



American Planning Association  
**California Chapter**

*Making Great Communities Happen*

**DATE:** January 25, 2020

**TO:** APA California Chapter Board

**FROM:** Ad Hoc Conference Planning Committee

**SUBJECT:** CONFERENCE PLANNING

### **RECOMMENDATION**

Provide Board direction to:

1. Monitor and gather data on conference attendance at the 2020 and 2021 conferences to help inform a future decision on rotating and siting conferences for the next eight-year cycle beginning in 2024;
2. Conduct a membership survey to receive input for enhancing the value of our conferences for members, including gauging locational preferences that influence members to attend conferences around the state; and
3. Provide the Committee with input on priority conference goals and outcomes pertaining to enhancing membership value and choice, diversifying conference participation, shaping conference content, and expanding the role of the Chapter in conference planning.

### **BACKGROUND**

The annual APA California Conference (Conference) is a premiere event for our members that requires a considerable commitment of time, energy and resources to plan each year, so it is important that we periodically evaluate our conference goals and objectives. The Conference also provides considerable financial benefits to the Chapter and Sections. The Chapter's strategic plan singles out the desire to provide a baseline of services for all our members. The criteria for this conference evaluation was to review our conference process with the goal of improving service to all members. This includes emphasizing networking opportunities; providing high quality education and information sharing sessions that support professional excellence; and leveraging opportunities to expand revenue with the understanding that conference revenue supports broad Chapter and Section member services. This review was also required to consider equity issues and new technologies to expand the impact of the conference.

The ongoing challenge is how we can further evolve our Conference to be more successful and meet the multiple needs of our diverse membership base. With this objective in mind, in June 2019, the APA California Board (Board) created an Ad Hoc Conference Planning Committee (Committee). The Committee is charged with evaluating our current conference format and processes with the goal of maximizing the value of our annual Conference for members and

exploring other methods of delivering professional development and networking opportunities. The Committee consists of:

**Hanson Hom, AICP**, current Vice President for Conferences, past CHC Co-Chair, and past APA Northern Section Director

**Deene Alongi**, current APA California Conference Manager, and past APA National Director of Conferences

**Julia Lave Johnston**, current APA California Chapter President and past Sacramento Valley Section Director

**Bob Lagomarsino, AICP**, outgoing Sacramento Section Director and past CHC Co-Chair

**Betsy McCullough, FAICP**, past Vice President for Conferences, past Vice President for Professional Development, and past CHC Co-Chair

**Brooke Peterson, AICP**, past San Diego Section Director, past APA California Chapter President, and past CHC Co-Chair

This report provides a summary of the key issues and preliminary recommendations for discussion at the Board Retreat. The objective is that based on the Board's discussion and direction provided at the retreat through the attached Topic Worksheets, the Committee would develop a final set of recommendations for Board consideration at a future meeting.

## **DISCUSSION**

### **Reasons for Evaluating Our Conferences**

Our Conference has evolved over the years and have been the capstone professional development and networking event for APA California. We have made incremental improvements and changes over the years and these are highlighted in Attachment A. These changes have been initiated at the Chapter level as well as by individual Conference Host Committees (CHC). While these changes have been positive and have led to successful outcomes, we are facing bigger questions that suggest the benefit of stepping back from the annual conference planning process and taking a fresh, holistic look at our conferences. The key questions are whether our conferences are meeting the multiple needs of our changing and growing membership, how we can increase the value and relevance of our Conference to members, and how to attract the widest interest and participation from planners and allied professionals. Factors that highlight the benefits of a holistic evaluation of our conference goals and objectives include:

1. Our conference attendance has grown considerably in the past several years with attendance now exceeding 1,500. This success is credited to the fine work of the CHCs, but also reflect the AICP CM requirements that began in 2008 with a marked increase in attendance after the recession.
2. While attendance has increased, our conferences seem to attract a core group of attendees and speakers so looking at ways to increase attendance benefits and speaking opportunities to a wider spectrum of members should be explored.

3. With our larger conferences, we are now more challenged in terms of feasible locations and venues that can accommodate our conferences while ensuring equitable access for all members.
4. Conference costs have increased, which warrants a look at our conference budget structure and profit goal.
5. Since planning has become more diverse in terms of specialties, expertise, and interrelationships with allied professions, we should reevaluate our audience and session selection criteria.
6. The cost to attend the annual conference is a major constraint for many planners, so supplemental affordable options such as virtual conferencing and regional events should be explored.

### **Information Gathering and Analysis**

Since mid-2019, the Committee has held monthly conference calls to review major issues and considerations surrounding our conferences, with the objective of making recommendations to the Board for increasing the benefits members receive from conferences. The first task of the Committee was to gather data that would provide a historic foundation for understanding our past conference performance and success in terms of membership attendance, conference locations, income and expenses, and feedback from attendees and CHCs. The following information is provided for the Board's background:

1. Site Selection Criteria: Each Host Section uses the attached Site Selection Criteria (Attachment B) to evaluate site options and provide a recommendation to the Chapter Board for approval of a conference site. The Criteria assure the adequacy of the facility as well as the amenities offered by the location. More recently, the Board has expressed a desire to seek more urban locations rather than resort settings. Attendees have provided similar feedback in post-conference surveys. Even if a resort setting is desirable, it would be difficult to find one that could meet our current attendance needs. Central urban locations can also be challenging, however, because of typically higher hotel, facility, and parking costs.
2. Conference Rotation Schedule: The Chapter Conference rotates among the eight Sections with each Section serving as the "host." The Host Section partners with the Chapter to produce a conference that benefits APA California, local Sections, and all APA members. The current rotation schedule is generally an alternating north-south location as follows:

2020 – Inland Empire Section  
 2021 – Central Section  
 2022 – Orange Section  
 2023 – Northern Section  
 2024 – Los Angeles Section  
 2025 – Sacramento Valley Section  
 2026 – San Diego Section  
 2027 – Central Coast Section

3. Conference Profits: Conference profits are an important funding source for the activities and services offered by the Chapter and Sections. Conference profits are distributed to the Chapter and Sections according the profit-sharing formula adopted by the Chapter Board as follows:

First \$120,000:	40% Chapter 40% Host Section 20% equally distributed to seven other Sections
Profit above \$120,00:	50% Chapter 50% Host Section

The Chapter Board established the 50/50 split for profit above \$120,000 starting with the 2016 conference in Pasadena (Los Angeles Section). It was directed that this formula would be revisited after the following eight-year conference cycle was completed, which would be after the 2023 Northern Section conference. Therefore, any possible changes to the conference rotation schedule would not be practical until 2024. Additionally, conference venues should be secured three years in advance.

Attachment C provides a comparison of Chapter membership, conference attendance, registration and sponsorship income, profit and expenses for the past ten years of conference from 2010 to 2019. Some key take-aways from this table are the following:

- Conference attendance has risen dramatically in the last several years despite steady Chapter membership numbers. This reflects the growing popularity of our conferences, but is also likely due in part to: 1) the positive economic conditions in the state (resulting in more funds for planners to attend training); 2) registration rates have remained the same since 2016 and are very competitive with other conferences, and several hundred dollars lower than the APA National Conference; and 3) more planners are seeking to satisfy their AICP CM credits through the conference, including AICP training courses.
  - Conference profit has increased significantly in recent years which is directly correlated with higher attendance. Additionally, starting in 2016, one of two conference lunch events was no longer being offered which eliminated a large expense.
  - Conference registration rates fully cover conference expenses per attendee, with sponsorship income adding an important profit component. Profit margins have exceeded 25 percent in recent years.
4. Conference Attendance: The Committee attempted to analyze conference attendance broken down by Section membership. Unfortunately, historical data is incomplete or difficult to compile, but an analysis of attendance at the 2019 Conference was sorted by zip code with the results shown in Attachment D. For context, Attachment E shows total APA California membership by AICP, APA and Chapter Only members for 2010-2019. The same information is shown for each of the eight Sections.

Generally, conference attendance is predictably higher from the Host Section. For the 2019 conference, an impressive 69 percent of Central Coast members attended the conference. Interestingly, the two largest Sections (Northern and Los Angeles) had a relatively low attendance of less than 20 percent of members. A possible reason for the lower attendance from the Northern Section is that the APA national conference was held in San Francisco earlier in April 2019. Because the data is inconclusive, more information is needed to understand attendance patterns by sections relative to conference location. But it is understandable that

attractive conferences sites with convenient access for many members will tend to attract more attendees.

Breakdown by registration categories was also reviewed for the 2019 conference, which is generally consistent with past conferences. Of the total 1519 attendance: 67 percent were APA members (includes Chapter Only members); 13 percent registered as speakers (which are primarily APA members); 9 percent were non-members; and 11 percent were students.

5. Feedback from Attendees: Comments and suggestions from conference attendees are an important source of feedback. The VP Conference Closure Report attaches the post-conference survey results for the 2019 conference. Not included in the attachment are numerous individual comments from attendees. These comments are particularly useful for the next year's CHC to gauge popular sessions and trending topics. Useful suggestions are also offered by attendees for improving conferences. Because the post-conference survey is more specific to the conference just concluded, the Committee believes it would be beneficial to prepare a membership survey to gather broader input on future conference planning and professional development options.

### **Synthesizing the Information**

After thoughtful and insightful deliberations that included examining the information gathered and identifying a wide range of issues, the Committee distilled the discussion into the following recommended goals and desired outcomes for future conferences:

1. Membership Value and Choice: More professional development and networking options are available for members, including the annual statewide conference along with affordable and accessible regional events and online training opportunities (e.g., live webinars).
2. Diversifying Participation: Our conferences attract a broader cross-section of planners, including those practicing in allied professions.
3. Conference Content: A greater variety of topics and speakers are offered through partnerships with allied professional associations and sessions featuring allied professionals and interest groups.
4. Chapter Role: The Chapter takes a prominent role in conference planning, including selecting the conference site, shaping the conference content, and developing and marketing a sponsorship program.
5. Conference Location: The selection process and criteria for conference sites respond to the need for larger venues and creative solutions that can accommodate increased attendance, with flexibility to adjust for future growth.
6. Conference Planning: Technology and staff are better aligned to respond to the needs of larger conferences; conference planning should incorporate current best practices.

The Committee convened a conference call with Section Directors in December 2019 to share initial thoughts and solicit input since the Sections play a prominent and major role in organizing our Conference. While the framework for the call was the above goals and outcomes, the focus of the discussion was on the conference rotation/location issue related to the growth of attendance and the

availability of facilities to accommodate our future conferences. We had an excellent discussion on the positive and negative consequences of different approaches and the potential impact on members if a section is precluded from hosting a conference. At the same time, the reality of needing larger facilities that could handle our future conferences was acknowledged.

The Committee's consensus is that more evaluation and input from APA California members were needed on the conference rotation/location issue. Resolving this issue is not urgent as conference sites have already been booked through 2022. Additionally, the 2023 and 2024 conferences will be hosted by the Northern Section and Los Angeles Section, respectively, where meeting facility options are available to accommodate our conference needs. Furthermore, the existing conference profit-sharing policy was established by the Board in 2016 and applies to the following eight-year conference cycle, which concludes with the 2023 conference. This suggests that the Chapter has some additional time to explore options and creative approaches for meeting the interests of our geographical diverse membership base. However, it should be noted that we should secure venues three years in advance of our conferences.

***The Committee recommends the following next steps to address the conference location/rotation issue:***

1. Gather and evaluate conference attendance data from the upcoming 2020 and 2021 conferences in Riverside and Fresno, including who attends or does not attend our conferences, and attendance by sections, range of experience, AICP members, etc.;
2. Further evaluate future conference growth and the necessary adjustments to space and facility criteria for meeting venues;
3. Survey members on conference expectations, including inquiries on locational and related factors that influence the decision of planners to attend a particular conference, such as: ease of access, affordability of lodging, attractions and amenities at a conference location, interest to learn more about not frequently visited areas, preference for a central urban location, and mobile workshops that showcase a city or region; and
4. Depending on the decision on conference location/rotation, consider modifications to the profit-sharing formula based on changes to conference hosting roles and responsibilities and priorities for distributing conference profits.

**Board Discussion of Priority Conference Goals**

While discussion on the conference location/rotation issue continues, the Committee recommends moving forward on the other recommended goals and desired outcomes. These goals and outcomes are equally important to the future of our conferences and deserve more immediate attention. The format for addressing these items at the Board retreat will involve breaking into small groups to tackle an assigned topic and then reporting out with an additional opportunity for Board members to provide input. The assigned topics are based on four consolidated goals and outcomes as identified by the Committee through its deliberations. The attached Topic Worksheets are organized to frame and guide the discussion of each topic. Discussion questions for each topic are offered that reflect the initial recommendations/observations of the Committee. The Committee is seeking input to refine these recommendations; additional suggestions that are pertinent to accomplishing the topic goal are also welcome. Following the Board retreat, the Committee will evaluate the input and formulate recommendations and actionable items for Board consideration at a future meeting.

ATTACHMENTS:

Topic Worksheets (four worksheets)

- A. Highlights of Recent Conference Changes and Improvements
- B. Site Selection Criteria
- C. Conference Attendance, Income and Expenses 2010-2019
- D. Distribution of 2019 Conference Attendance by Sections
- E. APA Conference Membership 2010-2019

## TOPIC 1: MEMBERSHIP VALUE & CHOICE

**GOAL/OUTCOME:** More professional development and networking options are available for members, including the annual statewide conference along with affordable and accessible regional events and online training opportunities (e.g., live webinars).

### DISCUSSION ITEMS:

Questions	Feedback/Suggestions
1. Feedback from attendees, particularly students, indicate that greater networking and mentoring opportunities should be offered at our conferences. How can we increase opportunities for networking and mentoring at the conference?	
2. What might be the role of the Chapter in furthering networking and mentoring opportunities beyond what the Sections already do and beyond the conference setting?	
3. Attending our conferences is difficult for many APA California members due to cost, employment, and other constraints. What more affordable and assessable professional development options should the Chapter develop for members beyond our annual conference? Examples: one-day regional workshops (similar to the pre-conference sessions) at accessible locations, live webinars, online recorded sessions.	
4. We should explore applying technology tools and implementing best practices to expand training opportunities for planners. What technology tools should the Chapter explore for purchase or contract and for what learning application?	
5. What other strategies should the Chapter explore for increasing the value and accessibility of members to professional training, mentoring, and networking opportunities?	



## TOPIC 2: DIVERSIFYING PARTICIPATION

GOAL/OUTCOME: Our conferences attract a broader cross-section of planners, including those practicing in allied professions.

### DISCUSSION ITEMS:

Questions	Feedback/Suggestions
1. Our conferences are currently scheduled over 3-1/2 days. Might there be a change in format or other changes that would make our conferences more approachable and affordable and attract more members to our conferences, particularly those that typically do not attend?	
2. The richness of our conferences and the value to members would benefit from attracting attendance from allied professions to share our learning experiences and perspectives. How can we widen attendance at our conferences, without diluting the responsibility to our members?	
3. Building partnership with allied organizations could attract more non-planners to our conferences and offer reciprocal benefits for APA members to attend conferences and courses offered by these organizations. Should this be a Chapter goal? If yes, how can we implement these partnerships?	
4. A prime conference goal is ensuring that our conferences fill the needs of students? While the student registration fee was further reduced last year, how can conference programming for students be enhanced?	
5. Only about 20 percent of our members attend the conference each year. What other strategies should be considered to expand participation in our conferences?	

### TOPIC 3: CONFERENCE CONTENT

GOAL/OUTCOME: A greater variety of topics, speakers and formats are offered, including through partnerships with allied professional associations and sessions featuring allied professionals and interest groups.

#### DISCUSSION ITEMS:

Questions	Feedback/Suggestions
1. Conference sessions should feature more up-to-date, cutting-edge, and “hot topic” planning issues. How can the submittal and selection process for conference sessions achieve this outcome?	
2. Conference panels should reflect a greater diversity of speakers with different viewpoints, including speakers from allied professions and community groups. How can sessions requirements be modified to achieve this objective?	
3. We provide guaranteed sessions to groups such as California Planning Foundation, California Planners Roundtable, Planners Emeritus Network, and Chapter Historians (proposed). Should we reevaluate the assignment of guaranteed sessions by partnering with groups to provide sessions, such as AIA, ASLA, CNU, ULI, BIA to bring in other perspectives and attendees to our conferences?	
4. We have the annual Diversity Summit, but our conferences should more fully integrate diversity and inclusion into our sessions. What strategies or approaches should to considered to accomplish this?	
5. What other strategies should be considered to improve, broaden and diversify conference content to address the interest of all planners, ranging from emerging to seasoned professionals.	

## TOPIC 4: CHAPTER ROLE

**GOAL/OUTCOME:** The Chapter takes a prominent role in conference planning, including selecting the conference site, shaping the conference content, and developing and marketing a sponsorship program.

### DISCUSSION ITEMS:

Questions	Feedback/Suggestions
1. What larger role, if any, should the Chapter play in the following conference planning tasks?  a. Site selection process b. Keynote speakers c. Sessions content and selection d. Guaranteed sessions to address statewide issues e. Other items?	
2. The Chapter should create a sponsorship program that relieves the CHC of the sole responsibility of obtaining sponsors to support the conference.  a. How should the new program be formulated, marketed and administered? b. What are some possible Chapter-level sponsorship packages? c. Should we rethink the CPF Auction as a conference-sponsored event?	
3. The Committee suggests that Board consider allocating a portion of conference profits to fund Chapter-sponsored professional development events (e.g. workshops and webinars) <i>before</i> profits are distributed to the Chapter and Sections. This could begin with the 2024 conference (or earlier with other funding).  a. What should be the priority uses for these funds? b. What staff support or partnerships should be considered to provide the training?	

## **Attachment A**

### **Highlights for Recent Conference Changes and Improvements**

Over the past five years, a number of sometimes-subtle changes have been made by the Chapter Vice President for Conferences and innovative CHCs to underlying conference operations that are intended to give attendees an improved experience. These items also demonstrating responsibility within our profession by: 1) incorporating “greener” more environmental responsible practices; and 2) containing costs where possible to hold registration fees and hotel costs at an affordable or reasonable level with no increase in registration rates.

- Prepared a detailed Conference Handbook with subsequent updates and revisions to clarify conference requirements and procedures.
- Clarified the role and responsibilities of the VP Conferences, CHC, and contractors for conference planning.
- Reformatted and streamlined the conference budget to align with the Chapter budget; created a standardized budget template.
- Improved conference accounting procedures with hire of a Chapter bookkeeper to manage income and expenses.
- Added a proofreader to review all conference program material.
- Evolved the Pre-Conference Session program into a reliable source of in-depth learning and training to supplement regular conference session offerings.
- Added Conference Program Coordinator to work with CHC Programs Subcommittee and contractors to assemble the conference program.
- Improved managing of conference sponsors’ on-site experiences and registrations.
- Eliminated printing the conference program and paper handouts and the need for a conference bag.
- Evolved the Planners’ Guide to be an online resource and further eliminating printing.
- Improved breakfast offerings while reducing breakfast costs.
- Introduced the concept of a Networking Buffet Lunch at the conference.
- Improved and expanded the recording of sessions for the Distance Learning Program.
- Approved financials incentives or reimbursements to attract speakers for the Opening Keynote, Closing Keynote, and Diversity Summit (up to \$1,500 each).
- Conducted post-conference surveys after each conference to solicit input from attendees to further improve the conference experience and educational content of sessions.
- Continuing to develop a more robust and useful conference website for members.
- Continuing to improve the mobile app as a useful resource for conference attendees.
- Continuing to seek methods for improving conference registration and improving on-site registration support.

## ATTACHMENT B

### Site Selection Criteria for Conference Site

**Section/Proposed Location/Venue:**

Criteria Category	Yes	No	Explanation
Has the host Section indicated an ability and willingness to be the conference host Section for this conference			
Does site allow for 1,400-1,800 attendees			
In Sections where there are multiple locations that are viable conference sites, is this location different than where the last conference in this Section was held			
Is the location Affordable?			
<b>Location:</b>			
Can the facility provide lodging on site or can off site lodging provide at least 500 hotel rooms for the peak nights			
Does the location provide variety of transportation options to conference site/area (air, train, bus)			
Does the location provide a density of lodging within walking distance to facility			
Does location provide accessibility for conference attendees to go off site for meals, entertainment			
<b>Facility:</b>			
Does the facility have 1000-1200 seat ballroom			
Does the facility provide 10-12 classrooms for session block offerings (preferred several that can seat 300-400 and others 100 seats each; minimum 80 seats each)			
Can the facility provide Exhibit space of 5000-7000sf			
Is the Exhibit space well-located in relationship to the session rooms to allow normal traffic to pass through the Exhibit space			
Does the Facility have 27,000-32,000sf to accommodate sessions and activities			
Does the facility have Sustainability Programs			
<b>Membership:</b>			
Is there adequate density of APA membership near venue (proximity to site often drives attendance numbers)			
Is site easy for students to arrive at			
Will location attract membership to attend			

PROVIDE OVERALL Recommendation to BOARD

### Attachment C:

### Conference Attendance, Income and Expenses - 2010 to 2019

MEMBERSHIP & CONFERENCE ATTENDANCE				TOTAL				PER ATTENDEE			
Year	APA California Members	Host Section	Registered Attendees	Registration Income	Sponsorship Income	Expenses	Profit**	Registration Income	Sponsorship Income	Expenses	Profit
2019	5,975	Central Coast	1,519	\$ 701,525	\$ 148,250	\$ 635,096	\$ 228,486*	\$ 461.83	\$ 97.60	\$ 418.10	\$ 150.42
2018	6,413	San Diego	1,665	\$ 746,533	\$ 138,825	\$ 613,269	\$ 272,089	\$ 448.37	\$ 83.38	\$ 368.33	\$ 163.42
2017	5,711	Sac. Valley	1,462	\$ 706,473	\$ 127,137	\$ 633,718	\$ 199,892	\$ 483.22	\$ 86.96	\$ 433.46	\$ 136.73
2016	5,108	Los Angeles	1,758	\$ 802,070	\$ 144,675	\$ 613,898	\$ 332,847	\$ 456.24	\$ 82.30	\$ 349.20	\$ 189.33
2015	5,308	Northern	1,590	\$ 664,652	\$ 147,645	\$ 679,185	\$ 133,112	\$ 418.02	\$ 92.86	\$ 427.16	\$ 83.72
2014	5,243	Orange	1,257	n/a	\$ 114,100	n/a	\$ 38,763	n/a	\$ 90.77	n/a	\$ 30.84
2013	5,119	Central	717	n/a	\$ 76,021	n/a	\$ 136,737	n/a	\$ 106.03	n/a	\$ 190.71
2012	5,394	Inland Empire	708	n/a	\$ 120,650	n/a	\$ 140,000	n/a	\$ 170.41	n/a	\$ 197.74
2011	5,397	Central Coast	879	n/a	\$ 81,900	n/a	\$ 131,000	n/a	\$ 93.17	n/a	\$ 149.03
2010	5,516	San Diego	838	n/a	\$ 56,390	n/a	\$ 78,782	n/a	\$ 67.29	n/a	\$ 94.01

\* Profit includes other miscellaneous income and credits.

\*\* Current Profit Sharing Formula (amended in 2016 to specify 50/50 distribution for amount above \$120,000) :

1) First \$120,000: 40% Chapter, 40% Host Section, 20% divided equally among remaining 7 sections

2) Amount Above \$120,000: 50% Chapter, 50% Host Section

**Attachment D**  
**Distribution of 2019 Conference Attendance by Sections**

The following table shows the distribution of registrants by section, as well as the percentage of chapter membership each section membership represents. This provides a snapshot of “over- and under-participation”; half the sections over-participated (Central Coast, Sacramento Valley, Orange, Inland Empire), while half the sections under-participated (Central, San Diego, Los Angeles, Northern). These numbers, of course, are—in part—a function of geographic convenience. A column is also included that shows the percentage of each section’s membership represented by conference registrants. This column shows that total conference registration equaled approximately 25 percent of the Chapter membership. Three sections exceeded the chapter-wide share (Central Coast, Sacramento Valley, and Orange). Note that not all registrants were APA members, but this still gives a ballpark indication of the origin of participation.

Section	2019 APACA Conference Registrants	% of Total	Section Members	% of Chapter Members	Registrants as % of Members
Central	33	2.2%	202	3.4%	16.3%
Central Coast	236	15.7%	341	5.7%	69.2%
Inland Empire	106	7.1%	368	6.2%	28.8%
Los Angeles	284	18.9%	1,448	24.2%	19.6%
Northern	377	25.1%	1,951	32.7%	19.3%
Orange	157	10.5%	512	8.6%	30.7%
Sacramento Valley	172	11.5%	519	8.7%	33.1%
San Diego	136	9.1%	634	10.6%	21.5%
<b>Total</b>	<b>1,501</b>	<b>100.0%</b>	<b>5,975</b>	<b>100.0%</b>	<b>25.1%</b>

## Attachment E: APA California Membership - 2010 to 2019

SECTIONS	Oct. 10	Oct. 11	Oct. 12	Oct. 13	Oct. 14	Oct. 15	Oct. 16	Oct. 17	Oct. 18	Oct. 19
<b>CENTRAL</b>										
AICP	93	95	85	87	84	80	77	70	65	66
APA	128	110	91	89	96	90	90	87	112	123
Chapter Only	6	6	3	6	7	5	9	16	12	13
<b>TOTAL</b>	<b>227</b>	<b>211</b>	<b>179</b>	<b>182</b>	<b>187</b>	<b>175</b>	<b>176</b>	<b>173</b>	<b>189</b>	<b>202</b>
<b>CENTRAL COAST</b>										
AICP	130	132	124	119	122	124	121	122	116	116
APA	264	261	274	215	202	191	145	186	247	200
Chapter Only	10	11	8	17	15	11	22	19	17	25
<b>TOTAL</b>	<b>404</b>	<b>404</b>	<b>406</b>	<b>351</b>	<b>339</b>	<b>326</b>	<b>288</b>	<b>327</b>	<b>380</b>	<b>341</b>
<b>INLAND EMPIRE</b>										
AICP	125	123	115	111	109	115	113	115	98	99
APA	270	262	245	224	231	223	213	221	275	255
Chapter Only	21	16	13	10	11	6	18	13	20	14
<b>TOTAL</b>	<b>416</b>	<b>401</b>	<b>373</b>	<b>345</b>	<b>351</b>	<b>344</b>	<b>344</b>	<b>349</b>	<b>393</b>	<b>368</b>
<b>LOS ANGELES</b>										
AICP	320	337	328	341	350	370	369	392	390	411
APA	986	943	1103	932	929	923	864	1034	1261	1000
Chapter Only	19	26	13	12	12	22	36	37	35	37
<b>TOTAL</b>	<b>1325</b>	<b>1306</b>	<b>1444</b>	<b>1285</b>	<b>1291</b>	<b>1315</b>	<b>1269</b>	<b>1463</b>	<b>1686</b>	<b>1448</b>
<b>NORTHERN</b>										
AICP	691	718	679	695	721	739	733	775	763	777
APA	858	824	837	861	878	884	776	938	1080	1135
Chapter Only	21	32	21	20	32	44	46	57	46	39
<b>TOTAL</b>	<b>1570</b>	<b>1574</b>	<b>1537</b>	<b>1576</b>	<b>1631</b>	<b>1667</b>	<b>1555</b>	<b>1770</b>	<b>1889</b>	<b>1951</b>
<b>ORANGE</b>										
AICP	204	199	184	182	183	180	183	197	183	192
APA	363	319	325	292	317	325	310	308	405	311
Chapter Only	10	12	9	7	17	9	14	20	13	9
<b>TOTAL</b>	<b>577</b>	<b>530</b>	<b>518</b>	<b>481</b>	<b>517</b>	<b>514</b>	<b>507</b>	<b>525</b>	<b>601</b>	<b>512</b>
<b>SACRAMENTO</b>										
AICP	226	223	216	217	223	220	217	227	227	231
APA	230	207	174	151	158	149	154	215	276	243
Chapter Only	23	24	27	34	36	47	62	89	60	45
<b>TOTAL</b>	<b>479</b>	<b>454</b>	<b>417</b>	<b>402</b>	<b>417</b>	<b>416</b>	<b>433</b>	<b>531</b>	<b>563</b>	<b>519</b>
<b>SAN DIEGO</b>										
AICP	241	250	257	248	255	260	253	269	259	255
APA	259	247	248	232	235	272	258	273	427	364
Chapter Only	18	20	15	17	20	19	25	31	26	15
<b>TOTAL</b>	<b>518</b>	<b>517</b>	<b>520</b>	<b>497</b>	<b>510</b>	<b>551</b>	<b>536</b>	<b>573</b>	<b>712</b>	<b>634</b>
<b>CALIFORNIA CHAPTER</b>										
AICP	2030	2077	1988	2000	2047	2088	2066	2167	2101	2147
APA	3358	3173	3297	2996	3046	3057	2810	3262	4083	3631
Chapter Only	128	147	109	123	150	163	232	282	229	197
<b>GRAND TOTAL</b>	<b>5516</b>	<b>5397</b>	<b>5394</b>	<b>5119</b>	<b>5243</b>	<b>5308</b>	<b>5108</b>	<b>5711</b>	<b>6413</b>	<b>5975</b>