



## NOTICE AND AGENDA

### BOARD OF GOVERNORS MEETING

**Friday, December 6, 2019, 8:30 a.m. – 1:00 p.m.**

**Registration and continental breakfast at 8:30 a.m., Meeting at 9:00 a.m.**

University of Denver, Craig Hall Community Room, 2148 S. High Street, Denver, 80208

Dress is Business Casual

**Reception Thursday, December 5, 2019 5:00 PM, Art Hotel Fire Lounge, 1201 Broadway, Denver, CO 80203**

The CBA Board of Governors will meet at the above time and place. Registration and continental breakfast will be from 8:30 a.m. – 9:00 a.m. The meeting will begin promptly at **9:00 a.m.** and is expected to conclude no later than 1:00 p.m.

10 minutes	1.	Call to Order, Welcome and Introduction of New Members	Kathleen Hearn Croshal
30 minutes	2.	Presidents Report & Recognition of Past President John Vaught	Kathleen Hearn Croshal & John Vaught
5 minutes	3.	Executive Directors Report	Amy Larson
10 minutes	4.	CBA Financials	Mary Jo Gross <b>(3-10)</b>
5 minutes	5.	Consent Agenda	Kathleen Hearn Croshal
	a.	Approve minutes from June 14, 2019 Board of Governors Meeting	<b>(11-18)</b>
	b.	Approve Courtney Holm's appointment to the ABA House of Delegates	
15 minutes		BREAK	
50 minutes	6.	Law School Transparency Project	Kyle McEntee
30 minutes	7.	Networking Activity	Kathleen Hearn Croshal
15 minutes		BREAK	
10 minutes	8.	YLD Report	Danae Woody

10 minutes	9.	New & Young Lawyers Task Force Report	Joi Kush <b>(19-22)</b>
10 minutes	10.	Greater Colorado Task Force Report	Ian McCargar
20 minutes	11.	Court of Appeals Report	Chief Judge Steve Bernard
20 minutes	12.	Diversity & Inclusivity Committee and Diversity on the Bench Coalition Report	Patricia Jarzowski <b>(23-42)</b>
	13.	Adjournment	Kathleen Hearn Croshal

Please contact Jessica Lindzy, [jlindzy@cobar.org](mailto:jlindzy@cobar.org) if you are unable to attend the meeting. Board representatives unable to attend the meeting can send someone else from their constituent in their place; that person will not be able to vote. Please let Jessica know if an “alternate” will be attending the meeting.

# Colorado Bar Association

## Balance Sheet

For the Four Months Ending October 31, 2019

		<b>Assets</b>	
<b>Checking Accounts</b>			
CSBT Checking Account	<u>\$1,526,262.87</u>		
<b>Total Checking</b>		<b>1,526,262.87</b>	
<b>Savings Accounts</b>			
CSBT Managed Fund Acct	1,950,042.66		
Raymond James Managed Fund	<u>4,817,087.72</u>		
<b>Total Savings Accounts</b>		<b>6,767,130.38</b>	
<b>Other Assets</b>			
Deposits, Rent	63,604.84		
Deposit, Planned Benefit Systems	2,585.35		
Postage Accounts	22,173.91		
Prepaid Expense	85.00		
Accounts Receivable Trade	122,815.76		
Furniture and Equipment & Comp	305,042.54		
1290 Leasehold Improvement As	531,789.48		
1290 Right of Use Lease Asset	1,307,681.09		
CBA Intercompany	112,305.23		
Due from DBF for DBF/BBB Exp	5,672.50		
CBF Intercompany	151,972.68		
Deferred Comp	<u>26,538.45</u>		
<b>Total Other Assets</b>		<u><b>2,652,266.83</b></u>	
<b>Total Assets</b>			<u><b>10,945,660.08</b></u>
<b>Liabilities</b>			
<b>Payables</b>			
Payroll deductions Payables	6,340.99		
Postage Meter Payable	(7,534.15)		
Local Bars Payable	10,356.50		
Other Payables From Dues Collec	55.00		
Payroll Taxes Payable	0.02		
Income Tax Payable	(6,410.76)		
Sales Tax Payable	30.05		
Dues Refunds Payable	<u>(455.00)</u>		
<b>Total Payables</b>		<b>2,382.65</b>	
<b>Other Liabilities</b>			
Deferred Comp	33,846.15		
Accrued Compensation (vacation)	148,080.35		
1290 Lease Liability	<u>1,990,025.34</u>		
<b>Total Other Liabilities</b>		<u><b>2,171,951.84</b></u>	
<b>Total Liabilities</b>			<b>2,174,334.49</b>
<b>Equity</b>			
<b>Sections</b>			
Business Law Section	69,694.68		
Criminal Law Section	26,702.52		
Family Law Section	47,861.65		
Judiciary Section	1,270.77		
Natural Resources Section	28,577.61		
Litigation Section	100,713.98		
Trust & Estate Section	41,731.74		
Real Estate Section	98,607.31		
Taxation Law Section	8,434.23		
Water Law Section	16,651.12		
Environmental Law	16,384.61		
Worker's Comp Section	24,359.29		
Solo/Small Firm Section	25,859.46		
Agricultural Law Section	8,510.81		
Intellectual Property Section	54,599.13		
Health Law Section	20,302.85		
Administrative Law	7,836.38		

# Colorado Bar Association

## Balance Sheet

For the Four Months Ending October 31, 2019

Alternative Dispute Res.	\$7,931.54		
Communication Law	6,671.64		
Construction Law	33,578.84		
Disability Law	5,309.17		
Elder Law	17,078.70		
Gaming,Ent,Sports	6,219.76		
Immigration Section	5,333.83		
International.Comp Law	5,669.11		
Juvenile Law	6,213.48		
Labor Law	68,977.46		
Government Counsel	19,652.85		
Military Law	3,656.29		
Civil Rights	4,664.08		
Cannabis Section	2,870.00		
<b>Total Section Equity</b>		<b>791,924.89</b>	
<b>Restricted Equities</b>			
Pro Bono Equity Acct	921.24		
Justice for All - 2	34,352.55		
COBALT Scholarship Funds	9,840.00		
Federal Pro Se	119,976.26		
<b>Total Restricted Equity</b>		<b>165,090.05</b>	
<b>Other Equity</b>			
Unappropriated Surplus	5,957,018.73		
YTD Revenue over Expenses	1,857,291.92		
<b>Total Other Equity</b>		<b>7,814,310.65</b>	
<b>Total Equity</b>		<b>8,771,325.59</b>	
<b>Total Liabilities and Equity</b>			<b>10,945,660.08</b>

**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
For the Four Months Ending October 31, 2019

	October	YTD	Budget	Variance	%	Last Year YTD
<b>Revenues</b>						
<b>Dues</b>						
Dues Income Senior	(\$60.00)	\$1,820.00	\$3,040,000.00	(\$3,038,180.00)	0%	\$2,406,401.25
Dues Income Junior	100.00	100.00		100.00	0%	112,055.00
Dues Income Intermediate		472.50		472.50	0%	316,702.50
Dues	34,852.50	2,680,410.00		2,680,410.00	0%	
Dues Income Associate	543.75	13,883.75		13,883.75	0%	13,485.00
Dues Income Retired	540.00	33,290.00		33,290.00	0%	29,670.00
Dues Income Inactive	870.00	57,750.00		57,750.00	0%	60,060.00
Dues Income Patron	737.50	16,962.50		16,962.50	0%	16,151.25
<b>Total Dues</b>	<b>37,583.75</b>	<b>2,804,688.75</b>	<b>3,040,000.00</b>	<b>(235,311.25)</b>	<b>92%</b>	<b>2,954,525.00</b>
<b>Other Revenues</b>						
Sales Income Pamphlets	361.57	846.28	700.00	146.28	121%	422.66
Department Revenue	7,003.00	18,897.00	44,500.00	(25,603.00)	42%	7,382.00
Our Courts	2,000.00	2,000.00	10,000.00	(8,000.00)	20%	
Federal Pro Se Clinic			150,000.00	(150,000.00)	0%	
Justice for All - 2			5,000.00	(5,000.00)	0%	
CLE Income			45,000.00	(45,000.00)	0%	
TCL Income	50,027.27	142,063.67	306,500.00	(164,436.33)	46%	110,487.00
Leadership Training	32,200.00	32,200.00	34,000.00	(1,800.00)	95%	32,000.00
Interest Income	25,029.37	23,610.79	50,000.00	(26,389.21)	47%	6,896.65
Royalty Misc	38.75	19,667.89	42,000.00	(22,332.11)	47%	17,373.43
Royalty Lexis					0%	502.30
Credit Card Processing Fee/Rebates	640.00	1,045.00	1,000.00	45.00	105%	655.00
Copies Income					0%	44.81
Rent Income Sub Tenants					0%	4,080.00
Section Admin Fee	6,884.56	27,538.24	75,000.00	(47,461.76)	37%	26,440.00
Misc Income	0.63	2.10		2.10	0%	(0.09)
<b>Total Non Dues Revenue</b>	<b>124,185.15</b>	<b>267,870.97</b>	<b>763,700.00</b>	<b>(495,829.03)</b>	<b>35%</b>	<b>206,283.76</b>
<b>Total Revenue</b>	<b>161,768.90</b>	<b>3,072,559.72</b>	<b>3,803,700.00</b>	<b>(731,140.28)</b>	<b>81%</b>	<b>3,160,808.76</b>

**Expenses**

**General and Administrative Human Resources**

**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
**For the Four Months Ending October 31, 2019**

	October	YTD	Budget	Variance	%	Last Year YTD
Salaries	\$29,748.23	\$118,012.71	\$447,669.00	(\$329,656.29)	26%	\$162,999.74
Employee Benefits	6,779.39	28,725.28	74,861.00	(46,135.72)	38%	30,536.76
Human Resources Expense (Advertising)			1,360.00	(1,360.00)	0%	
Medical Expense Reimbursement			10,880.00	(10,880.00)	0%	
Employment Taxes	1,501.63	8,348.02	37,672.00	(29,323.98)	22%	12,035.44
Employee Training			3,400.00	(3,400.00)	0%	87.04
Employee Asst. Program			3,026.00	(3,026.00)	0%	
<b>Total G&amp;A Human Resources</b>	<b>38,029.25</b>	<b>155,086.01</b>	<b>578,868.00</b>	<b>(423,781.99)</b>	<b>27%</b>	<b>205,658.98</b>
<b>G&amp;A Building and Equipment</b>						
Computer Maintenance & Programming	3,308.20	9,056.79	41,480.00	(32,423.21)	22%	6,865.87
Computer Supplies	91.46	91.46	2,040.00	(1,948.54)	4%	391.63
Depreciation	7,999.19	31,996.76	36,584.00	(4,587.24)	87%	6,062.00
Library					0%	662.87
Office Equipment			1,360.00	(1,360.00)	0%	
Office Machine Rental		322.84	1,601.00	(1,278.16)	20%	964.26
Personal Property Tax			772.00	(772.00)	0%	
Rent	15,083.52	60,513.89	94,291.00	(33,777.11)	64%	73,474.13
Repairs and Maintenance		18.09	5,032.00	(5,013.91)	0%	87.92
<b>Total Building and Equipment</b>	<b>26,482.37</b>	<b>101,999.83</b>	<b>183,160.00</b>	<b>(81,160.17)</b>	<b>56%</b>	<b>88,508.68</b>
<b>G&amp;A Support/Operational Expense</b>						
Audit		15,260.00	15,130.00	130.00	101%	14,688.00
Bank Charges & Credit Card Fees	2,077.97	42,144.85	74,800.00	(32,655.15)	56%	40,679.95
Clerical Assistance			1,020.00	(1,020.00)	0%	
Dues to Outside Organizations		138.72	4,080.00	(3,941.28)	3%	337.28
Income Tax	6,300.00	6,300.00	51,000.00	(44,700.00)	12%	14,000.00
Insurance	10.00	17,936.58	22,440.00	(4,503.42)	80%	19,332.90
Internet/E-Mail Expense	428.52	1,078.73	3,332.00	(2,253.27)	32%	811.46
Legal Expense	1,888.04	1,888.04	6,800.00	(4,911.96)	28%	2,109.36
Membership Dues Collection		13,799.42	12,240.00	1,559.42	113%	17,090.59
Member Parking			1,061.00	(1,061.00)	0%	3,317.04
Miscellaneous Expense	571.10	2,010.83	2,040.00	(29.17)	99%	7,896.59
Office Supplies	592.78	1,119.12	4,760.00	(3,640.88)	24%	2,219.71
Office Amenities	726.05	2,715.04	8,160.00	(5,444.96)	33%	2,011.19
Office Photocopying			6,120.00	(6,120.00)	0%	2,196.08
Payroll Service	145.60	1,096.13	4,420.00	(3,323.87)	25%	1,119.85
Postage	243.90	789.25	2,720.00	(1,930.75)	29%	516.48
Professional Services	2,444.38	9,783.45	2,720.00	7,063.45	360%	151.81

**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
For the Four Months Ending October 31, 2019

	October	YTD	Budget	Variance	%	Last Year YTD
Printing & Stationery	\$1,949.06	\$2,097.67	\$680.00	\$1,417.67	308%	\$1,270.02
Telephone	3,829.03	5,781.61	5,780.00	1.61	100%	1,574.75
Travel		217.19		217.19	0%	8.16
<b>Total Admin Support.Operational Exp</b>	<b>21,206.43</b>	<b>124,156.63</b>	<b>229,303.00</b>	<b>(105,146.37)</b>	<b>54%</b>	<b>131,331.22</b>
<b>Total G&amp;A Expenses</b>	<b>85,718.05</b>	<b>381,242.47</b>	<b>991,331.00</b>	<b>(610,088.53)</b>	<b>38%</b>	<b>425,498.88</b>
<b>Governance</b>						
ABA Annual Meeting	4,036.53	11,121.18	6,000.00	5,121.18	185%	3,211.02
ABA Midyear Meeting			4,000.00	(4,000.00)	0%	
ABA Delegate Expense		1,176.31	6,000.00	(4,823.69)	20%	3,448.77
ABA Bar Leadership Institute			6,000.00	(6,000.00)	0%	
Board of Governors			20,000.00	(20,000.00)	0%	6,900.48
Executive Council	101.92	778.19	6,100.00	(5,321.81)	13%	464.19
Governance (other than listed)	10.94	10.94		10.94	0%	
Local Bar Visits	30.00	743.40	10,000.00	(9,256.60)	7%	5,107.97
Officers & Directors	3,621.79	6,400.85	15,000.00	(8,599.15)	43%	3,761.94
Great Rivers	1,127.92	1,917.08	5,000.00	(3,082.92)	38%	752.05
<b>Total Governance</b>	<b>8,929.10</b>	<b>22,147.95</b>	<b>78,100.00</b>	<b>(55,952.05)</b>	<b>28%</b>	<b>23,646.42</b>
<b>Departments</b>						
The Colorado Lawyer						
Salaries, Benefits and Taxes	19,895.24	79,281.64	246,083.00	(166,801.36)	32%	78,719.24
General Expenses	28,637.19	123,894.29	359,900.00	(236,005.71)	34%	109,166.66
<b>Total Colorado Lawyer Exp.</b>	<b>48,532.43</b>	<b>203,175.93</b>	<b>605,983.00</b>	<b>(402,807.07)</b>	<b>34%</b>	<b>187,885.90</b>
Communication and Membership Department						
Salaries, Benefits and Taxes	21,114.42	82,709.87	264,009.00	(181,299.13)	31%	62,719.59
General Expenses	17,298.81	49,054.93	180,000.00	(130,945.07)	27%	50,314.21
<b>Total Communication and Membership Department</b>	<b>38,413.23</b>	<b>131,764.80</b>	<b>444,009.00</b>	<b>(312,244.20)</b>	<b>30%</b>	<b>113,033.80</b>
Access to Justice & Local Bar Relations						
Salaries, Benefits and Taxes	13,831.21	57,687.28	184,113.00	(126,425.72)	31%	55,915.73
General Expenses	188.33	697.73	15,020.00	(14,322.27)	5%	4,158.47
<b>Total Access to Justice &amp; Local Bar Relations</b>	<b>14,019.54</b>	<b>58,385.01</b>	<b>199,133.00</b>	<b>(140,747.99)</b>	<b>29%</b>	<b>60,074.20</b>
Family Violence 9 West Program						

**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
**For the Four Months Ending October 31, 2019**

	October	YTD	Budget	Variance	%	Last Year YTD
Information Technology Dept						
Salaries, Benefits and Taxes	\$15,265.10	\$60,865.68	\$207,383.00	(\$146,517.32)	29%	\$62,274.22
General Expenses	401.15	13,464.79	80,000.00	(66,535.21)	17%	12,154.23
<b>Total Information Technology Department Expenses</b>	<b>15,666.25</b>	<b>74,330.47</b>	<b>287,383.00</b>	<b>(213,052.53)</b>	<b>26%</b>	<b>74,428.45</b>
Law Practice Management/Risk Management Department						
Salaries, Benefits and Taxes					0%	20,842.09
General Expenses					0%	15,625.64
<b>Total Law Practice Mngmnt/Risk Management</b>					<b>0%</b>	<b>36,467.73</b>
Legislative Department						
Salaries, Benefits, Taxes & Consulting	27,276.03	79,770.21	173,500.00	(93,729.79)	46%	44,166.47
General Expenses	47.96	3,307.48	15,800.00	(12,492.52)	21%	5,023.05
<b>Total Legislative Department</b>	<b>27,323.99</b>	<b>83,077.69</b>	<b>189,300.00</b>	<b>(106,222.31)</b>	<b>44%</b>	<b>49,189.52</b>
Membership Department						
Section & Committee Department						
Salaries, Benefits and Taxes	16,331.07	67,757.27	209,003.00	(141,245.73)	32%	70,634.86
General Expenses	349.56	3,333.05	10,000.00	(6,666.95)	33%	4,608.39
<b>Total Section &amp; Committee Department</b>	<b>16,680.63</b>	<b>71,090.32</b>	<b>219,003.00</b>	<b>(147,912.68)</b>	<b>32%</b>	<b>75,243.25</b>
Public Legal Education Dept						
Salaries, Benefits and Taxes	11,185.53	30,212.68	88,350.00	(58,137.32)	34%	25,490.11
General Expenses	237.05	742.30	84,000.00	(83,257.70)	1%	3,007.57
<b>Total Public Legal Education Dept</b>	<b>11,422.58</b>	<b>30,954.98</b>	<b>172,350.00</b>	<b>(141,395.02)</b>	<b>18%</b>	<b>28,497.68</b>
<b>Total Departments</b>	<b>172,058.65</b>	<b>652,779.20</b>	<b>2,117,161.00</b>	<b>(1,464,381.80)</b>	<b>31%</b>	<b>624,820.53</b>
<b>Meetings</b>						
Past Presidents Dinner	32.00	4,532.00	9,000.00	(4,468.00)	50%	
<b>Total Meetings</b>	<b>32.00</b>	<b>4,532.00</b>	<b>9,000.00</b>	<b>(4,468.00)</b>	<b>50%</b>	
<b>Committees</b>						



**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
**For the Four Months Ending October 31, 2019**

	October	YTD	Budget	Variance	%	Last Year YTD
Committees General Expense	\$77.09	\$439.61	\$2,000.00	(\$1,560.39)	22%	(\$393.10)
Committees Contingency Expense			6,000.00	(6,000.00)	0%	
Awards Committee		1,063.36		1,063.36	0%	588.15
Bill of Rights Committee					0%	36.48
Cannabis Law Committee	86.74	145.63		145.63	0%	66.83
Ethics Committee	3,456.55	4,341.31	13,000.00	(8,658.69)	33%	3,172.95
Joint D & I / N & Y			34,000.00	(34,000.00)	0%	
Public Legal Education Committee (Law Ed.)	264.99	264.99		264.99	0%	411.31
Modern Law Practice Initiative	172.41	671.81	14,850.00	(14,178.19)	5%	219.45
Legal Fee Arbitration Committee	10.00	55.50		55.50	0%	39.43
Legislative Policy Committee			2,000.00	(2,000.00)	0%	
Military Law Committee					0%	5.00
Diversity in the Profession Committee			1,000.00	(1,000.00)	0%	1,768.20
Nominating Committee					0%	158.28
Professional Liability Commitment		12.96		12.96	0%	23.36
Professionalism Committee	263.52	1,025.19	3,000.00	(1,974.81)	34%	1,372.22
Spanish in the Legal Profession		62.28	3,000.00	(2,937.72)	2%	449.00
<b>Total Committees</b>	<b>4,331.30</b>	<b>8,082.64</b>	<b>78,850.00</b>	<b>(70,767.36)</b>	<b>10%</b>	<b>7,917.56</b>
Special Programs						
ADA Reimbursement Program			2,000.00	(2,000.00)	0%	
Access to Justice	(1,064.19)	(78.11)	9,000.00	(9,078.11)	-1%	653.38
Appellate Pro Bono Program			1,000.00	(1,000.00)	0%	
Casemaker Cost		21,592.17	95,000.00	(73,407.83)	23%	28,607.40
CJC Veterans Program					0%	104.09
LAF/COLTAF GRANTS (MBNA)			15,000.00	(15,000.00)	0%	
Leadership Training	108.16	9,926.15	60,000.00	(50,073.85)	17%	7,715.15
Local/Diversity Bar Programs			5,000.00	(5,000.00)	0%	
Our Courts	265.22	2,069.34	25,000.00	(22,930.66)	8%	3,657.19
Pamphlet Cost	312.93	1,252.04	3,000.00	(1,747.96)	42%	
Young Lawyers Division	4,221.31	7,497.23	33,150.00	(25,652.77)	23%	17,861.24
<b>Total Special Programs</b>	<b>3,843.43</b>	<b>42,258.82</b>	<b>248,150.00</b>	<b>(205,891.18)</b>	<b>17%</b>	<b>58,598.45</b>
Contingencies						
Federal Pro Se Clinic	11,102.40	38,655.78	150,000.00	(111,344.22)	26%	41,538.52
Justice for All - 2	9,749.88	64,719.06	5,000.00	59,719.06	1294%	17,500.89
Initiative Contingency		74.60		74.60	0%	24.00
Legislative/Ballot			10,000.00	(10,000.00)	0%	

**Colorado Bar Association**  
**Statement of Revenue and Expenses**  
**For the Four Months Ending October 31, 2019**

	<u>October</u>	<u>YTD</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Last Year</u> <u>YTD</u>
Long Range Planning	\$128.79	\$269.73	\$10,000.00	(\$9,730.27)	3%	
Presidential Projects		505.55	5,000.00	(4,494.45)	10%	512.88
New Building Expense					0%	154,915.13
<b>Total Contingency Fund</b>	<b>20,981.07</b>	<b>104,224.72</b>	<b>180,000.00</b>	<b>(75,775.28)</b>	<b>58%</b>	<b>214,491.42</b>
<b>Total Expenses</b>	<b>295,893.60</b>	<b>1,215,267.80</b>	<b>3,702,592.00</b>	<b>(2,487,324.20)</b>	<b>33%</b>	<b>1,354,973.26</b>
<b>Revenue over Expenses</b>	<b>(134,124.70)</b>	<b>1,857,291.92</b>	<b>101,108.00</b>	<b>1,756,183.92</b>	<b>1837%</b>	<b>1,805,835.50</b>



**Board of Governors Meeting  
June 14, 2019  
Cheyenne Mountain Resort  
Colorado Springs**

1. Call to Order, Welcome and Introduction of New Members - President John Vaught called the meeting to order at 9:06 a.m. John recognized the following members; Senator Bob Gardner, Representative Terri Carver, Representative Matt Gray, Judge Lino Lipinsky, Judge Ted Tow, Judge Gordon Gallagher, Judge Elizabeth Weishaupl and Judge Steven Bernard. New members introduced themselves.
2. Executive Director's Report – Patrick Flaherty reported on external programs and internal operations. External programs have a communication challenge and we are working on a framework to simplify it with CASES. Connect – through CBA Community and CLE symposiums. Advocacy – the CBA has stellar reputation under the dome. Support – MGMTHQ, an online resource for how to run a law firm and the CNA rollout as the approved carrier. Educate – new pricing structure with CLE, through sections and the section satisfaction survey. Serve – FPSC, in just 11 months of opening, has 3x more clients than any other clinic like this in the country. Internal operations – finances and budget on track, the CBA moved after decades to a new space which went smooth due to great planning. The new space offers great new AV options. CBA-CLE is back on track. Membership; the CBA is one of two states to increase in raw numbers and market share. Strategic plan – we are on track with the main goals.
3. Legislative Update – Jeremy Schupbach thanked our Legislator representatives who have been instrumental in our work at the capitol. He said he has been working with our contract lobbyist, Elisabeth Rosen who is highly accomplished, extremely well respected and is working hard to learn the CBA. This session our section representatives and LPC members reviewed the majority of the 598 bills introduced and took positions on 47 bills. We authored two bills this session as well.
4. LPC Policies and Procedures- John Vaught reported that the LPC is looking to have written policies to ensure that there is clarity and consistency with respect to our positions on bills and our message at the capitol
5. Joi Kush thanked John Vaught for the last year, the CBA has great leaders to keep us moving forward. Joi reported on a successful YLD Regional Summit, they are looking forward to Lake Tahoe next year.
6. CBA Treasurer, Mary Jo Gross announced the Waterman Fund, which is hosted by the DBA is available to all Colorado attorneys. Mary Jo presented the financial report and 2019-20 budget overview. We have an investment committee in place, most departments are on

budget and revenue over expenses is significantly over budget.

7. Graham Gerritsen chair of the Cannabis Committee made a request for the Cannabis Committee to become a Section. He gave history of committee and as a section they will have dues and become more self-sustaining. Mike Elliott made a motion to approve the Cannabis Committee becoming the Cannabis Section. Seconded by Joi Kush. Discussion was had. Approved by the majority.
8. John Vaught gave the Presidents' report. He reported his focus is 80% on outstate Colorado. Working on Vice President representation, MLPI unbundling, menu pricing and how you practice law in outstate Colorado. John reminded members of the MLPI event in Grand Junction. He would like to have a small firm seminar in all regions, 7 different seminars. He spoke about the great relationship we have with CLE. John recognized the ABA delegates and thanked them for their efforts to get the broadband resolution started. Colorado will argue for 40 million for broadband in August. He presented Megan Garnett with a gift of appreciation.
9. COLAP Executive Director Sarah Myers and Deputy Director Chip Glaze did a presentation on the Colorado Lawyer Assistance Program (COLAP). Announced there are exhibit tables out in lobby.
10. The December 7, 2018 Board of Governors meeting minutes were approved as submitted
11. Mary Jo Gross's appointment to CBA Treasurer was approved.
12. Ian McCargar and Judge Amanda Hopkins' at-large appointments to the CBA Executive Council were approved.
13. John Vaught, Mark Fogg and Joi Kush's appointment to the ABA House of Delegates was approved.
14. Region 1 Vice President Emma Garrison presented the CBA Region Vice-Presidents Manual and Best Practices Guide.
15. Governor's broke out by Region to discuss local bar issues. See Appendix A for breakout notes.
16. John Vaught made some brief remarks on broadband and the ABA resolution going forward in August.
17. Jessica Yates, Attorney Regulation Counsel, gave a brief introduction of herself and presented the 2018 Annual Report. The report contains information about attorney registration and admission numbers.
18. Chief Justice Nathan Coats reported on the state of the judiciary.
19. John Vaught thanked Dick Gast, Mark Fogg and Janet Drake for their service on the Executive Council. He recognized Melissa Nicoletti who is retiring after 22 years and thanked staff members Amy Larson, Jeremy Schupbach, Jessica Lindzy, Lindsey O'Brien, Amy Sreenen, Adrian Romero, Shelby Knafel and Susie Klein for all their work over the last year. John presented plaques to the Executive Council members whose terms were ending. He shared that he is proud of diversity and inclusivity efforts, that access to justice is so important and that is thankful for this experience as CBA President.

20. Chief Justice Nathan Coats swore in Kathleen Hearn Croshal and John Vaught presented her with her gavel. Kathleen thanked John for his work over the past year and gave her history along with some remarks. She stated her focus is on the E and U goals for the next year with a spotlight on young lawyers and greater Colorado. She's looking forward to work with Patty Jarzowski on diversity and inclusivity, Dick Gast on access to justice and John Vaught with broadband.
21. There being no further business the meeting adjourned at 12:35 p.m.

Respectfully Submitted,

Jessica Lindzy, CBA Governance Liaison

## **Appendix A**

### **Breakouts by Region – June 14, 2019 Board of Governors Meeting**

1. What are the best ways your Region VP can communicate with you and serve as your liaison to the CBA? What are the barriers to communication and what tools would reduce those barriers improving communication between you, your Liaison, and your local bar? Consider things like geography, schedules, Population density, emails, in-person meetings, conference calls, video calls, etc.
2. What have you enjoyed about being a Board of Governor? What are the best ways to identify other talented and service-oriented people such as yourselves to serve in leadership positions? Think of your own experience and those of others around you. Consider things like involvement in committees, activities, greeting at events, etc.

#### **Region 1 (group one) –**

What is the preference of communication from the VP?

- There were questions about how it is happening now. Thoughts are to make sure to reintroduce themselves as VP.
- Monthly update – here’s what we did, here’s what we talked about it, here’s what is coming up.
- Send more pictures from the event that you are talking about.

What do you care about/want to know about?

- Pro Bono Clinic at the Federal Justice Center – showing what “good” is going on
- Discussion points to have with people in the bar, events, or community volunteerism.
- Sending the meeting notes from the executive council meetings.
- More information about the roles. Didn’t know information about the role. What are the expectations?
- Would be helpful to have a call from the VP about being appointed.
- Be told what we should be caring about.
- Is there ever a time for the DBA BOG members to convene besides BOG.

- There used to be a cocktail reception before the BOG meetings to update about potential issues that came up at the CBA.
- Ryann suggested a conference call prior to BOG meetings to discuss any upcoming issues.
- Would like the VP to make an ask from the person.
- If there is a way to capture all of this that we're talking about and have a one-time meeting to take these comments and distill them down to action items. Maybe one or two weeks after this week, with an agenda, to discuss these action items.
- Make sure that the Board of Trustees materials are being distributed.
- If you are thinking about being on the Board in the future, it is helpful to attend the meetings.

What do you enjoy about the role?

- Seeing people that you haven't seen in a while, social networking aspect.
- Watching the strategic goals being implemented and the governance of the DBA.
- Being forced out of the practice bubble and meet more people.
- Seeing what the CBA is doing for its members and communicate with their group's members.

Do you feel empowered to be an ambassador?

- Make an ask in the email and then yes.

How do we get people more involved?

- Ask people and encourage them to pursue leadership.
- Thinking about giving names of successors from committees, bar associations, sections, etc.
- We should think about this throughout your terms.
- Let leadership know who might be good.
- Micro volunteerism.
- The DBA/CBA joint steering committee is developing a "pipeline" list, let leadership know of people who should be on that list
- In addition to sharing information about roles, share information about committees, sections, etc.

### **Region 1 (group two) –**

What is the preference of communication from the VP?

- CBA Region 1 Community Forum
- Is there a local bar or a board of governors?
- Summer/fall social so the reps get to know one another
- Phone call (decision trees)

New leadership –

- Suggestions within (from current Board of Governors reps)
- Getting to the law schools

- Sending people to events to explain what our governance is and how to get involved
- Leadership through testing commitment and a better job of delegating

### **Region 2 –**

- All region 2 attendees introduced themselves and identified roles within BoG. The group wishes that significantly more time would be afforded for this particular exercise and discussion.
- Discussed lack of broadband issues in Lincoln and Albert county in addition to resources issues regarding broadband including at prisons and in schools.
- Judge Weishaupl was very passionate about the importance of this issue.
- Good places to allocate resources to are Last Chance, CO and Hugo, CO.
- Kiowa, CO is lacking in broadband coverage as well.
- Surprisingly, many areas in Aurora lack broadband coverage.
- The Douglas Bar wants to strengthen the bench and especially county courts. They are hoping for more member participation and are looking for guidance from the CBA on membership engagement.
- Discussed upcoming Region #2 VP opening. Judge Tow explained the role and purpose of the VP. Judge Ted Tow suggested Porya Mansorian apply, Sam Cherish informed that us he wishes to self-nominate and be considered for the VP position, and Dawn Rodgers informed us that she wishes to self-nominate and be considered for the position.

### **Region 3 –**

1. Do we have the correct # of people on the local board of governors?  
 Boulder – 8  
 Larimer – 3  
 Weld – 2  
 13<sup>th</sup> JD – 1
2. Take back to leaders to make sure you have the correct # of BOG reps.
3. Best way to communicate with BOG members?
  - In person, phone, email? Getting info from Executive Council?
  - T. Katz - prefers email mostly, if discussion is needed it should be in person at the time of meetings with local bar association
  - D. Gast – term day, 80+ member at bar present, report what’s going on with the CBA
  - A. Peek - more info would be great. What info?
  - T. Katz - would like to know about MGMTHQ as a resource
  - A. Peek - online resources are good because of distance from in person events
  - T. Katz - wants to know about tech updates at the CBA level – like Casemaker
  - Ross - wants to know about specific agendas, tell BOG then they can share with the local bar associations
4. What do we like/not like about being on BOG?



- K. Riley - great place for updates from CBA. Why Fridays?
- Varied opinions as to Friday vs. Saturday meetings. Some want their Saturdays for families, some rather to have on Saturday
- Hard to keep up with meeting, put summary resources online or distribute to provide to local bar
- T. Katz – meetings with Region, smaller scale

#### **Region 4 –**

1. Emails important, what is message, conference calls
2. Who takes responsibility in the local bars and activities? Urge people to graciously step down with life happens, succession and what is life happens.

#### **Region 5 –**

Region needs to determine three nominees for the Colorado Bar Association’s (“CBA”) 2021/2022 presidency. Judge Hayden Kane would accept the position. Joi Kush was also mentioned as a nominee. Representatives decided to involve Kristi Dorr-Gilkes, Executive Director of the El Paso County Bar Association, in this conversation.

Representatives discussed the advantages of Casemaker, CLEs and the Broadband initiative by the CBA.

The Heart of the Rockies Bar used their own funds to provide broadband for practicing attorneys.

The location of the building is Salida, Colorado.

The 12<sup>th</sup> Judicial District equipped each of its courtrooms with Wi-Fi.

#### **Region 6 –**

Contact - Email and phone are best

Would like a region forum on the message board

People enjoy the networking of attending the BOG events

Local bar association distribution lists to include a contact from the other local bar associations, to keep the region informed of events

Word of mouth is the best way to identify others for leadership roles

One of the major concerns is the time and distance, time and cost to attend the meetings. This might prohibit some from being able to fully participate. We discussed how much local bars contribute to the cost (not much).

#### **Region 7 –**

The largest barrier is geography and time. It is really hard to get in person meetings due to the distances. The region is so large it is difficult to have the whole region meet as a group. Here are some great suggestions from this group:

1. Zoom call or video call, annual telecall, some BOG reps indicated that they would also invite some local members on the annual call in addition to the BOG. This addresses distance.
2. Quarterly regular meeting.
3. Joint events between bars in the region CLE President visits, etc.
4. Use the Court of Appeals liaison Judge visits to bring the regions and bars together
5. Have the Vp go with the Liaison judge on local visits
6. Use CLE events to join to bars

7. Each President of local bar should receive a master calendar of events to coordinate and support each other's events
8. 7<sup>th</sup> Region Website for info and events hosted by CBA
9. 7<sup>th</sup> Region google master calendar for events that those in region may want to go to or can combine and work off of.
10. Have a special 7<sup>th</sup> Region meeting during time carved out at the BOG meeting
11. 9th JD and Pitkin County Bar do support each other and it is cost prohibitive to pay for two bars but would be nice if members from both could get the emails for both as some people have offices in Aspen, and Glenwood so it covers both areas
12. Be in the communication loop for scheduling of the President visit to maximize attendance from bar members
13. Coordinate dinner the night before BOG for Reps
14. Blast emails to all members of 7<sup>th</sup> Region

Jessica identified what the Northwestern Bar does, CLE, a holiday party and now just started doing a 7:30 am first Friday coffee, Steamboat and that the other regions would be invited to those

9th JD does events at least 1-2 events per month, coffee, Cle, Bench bar Happy hour, sometimes only 5 people, but trying to be consistent. They are centrally located which helps

Pitkin County Bar members do not tend to travel and stay to events in Aspen itself.

Continental Divide Bar- covers 4 counties and has generally quarterly meeting and then bench bars occasionally

The table discussed that they really enjoy the networking; meeting attorneys from different geographic areas and different practice areas. They also really enjoyed spending time catching up with these in their region It is also an important value to engage the minds of the BOG and get them working with other attorneys on projects to brainstorm solutions.

Each local bar should sponsor the BOG trip paying mileage and covering cover one night at a hotel, as this would get more people involved in the BOG where travel is cos prohibitive. Not all bars in this region do that, the Northwestern and the Pitkin Bar do.

Have the BOG rep meet with the Local bar leaders for lunch to discuss those that are future or potential leaders and engage them

Have BOG members greet members of the bar to access interests

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## NEW AND YOUNG LAWYER STRATEGIES

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The Colorado Bar Association and the Denver Bar Association (“CBA/DBA”) must implement innovative and sustainable ways to engage new and young attorneys (“NYAs”). To achieve this goal, the CBA and DBA must focus on ways to utilize NYAs by integrating them throughout the CBA/DBA. By focusing on the following proposals the CBA/DBA can remain a relevant and central resource for the next generation of lawyers, across the state.

1. **Practical skills**: Future leaders of the CBA/DBA need help from tenured members of the bar in developing the practical and leadership skills required to thrive in practice and to lead the legal community. The Colorado Bar Association and Denver Bar Association (“CBA/DBA”) can provide this training through expanding existing programming and creating strategic, targeted opportunities for New and Young Attorneys (“NYAs”) to learn.
2. **Networking**: Future leaders of the bar must identify and build their professional communities. CBA/DBA can meet this need by giving NYAs meaningful ways to connect with other members of the bar and with the broader community.
3. **Exposure**: For the CBA/DBA to thrive, NYAs need to develop their presence within the legal community; the CBA/DBA can provide consistent and innovative opportunities for professional promotion. Additionally, by better marketing and publicizing the opportunities within the CBA/DBA, NYAs will become better engaged with the CBA/DBA and its resources.
4. **Volunteerism**: Both NYAs and our general membership have identified finding opportunities to volunteer as a key service the CBA/DBA can offer; to stay relevant to the future leaders of the bar, the CBA/DBA must build a diverse library of opportunities for engagement to cultivate a culture of enhanced volunteerism to meet member needs.
5. **Infrastructure**: To adjust to the communication methods of the next generation of leaders, the CBA/DBA must dedicate specific resources to implement lasting, measurable, and tangible changes.

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## NEW AND YOUNG LAWYER STRATEGIES

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MISSION: Utilize and engage new and young attorneys by integrating them throughout the bar associations.

**Proposal # 1 – Practical skills: Future leaders of the bar associations need help from tenured members of the bar in developing the practical and leadership skills required to thrive in practice and to lead the legal community. The Colorado Bar Association and Denver Bar Association (“CBA/DBA”) can provide this training through expanding existing programming and creating strategic, targeted opportunities for New and Young Attorneys (“NYAs”) to learn.**

1. Enhance leadership development opportunities specifically for NYAs.
2. CBA and DBA YLD’s strengthen partnership with CBA CLE and other organizations (such as CTLA, CDLA, PELA, etc.) to focus on targeted CLEs for NYAs.
3. Partner with existing pro bono / “low bono” / limited scope programs to provide NYAs the opportunity to take cases or otherwise volunteer to build skills in practice.

**Proposal #2 – Networking: Future leaders of the bar must identify and build their professional communities. CBA/DBA can meet this need by giving NYAs meaningful ways to connect with other members of the bar and with the broader community.**

1. Develop metrics for determining success (and needed improvements to) networking events. Define list of value propositions and ensure each event delivers on one stated proposition.
2. Develop standard operating procedures (SOP) for hosting networking events.
3. Host consistently scheduled/calendared events with a proven history of success to leverage CBA/DBA YLD brand recognition.
4. Reframe engagement of senior/broader bar association at “YLD” networking events; find concrete ways to challenge and encourage tenured members of the bar to engage in these events.

**Proposal #3 – Exposure: For CBA/DBA to thrive, NYAs need to develop their presence within the legal community; the CBA/DBA can provide consistent and innovative opportunities for professional promotion. Additionally, by better marketing and publicizing the opportunities within the CBA/DBA, NYAs will become better engaged with the CBA/DBA and its resources.**

1. Increase awareness of leadership opportunities for NYAs within the CBA/DBA to show the value proposition of membership.
2. Design a comprehensive engagement package or pipeline for NYAs that is comparable to a customer onboarding/lifecycle strategy in a commercial setting.
3. Spotlight NYAs within the broader CBA/DBA communities to highlight this core group of our membership and the benefits of being plugged in to CBA/DBA.

**Proposal #4 – Volunteerism: Both NYAs and our general membership have identified finding opportunities to volunteer as a key service the CBA/DBA can offer; to stay relevant to the future leaders of the bar, the CBA/DBA must build a diverse library of opportunities for engagement to cultivate a culture of enhanced volunteerism to meet member needs.**

1. Work with the CBA/DBA to reframe the definition of volunteerism to promote a culture of volunteerism (beyond only pro bono services) and community engagement across the CBA/DBA; catalyze NYAs to generate momentum across the bars.
2. Create an online CBA/DBA clearinghouse to allow NYAs (and other members) to find current opportunities that meet their needs and interests.

**Proposal #5 – Infrastructure: To adjust to the communication methods of the next generation of leaders, the CBA/DBA must dedicate specific resources to implement lasting, measurable, and tangible changes.**

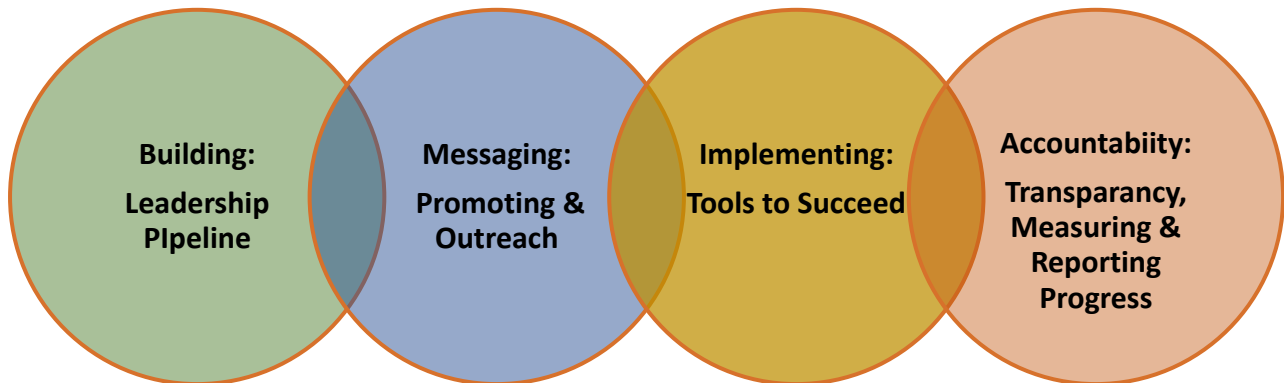
1. Collaborate with bar staff to manage implementation of this plan and the pipeline of NYAs for engagement.
2. Rethink strategies for digital information sharing and automate opportunities for engagement.
3. Design a strategic communications plan that matches communications to needs and interests.
4. Create internal SOP for getting interested NYAs involved in connection with specific proposals above.

5. Use systematic and data-driven analysis to review programs, initiatives, and efforts in a longitudinal and iterative way.



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## Governance & Leadership Diversity & Inclusivity Action Plan



# **PILLAR 1**

## **BUILDING: A LEADERSHIP PIPELINE**

**GOAL 1 Make leadership appointment process transparent, simple, and encouraging**

**STRATEGY 1 Consistent nominating committee and appointment procedures each year**

**STRATEGY 2 Year-round communication and promoting of leadership opportunities and leadership application process**

**GOAL 2 Build a Pool of diverse candidates for leadership positions**

**STRATEGY 1 Partner with internal and external stakeholders to identify diverse candidates**

**STRATEGY 2 Implement ACTNOW Initiative (Appointing Critical Talent NOW)**

**STRATEGY 3 Increase the number of diverse leaders so CBA/DBA leadership reflects the diversity of the profession in Colorado**

**GOAL 3 CBA/DBA Diversity Committee is engaged in the leadership appointment and nomination process**

**STRATEGY 1 Influence decision makers making appointments**

**STRATEGY 2 Help promote unknown diverse candidates to break barrier of known candidates getting appointment priority**



## **PILLAR 2 MESSAGING: PROMOTING & OUTREACH**

**GOAL 1 Create and maintain a robust diversity & inclusivity web page**

**STRATEGY 1 Create a prominent and simple web interface**

**STRATEGY 2 Keep webpage relevant, updated and dynamic**

**GOAL 2 Create innovative messaging strategies to promote D/I/E across all platforms**

**STRATEGY 1 Embrace new strategies around messaging and education**

**STRATEGY 2 Incorporate a diversity/inclusion/equity section in CBA/DBA print publications**

**STRATEGY 3 Promote D/I/E in online platforms including social media and communities**

**STRATEGY 4 Encourage bar leaders promote D/I/E at live events including meetings, events, summits, local bar visits**

**STRATEGY 5 Create a mechanism to acknowledge, listen to and respond to criticism and negative feedback**

**PILLAR 3  
IMPLEMENTING: TOOLS TO SUCCEED**

**GOAL 1 Generate organizational wide engagement in achieving D/I/E goals**

**STRATEGY 1 Create champions and ambassadors within each governing body**

**GOAL 2 Educate leaders, governing bodies and decision makers around D/I/E issues**

**STRATEGY 1 Offer ongoing CLE/education/programming/training throughout the year**

**STRATEGY 2 Ensure the CBA/DBA Joint Diversity and Inclusivity Steering Committee stays educated on current trends and innovative ideas**

**GOAL 3 Solidify new policies and procedures where needed to achieve D/I/E goals**

**STRATEGY 1 Draft and have CBA EC and DBA Bot approve new policies and procedures**

**GOAL 4 More robust and consistent engagement with Diversity Bar Associations**

**STRATEGY 1 Increase the number CBA/DBA leaders who attend diversity bar events and meetings**

**STRATEGY 2 Design joint social and networking events with diversity bars and CBA/DBA sections, committees, leadership, and other internal stakeholders**

## **PILLAR 4**

### **ACCOUNTABILITY: TRANSPARANCY, MEASURING & REPORTING PROGRESS**

**GOAL 1 Introduce organizational wide accountability and responsibility in achieving CBA/CBA D/I/E goals**

**STRATEGY 1 Bar leaders throughout all the nooks and crannies of the CBA/DBA are responsible for achieving D/I/E goals**

**GOAL 2 Determine demographic baseline for CBA/DBA governing body leadership positions and track and report progress**

**STRATEGY 1 Survey members of governance nooks and crannies to determine demographic baseline pursuant to the Refocus 20/202 Strategic Plan goal to, "track and report on diversity at all levels Compare data when possible."**

**GOAL 3 Track and report progress achieving D/I/E goals**

**STRATEGY 1 Create transparent and consistent reporting to CBA/DBA governing bodies on progress achieving D/I/E goals**

**GOAL 4 Collect feedback from members serving on governing bodies about their experience and perception whether the governing body promoted a d/i/e environment**

**STRATEGY 1 Survey members of governing bodies asking questions targeted at gathering feedback around inclusivity, engagement, satisfaction, and perceptions**

**STRATEGY 2 Create process for members and leaders of governing bodies to report in real time issues around non-inclusive behavior accompanied by a mechanism to address problems.**

**GOAL 5 Make CBA/DBA Joint D&I Steering Committee a standing committee**

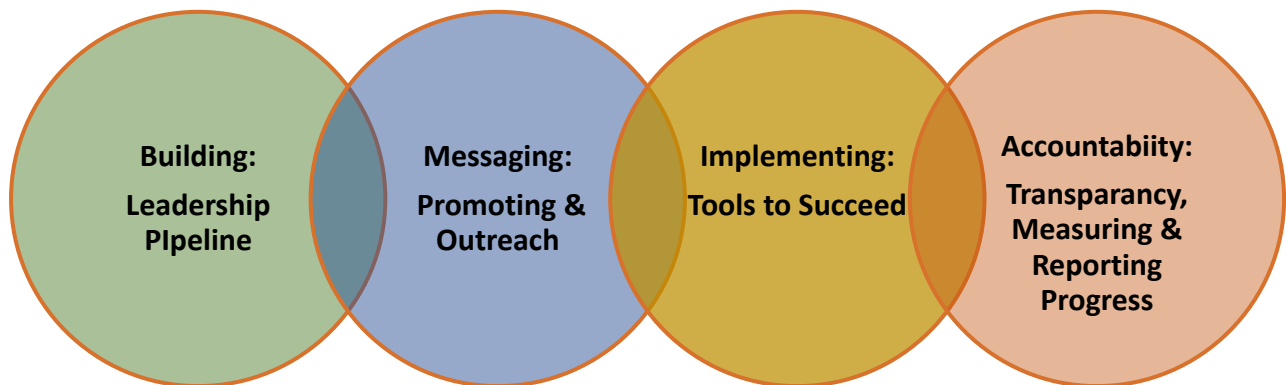
**STRATEGY 1 Solidify members, representatives, succession, terms as committee moves forward**

**STRATEGY 2 Consider use of working groups to implement D/I/E goals**



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## 2019-2020 Governance & Leadership Diversity & Inclusivity Action Plan



# PILLAR 1

## BUILDING: A LEADERSHIP PIPELINE

### Building a broader and more diverse pool of leadership applicants

It is important to be intentional about recruiting diverse members. It will not happen organically.

- To encourage diverse leaders to apply for openings, transparency, clarity and personal one-on-one, meaningful outreach are critical.
- Blast emails are ineffective without meaningful outreach.

### GOAL 1 Make leadership appointment process transparent, simple, and encouraging

#### STRATEGY 1 Consistent nominating committee and appointment procedures each year

##### ACTION 1 Create a standardized application process

- Date | Create an application that includes a resume, and letter of interest for the position ✓
- Date | Application includes question around diversity, inclusivity, equity
- Date | Collaborate with nominating committee to draft application
- Date | Interview the candidates ✓
- Date | Use early indication deadlines to create additional time to build applicant pool ✓

##### ACTION 2 Draft detailed description of leadership positions' duties, qualifications, and terms so applicants easily understand the position and the role of the governing entity ✓

- Date | Description includes the role and purpose of the governing entity
- Date | Description includes meeting frequency and location
- Date | Description includes links to governing body website page

##### ACTION 3 Memorialize application/nomination process with a checklist and timeline

- Date | Circulate early in the process, checklist and timeline to nominating committee chair and committee
- Date | Post application/nomination timeline on webpage ✓

#### STRATEGY 2 Year-round communication and promoting of leadership opportunities and leadership application process

##### ACTION 1 Publish leadership opportunities regularly throughout the year in the C Brief, D Brief, TCL, and The Docket and other print platforms

- Date | Include volunteer leader and staff person contact info to learn more information

##### ACTION 2 Publish leadership opportunities regularly throughout the year in online Communities, on social media, on website

- Date | Publish in Open Forum to all members
- Date | Publish in each section's online community

**ACTION 3      Draft uniform written message with talking points for internal and external stakeholders and partners to circulate**

- Date | Use the word "apply" since it encourages more people to apply. The word nominate is confusing and limits applicants.

**ACTION 4      Meaningful personal, one-on-one outreach to diversity bar associations and other community stakeholders to invite diverse candidates to apply**

- Date | Outreach is not limited to emails but includes phone calls, attending meetings, and personal touch ✓
- Date | Outreach includes all the entities identified in Goal 2 action 3. ✓
- Date | Invite immediate past presidents of diversity bars to apply for leadership positions
- Date | Consider assigning one Steering Committee member to each diversity bar association.

**ACTION 5      Collaborate with sections and committees to help communicate leadership openings during their meetings and events**

- Date | Engage staff liaison to ensure messaging occurring
- Date | Assign one Steering Committee member to each and consider outreach a micro volunteering opportunity

**ACTION 6      President, President Elect, and ED are actively promoting leadership openings**

- Date | Presidents and ED promote leadership openings in local bar visit messaging, during EC, BOG and BoT meetings and other meetings they chair and attend.

**ACTION 7      Create quarterly calendar with clear dates and timelines for promoting leadership opportunities for print and online platforms, at events and during meetings**

- Date | Ensure time

**GOAL 2    Build a Pool of diverse candidates for leadership positions**

**STRATEGY 1    Partner with internal and external stakeholders to identify diverse candidates**

**ACTION 1      Create a list of names of diverse leadership candidates**

- Date | Continue to add names to the leadership pipeline list throughout the year
- Date | Collaborate and communicate with committees, sections, YLD councils, and COBALT to identify diverse candidates to add to the pipeline list.
- Date | Ensure leadership pipeline list is available to all the nooks and crannies of the bar associations.

**ACTION 2      Identify and connect with CBA/DBA's own self-identified diverse members from survey ✓**

- Date | Staff pulls list of diverse candidates from membership survey ✓
- Date | Annually send email to diverse members asking if interested in leadership and increased engagement within the bars. ✓

**ACTION 3 Collaborate and communicate with external stakeholders to identify diverse candidates to add to the pipeline list.**

- Date | CLE faculty, author list, and diverse speaker’s pool
- Date | Diversity bar associations
- Date | Diversity bar association past and current presidents and leader
- Date | CAMP
- Date | Local Bar leadership institute for VP positions
- Date | CLI, CLI YLD, CLI - Pipeline Project, CLI - Dream Teams
- Date | Alumni Councils at law schools
- Date | AG’s office
- Date | City Attorney
- Date | Big Firm’s especially CLI’s constituents
- Date | Award winners
- Date | Judge Arguello’s Law School Yes, We Can
- Date | Supreme Court and Supreme Court Committees

**STRATEGY 2 Implement ACTNOW Initiative (Appointing Critical Talent NOW) ✓**

**ACTION 1 Implement ACTNOW Initiative as part of annual appointment process ✓**

- Date | Update ACTNow Chart so Presidential Appointments are transparent and understandable

**ACTION 2 Ask diversity bars to inform members of leadership opportunities ✓**

**STRATEGY 3 Increase the number of diverse leaders so CBA/DBA leadership reflects the diversity of the profession in Colorado**

**ACTION 1 Ensure candidates on the pipeline list are in the pool for leadership appointments**

**GOAL 3 CBA/DBA Diversity Committee is engaged in the leadership appointment and nomination process**

**STRATEGY 1 Influence decision makers making appointments**

**ACTION 1 Share tools to help decision makers promote diverse candidates**

- Date | D/I committee meet with President elects each year before appointments
- Date | Share leadership pipeline list with decision makers
- Date | ED and staff liaisons promote D/I/E goals and diverse candidates
- Date | D/I committee meets with nominating committee each year early in process

**ACTION 2 Identify decision makers and calendar appointment timelines**

- Date | CBA and DBA Nominating Committees
- Date | CBA and DBA President and President elects
- Date | Section Chairs and councils
- Date | Committee chairs
- Date | CBA Executive Council
- Date | DBA Board of Trustees
- Date | Local Bar Associations

**STRATEGY 2 Help promote unknown diverse candidates to break barrier of known candidates getting appointment priority**

**ACTION 1 Contact decision makers to educate about a diverse candidate’s qualifications and potential**

**ACTION 2 Create a process to shepherd interested candidates into bar association governance to help educate applicants about bar operations and to raise their profile**

- Date | Follow up with applicants to encourage continued engagement with the bars and to apply again
- Date | Consider a diverse lawyer speakers’ roster for community outreach programs

**ACTION 3 Add the names of unsuccessful diverse candidates for leadership positions to the pipeline list.**



## PILLAR 2

# MESSAGING: PROMOTING & OUTREACH

**Diversity, inclusivity, and equity help raise the bar and make us better practitioners, better professionals, and better leaders**

Tell the story, tell it again, tell it one more time, and keep telling it.

- Diversity and Inclusion are strategic goals and values of the CBA and DBA
- Bar associations are leaders of our professions' values and priorities. We set the standards and vision in our communities. When bar associations prioritize diversity, it institutionalizes those critical values.

### GOAL 1 Create and maintain a robust diversity & inclusivity web page

#### STRATEGY 1 Create a prominent and simple web interface ✓

##### ACTION 1 Post CBA/DBA Diversity and Inclusivity Steering Committee's key information

- Date | Action Plan
- Date | Committee roster ✓
- Date | Launch article ✓
- Date | Mission/values/goals from strategic plan ✓
- Date | ACTNow leadership chart ✓
- Date | Links to all leadership opportunities ✓
- Date | Videos ✓
- Date | Link to ABA diversity portal ✓
- Date | Use diverse photos and images

##### ACTION 2 Publish on webpage why improving diversity and inclusivity are strategic goals and values of the CBA/DBA

##### ACTION 3 Publish on webpage bar membership demographics and statewide demographics

#### STRATEGY 2 Keep webpage relevant, updated and dynamic

##### ACTION 1 Ensure web page is updated quarterly

- Date | Include links to articles published on bar platforms
- Date | Include CLE diversity resources once finalized i.e. speakers pool
- Date | Include links to other resources: diversity bars
- Date | Include videos

## **GOAL 2 Create innovative messaging strategies to promote D/I/E across all platforms**

### **STRATEGY 1 Embrace new strategies around messaging and education**

#### **ACTION 1 Make messaging fun and creative where appropriate**

- Date | Consider book club and review

#### **ACTION 2 Use videos to promote messaging**

#### **ACTION 3 Celebrate and promote successes including success in sections, committees, governing bodies and from leaders**

#### **ACTION 4 Continue to make the case why improving diversity and inclusivity are strategic goals and values of the CBA/DBA**

#### **ACTION 5 Be mindful of imaging and photos that promote d/i/e in online and print publications**

- Date | The CBA/DBA websites should incorporate D/I/E references and imaging. See Minnesota State Bar website.

### **STRATEGY 2 Incorporate a diversity/inclusion/equity section in CBA/DBA print publications**

#### **ACTION 1 Republish relevant articles from ABA and other resources including the diversity bars**

#### **ACTION 2 Prioritize diverse authorship in filling content for these publications**

#### **ACTION 3 Create quarterly calendar with dates and topics for print publications**

- Date | TCL and The Docket
- Date | C Brief and D Brief
- Date | Institutionalize regular features on D/I/E in print publications, consider like factoids and articles
- Date | Remember to use strategic plan value and goals in messaging

### **STRATEGY 3 Promote D/I/E in online platforms including social media and communities**

#### **ACTION 1 Use Facebook, twitter, online communities**

- Date | Collaborate and coordinate with staffs' social media plan

#### **ACTION 2 Create quarterly calendar with dates and topics for online publications**

### **STRATEGY 4 Encourage bar leaders promote D/I/E at live events including meetings, events, summits, local bar visits**

#### **ACTION 1 Create messaging and scripts for bar leaders for live events**

**STRATEGY 5 Create a mechanism to acknowledge, listen to and respond to criticism and negative feedback**

**ACTION 1 Create response team**

- Date | Consider pre-writing response to promote fast action

# PILLAR 3

## IMPLEMENTING: TOOLS TO SUCCEED

### Creating the tools, relationships, programs, policies, and bylaws for bar leadership to implement D/I/E goals

Diversity + Inclusivity = Equity.

It's about more than putting new people in the room or creating a sense of belonging but developing the systems that make all of that and the steps in between, possible.

By asking the right questions and in turn developing initiatives, actions and programs to address them, equity creates the conditions for inclusion.

- The CBA/DBA have well-intentioned leaders throughout the associations requesting support and direction to build D/I/E.
- The CBA/DBA need the tools, consistent procedures, and coherent institution wide strategies to successfully achieve our D/I/E goals.

### GOAL 1 Generate organizational wide engagement in achieving D/I/E goals

#### STRATEGY 1 Create champions and ambassadors within each governing body

##### **ACTION 1** Use micro volunteering to implement strategies and create champions, ambassadors, and engagement in achieving goals

- Date | Identify the action steps where micro volunteering appropriate
- Date | Recruit micro volunteers from bar membership and diversity bars and other stakeholders

##### **ACTION 2** Provide ongoing sessions for key stakeholders to learn about the D/I/E plan and how to implement

- Date | Present engaging program to CBA EC, DB BoT, Local bar leaders, Section and Committee chairs and councils, nominating committee

### GOAL 2 Educate leaders, governing bodies and decision makers around D/I/E issues

#### STRATEGY 1 Offer ongoing CLE/education/programming/training throughout the year

##### **ACTION 1** Create a calendar for annual educational programs

##### **ACTION 2** Create an Inclusive Behaviors Guide which would be provided to every person as they come onto a governing body.

- Date | See Dana Farber's Inclusive Behaviors Guide as a template. [https://www.dana-farber.org/uploadedFiles/Pages/About\\_Us/Careers\\_at\\_Dana-Farber/inclusive-behavior-guide.pdf](https://www.dana-farber.org/uploadedFiles/Pages/About_Us/Careers_at_Dana-Farber/inclusive-behavior-guide.pdf)

**ACTION 3 Educational programming should prioritize equipping leaders with D/I/E core competencies**

- Date | Create programming around designing inclusive meetings and events
- Date | Create programming around Implicit bias and interrupting implicit bias
- Date | Create programming on the application process of becoming a leader in the bars' nooks and crannies
- Date | Create programming around NCWBA Good Guys program and toolkit
- Date | Consider national speakers like Kimberly Papillon <https://www.thebettermind.com> and Stephen Robbins <https://www.srobbins.com> who have worked with bar leaders in Michigan.
- Date | Include key staff liaisons in programming
- Date | Utilize the Harvard Project Implicit online test

**ACTION 4 Invite leaders, governing bodies, sections, and committees to request specific programming/CLE's or attend specific D/I/E programming/CLE's**

**ACTION 5 Collaborate with community partners like CAMP, CLI, Diversity Bars, CLE on programming**

- Date | Publicize and invite CBA/DBA leaders to CLI Inclusiveness summit

**ACTION 6 Utilize education tools and resources available at the ABA Diversity & Inclusion Center <https://www.americanbar.org/groups/diversity/>**

- Date | ABA Diversity and Inclusion Resource Page,
- Date | Diversity CLE Policy, [https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/cle\\_policy\\_adopted\\_by\\_bog\\_june10\\_16.pdf](https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/cle_policy_adopted_by_bog_june10_16.pdf)
- Date | How To Plan A Fully Accessible Meeting And Event, [https://www.americanbar.org/content/dam/aba/administrative/mental\\_physical\\_disability/Accessible\\_Meetings\\_Toolkit.authcheckdam.pdf](https://www.americanbar.org/content/dam/aba/administrative/mental_physical_disability/Accessible_Meetings_Toolkit.authcheckdam.pdf)
- Date | D/I Statistics and Research, <https://www.americanbar.org/groups/diversity/resources/>
- Date | How ABA Celebrates Diverse Holidays and Heritage <https://www.americanbar.org/groups/diversity/resources/celebrating-heritage-months/>
- Date | ABA Implicit Bias Videos and Toolkit, <https://www.americanbar.org/groups/diversity/resources/implicit-bias/>  
<https://www.americanbar.org/groups/diversity/resources/implicit-bias/>
- Date | ABA How to be an Ally toolkit, [https://www.americanbar.org/groups/diversity/sexual\\_orientation/resources/how-to-be-an-ally-toolkit/](https://www.americanbar.org/groups/diversity/sexual_orientation/resources/how-to-be-an-ally-toolkit/)
- Date | Women of Color Research Initiative Program [https://www.americanbar.org/groups/diversity/women/initiatives\\_awards/women\\_of\\_color\\_research\\_initiative/](https://www.americanbar.org/groups/diversity/women/initiatives_awards/women_of_color_research_initiative/)
- Date | The Invisible Barriers, [https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/the\\_invisible\\_barriers.pdf](https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/the_invisible_barriers.pdf)

**STRATEGY 2 Ensure the CBA/DBA Joint Diversity and Inclusivity Steering Committee stays educated on current trends and innovative ideas**

**ACTION 1 Send CBA delegate to annual ABA diversity council meeting**

- Date | Identify who goes and sponsor trip
- Date | Report back to committee, CBA EC, DBA BoT

**ACTION 2**      **Monitor and learn from ABA working groups on D/I/E, and other organizations**

- Date | <https://ms-jd.org/blog/article/10-ways-combat-diversity-fatigue-arin-n-reeves>
- Date | <https://www.americanbar.org/groups/diversity/>
- Date | Commission on Women in the Profession
- Date | Commission on Disability Rights
- Date | Commission on Sexual Orientation and Gender Identity–
- Date | Council for Diversity in the Educational Pipeline
- Date | Commission on Racial and Ethnic Diversity in the Profession
- Date | Coalition on Racial and Ethnic Justice
- Date | ABA Diversity & Inclusion Advisory Council

**GOAL 3 Solidify new policies and procedures where needed to achieve D/I/E goals**

**STRATEGY 1**      **Draft and have CBA EC and DBA Bot approve new policies and procedures**

**ACTION 1**      **Get input from, partner with, and collaborate with involved governing entities and staff**

**ACTION 2**      **Identify if any bylaw changes are needed to achieve d/i/e goals**

- Date | Have to be a BOG to serve on EC
- Date | Consider stating commitment to d/i/e in bylaws to show accountability and public commitment

**GOAL 4 More robust and consistent engagement with Diversity Bar Associations**

**STRATEGY 1**      **Increase the number CBA/DBA leaders who attend diversity bar events and meetings**

**ACTION 1**      **Encourage with personal invitations section leaders, committee chairs, CBA EC, DBA BoT to attend diversity bar events and meetings ✓**

- Date | Invite broader group of bar leaders to sit at CBA/DBA sponsored tables at diversity bar events
- Date | Utilize online communities to publicize diversity bar events and promote attendance

**STRATEGY 2**      **Design joint social and networking events with diversity bars and CBA/DBA sections, committees, leadership, and other internal stakeholders**

**ACTION 1**      **Collaborate with CBA/CBA Presidents' Diversity Council**

## PILLAR 4

# ACCOUNTABILITY: TRANSPARANCY, MEASURING AND REPORTING PROGRESS

### Introducing leadership-wide transparency and accountability through reporting, tracking, implementing, and measuring progress

D/I/E is a top leadership priority and requires engagement from all levels of governance to succeed.

Publicizing the bars' progress on achieving D/I/E goals promotes transparency.

- The next generation of members expect and demand diverse and inclusive associations.
- All leaders and governing entities are equipped with tools, educated with programming, empowered to act and accountable for achieving D/I/E goals.

#### GOAL 1 Introduce organizational wide accountability and responsibility in achieving CBA/CBA D/I/E goals

##### STRATEGY 1 Bar leaders throughout all the nooks and crannies of the CBA/DBA are responsible for achieving D/I/E goals

##### ACTION 1 Create individual leader D/I/E engagement plan

- Date | Use a diversity action checklist to empower bar leaders with specific actions they can choose from to help implement the objectives of the D/I/E plan
- Date | Consider drafting checklist using Michigan's individual plan as a model

##### ACTION 2 Create a values statement similar to Building Bridges/Breaking Down Barriers/Creating tools to succeed that can be used to remind the CBA/DBA's governing bodies of our D/I/E goals

- Date | Print values statement on meeting agendas of governing bodies, committees, sections.

#### GOAL 2 Determine demographic baseline for CBA/DBA governing body leadership positions and track and report progress

##### STRATEGY 1 Survey members of governance nooks and crannies to determine demographic baseline pursuant to the Refocus 20/202 Strategic Plan goal to, "track and report on diversity at all levels Compare data when possible."

- ACTION 1** Track demographics of all members, committees, section chairs, councils, and nooks and crannies
- ACTION 2** In survey be specific why asking for the information and what going to do with the information. The more specific and targeted the better the response rate.
  - Date | Make changes to policies and procedures to safeguard data collected
- ACTION 3** Track all presidential appointments
- ACTION 4** Results are easily accessible to governing bodies
- ACTION 5** Annually report to CBA/DBA governing bodies the demographic survey and tracking results
  - Date | Publish leadership demographics and appointments in print publications and d/I web page

**GOAL 3 Track and report progress achieving D/I/E goals**

**STRATEGY 1 Create transparent and consistent reporting to CBA/DBA governing bodies on progress achieving D/I/E goals**

- ACTION 1** Create checklist to monitor implementation of goals, strategies, and action steps
- ACTION 2** Results are easily accessible to governing bodies
- ACTION 3** D/I committee reports 2-times a year to CBA EC and Denver Bar BoT on progress
- ACTION 4** D/I committee reports to CBA BOG 1x a year
- ACTION 5** Presidents Report on progress to EC, BoT, and Bog
- ACTION 6** ED report on progress to EC, BoT, and Bot
- ACTION 7** Publish progress on webpage and in print and online publications



<b>GOAL 4 Collect feedback from members serving on governing bodies about their experience and perception whether the governing body promoted a d/i/e environment</b>	
<b>STRATEGY 1 Survey members of governing bodies asking questions targeted at gathering feedback around inclusivity, engagement, satisfaction, and perceptions</b>	
<b>ACTION 1</b>	<b>Create survey to gather feedback around inclusivity, engagement, satisfaction, and perceptions</b>
<b>ACTION 2</b>	<b>Track other metrics that help measure impact</b>
	<ul style="list-style-type: none"> <li>• Date   Number of programs offered around D/I/E</li> <li>• Date   The tools offered to diversity bars</li> <li>• Date   Number of CBA/DBA leaders attending diversity bar annual events</li> <li>• Date   Number of D/I/E posts and publications across print and online platforms</li> </ul>
<b>ACTION 3</b>	<b>Report and publish this data</b>
<b>STRATEGY 2 Create process for members and leaders of governing bodies to report in real time issues around non-inclusive behavior accompanied by a mechanism to address problems.</b>	
<b>ACTION 1</b>	<b>Design process and policies to support reporting and intervention mechanism</b>
<b>GOAL 5 Make CBA/DBA Joint D&amp;I Steering Committee a standing committee</b>	
<b>STRATEGY 1 Solidify members, representatives, succession, terms as committee moves forward</b>	
<b>ACTION 1</b>	<b>Follow bylaw procedures for establishing standing committee</b>
	<ul style="list-style-type: none"> <li>• Date   Have liaison from diversity bars serve on d/I committee.</li> </ul>
<b>ACTION 2</b>	<b>Secure dedicated staff to help achieve D/I/E goals and support committee's work</b>
<b>STRATEGY 2 Consider use of working groups to implement D/I/E goals</b>	
<b>ACTION 1</b>	<b>Create working group for each of the four Building, Messaging, Implementing, and Accountability</b>

The CBA Executive Council and DBA Board of Trustees adopted the pillars, goals and strategies during their June 2019 meetings. The action items are potential steps and tactics to be reviewed for feasibility, impact and priority. The goals, strategies, and actions are meant to be flexible, enduring, and always open for improvement.

✓ - denotes work that has started or has been completed.

## JOINT CBA | DBA **DIVERSITY & INCLUSIVITY** COMMITTEE

### **Team Rosters**

#### **PILLAR 1: BUILDING A LEADERSHIP PIPELINE**

- *Chairs:* Ryann Peyton and Catherine Chan
- Kevin McReynolds
- Bryon Large
- Amy DeVan
- Joi Kush
- Phelicia Butler
- Diana Sada

#### **PILLAR 2: MESSAGING: PROMOTING & OUTREACH**

- *Chairs:* Courtney Holm and Mario Trimble
- Bonnie Schriener
- Mo Watson
- Linda Moss
- Mallory Hasbrook
- Mallory Revel

#### **PILLAR 3: IMPLEMENTING: TOOLS TO SUCCEED**

- *Chairs:* Melissa Schwartz and Patricia Jarzowski
- Loren Brown
- Nicole Black
- Miko Brown
- Jake Eisenstein
- Katheryn Starnella

#### **PILLAR 4: ACCOUNTABILITY**

- *Chairs:* John Baker and
- Franz Hardy
- Liz Starrs
- Paul Chan
- Emma Garrison
- Jon Olafson