

**Congress for the New Urbanism
Fall 2013 Board Meeting
Friday, October 4, 2013**

Attendees

Board: Scott Bernstein, Robert Chapman, Erin Christensen, Ellen Dunham Jones, Chris Elisara, Doug Farr, Norman Garrick, Eliza Harris, Laura Heery, Jennifer Hurley, Sarah Lewis, Doug Kelbaugh, John Massengale, Steve Maun, Marcy McInelly, John Norquist, Russ Preston, Dan Slone, Ken Voigt

Absent: Jack Davis, Mathew McElroy, and Scott Polikov

Staff: Tim Halbur, Caitlin Ghoshal, Abby Bouzan-Kaloustian

Guests: Bill Shoemaker, Kelly Moran, George Grasser, and Bill Tuyn

Welcome by Board Chair and review of Committee Assignments. Committee Chairs must submit reports to the annual March Board Meeting

Action Item:

Motion to approve made by Dan Slone, Jennifer Hurley seconded.

Amendments / Discussion:

Ellen noted name typos

***Dan amended motion to approve with names corrected
Marcy McInelly seconded, All approved, none opposed***

CEO's Report

John began a review of Strategic Plan and Work Plan
Questions or concerns should be referred to John or Abby.

CNU Made significant progress toward the removal of obstacles to urban (Laura's meeting in AZ; transportation ASHTO ITE Street guide). Approval of the ITE street guide by FHA, changes the discussion and goal of city/state adoption. Engineers are empowered use the guide and ITE has preliminary approval for version 2.0 of the manual.

Ken V encouraged MORE EDUCATION; Scott B suggested tracking adoptions (possible US map). Marcy commented that the most influence that the ITE manual is having is when design people are bringing the manual to their local DOT. Now it carries more weight. Now we can work from both sides: state adoption and individuals in communities. Applaud John's sentence: "it applies to cities and urbanized suburbs". That's what we're getting into internally – importance of urban streets. There's a group that wants to make sure that urbanized suburbs don't get ignored. It is an important sub conversation.

John shifted to subject of fundraising. Working to get funding from Kresge for years. At last Kresge is funding CNU to do CSS training in Michigan. CNU 21 fundraising in Salt Lake City was a challenge; much stronger in Buffalo. Principle reason is the LHC focused on the event, not on CNU strategic plans. Strongly suggest not bringing LHC into internal board discussions.

Suggestion for Health Districts – look at affordable care act. Provision – health facilities do good things in the neighborhoods – suggest better urbanism and connection to the neighborhood. Opportunity exists with Perkins and Will and other partners.

New Board Member Intros

Chris Elisara – Runs a national NPO (education; environmental studies); an academic; media and communications experience; and religious (on the board for World Evangelical Alliance - faith culture, science and community).

Erin Christensen – Urban Designer/Architect from Seattle. Thrilled to be a part of CNU. Done a lot of work in sustainable design and resilient neighborhoods. See hunger in green building neighborhoods to create beautiful and inspiring places. NU hugely important in that effort. Excited to see how CNU can explicitly relate urbanism and design to community performance goals (arch 2030). Interesting times – role of NPO is getting more important. NPOs can enact change in cities and places. It's difficult to get developer funding on the private side. NPOs can plan a unique role. Interested in discussing how we can affect change. Neighborhood scale – where do we stand. Side note – work a lot in design for public health, and hope to chime in on health districts.

Ken Voigt – I've failed retirement 3 times. Passion. As engineers you have an impact on the quality of life. Talk at WI event – state of the profession. General euphoria. Most refreshing message heard by some. Doors are open. ITE annual meeting – traffic engineers were excited and encouraging. The old guard will be hard to change. The new guard gets it, but until they get the “ok” from their bosses. Cred with engineers – I can serve as a bridge. In charge of street design group with Rick Hall. Invited several people with great respect to the summit. ITE had very similar budget issues, hope to add insight to finance committee. Teach this information. May be the only one. Serve as volunteer ED – great lakes transportation energy institute. Love what I'm doing, looking forward to my next class and serving as a bridge.

Treasurer's Report

Jennifer Hurley pointed out all info is in the board packet – 2013 revenue expectations were not met. Work over the summer to keep in line. Fantastic job. Reassured along the way that John and staff are making sure we stay in line. It was painful, staff cuts. Another call – all need to participate in constant and effective fundraising.

Outstanding Question – what/how much we need to pay for not making room block in SLC. Working hard to minimize risk in the future. Jennifer noted it was the perfect storm. Low attendance and high cost of host hotel. John in contact with SLC hotel to negotiate fee down; resolved by November 2013.

Buffalo LHC doing a great job and we have assurance from the Oshea Foundation for at least 200k. If this all comes to fruition, the LHC will already be over their goal. Several local developers already gave \$5k each. Most of the LHC have been to the Congress in the past and are very enthusiastic.

Staff Changes: Heather Smith left to take a position at the Field Foundation. Everything is going great for Heather. She will be at the board meeting in Chicago in March. CNU is contracting out for meeting planning services with AHI (experienced and less expensive). CNU is also hiring Alex McKeag for programming. One of Heather's greatest strengths was her networking ability. Mechanical tasks of the program will be easily handled. Personal interaction and networks are harder to replace.

Jennifer –Abby is checking financials, weekly and monthly. Cash balance isn't as flush as we would like (\$150k), but we are monitoring it closely. Monthly meetings identify areas for the committee to watch. We have been charting cash balance for the past few years and we have a cash cycle that peaks in June, with a small bump at end of year. The cycle is important to consider.

Foundations always ask the number of board members that participate in annual giving. We have 24% participation in making annual gift; need improvement to shows credibility, trustworthiness and buy-in. The amount raised is important, but participation even more so. Everyone can write a \$25 check in January and build on that throughout the year.

2014 Budget – reasonable budget that does as much as we can with the funds that we're reasonably sure we are getting. Grant funding only included if committed. Most years, this is a bit of an understatement. Individual donations were also decreased (\$75 to \$50), based on actual results. Won't plan to spend money until we get it. Expense side is conservative with some wiggle room. Good job comparison shopping and cutting expenses on every line item. No fluff left.

Russ P raised concern with approving a negative balance budget and suggested including a fundraising goal line. There is an accrual/cash problem: Foundation grant received in 2013 covers expenses in 2014. Dan S shares concern and suggested showing carry over of revenues. He expressed admiration for organization's ability to adjust on the fly and prefer to see contingent expenses and contingent funding. Approving a budget that shows a loss is not a good board member function. It's difficult for boards to get to this level of detail. Ken V commented that ITE approves negative cash balance and didn't have a problem approving a negative balance budget.

Abby – offered to add the \$150k from Ford into the 2014 budget showing carry over dollars from 2013 and balancing the budget.

Robert C raised the issue of the capital campaign kick off funds (\$50k for planning & gift matrix & creating a plan). To take seriously, we need to put some money in. There's \$313 in consultants, contracts and services, don't know if there's any money there for the endowment. We could go raise funds for that, but the board needs to make a commitment. Look at ULI (alter ego). \$50m endowment. If we were to adopt a goal for 2-5 year period.

John N – your enthusiasm for doing the endowment has had an influence on me. I don't think we can put the \$50k in today, but let's see how we perform leading up to the Congress and by the March meeting in Chicago we may be in a better position.

Motion:

Scott B moved to approve the first step in the capital campaign to find the resources.

Doug K seconded

Robert C and Cait collected quotes for a feasibility study (\$25-50k), which includes interviewing prospects about giving, creating a gift matrix that qualifies prospects (estimates how much we can expect to get from specific individuals, and developing a case for support.

Motion:

Scott B moved to adopt proposal to create an endowment, finding resources for a capital campaign

All in favor, none opposed. Motion passes.

CNU 21

Presenters: George Grasser & Bill Tuyn

Tours: some are ambitious or arduous; in good shape overall.
Rochester discussion – is it worth a tour?

Doug K – assume most people that attend CNU 22 have seen Niagara Falls.

Bill T – Mayor wants us to visit and talk about the Robert Moses highway. A stark contrast between U.S. and Canadian side. 30 minutes each way. Mayor was at the film showing last night.

Workshops (Urban lab/Charrette)– Considering the outer harbor & Niagara Falls. The Governor pledged money to this region (\$1B), creating lots of attention and buzz. Getting requests from a number of communities and foundations. There's lots of interest in aligning grants from state with the CNU Congress. We need to temper and drill down to accomplishable items. Foundation partnership awards need to be primary focus (Harbor and Gallagher beach). Looking at potentially setting up with an advanced team. Governor wants to move quickly and see progress. Design studio with outer harbor that presents at the congress. Timing and logistics is important.

Local Marketing & Outreach

Bill T – presented the Congress as a transformational event and we want to deliver on that promise. Workshops are a way to make this happen. George G wants to make sure there's place on the program for rural, suburban, and urban communities. There is not much for rural at present.

Group assembled reaching out to neighboring states and regions, across borders. Assembling lists from various complimentary groups. Need help with other parts of the country. U Buffalo students helping to reach out to other planning and architecture programs. Colleges may provide discounted housing.

Also reaching out to new attendees and implementers (builders, developers, etc). Expanding education credits opportunities will help.

Theme - "Resilient Communities: Toward a newer lean urbanism"

Fundraising - Scott B offered to help identify and connect with local foundations.

Fundraising

Cait G confirmed verbal interest from foundations in Buffalo (\$250k). In the national fundraising bank there are \$90k in pledges. Oct – March is when we get sponsor. Summit pledges (\$18k of \$20k goal). Continue working on that. Marcy and Ken assisting. Haven't hit peak season yet.

Internal / External Audit of Fundraising

External Comparison Research

Did lots of research on organizations with budgets of \$50m or more. Growth story is telling. Peer org (SGA, NCI) – who is funding and why, how are we different

Top non-profits – single engine growth. None have foundations as the central player. Foundations play a pivotal role for small and mid size NPOs. Looked at cultivation of single engine growth. Most tried to reduce costs to that single funding source.

Internal Look at Key Strengths

> \$500k in grants. Outcomes policymaking, education, research. (we don't produce research internally)

Tightened up Congress (biggest source of funding)

Reviewed fundraising materials and messages – wide variety of confusing materials and messages. Staff meeting to rethink how to present fundraising (print, person, online). How do we tell our story? Tested messaging. John's been on the phone a lot. Personal outreach. Member centric fundraising leads to the best results.

Important

1. Do more with education

2014: 10 free webinars; new platform; year-round Congress conversation; 202s, 303s; new speaker testing; CNUa train the trainer (replicating El Paso); discussions, debate, new member outreach, etc.

2. Communicate Impact

Every grant application has included some funding for website redesign. Collected \$50k total, allowing CNU to move forward with design.

CNU 23

GUESTS:

In person: Bill Shoemaker, Kelly Moran

By Phone: Bob Voelker, Scott Polikov, Patrick Kennedy & Rick Adamski

John N introduced Bill Shoemaker & Kelly Moran. Bill proposed 3 options for CNU 23 hosting

1. Fairmont hotel in Dallas
 - a. Standard Congress Option
2. Omni/other hotel in Ft Worth
 - a. Standard Congress Option. Strong Urbanism.
3. Combo – Magnolia & Adolphus
 - a. Addresses Peery Hotel Concern. LHC favorite

Dallas options always assumed a day in Ft Worth (and vice versa)

The Adolphus/Magnolia hotels are right next to each other. Room rates: Adolphus - \$199; Magnolia - \$179. Disadvantage – not normal convention hotel. There's room for Congress only if we use both hotels, and the Pegasus Ballroom. The Majestic theater is an option for plenaries and situated 4-5 blocks away. Great supporters of CNU – rental is \$1,800 per day, covers everything (A/V, cleaning, security). Biggest logistical problem is registration & exhibits – there is no space. We would have to create it out of broken up, out of the way space.

John N suggested cutting exhibits from CNU 23, but this impacts income and would mean no bookstore. (Bill S – you give up all that stuff if you're going with the Majestic/Adolphus option). Also, giving up exhibitors 1 year makes it harder to get them back the next year. There's no networking space between those 2 spaces. Rik A suggested using vacant storefronts through Downtown Dallas Inc for exhibits if needed.

Sarah L asked about properly accommodating for travel and mealtime, something the Congress does not always do a good job of, and would be amplified in this multi-facility setting. Additional timing would need to be added to the program, leaving less time for actual programming. Several food options do exist close to the 2 hotels; CNU would need to consider food trucks at the Fairmont.

Robert C suggested outdoor exhibit space in the park across the street. Rent tents, open to the public for 1 day? Tie in a social. This is highly weather dependent, but possible.

The LHC is interested in a strong tactical urbanism project on Commerce Street, right in front of the hotel; this could help draw people out of the hotel and into the exhibit space.

The Fairmont is an older hotel, undergoing renovation. The entire Congress could be held within the hotel with space for everything (registration, breakouts, meetings, exhibits, etc). We could still use the Majestic Theatre for plenaries. Room rates aren't going to make anyone come or not come. We could always have the option to where the bulk of the group was at the Fairmont, and a small courtesy block at the other 2 hotels. (Fairmont to Adolphus/Magnolia/Majestic = 5 blocks).

In Ft Worth the only hotel that could completely accommodate the group is the Omni. It is a flashy hotel – glass box (parking ramp on outside) that is not very accommodating to groups like CNU (ie. Expensive).

John M made a case for FW : SLC was the lowest attendance of any recent Congress. In the last few years we have not given much consideration to where the members want to go. West Palm was the wrong side of the arterial. Atlanta was the wrong part of town. I've been asking CNU members. No question that Ft Worth would have higher attendance than Dallas. I also understand the initial vote was for Ft Worth because of the urbanism. John and I met with the Richardson Foundation. The Bass family put \$2B in Ft Worth. Interested in CNU and could support. Idea came up to match giving with foundation in Dallas. Regional idea is good, but no one wants to put suitcase on train to go to Ft Worth and no one wants to get on the train at midnight to go back to Dallas. I spent a night at the Omni. Many know I'm a classical architect. Omni is a contemporary design. I thought it had the best conference set up in terms of aesthetics. Ft Worth is walkable. Omni is on edge of downtown. Across the street is a bike share. There are bike lanes downtown and it's an easy walk to Sundance Sq. and across from the famous water park. I think we'd get much better attendance in Ft Worth.

Scott P requested that the fundraising relationships go through the LHC. He has ties to both cities and the urbanism in the core of both are fantastic, different benefits. The reason LHC believes Congress should be in Dallas is to engage the development committee. Not just about raising money but also engaging this group and having developers participate in the Congress. Use Congress to create constituency. Give legs for permanent partnerships with developers. I think we can work out logistics of getting to/from Ft Worth, we have commitment for a train, and logistics can be done. The Congress Core should be in Dallas. Scott deferred to the LHC on Dallas venue.

Doug F asked about a Peery-like place in D/FW that you have identified in designing and sitting the conference? Hotel Indigo, \$139/night.

Dan S – networking is the highest reported reasons why people go to the Congress. I don't like the Majestic/Adolphus option. I don't like losing the bookstore. By accident or design, the most successful Congresses were where the most networking happened. If in Dallas, the Fairmont stands out to me. Danger in wrapping your arms around the renegade force if they don't want you to.

Marcy M – straw poll

Hybrid -

Not - 5

Ellen D-J – importance of supporting the LHC. We can't do this without an engaged and enthusiastic LHC. None of us are living there in the street the way they are. Important for them to hear our concerns, but I would vote for entrusting the LHC that they set

Motion:

Marcy M moved to entrust the LHC and support them in their decision to use the Adolphus/Magnolia/Majestic Theatre venues for CNU 23 in Dallas

Russ seconded Marcy's motion

John N asked to clarify the motion. CNU as an organization and its staff will be trying to work out all the logistical issues. We won't defer that to the LHC. We have to pay the contracts. You as a board are responsible if things fall apart. Bill Shoemaker will make the contracts on behalf of CNU. Bill will be our point person in getting that done. Bob V knows that. We don't want to defer arrangements to LHC. If we choose the hybrid options, fixing the challenges goes to CNU and the Board.

Ellen D-J – ready to vote on motion.

***All favor (16). All Opposed (2). Abstention (2). Motion passed.
The Adolphus/Magnolia Option was chosen.***

Board, CNU staff, LHC, look forward to working together on a regional congress.

Nominations & Governance Committee

Steve M – The current election cycle doesn't allow for a nomination seat until 2015; leaving the committee burdened and limited. No specific proposal made, just bringing to board's attention. Propose coming back in late Nov/Dec and make a proposal. If we want to tinker/make a change, do it before 2014 so we don't affect election schedule.

Open for comment:

Eliza H – advantages and disadvantages on both sides. I'm not sure I feel comfortable voting on anything involving this (self – interest).

Steve M – This is a board decision. Not membership. Constant elections doesn't seem to work.

Ken V – Might consider 3-year term instead of 2 years; limit to 2 terms. I also don't think endorsements are a good idea.

Ellen D-J – Initially we said no endorsements by board members. At this point we're less worried about a possible "big brother" concern. At last meeting we allowed (in response to Board members having to go out and recruit).

Doug K – 3 years is simple and elegant

Ellen D-J – Board ask nominations committee to consider it.

Motion:

Russ moved to extend Doug's term. John seconded. No discussion. All in favor, none opposed.

Communications

Tim H presented the current communications work since coming onboard in April, including:

1. Website rebuild cost - \$40-\$50k
2. H2B education platform – Adobe connect (it’s affordable, sexy, accommodating)
 - Use for work plan and strategic plan goals
 - Use for grant and programmatic goals
 - Use for CNU-A goals
3. Full website update & design guidelines
 - News driven homepage
 - Content structure and navigation focus
 - Functional search
4. Membership Database update (CiviCRM)
5. Member Directory (public facing)
6. Social Media continued push
 - How do we compare to likeminded organizations?
 - How often are we being re-posted? How is our content being shared, discussed? (Original content creation)
 - Social media is a funnel
7. E-newsletter redesign (20k listing)
8. Official Podcasts through iTunes

Several Board members spoke in favor of removing the passwords to allow more people to “hear our message”.

Communications Committee

John M presented the Communications Committee communication strategy proposal to focus communications on members (what does CNU do for you) vs. focusing on new urbanism. (ex. Twitter name “new urbanism” not “CNU”). Readjusting the focus would help Tim, and bring CNU’s name back into the conversation and fundamental message of New Urbanism.

Motion:

Chris E made a motion to develop communications strategy focused on CNU, present to Board for a vote.

Marcy M – seconded

Discussion ensued:

Motion:

John M motioned for Communications Committee to develop a communications strategy based on communicating the value and accomplishments and role of the organization.

17 in favor. 1 Abstention.

Scheduling

Suggestions:

1. Start meeting on Saturday at 8am, instead of 9am
2. Push Initiative discussion to Friday, and delay Exec Session by 45 minutes.
3. Vote on 2014 Budget

Homework Assignments -Unique ways NU contributes to Affordability.

Often drops out of perception.

Oram nudging CNU – wants to introduce CNU, but perception problem is huge. We need to do more to show that we’re doing things on affordability. Steve, Laura, Ellen, John all talking to Richard.

Focus has been on affordable housing (Hope XVI); reached impasse. More clear to me is that if you ask a bunch of new urbanists, “would you be interested in an initiative on affordability”, diversity of interests doesn’t add up. John suggested producing a booklet similar to blue book where each page is on a different aspect of affordability – what CNU contributes to that discussion.

Ex. Connecting affordability to transportation; small lots, big lots; engineering & light imprint; etc.

Proposed to Exec Com – suggested whole board draft a table of contents. Oram is supportive and expects part of his contribution will go toward Tim’s time to produce this document. (Street networks series). Go to foundations and get more funding.

2014 Budget – REVISED

Per earlier conversation and earlier conversation – the money for grants received in 2013 that carryover in 2014 have been added as income for 2014. Now shows a net positive balance for the year.

Dan – motioned to approve the budget

Russ – seconded

All approved. None opposed or abstained.

John – motioned

Adding to the CNU 22 Resilient City theme: “toward lean urbanism”

All agreed by unanimous consent

Lean Urbanism Council

Andres D briefly introduced the Lean Urbanism Council with 30 active web participants (10 dropped out). Hank D raised \$35k with 1 call to pay for the meeting and travel. Lean Urbanism is the best elevator speech I’ve ever had (giving on Saturday). Agenda is very open. Freewheeling discussion with possibility that anyone can take what they’ve learned and do whatever they like with it. Remains flexible and vital, fermenting until the next CNU, where it becomes more formal. Propose 9 emergent topics – 1 has to do with training and education (education of developers). Development is a completely unprotected franchise, not licensed; you can do whatever you want. Creative and open field. NTBA – possible partner.

Staff was released.

The board went into Executive Session.

**Congress for the New Urbanism
Fall 2013 Board Meeting
Saturday, October 5, 2013**

Attendees

Board: Scott Bernstein, Robert Chapman, Erin Christensen, Ellen Dunham Jones, Chris Elisara, Doug Farr, Norman Garrick, Eliza Harris, Laura Heery, Jennifer Hurley, Sarah Lewis, Doug Kelbaugh, John Massengale, Steve Maun, Marcy McInelly, John Norquist, Russ Preston, Dan Slone, Ken Voigt and Andres Duany

Absent: Jack Davis, Mathew McElroy, and Scott Polikov

Staff: Tim Halbur, Caitlin Ghoshal, Mindy Martinez

Ellen welcomed group and noted unfinished business includes the following topics:
Zimmer/Maun rule, Sara/Eliza have been working on matrix and Lean Urbanism

Unfinished Business

Lean Urbanism:

Ellen informed the board that Lean urbanism council in Detroit is next week. John will be attending and is being tasked with getting full information to bring back to Exec committee.

During discussion notable comments:

- Changing it to “leaner” urbanism takes it off the table.
- The word resilient offers lot of comment.
- Implies that lean urbanism is a description of resilient.
- There will be a track on lean urbanism at CNU 22.

Zimmer/Maun rule:

The idea is that speakers should be participating in no more than 2 events because of duplications and losing the idea of fresh faces or speakers.

The board approved years ago that no speaker with exception of Andres is allowed to do more than 2 sessions. Ellen noted it has gotten complicated whether 202s count and made the case that if you are asked do more that you find another person to make that intro. Just say no and find someone else. Jennifer agreed and echoed the same. Moderators and introducers end up speaking as much. 202s should be exempt. Hate to not hear from someone that has developed new content because they are conducting a 202.

Ellen also noted she is in same boat. Cannot speak of own content because as board chair she has to make a lot of introductions. She would also love to see new fresh faces.

Marcy agrees with 202s exemption. From her personal experience last year, it seems that in the end there wasn't a lot of choice to get other people.

John noted there are really capable people on local host committee and gave examples of names.

Eliza requested caveat for open innovations and initiative meetings. This rule created a problem for her last year because people were waiting for a better slot. They are only 6-minute slots and you could fit 3 of those in 1 speaking slot. If you have 2 speaking roles, only one 6 min slot at open

innovation. This gives 2 ½ slots. It's harder to give up a 20 min slot for a 6 min slot. Proposing this caveat.

Steve M: thinks this is fine. Even on 202s people put a lot of work into it and use their talent. Finding a moderator, speakers and people. It's a great way to bring in new people.

Ellen D-J: what about initiative lunches? John N thinks we should let them organize themselves.

All in agreement:

CEO Summit on Resilience

Sarah Lewis reported at the request of John Norquist she attended a Building Industry Summit at AIA National Headquarters. Sarah distributed meeting minutes to board for review. The meeting idea being that as a group voice with resilient issues – would have a lot more influence than individual voices. Would like to follow up on – as an organization, are we good with being plugged in and willing to participate in this partnership. Next step is supposed to be a draft statement and will forward it to board when received. Please review and forward any comments to Sarah.
Definition of resilient: Ability to bounce back

Ellen D-J: We will do a working lunch on some work that Sarah and Eliza have been doing. Talk thru what some of our priorities are. There was a question of policy and where does it fit. Basically the idea is to ask the questions how good are we at it and how close is it to our core mission.

Initiatives:

Cait presented the initiative committee's work:

Project for Transportation Reform: received \$40k grant funding from Kresge to do a training in Lansing MI. with MI Municipal League and a \$70K from Chicago Community Trust – 2 new supplemental trainings for ITE manual

Highways to Blvd: much going on from webinar to finding ways to build more connections with advocacy community groups to build a better solution.

L/W/W: continue to receive support from Oram on this initiative.

Review showed that the staff-funded initiatives have clear work plans, are well developed and have lots of contact support. Those with board leadership showed similar characteristics. Other initiatives continue to develop and would like to see a better connection between our members and initiatives over the next year. An initiatives portal would be hugely beneficial to the members.

In response to Laura H's question, Cait reported total grant funding received: Chicago Community Trust - \$70k, Oram - \$60k and Ford Foundation: \$150k

Handouts distributed: Purpose of Initiatives Process Clarification and Update, CNU Initiatives, CNU Conversations.

Eliza reviewed documents. These are not just people mulling over ideas. They have an actual product. Board involvement: Fiduciary role

Questions you should ask: 1st Does it meet criteria? 2nd Is it a strategic initiative: these require oversight. Require staff time, Reports completed. Board uses them. This is an opportunity to ask for (not a guarantee) staff resources and funds.

All this has to do with transparency. Listed on website, a listserve, log email addresses.

Also discussed celebrating successes. Example: tactical urbanism. There can be initiative rotation on website. Featured accomplishments. ‘

3 levels of initiatives. 1st level – just title, maybe a description, that’s a conversation; 2nd level – you have first level items and a work plan, that’s an initiative; and 3rd level includes all above and board endorsement that is a strategic initiative. It’s important that this is aligned with our strategy.

There was a previous board-approved policy process for initiatives. This is an amendment to previous process so this together with past process.

Motion:

Scott B. Moved to adopt the process and policy that has been presented to substitute the previous policy approved by the board.

Jennifer H seconded

All in favor. No abstentions. Motion is passed.

Laura H. distributed Initiative handout – one pager = description. Review of document. Each board member should be able to (in their fundraising role) briefly describe all the initiatives.

Lean Urbanism

Andres Duany discussed his thoughts on Lean Urbanism and the 7 topics the Council will include.

An open discussion ensued.

Eliza presented “Possible Self-Analysis Worksheet” adapted from the Baldrige Awards. Led discussion re: matrix that rates board performance, identifying organization’s strengths and opportunities for improvement.

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement Analyses and Knowledge Management
5. Workforce Focus

Different options depending how we perform. Sarah and Eliza combined their efforts in this evaluation.

Eliza led the group thru a practice exercise in completing the matrix.

A quick Round Robin of board member activities was done.

Meeting was adjourned.