



American Planning Association
California Chapter

Making Great Communities Happen

TO: APA California Chapter Board

FROM: Virginia M. Viado, Vice President of Marketing and Membership

DATE: January 17, 2014

SUBJECT: Marketing and Membership Programs Status

Recommended Actions:

1. Discuss recent and future efforts of the Membership Inclusion and University Liaison programs. Discuss and provide recommendations on the appointment of a new University Liaison.
2. Review the attached 2013 Marketing Plan and Membership Survey documents; discuss and recommend possible amendments and new programs for further discussion with Local Section representatives for future implementation.

Background:

In 2012, the APA California Board added the Vice President of Marketing and Membership position to focus on efforts related to retention of existing members, as well as market the benefits the Chapter provides to planning professionals, academics, students, and others interested in our profession to gain new members. Programs placed under this position include Membership Inclusion, University Liaison and the Young Planners Group. Each of these programs is led by an appointed Chapter representative, with assistance from their counterparts at the Local Section level, and supports our members through events and activities they sponsor throughout the year. These three programs have received increased visibility in 2013, and continue to progress under the leadership of the appointed directors/coordinators.

Membership Inclusion

The appointed directors under this program are Anna Vidal (South) and Miroo Desai, AICP (North). Membership Inclusion is responsible for leading the Diversity Summit

held annually at the State Conference. In 2013, the Diversity Summit topic was titled “Food Justice: Issues Impacting Urban and Rural Communities of Color”. It was an extremely successful and popular session in Visalia with over 125 people in attendance! The topic focused on how planning can help to address issues and challenges associated with the food industry. Topics such as access to fresh food in urban areas and issues faced by food workers such as farm laborers and restaurant workers were discussed by a panel that included Professor David Sloane with the Price School at USC, Sophia Cheng with Restaurant Opportunities Centers Los Angeles, and Gail Wadsworth, Executive Director of the California Institute of Rural Studies.

The Membership Inclusion program continues to work on encouraging a diverse membership in the Chapter and to provide support to all who would like to participate in APA and work in the planning field. Under the leadership of Anna and Miroo, continued collaboration with the Local Section Membership Inclusion/Diversity representatives occurs through regular conference calls and they are currently identifying topics for the 2014 Diversity Summit in Anaheim. Local Sections that currently do not have a Membership Inclusion representative are encouraged to appoint someone to participate in the Diversity Summit planning efforts. Any questions about the program can be directed to Anna and Miroo, or to the appropriate Local Section representative.

University Liaison

The University Liaison serves as a link between the Chapter Board and the planning schools and programs within the State. The position also provides support to the Chapter Student Representative as needed. David Salazar, who is the Associate Vice President for Physical Planning & Facilities at Cal State Long Beach, served as 2013 University Liaison. There were not many events that the Chapter was able to support through this program in 2013 due to various reasons, including the extended vacancy we experienced for the Student Representative position that was recently filled in October with Nina Idemudia from USC.

At this time, David has indicated he can no longer continue serving as University Liaison. Recommendations for a replacement are being requested from the Board. Names and contact information can be forwarded to Brooke Peterson or Virginia Viado.

2013 Marketing Plan and Membership Survey

The focus of new VP position was to strengthen and expand the value of membership throughout the state and further establish the Chapter as a go-to organization for planning and related activities. Last year, a draft plan for marketing and membership was presented to the Board with the following goals identified:

- Retain our current membership;
- Expand our membership roster;
- Increase communication between Chapter and Sections;
- Increase transparency of Chapter administration;
- Help reduce perception that Chapter languishes and is slow to action;
- Cultivate future members and markets.

Last September, an on-line survey was distributed to our membership to better understand the perceived level of service we provide and determine how we can improve our overall service. Over 4,500 members were invited to take the survey with approximately 900 people responding (20%). The survey included a total of 35 questions with the intent of identifying the various planning specialties we reach; how our members feel about the services/events we provide and what can be added; and specific questions related to our Annual Conference.

The survey results indicate that the respondents are somewhat satisfied with being APA California members; however it appears that increased communication is warranted to promote the resources we provide. Recent actions such as the updated website and Annual Report have been implemented to address this issue. Coordination with and participation of the Local Sections is necessary to successfully communicate with our members so it is important that each one appoint a representative to participate in meetings and calls that are scheduled.

A copy of the 2013 APA California Marketing Plan, as well as the Membership Survey Summary is attached for review and discussion. Recommendations from the Board are being requested at this time on suggested amendments to the near-, mid- and long-term goals listed in the plan. Recommendations on specific programs that should be implemented or further refined are also being requested for future discussion with Local Section Marketing/Membership representatives, with the goal of bringing specific action items to the Board at the June meeting.

Fiscal Impact:

None at this time.

Attachments:

- A. 2013 Marketing Plan
- B. 2013 Membership Survey Summary

2013 Marketing Plan



MARKETING PLAN

for the California Chapter of the American Planning Association

Date: February, 2013

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1.0 INTRODUCTION

In the latter half of 2012, the California Chapter of the American Planning Association (Chapter) decided to add a new position to its executive board whose goal would be to focus on membership and marketing activities at the Chapter level, Vice President for Marketing and Membership. The Chapter had seen a decline in membership since 2008 and recognized the need to actively curtail membership loss as well as position the Chapter to make a positive resurgence as the economic climate continues its slow recovery. The Chapter made this move out of sensitivity to comments from the membership as to how we might improve our services; many of the comments to this regard fall under the purview of a membership/marketing position.

The incoming president of the Chapter appointed the inaugural Vice President of Marketing and Membership and then the position will subsequently become an elected position. Since this is a new position on the Chapter Board of Directors (Board), the preparation of a Marketing Plan (Plan) was considered critical to define the role and set forth a clear set of goals and objectives. The goals define the purpose to which the endeavor is aimed and the objectives set measurable and tangible efforts towards which meeting of the aforementioned goals are directed.

The first step in the development of this Plan was the Chapter Board retreat which took place on January 11 and 12, 2013 in San Diego. During the retreat, the Board spent significant time deliberating on ways in which to improve the value of the Chapter to our membership, which spanned the various areas of function performed by individual board members. The discussion was collaborative with the Board breaking into small groups to consider the four themes, develop recommended actions and responsibility and report their conclusions to the group. Each group then moved to the next topic area subsequently until all of the groups discussed each theme. The outcomes were then summarized and assigned into the specific areas according to the designated portfolio/purview of the vice presidents.

This Plan is intended to achieve (or make substantive progress toward the achievement) of the numerous membership and marketing goals and actions identified at the retreat. This Plan represents the understanding of the Marketing and Membership position at the current time. As this is a newly created position and the areas of responsibility as well as key goals and objectives may change as the position is further refined, this Plan should be considered a “living document” and subject to change to change as necessary. The Plan is designed as a starting point and is open to discussion and further collaboration.

2.0 MARKETING AND MEMBERSHIP PLAN

2.1 Strengths and Weaknesses

The strengths of the Board related to its ability to maintain, increase, and cultivate future members lies in the fact that all of the members of the Board are capable and motivated and have the necessary experience collectively to address our challenges and develop creative ideas and solutions. In addition, many Board members have extensive experience with APA at various levels, experience and leadership in the planning profession, and a collaborative spirit.

Further, the redesign and re-launch of the Chapter website is timely in terms of launching a campaign to better serve existing members and improve the APA at the Chapter (and section) level.

William Hoose's, the appointed Vice President of Marketing and Membership, past experience includes serving as the Membership vice chair for Orange County Section for the past 18 months, has worked with the local host committee for the 2012 national conference, and been a member of APA since 2004. In addition, William's career outside of APA has required him to develop business at the program and company levels and has managed various groups in diverse industries. From 2005-2009 William served on the AEP Inland Empire board as vice chair of programs. These experiences will assist in the development and implementation of the plan.

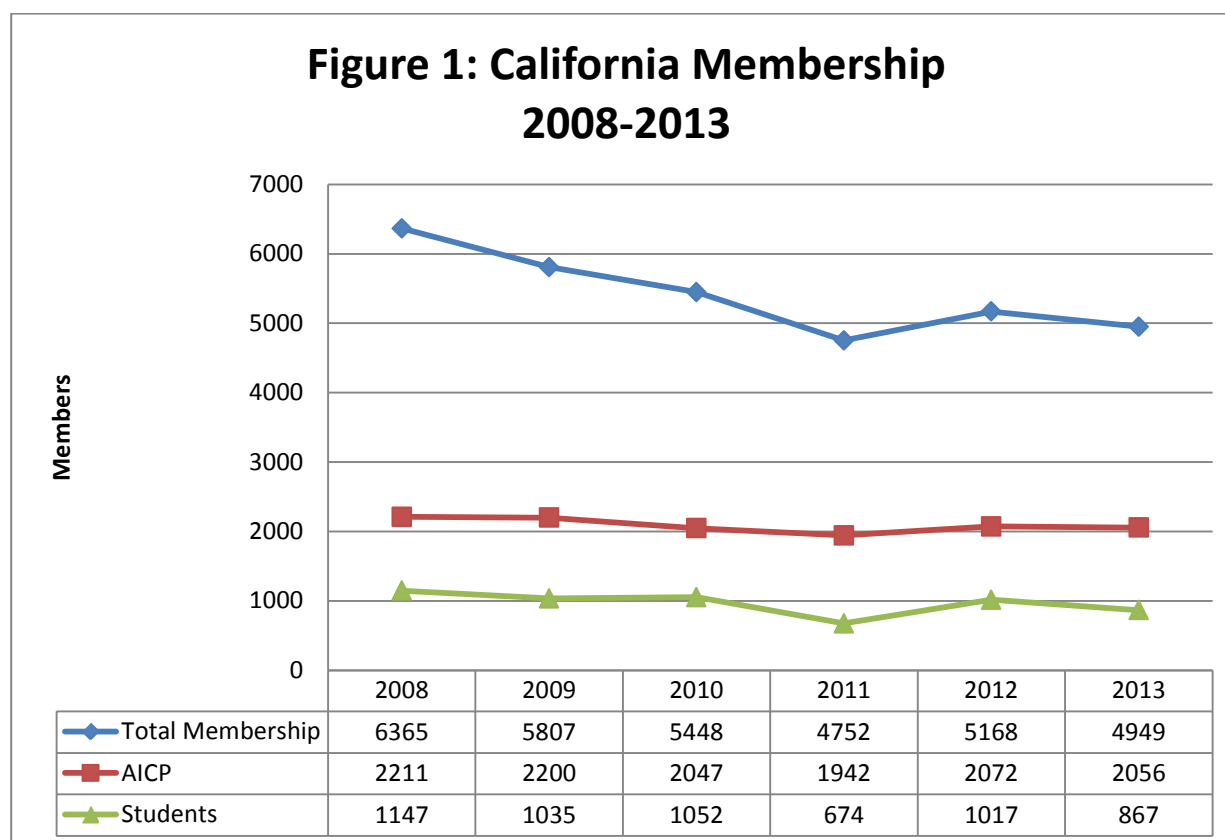
Weaknesses include the fact that this is a new position and the Board is essentially starting from scratch. While this is a weakness, it can also be considered a strength because the potential is not limited by previous work or convention. It is likely that the greatest weakness is the very nature of the Board; we are all volunteers who also have very demanding careers and personal obligations. Thus, it can be challenging to accomplish objectives that have multiple components and persons involved among volunteers. Commonplace "command and control" management methods are ineffective. Collegial collaboration and consensus rule the day and can have unique challenges.

2.2 Target Markets

Historically, APA has focused its efforts on those employed in the traditional field of planning by catering to planners employed by cities, counties, and other agencies involved in the practice. In the public agency realm, focus has been on staff-level and planning managers. APA has also focused on planners employed in the private sector serving as consultants. Undoubtedly there is a specific regard toward AICP planners in the amount of focus placed on offering CM credits. In addition, APA has shown a keen regard for students in planning-related programs and young professionals.

2.3 Current Membership Characteristics

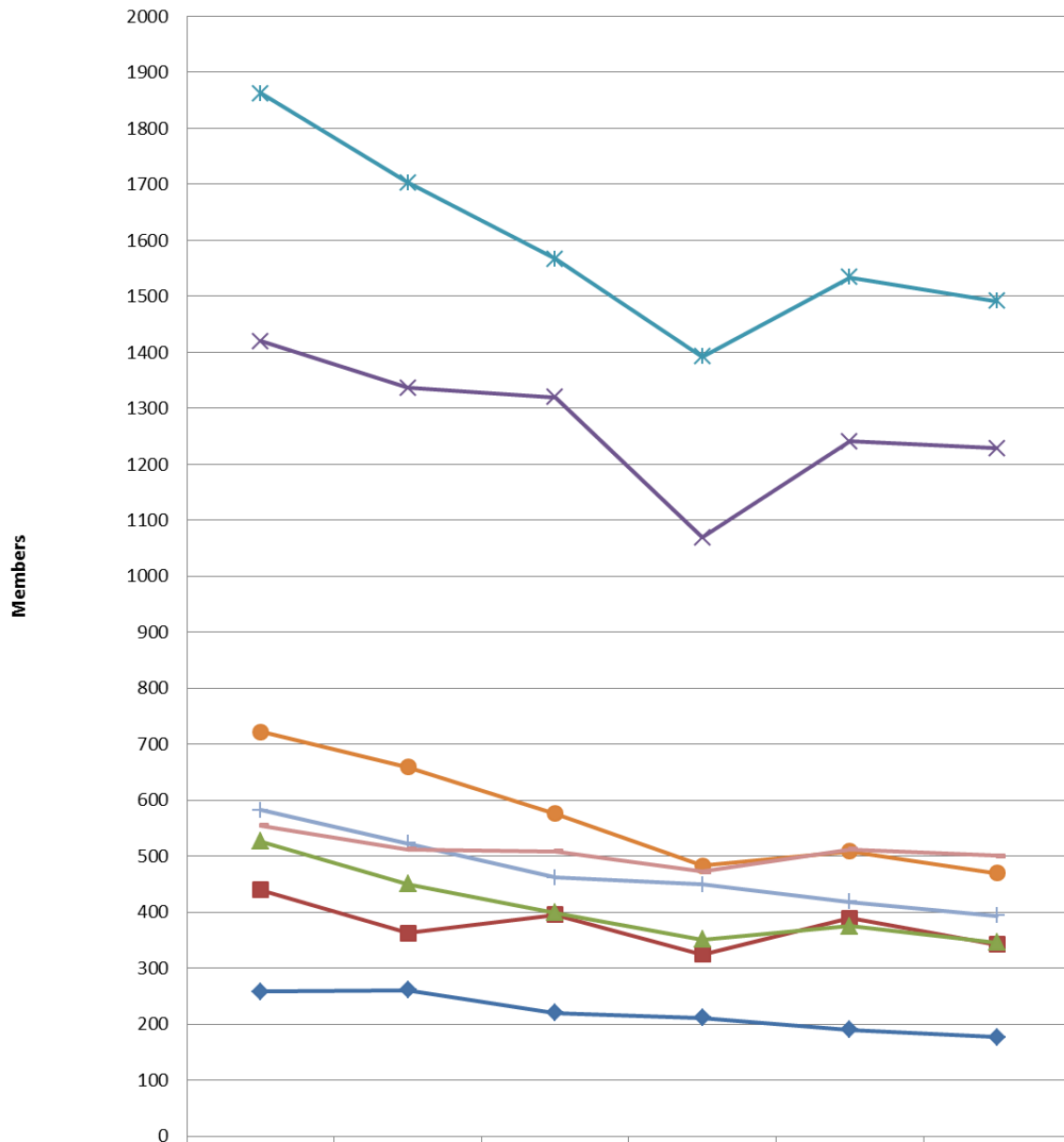
Figure 1 below shows the current Chapter-level membership trends from 2008 up to Q1 of 2013. Membership has declined approximately 22% or by 1,400 members since 2008, although it has recovered slightly from 2011 levels which were down approximately 25% from 2008. The decline in membership is



correlated with the Great Recession which began in December of 2007 and punctuated by the collapse on the US stock market in September 2008, the greatest decline in 75 years. The decline in membership lags behind the economic turmoil, presumably the result of the membership renewal cycle. The Inland Empire and Orange Sections had the greatest percentage decrease, 37% and 36%, respectively, while San Diego and Los Angeles saw the smallest decreases at 11% and 14%, respectively. Not surprisingly, the segment of membership which realized a relatively constant rate was the AICP members. Of note is that student membership decreased slightly over the same period but remained relatively constant (with the exception of the Central Coast Section which experienced yearly volatility). All sections realized a slight but noticeable dip in student membership in 2011 (except Sacramento where the dip occurred in 2012).

As the US economy continues to improve, led by an increase in jobs and development, it will be our challenge to entice former members to come back to APA as well as attract new ones.

**Figure 2: California Membership Trends - All Sections
(2008-2013)**



	2008 Total Membership	2009 Total Membership	2010 Total Membership	2011 Total Membership	2012 Total Membership	2013 Total Membership
Central	258	261	220	211	190	177
Central Coast	440	363	395	325	389	342
Inland Empire	526	450	399	351	375	346
Los Angeles	1420	1336	1320	1069	1241	1228
Northern	1862	1703	1567	1392	1534	1491
Orange	722	659	576	483	509	470
Sacramento	582	523	462	449	418	394
San Diego	555	512	509	472	512	501

2.4 Vision, Goals, and Objectives

A shared Vision is an important starting point for any successful plan; it serves as the destination and philosophical guidepost. It also is helpful to work backwards from the desired outcome to develop an implementable plan. Ultimately the Vision for membership and marketing for APA California is to strengthen and expand the value of membership throughout the state and further establish the Chapter as a go-to organization for planning and related activities. We understand that we are here to serve our membership by providing information that is current and relevant to planners as it relates to APA, the planning profession, our communities, and the world. We further understand that our membership looks to us to provide high value opportunities for professional and personal development.

As planners, the use of goals and objectives is one that is familiar. However, the differences and the specific purposes thereof merit a brief discussion. Goals tend to be more of a purpose towards which we are aiming and more abstract in nature and may not be strictly measurable. Objectives on the other hand, refer to something to which efforts are intended to accomplish and are specifically measurable and tangible; they are the steps that we intend to take in order to attain our goals

Our goals as they relate to membership and marketing for the California Chapter appear deceptively simple. In this case, our first two goals are in fact measurable, whereas the other goals are not easily measurable.

2.4.1 2013 California Chapter Goals

- Retain our current membership;
- Expand our membership roster;
- Increase communication between Chapter and Sections;
- Increase transparency of Chapter administration;
- Help reduce perception that Chapter languishes and is slow to action;
- Cultivate future members and markets.

2.4.2 2013 California Chapter Objectives

In order to organize and prioritize our plan to achieve the above-listed goals, the list of objectives has been phased over the remainder of the year (and beyond). They are divided into Near-Term, Mid-Term, and Long-Term Objectives. Near-Term refers in this case to actions taken in support of the aforementioned goals that will occur between the time of this writing and May 2013. Mid-Term refers to actions that would take place beginning in April-May until August. Long-Term refers to action that would take place between July-August and the end of 2013 and likely beyond.

2.4.2.1 Near-Term

- Develop Marketing Plan
- Set up APA email for membership responses
- Form all-Sections recurring call
- Select support staff to assist in membership and marketing efforts (consider geographic diversity)
- Work with Hing to advise on “Member’s Only” content
- Collect information for and write Cal Planner Article (next quarter)—member benefits (from annual report, CM credits, and section activity)
- Collect section survey information
- Discuss with Hing importance of e-Blast (share planning knowledge)
- Develop “small town” Chapter feel team-- Reach out to members whose membership is about to lapse; whose has lapsed, new members. Form official APA “greeters”.
- Improve coordination and collaboration with YPGs
- Coordinate with the Membership Inclusion Group
- Leverage APA experience/braintrust—As we develop plans, programs, and events, tap CPF, CPR, Planning Emeritus Network)
- Launch Pre-Conference Training (Vice President for Conferences and Vice President for Professional Development to conduct pilot in Visalia)
- Challenge Alexander Meyerhoff, AICP (City Manager Holtville) to spearhead Imperial Valley sub-section

2.4.2.2 Mid-Term

- Work on developing relationships with other associations: make list; determine level of formality (i.e. spot on board, MOU, etc); attend meetings/conference as applicable
 - AEP(Gene Tallmadge)
 - ULI (local leaders)
 - CA Urban Forestry (Nancy Hughes)
 - League of California Cities (Marc Yeber)
- Develop Chapter-wide YPG Starter/Maintainer Kit (Sac Valley has one)
- Work with Marc Yeber to enhance outreach to Planning Commissioners

2.4.2.3 Long-Term

- Assist with the preparation of Annual Report (publication by end of 2013)
- Help develop APA challenge—end of 2013

- Prepare end of year postcard (including conference session submittal and conference date)
- Pursue Outreach Plans (Planning Van)

3.0 SUMMARY

As described, the creation of this new Board position and the duties associated therewith, are being developed to achieve short- and long-term marketing and membership support success for the Chapter. Since this is the inaugural year, we expect to learn many lessons that will help refine and further develop the roles and responsibilities of the position in the future. As stated previously (and as plans should be), this Plan is a living document that is subject (and expected) to change. We intend to accomplish as many of the objectives as possible, as well as develop new and more effective objectives, all in support of attaining the goals set forth in this Plan.

Although long-term specifics of how to be successful may vary or change with time, the fundamentals in this Plan, which are based on a specific set of goals, will not. This Plan's intent is to guide the Chapter marketing and membership support process and provide a framework and action items for the future. Using proper prudence and steps outlined in this Plan, an openness to embrace new ideas, and collaboration with the Board and our members, we believe, will lead to the successful attainment of the identified goals. Although times are tough right now (but steadily improving), we believe this is a great time to be embarking upon this process and are excited to lead the effort.

2013 Membership Survey Summary



2013 Membership Survey Summary

**for the California Chapter of the American Planning
Association**

2013 Membership Survey

Introduction and Methodology

On September 20, 2013 the APA California opened a survey to its membership in order to better understand the perceived level of service value provided by APA and to attempt to determine how we might improve overall service by implementing additional services, eliminating existing services, or by some other means. The idea of using this survey to guide future decisions came from a membership committee call between representatives from the Sections across the state. The committee believed that conducting the survey would help us to better understand how to plan for 2014. The survey was divided into the following three general categories:

- About You and Your Membership
- About APA California
- APA California Conferences

The first series of questions were intended to understand each member in terms of membership type, occupational specifics, geographic location, etc. The second series was aimed at trying to understand the perceived value and asked a number of open-ended questions to be used to plan for future events and services to the membership. The final series was intended to understand preferences as they relate to APA California's annual conference.

The survey used APA California's subscription to Survey Monkey and was advertised via e-mail blast to the entire membership. APA's current subscription level to Survey Monkey had some limitations with data collection. This resulted in the need to manually categorize and sort the data. The survey was active for approximately four weeks. Of the 4,627 members on the current email list, we received 906 responses, equating to a response rate of approximately 19.5%.

The goal of this summary report is convey the results of the survey in a meaningful way to enable future planning by the VP of Marketing and Membership and the Board, as well as the local Sections. To that end, this report will set forth the results of the survey question by question and will categorize and summarize the open-ended questions into useful information, which will give us a sample of the opinions of our members. In addition, this report will make some recommendations based on the results of the survey to help increase our membership value.

Synthesis of the open-ended questions was conducted by placing each discrete response into a fairly specific category based on the perceived intent of each response and then sorting these responses in an Excel spreadsheet. Note that we received a substantial number of non-committal and innocuous answers (such as "?" and "none") in addition to many that were left blank. Thus, it would not be appropriate to quantify these responses by using percentages. Rather, identification of the most common responses for future consideration seemed more appropriate. In addition to this summary report, the complete collected responses are attached in a usable spreadsheet. The same file also contains the categorized open-ended responses.

Survey Results by Question

The following reports the results of the questions by showing each question, the possible answers, and the results. In some cases there is a summary of the meaning of the results.

About You and Your Membership

1. Are you National APA or Chapter-only member? (Select one)
 - a. National— **88.5%**
 - b. Chapter-only—**11.5%**

2. Who pays for your membership? (Select one)
 - a. You—**37.5%**
 - b. Your Employer—**53.8%**
 - c. Shared between you and your employer—**4.7%**
 - d. Other (Please specify)— 4%; **of the 36 “other” responses, 21 were paid for by their university, four were students who had won free membership in some fashion, and the remainder were redundant answers re-stating either “a” or “b” above.**

3. What type of planning do you practice? (Select one)
 - a. Public Sector—**57.2%**
 - b. Private Sector—**27.9%**
 - c. Academia—**3.1%**
 - d. Non-Profit—**2.1%**
 - e. Other (Please specify)—**9.7%**; **of the 88 “other” responses, 15 classified themselves as “retired”; 11 were students; 7 were attorneys; and the remainder re-stated choices a-d above or didn’t understand the question.**

4. What specialty of planning is your primary focus? (Open Ended)

This was for classification and was not categorized at this time.

5. Are you AICP?
 - a. Yes, I am AICP—**59.5%**
 - b. Yes, I am FAICP—**1.2%**
 - c. No—**39.3%**

6. Do you think becoming AICP (or being AICP) would benefit/has benefited your career? (Select one)
 - a. Yes—**56.2%**
 - b. No—**19.3%**
 - c. Not Sure—**24.5%**

7. What Section do you belong to? (Select one)

- a. Central—**4.5%**
- b. Central Coast—**9.7%**
- c. Inland Empire—**6.4%**
- d. Los Angeles—**18.2%**
- e. Northern—**31.2%**
- f. Orange—**9.6%**
- g. Sacramento Valley—**9.9%**
- h. San Diego—**10.4%**

Summary: This was for classification purposes.

8. What is your employment zip code? (Open-ended)

Summary: For classification and reference purposes for individual Sections.

9. How long are you willing to travel one way in order to attend Section events? (Select one)

- a. Up to one-half hour—**37.6%**
- b. Between one-half hour and one hour—**48.6%**
- c. More than one hour—**13.8%**

About APA California

10. How would you rate the overall value of your APA membership?

- a. Waste of Money—**2.2%**
- b. Not Valuable—**5.8%**
- c. Somewhat Valuable—**42.5%**
- d. Valuable—**42.2%**
- e. Very Valuable—**7.3%**

Summary: On a scale of 1 to 5 (5 being the most valuable) our mean response was **3.46** around halfway between “Somewhat Valuable” and “Valuable”.

11. Please rank the following (1-10) in terms of the value of your California Chapter membership (1 being the most valuable)

- a. CM Credits
- b. Social Events
- c. Conferences
- d. Networking
- e. Job Postings
- f. Legislative Updates
- g. Lobbying Efforts
- h. General Planning Knowledge

- i. Training
- j. Other

Summary: Using the mean average rating of each response choice (1 being the most valuable), we can rank the choices as follows:

- 1) Conferences (**mean rating = 3.55**)
- 2) Networking (**4.47**)
- 3) General Planning Knowledge (**4.68**)
- 4) CM Credits (**4.73**)
- 5) Legislative Updates (**4.90**)
- 6) Training (**5.29**)
- 7) Job Postings (**5.51**)
- 8) Social Events (**5.70**)
- 9) Lobbying Efforts (**6.88**)
- 10) Other (**9.29**)

However, if we look at the answer choices with the most number of “1” rankings, CM credits has the most “1” rankings at 243 responses; Conferences had 167 “1” rankings; and General Planning Knowledge had 139 “1” rankings. Conversely, social events, lobbying efforts, and training (if we exclude the “other” category) all had their most frequented rating category of 9. It is not surprising that conferences and CM credits scored as well as they did, but it was interesting that social events and lobbying scored so far behind the other categories.

12. What service/event would you like to see more of?

For this question, specific categories were developed based on the responses given in an attempt to classify the various answers. Of the 906 responders, 402 skipped this question. The top three answers provided by the responding 504 were:

- More training in a widely dispersed range of types of training. A primary secondary comment was that more free training was desired.
- More events/training sessions with opportunities to earn CM credits. As with the previous answer, a secondary interest was obtaining said CM credits either at no or low cost.
- More local training/conferences/other events that are held in venues that are easier to get to.

Summary: It is interesting the substantial desire for additional training shown in the answers to this question despite the fact that training was rated somewhat low in terms of value in Question 11. However, the number of respondents in Question 11 was 906 versus 504 here. Since 402 respondents skipped this question, presumably they did so because they are not altogether unsatisfied with APA California.

13. What service/event would you like to see less of?

631 respondents skipped this question with only 275 providing a response. Of those who answered, 51 indicated “none”, with an additional 74 respondents saying “don’t know”, “not sure” or the like. Generally speaking, our membership is not looking for less. Of the net 150 meaningful responses, the top two include:

- Social events
- Email/spam

14. What is the most important thing or area that needs improvement?

Of the 906 responders to the survey, 544 skipped this question, indicating that members might be generally content. Of the 362 responses, the most common include:

- Communication and Member outreach
- CM credits and AICP training
- Our overall cost of membership, training, and events are too high.
- Community Outreach programs

15. How often would you like to receive email communication from APA California?

- a. More than once per week—**3.5%**
- b. Once per week—**32.8%**
- c. Twice per month—**35.7%**
- d. Once per month—**28.0%**

16. Rank the following programs under consideration by APA California in terms of your perceived level of value and interest in each. (One being most valuable)

- a. Develop a California version of APA National’s “Great Places in America” where great urban areas are recognized in several categories across California—**(Mean rating 2.30)**
- b. Significant members only” content on the APA California website where certain information such as job postings, legislative updates (etc.) are restricted to current members of APA California—**(Mean rating 2.31)**
- a. Implementation of a branded, mobile, and pro bono community outreach tool that offers the services of APA member volunteers to local governments, nonprofits, and community groups to help implement small-scale projects in communities across California (similar to the Planning Van program instituted in 2011 by the Orange Section)—**(Mean rating 2.18)**
- b. Other (Please Specify)—**(Mean rating 3.00)**

Summary: Only 6% skipped this question. Each of the programs under consideration scored very similarly. The category “other” scored substantially lower. Within the “other” answer category, 75 provided suggestions. The answers were very widely dispersed and generally parochial. Two general categories that came up most often (though not statistically significant) were job assistance/placement and mentorship. Overall it appears that our membership would approve of APA California engaging in any one (or all) of the proposed programs (see also response 17e below).

17. If you were in charge of Marketing and Membership for APA California, what would you do to make your membership more valuable? (Select up to three answers)
- a. Nothing; you are doing a wonderful job!—**8.9%**
 - b. Hold more networking events near me—**33.5%**
 - c. Hold more training events near me—**61.4%**
 - d. Help me show the value of APA membership to my employer—**25.4%**
 - e. Embark upon aggressive community outreach programs to promote planning and planning values—**35.8%**
 - f. Hold fewer social events—**4.0%**
 - g. Hold fewer training events—**0.2%**
 - h. More career fairs—**11.1%**
 - i. Engage planning students more effectively—**23.8%**
 - j. Voice APA members' expertise in local planning-related policy decisions—**37.2%**
 - k. Other (Please Specify)—**9.4%**

Summary: The answers are somewhat contradictory to those in Question 11, where training was ranked low on the list of most valuable. The top four include: 1) hold more training near me; 2) voice APA expertise in local planning-related policy decisions; 3) embark on aggressive community outreach; and 4) hold more networking events near me.

APA California Conferences

18. I achieve the majority/all of my required CM credits at the conference so it's important to me to have access to achieve 16 CM at each year's conference
- a. Yes—**40.6%**
 - b. No—**22.7%**
 - c. Not Applicable—**36.7%**
19. I prefer mobile workshops (with CM credits) to sitting in sessions so I usually attend more than 1 mobile workshop per conference
- a. Yes—**24.3%**
 - b. No—**46.0%**
 - c. Not Applicable—**29.7%**
20. I would strongly consider going on an Orientation Tour of the general geographic area (with some CM possible) for a separate fee similar to National's Orientation Tour
- a. Yes—**52%**
 - b. No—**48%**
 - c. Not Applicable—**0%**

21. I typically bring my family to the conference with me
- a. Yes—**10.8%**
 - b. No—**72.5%**
 - c. Not Applicable—**16.7%**
22. I would like to see some time programmed into the conference schedule to explore the local area on my own or network with others without missing CM credits or special events
- a. Yes—**69.8%**
 - b. No—**30.2%**
23. I would still attend the Chapter conference if the format was changed to Saturday-Tuesday (instead of the current Sunday-Wednesday format)
- a. Yes—**71.5%**
 - b. No—**28.5%**
24. I prefer an urban setting for our conference rather than a resort setting
- a. Yes—**59.2%**
 - b. No—**6.6%**
 - c. No Preference—**34.2%**
25. I attend the Opening Reception if I register for the entire conference
- a. Yes—**76.0%**
 - b. No—**24.0%**
26. I would be willing to donate my Opening Reception ticket to a student if I'm not going to attend
- a. Yes—**91.9%**
 - b. No—**8.1%**
27. I usually attend the CPF Live Auction
- a. Yes—**20.1%**
 - b. No—**79.9%**
28. I have purchased items at the CPF Auction - either live or silent
- a. Yes—**15.0%**
 - b. No—**85.0%**
29. I forgo the scheduled evening events (Live Auction, Consultants' Reception) to explore the local area on my own or with other conference attendees
- a. Yes—**59.7%**
 - b. No—**40.3%**

30. Even though only 1.5 Law CM is required, I attend a number of law sessions because I enjoy the topics
- a. Yes—**43.0%**
 - b. No—**24.0%**
 - c. Not Applicable—**33.0%**
31. I attend only 1 law session per conference to achieve my CM requirement
- a. Yes—**20.1%**
 - b. No—**37.4%**
 - c. Not Applicable—**42.5%**
32. I usually meet my law requirement through an opportunity outside of a conference (e.g., local session or webinar)
- a. Yes – **37.3%**
 - b. No—**25.8%**
 - c. Not Applicable—**36.9%**
33. I typically achieve my 1.5 required CM Ethics credit at a conference
- a. Yes—**40.1%**
 - b. No—**24.0%**
 - c. Not Applicable—**35.8%**
34. I prefer subject matter-based ethics sessions over a basic review of the Code of Ethics
- a. Yes—**86.4%**
 - b. No—**13.6%**
35. I will take the ethics session at a conference that is most convenient to my other chosen sessions - I just need to get the credit!
- a. Yes—**50.2%**
 - b. No—**13.1%**
 - c. Not Applicable—**36.7%**

Survey Summary

The results were not entirely unexpected. A prevailing theme was cost – the cost of membership itself, the cost of CM credits, the cost of conferences, etc. There were very few things that the membership wanted less of. It seems appropriate to conclude that the membership wants increased value, which they suggest would come by (aside from cost) increasing communication and outreach with the membership; increasing the availability of CM credit opportunities; and the implementation of community outreach programs. Another issue which was recurring throughout was the distance/convenience factor of events or the favoring of certain geographic areas over others.

Generally speaking, it could reasonably be determined that the membership is happy/somewhat happy with the job that APA California is doing. Our mean score of perception of value (Question 10) was 3.46 (out of 5) which could be interpreted such that we are doing what we are supposed to be doing, but there is substantial room for improvement. It should also be noted that the perception of value for APA California (in many cases) includes the individual's perception of APA National and their respective Section, based on numerous comments.

Another factor which could be reasonably inferred from the data as a whole is that in many ways, there is a fairly uninformed segment of our membership with regard to what we do, who we are, and what we offer. Admittedly, self-selection may have had an effect on our results (meaning that many who have chosen to respond have a complaint and those that are generally content chose not to respond), but there were numerous comments in the margins that made it clear that we could be doing a better job of keeping our membership informed. In truth we do provide the information that many members are missing, but they are not receiving it. So the question is how can we better expose our members to the information that they need that is already available? And if it is not available, how can we make it available?

Where APA California could also look to focus future marketing and membership efforts might be sectors of planning outside of public agencies. Not to suggest that the 57.2% of our members who work in the public sector are not important, but rather, focusing somewhat on increasing the relatively small percentage of private planners as members of APA.

Recommendations

The data attached to this summary could be examined and interpreted in other ways to determine additional strategies by which we might approach marketing and membership, administration, conferences, etc. Part of the value of this survey will be its future application by the various Sections and other members of the APA California Board. However, from the APA California level, this report recommends the following:

1. Cost

Although there is little we can do about the cost of membership, AICP dues, and conferences, perhaps APA California can work with the Sections to try to help with lowering the cost of certain training events. There are strategies that can be employed to reduce these costs such as through venue selection, food cost, sponsorship, subsidizing the overall cost from the Section budget, etc. Perhaps the overall perception of value by the membership could begin to change if some events were very affordable, if not free. (In Question 12, there were many secondary comments related to providing low-cost or free CM training events.)

2. Geography

It is true that this is a difficult issue throughout the state, either due to transportation/access issues in urban areas, or great distances in more rural ones, or both. Although this is a difficult issue, it is

something which we should begin to address. There are also philosophical, political, and practical differences which were brought up as well (e.g. rural versus urban planning issues). Perhaps the Chapter, working with the various Sections, should identify some areas that might benefit from sub sections or alternative ways to provide options for certain areas within their greater Section.

3. *APA Presence*

From the survey, there were a lot of comments regarding APA's presence in the public, specifically with regard to important planning issues. In addition, there seems to be some desire to see APA involved in more community events, offering our expertise and sweat, as well as educating the public about planning issues. The survey offered three options for this, and each of the three were equally well received by the responders. Perhaps APA California should consider implementing all three in the future.

4. *Information*

As mentioned above, it appears that there are many uninformed members of APA California. It stands to reason that if some members are not happy as the result of a lack of something that does actually in fact exist, that leading them to that information would increase one's value perception of APA. Please note that this is not a criticism of what we have done or not done; in fact it is a little frustrating that some people do not take the time to find the information that they need. However, it may be our job to make things even easier for our members. Specifically we need to focus on the availability of events providing CM credits, cross-pollinate event advertisement across adjacent Sections, develop clever ways to inform members of our activities, where their dues goes, etc. (We do provide excellent information in our Annual Report but it appears that not all members read this document).

5. *"Other" Planners*

We should consider developing a strategy to increase the percentage of APA members from the private sector, focusing on the value to private sector planners and recognizing our competition for these planners.