



## APA California Northern Minutes of the November 3, 2011 Board Meeting

Meeting Location: the Planning Center | DC&E, 625 Shattuck Avenue Suite 300, Berkeley, CA

*Board meeting called to order at 9:00 a.m.*

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

Roll call:

x	Alexandra Barnhill	x	David Keyon	x	James Castañeda	x	Kristine Gaspar	x	Rob Eastwood
x	Andrea Ouse	x	Don Bradley	x	Janet Palma	x	Laura Thompson	x	Rodrigo Orduña
x	Andy Waggoner	x	Eileen Whitty	x	Jeff Baker	x	Michelle Thong	x	Ronny Kraft
x	Avalon Schultz		Elizabeth Caraker	x	Joanna Jensen	x	Miroo Desai	x	Scott Davidson
x	Brian Soland	x	Emy Mendoza	x	Juan Borrelli	x	Naphtali Knox	x	Stephen Avis
x	Bryan Wenter	x	Erik Balsley	x	Justin Meek	x	Natalie de Leon	x	Tania Sheyner
x	Collette Meunier	x	Hanson Hom	x	Katja Irvin		Pierce MacDonald	x	Theresa Alster
	Darcy Kremin	x	Hing Wong	x	Kay Cheng				

x = in person | p = phone

Guests:

Allen Tai, former Director Elect

Ruth Miller, prospective APA Student Representative for UC Berkeley

Scott Edmonson, Co-Chair Sustainability Committee

Hanson provided new Board members an overview of the Section’s procedures and activities.

### 2. Review Retreat Agenda

In the past, setting goals has taken a fair amount of time. Therefore, for this year’s Board Retreat the Board would revise last year’s goals, rather than spend a lot of time developing new ones for 2012. Hanson noted that by condensing the amount of time spent on goal setting, the Board would save time to address other items.

### 3. Introductions

Hanson started the meeting by having each Board member giving a quick introduction about themselves and provide a key accomplishment for last year and/or key goal for this year. Afterward, Hanson presented a series of certificates to present and past Board members in appreciation for their years of service. Individuals who received a certificate of appreciation include Jeff Baker (who will be transitioning from Treasure to Director Elect), Allen Tai (former Director Elect), Brenna Moorhead (former Membership Director), Lindsey Virdeh (former YPG co-Chair), and Michelle Thong (former Student Representative at UC Berkeley).

#### 4. Adoption of November 3 Minutes

**November Meeting Minutes Review and Approval** – One correction was identified. On page six, the November 17 South Bay event organized by Katja was called “An Urban Future: futures-thinking, planning, and the future of planning cities.” No other text edits, issues or questions were raised regarding the previous minutes.

*Motion by Eileen Whitty to approve the November 3, 2011, meeting minutes with the aforementioned correction, seconded by Collette Meunier, approved with five abstentions.*

#### 5. Board Appointments

**UC Berkeley Student Representative candidate: Ruth Miller**

Ruth Miller is a first year Master of City Planning student at UC Berkeley. In addition to her current studies, she is a reporter for Oakland Local and blogger for 511 Contra Costa County. She works closely with bike and pedestrian advocacy groups and is looking forward to putting on events.

*Motion by Hing Wong to appoint Ruth Miller as the APA Student Representative at UC Berkeley, seconded by Naphtali Knox, approved unanimously.*

**Sustainability Director Co-Chair candidates: Scott Edmonson and Katja Irvin**

See Handout E2 in the agenda packet for a detailed description of the proposal to create a Sustainability Director position. Naphtali noted that he thinks the proposal is well thought through.

*Motion by Naphtali Knox to appoint Katja Irvin and Scott Edmonson as the Sustainability Director Co-Chairs, seconded by Collette Meunier, approved unanimously.*

**Executive Committee:**

The following individuals would like to be (or continue to be) on the executive committee: 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).

#### 6. Chapter Board Retreat

Hanson provided a summary of the Chapter Board Retreat. For more information about the main topics and outcomes, see Handout   Director’s Report for APA California Board Retreat – January 13-14, 2012 in the Section Board packet.

Hanson noted that budget was discussed extensively at this year’s Chapter Board Retreat. Faced with a structural deficit because of declining membership and increasing expenses, National APA has decided to help cover administrative costs by taking more of the membership dues that previously went to the state chapters. \$40,000 will be redirected from the California Chapter to National.

Hanson also noted that while the Chapter has reduced expenses, they are cutting into their reserves to cover their own costs. Reserves are down to \$300,000. Therefore, each of the state's Section Directors were asked to approach their Board to discuss whether or not they would support increasing membership dues. In addition, each of the Section Directors were tasked with finding out if their Section Board would support offering more of their membership dues subventions to the Chapter to help cover costs for 2012.

Hanson noted that National has not announced what their plans are yet for any membership dues increase but are discussing raising dues in the coming years. At issue, of course, is decreasing membership and increasing costs. (Juan later clarified that National just announced they will increase dues in the fourth quarter [i.e., end of the year] by \$10 for APA members and \$5 for AICP members.)

Hanson noted that there are *four* main issues that the Chapter would like feedback on.

1. Are Sections willing to reduce 2012 membership dues subventions for one year to assist in closing the Chapter budget gap? If so, how much? (Note: the Northern Section received \$10,816.94 in 2012.)
2. Should the Chapter increase Chapter membership dues?
  - Currently \$85 annually
  - Last increase six year ago
  - Sections currently receive about \$10 per member (14.25% of \$70)
3. If membership fee is increased:
  - What should the *form* of the fee increase? Assess as percentage of National dues (e.g., 45%-\$90K) or flat fee (e.g., \$100-\$56K)?
  - What should the *timing* of the fee increase? Coincide with National fee increase?
4. What should be the role of the Section in marketing APA and recruiting and maintaining membership?

A number of ideas and concerns were discussed. Naphtali and Collette posited the idea that a Chapter-only membership option might be a good way of bringing people into APA. Collette suggested that planning commissioners may be more inclined to join APA by paying California Chapter dues only. She further noted that people who make more money should pay more.

Hing and Hanson provided some background on Chapter **membership fees**. Hing noted that of APA's 47 Chapters, nine of them have membership fees that are based on a percent of National fees (at 25, 35, or 45 percent). Hanson noted that 35 percent is typical. Hanson opined that other percentages should be available for state Chapters to select, such as a 40 percent rate. Hing further noted that two Chapters have a 45 percent rate (Florida and Pennsylvania). The remaining 38 Chapters have flat fees (California is the highest at \$85).

Erik suggested that the state APA would have to increase membership dues. Nevertheless, he asked if the Chapter could better monitor its costs? Hanson stated that the Chapter has been monitoring the budget very closely and has trimmed costs considerably. For example, the Chapter reduced contract costs by five percent across the board last year. Juan also noted that

the Chapter has looked at both short- and long-term strategies to cut costs and build up membership. At this point, the Chapter's lost revenue is affecting "core services."

Allen suggested that the new professional membership rate, which is lower than the standard membership rate, should be made available to any young planner, regardless of where they went to school or what program they graduated from. At present, only graduating students from an accredited planning program are eligible for this reduced membership rate. If this reduced fee was made available to other planners just starting out in their careers, particularly those who come from other disciplines (e.g., environmental studies, geography), there might be an increase in membership among young planners.

Naphtali cautioned that increasing fees could have unintended, bad consequences. He noted that the AICP rollout was badly managed. In thinking about the connection between money and membership, he is concerned that raising fees would result in losing members. Hanson noted that this was a strong theme at the Chapter Board Retreat – i.e., the Chapter needs to engage members better before raising fees.

Jeff asked if there is information about who pays for dues (individuals v. employers). Hanson responded that this information is not readily available.

Rodrigo asked what are the demographics of the members. He wanted to know about trends – i.e., are people joining for networking/informational opportunities and later dropping out as they become established? Hanson noted that about 20 percent are students but a large number do not continue their membership after graduation.

Rodrigo opined that a Chapter-only membership would have its own consequences, as it would work against encouraging planners to become AICP. Hanson agreed and clarified that it would only make sense to encourage Chapter-only membership for non-planners, such as planning commissioners.

Scott Edmonson would like to see a decrease in membership fees.

Collette opined that a "citizen planners" category is needed. This category would allow activists and other non-planners to join. Also, she suggested that a lower rate for these individuals would be appropriate.

In general, Collette supported the idea for a flat rate with a "more nuanced" schedule of fees. The fees should reflect where people are in their careers. Fees would escalate from a base level.

Naphtali expressed concerns about using a flat rate. Assuming that there would be an increase, he suggested it should be on a percentage basis "tiered to National." One advantage of percentage rate is that it would automatically increase when National increases its rate. He expressed that APA membership should be marketed more broadly. (*Comment: Naphtali may wish to elaborate here.*) He also suggested there should be a new, lower rate for California-only membership (say \$10).

Scott Davidson noted that APA is, in effect, competing with other organizations, such as the Urban Land Institute (ULI) and Association of Environmental Professionals (AEP). He

suggested that APA may be losing out to them, which may in part explain declining membership, particularly among new professionals.

Stephen opined that the introductory low rate for students who become young professionals is not working out well.

Hanson provided Chapter **membership numbers** for the past few years, which indicate a steady decline. In 2010 there were about 4,800 members. Last year membership dropped to roughly 4,500. This year the count is around 4,300. In the past, membership had been at or above 5,000.

Ruth supported the idea for a reduced rate option for starting planners. She further suggested that a group rate made sense, as this would allow organizations such as Walk/Bike Oakland to join APA.

Collette opined that she did not get much value from paying National dues. Hanson agreed that National needs to do a better job of explaining what APA offers its members. This would allow member to understand “what the value is for the dues we pay.”

Hanson attempted to summarize the many ideas and concerns he heard. There were mixed opinions on the *form* of a potential fee increase (i.e., percentage or flat rate). APA California should market member services better – i.e., focus on the value of paying Chapter dues. In order to attract non-planners as members, the Chapter might offer a special, reduced “citizen planner” rate. This additional revenue from potential new members would help the Chapter make up the \$40,000 being taken by National.

*Motion by Eileen Whitty to take a straw poll on approving a fee increase for this year, seconded by Collette Meunier, 7 for, 23 against, one abstention.*

Hanson indicated that he will report back to the Chapter Board a strong sentiment against an increase in membership dues.

Collette noted that she recognizes the structural deficit issue. She would like to see what the Chapter would do to do a better job of marketing before approving dues increase.

Don Bradley provided a historical perspective. To a point, he agreed that one does not get much from becoming an AICP member. On the other hand, he told a story one student of his told him in support of seeking AICP accreditation: she would be promoted if she passed the AICP exam; she passed and was promoted.

*Motion by Hanson Hom to take a straw poll on whether fees should be collected at a flat rate (e.g., \$85) or on a tiered/percentage basis (e.g., 45 percent), regardless of whether or not there is a fee increase at the state level for full membership, seconded by [REDACTED], 2 for flat fee, 22 for percentage, 8 abstentions.*

## 7. Goal Setting

### 2011 Major Successes and 2012 Priorities

The Board participated in a group exercise to evaluate last year's major successes and establish this year's priorities. The goals for 2011 were printed on large sheets of paper that each Board member could affix dots to represent what was done well last year (gold dot) and what should be a priority for this year (blue dot). Board members also had the ability to edit existing goals or suggest new ones.<sup>1</sup> Below are the key goals and priorities for each major category identified through this group exercise.

<u>Category</u>	<u>2011 Successes</u>	<u>2012 Priorities</u>
Membership	0	18
Revenue	1	5
Awards Program	12	5
Professional Development Events	16	24
Publicity and Communications	18	17
Sustainability Planning	8	4
Holiday Party	10	1
Section History	2	0
International	0	7
Diversity	2	2
University Outreach/CPF	6	0
Mentorship Program	9	3
Young Planners Group	12	10
RAC	3	12
Sustainability Planning	6	4

See pages 12 through 14 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, Hanson noted the following as major successes of 2011: the awards program, professional development events, newsletter publication, sustainability committee initiatives, holiday party, university outreach, and mentorship program.

### 2012 Goals/Actions/Targets

The Board discussed a number of key actions that need to be taken in the coming year, which are listed below.

<u>Category</u>	<u>2012 Goals/Actions/Targets</u>
Membership	Improve the Section's marketing program
Revenue	Find ways to diversify/enhance revenue
Professional Development Events	Come up with strategies to better coordinate RAC events
Publicity and Communications	Continue publishing excellent newsletter
	Determine what can be done with the new website

<sup>1</sup> Janet suggested a goal to explore the option of including a "citizen planner" membership category to generate more members who may not want to be national members, because they do not wish to become AICP.

International Plan a successful trip to Brazil  
RAC Continue to organize high-quality events

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

Hanson tabled this task for the March meeting. In the interim, he will draft assignments and share them with Board members.

## **8. New Website Preview**

Ronny provided an overview of the new website. She displayed on an overhead projector a mock-up of the website, showing different pages as an example of what the final, fully functional website might look like. Ronny noted that much of the content has yet to be included and requested individual Board members provide her with this information. Since the website will work under a “content management system,” the responsibility to update the website will lie with each Board director and committee member. There will also be a new way to post event announcements online. Job posting will automatically be “pushed” to LinkedIn.

Ronny took suggestions from Board members on the website layout and content. To help ensure the website is consistent throughout, she will provide instructions on how to add content and what image specifications to use. She plans to write up directions and send them out soon. She also requested that content be submitted to her by the middle of February.

To ensure that content providers maintain their site, Stephen suggested that an automatic reminder be sent out periodically to each of them.

James suggested that we have a central location to store photos that may be posted on the website or newsletter or used for the PowerPoint at the Holiday Party. Suggestions were made to consider websites such as Shutterfly.com or Picasa.com. Natalie volunteered to look into an appropriate website for the Board.

## **9. Issues for 2012**

The Board divided into three discussion groups to discuss three main issues for 2012. The three issues were membership growth, revenue enhancement, and professional development. The Board then reconvened to report out on the group discussions.

### **Membership Attraction/Retention/Outreach**

Rodrigo presented the topics discussed during the group breakout on growing the Section’s membership, including (1) advertise the benefits of membership, (2) find out who our members are (planners, career changers, mid-career professionals, citizen planners, etc.), and (3) who we want our members to be.

He suggested that the Section should consider organizing free “teaser” events to attract people to attend. At heart of the discussion was highlighting that APA is an association of professionals, and members should be informed of the benefits of membership – and what non-members are missing.

### **Advertising/Revenue Enhancement**

Scott Davidson noted that calling card advertising is a major source of income. He suggested that the Section should include more ads in the newsletter and on the website, without making the website “look commercial.” He noted that different rates are needed for different media or venues (e.g., newsletter, website, eNews e-mails). In other words, the Section needs to come up with different sponsorship rates for different levels of visibility. Similarly, the Section should set a rate structure for CM credited events. He also suggested that more events on “cutting edge” topics should be organized as a means to boost attendance and revenue.

In a related sense, he suggested as a cost savings to not offer a “free lunch” at events. In addition, Board members could easily pitch in \$5 to cover food costs at Board meetings.

### **Professional Development**

Tania noted that her group talked about making logistics simpler. Organizing events and related matters can be cumbersome. For example, PayPal is not a good registration tool. She opined that the website could be the vehicle for simplifying matters. Other online resources were discussed, too. Scott Edmonson suggested Eventbrite.com as a good site for registering people, providing information, and making all other aspects of an event easy.

Tania noted events should be easier to publicize. Also, if possible, allowing potential volunteers and event organizers to easily connect online with RAC Board members would be a plus.

Ethics and law training events were discussed. More events in different locations should be organized (i.e., rotate events between the North Bay, East Bay, South Bay, and Peninsula RAC regions). Perhaps some could be offered online, if possible. North Bay events should be held on Saturdays to accommodate people traveling long distances. These events would cover both needed ethics and law credits (~4 hours training).

The following Board members volunteered to flesh out ideas for the March meeting.

<u>Committee</u>	<u>Lead</u>	<u>Members</u>
Advertising/Revenue Enhancement	Scott Davidson	Teresa and Laura
Membership Attraction/Retention/Outreach	Rodrigo	Janet, Natalie, and Ruth
Professional Development	Tania	Collette and Juan

### **10. 2012 Budget (Review and Adoption)**

Jeff led a discussion on the Section’s budget. He noted that despite lower income, expenses were down and the Section did well last year. For example, most of the RAC Chairs did not use their allotted budget in 2011, and some offset costs by bring in event sponsors.

The following income and expense line items were discussed at the Board Retreat:

#### *Expense Items 400.6 – Ethics Training*

The Ethics Training budget is shown to be increased from \$250 to \$300 as Collette plans to offer more events in 2012. She also noted that income has been secured for past events, which she hopes to repeat for future ones. She suggested there needs to be a way to record expenses and



income for these events, much in the same way there is for the Awards Banquet (line items 62 and 601).

*Expense Items 101 – Board Management Expenses*

Hanson noted that board management expenses were increased to reflect additional costs in 2011. In particular, the Board no longer has access to a free telephone conference line. Because conference calls are expensive, and to help keep track of its usage, Hanson requested that Board members let him know when they plan to make a conference call. This will enable him to ensure the Section is not charged for calls Board members did not make. Some Board members suggested looking into using Skype, Google talk and other options to reduce this cost.

*Income Line 72 – Conference Rebates*

More is expected for this year because of the successful Santa Barbara conference. The line item for conference rebates should be \$3,187 instead of \$2,300.

*Income Item 50.2 – Job Ads*

No income from job ads are expected for 2012.

*Income Item 50.1 – Calling Cards*

Scott Davidson recommended revising projected income for calling cards from \$15,000 to \$10,000, because he thinks it is likely to get up to 10 calling card advertisements.

*Expense Item 301.1 – Holiday Party*

An estimate for this year's holiday party expenses was set at \$5,000. This was considered a conservative estimate.

*Expense Item 503.3 – Website*

The current contract amount of \$10,000 should be sufficient to cover updating the Section's website. Therefore, the budget reflects the remaining amount to be spent under the contract.

*Expense Item 400.1 – International*

Rob requested \$750 to organize a trip to Brazil, which is similar to what he needed for the Indian trip a few years ago.

*Income Item 70 – Subventions*

For this item, the Board discussed a number of overlapping points: (1) enhancing Chapter revenues because of the big hit from National taking \$40,000 and the decline in overall membership; (2) delaying increasing membership fees as a revenue source; and (3) giving up a part of the Section's subvention to help cover the Chapter's budget shortfall without raising fees.

This last point was not intended as *quid pro quo*; instead, the Board discussed what the Section was willing to give up this year only to help close the Chapter's budget deficit of \$51,000. Hanson noted that the other Sections would likely forgo some portion of their subvention.

A Board member asked about the state of the Section's reserves. Jeff noted that we need to hold in reserve \$80,000 based on the reserves policy that the Board adopted last year, and the current draft budget reserve is approximately \$99,000.

Hanson noted that altogether the Chapter's Sections receive about \$38,000 in membership dues subventions. In 2011, the Section received about \$11,000 in subventions. This represents about \$10 of the \$85 Chapter membership dues from each Northern Section APA member. At the Chapter retreat, Section Directors were asked to have their Boards opine about offering a one-time reduction in subventions to help cover the Chapters structural deficit.

Hanson suggests that Board members who organize events should make a concerted effort to cover costs through sponsorships or by charging attendance fees for non-APA members.

*Motion by Naphtali Knox to issue a one time reduction of subventions by \$4,000, seconded by Collette Meunier, approved with 24 in favor, 0 in opposition, and 3 abstentions.*

Based on the vote, Income Item 70 was revised to indicate \$7,000.

*Expense Item 800.1 – AICP Exam Scholarship*

Juan noted that same budgeted amount as last year is requested for providing planners experiencing financial hardship with a scholarship to help cover the cost of taking the AICP exam.

Discussion occurred on setting up separate income and expense items for each RAC and professional development committee to credit each committee with income raised.

*Motion by Juan Borrelli to adopt individual committee budgets, seconded by Rodrigo Orduña, approved unanimously.*

The Board will conduct a mid-year budget adjustment to reflect this motion after receiving an income estimate from each committee chair.

*Motion by Stephen Avis to adopt the 2012 budget, seconded by Rodrigo Orduña, approved unanimously.*

Hanson thanked Joanna for hosting the Board meeting.

**Meeting Adjourned: 3:20 p.m.**

**Next Meeting: Wednesday, March 7 at City of Union City (34009 Alvarado-Niles Road)**

#### **Summary of Action Items:**

1. Justin Meek will prepare a draft of the 2012 goals and priorities for the next Board meeting. (See pages 12 through 14.)
2. Hanson Hom to draft Board Directors/Committee assignments for discussion at the next Board meeting.
3. Hanson will report back to the Chapter President and Section Directors on the votes of the Board on a membership dues increase and one-time reduction of subventions.
4. Ronny will provide website instructions/directions. Board members will provide Ronny with content for their assigned web pages.
5. Rodrigo will convene the Membership Subcommittee to develop a recommendation for Board review.

6. Scott Davidson will convene the Advertising/Revenue Enhancement Subcommittee to develop a recommendation for Board review.
7. Tania will convene the Professional Development Subcommittee to develop a recommendation for Board review.
8. Board will look into lower cost options for conference calls.
9. Laura will establish income line items for the RAC and professional events committees at the mid-year budget review.
10. Natalie will research websites for photo storage.

## Draft 2012 APA Northern Goals

underlined items were identified by Board as 2011 priorities  
*italicized* items are suggested new goals for 2012

The relative scoring for each item as gold and blue dots are shown in parentheses (gold:blue)

### MEMBERSHIP

- Develop membership/marketing/outreach program: increase membership; target SF planners (0:16)
- *Change "planning comm." to "citizen planner" to recruit more non-National/Chapter members and be more inclusive (0:2)*
  - *Have we done a survey of #s of planning staff at Bay Area cities and planning firms? We need to know how many in our target audience to star, then add "citizen planners" possibilities?*
  - *Use eNews and Northern News to raise money through paid ads.*

### REVENUE (proposed new goal)

- Develop a comprehensive sponsorship and advertising program for revenue enhancement (1:5)

### AWARDS PROGRAM

- Continue successful awards program for forwarding to state/national (12:5)
  - Increase number and quality of submittals
  - Recruit excellent jurors - ID qualifications and minimum needs

### PROFESSIONAL DEVELOPMENT EVENTS

- Continue to provide no-and low-costs AICP CM professional development events (10:12)
- Continue co-sponsorships and partnering with professional associations/private firms/non-profits (e.g., AIA, Greenbelt Alliance, Heritage YP) (1:4)
- Explore more webinars/podcasts/live feedback, especially to benefit outlining areas (0:2)
- Publish Northern News articles on professional development (3:3)
- Combine social mixers with professional development events (1:1)
- Organize walking tours/outdoor events (1:2)

### HOLIDAY PARTY

- Organize successful well-attended event (10:1)

### SECTION HISTORY

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

## **INTERNATIONAL**

- Plan next trip abroad (0:4)
- Expand number of international internship positions and locations; expand outreach to international planning firms (0:3)

## **DIVERSITY**

- Continue ambassador program (1:2)
  - Event 1x/month-goal
  - Focus on schools: high school juniors and seniors; attend career day; Cal students interested in reaching out
- Organize Planners-of-Color social mixers (1:0)

## **UNIVERSITY OUTREACH/CPF**

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

## **MENTORSHIP PROGRAM**

- Implement mentorship program (9:2)
- *Improve timing of mentee notification to match school schedules (due before thanksgiving)* (0:1)

## **YOUNG PLANNERS GROUP**

- Organize more events with professional development focus, e.g., tours of offices (3x per year) (8:2)
- Cal partnership: get students of color/student community involved in APA (0:2)
- Conduct research and document information: e.g., minority representation in planning profession; public participation process--% minorities (0:1)
- Organize one "big" event - TBD (e.g., SJSU Symposium) (4:2)
- *Volunteer opportunity* (0:1)
- *Increase outreach through social media* (0:2)

## **RAC**

- Improve RAC communication, support and outreach to members
  - Social media, Facebook, Twitter, LinkedIn (0:2)
  - Update RAC pages on web (0:0)
  - E-mails to RAC sub-regions: events, questions and feedback (2:1)

- Promote diversity (0:1)
  - Partner w/ diversity director
  - Connect w/ diverse planners at public/private agencies
- Organize more RAC Events (1:7)
  - 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 AND COMMUNICATIONS**

- Maintain quality Northern News newsletter (17:5)
  - 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
- Create new improved website (1:12)
  - User friendly format and site navigation
  - Streamline content management
  - More content and update regularly
  - *Increase site traffic*

## **SUSTAINABILITY PLANNING**

- Provide resources and dialog around effective sustainability planning (6:4)
  - 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 (2:0)
- Prepare Sustainability Planning Guide (0:0)
  - Historical perspective
  - Overview-main concepts
  - Main frameworks and methodologies