

PLANNING MATTERS



American Planning Association
Colorado Chapter
Making Great Communities Happen

A Publication of the Colorado Chapter of the American Planning Association

MAY 2012

Digital Government: The Revolution is Underway

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Patrick Ibarra
The Mejorando Group

It's a new world – a digital world. The days of event-based public hearings and petitions being submitted to demonstrate the general public's concerns and issues, are rapidly fading, being replaced by new citizen engagement tools. These social media outlets are no longer a luxury for the public sector especially at a time when government is front and center of so many significant issues – and the size of an organization or community is irrelevant, as people are just as busy consuming information in small towns as they are in large urban areas.

There are still government leaders, both elected and appointed, who view the entire subject of social marketing as something government doesn't have to deal with. However, the idea that social media is a fad that leaders can simply wait out, is risky. Social currency has always been vital to the credibility of government and with the explosion of social media devices, governments need to accelerate their timetables for adopting and implementing contemporary strategies and tactics.

In the current climate, government processes used to create public policy are more highly scrutinized than ever before. Consequently, Planning professionals within government have a tremendous opportunity in the spirit of transparency and accountability to communicate via social media the essence of their mission of public service. Indeed, Planning professionals fully appreciate that social currency is a powerful force toward fortifying communities. Ask yourself how well your organization has aligned its communication efforts with what its constituents want to know and *continued, page 2*

Katie and Denise go to Harvard

Just wanted to get your attention! We aren't going to Harvard, but we are leaving APA Colorado for broader opportunities and new experiences.

It has been a privilege to work with and for the membership of APA Colorado. It is bittersweet that we announce our resignation, effective June 15.



Denise and Katie did indeed "go to Harvard together" - one fine afternoon in April '11

Digital Government, continued

how they want to be informed. Some members of your community will find the general plan update process riveting, and others are watching for the new planned development.

The practice of simply placing postings on your agency's Facebook and Twitter accounts is rapidly becoming outdated. Governments at all levels need to move past this stage and use social media as a way to interact with the community. One way to start is by posting a question to residents on your Facebook page asking what type of information would they like to see provided there. This acts as a 21st century focus group providing real-time input.

The increasingly widespread use of social media provides governments with a compelling opportunity for building community with its constituents, although there's much more work involved than creating a Facebook page or a Twitter account and posting something to it occasionally. The efforts generate dividends, though and progressive governments nationwide are using social media outlets to enlist their citizens in a collective journey toward good government.

In Colorado, the City of Fort Collins has been actively using social media for some time. According to Ms. Kelly DiMartino, Assistant to the City Manager responsible for Employee and Communication Services for the City of Fort Collins, Colorado, "from using Twitter to provide updates on road conditions during snow storms to using Facebook to discuss City policies, we've found social media to be a valuable communication and customer service tool. Social media has helped us reach a broad audience beyond those who have the time and inclination to attend public meetings. It's allowed us to interact with our community in an informal manner and demonstrate that we can be responsive, professional, and human."

"With our social media program we're communicating online content beyond our website and reaching people who may not even be aware of fcgov.com. For example, with the launch of our own YouTube channel, our monthly video downloads increased ten-fold."

"We've been very strategic and purposeful about what we're trying to accomplish and what resources we're willing to dedicate to social media. As a result, we have a manageable but robust program that's bolstered our communications efforts as well as improved citizen engagement and customer service."

For additional background information on the power of social media in government, refer to the Fels Institute of Government at the University of Pennsylvania report entitled "Making the Most of Social Media: 7 Lessons from Successful Cities." <http://www.fels.upenn.edu/social-media-second-edition> Authors of the report identify Seven Promising Practices from Successful Cities including: 1) Face Your Fears; 2) Manage Up; 3) Get Your Team Straight; 4) Build Your Audience; 5) Find Your Voice; 6) Self-Evaluate; and 7) Get Started.



The digital wave is at full strength and its impact on government continues. The fastest, emerging trend is how mobile applications help government agencies improve efficiencies, serve citizens more effectively, and make decisions faster.

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Patrick Ibarra, a former city manager, owns and operates an organizational improvement consulting practice, The Mejorando Group (www.gettingbetterallthetime.com). For those seeking additional information, Ibarra can be reached at (925) 518-0187 or patrick@gettingbetterallthetime.com. Friend the Mejorando Group on Facebook and Follow it on Twitter.

President's Message: Planners Communicating Planning

Susan Wood, AICP



These days we can have conversations, share ideas, get the latest news flash, seek opinions, run a poll, and even have relationships online. It is a brand new day in the world of communication and there are many, many ways to get and stay connected. In fact, if you are not tweeting, blogging, or texting, you may be missing out on the latest news and information.

The ability to contact and connect with an unlimited number of people has many applications in the world of planning and I doubt we have discovered them all. APA CO has long utilized the website and list serve to disseminate information to members and to facilitate the sharing of knowledge and experience. Sometime ago we joined Facebook and Linked In and over the next few months are going to be looking at various ways we can use these tools to benefit Chapter members and the work we do as planners.

APA National is making full use of the social media genre. Recently, at the National conference in Los Angeles, APA unveiled a new APA app. During the conference, you could get information on schedules and locations for events. In fact, the APA website reports that during the conference nearly 3,000 tweets were generated and that approximately 15 percent of the conference attendees were tweeting. Jennifer Evans-Cowley, a social media expert who analyzed the tweets for APA said, that her "take away from the use of Twitter at the conference is that a significant number of people were able to use this medium to share and engage in conversations around planning topics that resonate with them."

Today you can use the APA app to get the latest planning news; log CM credits; locate members; and more. Additionally, APA is on Facebook, Linked In, You Tube, and Twitter. You can get tweets on historic preservation, housing, and other APA topics du jour. Perhaps more important, these tools allow planners across the Country to connect and share information.

As planners in Colorado, we have been able to connect with each other using our list serve. Now, with new ways to communicate, our ability to learn from each other will increase. Colorado is diverse in topography, culture, and people, and yet there is a common western thread. Social media can provide us with ways to share our "uniqueness," and celebrate our "oneness." There is a whole generation out there that is well-versed in the all aspects of social media and it is apparent that there is no time like the present to get on-board with this trend. Social media is not the wave of the future, it is clearly the "wave of the present." Please let us know your thoughts and ideas on social media and ways you think we can best use these tools to connect and communicate.

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Social Media Frenzy

T.J. Dlubac

APA Colorado VP of Communication

Everywhere we turn these days we are bombarded with the new buzzwords “follow us” or “like us”. Does your organization have a Twitter account? A Facebook page? A blog? A LinkedIn account? If you’re like most of us planners, you have that look of confusion right now. We know what these are, but we don’t understand how these social media platforms can help us in our professional development or in providing better services to our clients, customers, or residents. In response to the huge growth of social media options, I have compiled a list of some agencies and organizations which have been utilizing technically savvy programs to 1) provide instantaneous information to a desired customer, 2) gain feedback in a public forum, 3) learn current trends in the planning profession, and 4) extend professional network.

How can you utilize social media options such as YouTube, LinkedIn, Facebook, or Twitter? Here are some agencies currently utilizing social media in their organization:

- * The ***International City/County Management Association*** provides a social media play-book on its website (www.icma.org) for its members.
- * The ***City of Houston, TX*** is embarking on a public process to solicit input by creating a project website (<http://www.ourregion.org/>) and utilizing Mind Mixer to instigate community discussion and provide information on the process and schedule to set priorities for the plan update.
- * ***APA*** has a free smartphone app providing quick access to planning related articles as well as links to jobs, other social media platforms, and even a quick link to register CM credits.
- * ***APA*** has also set up a LinkedIn account which provides a forum for planners to subscribe to discussions on planner driven topics. Subscribing to these feeds provide discussions in e-mail or text formats.
- * ***APA Colorado’s*** website allows interested individuals to subscribe to RSS feeds allowing those subscribers to receive e-mail updates when desired sections of the website are updated.
- * The ***City of San Francisco*** is engaging its citizens through Mind Mixer (<http://sf.mindmixer.com/become-part-of-san-francisco-history/the-streets-of-san-francisco>) to discuss important community topics in a virtual, open forum. The website includes open ended questions, topic statements, as well as yes/no survey questions.



These are only a small cross section of other communities currently using social media to engage the public. The application of these technologies is on the growth and we must adapt as a profession to embrace the next generation of public participation.

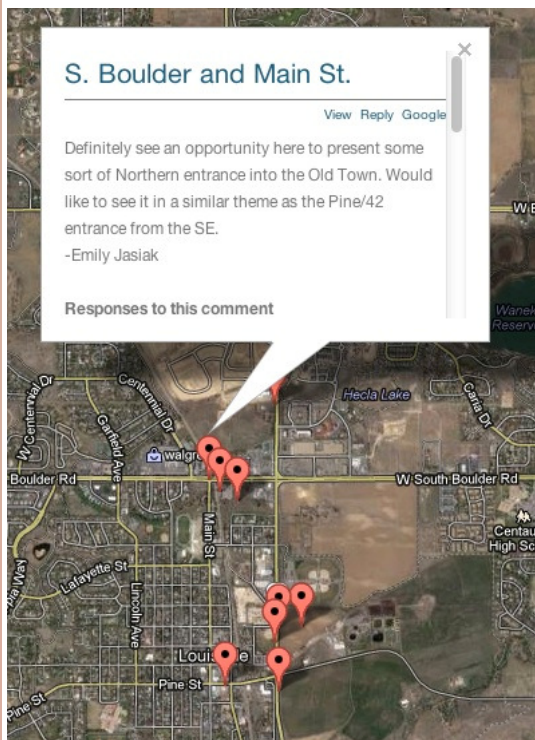
Online Planning: One-Stop-Shop

Chase Mullen, 3D Visualization Specialist
Winston Associates

The community development process has always relied upon the public hearing as the primary means of communication: the place to introduce new development and land-use policies, conduct subsequent discussion, fact finding, vetting, and lastly finalizing the decision. But what about those who want to be involved but can't stomach a public hearing. The options available for involvement outside the hearing vary dramatically from community to community but generally fail to provide a good substitute.

Anyone having been to a public hearing knows there are few less appealing ways to spend an evening, typically waiting hours for a few relevant minutes. What if staff reports could be made available online with little more effort than it takes to write them? What if land-use plans could be interactive and annotated? What if all things planning related could be found geo-spatially on a map? What if citizens, staff, applicants, and decision makers could have a meaningful discussion before the public hearing? What if all the software to make this possible was free?

Within the variety of planning related activities there are a several elements that can be easily transitioned onto the internet and in that process gain a wider audience and make the overall process more transparent:



- Current development review and sub-area studies are not easily found, and sometimes the only way of knowing what is going on is to attend meetings or review past meeting minutes.

- Project discussion is nearly always a one-way affair with citizens writing staff and elected officials their concerns and having only very limited discussion at public hearings.

- Land-use plans, both while being updated and after adoption, are typically relegated to a dusty shelf in the planning department with update processes that are lengthy and result in entirely new documents.

- Community involvement is always one of the most challenging and costly portions of any land-use study. Citizens are hard to reach and induce into coming to a public meeting and in variably there are a few (intentionally or not) that don't come until the last meeting and grind the process to a halt with their pleas that they were left out.

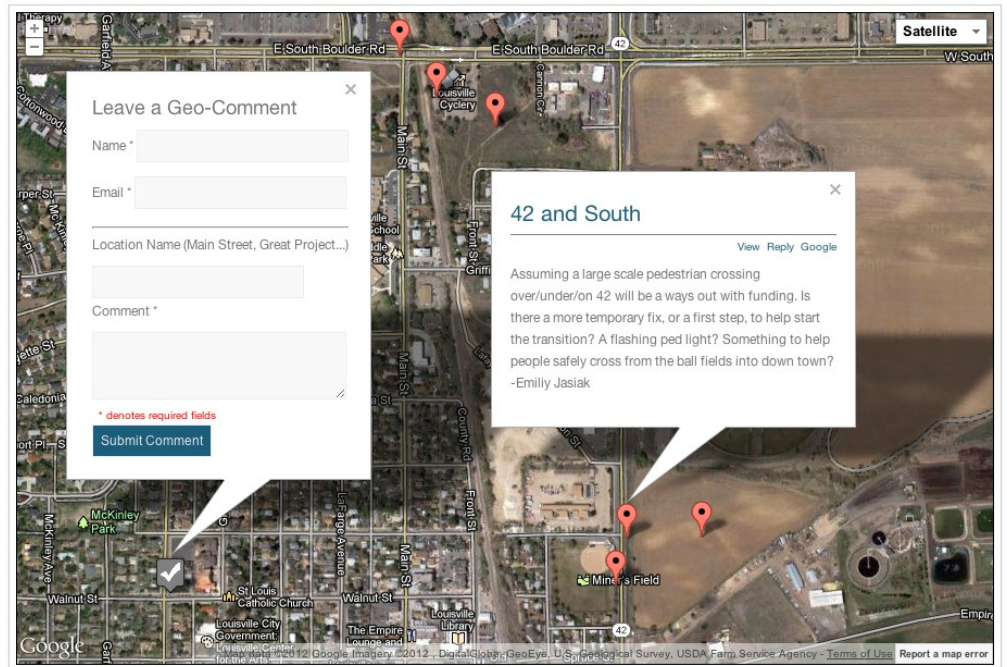
These four elements can become the basis of an Online Planning One-Stop-Shop with the help of a content management system (CMS) such as Wordpress and a mapping interface like Google Maps. Because the key is simplicity, the CMS essentially allows non-techies to copy and paste content onto a website, no HTML and no programming skills required.



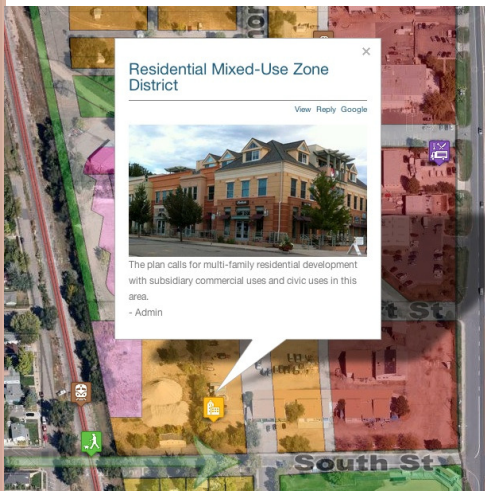
continued, page 6

Online Planning continued

New developments under review can have an icon locating it on a Google Map, that icon can lead to a page with the staff report, submittal files from the applicant, an interface for community commenting and discussion, and requires only minutes of additional time to create. Staff, elected officials, and applicants could respond to questions and concerns before public hearings allaying concerns by providing clarification, suggestions, or design changes all making the eventual public hearing that much shorter.



Images come from www.the42gateway.com and the City of Louisville



Land-use plans, along side the necessary text, can be overlaid on a Google Map with icons that when clicked expand to annotate key concepts or provide example pictures of the land-use types, dark orange means high-density residential and here are a few images of what that means. When it becomes necessary to update those land-use plans the process could start with changing the existing content on the website rather than rewriting every sentence and essentially recreating the wheel. These changes could then also be vetted online and remove the need for town wide mailings.

When both long range and current planning have the same virtual home, synergy begins to build and when anyone wonders what development or land-use changes are being proposed they will know where to go both to 1) find information and 2) join the conversations, therefore, eleventh hour attendees will only have them selves to blame. Given the accessibility of the internet and availability of tools for collaboration, the public meeting still provides the most democratic of functions and will always be the place where decisions are finalized in view of the public. It is the informational and discussion portions of the public meeting process that needs to transition online as technology makes it possible. More people will be included, with a better understanding, providing more insightful discussion, and all from the comfort of home.

Student Planning on the International Stage

Carrie Murphy

President, Student Chapter of APA Colorado

Since 1999, UC Denver Assistant Faculty Adjunct, Korkut Onaran, PhD has been leading a summer study abroad studio in Turkey. This course examines planning in the face of tourism development pressures in regions along the Mediterranean and Aegean coastlines, and more specifically the Bodrum Peninsula. For several years the studio was co-instructed with Onaran's colleague, Professor of Planning, Fahriye Sancar, PhD.

In order to ensure a more meaningful experience for both the planners and the "clients," a prerequisite course was added several years ago to orient those participating in the studio (and open to all students) to the wide world of sustainable tourism planning. In this class we reviewed tourism literature, discussed numerous, global case studies, and analyzed tourism policies. We reviewed literature about Turkey's Mediterranean coast and evaluated the proposals prepared by the previous summer studios. In this respect, broad tourism and related development challenges are understood well prior to arrival in Turkey, and students can delve into the nitty gritty of the project at the local level with the local community.

Perks to the trip aren't bad either; several days seeping in the culture of Istanbul (not Constantinople), a yacht trip that takes students to past study areas, and just under two weeks along the Mediterranean. Who says planning has to happen indoors?! [*Note: Then Master's Candidate Joe Shoffner described his study experience in the coastal village of Yalikavak in the Summer 2007 issue of Planning Matters.*]

Over the past 12 years projects have included topics ranging from planning and design strategies for the city of Bodrum, to peninsula-wide regional planning and economic development, to sustainable visioning for the town of Yalikavak and the peninsula of Datça. Over 50 students have taken part in these studios, and 10 different plans have been presented and submitted to local officials on the Bodrum Peninsula and beyond. Of the many successes these studios can claim, a substantial success is the adoption of a regional development plan that includes many of the concepts presented by the students. A great feat for a government that only recently began to allow for more regional efforts.



The audience: the Mayor, Planning Director, city officials and the residents during the final presentation at the teahouse, Yalikavak, 2005.



Figure 10-3: Rasit's Plaza proposal: Trees, seating, vender corners, veranda above Branch library/Rasit's Coffeehouse

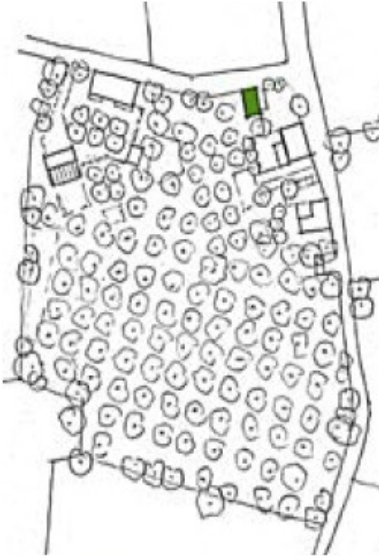
Image from 1999 Planning and Design Strategies Final Report - Bodrum

But as we planners know, the work is never finished. This year, seven (including me) graduate students from the College of Architecture and Planning will participate in the shaping of a design guideline and stand-

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International Planning continued

ards handbook for the Municipality of Bitez (tentative topic). Bitez is a relatively tranquil beach town along the southern coast of the Bodrum Peninsula, and has been the subject of study on several occasions. We get to build on the work of past classes, which includes lessons learned.



Resim Figure 74: Örnek parselde bahçe dükkanı. Garden shop on the exemplary lot.

Zoning and lot placement form-based example from the 2010 Activate Bitez

This is an exciting prospect; a once-in-a-lifetime opportunity as a student. Not only am I thrilled to be going, but am very excited working with and traveling with this year's group, and the highly knowledgeable Korkut Onaran. My goal is to represent American planners in the positive light that the people of the Peninsula have come to expect. İyi yolculuklar! Güle, güle! (Bon Voyage in Turkish)

Union Station Project Tours

Ken Schroepel, next year's Faculty Advisor for the UCD student chapter, conducts walking tours of Union Station. The tours cover various aspects of the station redevelopment project from transit elements, to public spaces, to private sector development projects. Ken has kindly offered to donate proceeds from the tour to the chapter. Information and tours dates are announced at <http://denverinfill.com/blog/>. The blog is great reading in and of itself!

In Closing

And lastly, as my final letter as president of the student chapter at UC Denver, I would like to take a moment to thank all of the working planners and students that made this year's APA-S activities informative and compelling. I am sure I speak for many of my fellow chapter members when I say that I look forward to continuing the connections and relationships that have been forged during the program.

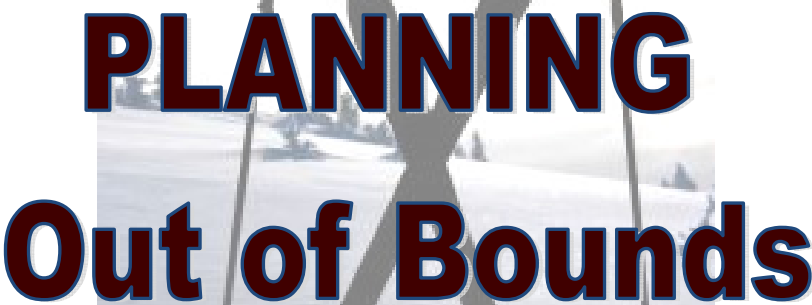
REMINDER

The Department of Planning and Design at the University of Colorado Denver requests your participation in a brief survey that will be instrumental in the development of our Master of Urban and Regional Planning Strategic Plan. Please complete the survey (<https://www.surveymonkey.com/s/YHWBGT5>)

by Friday, May 25 at 11:59 pm.

Before you fill out the survey, you may want to read some important background information here: <http://ucdenvermurpvision.wordpress.com/> paying particular attention to our core principles and strategic plan orientation.





PLANNING Out of Bounds

October 3-6, 2012

Viceroy Hotel

Snowmass Village

Registration will be online at the end of June.

Hotel reservations can be made by calling 1-866-366-9765

All Viceroy rooms have midnight kitchens with a refrigerator and stove....bring your own snacks or even lunch!

Learn more at

www.viceroyhotelsandresorts.com/snowmass/

mention the
APA Colorado group rate

Studio \$109

1 bdrm \$139

1 bdrm + den \$179

2 bdrm \$239

Watch for Conference Updates at

www.apacolorado.org/

Mobile Tours, over 30 Sessions, including Ethics & Law, Awards Reception, Planning Commissioner training and an AICP Exam Review AND get the scoop on the big dig - one of the world's largest Mastodon discoveries.



Thinking About Taking AICP Exam In November?

Abby Shannon, AICP

APA Colorado Professional Development Officer

Planners have two opportunities to join the American Institute of Certified Planners (AICP) each year – in May and in November. We have about two dozen APA Colorado colleagues taking the exam this month. And while November sounds like a long way away, it is not too early to begin thinking about the application process.

The AICP exam tests the knowledge and skills you use every day as a planner as well as the facts you as a student. A large part of the application process is demonstrating to the American Planning Association that you are a qualified candidate. This includes sending letters from past employers to verify your work history and sending verification of your degree(s). You must also demonstrate that your professional experience shows you are able to address four criteria:

- ◆ Apply a planning process to the appropriate situation;
- ◆ Employ an appropriately comprehensive point of view;
- ◆ Involve a professional level of responsibility and resourcefulness ; and
- ◆ Influence public decision making in the public interest.

The application window opens May 30, 2012, for the November exam. A close date has not yet been posted, but the window typically stays open for five weeks. I strongly encourage you to look at these criteria before May 30 so that you don't underestimate the time it will take for you to complete the application. <http://www.planning.org/certification/experience.htm>

I am happy to help you as you pursue your goal of joining the American Institute of Certified Planners. We will have a test prep class in conjunction with the APA Colorado Conference in Snowmass on October 6, and we could schedule a prep class in the Denver metro area if there is interest. APA Colorado also has two scholarships per year that reduce the exam fee.

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**May 24, 2012
3 - 5 PM**

**Emerson School
1420 Ogden Street
Denver, CO**

Event schedule

- Tour of Emerson School Rehabilitation Project
- Jim Lindberg, National Trust for Historic Preservation
- Alice Gilbertson, Historic Denver, Inc.
- Matt Goebel, Clarion Associates
- Q&A
- Social hour - Location TBD

Historic buildings play an important role in sustainable development. Established structures have benefits beyond just brick and mortar savings. Recent studies indicate that location is one of the primary factors to consider when addressing energy consumption and climate change. This event will include a conversation on historic preservation building codes, an overview of Historic Denver's sustainability efforts, and the Emerson School project, which involves the rehabilitation of the 1885 Emerson School to become a LEED certified Colorado preservation center.

Panelists

Jim Lindberg - *Senior Field Officer in the Denver office of the National Trust for Historic Preservation*

Alice Gilbertson - *Director of Preservation Advocacy for Historic Denver, Inc.*

Matt Goebel - *Clarion Associates*

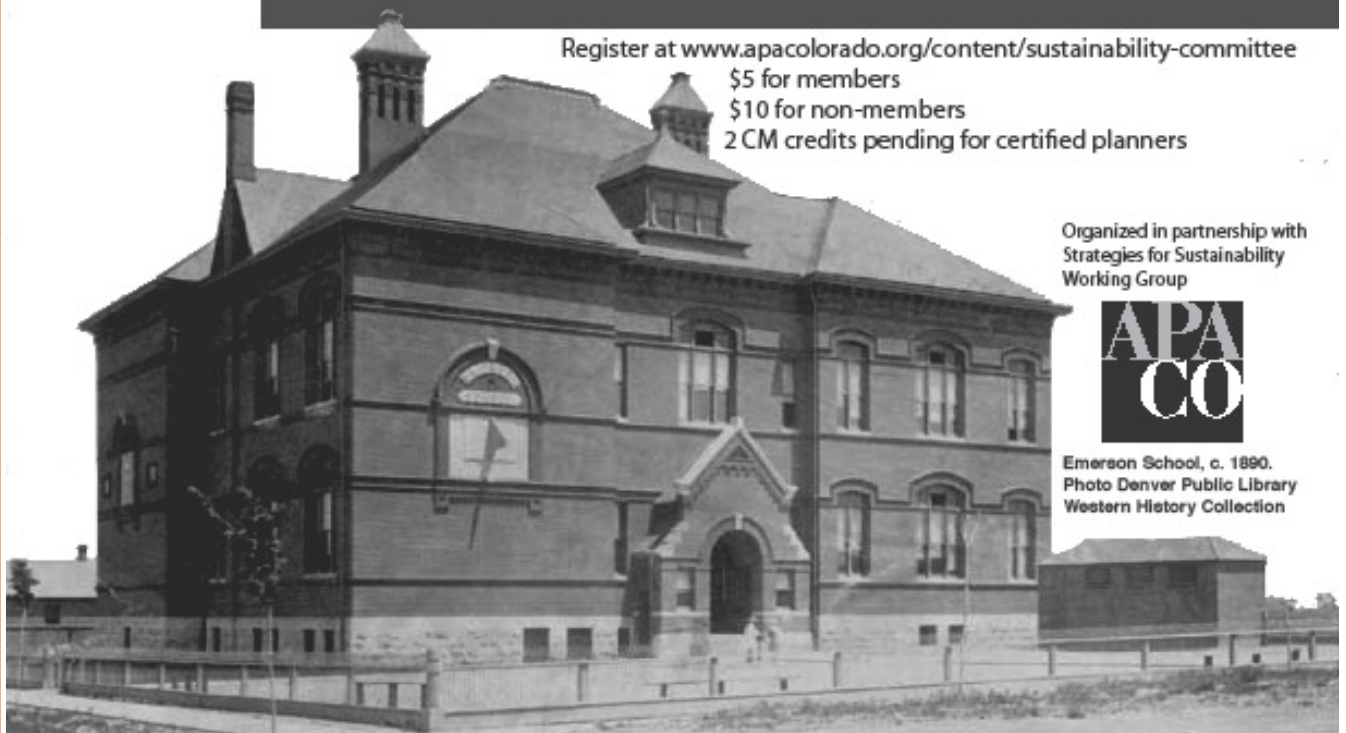
Preserving history, sustaining the planet
The role historic buildings play in **sustainable development**

Register at www.apacolorado.org/content/sustainability-committee
\$5 for members
\$10 for non-members
2 CM credits pending for certified planners

Organized in partnership with
Strategies for Sustainability
Working Group



Emerson School, c. 1890.
Photo Denver Public Library
Western History Collection



The Colorado Certified Public Manager (CPM) Program

The Colorado Certified Public Manager (CPM) program is a nationally accredited, comprehensive management development certification. It offers participants the knowledge necessary to improve their management skills and the effectiveness of their organizations. It is designed for leaders in the public and nonprofit sectors, including management leaders and supervisors at the federal, state and local government levels, as well as those working in special districts.

Through a combination of online and classroom sessions, professionals of all educational backgrounds learn effective processes for managing organizations and how to encourage innovation and new approaches to problem-solving. The program is designed to enhance skills that participants need to deal with real-world problems. Courses in the Colorado CPM curriculum include:

- Managing in the public and nonprofit sectors
- Understanding public policy and public service
- Enhancing project management
- Managing for results
- Developing an ethical framework
- Managing people and leading teams
- Understanding law for public and nonprofit managers
- Managing public and nonprofit finances
- Managing information and information technology
- Public involvement in decision-making

The CPM program is designed to meet the needs of working professionals. Each course includes a day-long classroom session, which may be attended via webinar (saving time and money by not driving to Denver!) and concludes with some online work. Eleven courses and a capstone project, which demonstrates the practical application of skills students learn in the classroom, are required to complete the program. Courses are offered monthly, and individuals can begin the program with any course except the capstone. Participants may complete the coursework in 12 consecutive months or at a slower pace. All requirements for the certificate must be completed within three years.

Participants may choose to participate in the Rocky Mountain Program as part of the Certified Public Manager curriculum. The Rocky Mountain Program fulfills the CPM requirement for the four leadership courses.

For additional information, go to www.spa.ucdenver.edu/BIG or please contact Stephanie Samano at stephanie.samano@ucdenver.edu or 303-315-2494 or Kathie Novak, at katleen.novak@ucdenver.edu or 303-315-2493.

“The CPM program delivers high-quality management information in a well-packaged format suitable for time-stressed government executive officers. The instructors are superbly qualified practicing managers who communicate well with those in the trenches. The class content, combined with excellent interaction among class members, does a great job of filling in the knowledge gaps practicing managers inevitably realize they sorely need. I strongly recommend the CPM program for practicing public-sector managers.”

— Daniel Hyatt, City Attorney, Rocky Ford

“The Colorado CPM program has enabled me to view my organization from a more global perspective. The concept of looking at the overall organization instead of one or a few sections of the organization has allowed me to identify strategic solutions that position us for long-term successes.”

— Bob Patterson, In-transition; Former Director, Facilities and Fleet Management, Arapahoe County

APA Colorado Board

Board Elections are online now, including a Bylaw update. Go to votingplace.net/apacolorado Polls close June 27 at 5:30pm

Executive Committee

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Susan Wood, AICP
RTD
susan.wood@rtd-fastracks.com

Vice President Communications/ Newsletter Editor

T.J. Dlubac
CDOT Div. of Transit & Rail
timothy.dlubac@dot.state.co.us

Vice President External Affairs

Shelia Booth, AICP
City of Fountain
shelia@fountaincolorado.org

Secretary/Treasurer

Joni Marsh, AICP
City of Longmont
joni.marsh@ci.longmont.co.us

Professional Development Chair

Abby Shannon, AICP
Boulder County Land Use
ashannon@bouldercounty.org

Denver Metro A Representative

Erica Heller, AICP
P.U.M.A.
Erica@pumaworldhq.com

Denver Metro B Representative

Jessica Osborne
CDPHE
jessica.osborne@state.co.us

North Central Representative

Joe Frank, FAICP
City of Fort Collins
jfrank@fcgov.com

Northwest Representative

Greg Moberg
City of Grand Junction
gregm@gjcity.org

Southwest Representative

Chris Hawkins, AICP
Town of Mountain Village
chawkins@mtnvillage.org

Central Mountain Representative

Stan Clauson, AICP
Stan Clauson Associates
stan@scaplanning.com

South Central Representative

Meggan Herington, AICP
City of Colorado Springs
mherington@springsgov.com

Public Official Representative

Paul Rosenberg, Arapahoe County
Planning Commission
paulrosenberg@comcast.net

Student Representative

Nate Owens
CU Denver MURP Candidate
natejowens@gmail.com

Faculty Representative

Jeremy Nemeth, PhD
University of Colorado
jeremy.nemeth@ucdenver.edu

Legislative Committee Co-Chairs

Eric Heil, AICP
ericheillaw@gmail.com

Kyle Dalton, AICP
kylealdalton@yahoo.com

Additional Contacts

Western Planner

Representative
Katie Guthrie, AICP
katie.guthrie@apacolorado.org

Sustainability Committee Co Chairs

Tareq Wafaie, AICP
Tareq.Wafaie@state.co.us

Anne Miller, AICP
annem@greenplayllc.com

Awards Committee Chair

Anne Lane, AICP
anne.lane@hotmail.com

Student Chapter President

Ryan Sagar
CU Denver MURP Candidate
mrsagar45@gmail.com

APA Colorado Administration

Katie Guthrie, AICP
katie@apacolorado.org

Denise Taylor Henasey
denise@apacolorado.org

APA Colorado Mailing Address

PO Box 265
Golden, CO 80402-0265