

**Strategic Plan** | APA Central Coast Board

September 2020

Updated January 2021

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APA Central Coast Board Strategic Plan	
<b>8 Year Vision (2020 – 2028)</b>	The creativity and foresight needed to anticipate future needs of our membership and profession, then develop a consensus-building strategy that addresses a diverse range of needs and demographics.
<b>Mission</b>	The Central Coast Section is part of the American Planning Association's California Chapter and serves San Luis Obispo, Santa Barbara and Ventura Counties. The Central Coast Section aims to <b>provide planning professionals, elected officials, and community members with services, support, and information to advance planning in the Central Coast and beyond.</b>
<b>APA Central Coast Board Role/Description</b>	The Central Coast APA Section Board is intended to carry out the objectives of the American Planning Association and the following Section goals. We are committed to offering exceptional Section membership services, including events to bring local planners together to educate and include others in planning conversations and education. It is our hope and intent that our Board would provide planners in the Central Coast resources for their practice, regardless of geography. Our bounds spread far and encompass both coastal and inland communities.
<b>Expectations of the Board</b>	Each Board member is expected to participate and prepare as needed for monthly board call, biannual Board retreats and in Section/ Subsection events.
<b>Values</b>	<ul style="list-style-type: none"> <li>• Member benefits</li> <li>• Networking</li> <li>• Community education</li> <li>• Activism</li> <li>• Community involvement / volunteering</li> <li>• Creating a diverse and inclusive APA section</li> <li>• Increase the public's awareness of the importance of planning maintain a liaison with other planning related organizations</li> <li>• Involvement of wider student body through reaching out to all universities on the Central Coast (i.e. CLU and CSUN)</li> </ul>
<b>Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Craft a demographic/based membership and planner survey</li> <li>• Promote membership (handouts, member/student/non-member pricing; pins for years with APA recognition) at annual awards event</li> <li>• Set up Venmo account to encourage / simplify payment process</li> <li>• Encourage write-ups or interesting blurbs on e-blast and website by all Section Board members</li> </ul>
<b>Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Provide a measurable number of CM credits a year</li> <li>• Provide recognition to planning projects on an annual basis</li> <li>• Encourage APA membership at events</li> <li>• Continue providing funds to California Planning Foundation (CPF) for student scholarships (allot during annual budget review at the end of the year as well as include raffles at events)</li> </ul>



APA Central Coast Board Strategic Plan	
	<ul style="list-style-type: none"> <li>• Membership drive (including separate student membership events) – one week for each subsection to host an event and encourage participation in survey</li> <li>• Reach out / encourage local agencies/firms to pay for APA dues for employees</li> <li>• Create strong partnerships with universities on the Central Coast</li> </ul>
<b>Short-Term Implementing Actions (2020-2021)</b>	<ul style="list-style-type: none"> <li>• Find and appoint a Diversity, Equity, and Inclusion Officer for the Section, which represents and reflects the goals of the Section</li> <li>• Host events, such as virtual book club, webinars, etc. which focus on the topic of diversity, equity, and inclusion, in the workforce/workplace; utilize for both education and participation events</li> <li>• Find and select student representatives for each university in the Section</li> <li>• Support black/underrepresented businesses</li> <li>• Raise money for local social justice networks</li> <li>• Specify a designated California Planning Foundation (CPF) scholarship for a woman or person of color</li> <li>• Refer to the 'Increasing Diversity and Backing Anti-Racism' Section for recommended short-term actions</li> </ul>
<b>Long-Term Implementing Actions (2020-2028)</b>	<ul style="list-style-type: none"> <li>• Each Subsection or the greater Section shall be responsible for hosting two (per Subsection) or six (Section-wide) events a year that focus on diversity, inclusion, and equity</li> <li>• Provide 24 CM credits annually for the Section (8 credits per Subsection)</li> <li>• Host an in-person or a virtual annual awards planning program with a minimum attendance of 75 attendees</li> <li>• Receive at least eight award nominations for the Section</li> <li>• At each Subsection event, membership forms should be handed out. Add to website membership icon for easy access. Make postcards/take homes for directions to access membership sign-up.</li> <li>• Provide \$2,500 to CPF annually for student scholarships</li> <li>• Increase student membership by 20 members for each Subsection</li> <li>• Raise \$4,000 in sponsorships annually</li> <li>• Publish 12 write-ups/articles quarterly on the APA Central Coast website and eblast</li> <li>• Incentivizing participation of a membership survey by donating funds for each completed survey to a specified nonprofit.</li> <li>• Consider ways of working with organizations to make the job postings more accessible to communities of color and coordinate with APA topical areas (Women In Planning, etc.) to expand sharing of received job postings.</li> <li>• Refer to the 'Increasing Diversity and Backing Anti-Racism' Section for recommended long-term actions</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
APA Central Coast Board Position	Director
Officer Description/Role (day to day, not just what is stated in the bylaws)	<ul style="list-style-type: none"> <li>• Provide general administrative leadership for the Section by coordinating and directing the Board's activities and programs;</li> <li>• Represent and regularly report on Section concerns, issues and activities to the California Chapter Board at Chapter Board in-person meetings, conference calls or other modes of communication;</li> <li>• Represent and promote Section and Chapter concerns before the Chapter President's Council at National Conferences and at other forums;</li> <li>• Maintain a liaison with other Chapter Section Directors, especially those of adjacent sections at Chapter Board in-person meetings, conference calls or other modes of communication;</li> <li>• Represent the Section in formal correspondence, transmittals and representation at public events;</li> <li>• Appoint, with the advice and consent of the Executive Board, officers and committees as deemed necessary to carry out the Section's purposes and objectives;</li> <li>• Communicate Chapter concerns to the Section Board and Section Membership and to facilitate communication from the Section Membership to the Executive Board and the Chapter;</li> <li>• Initiate and maintain, with assistance from the Board, contacts and joint programs with allied professional groups;</li> <li>• Represent the Section Board and Membership in formal correspondence, transmittals and engagement at public events;</li> <li>• Monitor planning and related activities and communicate these to the Executive Board;</li> <li>• Monitor and coordinate the responsibilities of the Finance Officer and the Public Information Officer;</li> </ul>

	<ul style="list-style-type: none"> <li>• Possess sole responsibility within the Section for entering into contracts with private parties that are binding on the Section; and</li> <li>• Attend and assist the Awards and Events Officer during the annual Section Awards Event.</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>• See above</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Offer a variety of events / formats in the Central Coast Section</li> <li>• Adapt to changing procedures and regulations for in-person gatherings / events</li> </ul>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Consider, review, and analyze the distribution of duties across the Central Coast Board</li> <li>• Create a Strategic Plan for the Central Coast Board</li> <li>• Consider conducting three in-person Board retreats</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Conduct a Celebrating Cities event in each Subsection in 2020</li> <li>• Create a Social Media Subcommittee</li> <li>• Prioritize Section communications and consider changing or adding necessary platforms, such as Google Drive, Slack, etc.</li> <li>• Prioritize and establish membership resources which educate and spark action on the Board's part to encourage a diverse membership and discussion</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Create new position to lighten the expectation of the PDO</li> <li>• Rename and amend the Membership Inclusion Officer Board position to focus and emphasize diversity of Section membership, ensure the Section is centered and focused on establishing equality and inclusion across the membership</li> <li>• Annually review the Board Strategic Plan to ensure it is reflective of the Board's position, values, and mission and accurately reflects each individual officers' tasks</li> <li>• Prioritize communicating Central Coast Section needs at the Chapter level and working to ensure the Central Coast Section is sufficiently represented at the State APA leadership level</li> <li>• Prioritize and establish membership resources which educate and spark action on the Board's part to encourage a diverse membership and discussion</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Director - Elect
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>• Serve as a voting member on the Executive Board;</li> <li>• Learn from the Section Director the oversight function for Section administration, budget, contracts and State Board role;</li> <li>• Attend the Chapter Board Retreat with the Section Director;</li> <li>• Act as liaison to local universities and colleges and assist Student Representatives;</li> <li>• Advise the California Planning Foundation Board on distribution of the Section Scholarships and coordinate activities between the Section and the California Planning Foundation Board, including organization of the yearly Section Challenge at the State Conference; and</li> <li>• Oversee special projects as identified by the Section Director.</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>• See above</li> <li>• Participate in Board events</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Shadow Section Director</li> <li>• Engage / introduce to Subsection Directors as additional resource</li> </ul>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Shadow Section Director</li> <li>• Plan and host one event before official Director term begins</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Prepare one agenda for monthly meeting</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Facilitate one Board retreat or monthly meeting before official term begins</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	San Luis Obispo Subsection Director
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Plan and facilitate networking and professional development events for San Luis Obispo County; employ student representatives to actively host student-minded engagement opportunities; guest lecture at student events; assist the Section Director
<b>Expectations</b>	Brainstorm and lead a range of events for local APA subsection members; be available as a resource for planning advice and career guidance
<b>Officer Short-Term Goals (2020)</b>	Host effective and meaningful professional events; increase student involvement
<b>Officer Long-Term Goals (2020 – 2028)</b>	Evolve the position so that it can be as meaningful as possible at the local level
<b>Officer Short-Term Strategy (2020)</b>	Plan and facilitate a variety of engagement opportunities (social mixers, professional development, educational lectures/tours); work with student representatives to ensure



	student-led events are better attended
<b>Officer Long-Term Strategy (2020 – 2028)</b>	Brainstorm strategies to leverage the position so that the majority of tasks are not necessarily centered on event planning; determine more consistent tactics for involving a variety of interested students; capitalize on celebrating SLO's local resources

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
APA Central Coast Board Position	Santa Barbara Subsection Director
Officer Description/Role (day to day, not just what is stated in the bylaws)	<ul style="list-style-type: none"> <li>• Attend Board monthly calls and in-person meetings and report out on what has been occurring in the Santa Barbara subsection over the past month.</li> <li>• Organize and coordinate social events, including holiday party and other networking events. Coordination for the holiday party often occurs with AEP officers as well.</li> <li>• Organize professional development opportunities</li> <li>• Coordinate, plan, and deliver the Planning Academy every 2-3 years, which includes outreach, session selection, coordination with speakers, event venue, technical resources, food, etc. The Planning Academy in Santa Barbara has traditionally been approximately 6 weeks with 2 sessions per evening (about 5:30 – 8:30pm).</li> <li>• Communicate with students in the Santa Barbara area and participate in a lecture for the UCSB Intro to Planning course and discuss APA during this event</li> <li>• Coordinate with local counselors/educational institutions (e.g., UCSB – Environmental Studies and Bren) regarding opportunities to be an APA student representative, and promote</li> </ul>



	<p>events and professional development opportunities</p> <ul style="list-style-type: none"><li>• Seek out sponsorships in the Santa Barbara area for the Central Coast APA</li><li>• Work with the PIO officer to ensure that the website and social media accounts contain information about upcoming events</li></ul>
<b>Expectations</b>	<ul style="list-style-type: none"><li>• Host quarterly networking events</li><li>• Host ideally one event (networking or professional development) every two months</li><li>• Host Planning Academy once every 2-3 years in Santa Barbara</li><li>• Assist with Awards event or other Section-wide events</li><li>• Represent the Santa Barbara area at the annual California APA conference</li><li>• Attend monthly Board calls</li><li>• Attend in-person retreat</li></ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"><li>• Host two events via zoom, such as trivia night or a lecture series</li><li>• Work with students at UCSB/Bren to continue to educate student population about APA and our offerings</li><li>• Reach out to various local agencies and private firms regarding interest in digital/remote offerings</li><li>• Coordinate holiday party with AEP or on our own (either remote or in person depending on situation at that time)</li><li>• Work with EPP to develop offerings to membership targeted at newer planners to the profession</li><li>• Compile list of resources for membership (e.g., online trainings, etc.)</li></ul>



	<ul style="list-style-type: none"><li>• Work on diversity/inclusion as an entire section and find ways to incorporate this throughout each event hosted by APA</li></ul>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<ul style="list-style-type: none"><li>• Host Planning Academy – think about ways to better engage planners from north county</li><li>• Develop better relationship with UCSB – Bren and Environmental Studies to create a more robust planning “track” for interested students</li><li>• Lecture/present during all planning-related courses at beginning of lecture series</li><li>• Host events for the SB County area approximately every two months, and map out future events each quarter – goal is to alternate between active event (e.g. walking tour), networking event, and lecture/educational event</li><li>• Work on additional sponsorship opportunities in SB</li><li>• Coordinate with other cities within the County of SB, and work to find interested parties in north SB County that would be interested in helping to conduct events, similarly, work on hosting events in Carpinteria, Santa Barbara, Goleta, Lompoc, SY Valley, Santa Maria, Orcutt, Solvang, etc.</li><li>• Provide AICP-related prep courses or credit opportunities</li><li>• Bring back movie series (similar to what was done in Ventura approximately 4 years ago)</li><li>• Host annual holiday party, and include another annual event for a larger networking opportunity</li><li>• Write newsletter/blog posts annually – ideally one every two</li></ul>

	<p>months – to help build content for the website as well as drive traffic to the website.</p>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Map out potential dates for events</li> <li>• Coordinate with AEP on potential trivia questions and topics</li> <li>• Send out email to heads of departments as well as the presidents of planning firms seeking their input and ideas for ways APA can help keep planners engaged</li> <li>• Attend virtual APA conference</li> <li>• Look at other APA sections for potential opportunities/offerings for resource page</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>• Look at other sections throughout the State for content and ideas for events</li> <li>• Plan events out at the beginning of each year</li> <li>• Look for speakers throughout the state and within the section and reach out to them well in advance</li> <li>• Build lasting relationships with universities and have deeper discussion with universities about importance of having an emphasis in planning</li> <li>• Encourage AICP applications and study groups locally</li> <li>• Schedule events throughout the County and attend various events</li> <li>• Create mini-lecture series on various planning issues</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Sub-Section Director, Ventura County
<b>Officer Description/Role</b>  <b>(day to day, not just what is stated in the bylaws)</b>	<p>Responsible for creation, management, and evaluation of events in sub-section to fulfill networking and professional development needs of membership</p> <p>Responsible for promoting and responding to inquiries related to membership, in Section and sub-section</p> <p>Responsible for coordination with Professional Development and Legislative Officers to ensure locations for Legislative and PD events</p> <p>Responsible for delivering communications and announcements to PIO and Webmaster to ensure announcements related to sub-section reach members</p>
<b>Expectations</b>	<p>Maintain or increase number of active members in Ventura County</p> <p>Offer a minimum of 4 events per year for Ventura County APA members</p> <p>Collaborate with other Board members and roles to ensure that communications, legislative information, and professional development opportunities are available for Ventura County members</p>
<b>Officer Short-Term Goals</b>  <b>(2020)</b>	<p>Increase the number of AICP credits available to APA members from 0 to 4 (excluding Planning Academy) in 2020</p> <p>Continue Central Coast Section Planning Academy</p>



	<p>Offer no less than 4 AICP credits as part of Planning Academy in Ventura County</p> <p>Increase APA active members (dues paying) by 10% from 2019 to 2020</p> <p>Host 200 attendees at 2020 Ventura County events</p>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<p>Support 5% annual increase of APA active members (dues paying)</p> <p>Launch annual Central Coast Section Conference</p> <p>Host 300 planners at Ventura County events annually</p> <p>Increase the number of AICP credit opportunities available annually</p>
<b>Officer Short-Term Strategy (2020)</b>	<p>Note: 2019 events included 4 social events, no AICP credit opportunities, and two EPP events.</p> <p>Host 2 social events, 2 social/PD events as part of quarterly “mixer” schedule</p> <p>Support <i>Celebrating Cities</i> event type in Ventura County</p> <p>Host Planning Academy in Ventura County</p> <p>Continue to develop ongoing relationship with California Lutheran University</p>
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<p>Launch and continue annual Central Coast Planning Conference</p> <p>Make AICP credit opportunity part of 100% of quarterly mixer schedule</p> <p>Develop network of <i>community connectors</i> at local jurisdictions, agencies and private firms that will re-share announcements and opportunities</p> <p>Develop relationship with California State University Channel Islands</p>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Finance Officer
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>• Prepare quarterly and annual budget reports,</li> <li>• Manage checking and brokerage account,</li> <li>• Review expense reports and provide reimbursements to Board members for all events,</li> <li>• Provide for payments as necessary for CCAPA functions,</li> <li>• Manage preparation of annual budget,</li> <li>• Provide invoices and tax information as needed,</li> <li>• Coordinate with bank as required, and</li> <li>• Manage PayPal accounts.</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>• Ability to work with Excel and/or Quicken books to produce reports.</li> <li>• Attend board meetings.</li> <li>• Good record keeping and organization.</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Establish brokerage account with funds from 2019 conference (e.g. staggered CDs).</li> <li>• Invest reserve funds in low risk fund.</li> <li>• Provide analysis to board of expense/income from new mini-conference/awards.</li> </ul>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Establish procedures for allowing access to 1/8th of the operating funds in the brokerage for annual use by the section.</li> <li>• Help the Section Board in strategizing the allocation of expenses so that all 8 years before next cash influx of income are fully funded.</li> <li>• 100% digitize record keeping.</li> <li>• Continue to improve platforms for payment for Section Events (e.g. Venmo, Paypal, Square).</li> <li>• Update Bylaws to address financial policies (e.g. reserve fund, investment risk tolerance)</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Work with Wells Fargo brokerage representatives.</li> <li>• Work with conference subcommittee to review expenses and income and develop an “after report”</li> </ul>



**Officer Long-Term  
Strategy (2020 –  
2028)**

- Work with Wells Fargo brokerage representatives on CD-ladder approaches and investment options.
- Research current peer to peer options and devices for scanning credit cards and provide recommendations.
- Provide board with historic budget information at retreats.

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	Public Information Officer
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<p>Responsible for recording Executive Board actions and decisions</p> <p>Responsible for communicating networking and professional development opportunities to membership throughout Section</p> <p>Responsible for responding to inquiries or ensuring that inquiries reach the appropriate Board member or volunteer of the section</p> <p>Responsible for working with all Board members to ensure that opportunities and information relevant to membership reach members in a timely manner</p>
<b>Expectations</b>	<p>Maintain or increase number of active members in Ventura County</p> <p>Collaborate with other Board members and roles to ensure that communications, legislative information, and professional development opportunities are available for Ventura County members</p> <p>Deliver a minimum of 24 email communications and 48 social media communications to membership</p>
<b>Officer Short-Term Goals (2020)</b>	Improve email Open Rate to 12-month average of 40%



	<p>Increase APA active members (dues paying) by 10% from 2019 to 2020</p> <p>Increase Facebook and Twitter followings by 120 (100% increase) and 435 (50% increase) followers respectively.</p>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<p>Support 5% annual increase of APA active members (dues paying)</p> <p>Support launch of annual Central Coast Section Conference</p>
<b>Officer Short-Term Strategy (2020)</b>	<p>Work with Sub-section Directors to develop and share content on weekly basis via social media</p> <p>Continue bi-weekly email newsletter to membership</p> <p>Work with director and legislative, events, and professional development officers to deliver membership benefits info to section members</p>
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<p>Identify opportunities for ongoing communication with membership using appropriate and easy to share channels</p> <p>Develop communication plans with sub-section directors, legislative officer, and events officers to help increase registrations and attendance</p>

Strategic Plan | Officer worksheet outline

APA Central Coast Officer Worksheet Outline	
APA Central Coast Board Position	Professional Development Officer (PDO)
Officer Description/Role (day to day, not just what is stated in the bylaws)	<ul style="list-style-type: none"> <li>• Promote membership in AICP</li> <li>• Oversee AICP CM credit opportunities in the Central Coast Section. Assist Central Coast Section officers and local organizations in obtaining AICP CM credits for their qualifying professional development events.</li> <li>• Assist planners interested in obtaining AICP certification by providing mentorship, study materials, and test preparation workshops.</li> <li>• Identify and promote relevant professional development and or educational opportunities for area planners and associated/allied professions.</li> </ul>
Expectations	<p>Per bylaws, the goals of the PDO are as follows:</p> <p>(a) Promote membership in AICP and assist other Board officers in promotion of student and planning official membership in APA;</p> <p>(b) Develop and maintain working relationships with the Chapter Vice President for Professional Development and participate in Chapter Professional Development Officer activities;</p>

	<p>(c) Coordinate the Section's AICP continuing education program under the guidelines established by the Chapter;</p> <p>(d) Arrange and coordinate counseling of members preparing to take the AICP examination;</p> <p>(e) Lead and host AICP exam prep workshops;</p> <p>(f) Communicate with members who are at risk of losing AICP status due to lack of AICP certification maintenance credits;</p> <p>(g) Apply for AICP certification maintenance credits for professional development events in the Section;</p> <p>(h) Maintain log of certification maintenance events, attendance, and evaluations for all professional development sessions provided by the section;</p> <p>(i) Assist the Director-Elect/Immediate Past Section Director to develop and promote mentor and scholarship programs which promote the interests of planning students;</p> <p>(j) Share Chapter news, information, and professional development opportunities with section membership and coordinate with PIO, Webmaster, and Social Media Officer to post other section events;</p> <p>(k) Assist other Section Board members with organization of professional development events;</p> <p>(l) Assist Director-Elect/Immediate Past Sector Director to advise the California Planning Foundation Board on distribution of the Section Scholarships and coordinate activities between the Section and the California Planning Foundation Board,</p>
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	<p>including organization of the yearly Section Challenge at the State Conference; and</p> <p>(m) Coordinate with APA Central Coast Legislative Officer and PSO to host legislative events for law credits or look for ways to partner / co-host with other sections;</p> <p>(n) Stay abreast of current developments from APA and encourage reading of new Planning Advisory Service (PAS) reports, and distributing legislative updates to members; (o) Consider starting a PDO blog for dissemination of information to help advance careers, use it for the PAS and legislative updates, and reposting job ads given to the Section. Sort of a social forum to keep in contact specifically about professional development and career advancement;</p> <p>(p) Provide interviewing and resume tips and tools; and</p> <p>(q) Maintain AICP certification.</p>
<b>Officer Short-Term Goals (2021)</b>	<ul style="list-style-type: none"> <li>• Revamp the Central Coast Section's AICP Examination Study Prep program by hosting digital workshops and exam prep sessions.</li> <li>• Create and distribute AICP Certification Maintenance Event Eligibility Questionnaire to streamline event CM credit approval and processing.</li> <li>• Improve communications with other Board members and establish clear communication process to ensure all CM eligible</li> </ul>

	<p>events receive appropriate CM event opportunities.</p> <ul style="list-style-type: none"> <li>• Attend statewide PDO conference calls and communicate Central Coast Sections' views. Update board members on relevant developments.</li> </ul>
<b>Officer Long-Term Goals (2021– 2025)</b>	<ul style="list-style-type: none"> <li>• Establishment of PDO blog/newsletter to update membership of relevant professional development opportunities.</li> <li>• Resume hosting AICP Examination Study Prep sessions/workshops in person after conclusion of the COVID-19 pandemic.</li> <li>• Work with local organizations and Legislative Officer to provide legislative/legal updates to membership on an annual basis.</li> <li>• Create program to ensure AICP membership retention, create transition program for retired or semi-retired AICP planners.</li> </ul>
<b>Officer Short-Term Strategy (2021)</b>	<ul style="list-style-type: none"> <li>• Improve communications between Board and PDO to ensure all planned events by Section obtain AICP CM credits (when appropriate) prior to event date.</li> <li>• Create standardized study materials and resources for distribution to all planners</li> </ul>

	preparing to take AICP certification exam.
<b>Officer Long-Term Strategy (2021 – 2025)</b>	<ul style="list-style-type: none"><li>• Realign role to take a more visible and prominent role within in the Section, increase communication between the PDO and general membership.</li><li>• Dedicate time to developing Section specific AICP CM study materials. Dedicate time to reading and reporting back on relevant PAS reports to membership and general public.</li></ul>



**Strategic Plan** | Officer worksheet outline

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	Programs and Social Officer (PSO)
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>• Attend monthly Board calls and annual Retreat(s)</li> <li>• Sign up for other section eblasts to stay informed on other event opportunities to promote to the Central Coast Section</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>• Position should be run by a socially minded person who enjoys event planning and organizing.</li> <li>• Assist the Section Director in overall Board communication and promotional content for Section-wide events and programs</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Help keep our Section calendar regularly filled with events</li> <li>• Take some of the load of the Section Director's coordination</li> </ul>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>• Ensure a wide range of events are being offered by the Section</li> <li>• Look at ways for increasing Board communication on event ideas and how we interact with other Sections</li> </ul>

<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Plan or help plan an event with a Subsection Director</li> <li>• Create a monthly blog post that 'highlights a local Section planner' and their achievements/interesting projects, something to periodically acknowledge the talent in our section.</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>• Interview planning management in the Section about their experiences and provide advice on how they got to their position as director/city manager or leadership within a private sector firm. Offer event virtually or in person for Section membership to attend.</li> <li>• Explore a partnership with SkillPath or other professional training site to offer discounted trainings as an additional member service.</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Diversity, Equity, and Membership Inclusion Officer
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>-Promote equity, diversity, and inclusion in ALL aspects of APA Central Coast business.</li> <li>-Attend monthly calls with statewide membership inclusion officers as organized by Cal APA</li> <li>-Identify areas APA Central Coast is deficient in membership representation, and work to improve diversity of APA membership.</li> <li>-Outreach to school groups, youth organizations, etc. to promote planning as a profession and foster the next generation of planning professionals.</li> <li>-Conduct regular surveys of membership to maintain accurate "pulse" on the Central Coast Subsection. Maintain data and utilize for promoting APA, improving APA functions, and increasing diversity/promoting equity.</li> </ul>
<b>Expectations</b>	<p>Per bylaws, the goals of the Membership Inclusion Officer are as follows:</p> <p>(a) Promote and encourage diversity of APA membership throughout the Central Coast Section; (b) Conduct outreach to community minority groups to increase awareness of planning issues and provide information concerning participation in public planning processes; (c)</p>

	<p>Provide advice and information to members of minority groups about career paths in planning; (d) Collaborate with Chapter Membership Inclusion Officers to organize the yearly diversity summit at the State Conference; and (e) Assist the Young Planners Group Officer(s) to increase young professional participation in APA programs and events.</p>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>-Amend bylaws to 1) update role of membership inclusion officer to focus more on diversity, equity, and inclusion, in addition to current role.</li> <li>-Amend bylaws to rename position "Membership, Diversity, and Equity Officer" (or similar, equivalent title)</li> <li>-Begin to develop membership survey.</li> </ul>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>-Conduct Membership Survey to obtain an accurate socio-economic demographic analysis of Central Coast APA membership. Publish results. Implement outreach strategies to underrepresented demographics in organizational membership. (See APA LA survey and related efforts)</li> <li>-School/youth outreach program with focus on underrepresented communities, with goal of educating youth on how they can get involved with the planning process.</li> <li>-Continue ongoing involvement with annual Diversity Summit at the State Conference.</li> </ul>

	<ul style="list-style-type: none"> <li>-Assess club functions and provide recommendations on how APA Central Coast can improve internal operations to be more inclusive, equitable, and diverse.</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>-Prioritize transition to the Diversity, Inclusion, and Equity roles of the position.</li> <li>-Continue to collaborate with State APA Membership Inclusion Officer colleagues.</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>-Realign role to take a strong, active role on increasing diversity and equity in the planning profession and internally within APA Central Coast.</li> <li>-Increase collaboration with EPP and Subsection Directors to create programming and events that celebrate and promote diversity and equity.</li> </ul>

Strategic Plan | Legislative Officer

APA Central Coast Officer Worksheet Outline	
APA Central Coast Board Position	Legislative Officer
Officer Description/Role (day to day, not just what is stated in the bylaws)	<p>Keep track of pending updates and passed updates to state law that affect the planning profession.</p> <p>Support and participate in Board meetings, retreats and activities both related and unrelated to legislative activities.</p>
Expectations	<p>Per by laws, the duties of the Legislative Officer shall be to:</p> <ul style="list-style-type: none"> <li>(a) Develop and maintain Section legislative review and response capability;</li> <li>(b) Present legislative items to the Section Board in a timely manner;</li> <li>(c) Prepare legislative update summaries for communication to the Section membership through various media (e-Blast or newsletter) as they are available;</li> <li>(d) Develop and maintain a strong working relationship with the California Chapter Vice President for Policy and Legislation;</li> <li>(e) Develop and maintain a working relationship with the Chapter Legislative Advocate;</li> <li>(f) Serve as a member of the California Chapter Legislative Review Committee;</li> </ul>

	<p>(g) Participate in annual in-person State Legislative Committee meeting to develop Chapter positions on proposed legislation;</p> <p>(h) Organize annual section Legislative Update via webinar or other available means;</p> <p>(i) Oversee the Planning Commission Representative; and</p> <p>(j) Lead the Section Legislative Committee.</p>
<b>Officer Short-Term Goals (2020)</b>	<p>E-blast about new laws signed this year.</p> <p>Recommend changes to Section website related to legislative information.</p> <p>Get connected with state level legislative review committee and key APA legislative team members.</p>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<p>Work with committee on a legislative update/information on the legislative process event.</p> <p>Represent Central Coast Section on state level legislative team .</p>
<b>Officer Short-Term Strategy (2020)</b>	

	<p>Get integrated into the Board through monthly calls and one-on-one calls with Director.</p>
<p><b>Officer Long-Term Strategy (2020 – 2025)</b></p>	<p>Begin working with state legislative team/committee.</p> <p>Identify best topics/approach for legislative update even in first or second quarter of 2021.</p> <p>Continue providing legislative related information in a variety of formats to membership.</p>



## Strategic Plan | Officer Worksheet Outline

July 29, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Awards and Events Officer
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Responsible for Annual Section Awards. Nomination Coordination, Juror Coordination, Juror Deliberations, Awards Coordination, and Awards Event Planning. Position has also included leading the Annual Sponsorship Coordination. Position also assists Director and Sub-Section Directors with Events as needed and requested.
<b>Expectations</b>	The Board expects this Board Member to deliver an Awards Program each year for the Section. Also expects the Sponsorship Request Form to be updated each year and coordinated with other board members.
<b>Officer Short-Term Goals (2020)</b>	2021 Awards Program
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Ensure that there are Awards Programs for each year and trying to create a program with the highest tri-county attendance.</li> <li>• Develop Awards Program Policies in place for future Awards and Events Officers.</li> </ul>

APA Central Coast Officer Worksheet Outline	
<b>Officer Short-Term Strategy (2020)</b>	Short Term would be to start coordinating the Section Awards Program for 2021.
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Long Term would be to secure venues for future Awards Programs so that we have those in place and reserved.</li> <li>• Develop and research ideas for action Awards Event such as bands, DJ's., magic, speakers, and other types of entertainment and professional development.</li> <li>• Develop policies and procedures for the Awards/Events Officer as I actually go through the motions of an Awards Program.</li> </ul>

## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Emerging Planning Professionals Officer – San Luis Obispo County
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Facilitate communication between emerging planning professionals and APA. Work with Subsection Director to plan events.
<b>Expectations</b>	Assist in making sponsorship requests. Plan events for both emerging planners and more established professionals.
<b>Officer Short-Term Goals (2020)</b>	Hold at least twelve events in the San Luis Obispo County Subsection in 2020.
<b>Officer Long-Term Goals (2020 – 2028)</b>	Coordinate with other Young Planners Groups/Emerging Professionals Groups. Continue to collaborate with the Association of Environmental Professionals to plan events.
<b>Officer Short-Term Strategy (2020)</b>	Coordinate with ASP and GPSA at Cal Poly to plan events. Collaborate with AEP.
<b>Officer Long-Term Strategy (2020 – 2028)</b>	Communicate with other YPG/EPP

	officers. Assess the feasibility of a meeting and/or regular conference calls with other YPG/EPP officers. Formalize relationships with ASP and GPSA. Coordinate continuity of the EPP Officer position.
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## Strategic Plan | Officer worksheet outline

February 1<sup>st</sup>, 2020

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	Emerging Planning Professionals (EPP) – Santa Barbara
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Officer that connects emerging planners, such as students and newer professionals, to the overall APA network.
<b>Expectations</b>	<ul style="list-style-type: none"> <li>- Identify, recruit, and maintain the involvement of student representatives on the board</li> <li>- Provides events/resources that are of interest to emerging planners</li> <li>- Participate in monthly APA coordination calls</li> <li>- Participate in events of other student/emerging planner organizations (UCSB, Bren, etc.)</li> <li>- Strategize ways to get more emerging planners involved in APA by determining their biggest challenges and needs</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>- Have system in place to ensure student representatives from UCSB and the Bren school are consistently involved in APA</li> <li>- Provide more interactive events that bring networking and professional development opportunities to the participants</li> </ul>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>- Have robust student groups that lead their own groups and host their own events</li> </ul>

February 1<sup>st</sup>, 2020

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	EPP Ventura County Coordinator
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Reaching out to emerging and professional planners interested in Planning and APA, holding events and networking opportunities to create a strong EPP Ventura County.
<b>Expectations</b>	Creating a strong and steady group of young and emerging professionals to the Ventura County EPP. Exchanging ideas and meeting new people interested in joining APA.
<b>Officer Short-Term Goals (2020)</b>	Hold more EPP events, virtually and in person
<b>Officer Long-Term Goals (2020 – 2025)</b>	Create a strong partnership with all universities on the Central Coast (i.e. CLU and CSUN) which will in turn bring out a larger group of people to EPP Ventura events, etc.

<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"><li>• Reach out to all universities on the Central Coast (i.e. CLU and CSUN) and discuss potential partnership for events, etc. with university staff.</li></ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	After making thar university contact, schedule events on campus and attend Planning and Planning-related classes to discuss Planning and promote EPP and APA.

July 2020

<b>APA Central Coast Officer Worksheet</b>	
<b>APA Central Coast Board Position</b>	Webmaster
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Coordinating with all board members to get content on the website.
<b>Expectations</b>	Timely website management, content editing, and general website maintenance.
<b>Officer Short-Term Goals (2020)</b>	To understand the website and make recommendations as for how to better improve the website and outreach.
<b>Officer Long-Term Goals (2020 – 2025)</b>	To establish a new website interface that is easier to use on the backend. Perhaps look into WordPress or another web content management suite that allows more flexibility and control on our end.
<b>Officer Short-Term Strategy (2020)</b>	To streamline the website posting process and link in other outreach possibilities.
<b>Officer Long-Term Strategy (2020 – 2025)</b>	To allow for a robust website content management workflow that provides easier content management and outreach possibilities (i.e., links to LinkedIn, FB, others.). See example of what I worked on for ASLA's San Diego chapter at this link: <a href="https://www.asla-sandiego.org/">https://www.asla-sandiego.org/</a>



## Strategic Plan | Officer worksheet outline

Kristie Woo | July 16, 2020

APA Central Coast Officer Worksheet Outline	
<b>APA Central Coast Board Position</b>	Cal Poly Undergrad Student Rep
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Voice the interests and concerns of undergraduate students at Cal Poly. Plan social events to bridge the gap between our peers and planners in the field.
<b>Expectations</b>	Gain a greater audience of both students and planners through online engagement due to our changing world.
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Develop monthly Zoom seminars or guest lectures with students and professionals to learn how our field is adapting to physical distancing guidelines.</li> <li>• Broadcast emails to undergrad students about APA events and internships that offer remote work</li> </ul>
<b>Officer Long-Term Goals (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Develop relationship with Cal Poly College of Architecture and Environmental Design (CAED) for students in related fields to understand that planning is not only for planners, but for the environments and peoples involved.</li> </ul>

<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Form a participants list of students and planners that are interested in an informal seminar/lecture</li> <li>• Set up a question form or list of topics that both parties can address in an open discussion</li> <li>• Create a safe and secure environment using password-protected Zoom meetings</li> <li>• Record our meetings so those with busier schedules can still stay engaged on their own time</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2028)</b>	<ul style="list-style-type: none"> <li>• Contact Cal Poly CAED Department Heads and related majors to schedule quarterly seminars that highlight the integration of planning in the fields of architecture, public health, and social justice.</li> </ul>

**Strategic Plan** | Officer worksheet outline

February 1<sup>st</sup>, 2020

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	APACC Undergraduate Student Representative to Cal Poly, SLO
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	Works to connect undergraduate students with APA resources and encourages peers to participate in local chapter functions. Assists in the creation of event materials (flyers, auction designs, emails, social media posts, etc.) as well as contributing to chapter visions and attending regular meetings.
<b>Expectations</b>	While this position is voluntary, it is expected the student representatives will work on projects for the local Chapter approximately 4-6 hours a week. The representative is expected to attend all local APA functions.
<b>Officer Short-Term Goals (2020)</b>	Continue to increase collaboration between on-campus clubs (mainly, Associated Students in Planning) and the local chapter.



<b>Officer Long-Term Goals (2020 – 2028)</b>	Further integrate APA into the Cal Poly campus by hosting a club which directly represents the local chapter; allowing students to formalize efforts to support APA and capitalize on its opportunities for professional and educational development.
<b>Officer Short-Term Strategy (2020)</b>	Plan regular local firm tours, LinkedIn Workshops, pre-California APA Conference professional development workshop, community service events, and mixers in conjunction with the local chapter.
<b>Officer Long-Term Strategy (2020 – 2028)</b>	Foster a new APA club on campus with the Student Representatives. This club should network various major clubs interested in planning issues and act as a direct link to APA and the local chapter events.

Grad Student Rep

**Strategic Plan** | Officer worksheet outline

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	UCSB Student Representative
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>• Plan events for APA at Bren School</li> <li>• Assist with flyers and promotional materials</li> <li>• Establish a lasting APA presence at Bren</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>• Recruit APA Student Board members for 2020-2021</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>• Successful speed networking event April 30</li> <li>• Recruit student board members for 2020-2021</li> </ul>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>• Remain active in APA</li> <li>• Involve career team at Bren</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>• Accomplish Spring 2020 goals</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>• Remain active in APA</li> <li>• Promote student involvement</li> </ul>

Grad Student Rep

**Strategic Plan** | Officer worksheet outline

<b>APA Central Coast Officer Worksheet Outline</b>	
<b>APA Central Coast Board Position</b>	UCSB Grad Student Representative
<b>Officer Description/Role (day to day, not just what is stated in the bylaws)</b>	<ul style="list-style-type: none"> <li>Act as liaison between the Bren School and the Central Coast Section</li> </ul>
<b>Expectations</b>	<ul style="list-style-type: none"> <li>Organize at least one event at the Bren School this academic year.</li> <li>Recruit student reps for next year</li> </ul>
<b>Officer Short-Term Goals (2020)</b>	<ul style="list-style-type: none"> <li>Plan a networking event that is inspiring to Bren students and gets them involved in the APA Central Coast Section</li> </ul>
<b>Officer Long-Term Goals (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>Reinstitute a program to get new Bren students involved as Student reps annually</li> </ul>
<b>Officer Short-Term Strategy (2020)</b>	<ul style="list-style-type: none"> <li>Involve Bren School career team in planning efforts</li> </ul>
<b>Officer Long-Term Strategy (2020 – 2025)</b>	<ul style="list-style-type: none"> <li>Promoting student involvement in the APA program</li> </ul>

CPF Liaison Worksheet -  
forthcoming

APA Central Coast | Social Media Subcommittee Strategy  
May 2020 and Revised June 18, 2020

## **Purpose**

The APA Central Coast Executive Board, in May 2020, chose to form a Social Media Standing Subcommittee (Subcommittee). The purpose of this Subcommittee was primarily an initiative out of a response to the impacts experienced during the coronavirus pandemic. Nevertheless, it has been a goal to better reach and engage APA Central Coast membership near and far, regardless of whether we are working from home or if we are back to in-person communications. The following bullets outline our intentions for that social media strategy that correspond to the APA Central Coast Board Strategic Plan.

### **A. Strengthen APA Recognition**

- a. Demonstrating leadership and knowledge in our industry
- b. Authenticity with members
- c. Building relationships and connections with our local communities

### **B. Expanding the APA network**

- a. Reaching new members (students, emerging planners, diverse communities)
- b. Recruiting for potential new board/leadership positions
- c. Diversifying our industry

### **C. Provide Resources to our Members**

- a. Educational
- b. Professional development
- c. Networking
- d. Community-oriented

## **Goals**

These short-term, mid-term, and long-term goals are intended as a supplement to the APA Central Coast Strategic Plan and will continue to be updated to reflect current trends and identified Board priorities.

### **Short-term Goals**

1. **Consistent Content** All the subcommittee members are engaged in all social media posting on a consistent basis
2. **Metrics** As part of the Strategic Plan continual effort, this Subcommittee will develop metrics for measuring milestones with social media response and presence.



3. **Strategic Plan** Develop and refine this strategy as needed and incorporate into the APA Central Coast Board Strategic Plan, as a foundation to build from.
4. **Living Document/Strategy** Evolve this Social Media Strategy as COVID-19 evolves, providing resources, solutions, and tools that thoughtfully respond to the new normal. ways to keep people informed as they stay inside - resources; short term goals for posting more during COVID shelter in place; re-adjust as we open more

### **Mid-term Goals**

1. **Recruitment** Identify ways to reach out to new members.
2. **Community Awareness** Advertise events or projects that include the wider community that may/may not include planning professionals.
3. **Content Coverage** Ensure a wide range of content that is representative of our diversity of membership by developing a catalogue of topics and assigning to subcommittee members.

### **Long-term Goals**

1. **Platform and Responsibility Evaluation** Develop a metric for considering other platforms to utilize for social media outreach (for instance, considering Twitter) and if the subcommittee should continue to have a sole individual responsible for posting content to each preferred social media platform.

### **Short-term Goal Implementing Actions**

1. Each subcommittee member to create and upload one post per month. While COVID-19 still regulates activities and limits in-person events, the Subcommittee may look to increase the post expectation per member until further re-opening occurs and restricted activities are lifted.
2. Each subcommittee member will regularly utilize Social Media Publication Tracker google doc to document posts.
3. Public Information Officer to track and measure quarterly a range of metrics to determine effectiveness. Metrics may include:
  - a. Number of new followers
  - b. Number of views/clicks (website or other preferred platforms)
  - c. People reached (FB)
  - d. Post specific
    - i. Likes (FB, LI)
    - ii. Comments (FB, LI)
    - iii. Post clicks (FB)
    - iv. Shares (LI, FB)
    - v. Mentions (LI, FB)

4. The Subcommittee will semi-annually review the Strategic Plan to ensure consistency with social media outreach efforts.

### **Mid-term Goals Implementing Actions**

1. Work with the Membership Inclusion Officer to participate in classroom presentations (at the high school and/or university level) to present APA.
2. Post content quarterly that provides education regarding APA's mission and the benefits of being a member.
3. Post about local projects or events as a way of connecting to local community.
4. Develop a variety of content to post that represents membership diversity. Potentially designate subcommittee members for certain topics. Topics or content-specific categories, such as the following may be delegated; although the list may be edited at any point.
  - a. Undergraduate resources
  - b. Zoning
  - c. Environmental
  - d. Urban design
  - e. Planetizen
  - f. Legislation
  - g. AICP
  - h. Diversifying our Industry.

### **Long-term Goals Implementing Actions**

1. Review quarterly list of preferred social media platforms to determine if there are any holes in the outreach.
2. Review quarterly the Social Media Publication Tracker to ensure each platform is being utilized evenly.
3. Annually review membership outreach (membership demographic survey) with Membership Inclusion Officer to determine targeted demographics and assess membership makeup.
4. Prior to semi-annual Board retreat, the Subcommittee will evaluate if the Subcommittee should continue to have a sole individual responsible for posting content to each preferred social media platform.

### **Preferred Platforms**

The preferred social media platforms, identified by the Subcommittee at the time of writing this strategy, include the following social media platforms, along with a short intent or purpose statement related to each platform.

Facebook: This platform allows for more text-heavy content, as opposed to a more graphic/pictorial content, as typically seen with Instagram. With save the date and event creation capabilities, Facebook is an appropriate avenue for keeping APA Central Coast members up to date on upcoming events, sharing interesting articles, and/or membership polls/surveys.

Instagram: Instagram is a graphic heavy, less text content platform and therefore appeals to a large variety of users, typically including students and emerging planners. Its function to share posts directly to Facebook enables the Subcommittee to efficiently distribute messages and content to both platforms, when appropriate. Though the platform does not have the ability to share upcoming calendar reminders, Instagram lends itself to being a great place to post flyers, generate interest, and share information about upcoming events.

#### LinkedIn

LinkedIn is a tool that provides a better space for networking capabilities beyond the other two platforms. This tool connects teammates, endorses colleagues' skills, and provides networks that extend connections beyond our typical sphere, as well as provide opportunities to connect with those outside of in-person events. This platform is a great space to share interesting articles, connect concepts and ideas to real life examples, and promote APA Central Coast happenings.

It is important to note that this list of preferred platforms is by no means exhaustive and that there is not room for change; however, at the present time, these social media platforms were prioritized. Each platform caters to and appeals to varying demographics, hoping to engage a diversity of voices. We feel they are worth investing time and effort, but at any time in the future, the Subcommittee may alter and/or revise this Strategy.

## APA Central Coast Section Increasing Diversity and Backing Anti-Racism

The following is a list of ideas and resources for APA Central Coast Section to further leverage opportunities to be better allies in a field and an industry that has not prioritized racial diversity. The intention of this document is to provide a collection of ideas and resources and act as a starting place to begin expanded action on inclusion and diversity within our section.

### **Potential Actions:**

#### **I. Backing Anti-racism Advancement**

1. Having the section match donations to social justice organizations
2. Support black-owned businesses, especially for catering and APA events, and support businesses owned by other minorities, underrepresented, and marginalized groups

#### **II. Acknowledgement and Awareness**

1. To actively indicate that we are invested in having POCs in our board and in our section and another strong statement on how we are doing that. This helps signal to potential minority applicants that the section is actively working on this issue.
  - a. Interviews with planning leaders of color
  - b. Recruit planners of color for Board positions
2. Find a meaningful way to recognize MLK Jr. Day, Black History Month, Juneteenth, etc. and open this up to various cultures
  - a. Tie something back to planning
  - b. Promoting other organizations/events
  - c. Seek people of color's insight/guidance on events
3. Host and/or team with environmental volunteer events and extend invitations to POC-focused organizations
  - a. See the Resources section below for a list of organizations that help get minority youth outdoors
  - b. Offer financial help for youth or other groups of people to engage in our events
  - c. Solicit others through various groups to get various people of color involved

#### **III. Increasing Diversity**

##### *Evaluation of Current Practices*

1. Conduct an assessment of the Section's current commitment to diversifying its workforce. Identify the breadth of interest and engagement across the section with this issue, the type of changes APA is willing to make, and the amount of resources the section is willing to commit. If the interest/commitment is low, start with increasing education and awareness around diversity and solutions.
2. Evaluate the way we advertise job openings through a diversity lens. Are job postings and online descriptions/representations attractive to a diverse candidate pool?

3. Gather data and make data available that shows the racial/ethnic composition of our section.
4. Assess if/how the current board nomination system may be helping select for non-diverse hires.

#### *Planning*

1. Identify (and publicize!) the initial set of actions around this issue that the section plans to take in the next year
2. Develop a long-term plan for increasing diversity and backing anti-racism at APA

#### *Recruitment*

1. Figuring out ways to further promote position openings such as identifying professional POC employment groups and sending them our job postings.

#### *Mentorship/Internship Program*

1. Create a diversity mentorship and/or internship program for POC students
2. Find organizations to help create a Planning Day where POC students can learn about our industry and the work that we do

#### *Getting Help/Reaching Out*

1. Reach out to organizations in other fields that have been successfully increasing workplace diversity. If this is generally not happening in the planning field then we'll need to look at what other fields are doing.
2. Reach out to existing recruitment networks to see how they are increasing diversity in their organizations

### **IV. Resources to further social and environmental justice**

1. Provide resources to our members that benefits at-need communities and populations, such as environmental justice, placemaking for low income communities, affordable housing, access to transit and transportation, bilingual interpretation services, community outreach

### **List of Resources:**

Anti-racism Resources for White People (big list including most of the links below)

[bit.ly/ANTIRACISMRESOURCES](https://bit.ly/ANTIRACISMRESOURCES)

#### **I. Donation Funds**

- A. Minnesota Freedom Fund <https://minnesotafreedomfund.org/>
- B. BlackLivesMatter <https://blacklivesmatter.com/>
- C. George Floyd Memorial Fund <https://www.gofundme.com/f/georgefloyd>
- D. I Run With Maud <https://www.gofundme.com/f/i-run-with-maud>
- E. Justice for Breonna Taylor Petition & Fundraiser <https://www.change.org/p/andy-beshear-justice-for-breonna-taylor>
- F. National Bailout Fund
- G. Know your rights camp <https://www.knowyourrightscamp.com/legal>
- H. NAACP <https://www.naACP.org/>

#### **II. Articles**

- A. 75 Things White People Can Do For Racial Justice (Medium.com)  
<https://medium.com/equality-includes-you/what-white-people-can-do-for-racial-justice-f2d18b0e0234>
- B. An Antiracist Reading List (NYTimes)  
<https://www.nytimes.com/2019/05/29/books/review/antiracist-reading-list-ibram-x-kendi.html>
- C. Racial Diversity: There's More Work to be Done in the Workplace (The Economist)  
<https://execed.economist.com/blog/industry-trends/racial-diversity-theres-more-work-be-done-workplace>
- D. Toward a Racially Just Workplace: <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>

### III. Documentaries/Movies

- A. Let it Fall: Los Angeles 1982-1992 (Netflix)
- B. 13th (Netflix)
- C. Moonlight (Netflix)
- D. LA 92 (Netflix)
- E. Selma (Amazon Prime)
- F. When They See Us (Netflix)
- G. Let the Fire Burn
- H. Malcom X
- I. Just Mercy (free on YouTube, Amazon Prime, etc. for the month of June)

### IV. Local POC Businesses

- A. Ventura:  
<https://www.vcstar.com/story/money/business/2020/06/05/black-owned-restaurants-ventura-county-food-businesses-support/3143879001/>
- B. San Luis Obispo  
<https://www.racemattersslo.org/blackbizdirectory>
- C. Santa Barbara  
<https://sbybp.com/SB-Resources>

### V. Local Organizations

- A. Social and Environmental Justice
  - 1. Organizations can be searched by state and issue  
<http://www.racialequityresourceguide.org/organizations/organizations/state/14D0CC64-5DEC-11E3-ABBA0050569A5318>
- B. Getting Minority Youth Outdoors *Central California*
  - 1. Tuolumne River Preservation Trust (Central California)
  - 2. Watsonville Wetlands Watch (Central Coast)
  - 3. [Get Out Stay Out](#) (Central Coast)
  - 4. Fresno State NAACP (Central Valley)