



APA Colorado Workshop

MINUTES

Friday May 11, 2018

Keystone Conference Center
633 Tennis Club Road
Castle Boardroom
Dillon, CO 80435

The meeting was called to order at 10:00 p.m.

Roll call:

Present:

Michelle Stephens, President
Leah Dawson, Secretary/Treasurer
Allison Crump, Professional Development Officer
Scott Bressler, Metro Representative
Libby Tart Schoenfelder, Metro Representative
Maureen Paz de Araujo, South Central Representative
Mark Williams, Southwest Area Representative
Anita Seitz, Public Official Representative
Eric Heil, Legislative Committee Co-Chair
Brandon Cammarata, Western Planner Representative
Melanie Sloan, North Central Representative

Absent:

Vacant, VP of Communications
Vacant, Faculty Representative
Anna Laybourn, Central Mountain Area Rep
Ethan Mobley, Northwest Area Representative
Susan Wood, Legislative Committee Co-Chair
Brandon Jenson, EPP Co-Representative
Nick Vander Kwaak, VP External Affairs
Joe Green Student Representative

Staff:

Shelia Booth, Chapter Administrator

Guests:

Karl Barton, Conor Merrigan

1. Opening Remarks – Michelle Stephens, President
No comments

2. APA Chapter Performance Criteria – Where APA Colorado Stands:
Michelle introduced APA's newly adopted Chapter Performance Criteria. She noted that APA Colorado meets and exceeds many of them but there are areas of improvement. She suggested going through each of them and highlighting how the Chapter is meeting each

The following mandatory items are required to be submitted annually to APA staff and the CPC Executive Committee to remain in good standing with APA:

- a) **Mission Statement:** *Defines the Chapter's core function(s) or purpose(s) and should include a commitment to the providing certain enumerated services and functions to its members.*

Yes, but it could be improved.

- b) **Development Plan:** *Articulates a long-term (5 year or so) vision for the Chapter's future programs and services – the things that the Chapter wants to be able to do in future years.*

The Chapter has a plan but not five years out. The Board could review and identify long-range vs. short range plans.

- c) **Work Program:** *Identifies specific quantifiable goals and actions for the coming year(s), based on the Mission Statement and Development Plan. The Chapter Work Program shall not exceed a four-year span and contains a listing of goals and objectives—the things the Chapter knows it is capable of accomplishing within the available resources. A Board Retreat is a best practice which can be useful in enhancing interpersonal Chapter board member relationships as well providing an opportunity to focus on building the Development Plan, Work Program and Budget.*

Yes, the Chapter's Strategic Plan is the Work Program. Work to separate out into a 5 Year Development Plan and yearly work program.

- d) **Bylaws:** *Chapter shall operate under a current set of bylaws. Chapters shall review their bylaws no less than once every five years and update as needed.*

Yes, but should be updated and compared to the Chapter Performance Criteria

- e) **Budget:** *Chapter shall adopt and follow an annual or biennial budget which is designed to implement the Chapter Work Program.*

Yes, but should try more to tie back to the work program.

- f) **Financial Reporting:** *Chapter shall prepare and disseminate to the membership a financial report for the previous fiscal year within 3 months of the fiscal year close. The report shall include the identification of all sources of income as well as expenditures.*

Yes, but post online.

- g) **Tax Return:** *Chapter shall prepare and file appropriate federal and state tax returns within the timeframe established by the tax authority for an on-time return.*

Yes, the tax return is done by KKB and is submitted to APA when completed. Sometimes it is delayed one or two years.

- h) **Use of "One APA" Logotype:** *Chapter websites, publications, contracts and communications shall be identified with the full name of the chapter as "a Chapter of the American Planning Association," and with the uniform logotype of the Association.*

Yes, but there needs to be education on what to use, how to use and the proper acronym to incoming and existing Board members.

- i) **Consolidated Elections:** *Chapters officers shall be elected on a regular basis and Chapters shall participate in the APA consolidated and coordinated election cycle; a current list of all elected Chapter officers shall be maintained with APA staff.*

Yes, the Chapter has been participating for the last few years.

- j) **Annual Report:** *Each chapter shall prepare an annual report to chapter members that summarizes the Chapter's activities in relation to the adopted Work Program. This gives the Chapter Executive Committee an opportunity to assess the successes and difficulties experienced during the year and to plan accordingly for next year and also provides the membership with a yardstick by which to measure their Chapter.*

Yes, in 2017 the first annual report was completed and distributed digitally. There are some improvements needed but it was a good first start.

The following are elective items. Attainment of all or most of the following elective items ensures that a Chapter is effectively serving its membership. Annually, completion or attainment of at least 4 of the elective items is required for the Chapter to be in good standing.

- k) **Communications:** *Chapters should publish and send to its members some form of communication that focuses on current information and concerns relevant to its chapter. This publication maybe in an electronic form. Each chapter will determine the most appropriate format(s) and frequency for this communication, but 3 times per year appears to be a practical minimum.*

Yes, the Chapter is communicating regularly with members.

- l) **Membership Recruitment and Retention:** *The most valuable asset of every Chapter is its members. Each Chapter should have an elected or appointed position and committee whose sole charge is attracting new members and retaining existing members. Additionally, a Chapter should develop a membership recruitment and retention plan which addresses diversity, students, faculty, emerging professionals, legacy planners, mentor programs and how each membership group is engaged by the Chapter.*

No, the Chapter does not currently have a program in place.

- m) **Professional Development:** *Providing educational opportunities for the membership is a key component to the performance of Chapters, thus, chapters should provide access to 16 hours' worth of educational opportunities to its members each year. These educational opportunities can include section events, workshops, conference sessions, brown bag lunch & learns, webinars, co-sponsoring educational opportunities relevant to the planning profession by allied organizations or any other format which delivers professional development opportunities to the membership as well as providing planning-related education to the broader community. Chapters should also consider creating a process and committee to assist eligible AICP members to be nominated to the AICP College of Fellows.*

Yes, the Chapter holds events, workshops and an annual conference offering professional development year-round.

- n) **Planning Board Outreach:** *Chapters should provide support for planning board members in developing an understanding of the principles and practices of planning and opportunities to network with both planners and other planning board members. Creation of a Planning Board Development Officer position, offering special tracks for Planning Board members at Conferences and other similar actions are recommended.*

Yes, the Chapter does offer some outreach through partnerships with DOLA and at the annual conference but could do more.

- o) **Legislation and Policy Program:** *Chapters should provide opportunities for members to be informed of and participate in state and local legislative and policy issues of concern to the planning profession. At the very least, each Chapter should elect or appoint a legislative liaison and provide support for the liaison to attend and participate in the APA Policy and Advocacy Conference and National Delegate Assembly.*

Yes, the Legislative Committee is active in this area.

- p) **APA Leadership Meeting Participation:** *Chapters must send its chapter president or proxy to at least one of the two leadership meetings held in any given calendar year.*

Yes, the Chapter President or his/her proxy have regularly attended the National Planning Conference and Fall Policy Briefing. Attendance is paid for by the Chapter.

- q) **Chapter Annual Meeting:** *Chapters should hold a business meeting annually in person or via electronic communications.*

Yes, the Chapter has held an annual meeting at its state conference historically. This year, the meeting will be outside the conference.

- r) **Succession Management:** *Each chapter should have a plan for leadership transition to ensure the smooth transfer of experience and knowledge to new chapter leaders.*

The Chapter only offers this for the office of president by virtue of the President-Elect serving one year in training.

- s) **Awards Program:** *Chapters should have an awards program to recognize professional planning projects undertaken and completed within the Chapter territory. The categories within awards programs must be tailored to the needs of each Chapter and can include recognition of individuals as well as projects and plans. Whenever possible, Chapters should use awards as a way to communicate to the community at large about the value of planning.*

Yes, the Chapter has a consistent awards program.

- t) **National Community Planning Month:** *Each Chapter should use the opportunity and resources provided by National Community Planning Month to engage communities and citizens in a dialog about the value of planning to civic discourse and developing a shared vision for the future of communities. Obtaining state and local proclamations, providing specific programs and writing articles highlighting planning's value to citizens for news media outlets are all examples of successful efforts.*

No, the Chapter does not actively promote or participate in National Community Planning Month. It has done a few programs in the past but not recently.

- u) **Local Great Places Program:** *Some Chapters have found that instituting a statewide or localized Great Places program is very beneficial for promoting planning and what planners can accomplish. Great Places programs can be easily combined with advocacy outreach efforts as elected officials rarely object to being part of positive recognition events.*

No, the Chapter does not have a great places program.

- v) **Outreach to Youth, Students and New Professionals:** *Chapters should work closely with College and University Planning Programs in their area but should also look for ways to engage K-12 youth about the value of citizen engagement and community planning. Finally, Chapters should make specific efforts to bring new planning professionals into the Chapter*

through mentoring, programming and representation. Mentor-match programs are a best practice which many Chapters have found to be effective and are a way to involve AICP Fellows.

Yes, through the APAS, EPP and Youth in Planning committees the Chapter is reaching college and k-12 students as well as new professionals.

3. APA Chapter Performance Criteria – How APA Colorado Can Improve

Mandatory Items

a) Mission Statement

Michelle stated the current mission statement is an adoption of APAs. She gave examples of other Chapters' statements. Eric stated that he liked the current one because it includes the education and citizen empowerment. Libby asked if we wanted a more Colorado centric mission statement and the Board agreed. Maureen said we could look for things that make APA Colorado unique and include them in the statement. Libby suggested adding professional development and Maureen suggested adding sustainability and resiliency. The Board agreed to draft a new statement. The draft statement that will be presented for adoption at the August Board meeting is:

APA Colorado provides leadership in the development of resilient, inclusive, sustainable and equitable communities by advocating for excellence in planning and public policy, promoting professional development, and providing education and citizen empowerment for those who are working to protect and enhance the natural and built environment.

b) Development Plan

Michelle noted that the 5-year plan is a mandatory criterion and suggested using the Goals from the Strategic Plan. Eric suggested using more concrete goals like expanding membership. Michelle said some of the action items are more like 5-year plans. Eric liked having the long-term items be changed over to the 5-year plan. The Board reviewed the adopted Strategic Plan and offered the following changes to create the 5-Year Development Plan.

1. 5-Year Plan: A1, A5 and a new Plan4Health goal
2. A2, A3, A4 and A6 remain in the short range

The Board decided to establish the one-year work plan then come back to the 5-year plan.

c) Work Program

The Board focused their discussion and review of the Strategic Plan on what should be put in place for 2019 – 2020, what should be deleted since it was already accomplished and what should be placed on the 5-year plan.

5 year:

- (1) A-1 in general
- (2) A-5
- (3) A-7
- (4) A-11 implement the communication plan
- (5) A-20 Develop a new 5-year financial strategy.

1 year:

- (1) A-1 (adopt the social media plan)

- (2) A-2 (possible team with DRCOG)
- (3) A-3
- (4) A-5 (highlight a planner of the month; showcase a member/community/plan monthly via email and/or website)
- (5) A-6 (assign to Membership Committee)
- (6) A-7 (compile a list of people who volunteered and all committees. Identify the top three tasks the Chapter or Committees wish to accomplish within the next 12 months and have those lists ready by the conference to provide to attendees)
- (7) A-10 (RSVP from events; send emails to everyone who has attended a Chapter event); a-11 strategic communication plan (assign to the Board with assistance from the O&C Committee)
- (8) A-15
- (9) A-18; investigate investment opportunities for our savings account; develop a community planner/citizen planner program (Anita) to educate them (S-22); New – Legislative Committee review and modify the committee setup with possibly establishment of appointed positions and tasks (will talk about it at the update)

Deleted – or move to budget bullets:

- (1) A-4
- (2) A-8
- (3) A-9
- (4) A-12
- (5) A-13
- (6) A-16
- (7) A-17 (support YIP to accomplish the strategic goal; develop and implement a plan/framework – steal from YIP)
- (8) A-19
- (9) A-21
- (10) A-23
- (11) A-24
- (12) A-25
- (13) A-26 (every two years)

Eric asked if we have a list of standard organizational job descriptions and Shelia said there are some. Leah noted that some items are in our budget and that the next budget might include a narrative tying them back to the development plan and work program. Eric would like to identify specifics for 5-year. He noted that there isn't a lot we aren't doing we just need to enhance.

d) Bylaws

Reviewed later in the discussion.

e) Budget

Shelia suggested the Chapter draft a long-term budget in addition to an annual budget. Eric compared that suggestion to a municipality's budget process and felt the Chapter's current annual budget process is adequate. Michelle suggested that the annual budget is a bit repetitive and maybe a two-year budget would open new windows. Leah stated she likes having guidance with a multi-year budget so that it doesn't change each year with new board membership. The consensus of the Board was to continue the adoption of an annual budget, but to include a two-year planning budget that contains a narrative and ongoing budget bullets to provide more detailed information about specific budget line items.

f) Financial Reporting

The Board concurred there was nothing new to do to meet this criterion.

g) Tax Return

The Board concurred there was nothing new to do to meet this criterion.

h) Use of "One APA" Logotype

The Board concurred there was nothing new to do to meet this criterion; however, they suggest the guidelines be provided to existing and new board members, so they fully understand.

i) Consolidated Elections

The Board concurred there was nothing new to do to meet this criterion.

j) Annual Report

The Board concurred there was nothing new to do to meet this criterion as they will continue to do an annual report from here forward.

Elective Items (4 minimum)

k) Communications

The Board concurred there was nothing new to do to meet this criterion. The noted the criteria is addressed in a one-year and a five-year goal.

l) Membership Recruitment and Retention

The Board noted that it had made a goal for membership and is working to establish a Membership Committee. They agreed that the committee should be comprised of more than just Board members. The Committee will address this criterion as they review the survey and come back with a goal. Melanie suggested adding a one-year goal to establish a standing Membership Committee. The Board noted the criteria is addressed in a one-year and a five-year goal. Eric agreed that it should be added as a one-year goal and offered a five-year goal to address retention and expansion of membership. He stated that the Chapter should be capturing all planners in the state and then focus on other interested parties. Michelle agreed and added targeting allied professionals who are doing planning. Libby suggested drafting a form letter to new members, inactive members, etc. Libby also noted her interest in chairing the membership committee when her term as North Metro Area Rep ends.

m) Professional Development

Michelle said the Chapter is doing this well and that it has a high exam pass rate. She suggested a one-year goal to update the AICP links and learning on the website. The Board agreed to add budget bullets for expanding CM credits for membership.

n) Planning Board Outreach

Michelle noted that the Chapter Board has an appointed Public Official Representative and that the Chapter coordinates trainings with DOLA. She also reminded the Board that she and Anita are working to create a Citizen Task Force. Anita suggested a one-year one goal to establish the Citizen Planner/Public Official Task Force and a five-year goal to establish a training program and peer network.

o) Legislation and Policy Program

Eric stated that the Board needs to reevaluate the Legislative Committee structure as a one-year goal. This criterion is being met, but there are ways to make it more effective. He suggested a 5-7 person appointed board with volunteers that sign up for tasks.

p) APA Leadership Meeting Participation

The Board concurred there was nothing new to do to meet this criterion.

q) Chapter Annual Meeting

Michelle stated that the Board has traditionally held its annual meeting during the state conference, but in 2018 the meeting was held in February as a Town Hall, separate from the conference. She polled the Board to see if they were agreeable to trying that approach again in 2019. The Board concurred it was a good idea and to try it again in 2019. They suggested changes to include having it on a Thursday or Friday after work, noting that a lunch meeting would limit participation from those out of town. The Board agreed a downtown Denver location is best.

r) Succession Management

Michelle noted there is a succession plan for the Chapter President with the President Elect serving one year prior to taking office. The Board agreed there should be a plan for other positions as well. Libby said the program should include leadership training. Leah noted that the Secretary/Treasurer requires a handoff of records and transferring of signatory rights at the financial institution. Maureen said it would be helpful even with area representatives to pass along knowledge. Eric said it should be done to assist new members, so they can jump right into the new position. The Board suggested that each position write a narrative of the position, including the succession plan. Michelle offered adding a section to the Chapter Bylaws addressing a succession plan and note that as a one-year action plan item. Each incumbent meets with the newly elected or appointed board member and the succession plan is in place when the call for candidates is made in the spring. The Board also agreed that the last meeting for incumbents and the first meeting for newly elected/appointed officers should be the same. The Board also considered a requirement for all candidates to attend a Board meeting prior to running for office but noted this might not be attainable due to timing issues.

s) Awards Program

Michelle stated that the Chapter has had an active Awards program and committee for several years. She would like to add great places, students, and legislative awards to the program. Eric stated that he has participated in the Awards Committee review and it went well. He said the submittal of nominations seems to go in waves as far as number and quality, but he agreed with adding the categories Michelle suggested. Michelle asked if revamping the awards program should be a one- or five-year action item. Someone noted the lack of use of Plan Finder as part of the awards program. Shelia noted that they have in the past requested that winners add their project to the plan, but it has not been mandatory.

Michelle offered a five-year goal to have the awards program be its own event, held outside the conference with printed programs and crystals/trophies. Eric countered that it might be difficult for non-metro planners to make two out-of-town events every year and suggested that the awards gala be held every three to five years. Michelle suggested working with adjacent states and possibly make it a three- or four-corner event. Eric noted that the review of each individual application is a lot of work. The Board talked about the application and review process. Michelle offered that the Board add a one-year action item to evaluate and reestablish the Awards Committee and awards program as a whole. Anita added that the awards program has an opportunity to work with sponsorship and legislative persons as well as members. Eric suggested that the Board take over the review of the awards applications since it meets in person and are more organized. Michelle summarized that the one-year action item will be to evaluate the awards program and the five-year goal will be the implementation of a new awards program.

t) National Community Planning (NCP) Month

Shelia said that the Chapter has promoted and celebrated NCP in the past and gave examples but noted it has not been done in the last few years. Michelle said the event should be coordinated by the Outreach & Communication Committee. Shelia replied that the Committee had done the last promotion and gotten a proclamation from the Governor. The Board discussed options for reaching out to communities and their marketing/ communications

departments. They also suggested getting a volunteer, EPP or APAS to head up the program. Another option was to add the task to the conference committee and have the work with Outreach & Communication to plan conference events and marketing for the NCP.

u) Local Great Places Program

Michelle stated that Colorado does not have a Great Places program in place and asked if the Board felt one could get underway in the next year. The Board discussed if the program should fall under the Awards Committee/Awards Program and if the call for nominations should be done around the same time as the call for award nominations. Michelle suggested a one-year action item to review and establish a Great Places program to be ready for nominations in 2020 and to incorporate as part of the awards program.

v) Outreach to Youth, Students and New Professionals

Michelle stated that we have an active APAS at CU Denver, EPP is starting to reach out statewide and the Youth in Planning Committee (YIPc) is gaining momentum. Eric asked if the Chapter has a list of members who speak at educational institutions, and if not should that database be built by the YIP. Michelle offered that the Faculty Representative could track the collegiate speakers and who is engaging with youth on that level. Michelle asked if this is a bylaw change, budget bullet or a one-year action item. She then stated that CU Denver's APAS could reach out to other universities. Anita suggested asking communities to submit an award for reaching out to K-12 schools. Michelle said that ideally, there will be a YIPc representative in each area to take the message to schools. Michelle offered a one-year action item to assign an appropriate person to track volunteers, including participants in committees, events, schools, etc., potentially as part of the Membership Committee chair duties.

Michelle then suggested another one-year action item to determine what tools and methodologies the Chapter will utilize to take the planning message into schools and incorporate such into the Chapter Bylaws. A five-year goal is to activate volunteerism. Eric suggested planning merit badges for scouts but to also include "merit" badges for planners who do these volunteer events. The Board also discussed ways to bring planning into STEM. Michelle suggested tabling this discussion but added that the Board and Committees should implement the Chapter Presidents' Council youth student outreach.

4. APA Colorado's Strategic Plan & Action Plan – Modify to meet criteria

- a) One Year Goals/Action Items
- b) Five Year Goals/Action Items

Michelle offered to keep the current 6 goals and referred to the previous discussion referencing one- and five-year goals/action items.

5. APA Colorado Bylaws

- a) Review Against Chapter Performance Criteria; identify needed updates
- b) Voting vs. Non-voting Board members

Michelle summarized that during the last Board meeting the consensus of the Board was to keep the one-board structure. The next step will be to evaluate voting and nonvoting positions. In addition, the Board should be looking at terms, duties, and other areas that need to be updated. Michelle summarized that the goal is to take the new bylaws to the members in 2019 which give the Board one year to draft the update to the bylaws. The bylaws will be adopted as a whole new document. She said she would have Brandon send a schedule for Bylaws review and update in June to provide a rough draft by February 2019.

Brandon will assign sections of the Bylaws to the Board and the Board should have it reviewed and ready for distribution to the membership prior to May 2019.

6. Membership Survey

Michelle summarized the survey process and the survey comments made by Stan. Based on feedback, Shelia noted the newsletter needs a new format. Brandon C. noted there are more opportunities to publicize in western planner. Michelle noted the newsletter takes a lot of time to prepare and inquired if that time would be better served drafting toolkits or resources. She stated that Florida and other Chapters are crafting these. She then suggested a five-year goal to draft and distribute toolkits and maintain those and other resources. She suggested a one-year goal to evaluate what toolkits and resources most needed and where said documents would be housed. The Board also agreed to another five-year goal to continue building APA Colorado reputation as the source for planning information on legislative issues/policy.

7. Town Hall Topics

- c) Collaboration with allied groups
- d) Denver Olympic bid – Libby said she asked to be put on the list but has not heard anything further.
- e) Partnerships: DOLA, CDPHE, American Heart Assoc., AARP, 10-10-10 -
- f) Advocating for financial resources for planning with the state
- g) Hyperloop – forum on this topic and others
- h) Boomer Bomb work with DRCOG & AARP
- i) Integration of Water Planning & Land Use Planning – more guidance to local government; water providers on how to meet the needs of growing populations
- j) More training for public officials, citizens
- k) Training on how to hold good, productive public meetings

Michelle read each of the topics to the Board and asked if they would like to discuss any one. After some discussion, the Board suggested a one-year goal to host at least one leadership event/training. Libby noted that the City of Longmont conducts internal leadership training on public engagement and Melanie said Boulder has adopted the International Association of Public Participation (IAP2) framework. Melanie suggested contacting Boulder's Engagement Manager, Sarah Huntley to inquire about joint efforts (<https://bouldercolorado.gov/engage>). The Board suggested hosting at least one training a year on how to hold a year productive public meeting. They noted that CML has a curriculum and Colorado State University might have training.

8. Adjourn

Michelle thanked everyone for their comments and suggestions, then asked for a motion to adjourn.

Motion by Leah to adjourn at 1:56 p.m.

Second by Libby

Discussion: None

Vote: Unanimous

APPROVED 8-10-2018