

NEWSBRIEF



American Planning Association
Virginia Chapter

Making Great Communities Happen

A Publication of the Virginia Chapter of the
American Planning Association



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Winter 2018



Photo courtesy of Brandie Schaeffer

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The opinions expressed herein are those of the authors and do not necessarily reflect the views of APA Virginia or its Board of Directors.

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Photo courtesy of Brandie Schaeffer



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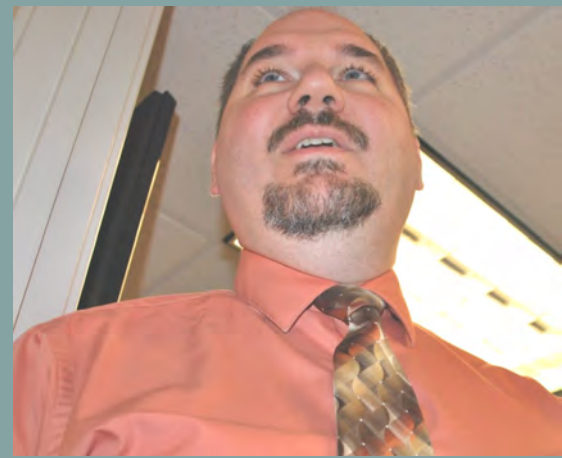
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WAS 2017 A GOOD
YEAR FOR
PLANNING?
LET'S CHECK
THE TWEETS



WE WANT YOU TO
RUN(!) FOR AN APA
VIRGINIA BOARD
POSITION!
SEE PAGE 8 FOR
MORE INFO



Photos courtesy of Earl Anderson

PRESIDENT'S COLUMN



Earl Anderson, AICP

We have an amazing Chapter. I'm honored to have the privilege to lead such a motivated group intent on making a difference in our community. We're off to a great start with a well-rounded team and ramping up for an eventful year ahead. Big thanks to George for handing me a Chapter that is in great shape and that during his tenure successfully continued the strong tradition of supporting planners in Virginia and around the country. George, your leadership, energy, and many sacrifices have been greatly appreciated.

Our Board and committees provide a terrific opportunity for planners to get involved beyond their communities. We have added some amazing positions and created

committees to help support the Chapter's functions. These groups range from the Young Professional Group to the Legislative Committee to Inclusion to our Planning Directors and Fellows to our conference and Awards committees. These groups are dynamic and continuously work to provide you the member with multiple opportunities for expanding your network, learning new and intriguing ideas, and receiving recognition for your work and service.

There is no way I could write up all the ways that the Chapter has been a benefit to me but I wanted to just touch on one aspect that stands out. That is friends. Yes, very diverse, offer you good advice, and stand beside you during hard times friends. I know we are all colleagues and may only see each other yearly, but the Chapter has given me so many great friends. You may ask, "How has this happened?" Well, it was because I decided to get involved. Once I did that so many opportunities opened up for me professionally and personally. And

the Chapter did that! So don't hold back! Come and join us.

A final thought before I sign off. It is not a new thought for this letter. Volunteers, we need volunteers! I cannot say it enough. I promise we will not ask you to volunteer to do everything; we just need you to volunteer to do one thing--in an area of interest to you. As I have stated, our Chapter has a number of opportunities for you to be involved, so that we can continue to make a real difference in Virginia and be a leader nationally. We can only do this by you personally stepping up to provide the kind of support needed to make that difference. I encourage each of you to get involved.

I welcome your ideas and your feedback, so please feel free to contact me at president@apavirginia.com or give me a call at 757-890-3497 at any time. Best regards and I look forward to serving you.

- Earl



2018 ANNUAL CONFERENCE

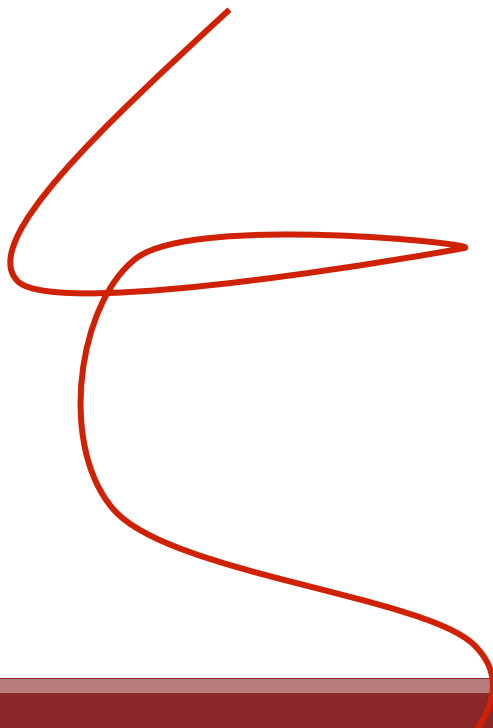


MOUNTAINS OF INFLUENCE

WINTERGREEN RESORT | JULY 22-25, 2018

RUN!

(FOR A BOARD POSITION)



APA Virginia elections are coming up!

In 2018, your Chapter will elect its leadership for the following 2 years. It is crucial for the Chapter that the elected leadership be enthusiastic, energetic and committed to serving our diverse membership.

Serving as a leader within the Chapter may afford opportunities that may not otherwise be available including enhanced networking options and the possibility to represent the Chapter at meetings, conferences and conventions within Virginia, the region or nationally. I found the opportunity to serve my Chapter to be fulfilling at both a professional and personal level and I encourage each of you to consider offering yourself in service of your fellow chapter members.

See page 43 of this newsbrief for the list of the nine offices that will be on the ballot this

year together with the duties and responsibilities of each. Our goal will be to have two or more candidates for each office so that the election affords choices for the membership. While the formal call for nominations will come out later in the Spring, please begin now to consider running for one of the positions.

There are four Chapter Board meetings per year with one typically occurring during the Chapter Conference. These are all-day meetings, usually on a Friday. In late September 2018, the current Board and the incoming Board will have an overnight retreat to update the Chapter Development Plan and to create the Board Work Program for the ensuing years. Other than at the retreat, remote attendance via telephone is available.

If you have any questions about duties and responsibilities, please call or email me. If your supervisor has questions about the time commitments and expectations of serving on the Board, please have them call or email me: [757-664-4770](tel:757-664-4770) George.Homewood@norfolk.gov



*George Homewood
APA Virginia Past President*

Your Hour with APA Virginia Webinars

How to Recession-Proof Your Organization: Do More with Less as an SOP

[Register Here!](#)

Monday, February 26, 2018

Noon—1 PM

1 CM Credit

Hindsight is 20/20, as the saying goes, and we all learned a lot about the impact a recession can have on our organizations . . . especially when an economic downturn comes as a surprise. While we all certainly hope another Great Recession does not occur anytime soon, there are certain strategies that can be adopted now to stay ahead of any future crisis. And besides, these methods are just good business practices anyway! (Longer description coming soon.)

Presenters:

Gary McTall - *GovSense, Co-Founder*

Gary spent 10 years consulting and designing software solutions for local governments, but he was always running into limitations with on-premise software. After consulting private equity firms and software companies on cloud solutions, he felt it was imperative to bring innovation to government. | [GovSense.com](#)

Paul Cammisa - *InnoVergent, CEO*

Paul Cammisa has over 30 years of finance, technology and business operations experience and has managed and supported multinational enterprises as well as small to medium sized organizations. His expertise lies in the areas of business and systems strategy, systems design and implementation, financial and operations management, and business process improvement. | [InnoVergent.com](#)

Sponsored by:



Suburban Remix: Creating the Next Generation of Urban Places

Monday, March 26, 2018

Noon—1 PM

1 CM Credit

[Register Here!](#)

In partnership with Island Press. More details coming soon..

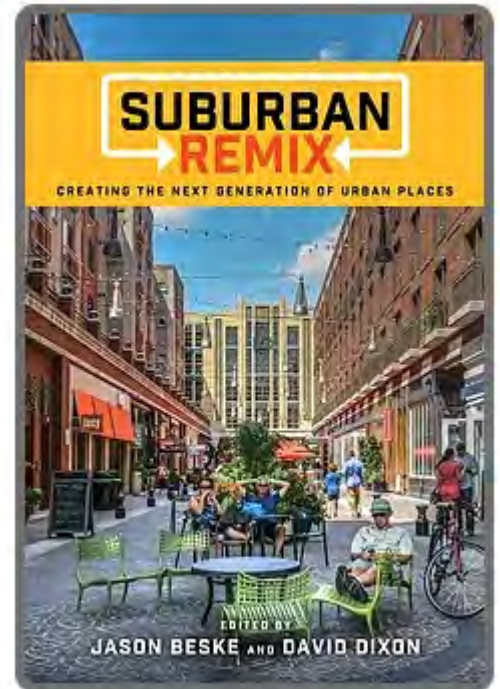


Presenters:

Jason Beske, AICP, is an urban planner and urban designer with public and private experience and a frequent speaker and instructor at planning conferences.



David Dixon, FAIA, leads planning and urban design for Stantec's Urban Places, an interdisciplinary team that helps cities and suburbs alike thrive by harnessing the growing demand for urban life. His work has won national awards from the AIA, CNU, International Downtown Association, and ASLA. He is co-author of *Urban Design for an Urban Century: Placemaking for People*, which was first published by Wiley in 2009.



APA Virginia Chapter's lynchburgsymposium

Monday, April 9, 2018

Holiday Inn Downtown Lynchburg



Donald Whipple, Will Cockrell, David Cook & Sarah Pentecost

APA Virginia Chapter is pleased to announce the 2018 Lynchburg Symposium happening on Monday, April 9 at the Holiday Inn Downtown Lynchburg. Back from a five year hiatus, the one-day symposium will focus on downtown Lynchburg development and reinvestments and examples on how to breathe new life into downtown areas.

“We’re just starting to see the beginning of it,” said State Secretary of Commerce Todd Haymore on a visit to downtown

Lynchburg this past summer. “I think there’s a lot more cities and towns that can look at Lynchburg and follow that model and do more in the future.”

Watch the video and read the story.

Since 2010, Lynchburg’s downtown population has nearly tripled in size. Residents have seen a surge of new local businesses popping up to take advantage of the budding new downtown economy; from restaurants and nightlife to renovated hotels and new art gallery spaces, an approximate total \$200 million was invested in downtown over the past five years.

The implementation of the 2001 Downtown Master Plan is a key component of the city’s successful revitalization and growth, inspiring the city to build upon it to create the [2040 Downtown Lynchburg Master Plan](#). Work began last fall with design workshop open houses, kickoff events and public listening sessions in efforts to involve the community and provide opportunities to help shape the future of downtown Lynchburg.

Experience downtown Lynchburg’s excitement for yourself this April!

AICP CM Credits pending

APA Virginia Chapter's **lynchburgsymposium**

Sunday evening, April 8

Walking tour of Downtown Lynchburg

Welcome to Lynchburg informal social at local downtown restaurant

Monday, April 9

Light breakfast

Welcome/Opening remarks

Keynote speaker

Lunch

Breakout sessions

Afternoon break

Closing remarks

Walking tour of Downtown Lynchburg

Informal happy hour at local downtown restaurant

**Schedule is tentative and subject to change. More details coming soon.*

Room block available (Sunday, April 8) at per diem rate - \$97

Call 434.528.2500

Use code “**APC**”

Registration - \$55

Registration now open at <http://apavirginia.com/lynchburg-symposium>

PROFESSIONAL DEVELOPMENT OFFICER (PDO) REPORT



Andrew Hopewell, AICP

One of the pleasures of serving in the PDO role for our chapter is that I am able to interact with members across a spectrum of experience levels. For our newer members who are still at school or just starting out in the field, I want to remind you about the newly introduced AICP Candidate Pilot Program.

You should have heard about this program by now, but the short version is that it enables you to take your AICP exam right out of

school and then earn your experience. For the law and history components of the exam, this makes studying a whole lot easier as the material is much more recently processed and (hopefully) more easily retained! For those Candidates as well as those who have been practicing a little longer and who are preparing to take the exam to earn their credential the traditional way, don't forget that the Chapter has two scholarships per year that can be used to cover the exam cost. Please don't hesitate to contact me if you are interested in applying for one of those.

Finally, for those members who are AICP certified and who are part of the recently concluded 2016-17 reporting period, all is not lost if you were not able to log your 32 CM's in time. There is a grace

period that runs through the end of April to allow you a little extra time to get those taken care of. If you need help finding credit opportunities, just let me know and I am happy to work with you to find some that fit your schedule.

A great resource to take advantage of is the Chapter's membership in the Planning Webcast Series which offers webinars most Fridays on a variety of Planning topics. If you are interested in presenting a webinar to a local or national audience, please let me know as in addition to this series, we also have our monthly 'Your Hour with APA Virginia' Monday webinars."

Andrew Hopewell is the Assistant Chief of Planning for Fauquier County in the Community Development Department. He has served as the Professional Development Officer for the Chapter since 2017. You can contact Andrew at pdo.apavirginia@gmail.com.

Traditional Sequence



AICP Candidate Pilot Program Sequence





you won't be
bored at our
board
meeting

all members welcome!
march 16

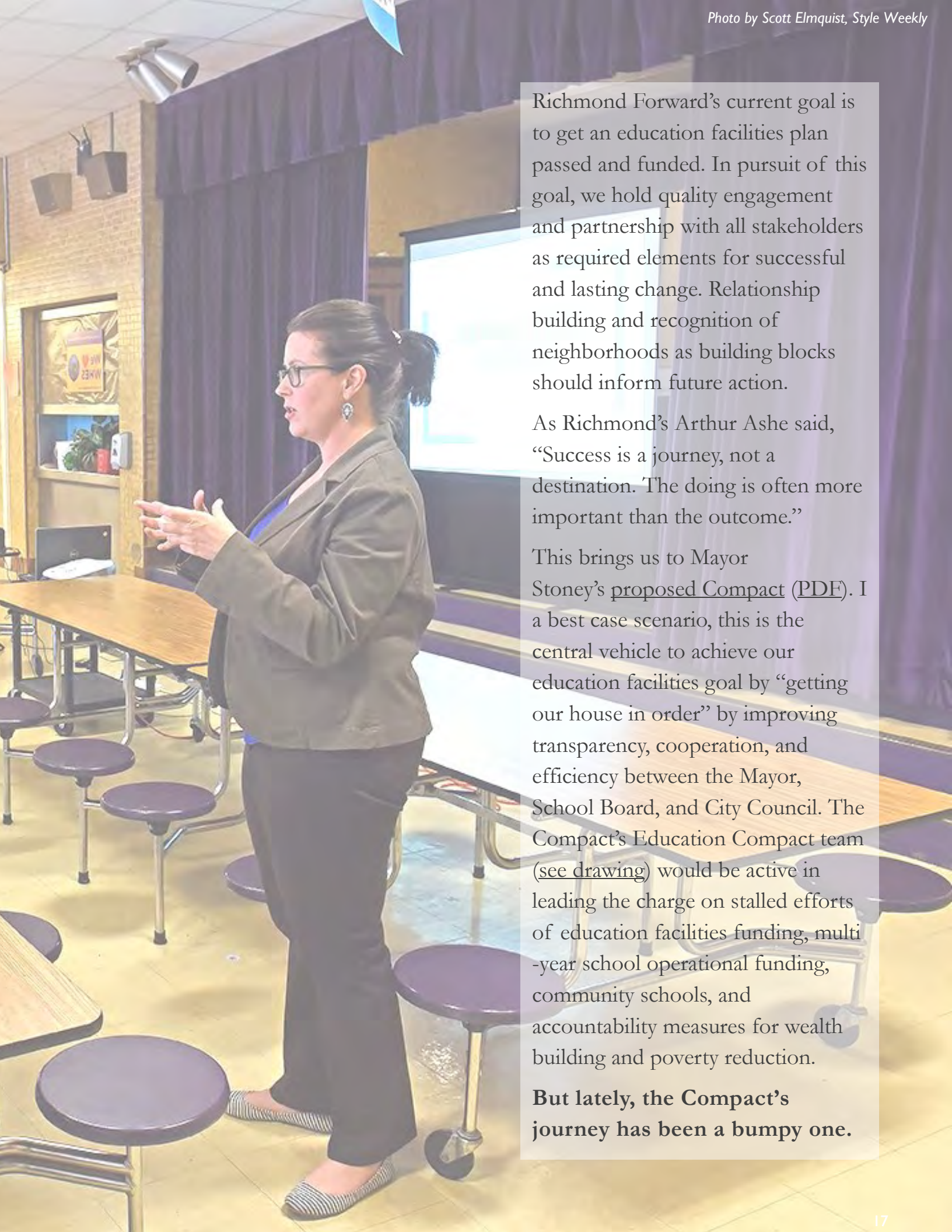
wintergreen resort
nelson county, va
9:30 AM - 3:00 PM

contact martina@bellatrixcg.com
for more info

THE COMPACT: CLIMBING THE LADDER



By Garet Prior

A woman with glasses and a grey blazer is standing in a classroom, gesturing with her hands as if speaking. She is positioned in the center-left of the frame. The room contains several purple stools and wooden tables. In the background, there is a brick wall with a display case and a projector screen. The lighting is bright, and the overall atmosphere is professional and educational.

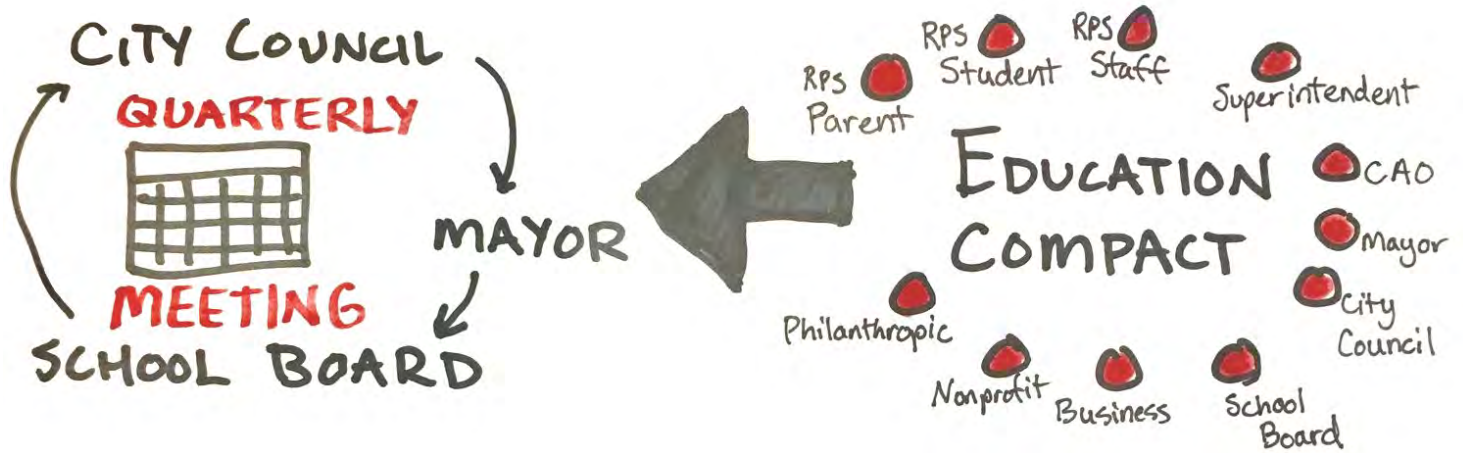
Richmond Forward’s current goal is to get an education facilities plan passed and funded. In pursuit of this goal, we hold quality engagement and partnership with all stakeholders as required elements for successful and lasting change. Relationship building and recognition of neighborhoods as building blocks should inform future action.

As Richmond’s Arthur Ashe said, “Success is a journey, not a destination. The doing is often more important than the outcome.”

This brings us to Mayor Stoney’s proposed Compact (PDF). In a best case scenario, this is the central vehicle to achieve our education facilities goal by “getting our house in order” by improving transparency, cooperation, and efficiency between the Mayor, School Board, and City Council. The Compact’s Education Compact team (see drawing) would be active in leading the charge on stalled efforts of education facilities funding, multi-year school operational funding, community schools, and accountability measures for wealth building and poverty reduction.

But lately, the Compact’s journey has been a bumpy one.

THE COMPACT



Criticisms raised about the poor quality of community engagement have been lobbed by a group of community advocates ([Style](#), [RTD](#), [WTVR](#), and [Facebook](#)), and the RTD's own [Michael Paul Williams](#) (MPW). Additionally, the [Superintendent search](#) and late night hiring drew the ire of the RTD's [MPW](#) and [Katy Burnell Evans](#) (KBE).

Personally, this criticism led to conflicting feelings that were best articulated by [Ross Catrow](#). For the same reasons as Ross, I don't understand the call for delaying the Compact for a new Superintendent or school privatization conspiracy, but I can clearly see the need for improved community engagement.

I was one of eight people who attended the Westover Hills Compact meeting, and what happened was captured in [Style's picture](#) (the cover photo for this

story). A really nice man, a well-intentioned politician, and 30-minutes of PowerPoint followed by small group Q&A. Although I didn't attend a Superintendent search meeting, Brionna Nomi's [Facebook post](#) shows that at least markers and charts were used to capture input.

I understand that both of these efforts were well-intentioned by School Board and Mayor Stoney, but they fall drastically low on the scale of quality community engagement.

Arnstein's Ladder

To explain what I mean, and share with you - for FREE - urban planning knowledge I paid a hefty price to VCU to learn about, I'm going to introduce you to Sherry Arnstein's "[Ladder of Citizen Participation](#)." It's my hope that by examining her levels of citizen engagement we can improve practices to grow as ONE Richmond.

Written in 1969, Arnstein's ladder developed from time spent administering Housing and Urban Development (HUD) programs. She recognizes that participation is a cornerstone of democracy, but that it must be seen in terms of power. To grow as an equitable society, she states that, "it is the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future." Without this redistribution of power, she calls participation efforts "an empty and frustrating process for the powerless."

She classifies society into two groups, recognizing that neither are homogeneous, the have-nots or powerholders.

Arnstein describes the levels as follows:

(1) Manipulation and (2) Therapy: Real objective is not to enable people to participate, but

to enable powerholders to “educate” or “cure” participants.

(3) Informing and (4)

Consultation: Citizens may hear and be heard, but lack power to ensure that their views will be headed by the powerful.

(5) Placation: Allows have-nots to advise, but retain for the powerholders the right to decide.

(6) Partnership: Have-nots enabled to negotiate and engage in trade-offs with traditional powerholders.

(7) Delegated Power and (8)

Citizen Control: Have-not citizens obtain the majority of decision-making seats or full managerial power.

Arnstein provides detailed examples of actions and their place on the ladder. Information shared but no follow up? Level 3. Surveys conducted with no action from results? Level 4. Hand picked “have-not representatives” to serve on a board where they are in the minority of votes or recommendation only? Level 5.

It’s not until have-not citizens

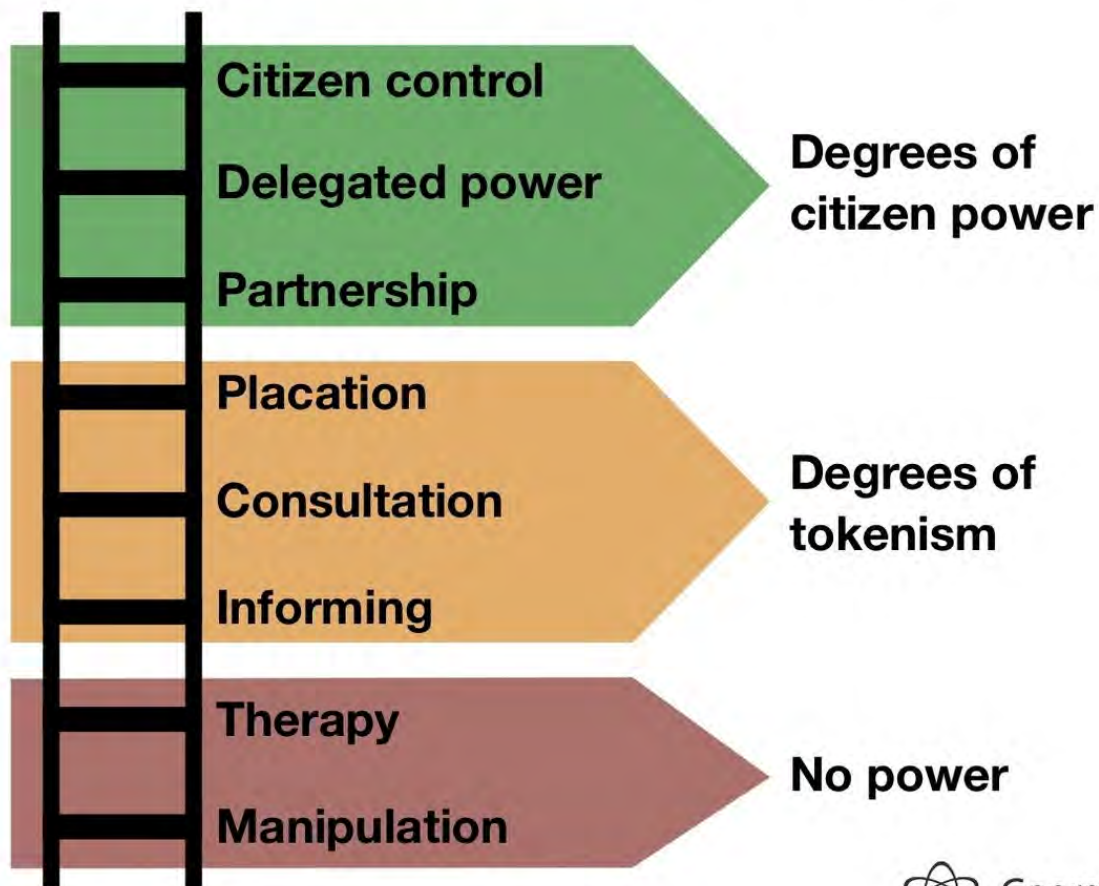
are organized, provided resources, and decision making or negotiation power that we reach levels 6, 7, or 8.

Back to the Compact

I fully believe that Mayor Stoney wants to build ONE Richmond (as stated on [Top Billin’](#)) and that the Compact is an essential step to move Richmond forward.

But as the Compact goes to vote in July, there are three changes to document and future community engagement practices I would recommend in light of Arnstein's ladder:

Arnstein (1969) Ladder of citizen participation



1. Community engagement essentials. Transportation, food, water, childcare, and translators should be available at any community meeting. For my planning work in Ashland, I heavily rely on Alexandria's [Handbook for Civic Engagement](#). Adopted in 2012, this requires any public engagement efforts to follow minimum protocol and practices.

2. Education Compact composition should include more “have-nots” and committed resources. Of the [11 proposed members](#), only three would Arnstein define as have-nots. A better model to follow would be the [Maggie L. Walker Initiative Citizens Advisory Board](#). Although this board lacks the authority needed to fully transfer power, it at least [provides a platform](#) to raise voices of those directly impacted. Additionally, for these representatives to be held accountable, pursue training on technical documents, and communicate with groups they represent, staff or monetary resources (to hire groups like [TMI](#) or [Storefront](#)) should be provided to support these efforts.

3. Timeline for deliverables on the education facilities plan, multi-year operational funding, and community schools. Activating the Education Compact by setting a timeline for future goals is

essential to achieving progress. This could be accomplished by adopting a detailed [24-month timeline](#) or by setting year 1 and 2 priorities. Here are my thoughts:

Year 1

- 3-year immediate education facilities plan and funding with accountability measures. Identify actions required by the Mayor, City Council, School Board, and community.
- Multi-year funding for RPS operating with accountability measures.
- Community schools and strategic public-private partnerships to further capital investment.

Year 2

- RPS Strategic Plan and OCWB Plan goal alignment.
- Shared resources strategy to improve efficiency of operational dollars.
- 10-year long-term education facilities plan and funding with accountability measures. Identify actions required by the Mayor, City Council, School Board, and community.

Community engagement needs to be more than tokenism if we're ever going to build ONE Richmond. With all the important decisions to be made now

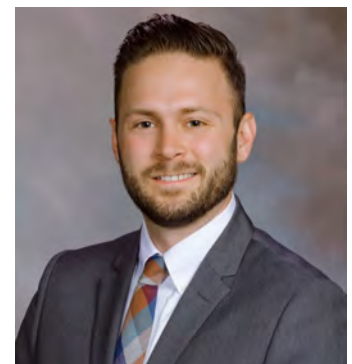
and with the upcoming Master Plan, we need to get serious and smarter about community collaboration today!

Call to Action!

Before July, contact the [School Board](#), [City Council](#), and [Mayor](#), with your thoughts on the Compact (one-click email on [RF homepage](#)). Talk with others about the Compact, share articles, and pose questions/comments to social media. If you've worked up enough gumption, meet with your elected representatives or attend "[Office Hours](#)" with Mayor Stoney.

If you need further background on the Compact, check out our past updates ([one](#) and [two](#)).

We believe that if the questions raised here can be addressed, the Compact can climb the ladder of success!



Garet Prior is a Senior Planner for the Town of Ashland. He is the founder and director of Richmond Forward and was a high school teacher for five years before pursuing planning as a profession. You can contact Garet at gprior@ashlandva.gov



launch.

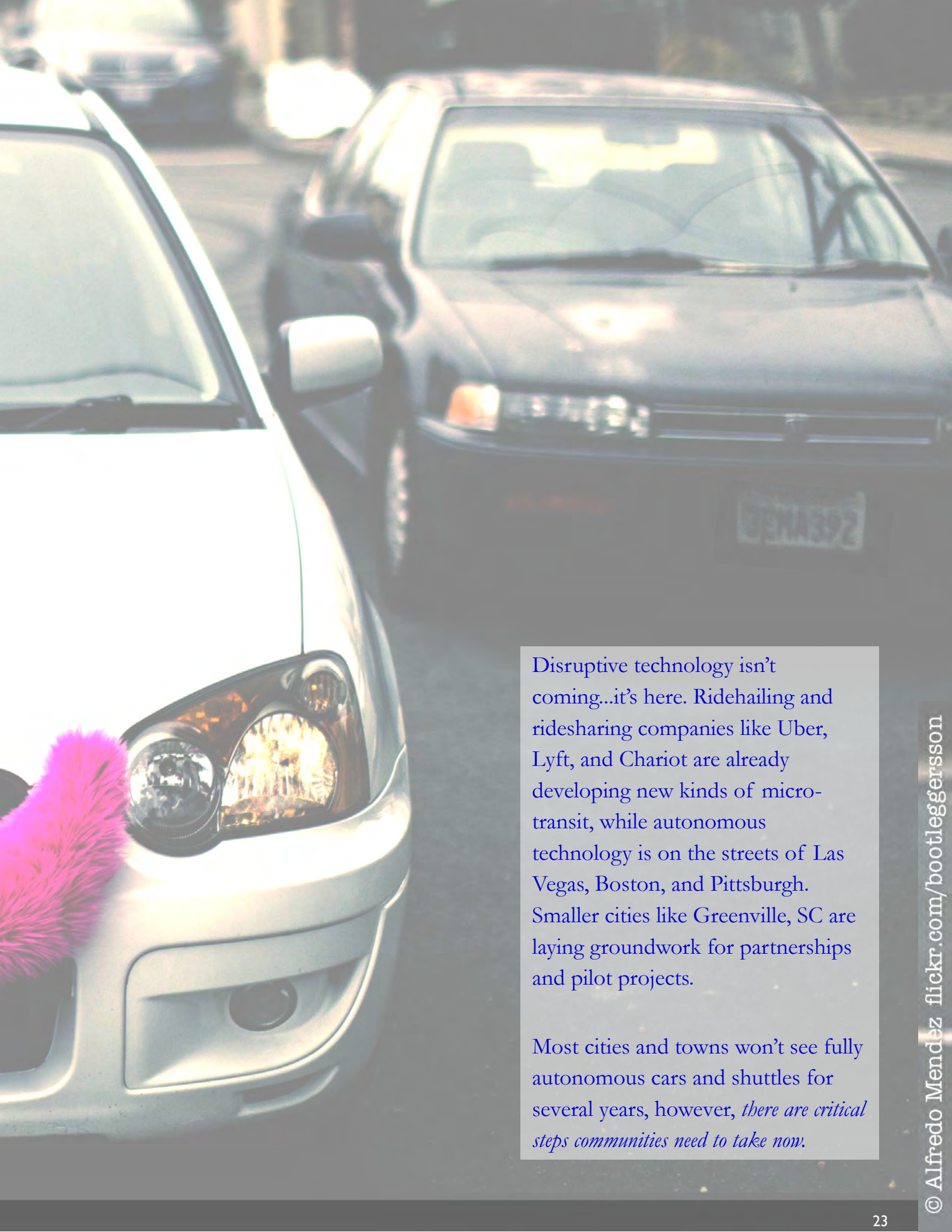
**new APA Virginia
website coming soon**

stay tuned for more details



WRITING RESOLUTIONS TO PREPARE FOR DISRUPTIVE TECHNOLOGY

By Lisa Nisenson and Andy Boenau



Disruptive technology isn't coming...it's here. Ridehailing and ridesharing companies like Uber, Lyft, and Chariot are already developing new kinds of micro-transit, while autonomous technology is on the streets of Las Vegas, Boston, and Pittsburgh. Smaller cities like Greenville, SC are laying groundwork for partnerships and pilot projects.

Most cities and towns won't see fully autonomous cars and shuttles for several years, however, *there are critical steps communities need to take now.*

Like any disruptive innovation, transportation technology will yield benefits (expanded access, lower costs, greater safety) and negative impacts (job loss, revenue loss for local governments). Communities can prepare now to harness the benefits of technology while limiting risks.

When transportation technology companies do make contact with contracts in hand, your community wants to have its goals, priorities, and expectations in place. Most communities use formal resolutions to communicate goals, add certainty to policy development, and initiate action within and among city departments.

Governing Changes on the Horizon

While the exact steps to autonomous travel are not fully clear, it is helpful to forecast how changes in transportation could impact governance. We can already document trends and use this information to set policy.

Service privatization. Private companies will increasingly supply transportation and transit as a service. Transportation Network Companies are still defining their revenue models, and unlike public transit purveyors, can cease operations of unprofitable routes.

Revenue changes. Traditional revenues from automobile ownership (federal gasoline taxes, permits, local taxes, fees, parking) will continue to decline as mobility services replace individual car

ownership.

Sensors and data. Cities and towns will see a surge in urban instrumentation that poses questions on (1) who owns the data, (2) who monetizes the data, (3) who analyzes the data, (4) who protects the data, and most importantly, (5) how professional planners make better decisions with the data.

Public acceptance. Autonomous travel will not scale beyond small campus circulators unless the public embraces the technology. Hence deployment will likely occur in carefully designed phases through pilot programs, testing, and deployment in small steps.

Forecasting. Governments will need to shift planning approaches. Cities tend to extrapolate growth from current baselines and conventional travel demand forecast models. With fast-changing technology, cities need to shift to scenario-based planning to address governance for a future of unknowns and transitions.

Parking. Cities are already reconsidering the amount of parking needed. Cities with long-term bonds dependent on parking revenue may need to monitor and reconsider repayment options.

Community design. Depending on the transit/car fleet mix, traffic flows and street use will dramatically change. Autonomous delivery pods will put pressure on sidewalk use and interaction with pedestrians. Concurrent technology disruption in retail, workspaces,

and small-scale manufacturing further complicate the future of building design.

Active transportation. Even with safety benefits and collision avoidance technology, pedestrians, and bicyclists will still experience heightened sense of apprehension when traveling among higher speed, heavier vehicles. There is also the chance pedestrians will be heavily regulated at crossings to avoid stop-and-go traffic.

Transit oriented development. TOD in the form of smaller hubs can host access via shared-use mobility (bikes, cars, rides) and active transportation. These can be hubs within cities providing first/last mile access to stations or new hubs in smaller cities that provide economic and mobility options.

Shifting infrastructure demand. Cities will need to monitor and manage expected shifts in parking, loading, and traffic. Managing pick-up and drop-off along curbs is already an issue with Transportation Network Companies in some cities. Likewise, autonomous vehicles will free capacity on some streets, while potentially adding vehicle miles to others.

Harnessing Benefits while Limiting Risks

Communities need to balance multiple goals and risks while navigating the uncertainties of emerging technology. Resolutions establish priorities for the interlinking aspects of community design and governance.

Resolutions can offer high level

aspirations, or include detailed information on policy and programs. At the higher level, cities can include concepts such as the following:

Priority on people and places.

Discussions on driverless tend to focus on cars. To ensure autonomous technology doesn't result in a second generation of planning solely for automobiles, cities should adopt a "People and Places First" framework for implementing transportation technology.

Harmonizing multiple modes and technology.

Cities and towns can establish a planning framework that coordinates how active transportation, transit, and emerging technology work together to improve mobility options and access.

Working with state

agencies. The federal government has taken a relatively hands off approach to regulating autonomous technology (at least for now). States are falling along a spectrum from highly permissive to stricter management when it comes to allowing pilot projects.

Policy development. Technology can render current language obsolete for policy, funding, and legal constructs that guide transportation systems development and operations. Resolution language can identify priorities to guide policy development, new funding models, and contract negotiations. Language should also recognize the

need to adapt as technology evolves.

Managing disruption. Cities must focus on transitions to mediate technology disruption, to promote the public interest, to support innovation, and to meet changing demand for travel and real estate.

Now What?

Your head might be spinning right now as you start thinking about applications for your community. The white paper linked below can help you prepare for autonomous technology by passing formal resolutions and setting in motion Smart Mobility Plans. The document covers:

- Terminology
- Benefits and risks associated with autonomous technology
- Common autonomous vehicle deployment phases
- How changing transportation technology affects governance
- Approaches for harnessing benefits while limiting risks
- Examples
- Developing resolutions with a local context
- Sample resolution language

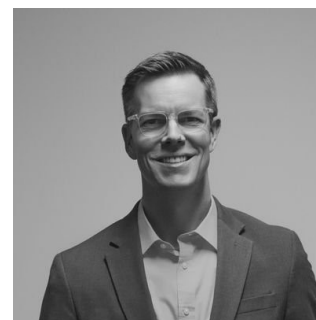
The sample resolution language and bullet points can be used for presentations, policy papers, Comprehensive or Transportation Plan updates and memos. Much of the information can also help when drafting policy on other types of technology, including ridehailing/sharing services and smart city (e.g. Internet of Things and sensors).

Read the white paper at this [link](#).

Please let us know if this resource is helpful, and if it raises new questions. It's intended to be a living document for professional planners to adapt to local conditions.



Lisa Nisenson is the advisor for Alta Planning + Design's New Mobility Group. Lisa is founder of GreaterPlaces, an award-winning tech startup aggregating all aspects of city and transportation design in one site, and forthcoming mobile app. She holds leadership positions in APA's Sustainable Communities Division and Smart City Task Force.



Andy Boenau, AICP is the Director of Mobility Strategy at the Gotcha Group. He helps plan and implement bikeshare and rideshare systems. Andy is vice-chair of APA's New Urbanism Division and vice-chair of ITE's Transportation Planning Council.

LINGER LONGER OTW: SOUTH FIFTH STREET DEMONSTRATION PROJECT



By Brandie Schaeffer



As part of their summer internship program, a team of college interns from the PATH Foundation was tasked with creatively improving the safety and health infrastructure of Old Town Warrenton (OTW). The interns created a demonstration project they branded “Linger Longer OTW.” This article considers the work and collaboration behind the project, including an overview of the internship program, planning efforts and stakeholders, analysis and feedback from the project, and future implications for the Town of Warrenton.



Photo courtesy of Brandie Schaeffer

Overview

PATH Foundation Internship

For eight weeks during the summer of 2017, the PATH Foundation hosted nine college interns. With the guidance of the PATH Foundation and staff from the Town of Warrenton, the interns were challenged to design and execute a temporary community demonstration project in Old Town Warrenton. Taking inspiration from demonstration projects across the country, Linger Longer OTW developed in response to local health and safety

concerns, with the added goal of greater community engagement.

Demonstration Projects

Temporary in design, demonstration projects test potential changes and measure the benefits and overall desirability of transformations to a specific area. Projects like Linger Longer OTW serve to demonstrate “what could be,” transforming an identified space into a safer, better utilized, and more engaging section of town.

This project aims to have long-term effects on pedestrian infrastructure, inspiring

permanent change that enhances the livability, walkability, safety, and overall draw of Old Town Warrenton. South Fifth Street is a great location for a one-day transformation: it has little impact on traffic or out-of-town visitors, given numerous other avenues connecting Lee and Main Streets. The Linger Longer OTW demonstration serves as an example of how change can be affected anywhere by anyone - including nine college interns.

Ongoing Town Work

In December 2015, the Town of Warrenton adopted the Healthy Eating Active Living

(HEAL) Resolution, seeking to improve the health of its residents through a series of benchmarked activities. The necessity of a Health Impact Assessment (HIA) was realized in wanting to both promote and design a healthier, more active community. In the summer of 2016, an HIA was completed by the Town of Warrenton Planning and Community Development Department. After assessing the health status of residents and identifying ongoing activities

in this realm, a number of recommendations were made to push the Town toward full and equitable HEAL Resolution compliance.

In July 2016, the PATH Foundation and the Town of Warrenton entered into an agreement for consulting and professional services with Toole Design Group for work contributing to the Healthy Lifestyles-Complete Streets and Active Transportation initiative. The purpose of this work is to complement the Town's comprehensive planning process, supporting its commitment to fostering a culture of health and fitness. Activities in this agreement include a Complete Streets Assessment and Policy Recommendation, Trails Plan Update, Walkability Audits, and Community Engagement and Stakeholder Education Events.

Virginia Code §15.2-2200 requires local planning commissions to create and approve a comprehensive plan regularly. The Town of Warrenton Comprehensive Plan serves as the guiding document for decision making regarding “development, preservation, public facilities, and other key components of community life.” Linger Longer OTW forwards the state's mandate to improve public health, safety, convenience and welfare by providing pedestrian-centric recreational space within a quarter mile of a number of public amenities (including the Farmers Market, the Warrenton Branch Greenway, and Eva Walker Park).

All of these activities work in tandem to inform continued work in the public health arena. It is from these engagements that interns developed a plan for their demonstration project, informed by past activity and in an effort to further the conversation in a robust, illustrative way.

Linger Longer OTW

Planning Process

PATH Foundation interns were briefed on community concerns in Old Town Warrenton, with a focus on the intersection of Fifth and Main Streets. These concerns included the perception of

increased traffic speed as cars leave town, impaired visibility of pedestrians using crosswalks, and limited accessibility for patrons of South Fifth Street businesses and the weekly Farmers Market. The demonstration project was scheduled for the morning of Saturday, August 5th, overlapping with Kids Day at the Warrenton Farmers Market.

With four days to plan and prepare, the interns first identified two main objectives for their project: first, to increase pedestrian safety; and second, to demonstrate the unrealized potential of South Fifth Street. To market the latter, interns branded the project Linger Longer OTW.

The project design took inspiration from other demonstration projects from Burlington, VT and Rockwell, NY. The interns coordinated with local government, authorities, and business owners to develop project parameters. It was determined that South Fifth Street could be closed to vehicular traffic on the morning of August 5th. Project features would include: curb extensions at the intersection, visual enhancement of the crosswalk, and widened sidewalks with additional seating near the Warrenton Farmers Market.

Schedule

June 20	Introduction to Demonstration Project
July 6	Brainstorming
July 18	Design Workshopping
July 20	PATH Foundation
August 1	Gather Materials/Final
August 5	Project Setup and

Installations

To promote both safety and walkability, interns considered a number of strategies to boost pedestrian safety while decreasing vehicle speed in the area. Curb extensions,

crosswalk dots and widened sidewalks were the major installments used to change the nature of the intersection at South Fifth and Main Streets.

Demonstration projects are notorious for “bending the rules.” The Linger Longer OTW project had all the violated town ordinances on display as a means to continue the conversation long after the demonstration. They included (though were not limited to):

- 2-7 Authorization for Constructing Public Facilities. No public facility shall be constructed, established or authorized unless and until it has been reviewed and approved by the Planning Commission as provided by

Section 15.2-2232 of the Virginia Code, as being in substantial accord with the Town’s adopted Comprehensive Plan. Repair, reconstruction, improvement and normal, minor service extensions of public facilities or public corporation facilities, unless involving a change in the location or extent of a street or public area shall be deemed to be in accordance with Section 15.2-2232 of the Virginia Code. For purposes of this section, widening, extension, enlargement or change of use of public streets, public facilities or public areas shall not be excepted from the requirement of review for Comprehensive Plan conformity.

- 2-21 Obstruction to Vision at Intersections Prohibited. No shrubbery, sign, fence or other similar obstruction to vision between the heights of two and one half (2.5) and ten (10) feet from the ground level shall be permitted within the distance required to provide adequate sight distance to



Enclosed in yellow boxes are the respective “base camps” of the Linger Longer OTW event. The red box identifies the intersection of Fifth and Main Streets, where the curb extension and crosswalk installments were located. Just southwest extending to the corner of the Barbershop (enclosed in blue) is the length of the widened sidewalk and bistro seating.

meet Virginia Department of Transportation requirements.

- 3-4.11.3. Permissible Uses (by special use permit upon approval of the Town Council). [Project does not fall under permissible uses within the Central Business District].
- 6-1.3.1. Except as provided for herein, no sign may be constructed, displayed, erected, altered, installed, used, relocated, replaced or reconstructed until a Sign Permit has been issued by the Zoning Administrator and, where applicable, approved by the Architectural Review Board (ARB), in accord with the provisions of this Ordinance.
- 6-1.6.6 Changeable Copy Signs. Such signs shall include those which have removable elements designed for frequent changing of the message [Sticky Notes].
- 6-2.8 Signs Regulations for the HD District. Sign regulations are the same as for the underlying base residential district, except that properties within the Historic Overlay District and the Historic Corridor Overlay District require a Certificate of Appropriateness from the Architectural Review Board for all signs requiring a sign permit.



Green planters were used to widen sidewalks, promoting more pedestrian activity without compromising the space needed to sit down at the outdoor patio tables that had before occupied over half of the existing walkway.

Curb extensions (marked by potted plants) were used to widen the turn radius needed to make a right onto South Fifth Street from Main Street. These extensions encourage drivers to slow down and take the turn more cautiously. Crosswalk dots were used to draw the attention of drivers toward the crosswalk. As cars head south on Main Street leaving town, they appear to accelerate near the Fifth Street intersection. Crosswalk markings effectively slow vehicular speeds while increasing pedestrian safety.

- 9-19.2.11 Removal of temporary structures and all signs, materials and debris shall be guaranteed in writing and such structures shall be

removed upon termination of the activity.

- 11-3.8.1 Permit Required. In accord with the Code of Virginia, §15.2-2232, no street,

park or other public area or public structure, public utility, public building or public service corporation facility other than railroads, whether publicly or privately owned, shall be constructed, established or authorized unless and until the general location or approximate location, character and extent thereof has been submitted to and approved by the Planning Commission as being substantially in accord with the adopted comprehensive plan or part thereof. Widening, narrowing, extension, enlargement, vacation or change of use of streets or public areas shall likewise be submitted for approval, but paving, repair, reconstruction, improvement, drainage or similar work and normal service extensions of public utilities or public service corporations shall not require approval, unless involving a change in location or extent of a street or public area.

Partners

Linger Longer OTW was possible thanks to the support and cooperation of a number of organizations and individuals. The Town of Warrenton, their Planning and Community Development Department, and the

Warrenton Police Department facilitated and ensured a successful and safe event. Merchants gave their input, space and time: Great Harvest Warrenton, Kelly Ann’s Quilting, and Latitudes Fair Trade Store, among many others. Lee Highway Nursery ensured the planters would be filled and the curbs could be extended by lending truckloads of plants for the event - the dwarf goldenrod and meadow sage of particular benefit to local pollinators, too.

Project Action Timeline

Project materials such as planters, seating and signage were gathered or assembled in the weeks preceding the event. The 24 hour action plan is shown at the bottom of this page.

Limiting Factors

As college students without formal education or training in health promotion or urban planning, there were a number of minor obstacles that made the assignment challenging. From the outset, interns were granted only partial access to South Fifth Street, resulting in a more

Friday, August 4th	
2:00 PM @ Lee Highway Nursery	Pick up plants—three trucks needed
3:00 PM @ The Red Thread	Construct green planters; arrange plants
7:00 PM @ The Red Thread	Finalize staging for Saturday AM
Saturday, August 5th	
5:55 AM @ Great Harvest Warrenton	Coffee!
6:00 AM @ The Red Thread	Setup: Place planters on South Fifth Street Arrange plants at intersection for curb extensions Place tables/seating in widened sidewalk Assemble PATH Foundation information table Position signage Place crosswalk dots Create vegetable washing station
8:00 AM @ South Fifth Street	Warrenton Farmers Market Opening Begin distributing iPad survey Welcome/engage pedestrians
12:00 PM @ South Fifth Street	Warrenton Farers Market Closing Deconstruction of Linger Longer OTW



Photo courtesy of Brandie Schaeffer

confined workspace. Consequently, project design and goals went through a number of varied iterations.

The rigid intern schedule allotted only four formal workdays as a team to plan, prepare and execute Linger Longer OTW. Time spent working on the project outside of the office had to be balanced with the demands of intern “placement” organizations, where they worked

with a number of area nonprofits and local government entities in line with their unique courses of study.

Analysis

Observations

Throughout the day, interns adjusted the location of the planters (creating wider sidewalks) twice. Initially, drivers expressed unfavorable or confused feedback that led interns and planning staff to open the street to traffic when it had initially been blocked off. A short time later, interns further adjusted the planters to widen the road, allowing two cars to pass each other comfortably. The five parallel parking spots on the opposite side of South Fifth Street remained inaccessible to facilitate the street’s opening.

Close to 9:00 a.m., a vehicle struck the cones placed at the corner of the pedestrian refuge closest to Great Harvest, knocking them over. There was no damage to the vehicle and the cones were righted immediately.

When the sidewalks became crowded with people socializing or using the outdoor seating, some individuals and groups walked in the street on the other side of the planters. This presented a safety hazard, given that the street had been opened to through traffic earlier that morning.

Community Feedback

There was an abundance of positive feedback from community members who visited the Linger Longer OTW project. Public feedback was collected with a 12-question iPad survey and two feedback boards. Visitors could leave comments by writing on a sticky note and attaching to a board identifying either what they loved about the project, or what would make it better.

Fauquier County Supervisor Christopher Granger (Center District) said that he “love[d] the bump-outs” [curb extensions], and another patron said “I’d like to see this every weekend.” Similar sentiments were echoed on the community feedback boards. See Appendix Section C for a full list of responses.

Survey Data

The following survey data is drawn from a pool of 33 respondents. All respondents gave verbal consent, and there

were no known risks of participating in the survey.

Demographics: 73.1% of survey respondents were Warrenton residents, or lived within 20 miles of Warrenton. The other 26.9% reported living in Bristow, Chesapeake, Loudoun, Prince William, Rappahannock, Sumerduck or Woodbridge. 73.3% of respondents were female. The majority of respondents were between 46 and 60 years of age (37.9%), with the next biggest cohorts 18 to 25 and those age 60 or older, each comprising 17.2% of respondents.

Installments: When asked which of the installments they liked the **most**, 58.6% of respondents said the wider sidewalk was their preferred change.

When asked **which of the installments made them feel safer**, 39.5% of respondents picked the wider sidewalk along South Fifth Street. 36.8% chose the curb

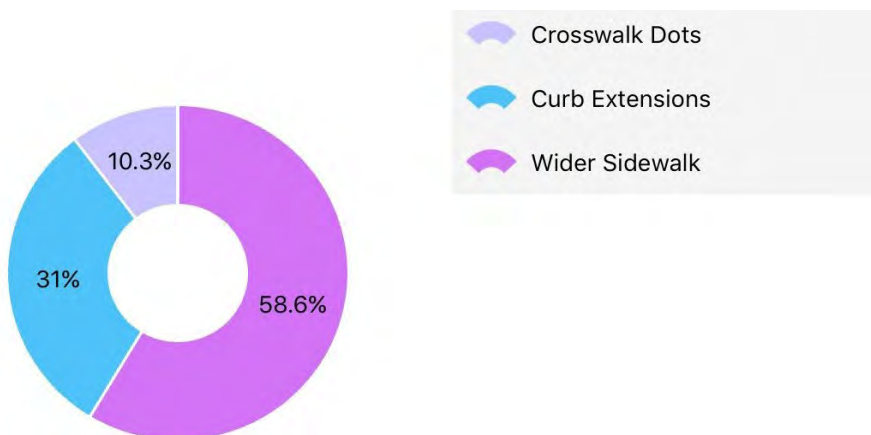
extensions, and 21.1% chose the crosswalk dots. One respondent said none of the options made them feel safer.

An overwhelming 83.3% of respondents said they would visit Old Town more frequently if the installations became permanent, and 89.7% also said they would visit Old Town for a longer amount of time. Reasons why included greater walkability, a safer space for young children, and a more “vibrant and family-friendly” feel. The full list of responses to these two questions is available in Appendix Section B.

Merchant Feedback

On August 11th, PATH Foundation staff Margy Eastham and Elizabeth Henrickson met with Fifth and Main Street merchants Pablo Teodoro (Great Harvest Warrenton) and Lee Owsley (Latitudes Fair Trade Store) to debrief from the Linger Longer OTW event. Kelly Ann Richardson (Kelly Ann’s Quilting) was unable to attend. Ms. Richardson shared her thoughts via email prior to the meeting:

“It was a great experience for the community. I would actually love to see this happen again. Street Sharing works in communities across the world; let’s see if we can make it happen more often in OTW.”



Business was good for Great Harvest: up nearly \$650 from the Saturday prior. While the bakery sees weekend ebbs and flows, it was their best Saturday in a month. Latitudes didn't see an increase in sales - but as Ms. Owsley noted, "it wasn't bad for business, either."

When asked if they had received feedback from other merchants or customers, both Ms. Owsley and Mr. Teodoro named Mary Sullivan from Hartman Jewelers (located at 36 Main Street, next to Molly's Irish Pub). In correspondence with Ms. Sullivan later, she wrote,

"On August 5th, I worked at Hartman's and noticed more foot traffic on Main Street than I had on previous summer Saturdays. Lots of smiling, positive couples and families were on the sidewalks in front of our store (located between Culpeper and 2nd Streets). Our store had many walk-in customers, many who mentioned that they had not been in before. I saw on Facebook that the Linger Longer Project was taking place and I asked our clients and walk-ins if they had been down to 5th Street - every response was very positive. I feel like Hartman's definitely benefitted from the event because it brought new people to Main Street."

Traffic Counters

On Friday, July 28th, two traffic counters were placed on Main Street near the Fifth Street

intersection - one in the northbound lane; one in the south. Timestamped data was collected from that time until Tuesday, August 8th on vehicle volume and average speed.

Conclusion

Future Implications

Linger Longer OTW serves as a template from which the Town of Warrenton and other interested parties can model future demonstrations. This half-day project was accomplished with less than \$1,000 (see Appendix Section A for full budget) - the key to its success was the gracious and giving capacity of its organizers, supporters, and advocates. Costs and project waste were kept to a minimum through established partnerships with local businesses who supplied the seating, landscaping materials and staging area.

Highlighting the successes and challenges faced by this team of interns serves as a learning tool, adding evidence to support a number of other ongoing health and planning activities in Warrenton, such as the Comprehensive Plan. Linger Longer OTW encapsulates hard data informing us of what was done, what the public response was, and how it can be improved. These data alert us of permanent implications, or guide us in the design and

planning phases of more permanent pedestrian fixtures.

There are a number of municipalities across the state with excellent pedestrian infrastructure models: Charlottesville, Fredericksburg and Winchester, to name a few. They feature walking malls, fountains and public art geared toward the pedestrian visitor. Vehicular traffic is permitted, though through sometimes uncomfortable routes - these awkward or confined spaces force traffic to a crawl, and the pedestrian may continue in the right of way.

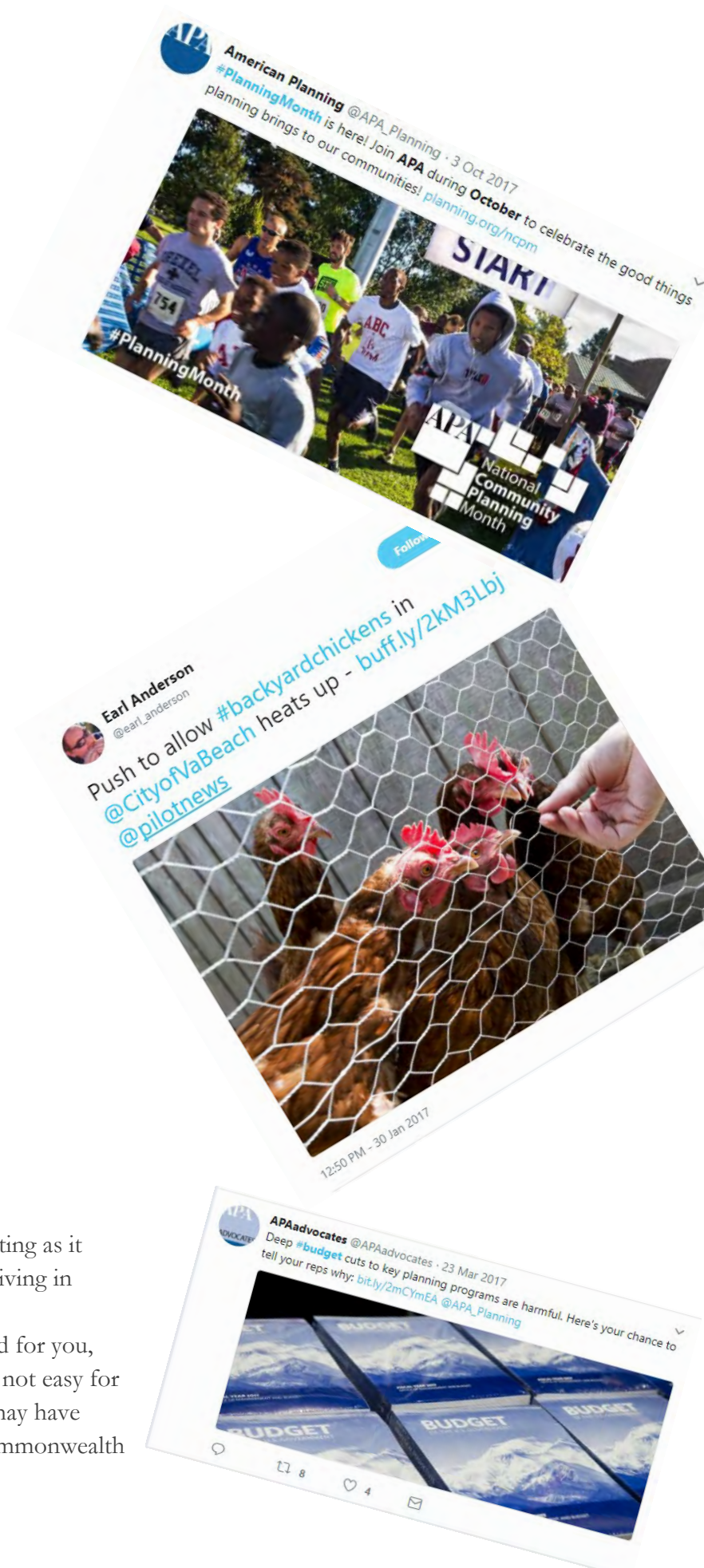


***Brandie Schaeffer** moved to Virginia from Texas in 2003. She studied Public Administration at Texas State University and later obtained her Masters in Planning from Virginia Tech. She immediately proceeded into private sector planning and later formed her own consulting business assisting both private and public sector clients on economic development initiatives. With the encouragement of her two small children, she looked for a job with less travel and was fortunate to take on the role of Director of Community Development for the Town of Warrenton.*

Was 2017 a Good Year in Planning? Let's Check the Tweets

Ann Marie Maloney

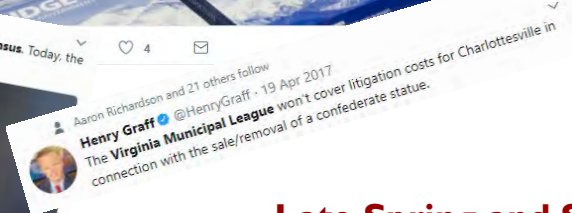
Summing up planning in Virginia in 2017 is intimidating as it invites the inevitable “how could you forget this?” Living in diverse regions as we do, experience is by no means homogenous. But doing things that scare you is good for you, right? And we know keeping up with social media is not easy for many, so here’s an abbreviated review of what you may have missed. National developments that affected the Commonwealth are included.



Winter/Early Spring: Chickens at the Beach; Local Power and Federal Dollars at Stake

In state politics, the controversial law affecting local development proffers remained intact as efforts to change it stalled, while local governments got the green light to regulate short-term rentals. Broadband also dominated the agenda:

The Administration's proposal to eliminate or cut funds for federal programs such as the community development block grant launched a national campaign from planning advocates, along with their counterparts in economic development and other fields.



Late Spring and Summer: Upheaval, Storms, A Few Bright Signs

Sadly, in news no one missed, lawsuit costs became the least of Charlottesville's concerns. Following a white nationalist rally in August, violent protests ensued and a local woman was killed by a man participating in the rally. Two state troopers en route to the protest site died in a helicopter crash.

Concern about the census and flooding also mounted. The bill mentioned in George's tweet proposed \$1 billion per year over the next five years for infrastructure resilience in Va.

Also in May, Northern Virginia was told:





July/August

Over 350 planners descended on the Hotel Roanoke for the 2017 APA Virginia conference to learn more about driverless cars, citizen engagement, and other issues that will shape future communities. Great speakers, breweries, networking, and awesome mac 'n cheese. We know what matters.

Also notable: A record number of nominees for the annual chapter awards. Congrats to our many winners for their awesome planning work.

A nice shoutout from Boones Mill's town manager to the community planning assistance teams:

Hurricane Harvey devastated Houston, offering a sober reminder of how important environmental planning is.

In the aftermath: of the protests, APA Advocates retweeted this Kristin Jeffers tweet.



Fall: Intense Politics, Funding for Regional Projects, Planners Unite!

250 people came to APA's Policy and Advocacy Conference in Washington, D.C. and shared interesting insights:



Planners also met with lawmakers and congressional staff to make their case for a strong census and disaster recovery funding.



November/December

While money surfaces for regional priorities such as broadband, threats to federal financing loomed. Planning advocates kicked into overdrive to fight for key federal programs such as the New Markets Tax Credit and Private Activity Bonds that faced possible death in tax reform proposals.

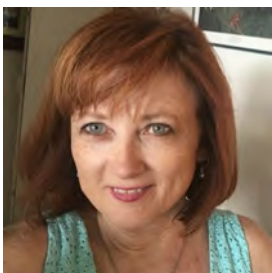
GoVirginia approved a round of grants that included funds to start a digital shipbuilding workforce program at ODU and technology training assistance in Northern Virginia, but a drone facility in York got tabled.

Winter

Success! The final bill retained all of the programs.

Stories Ahead

Endings await for some of the stories in Twitter, while new ones will surface and some will just linger. The federal budget scare went away but will it return? Also, expect more news on driverless cars, income disparity, proffers, state regulation of GIS technicians, infrastructure affordable housing, and much more. If you want more than tweets on hot planning topics, I can safely predict you won't be disappointed if you come to APA Virginia's annual conference in Wintergreen (July 22-25). I don't know yet about the mac 'n cheese.



Ann Marie Maloney is founder of AMSquared LLC, a communications and policy firm in Alexandria, VA that specializes in researching and creating content, particularly in relation to urban planning, tax and economic development issues. She also serves as the Communications Director for APA Virginia. Ann Marie holds a masters degree in public policy (Georgetown University) and a graduate certificate in economic development (Virginia Tech).



LUEP CORNER | WINTER UPDATE



Jonah Fogel, PhD

Out with the old in with the new! 2017 was a fine year for LUEP. We ‘graduated’ over 130 individuals through our Certified programs (planning commissioners and zoning appeals board members combined). We hosted our annual Legal Seminar with 80+ people in attendance. We sold out a co-hosted a one-day workshop on sign ordinance design with APA Virginia. Nearly 20 hours of new session video made its way onto the refreshed [planvirginia.com](#). If you haven’t visited the site in a while, please do. We now have a listserv style [Community of Practice](#), a [document library](#), and searchable [video archive](#) and news.

And what a great conference we had with APA Virginia last year. As always, it was a pleasure to work with APA Virginia board members to develop a fantastic conference agenda. Our pre-conference leadership workshop was well attended, and several sessions helped to build connections between the citizen and professional planning communities. Also, it was an honor to award the first Dogwood Award to the [Lovettsville](#) planning commission. Under the leadership

of Frank McDonough, Lovettsville has reinvigorated its planning tradition, tackled a comprehensive plan update, and reached out to towns throughout the area to improve communication. Well done, and a fine example they’ve set for future awardees!

2018 promises to be just as eventful as last year! In December, LUEP hosted a dialog among solar energy policy groups throughout the state. As many are aware, the local government response to solar development has been “lumpy”, with a variety of approaches to siting and permitting. The December work group focused on possible revisions to guidance to localities, specifically model ordinances. The Rubin Group, VSEDA, industry partners, local government representatives, and the NC Clean Energy Center were invited, among others.

Attendees heard from local governmental planners from Halifax County, Southampton County, and the City of Charlottesville. Presenters shared their experiences developing solar ordinances. Insights from the exchange helped identify possible changes to Virginia’s model solar ordinances, and additional guidance materials for local governments and other audiences.

Land use law, industry best-practices, site development processes, and other emerging issues such as vegetation

management were considered. Attendees also considered the need for educational and technical assistance campaign to inform landowners, local governments, first responders, and other stakeholders.

At the conclusion of the meeting, two preliminary goals were set by the group. First, the group agreed to work towards a one or two-day educational event in mid-March designed to provide education on all aspects of solar development and public policy. Second, the group agreed to research opportunities to fund an ongoing educational campaign. Grants, event registration funds, state appropriations, gifts from corporations and the like were all discussed. Cooperative funding strategies seemed central to this discussion. All that said, there simply needs to be more information sharing and dialog among local planners about local policy design and energy planning. Please get involved...now’s a great time to [engage with your peers!](#)

Finally, 2018’s training [calendar](#) is now up. We have the 93rd Certified Planning Commissioner [registration page](#) live. Registration closes Feb. 9th. Seating is limited.

Jonah Fogel is an Extension Specialist at the Virginia Tech Virginia Cooperative Extension and the Director of the Land Use Education Program (LUEP). You can contact Jonah at

JOB AD



Job Title: Planner
Location: Middle Peninsula
Salary Range: \$22.00/hour - \$30.00/hour
Position Type: Part-Time
Deadline: Open until filled

Job Description

The Berkley Group seeks a qualified, self-motivated applicant to serve as a Planner for the company. It is possible for the position to transition to full time. The position will assist localities in the Middle Peninsula region with planning and zoning functions.

Primary functions include:

- Regular, reliable attendance necessary;
 - Strong customer service in working with the local governments, general public, contractors, architects, developers, public officials, state and federal agencies, etc.;
 - Review of site plans, rezonings, subdivisions, etc., for compliance with the Zoning Ordinance, Subdivision Ordinance, and other local and state regulations, as needed to support localities;
 - Drafting staff reports, filing, and record keeping;
 - Long-range planning project development and management, including minor Comprehensive Plan work such as amendments;
 - Researches and applies for appropriate grant funding; manages grant programs including reporting, financial reimbursement, and project management;
 - Staff support for the Planning District Commission as necessary;
 - Independent and team work on a variety of special projects;
- These duties may evolve or otherwise be amended to meet the needs of contract clients.

Skills & Qualifications

Thorough knowledge of current and long-range planning activities including zoning and code enforcement practices as applicable to the Commonwealth of Virginia; ability to read and interpret local, state, and federal regulations, surveys, site plans, plats, and plans of development; ability to gather and interpret technical and statistical information and prepare technical reports; ability to establish effective working relationships with local staff, regional partnership staff, state agencies, contractors, architects, land developers, associates and the general public; strong verbal and written communication skills. Technical skills, including proficiency in GIS and desktop publishing systems, desirable. **AICP and CZO/CZA credentials preferred.**

EDUCATION & EXPERIENCE

Graduation from an accredited college or university with major course work in planning, public policy, or a field related to urban planning, community development, or public administration.

Submit a cover letter, resume, and three professional references to Todd Gordon at todd@bgllc.net.

The Berkley Group is an Equal Opportunity Employer



jfogel@vt.edu

APA National Planning Conference

New Orleans

April 21-24, 2018

<https://www.planning.org/conference>

Register by February 22nd to lock in the early bird rate!



BOARD POSITIONS



PRESIDENT-ELECT

SPECIFIC RESPONSIBILITIES

The President-Elect shall serve a one-year term immediately preceding becoming President. While in office the President-Elect will have the following duties:

- To actively assist the President in the guidance and coordination of Chapter activities.
- To carry out the duties assigned by the Chapter President.
- To participate in the development of the Chapter Work Plan and the Chapter Budget.
- To assume the duties of the President in the temporary absence or incapacity of the President.
- To learn the functions and duties of the President in anticipation of assuming such office.
- Participate in APA Chapter Presidents Council as able, from election to succeeding to Chapter President position; The fall CPC meeting immediately prior to becoming Chapter President is most important in this regard.

Continued on the following page...



VICE PRESIDENT OF CHAPTER AFFAIRS

GENERAL DUTIES AND RESPONSIBILITIES

The Vice President of Chapter Affairs has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for the planning, managing and implementation of the Chapter's Annual Conference, which is the Chapter's primary professional development event, assists with the planning and execution of regional mini-conferences or symposia events, such as Chapter mini-conferences, and assists in the planning and execution of conferences or meetings associated with APA National, as requested by APA National.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Assists in Chapter leadership;
- Oversees the planning and execution of the Annual Chapter Conference, which includes the following
 - Prepares an annual budget request;
 - Chairs the Annual Conference Planning Committee, which shall be responsible for the following:
 - Recommending future conference locations and dates;
 - Overseeing the planning and execution of the conference, with assistance for the Chapter Administrator as delineated in the Chapter Administrator's contract, including but not limited to:
 - Development of the conference budget;
 - Liaison and preparation of memoranda of understanding with representatives of partner organization(s) if the conference is to be held jointly with another organization(s);
 - Development of requests for conference session proposals and correspondence with selected session presenters;
 - Selection of and coordination with plenary session speakers;
 - Development of conference registration materials and registration options;
 - Preparation of the Conference Program;
 - Management of on-site logistics with conference venue; and,
 - Postmortem review of conference evaluation forms and preparation of recommendations for future conference enhancement

Continued on the following page...



- Provides conference session information in a timely manner to the AICP Professional Development Officer to enable preparation of a final conference program and report in an appropriate format to APA/AICP for Certification Maintenance (CM) credit registration and approval by APA/AICP;
- Forms and meets periodically with a local Conference Host Committee;
- Prepares conference advertisement to the Chapter membership, adjacent APA Chapters, other organizations, and the media, with the assistance of the Vice President for External Affairs
- Prepares a final report to the Board for their Fall meeting on the outcome of the Annual Conference, including recommendations for enhancement of future conferences;
- Provides assistance to Section Directors or others, on the conduct of regional mini-conferences or symposia, with assistance from the Chapter Administrator and Vice President for External Affairs;
- When requested by the President, serves as proxy if the President is unable to be present at a necessary event, including the attendance at the APA National leadership meetings and in meetings of the APA Chapter Presidents Council or so designates this responsibility to another Board member as directed by the President.
- Additional Duties: General Chapter outreach and contributions to the Chapter newsletter

Continued on the following page...



VICE PRESIDENT OF EXTERNAL AFFAIRS

GENERAL DUTIES AND RESPONSIBILITIES

The Vice President of External Affairs has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for enhancing the perception of Chapter to and building relationships with external organizations, other groups, academics, community leaders, and with the media. This position is also responsible for managing the various communication tools used to communicate with the Chapter members, including oversight of the Chapter website, Chapter listservs, and Chapter newsletter. This position also has oversight of the Chapter Awards Program, and liaisons with the Chapter student representatives.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee and performs such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Chapter website: Administers the development and the Chapter's presence on the Internet via a creation and maintenance of a Chapter website. The website should provide general information about the Chapter, including its mission, leadership, committees, Sections, member services and programs, publications and listserv, news and events, opportunities for the professional development of Chapter members, useful links to other organizations, websites and publications, and opportunities for advertising, including a jobs listing. Has responsibility for making recommendations to the Board on Chapter website hosting service vendors, preparing a website hosting service vendor contract for Board action, and oversight of website hosting service vendor contracts, including bringing any vendor contract issues to the Board's attention for remedy, as needed. Works with the Chapter Administrator and Website hosting service vendor to create and maintain the Chapter Website. Makes recommendations to the Board on enhancements to the Chapter Website.
- Chapter Listservs: Oversees listserv development, administration and moderation.
- Chapter Newsletter: Acts as liaison to the Board from the Newsletter Editor(s) and prepares newsletter budget requests. The newsletter is published four times a year. The Vice President of External Affairs should generally oversee newsletter production through maintaining contact with the newsletter editor(s) and Chapter Administrator, helping facilitate the timely production of the newsletter in accordance with Chapter policy, as well as offering ideas for improvement, and providing reports at Board meetings on the needs of newsletter production and the Editor(s).

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- Correspondence with Chapter Members: Utilizes an email bulletin to communicate to all Chapter members about upcoming events and important messages from the Chapter Board on no less frequency than a monthly basis.
- Chapter Awards Program: Oversees activities of the Awards Committee, under the direction of the Awards Committee Chair, including annual Chapter Awards nomination and selection process, and presentation of awards. Works with the Awards Committee Chair to recruit Awards Jury.
- Promote Planning as a Profession: Work with the Vice President of Membership to promote the Chapter to and through Virginia's university student planning programs and Student Planner Organizations.
- Broad Public Marketing Program: Promotes the practice of planning in Virginia to the broader public, including issuance of media press releases. Works with affiliate organizations on the Chapter's annual conference sponsorship opportunities and seek, where appropriate, sponsorship participation on affiliated organizations' conferences.
- When requested by the President, serves as proxy if the President is unable to be present at a necessary event, including the attendance at the APA National leadership meetings and in meetings of the APA Chapter Presidents Council or so designates this responsibility to another Board member as directed by the President;
- Additional Duties: Serving on the Annual Conference Planning Committee, general Chapter outreach, contributions to the Chapter newsletter, meets with other organizations to ascertain interest in partnering with the Chapter on Chapter activities and programs in order to implement the Chapter Development Plan and Annual Work Plan.

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VICE PRESIDENT OF LEGISLATIVE & POLICY AFFAIRS

GENERAL DUTIES AND RESPONSIBILITIES

The Vice President of Legislative & Policy Affairs has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for oversight of the Chapter's legislative and policy program, chairs the Legislative & Policy Committee, and in coordination with the President, prepares and manages the Chapter's Legislative & Policy Consultant contract.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Chapter Legislation & Policy Program: Prepares Board Work Plan actions and annual budget requests to implement such Work Plan.
- Legislative & Policy Committee: Chairs the Legislative & Policy Committee, which has the following responsibilities
 - Preparing the Chapter's Legislative & Policy agenda and recommending it to the Board for approval by September;
 - Preparing and recommending to the Board amendments to the Chapter's "Guidelines for Taking Positions on Pending Legislation";
 - Preparing issue/white papers to supplement the Chapter's Legislative & Policy agenda;
 - Providing expert testimony to legislative or policy study committees;
 - Providing other support to legislative or policy efforts.
- Coordination of Legislative & Policy Consultant: With the President, coordinates the search process and recommends to the Board for approval a Chapter Legislative & Policy consultant. Prepares the Legislative & Policy Consultant contract for approval by the Board, and monitors the contract. Is the primary point of contact between the Chapter and the Legislative & Policy Consultant. Ensures the timely compensation is made to the Consultant as per the terms set forth in the Consultant's contract. Oversees the tracking of legislation during each General Assembly Session and prepares timely alerts to the Chapter Board and the Chapter membership regarding pending legislation of interest. Reports to the Board on Legislative Committee activities and matters brought to the attention of the Chapter by the Legislative & Policy Consultant, which may necessitate quick action by the Board and Chapter. In coordination with the Legislative & Policy Consultant, prepares position statements on pending legislation or policies for consideration and approval by the

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Board, which are consistent with the Chapter's "Guidelines for Taking Positions on Pending Legislation." Oversees the preparation of a final report for distribution to the membership of the actions taken during each General Assembly session as they pertain to land use planning and zoning enabling authority, in coordination with the Legislative & Policy Consultant. Oversees the preparation of an annual update to the Chapter's publication, *Managing Growth and Development in Virginia: Tools Available to Local Governments* by October, in coordination with the Legislative & Policy Consultant. Coordinates and provides Chapter guidance to the Consultant's lobbying activities. Ensures that the Consultant files the necessary annual Lobbyist registration and annual reporting requirements with the Commonwealth of Virginia.

- Compliance with APA Policies Pertaining to Lobbyist: Is familiar with APA policies pertaining to Chapter lobbying activities and ensure compliance with such, including adherence to 501 (c)(3) tax status conditions or other tax status conditions, as allowed by APA.
- Coordination with APA National Legislative & Policy Staff and APA National Legislative & Policy Agenda: Is familiar with the adopted APA National Legislative & Policy agenda and makes the Chapter membership aware of such, including providing updates to the Chapter as prepared by and received from the APA National Legislative & Policy Staff. Participates in the annual APA Federal Policy and Program Briefing and Planners Day on the Hill, and coordinates and prepares a state delegation for such. Coordinates the Chapter's review and comments on draft APA Policy Guides. Coordinates and participates in the Delegate Assembly at the APA National Conference.
- Chapter Awards Program: Prepares nominations to the Chapter Awards Program Jury for recognition of state elected officials' efforts to advance the Chapter's mission
- When requested by the President, serves as proxy if the President is unable to be present at a necessary event, including the attendance at the APA National leadership meetings and the meetings of the APA Chapter Presidents Council or so designates this responsibility to another Board member as directed by the President;
- Additional Duties: Supports Chapter outreach to the General Assembly and Governor's Office, and provides material for the Chapter newsletter.

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VICE-PRESIDENT OF MEMBERSHIP

GENERAL DUTIES AND RESPONSIBILITIES

The Vice-President of Membership has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for receiving and being familiar with the Chapter membership prepared by APA National, reporting to the Board on Chapter membership characteristics and trends, contacting new Chapter members to welcome them into the Chapter and advise them of Chapter membership resources, assessing Chapter membership satisfaction with membership services, and recommending approaches for growing the membership and retaining Chapter members.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- **Chapter Membership Roster:** Maintain up-to-date contact information with APA to receive monthly and quarterly membership updates. Report membership trends to the Board on a quarterly-basis, noting, in particular, any significant drop or increase in total membership and by membership type.
- **Chapter-Only Membership:** Promote the benefits of Chapter-only membership option for those who do not wish to be members of APA, and maintain up-to-date registration forms on the Chapter's website.
- **Contact with New Chapter Members:** Send a welcome letter to all new Chapter members, advising them of Chapter resources, such as the Chapter website, newsletter, and listservs. Solicit their interest in serving on Chapter committees or participating in other Chapter activities and advise Board and other Chapter leadership of such interest.
- **Contact with Non-Renewing Chapter Members:** Send a letter to all non-renewing Chapter members, inquiring as to the reason for not renewing their membership to ascertain ways in which Chapter or APA services can be improved in the future to address any concerns related with Chapter or APA services. Report these findings to the Board on a periodic basis.
- **Membership Survey:** Periodically, at the direction of the Board, prepare and conduct a membership survey of all Chapter members to ascertain member satisfaction with current Chapter services and needs for improving such.
- **Increase Student Membership:** Early in the school year, as part of a student planner outreach program, send speakers to or write to Student Planning Associations at university planning programs to provide information about APA and the Chapter and how to join.

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VICE PRESIDENT OF SECTIONS

GENERAL DUTIES AND RESPONSIBILITIES

The Vice President of Sections has the normal duties of a Board member, as delineated in the “Board of Directors General Duties and Responsibilities” and in the Chapter Bylaws. This position is primarily responsible for oversight of the operation of Chapter’s Sections, including correspondence with all Section Directors, preparation of Section budget requests, approval of Section activities and expenditures, and implementation of the Board’s Work Program as it pertains to Sections.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Execution Committee to perform such duties as delineated in the “Board of Directors General Duties and Responsibilities” and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Coordination of Section activities in association with all elected or appointed Section Directors.
- Ensures Consistency of election or appointment of Section Directors and Section operations with the Chapter Bylaws. Recommends removal of Section Directors for failure to perform duties as set forth in the Chapter Bylaws, in accordance with the removal procedures set forth in the Chapter Bylaws.
- Maintains an accurate and updated list of Section Directors and provides such to the Secretary.
- Requests from all Section Directors Annual Section budget requests and prepares an annual budget request for Sections. Ensures that budget requests are consist with and implement the approved Board Work Plan.
- Encourages Section Directors to offer professional development opportunities via Section events, and supports the registration process for any Section event which seeks to offer Certification Maintenance (CM) credit via coordination of necessary registration materials with the AICP Professional Development Officer.
- Reviews and approves all Section activities and expenditures, as prepared by Section Directors
- With the Section Directors, maintains “Sections” page(s) of the Chapter website.
- Coordinates an annual meeting of all Section Directors during the Annual Chapter Conference.
- When requested by the President, serves as proxy if the President is unable to be present at a necessary event, including the attendance at the APA National leadership meetings and in meetings of the APA Chapter Presidents Council or so designates this responsibility to another Board member as directed by the President.
- Coordinates with the Vice President of Membership in outreach to Student Planning Organizations at university planning programs throughout the Commonwealth to encourage student participation in Section events, and Section participation in university/student organization events.
- Additional Duties: Supports outreach to the Chapter, provides material for the Chapter newsletter

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AICP PROFESSIONAL DEVELOPMENT OFFICER

GENERAL DUTIES AND RESPONSIBILITIES

The AICP Professional Development Officer has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for promoting professional development and continuing education for the Chapter's AICP members and for those Chapter members interested in becoming AICP members. The AICP Professional Development Officer Shall be an AICP member.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Outreach: Includes the following duties:
 - Promoting membership in AICP by oral/written communication with the Chapter members at conferences, workshops, etc., and through the Chapter newsletter, Website, Chapter listservs, and other media;
 - Providing assistance to all Chapter members interested in AICP membership, by providing all necessary information about qualifications, examination schedules, the AICP Code of Ethics and Professional Conduct, etc.;
 - Providing assistance to all Chapter AICP members regarding the AICP Certification Maintenance (CM) program, including information about the CM program and CM credit opportunities; and,
 - Provide assistance to APA National/AICP office staff when called upon, to meet with or otherwise communicate with Chapter members interested in AICP membership, to determine if they meet eligibility requirements.
- Assist in interpreting the AICP Code of Ethics and Professional/Responsibility for Chapter Members
- AICP Exam: Planning and implementing Chapter programs to assist candidates for AICP membership, including exam preparation alternatives. Includes the following duties:
 - Maintaining an e-mail contact list of Chapter members interested in the AICP exam and issue semi-monthly AICP exam status updates;
 - Organizing AICP exam preparation/information sessions for Chapter members interested in taking the AICP exam;
 - Maintaining up-to-date AICP exam information on the Chapter's website;

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- o Acting as a clearing house for Chapter member inquiries about AICP exam; and,
 - o Working with AICP and its annual AICP exam scholarship program.
- Certification Maintenance (CM): Includes the following duties:
 - o Maintaining an e-mail contact list of Chapter members interested in the CM program and issuing semi-monthly CM updates via this contact list;
 - o Acting as the Chapter's coordinator for all Chapter-sponsored activities eligible for CM credits, and coordinating entry of these activities into AICP CM credit registration system, including sessions that are part of the Chapter's Annual Conference, mini-conferences or symposia, or Section-sponsored events;
 - o Organizing an AICP Ethics seminar at the Chapter's Annual Conference;
 - o Maintaining the Chapter's CD lending library for CM program credits;
 - o Planning and coordinating seminars, on-line programs and other CM opportunities for Chapter members;
 - o Maintaining up-to-date CM program information on the Chapter's website; and,
 - o Acting as a clearinghouse for Chapter member inquiries about the CM program.
- Planning School Accreditation: Responsible for assuring Chapter input to the accreditation review of university Planning programs within the Chapter area.
- Other Continuing Education: Includes the following duties:
 - o Planning Chapter professional development workshop/seminars and assisting with Chapter and Section conferences/programs, including programs aimed at training of planning commissioners and elected officials;
 - o Cooperating with university faculty liaisons in developing continuing education programs with Planning programs within the Chapter area; and,
 - o Serving as the Chapter's advocate for a strong continuing education program to ensure a high level of professional development of all AICP/APA members.
- Visibility: Responsible for initiating and implementing Chapter programs to increase the visibility of professional planning and the importance of AICP membership to planners, employers, and the public served.
- Ethics: Serving as the Chapter's advocate for a strong support of the AICP Code of Ethics and Professional Conduct by all Chapter AICP members, and for strong adherence to, and enforcement of, the Code by all AICP members.
- Organizational Tie with AICP Commission: Maintaining an on-going relationship with the AICP Commission by offering recommendations/comments, sharing results of Chapter programs involving professional development and continuing education, attending AICP/PDO sessions at the APA National Conferences, and developing a strong relationship with the AICP Region II Commissioner.

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TREASURER

GENERAL DUTIES AND RESPONSIBILITIES

The Treasurer has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for oversight of the Chapter budget and financial management, including budget preparation and monitoring post-adoption, preparation of budget amendments, authorizing budget expenditures, preparation of financial reports to the Board, and preparation of required financial reports to APA National, and assisting the Chapter Administrator in the filing of Chapter tax returns and in the bi-annual audit.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- **Budget Preparation:** Prepares, in cooperation with the President and Chapter Administrator, an annual budget to implement the adopted Board Work Plan, after forecasting revenues from various sources and soliciting input on Work Plan expenses from all Board members. The proposed budget is drafted during the Summer and presented to the Board for review and adoption in September. The budget must be approved by the Board no later than September 30. In cooperation with the Chapter Administrator prepares budget amendments as necessary, including allocation of revenue from the Annual Chapter Conference and other Chapter mini-conferences or symposia or revenue of other sources.
- **Financial Accounting:** Oversees establishment and maintenance of Chapter bank accounts (checking, savings, certificates of deposit, etc.). Arranges for issuance of debit cards to Board members, as per the adopted Board policy on "Issuance and Use of Debit Cards." Authorizes all expenditures as per adopted Chapter budget, as signatory with the President on bank account checks. Oversees the review of all accounts payable, debit card statements, and reimbursements requests from board members as prepared by the Chapter Administrator for proper documentation and consistency with the approved Chapter Budget prior to authorizing approval and payment for such. Reviews quarterly financial reports prepared by the Chapter Administrator and prepares a summary memo to the Board within 30 days of the end of each quarter. Tracks budget expenditures in the Board's Work Plan. Oversees the preparation of a year-end financial report for the Board in coordination with the Chapter Administration and Secretary. Transmits monthly financial statements and year-end financial report to the APA National Executive Office via the Chapter Administrator.

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- Tax Preparation/Insurance/Incorporation: Coordinate, through the Chapter Administrator, required tax return for submission to the Internal Revenue Service and the Commonwealth of Virginia, by February 15th. Maintains, through the Chapter Administrator, the Chapter's insurance and articles of incorporation.
- The State Corporate Commission Audit: Prepares, with the assistance of the Chapter Administrator, a professional audit or financial review of the Chapter's finances.
- Fundraising/Advertising/Sponsorships: Coordinates with Board members, editors of Chapter publications, the Chapter Administrator, the Newsletter Editor, and others to prepare an annual sponsorship strategy. Coordinates, through the Chapter Administrator, a current list of potential sponsors, implementing sponsorship campaign activities, and exploration of new opportunities for expanding revenues, including pursuit of grants made available through APA National.
- Oversees the maintenance of financial records and accounts which shall be open for inspection at all times by Chapter members and which shall be subject to audit.

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SECRETARY

GENERAL DUTIES AND RESPONSIBILITIES

The Secretary has the normal duties of a Board member, as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws. This position is primarily responsible for correspondence with Board members and the Chapter Administrator regarding Board meeting notices, Board meeting agenda preparation with the President, the recording and preparation of Board meeting minutes, retention and updating of Chapter leadership rosters, retention and updating of the Chapter Bylaws, "Board of Directors General Duties and Responsibilities", and Chapter policies, and correspondence with APA National Executive Offices regarding transmittal of required Chapter reports.

EXECUTIVE COMMITTEE RESPONSIBILITIES

- Serves on the Executive Committee to perform such duties as delineated in the "Board of Directors General Duties and Responsibilities" and in the Chapter Bylaws.

SPECIFIC RESPONSIBILITIES

- Oversees, in coordination with the President, preparation of a fiscal year calendar of Board meetings and the preparation of Board meeting agendas. Notifies Board members of meetings, and coordinates dissemination of Board meeting agenda materials prior to Board meetings. Works with the Chapter Administrator to reserve meeting space and other meeting accommodations.
- Keep accurate records and minutes of all Board meetings, posts the most recent Board meeting minutes on the Chapter's website, and provides summaries of Board actions following each Board meeting to the Chapter Newsletter Editor(s) for publication in the Chapter newsletter.
- Maintains and keeps current the Chapter Board and other Chapter leadership rosters.
- Coordinates, through the Chapter Administrator, transmittal to the APA National Executive Offices of a list of all Chapter Officers, including their addresses and telephone numbers, within 30 days of their election or appointment.
- Coordinates, through the Chapter Administrator, notifying the APA National Executive Offices the results of all Chapter elections balloting.
- Coordinates, through the Chapter Administrator, transmittal to the APA National Executive Offices all required reports, as outlined in the Chapter Minimum Performance Criteria. This shall include, but not be limited to, year-end financial reports.
- Coordinates, through the Chapter Administrator, transmittal to the APA National Executive Offices one copy of each Chapter publication, including but not limited to the Chapter newsletter.

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- Maintains an up-to-date and useable set of Chapter Bylaws, and submits amendments to the APA National Executive Office, as necessary. Maintains an up-to-date and usable set of Chapter Development Plan, annual Work Plan, Board Duties and Responsibilities, and all policies approved by the Board.
- Maintain an archive library consisting of at least one (1) copy of each publication of the Chapter.