profession; public participation process – % minorities (0:0)

- Organize one “big” event—TBD (e.g., SJSU Symposium) (1:0)
- Volunteer opportunity (0:0)
- Increase outreach through social media (0:1)

#### **MENTORSHIP PROGRAM** (vacant position)

- Implement mentorship program (2:1)
- Improve timing of mentee notification to match school schedules (due before thanksgiving) (0:0)
- *Look at Women's Transportation Seminars (WTS) as a model* (0:1)

#### **RAC** (regional activity coordinator chairs)

- Improve RAC communication, support and outreach to members
  - Social media, Facebook, Twitter, LinkedIn (1:0)
  - Update RAC pages on web (0:0)
  - E-mails to RAC sub-regions: events, questions and feedback (0:0)
  - *Create a guidance checklist for event planning* (0:2)
- Promote diversity (0:0)
  - Partner w/ diversity director
  - Connect w/ diverse planners at public/private agencies
- Organize more RAC Events (2:4)
  - Work w/ sustainability committee
  - Tape events
  - Identify goal/target for each RAC
- Write RAC Newsletter articles (0:1)
  - Assign date/issue to each RAC Chair

#### **PUBLICITY** (naphitali knox, newsletter editor, and erik balsley, newsletter associate editor)

- Maintain quality Northern News newsletter (12:5)
  - Respond to survey re: local/regional news; cover more San Francisco issues
  - Keep news articles short
  - Provide abstract of article in eNews/website with direct link to article
  - *Combine eNews and newsletter to more easily allow postings to social media*
  - *Convert newsletter format to become tablet (i.e., iPad) compatible*
  - *Investigate other newsletter formats, such as iPad App*
  - *Create more interactive newsletter (use CP&DR emails and website as an example)*

## **WEBSITE** (ronny kraft, webmster)

- Create new improved website (**14:3**)
  - User friendly format and site navigation
  - Streamline content management
  - More content and update regularly
  - Increase site traffic
  - *Implement discussion forum*
  - *Create video on "how to navigate our website"*

## **COMMUNICATIONS** (erik balsley, communications director)

- Continue providing timely announcements and publicizing upcoming events via eNews every two weeks (**5:1**)
- *Successfully implement strategies to generate additional review* (**0:2**) – note similar “Revenue” objective
- *Have Twitter “take flight”* (**0:0**)

## **SUSTAINABILITY PLANNING** (katja irvin and david javid, sustainability co-chairs)

- Provide resources and dialog around effective sustainability planning (**0:3**)
  - Webpage of online resources (Northern focus)
    - Links/links: concepts, framework, best practices challenges, projects
    - Clearinghouse and networking resource
  - Pursue co-sponsorships/partnerships to promote interdisciplinary solutions, approaches and dialog
- Establish blog/social network on sustainability (**0:0**)
- Organize workshops and webinar series: AICP credits for professional development on sustainability issues (**0:0**)
- Continue “Plan-It-Sustainably” newsletter column (**0:2**)
- Prepare Sustainability Planning Guide (**0:0**)
  - Historical perspective
  - Overview-main concepts
  - Main frameworks and methodologies
- *Continue and increase Energy Working Group* (**0:5**)