



THE STATE BOARD OF THE GREAT OUTDOORS COLORADO TRUST FUND
BOARD RETREAT - CARBONDALE, COLORADO
THURSDAY, OCTOBER 6, 2016

Board Members Present: Jason Brinkley, Tom Burke, Heather Carroll, Katie Cattanach, Jenn Dice, Karma Giulianelli, Bill Kane, Tony Lewis, Dave Palenchar, Bob Randall, Jacy Rock, Alan Schwartz, Linda Strand, Hollie Velasquez Horvath

Board Members Not Present: John Howard, Chana Reed, Jody Rogers

GOCO Staff Present: Matt Brady, Madison Brannigan, Laura Cardon, Andrea Conrad, Rosemary Dempsey, Peter Ericson, Michele Frishman, Amanda Hill, Jake Houston, Dylan Lewan, Erika Meyer, Jackie Miller, Emily Orbanek, Jim Ott, Jim Spaanstra, Chris Yuan-Farrell

Public Present: Aaron Citron (The Nature Conservancy), Devin Cowan (Sukle Advertising), Denise Hartsock (Kaiser), Cheryl Kelly (Kaiser), Benjamin Kupersmit (Kupersmit Research), Rebecca Jewett (Palmer Land Trust), Carolyn McCormick (Peak HR Consulting), Zach Smith (Colorado Water Trust), Mike Sukle (Sukle Advertising)

Board Chair Heather Carroll called the meeting to order at 8:00 AM. Executive Director Jim Spaanstra provided an overview for the day sharing that main discussion topics revolve around matters and updates on each special initiative outlined in GOCO's 2015 strategic plan.

I. Executive Director Search Update

The meeting began with Ms. Carroll introducing Ms. McCormick from Peak HR Consulting to speak on the process GOCO will undertake in soliciting, interviewing, and selecting a new Executive Director. She shared information from her research interviewing staff, the board steering committee, and partner agency representatives on what qualities and requirements are needed from the individual in this position and probed the full board for further feedback. The board reiterated the need for transparency in the process, both from the side of the applicant and with public/internal input. Ms. McCormick concluded by laying out the timeline from posting the vacancy to when she envisions having a candidate selected. The search committee aims have the selected candidate start in April 2017.



Mr. Brinkley elaborated on what type of candidate the steering committee is looking for citing ultimately GOCO is seeking someone to commit to five years and not see this position as their professional capstone.

II. Year in Review

Mr. Spaanstra presented GOCO's year in review. He highlighted accomplishments and quantifiable statistics in program and operational areas and invited reflection on the volume of work that was completed over the year.

III. Organizational Outreach

Ms. Miller started off the stakeholder outreach update by noting that GOCO is always looking to improve the accessibility of its grant programs, as well as ensure the programs offered are meeting the needs of the communities served. She noted that both a satisfaction survey and listening tour were completed this year to engaged stakeholder for feedback.

Ms. Miller invited Mr. Kupersmit of Kupersmit Research to speak on the finding from the 2016 online satisfaction survey in relation to the previous survey conducted in 2008. Overall findings indicated that GOCO received positive results from those surveyed, particularly around customer service and fairness of grants. Soft areas of improvement included technical assistance and hardships with the online submission portal. Mr. Kupersmit ended his presentation by recommending that GOCO continue to showcase data which illustrations that regardless of a community's size, economic capacity and location, all applicants can be competitive and successful in GOCO's grant programs.

Ms. Miller followed by presenting findings from the seven listening tours. Coaching and learning opportunities were a common theme citing that accessibility to an online catalog of successful project applications and step-by-step instructions would be a welcome resource for first time and seasoned applicants. Other barriers brought up included access to grant writers, timing of grant programs, and complexity of upfront grant requirements.

IV. Protect

Ms. Frishman facilitated the first of the day's special initiative discussions on alternative water transfer methods (ATM's), which have been a prominent topic in the conservation community in light of the adoption of the state's water plan. Particularly, applicants for open space funding are looking to allow sharing water encumbered by a GOCO-funded conservation easement temporarily for uses other than in-stream flows and environmental benefits, including municipal use. This would be a change to GOCO's model conservation easement language passed by the board in 2014.



To help shed greater light on the issue, Ms. Frishman invited Mr. Citron from The Nature Conservancy, Ms. Jewett from Palmer Land Trust, and Mr. Smith from the Colorado Water Trust to share their knowledge and foster discussion on expanding GOCO's current model conservation easement with regard to water and what that would mean for the conservation community. The board concluded to follow-up the following day on staff's recommendation.

Ms. Frishman continued the open space program discussion by sharing current political challenges facing land trust partners seeking GOCO funding for conservation easements. The arguments some counties have raised include that public access should be permitted, and that easements shall not be granted in perpetuity.

Mr. Spaanstra concluded the Protect special initiative discussion by showcasing the recently completed GOCO communications video project on Trampe Ranch.

V. Connect

Mr. Houston led the second special initiative discussion which sought to highlight emerging trends in recreation. This includes projects on federal lands and e-bikes.

GOCO currently has a hard rule on eligibility for project on federal lands stating the eligible entity must have control of the property and have a management agreement in place (ex: IGA, MOU, MOA, etc) for a term of 25 years or more. Unfortunately, these types of agreements are now uncommon and therefore prohibit eligibility. This is particularly seen in large scale connection projects (many of which on the Governor's 16 in 2016 list). Mr. Houston recommended that GOCO begin conversations on how to restructure this rule. Mr. Kane suggested considering the USFS travel management planning process to start the conversation around solving this question and Mr. Brinkley emphasized the necessity to get district level buy in.

Mr. Houston moved on to discuss GOCO's stance on e-bikes recommending that GOCO allow local governments to make their own determination of use on trails based on demand of their community. This position would be only in reference to trails funded with local government purpose funds. Ms. Dice provided an overview of the varying classes of e-bikes on the market and areas of the state that are seeing large upticks in use. Ms. Strand said that state trails is performing research to better understand the effects on trail quality and longevity. Ultimately, the board agrees that local governments should be able to make the final call on trail use by e-bikes based on research data and community demand.

VI. Inspire

Ms. Miller led the final special initiative discussion for the day which focused on the Inspire initiative. Using representatives from Kaiser Permanente, Ms. Miller invited Ms. Hartsock and



Ms. Kelly to talk though the evaluation matrix and what outcomes the board envisions in evaluating the success of Inspire coalitions.

Ms. Kelly began by giving an overview of Kaiser’s involvement in community based evaluations citing overlap with Inspire communities and their previous evaluations. She probed the board on what success looks for Inspire. Answers including finding a way to see whether the Inspire model instilled sustainable change in its participants, showcasing parent’s involvement and behavior change, and tracking the make-up of each community and how that affects outcomes. Ms. Carroll wanted to make sure Kaiser is willing to build evaluation capacity in each coalition. Ms. Kelly agreed and noted that sharing evaluation information between coalitions will be critical and using group discussion opportunities like at Inspire workshops will be utilized.

Mr. Burke and Mr. Lewis brought up how long-term affects over 5+ years will be complicated to track but have huge research potential nationwide. Furthermore, Mr. Palenchar wanted to make sure monitoring points are tracked throughout the process so that GOCO doesn’t look back three years later and wish they could have helped fix something along the way. As Inspire is such a large investment, minimizing risk is important.

Moving on, Ms. Kelly probed the board on what success looks like for the programs and pathways portion of Inspire. The board felt that many successful outcomes won’t be observed until long after the three-year funding ends. Ms. Kelly noted that there are options to gauge softer data on this topic during the grant timeline.

VII. Marketing Campaign Update

Staff from Sukle Advertising joined the meeting to present a creative concept for a potential GOCO marketing campaign. Before walking through the creative concept, Account Supervisor Devin Cowan revisited research statistics and details of the research process, which included an ethnographic study exploring Colorado moms’ attitudes and beliefs associated with outdoor recreation; reiterated the campaign objective of inspiring Colorado kids and their families to get outside more often; and reminded the group of the overarching strategy. She described different types of moms the campaign might target and also presented a messaging theme, “everyday epic,” that resonated well with moms during the research process. The moms felt the messaging theme made getting outdoors seem fun and accessible; was inspiring and positive; and capitalized on the sense of wonder their children feel in nature, which evokes positive feelings in the moms. It also has a nostalgic tone that reminded them of their own childhood experiences. Creative Director and agency founder Mike Sukle described the campaign’s creative concept with sample tactical executions so that the board could imagine how the campaign might come to life. He also described potential ways to measure campaign success. The Sukle team then responded to questions regarding campaign execution and measurement, earned media opportunities, potential campaign partners, and reach.



VIII. ADJOURN

Meeting adjourned at 4:05PM.



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FRIDAY, OCTOBER 7, 2016

Board Members Present: Jason Brinkley, Tom Burke, Heather Carroll, Katie Cattnach, Jenn Dice, Karma Giulianelli, Bill Kane, Tony Lewis, Dave Palenchar, Jacy Rock, Alan Schwartz, Linda Strand, Hollie Velasquez Horvath

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Public Present: Ann Baker-Easley (VOC), Carla (CPW), Ellie Caryl (Eagle County), Ken Haley (City of Fruita), David Hamilton (RFOV), Rick Havel (Town of Castle Rock), Lisa Hrinik (EKS&H), Mary Marchun (The Capstone Group), Ture Nycum (City of Fruita), Barbara Spagnuolo (Town of Castle Rock), Perry Will (CPW), Dean Winstanley (VOC), Karla Whittenburg (EKS&H)

Board Chair Heather Carroll called the meeting to order at 8:02 AM.

I. Legislative & Policy Update

Ms. Marchun presented the legislative update. With the election on November 8, Ms. Marchun summarized contested seat and inevitable turnover in the legislature, especially leadership in both the senate and house. She highlighted that our committee of reference, the AG Committee, will see new membership and that GOCO will again need to educate new members on how GOCO funds flow. Additionally, Ms. Marchun emphasized the work on Inspire awareness that was accomplished during the session and that GOCO needs to continue to build from this. Specifically, Senator Larry Crowder is now one of GOCO biggest supporters in the assembly in part because of GOCO's awareness and outreach efforts.

Mr. Brinkley shared that there is still large swaths of officials and representatives that don't know the great work that GOCO has done. Mr. Spaanstra shared that GOCO has a great on-the-ground community that are willing to step up and defend GOCO but emphasized that GOCO needs to build those same champions within the legislator.



The board then talked through strategic ways for board members to foster connections with legislators, as well as upcoming opportunities including the Inspire press event in December and the GOCO breakfast event in January.

II. Approval of Meeting Minutes

Ms. Cattanach moved that the minutes from June and August be approved. Ms. Dice seconded, motion carried unanimously.

III. Finance Update

Ms. Conrad presented the finance update. She began by sharing information on GOCO's FY16 audited financial statements and final trends from the close out on the year. She summarized grant expenditures, outstanding grants, and deauthorizations while also noting that in FY16, GOCO distributed \$44.9 million in grants. This was lower than forecasted and attributed primarily to open space closing delays. Additionally, GOCO's operating budget closed 4% overbudget. This was attributed to overages in legal fees, workshops/events, technology upgrades and marketing expenses.

Ms. Conrad went on to give an overview of FY17, noting that Lottery cap for the year is \$64.5 million with budgets underestimating by 4%. Additionally, GOCO is expected to distribute \$80 million in grants, higher than in years previous. She shared first quarter finances citing overall GOCO is currently underbudget by 6.7%. Ms. Conrad lastly presented the financial dashboard, showcasing past and future projections of on cash flow and budget models.

Mr. Palenchar asked for clarity on how projections are forecasted. Ms. Conrad explained that the formulas used are based on the type of grants and projected award dates. This dictates the forecast of the cash flow model.

IV. Protect

Ms. Frishman followed up on the discussion started the day prior on sharing water tied to GOCO-funded conservation easements. She proposed the board adopt the following position: "In response to the Colorado Water Plan and in furtherance of conservation in Colorado, GOCO will consider requests for open space funding for projects that allow temporary leasing of the water encumbered by a conservation easement in a manner that does not fundamentally compromise the conservation values. These projects will be evaluated on a case-by-case basis under GOCO's standard open space application criteria."

Ms. Carroll called for a motion; Ms. Strand motioned, and Mr. Lewis seconded. Motion carried unanimously.



V. GOCO Bylaws

Mr. Ericson presented on the updated bylaws. He reviewed the timeline of the bylaws/policy & procedure project and highlighted major changes to the bylaws since the special August board meeting. Changes included proxy voting for the DNR representative, open meeting/record rules, and consolidation of all standards of behavior/norms to the bylaws, rather than a separate document.

Ms. Rock moved to approve the bylaws as amended; Ms. Giulianelli seconded. Motion carried unanimously.

VI. Policy & Procedures Framework

Mr. Ericson continued by reviewing GOCO's updated policies and procedures document, citing the work that went into updating this document over the past year. Mr. Spaanstra emphasized the user-friendly nature this document will take on to allow staff to easily identify answers for inquiries that come up, both internally and externally.

Ms. Strand moved to approve Resolution 2016-17; Mr. Lewis seconded. Motion carried unanimously.

VII. Parks & Wildlife Update

Ms. Orbanek opened the parks and wildlife update by explaining the process that's gone into fleshing out the new mini grant program called the Directors Innovation Fund. This will be a new grant program open to CPW field staff to apply directly to GOCO for up to \$20,000 in funding for small projects using deauthorized parks and wildlife purpose dollars. During this pilot year, \$100,000 will be available for funding and be awarded during the spring 2017 board meeting. Board members expressed the desire to allow staff flexibility to amend the grant criteria as needed. Ms. Dice also expressed how a storytelling component to these projects could generate great awareness and that GOCO should continue to explore this opportunity. Mr. Burke and Mr. Kane concluded by sharing their perspective on the agency's dynamics five years after the 2011 merger of State Parks and the Division of Wildlife.

Mr. Will, Area Wildlife Manager for Area 8, was then invited to present on the spectrum of wildlife issues found in the Roaring Fork Valley.

VIII. Volunteer & Stewardship Planning Grant

Mr. Yuan-Farrell presented on GOCO's new volunteer & stewardship grant; a program which stems from the *taking care of the outdoors* priority found in GOCO's 2015 strategic plan. He outlined the detail that went into the structuring of this new program. This included receiving



feedback from partner organizations already working in the outdoor stewardship field. Mr. Yuan-Farrell shared the program will pilot with a planning grant round.

Ms. Baker-Easley and Mr. Winstanley from Volunteers for Outdoor Colorado (VOC) along with Mr. Hamilton from Roaring Fork Outdoor Volunteers (RFOV) were then invited to present on how they may approach this new planning grant. This primarily included standardizing volunteer data capturing and analysis across organizations.

Mr. Yuan-Farrell concluded that staff will come to the board in December to fund this planning grant program.

IX. Audited Financial Statement for FY16

Ms. Conrad continued the finance update from the morning by inviting Ms. Hrinik and Ms. Whittenburg from EKS&H to present the FY16 Audited Financial Statements to the board. Ms. Cattanach asked if any recorded sessions with board members was conducted during the audit process. Mr. Spaanstra expressed that both Mr. Brinkley (Finance Committee Chair) and himself were interviewed by EKS&H.

Ms. Cattanach moved to approve the audit as present; Mr. Palenchar seconded. Motion carried unanimously.

X. Connect Initiative Grants

Mr. Houston presented on the first round of Connect Initiative construction grants citing that local government staff received 9 applications and recommends to the board to fully fund the 6 top-ranking projects for a total of \$10 million.

Mr. Houston invited representatives from each recommended project to briefly speak.

Ms. Dice moved Resolution 2016-20; Ms. Velasquez-Horvath seconded. Motion carried unanimously.



XI. Overdue Grants

Grantee: City of Longmont – Longmont Flood Recover
Award Date: April 2014
Amount Funded: \$671,942.30
Original Completion Date: April 2016
Staff Extension: October 7, 2016

Comments: The project is delayed due to floodplain revisions from FEMA causing delays in construction, coordinating logistics of wildlife habitat at the construction site, and planning specific timing for planting native grasses.

Staff Recommendation: Staff recommends the board issue an extension to November 30, 2017. Staff further recommends that if the project is not closed by its extension date deadline, funds allocated to it will be automatically deauthorized with no further action by the board being necessary.

Grantee: Town of Lyons – Lyons Meadow Park Flood Recovery Project
Award Date: April 2014
Amount Funded: \$1,120,282
Original Completion Date: April 2016
Board Extension: October 15, 2016

Comments: The town is requesting additional time to complete the final billing and close out of the project. Park construction is complete and the park is open to the public.

Staff Recommendation: Staff recommends the board issue an extension to November 30, 2016. Staff further recommends that if the project is not closed by its extension date deadline, funds allocated to it will be automatically deauthorized with no further action by the board being necessary.



Grantee: City of Boulder – University Hills Playground
Award Date: April 2014
Amount Funded: \$100,000
Staff Extension: November 30, 2016

Comments: The project stall is due to the timing of the bond initiative providing funds for the project. Since August 2016, all of the site work has been completed except several specialty playground pieces. The district is asking for additional time to receive these pieces and finish their project.

Staff Recommendation: Staff recommends the board issue an extension to November 30, 2016. Staff further recommends that if the project is not closed by its extension date deadline, funds allocated to it will be automatically deauthorized with no further action by the board being necessary.

Grantee: The Conservation Fund – Troublesome Creek Ranch
Award Date: December 2014
Amount Funded: \$798,000
Original Completion Date: June 2016
Staff Extension: October 7, 2016

Comments: The project has been delayed due to a lag in NRCS funding being awarded and a delay in the appraisal process but is optimistic to close on the project by the end 2016.

Staff Recommendation: Staff recommends the board issue an extension to September 30, 2017. Staff further recommends that if the project is not closed by its extension date deadline, funds allocated to it will be automatically deauthorized with no further action by the board being necessary.

Mr. Brinkley moved to approve overdue grants; Ms. Strand seconded. Motion carried unanimously.

XII. Board Elections & 2017 Meeting Calendar

Ms. Carroll presented on the executive committee elections citing the proposed committee makeup Ms. Strand sent to the board. This proposed makeup includes Mr. Brinkley as Board Chair, Ms. Rock as Vice Chair, Mr. Palenchar as Secretary and Ms. Cattnach as Secretary.



Mr. Burke moved to approve the proposed committee positions as is; Mr. Schwartz seconded. Motion carried unanimously.

Ms. Carroll went on to discuss the meeting calendar for 2017 citing the proposed schedule sent out to the board. The board had no objections to the dates but would like to consider relocating the destinations citing the spring and fall locations could be substituted with Fruita and Alamosa.

Mr. Palenchar moved to approve the 2017 meeting calendar as amended; Mr. Brinkley seconded. Motion passed unanimously.

XIII. Executive Session

Ms. Carroll called for a motion to enter Executive Session pursuant to Colorado Revised Statute §24-6-402(3)(a)(III) to discuss a legal matter; Mr. Brinkley moved the motion, Mr. Burke seconded. Motion carried unanimously.

Room was cleared and the board entered Executive Session.

Board votes to come out of Executive Session.

Ms. Rock moved to authorize the executive committee to enter into a settlement agreement with the state auditor's office as discussed and under the conditions discussed in the executive session; Ms. Velasquez-Horvath seconded. Motion carried unanimously.

XIV. ADJOURN

Meeting adjourned at 1:13 PM.