



**Board of Directors Special Meeting – Conference Call  
September 20, 2016 Meeting Minutes**

<b>Present:</b>	<b>Absent:</b> Eric Rossina, Danielle Elwell, Craig Bushey, Sarah Lavin <b>Staff:</b> Terri Breon <b>Others:</b> Scott Sternberger, Darlene Stringos Walker
Linda Zug	
Jan Warnick	
Joe Musil	
Stephen Shaw	

Linda Zug called the Board of Directors meeting to order at **12:15 p.m.**

**Roll Call / Introductions – Linda Zug**

- Individuals present introduced themselves. Scott was asked to participate as a former president and current Section Leader of the central section. Trying to get a number of different people reviewing it. Also reached out to Wayne to see if he was interested. He read it but could not be on the call.

**Member Recruitment and Retention Plan**

- Page 5 correction needed under 5.1.2 should say Marketing Committee.
- Wayne had a couple of comments – need to be more realistic on things overall. Especially since largely volunteer group. Condense a little bit to be able to accomplish items.
- Overall, impressive feat to put together.
- Stephen begins discussions. He has Dee’s and Eric’s comments and will insert as we go along. Opening comments: this plan was precipitated by drop in membership. Personally, he thinks there are two main reasons – 1. Industry or economic downturn, and 2. Not providing enough value in membership. May be other reasons but those are his personal opinions. In terms of industry downturns not a whole lot we can do about that, but we can control the value of our membership and concentrate on that. This is what he built into the plan. More value will keep members. In terms of value, main components are: 1. Section program may be most important thing (to help retain members), 2. Disseminate information – provide more to members – a newsletter in whatever form (industry news, etc.), 3. Ramp up the section programming- operational policies call for 9 events per section per year (he doesn’t know the history of that) – thinks 9 is too many (no time to organize in each section). Not providing enough section events though. Should have 36 events this year per operational policy but have about 10 or less. Not trying to lay blame on anyone, just need to find a way to get more help and resources to section leaders. That we’ll just have to work through later. This plan sets the stage for what we need to do. Probably do need to weed this plan down and make it more manageable. Now let’s go through section by section – chime in if you



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have comments.

- Section 1 -3

Not going through Section 1-3 in detail as those are straightforward. However, if anyone has comments feel free to comment. Scott commented – in figure 1, when talking about the drop (touched on oil and gas) but if you look at the decline previous to that, so many of us were working in transportation industry which had a decline 2005-2011. That is a good observation. As big or bigger than the one we are experiencing right now. Not much we can do about those declines. Linda commented – also this is the first year we did not send out by mail the paper copy of the previous form which people could update their form or send it back to Terri. Debating on how we were going to use the website and some said they weren't going to fill out the form so that may have hurt us. Forgot about it or just didn't do it. The paper copy of the form to become a member hurt us a little bit as well.

- Section 4:

4.1 – Decided to make all dates as of October 31, 2016. Thought of putting on date after new board would be on, but didn't think we could wait that long to start implementation. Recognizing there will be a change in the board with 3 new members. Thoughts on when we should start implementation – maybe we wait until the end of the year if we are going to pair these things down. Joe said December 31 wouldn't be bad if we are setting up membership under the marketing committee we can invite the committee to the retreat in January. Linda stated she wanted to back track a bit – based on membership renewals and asked Terri are we looking to resend forms this year or just emails? What type of membership renewals or brand new memberships are we looking for? Maybe some of those things will follow through easier. Terri responded that invoices can go out through the new website. Members are in there coded to automatically get an email stating your dues are up on January 31 and you can renew online or print and mail in. If you want to do paper we can do that as well. Linda asked if we still have the information on the members that were lost last year. Maybe the ones that paid can renew online but those lost can be mailed something differently? Not just a blank form. Terri said it's up to you. She usually goes back 3 years and mails to current and lapsed members. It can be done where she goes back that far still. Those would have to be done through paper or an email, but not through the website. Joe asked if people can process an online membership. Steve asked even if they aren't a member - yes. Just email those 3 years of past members – thank you for considering rejoining. Also give a link to the website. Want to avoid the paper copy where it's blank and needs to be filled in (Steve). Linda agrees. Terri has over 1200 emails – do we send to all? Maybe they would see the value in it now. Once we come to an agreement on the plan then the membership committee needs to decide to who, how many, and when. We can't really wait until end of December to do that or at least not as large of a time lag. At minimum send email blast to all in database – anyone that lapsed renew. If current, remind that they need to pay their dues. Steve still can't log onto the website. Terri will look into it, but Steve is concerned that other members may be having the same problem. Multiple times he requested a new password and he was sent a link but the link would be invalid. Terri will look into it and will ask Eric to look at it if she can't figure it out. To do: Sending out an email to the 1200 people on the list. Large number of our LinkedIn group can we somehow pull them in? Send to as many people as possible. Steve agrees that the



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more people we email, the more members we can get. Anyone can send out the meeting notice and then send out the link right to the page. You can post on LinkedIn and others will see it then as well. Steve asked Terri to look into the best way to go about all of this and get the email out as soon as we can.

Details of main bullet items in Section 4.1 can be discussed later but so we are in agreement – does everyone agree we need to revamp the membership committee? Joe said yes. How about a marketing committee? – Jan said that's a great idea. Also, the section leaders are our most important assets and it occurred to Steve that most don't have voting rights but given their importance they should. Are there any thoughts about that? How many leaders are on the board – most are (Sarah and Joe, J.T. and Wayne are not, Linda and Craig). Scott is also a central section leader. ACCPA - their section leaders are their board members – seems to be more attractive to get people involved this way. Discuss more in detail later. P2E2 struck Steve as odd that they aren't a formal section. They are doing the same things as the formal sections so why not give them the equal status. Jan wasn't even aware they weren't a formal section but always acted like they were. Would they get different voting for that? They planned two conferences so far. And other sections do. Jan is not sure why they aren't already. What will it provide if we are? Steve agreed that struck him as odd and seems like that was just how it evolved back then. 2005 when P2E2 started. Not suggesting fixing anything that isn't broken but curious what everyone's thoughts were. Jan – not sure that they would get anything new. Everyone figured that they were part of PAEP. This slipped through the cracks (Linda). Doesn't remember when it was, went to event in State College and had their own track of items to follow and it was a group event with P2E2 and PAEP. Linda will check in with Eric Buncher as he might know better. Sounds like something more like paperwork. Everyone truly continues to think they are part of PAEP. Nothing in bylaws that define sections so just a change to operational policies. Specifically states they are not a formal section there. Others agreed to change that. Linda said we would look into it for changing. Section leaders, those are two things where we need to decide where it goes – bylaws or change of policies. We can work on that in the next couple of months, during next call.

There is a potential problem with appointing section leaders to the board as they need to be voted in. Would this be an issue? Possibly increase number of board members by 4 and each section leader is a board member? What do you do if more than one section leader per section? Details best discussed during next board meeting. The by-laws currently state that they are selected by board not elected, but would not have voting rights then. More a liability to Steve; can you be a formal section and have people who are not members? Table this for another board meeting. Joe said all section events allow non-members. Steve agreed. Terri said just recently we started charging them. Joe said they did this on next event in East and they did in West. We did get some members by doing that. (Linda)

Steve wants to discuss issue of charging fees for section events. Jan said we haven't charged anything for 18 years for these events but will talk to Mike about it. Don't want to alienate people by charging (especially members). Jan said there are no costs associated with their events. Steve said there are costs for food, primarily. Jan said they don't have costs and host provides food or Mike and Jan provide it. They have good sponsors to pay for stuff. Company or organization will provide coffee and donuts



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for them. Sponsors covered all the costs so if we could get them to cover this for all the events we don't need to worry about charging fees and probably should not charge fees. Let's dig deeper later.

Section 4.2 and 4.3 – is everyone okay with the goals? 25% recruitment (Joe thought high) which Steve picked based on average of last few years. Joe said it makes sense to keep it then. Retention is what we have been hurting from – 85% goal struck him in comparison to what other organizations are doing. Figure 4 - if we can recruit 25% and keep 85% we will double membership by the year 2023 (7 years). Numbers allow us to grow. Experimenting with buy 1 get 1 free and not sure of how many free ones actually renewed (Joe). Steve said top of page 7 has those numbers – since 2012, 56 members recruited through BOGO, 46 were only members for one year. None are currently members. Good for recruiting but not retention. Joe thinks both the recruitment and retention goals are good.

### Section 5.1 – Restructuring membership committee

December 31 is the date to formally have it restructured. Steve wrestled with how many should be on this committee. Dee made a note that thought 8 might be too many to manage. Dee agrees with four from each section but maybe only 1 from board. Don't want the burden to fall on one person. It's difficult getting one involved let alone two. Two more involved on the committees (can't be section leader). How have we been recruiting section leaders in the past? Most seem to have been doing it for quite awhile. Linda can remember certain people asking people to be on the board. Not necessarily another board member. Board members talking to someone at a conference. Not sure if there is a good metric? Maybe we should have them help after someone shows interest. Mostly been done by request. Could there be work sharing? Need to call and not just send an email request (per Steve). Need to make a better personal connection. Any replies to self-nomination for the board? He knows of one from PennDOT person who asked to be contacted again in 2 years. Only got one self-nomination from Joe (Joe would like to but must be elected!). Can't rely just on emails alone, must get together as a board to reach out. Last year we had to ask Linda to stay on board because we were short one. Linda is going to ask a few from CEC to see if they are interested in running. Terri can send out another notice about it. (It was suggested to wait until Friday since one went out over the weekend). Don't want to seem desperate. Joe agreed with Steve that we will need to call next. Joe said they had a problem with this a few years ago. Not enough people to submit nomination forms. Terri asked if anyone submitted but not elected would still be interested. Joe said yes. Maybe also ask if they could be the section leader. Terri can pull the list and send it off. Whoever is in their region will make the phone calls to ask them. Maybe it should be five members like the marketing committee. 8 members is like a full board - Linda and Joe agree to five members for the membership committee.

Not planning to discuss 5.1.1 – Rest is straightforward.

### 5.1.2 Marketing Committee

Change date to form committee to December 31<sup>st</sup> for now. In agreement of five members. Plus rest of bullets. Barring any comments we will move on.



5.1.3 and 5.1.4 we already discussed.

Dee and Eric had comments. Dee indicated to give them voting rights but not board status, and having one person as section leader for as long as possible may benefit section (what works and what doesn't). This is in line with our previous discussions. Eric commented that giving section leaders board status would require a bylaw change. It could be more successful if they are included on monthly calls. Probably need to make sure they are included in the email announcing the board meeting. Most are already.

5.1.4 – Implementation of this section would require an update to the operational policies.

Did send something out that had our alumni and being able to tweak that and change the bylaws.

Where did the P2E2 folks come from and what funding do we get if we don't have monthly call? Barring any other comments we will move on to 5.2

## 5.2 Recruitment Strategy

First bullet - determine prospective members and who can solicit them. Steve has some ideas.

Third major bullet – develop incentive programs, such as discount in membership fees for recruiting new members, discount in the first year's fee for new members, and the "16 months for price one of 12" for new members joining at the end of the year. Give existing members a break as well (Linda) - Goes into basic good work and reward for good work. What if reach 10<sup>th</sup> year, next year free? Why do only the new people get a break and not the ones who have been around awhile? Just something that popped into his mind for existing members (Steve). So, if you reach your 10<sup>th</sup> anniversary then that year should be free. That wouldn't have a big impact on budget. Good idea. Another option - look at 5 years to build that loyalty. Stephen will add that item there. 40% of our members have been with PAEP for <3 years (refer to Graph on page 3). Maybe every 5yr anniversary offer some break on membership. Steve will add it in as a placeholder.

Backing up a minute, last open bullet under first solid bullet – Following up with prospective members within one month of meeting. (Eric made the comment) Great idea but would require board member or staff engagement – meaning Terri. That adds cost.

Steve doesn't have a problem having Terri do that (if she is willing). Far outweighs cost. Doesn't necessarily need to be Terri could be membership committee too.

This goes in line with another thing later on, possibly we could use outside vendors to help and Steve made specific reference to acquiring/scheduling venues for events. Steve was thinking of Keith (seems very good at these types of things) for helping with scheduling of meetings, etc. Budgetary restrictions would dictate the amount of vendor use. Steve doesn't have a problem paying Keith or Terri if it helps take a load off the section leaders and avoid burnout.



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Moving to bottom of page 6. Discussed already BOGO. Is everyone okay with this? History on why it hasn't worked? More so are we on agreement that we should reinstitute BOGO (key point)? It worked in the past. Good way to recruit new members once we have the retention strategy in place. Maybe next year. It could be a good marketing tool (Linda) and that's where we get some people to attend events that haven't before. Up to the rest of the people showing up at the events to keep them engaged. Some have sent back reasons why they haven't responded (Terri should have this information – not always based on money – lack of interest). Certain sections have events, some do. Not just one thing we can pinpoint. Joe asked why this was a solid bullet. Isn't it a subset of developing incentive programs? Steve said it could be. Big bullet is developing incentive programs and reinstating BOGO would fall there. Steve agrees. Not sure why he bumped it up a bullet so he will move it up to the third open bullet above that.

First bullet on page 7 – Need to discuss if we want a plan for increasing student membership. Since we implemented the scholarship program Steve thinks that has given us the student recruitment. It hasn't addressed the retention. 72% of student members are only members for a year. 94% under 2 years. The scholarship program adequately provided for student recruitment. This doesn't necessarily pertain to all student members though. Can we bring in non-scholarship applicants with first year free? (Joe) At one time we talked about having student sections (Sara wanted to do some of that) but must get a faculty advisor who is also a member that can champion that for their students. Linda doesn't know how we would retain them. Maybe some of the students with scholarships can help address it? Some of them may get jobs not in the field. Sometimes you just lose them for those types of issues too. Joe said we need sub-bullets. Identify colleges with environmental programs and another would be a student handbook. It's a lot of work for a volunteer organization. Currently not an issue recruiting students, just retaining them. We don't have programs that the students can attend. Can't leave class for a lunch and learn. We need to get a group of students at the same college and encourage them to have their same program. Need a professional to work with them. Scott asked, aren't we retaining 20% of our students. Steve said that they are roughly a 5<sup>th</sup> of our total members. Joe said that they are joining to become eligible for our scholarship and then don't renew if they don't get it. Terri said they get requests to remove them from lists. Provide free membership for seniors? Do we want to target more heavily graduating students? Joe agreed. Try to target graduating seniors and combat the scholarship academic here. Are we allowed to identify different environmental programs across the state and give them a membership upon graduation (Scott). Congrats on graduating, here's a one year membership to PAEP and here what's we are about. Linda said she thinks we may have done that. Steve not sure if we can get a list from universities due to non-disclosure policies. Linda thinks we can get it from the scholarship committee and tag onto their list. Steve thinks we need to contact the colleges and ask for a list of graduating students if they will provide it. We would have to explain why we want it. Give a free membership, etc. Play up the job website and that they can post resumes, etc. Not info they would freely give out. Darlene Stringos Walker said this is a déjà vu moment. But she thought Mike and Angela had pursued that already. This should be a subset of the membership committee. Why are we going after the students but not serving the members we have already. This will be very labor intensive and we don't know what we'll have to do to get



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the lists, etc. May take some work and if giving a free membership we shouldn't put a ton of effort into it. Those that would be paying members should be getting recruited. Students constantly brought up but never resolved the problem. Too labor intensive. Good plan overall, just not sure how much time. Scott said he was looking at something that would benefit us, but how would we make PAEP exciting again to retain them and others. Linda said that if we have more programs we would get more members. Hate to go through the effort of getting speakers, etc. and not have people turn out for it. Point is that you need less programs but higher quality. ACEC struggles with some of these same things and certain types of speakers will sell out and then you know you'll struggle with other speakers. Fewer but much more quality programs is the way to go. This eliminates the concerns of getting programs going in each section. If you have two really good ones and a holiday mixer that would bring them back. If we could instill that the sections do that, but Linda feels we may need baby steps first. Steve said Dee commented (besides scholarships what else do we offer, have other types of programs – student member committee, with scholarships as a subcommittee). Should we have an in-between cost for membership after graduation until they solidify their jobs. There could be mixers, professional –student programs, etc. Steve thinks we need to work through these and decide what we would like to do. Linda (or Darlene?) said it's more a professional organization than a student organization. They can join when they leave school. Steve said it's like church – if no young people coming up in the church you are concerned. This happens with other organizations as well. It's tough to get them engaged and involved. Not just a problem with PAEP. Who is going to replace us when we are retired?

Joe thinks we should still have it in our strategy. Agreed by Linda. Once the membership committee is going well, then start on the student member again. Not a priority number 1 (Joe) but should still be in there. Maybe get it out with next draft (update the bullet).

### Section 5.2 (next to last bullet on page 7)

That came from one of our members saying we should market new members closer to the annual conference – to get more out to the conference and then getting them as members and retaining them. Steve thought good idea. Joe concerned with that is that listing is for NGO's or non-profits. We get them upset because we are not environmental advocates and we are on the professional side. They tend to get mad at us when we can't go out and support them and then they quit. Linda said we try not to play that political card and be balanced but doesn't always work well. Joe said should we be asking who has offices in or near State College and how active are employees at that location. So we may need to say identify firms with offices in State College. Linda asked if that was a topic from ERM people. Were they creating an alumni kind of group? Fell apart because one person at PSU left to do something else and then didn't have time to devote to ERM. PSU was being difficult and more work on volunteer side. Everyone gave up. Darlene said when you think about this over the years and us involving Penn State we have had a lot of good speakers, topics, etc. But never flushed out the whole thing – why don't we have more speakers, students, members from Penn State involved? If you had a student section this would be a logical place to have them. They have enough students in their environmental programs and diversity but it's odd.



Joe said we still add the firms in SC and Penn State contacts in the subset here. Steve will add the sub bullets and it will sow the seed. Personally, he feels it's not a priority one at this point but possibly next year or year after it could be a higher priority - After we get the retention issues resolved for the general membership.

Last bullet in section 5.2 - A way to track the success of the recruitment programs and help us tweak what we have, etc. Keep things realistic. Steve would like to throw it out that – is there any part of the recruitment strategy we need to put on the back burner (Students one), anything else that might be too much to try to do? Just move it to later? Steve doesn't see anything. Joe said nothing sticks out to him. Recruitment has been handling itself (Steve), just get a plan so it continues.

### Section 5.3 Retention

Steve said here again at the end of the first paragraph – add a sentence indicating implementation will be the responsibility of the membership committee.

5.3.1 – to Steve is the most important section of the document, dealing with section programming.

Bullet 1 – Talk to all the section leaders and get input from them and see how we can help them do their jobs better. Provide resources to take the load off. Seems like in the past it has gone on 2-3 people and that can't remain and be viable. Maybe that has gotten us to where we are. Joe you are doing it by yourself – he said Dee is helping and someone else is running program in October but it's difficult to find people willing to do the work. Tough, but Steve said talking to people personally is the best thing to do and staying away from emails. Question for Terri, when people renew, does the question come up asking them if they would like to help (become a leader). Terri replied that not everyone marks it, but usually its Heritage or Conference and she passes to Keith and Wayne respectively. Many don't check those boxes. Steve said that here again most aren't inclined to help. Keith has reached out to tell them about the calls, they may participate in one, and then they go MIA. Linda said same thing happened to newsletter and contacted them but then they didn't want to be on the committee. She thought it was her approach but why did they check the box but not really want to do it. It wasn't that we didn't follow through but once they were reminded of that they didn't want to do it any longer.

Steve said it will always be a problem. Darlene said you need to be consistent; Joe said he sees where it says we should have extra members helping the section leader, he would be lucky to get 5. Steve said you need to be persistent and give them jobs, delegate to them. Eventually try to find what the tasks are they like to do. It may take a while to figure out and then engaging them but it's always going to be a problem. Joe did this with Deb Poppel today and said it would make a great field tour and then we asked her to make the arrangement and she followed through. Steve said not sure of a great solution but we need to be more active in the section programming as it may provide the most value to members and keeps them coming back.

Presumably that would be the charge of the membership committee once this plan starts to be implemented. 10 members – should we change that to 5. Doesn't say has to be 10 but 5 may be more realistic. Linda said 5 would be great. Should we change to a "sufficient number" to remain flexible? Joe said say 6 members. Steve said okay.



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3<sup>rd</sup> Bullet – brings up issue of out-sourcing section programming tasks when budget is available. Struck Steve as a way to get things done. If we have the budget, pay someone to do the work if it takes burden off section leaders. Joe likes that idea. Steve said we could interview section leaders and ask if they would like that. Joe said Octoraro Native Plant Nursery always participates in conference but has anyone ever asked them to participate and provide a tour of their facilities? They are a sponsor – and have been for a long time. There may be other conference sponsors/exhibitors who would be willing to do this. Steve indicated we'll leave that in there and retain the possibility of outsourcing.

Next to last bullet on page 7. Picking the brains of section leaders and see what's working and what's not? Writing a little guide for section events (Joe stated). This goes into the next bullet. Mike told Steve that they have a model or checklist that you use? Yes, Linda said it was a checklist for event planning. One is advertising, public relations person, press release... Linda said she usually does that and we don't follow that. No one really does that. Always under the gun. Linda thinks there are good ideas here. Would you like to invite the public, etc? Refreshments and lunch = will it be provided. Linda reviewed the checklist. Once this was set up through our announcements she just takes the last one and edits it. This is a great guideline to go by. We know how to do it and template has been set up for the announcement with these events. Linda thinks that early on in the call we talked about marketing – we still need to market these better, it's important. She would like to have someone dedicated to market the organization and these subsection events - to a broader audience. Steve said we should use the checklist as a starting point. Everyone has different ways of working though and some don't like checklists. (Terri said they like checklists) Some people don't need them and are we then imposing something on them? We don't want to scare people off or make it seem like we are forcing them. It's a tool that can be used. Do we want to have a set schedule for events? Planning may not work out all the time but if we are going to have four events per section, there are advantages to having them the 3<sup>rd</sup> week of June, etc. Helps them plan ahead. Thinks these are all good points (Joe).

Before Steve moves on to next bullet, review other comments. Dee had a comment at the end of section 5.2 on recruitment – probably would become another bullet under the incentive program – she said corporate membership includes 2 general members but they may have more than 2 that want to participate and they may not want to pay the full fee for more. Can we add additional members for a discounted rate? This may also help get people registered at the conference because they wouldn't want to send one at a member rate and then one at higher rate. Thoughts? Would this be a good incentive? Should Steve add this as a sub bullet? Joe asked Terri for a printout of members per company and there weren't many. Steve will add it in there but we can decide later what we'd like to implement.

1<sup>st</sup> dark bullet on page 8: Increasing diversity of section events. Steve asked if there were any comments there. We have done more historical topics but not what he personally deals with. What is the draw of one topic versus another. Do we want to provide more training oriented events. That is a good way to get people out to an event and make it more training oriented where they can get credits for it. Doesn't know process to get the credits for anyone (thinks just engineers) not sure if there is anyone else? APA and attorneys require it. It's a complicated process and they tried to get it for



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the conference but it was too complicated. Scott said its popular (like at STIC). Joe gives a certificate of attendance and that's all they need. Joe said they can't always get it and they were really happy they could provide that.

2<sup>nd</sup> open bullet – consider webinars. Steve asked Linda if they are working through all that stuff there with the first webinar. Yes, Linda said we are going with our first one (has to talk to her IT people), but Sarah is supposed to send it out. Sounds like it should be really easy to do. Can do it at least through CEC and finding different places to hold events and find places to run it. Won't cost anything using 800 phone number to do it and another link they can hit on their computer to get it up and running. Crossing her fingers as it seems so easy. When is it for? Joe asked. October 13, 2016. Need to get the email out. Terri asked is it adobe connect that you are using? She isn't sure about that. Steve thinks this is good stuff and ultimately those could be uploaded to the website and they could then be looked at whenever.

Partnering with other organizations (next bullet) – to an extent we are currently doing it but can we be doing it more and how much value is tied to that? Also has the added benefit of sharing load of organizing the event.

Explore ways to make section events more sustaining – we should not be losing money on events (as treasurer he needs to say this). Should we be charging and what are the pros and cons? Some events we are charging. We should be soliciting feedback from ones we are charging to see if they are okay with these charges. Joe said there is a misassumption as we appropriate the money for section events and so they have historically been self-sustaining as not many take that money. We should keep it in here. Steve said he thought he would see more pay out for section events than he has seen. Sponsorships have helped. Side note – why couldn't we charge a fee to support the scholarship fund? A worthy venture there. Are there any other thoughts? Charge non-members only? Should members pay? Linda said it's one of those things that are event specific. They are (western section) one event a few weeks ago and another one and they are charging for both and then one free event for members (walk through Fitz Conservatory). They have volunteers for giving the tour. Some things we can make money on and some are free because of timing, subject, audience, etc. Bigger draws should have a cost member/non-member rate.

Steve will add an open bullet at the end to solicit feedback on the above where fees are charged.

Solicit feedback (next bullet) with suggestions for improvement with events. Dee had a few comments – bullet stated specifically to section events. Dee said start a general member call-in – conference call number where they could call board member/section members. Maybe also have a blog type area on the website where we could post questions. Joe asked if we did this before and Terri said we did and not many responded. They started that in 2013 and only 12 messages went out since then. Steve said okay. It's still a bullet so people can think about it and the email address is still active (per Terri).

Linda had to leave early and didn't know this would take this long. But happy that so much is being accomplished. Let her know what she may miss and if you need anything.



Steve said we are through the nuts and bolts of it. Last bullet on page 8 talks about operational policies. Where it says there will be a sections committee of 3 individuals in each section. (Board liaison) Section plan should be submitted; State wide section committed comprised of 12 members. 3 individuals from each section on the section committee and 3 members on the P2E2. We should have a minimum of 9 section events. Joe thinks that needs to be clarified because that was changed to once quarterly but during board meetings. Steve as a new board member said we aren't doing that or at least not to that extent. Thought he would throw it in to either amend the operations manual or do what it says. The operations manual is only looked at during the annual retreat when handed out to new members.

#### Section 5.3.2 – Other retention strategies

1<sup>st</sup> bullet – come up with strategy for engaging and recruiting members on committees and the board. Personally asking people who show interest. Would be good to have a new member package – should be easy to pull together – most on hand already. Joe said we should add something about a membership certificate. Also about the newsletters – we petered out with people willing to put those together. That's coming up in next section. Are there any other ideas for new member packets? They pay their money but don't get much else from that. Should be sending them something and thanking them for joining. Nuts and bolts of being a member, etc. Listing of committees that they might be interested in (Joe suggested). What we used to do is sending out a printed membership directory – where some of that information was in that directory. But that was put online now. We got a thumbdrive at the annual conference as well with it on there. At a minimum it should be on the website and accessible. Should be on the website, is this available online? Terri said its not on the website in a pdf format. Only thing up there is a list of member names. Okay, under member and member directory on the website. We should probably put membership list and new member information.

Just some other retention strategies – acknowledging anniversaries. This is best in a newsletter or email blast.

Last bullet – how much time we want to spend on this – but should be contacting members when their membership is in arrears to get them to re-up. It should be done but lots of work involved there. Need to find a happy medium there – at least in the short term to keep retention up.

That's it for Section 5.3. Any other comments? That's the biggest section. Should go back and decide what stays and what might need to go. He thinks that may be better suited for the membership committee to sort it out.

Last section: Marketing Strategy.

Marketing Committee is a good idea and maybe split into Social Media (are we using it appropriately and to its full advantage), Newsletter sub-committee (would be most onerous one) – haven't had one in a few years – could be a way to create good value for members – could be links to the website where the information is listed (current news, etc.). Joe agrees. Just figure out a way to do that with the resources we have and it will all start with the marketing committee.



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Last page – Chime in if you have any comments. Terri, Joe said he was able to get in the membership list with logging in but thinks we shouldn't have it open to the public-only a member benefit. We should have a prospective member package that we can hand out during events and could be similar to new member package. Do we want a brochure? It could be in prospective member package but something smaller to be handed out. Also, could be a pdf file that people download (Joe).

Next bullet – continue to develop the website and use it to its fullest advantage. We should be adding content which adds value to the membership.

Outreach Program (next to last bullet) – speaking engagements, partnerships with other professional organizations (listed a few we have worked with in the past or will work with).

Last bullet – Conduct periodic surveys to get member feedback. This is to determine what we are doing right and what we are doing wrong. Shouldn't just be sending out electronic surveys – perhaps have a committee of people that you can solicit feedback from (like at the conference). Needs to be formalized and keep track of the information we are gleaned from it.

We are finished. Sorry it took so long but an important issue to work through. Steve will go through and revise the plan and do a strike through underline version which will set the stage for finalizing it and he will send it out again. Then we need to get committees established to start working on and implementing the plan.

No other thoughts and he appreciates everyone's involvement. Joe wants to thank Steve for putting it all together. Steve said it was interesting.

### Adjournment

- With nothing additional to be discussed, the meeting officially adjourned at 2:24 pm

**The next board meeting will be held on October 4, 2016 at noon by conference call.**