

STATE OF COLORADO  
DEPARTMENT OF NATURAL RESOURCES  
DIVISION OF PARKS AND OUTDOOR RECREATION

COPY

Policy No.

SUBJECT: Retail Products and Marina Service Pricing

I. PURPOSE

To establish a policy for the reasonable pricing of Retail Products and Services offered to the public in consideration of a monetary payment. 33-10-107 CRS, entitled Powers of the Board states "The board has power to: (1)(c) ...establish conveniences at any site or on any land controlled by the board or in which it holds an interest, ...operate and maintain any such...conveniences, and, when appropriate make reasonable charges for their use. Further, 33-10-111.5 (4) CRS, creates a stores revolving fund to acquire stock for warehousing and distributing supplies for retail sales to visitors.

II. POLICY

It shall be the policy of the Division of Parks and Outdoor Recreation to set reasonable pricing for retail services and products offered to the public in consideration of monetary payment. Pricing will be set based on the following criteria.

A. Services

1. Pricing for services will be based on an analysis of comparable services provided by other government entities and/or the private sector. If comparable services are offered by the private sector in Colorado, prices will be set so as to not create an unfair competitive advantage to the State.

B. Retail Sales

1. Pricing for retail products will be based on Manufacture Suggest Retail Price (MSRP). Retail products will not be priced to exceed MSRP without conducting a comparative market analysis.
2. Pricing shall be publicly posted (price tags, signs, webpages, etc.).

=====

Policy No. is approved this <sup>11</sup> <sup>2005</sup> day of April, by:



Dr. Tom W. Ready  
Parks Board Chairman



# Revised Agenda Colorado State Parks Board

April 14-15, 2005

**THURSDAY** Board Work Session: 1:30 PM-5:00 PM

**FRIDAY** Board Meeting: 8:30 AM – 12:00 PM

**John Martin Reservoir State Park**

30703 Road 24

Hasty, Colorado

Park Manager: Brad Henley

(719) 829-1801

**THURSDAY, April 14, 2005**

**1:30 PM – 5:00 PM**

## **BOARD WORK SESSION**

- John Martin Reservoir State Park Update Brad Henley
- Colorado State Parks Leadership Team Update Lyle Laverty
- Colorado State Parks Budget/Legislative Update Larry Kramer
- Water Issues Paul Flack
- St. Vrain State Park David Giger
- Parks' Five-Year Strategic Plan Gary Thorson
- Board Reports Board Members
- Upcoming Board Events Lyle Laverty
- Roundtable Lyle Laverty

**FRIDAY, April 15, 2005**

## **PARKS BOARD MEETING**

**8:30 AM**

- (A) – Agenda Amendments, if necessary
- (A) – Approval of March 2005 Parks Board Meeting Minutes

**8:45 AM – 9:00 AM**

## **PUBLIC COMMENTS**

**9:00 AM – 12:00 PM**

- (A) – 2005 State Trail Grant Awards Larry Kramer
- (A) – Ridgway State Park Marina Sale and Assignment Kurt Mill
- (A) – Bonny Lake Marina Annual Fee Waiver Request Mike French
- (A) – Cherry Creek State Park – Hamilton Family Shooting Range David Giger
- (A) – Golden Gate Canyon State Park Acquisition David Giger
- (A) – Retail Marketing Policy Larry Kramer
- (A) – Five-Year Strategic Plan Gary Thorson

**12:00 PM**

## **ADJOURN**

*(A) = Action Items (I) = Information Items*

**\*\* APPROVAL OF "ITEMS REFERRED FOR DIRECTOR'S ACTION" BY THE PARKS BOARD IS BASED ON WRITTEN MATERIAL. NO DISCUSSION WILL OCCUR UNLESS THERE ARE QUESTIONS FROM THE PARKS BOARD OR FROM THE PUBLIC.**

**\*\* PUBLIC COMMENT ON BOARD MEETING AGENDA ITEMS IS WELCOME. PLEASE SIGN UP ON SPEAKER SIGN-UP SHEET UPON ENTERING THE PARKS BOARD MEETING ROOM.**

**NOTE: ALL PROGRAMS, SERVICES AND ACTIVITIES OF THE COLORADO BOARD OF PARKS AND OUTDOOR RECREATION ARE OPERATED IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT. IF YOU NEED A SPECIAL ACCOMMODATION AS A RESULT OF A DISABILITY, PLEASE CALL LINDA FOSTER AT (303) 866-2884. TO ASSURE THAT WE CAN MEET YOUR NEEDS, PLEASE NOTIFY US OF YOUR REQUEST AT LEAST SEVEN BUSINESS DAYS PRIOR TO THE SCHEDULED EVENT.**



# Agenda Colorado State Parks Board

Friday, March 11, 2005  
Board Meeting: 8:30 AM – 8:45 AM  
Board Work Session: 8:45 AM – 11:30AM

## DRAFT

### Meeting Location:

Great Outdoors Colorado  
Colorado State Bank and Trust Building  
1600 Broadway Avenue, Suite 590  
Denver, Colorado  
(303) 863-7522

Friday, March 11, 2005

8:30 AM PARKS BOARD MEETING

### Public Comment

8:35 AM – 8:45 AM

(A) – Agenda Amendments, if necessary  
(A) – Approval of February 2005 Parks Board Meeting Minutes  
(I) – 2005 State Trail Grant Awards

-Larry Kramer

8:45 AM – 11:30 AM BOARD WORK SESSION

- Colorado State Parks Strategic Planning Session

11:30 AM ADJOURN

*(A) = Action Items (I) = Information Items*

\*\* APPROVAL OF "ITEMS REFERRED FOR DIRECTOR'S ACTION" BY THE PARKS BOARD IS BASED ON WRITTEN MATERIAL. NO DISCUSSION WILL OCCUR UNLESS THERE ARE QUESTIONS FROM THE PARKS BOARD OR FROM THE PUBLIC.

\*\* PUBLIC COMMENT ON BOARD MEETING AGENDA ITEMS IS WELCOME. PLEASE SIGN UP ON SPEAKER SIGN-UP SHEET UPON ENTERING THE PARKS BOARD MEETING ROOM.

NOTE: ALL PROGRAMS, SERVICES AND ACTIVITIES OF THE COLORADO BOARD OF PARKS AND OUTDOOR RECREATION ARE OPERATED IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT. IF YOU NEED A SPECIAL ACCOMMODATION AS A RESULT OF A DISABILITY, PLEASE CALL LINDA FOSTER AT (303) 866-2884. TO ASSURE THAT WE CAN MEET YOUR NEEDS, PLEASE NOTIFY US OF YOUR REQUEST AT LEAST SEVEN BUSINESS DAYS PRIOR TO THE SCHEDULED EVENT.

Friday, March 11, 2005

**ATTENDANCE**

**Parks Board Members:**

Dr. Tom Ready, Chair  
Doug Cole, Secretary  
Antonette DeLauro  
Tom Glass

**Division Staff:**

Lyle Laverty, Director  
Larry Kramer, Assistant Director  
Gary Thorson, Assistant Director  
Tim Pollard, Deputy Director, Department of Natural Resources  
Kurt Mill, Rocky Mountain Region Manager  
Heather Dugan, Southeast Assistant Region Manager  
Dave Giger, High Plains Region Manager  
Kristi Quintana, High Plains Assistant Region Manager  
Dan Weber, Golden Gate State Park Manager  
Dean Winstanley, Strategic Development Manager  
Andrew Scanlan, State Parks Strategic Planning  
Angel Tobin, Roxborough State Park  
Lori Malcolm, Trails Program Manager  
Linda Foster, Assistant to the Director's Office

**Guests:**

John Swartout, Executive Director – GOCO  
Diane Ganseaur – Deputy Director - GOCO  
GOCO Staff

Friday, March 11, 2005

## MEETING MINUTES

AGENDA AMENDMENTS - None

### ADOPTION OF BOARD MINUTES

Adoption of February, 2004 Parks Board Meeting Minutes.

**Moved:** Doug Cole  
**Seconded:** Antonette DeLauro  
**Vote:** Unanimous

PUBLIC COMMENTS – None

## INFORMATION ITEM

### 2005 STATE TRAIL GRANT AWARDS

- Larry Kramer/Lori Malcolm

**PURPOSE:** To provide information on the 2005 Recreation State Trail Grants as recommended by the State Trails Committee for review.

**BACKGROUND INFORMATION:** The State Trails Program, a statewide program within Colorado State Parks, awards grants for trail related projects on a yearly basis. Local, county, and state governments, federal agencies, recreation districts, non-profit organizations with management responsibilities over public lands are eligible.

**The Trails Grant Selection Process:**

The State Trails Committee is responsible for the trail grants process and makes recommendations to the Parks Boards concerning grant funding.

Trail grant applications are sent out by e-mail, ground mail and posted on the Internet. The grants program is publicized through newsletters, the state website, and e-mail information networks. Technical assistance for grant preparation is provided to potential applicants. The deadline for Recreational Trails applications is November 1<sup>st</sup> and Off Highway Vehicle (OHV) applications is December 1<sup>st</sup>.

**Subcommittee Recommendations:**

The State Trails Committee uses a subcommittee structure to oversee and organize the grant selection process. Four standing subcommittees are appointed for the purpose of making grant funding recommendations to the Trails Committee: two Recreational Trails Grant Selection Subcommittees, an OHV Grant Selection Subcommittee and a Snowmobile Grant Selection Subcommittee.

*The Recreation Trails Grant Selection Subcommittee to review Planning, Special Projects, Non-Profit Small, Non-Profit Large, Federal Small, and Federal Large Grants* consists of a majority of the members from the Trails Committee, a representative from GOCO, and four Regional Trail Coordinators. Scoring on the grants is the combination of scores from the Trails Committee, a representative from GOCO, the Regional Trail Coordinators, and the outside reviewers. This subcommittee makes funding recommendations to the Trails Committee on the planning, special projects, non-profit, and federal grants.

Friday, March 11, 2005

*The Recreation Trails Grant Selection Subcommittee to review State, County, Local Small, Mid, and Large Grants* consists of members from the Trails Committee and Regional Trail Coordinators. Scoring on the grants is the combination of scores from the Trails Committee, the Regional Trail Coordinators, and outside reviewers. This subcommittee makes funding recommendations to the Trails Committee on the State, County, Local small, mid, and large grants.

*The OHV Grant Subcommittee* is made up of two members from the Trails Committee and eight members from the organized OHV groups. Program and regional staff provide direct input to the committee, but do not score the grants.

Each subcommittee makes recommendations to the State Trails Committee concerning which grants should be funded based on the ranking process and overall project score. The U.S. Fish and Wildlife coordinated a review of potential resource impacts of the projects submitted. All concerns were passed on to project sponsors and appropriate land managers. A summarized list of concerns was forwarded to staff. All land managers must provide documentation that any required environmental review be completed before funding is authorized.

Outside reviewers were used to assist the grant subcommittees in their selection process. These reviewers represented all aspects of trail recreation including enthusiasts, conservation groups, and parks professionals. Project descriptions were posted on the website and public comment on the projects was solicited widely, but no public comments were received. On February 1<sup>st</sup> and 2<sup>nd</sup>, the OHV Subcommittee held public meetings to interview grant applicants and take public input concerning the OHV grant applications. Public input at the OHV subcommittee meeting was evaluated as part of the grant selection process and passed on to the trail committee.

The lists of applications considered by each subcommittee are attached.

Type of Grant	Total Applications	Total \$ Requested
<b>Recreational Trails Grants</b>		
Planning Grants	7	\$134,655.00
Special Projects	6	\$100,200.00
Non-Profit Small	10	\$129,600.00
Non-Profit Large	13	\$1,358,622.00
Federal Small	11	\$142,340.00
Federal Large	8	\$766,873.00
State, County, Local Small	4	\$27,290.00
State, County, Local Mid	12	\$696,290.00
State, County, Local Large	16	\$2,837,701.00
<b>Total Recreational Trails Grants</b>	<b>87</b>	<b>\$6,193,571.00</b>
<b>OHV Grants</b>	<b>46</b>	<b>\$2,439,264.00</b>

Based on the grant scores, the attached funding priority list was developed for each grant category. On March 1, 2005 the State Trails Committee met and took formal action, approving the priority lists submitted by staff and the subcommittees. The Board must approve the grants before funding can be distributed to the grantees. The Great Outdoors Colorado Projects Committee reviewed all GOCO funded trail grants at their March 4th meeting. The GOCO approval is necessary for all trail grants which are funded with GOCO dollars.

Friday, March 11, 2005

Once the grant selection process is completed, the State Trails Committee will review applications, policies, and procedures for next year's grants program. Updates and improvements are then submitted for comment by local governments, land management agencies, trail interests, and the public. In this way the grant selection process continually responds to public needs, the changing funding environment, and new opportunities in trail and greenway planning.

**Funding**

For the 2005 Trails Grant cycle we anticipate \$4,249,238. s from the following funding sources.

Source of Funding	Dollars Awarded
GOCO: State Parks Colorado Front Range Trail	\$ 400,000.00
GOCO: Local Government Funds	\$ 500,000.00
GOCO: State Parks	\$ 500,000.00
Land & Water Conservation Fund (LWCF): Colorado Front Range Trail	\$ 400,000.00
Land & Water Conservation Fund (LWCF)	\$ 529,000.00
Federal Recreational Trails Program-Diversified & Non-Motorized	\$ 529,900.00
Federal Recreation Trails Program - Motorized	\$ 153,439.00
Off Highway Vehicle Fund	\$1,236,899.00

**DISCUSSION AND SUMMARY:** For this year, 87 Recreational and 46 Off-Highway Vehicle eligible applications were received for a total grant request of \$8,632,835.00. The projects were scored by the outside reviewers, grant subcommittees, regional staff, and GOCO staff.

Using direction from the Trails Program's Strategic Plan, the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and staff, and the Trails Committee recommend priority funding of:

Type of Grants	Number of Grants	Proposed Funding
<b>Recreational Trails Grants</b>		
Non-Profit Small	4	\$56,900.00
Non-Profit Large	6	\$572,073.00
Federal Small	4	\$50,272.00
Federal Large	3	\$430,500.00
State, County, Local Small	3	\$20,800.00
State, County, Local Mid	5	\$314,600.00
State, County, Local Large	7	\$1,105,100.00
Planning Grants	4	\$66,655.00
Special Projects	5	\$75,000.00
State Park Special Projects	5	167,000.00
<b>Total Recreational Trails Grants</b>	<b>46</b>	<b>\$2,858,900.00</b>
<b>OHV Grants</b>	<b>32</b>	<b>\$1,390,338.00</b>
<b>TOTAL</b>		<b>\$4,249,238.00</b>

The priority funding lists contain the recommended awards for each grant category. An estimated total of \$298,000.00 will fund Youth Corps Trail projects that are a component of the grant awards.

Friday, March 11, 2005

**DIVISION RECOMMENDATION:** The Staff and the State Trails Committee provide this information for future approvals.

**MEETING ADJOURNED**

\_\_\_\_\_  
Dr. Ready, Chair

\_\_\_\_\_  
Doug Cole, Secretary

**COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION**

<u>2005 State Trail Grant Awards</u>	<u>Lori Malcolm</u>	<u>03/29/2005</u>
TOPIC	PREPARED BY	DATE

<u>X</u> ACTION	<u>        </u> INFORMATION	<u>        </u> DRAFT	<u>        </u> FINAL
ITEM	ITEM	COPY	COPY
			<u>X</u>

- I) **PURPOSE:** To request approval of the 2005 Recreation State Trail Grants as recommended by the State Trails Committee.
  
- II) **BACKGROUND INFORMATION:** The State Trails Program, a statewide program within Colorado State Parks, awards grants for trail related projects on a yearly basis. Local, county, and state governments, federal agencies, recreation districts, non-profit organizations with management responsibilities over public lands are eligible.

**The Trails Grant Selection Process**

The State Trails Committee is responsible for the trail grants process and makes recommendations to the Parks Boards concerning grant funding.

Trail grant applications are sent out by e-mail, ground mail and posted on the Internet. The grants program is publicized through newsletters, the state website, and e-mail information networks. Technical assistance for grant preparation is provided to potential applicants. The deadline for Recreational Trails applications is November 1<sup>st</sup> and Off Highway Vehicle (OHV) applications is December 1st.

**Subcommittee Recommendations**

The State Trails Committee uses a subcommittee structure to oversee and organize the grant selection process. Four standing subcommittees are appointed for the purpose of making grant funding recommendations to the Trails Committee: two Recreational Trails Grant Selection Subcommittees, an OHV Grant Selection Subcommittee and a Snowmobile Grant Selection Subcommittee.

*The Recreation Trails Grant Selection Subcommittee to review Planning, Special Projects, Non-Profit Small, Non-Profit Large, Federal Small, and Federal Large Grants* consists of a majority of the members from the Trails Committee, a representative from GOCO, and four Regional Trail Coordinators. Scoring on the grants is the combination of scores from the Trails Committee, a representative from GOCO, the Regional Trail Coordinators, and the outside reviewers. This subcommittee makes funding recommendations to the Trails Committee on the planning, special projects, non-profit, and federal grants.

*The Recreation Trails Grant Selection Subcommittee to review State, County, Local Small, Mid, and Large Grants* consists of members from the Trails Committee and

Regional Trail Coordinators. Scoring on the grants is the combination of scores from the Trails Committee, the Regional Trail Coordinators, and outside reviewers. This subcommittee makes funding recommendations to the Trails Committee on the State, County, Local small, mid, and large grants.

*The OHV Grant Subcommittee* is made up of two members from the Trails Committee and eight members from the organized OHV groups. Program and regional staff provide direct input to the committee, but do not score the grants.

Each subcommittee makes recommendations to the State Trails Committee concerning which grants should be funded based on the ranking process and overall project score. The U.S. Fish and Wildlife coordinated a review of potential resource impacts of the projects submitted. All concerns were passed on to project sponsors and appropriate land managers. A summarized list of concerns was forwarded to staff. All land managers must provide documentation that any required environmental review be completed before funding is authorized.

Outside reviewers were used to assist the grant subcommittees in their selection process. These reviewers represented all aspects of trail recreation including enthusiasts, conservation groups, and parks professionals. Project descriptions were posted on the website and public comment on the projects was solicited widely, but no public comments were received. On February 1<sup>st</sup> and 2<sup>nd</sup>, the OHV Subcommittee held public meetings to interview grant applicants and take public input concerning the OHV grant applications. Public input at the OHV subcommittee meeting was evaluated as part of the grant selection process and passed on to the StateTrail Committee.

The lists of applications considered by each subcommittee are attached.

<b>Type of Grant</b>	<b>Total Applications</b>	<b>Total \$ Requested</b>
<b>Recreational Trails Grants</b>		
Planning Grants	7	\$134,655.00
Special Projects	6	\$100,200.00
Non-Profit Small	10	\$129,600.00
Non-Profit Large	13	\$1,358,622.00
Federal Small	11	\$142,340.00
Federal Large	8	\$766,873.00
State, County, Local Small	4	\$27,290.00
State, County, Local Mid	12	\$696,290.00
State, County, Local Large	16	\$2,837,701.00
<b>Total Recreational Trails Grants</b>	<b>87</b>	<b>\$6,193,571.00</b>
<b>OHV Grants</b>	<b>46</b>	<b>\$2,439,264.00</b>

Based on the grant scores, the attached funding priority list was developed for each grant category. On March 1, 2005 the State Trails Committee met and took formal action, approving the priority lists submitted by staff and the subcommittees. The Board must approve the grants before funding can be distributed to the grantees. The Great Outdoors Colorado Board approved all GOCO funded trail grants at their March 18th meeting. The GOCO Board approval is necessary for all trail grants which are funded with GOCO dollars.

Once the grant selection process is completed, the State Trails Committee will review applications, policies, and procedures for next year's grants program. Updates and improvements are then submitted for comment by local governments, land management agencies, trail interests, and the public. In this way the grant selection process continually responds to public needs, the changing funding environment, and new opportunities in trail and greenway planning.

**Funding**

For the 2005 Trails Grant cycle we anticipate \$4,249,238.00 for trails from the following funding sources.

Source of Funding	Dollars Awarded
GOCO: Colorado Front Range Legacy Trail	\$ 400,000.00
GOCO: Local Government Funds	\$ 500,000.00
GOCO: State Parks	\$ 500,000.00
Land & Water Conservation Fund (LWCF): Colorado Front Range Trail	\$ 400,000.00
Land & Water Conservation Fund (LWCF)	\$ 529,000.00
Federal Recreational Trails Program-Diversified & Non-Motorized	\$ 529,900.00
Federal Recreation Trails Program - Motorized	\$ 153,439.00
Off Highway Vehicle Fund	\$1,236,899.00


- III) **DISCUSSION AND SUMMARY:** For this year, 87 Recreational and 46 Off-Highway Vehicle eligible applications were received for a total grant request of \$8,632,835.00. The projects were scored by the outside reviewers, grant subcommittees, regional staff, and GOCO staff.

Using direction from the Trails Program's Strategic Plan, the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and staff, the Trails Committee recommends priority funding of:

Type of Grants	Number of Grants	Proposed Funding
<b>Recreational Trails Grants</b>		
Non-Profit Small	4	\$56,900.00
Non-Profit Large	6	\$572,073.00
Federal Small	4	\$50,272.00
Federal Large	3	\$430,500.00
State, County, Local Small	3	\$20,800.00
State, County, Local Mid	5	\$314,600.00
State, County, Local Large	7	\$1,105,100.00
Planning Grants	4	\$66,655.00
Special Projects	5	\$ 75,000.00
State Park Special Projects	5	\$167,000.00
<b>Total Recreational Trails Grants</b>	<b>41</b>	<b>\$2,858,900.00</b>
<b>OHV Grants</b>	<b>32</b>	<b>\$1,390,338.00</b>
<b>TOTAL</b>		<b>\$4,249,238.00</b>

The priority funding lists contain the recommended awards for each grant category. An estimated total of \$298,000.00 will fund Youth Corps Trail projects that are a component of the grant awards.

- IV) **DIVISION RECOMMENDATION:** Staff and the State Trails Committee recommend approval of the priority funding lists of the Recreational Trails Grants and OHV Grants for 2005. Staff also recommends that minor adjustments of project funding levels be permitted at the discretion of the Director.
- V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation approve the 2005 State Trails Grants awards and that minor adjustments of project funding levels be permitted at the discretion of the Director."

  
 \_\_\_\_\_  
 Approved for submittal to the Parks Board

April 4, 2005  
 \_\_\_\_\_  
 Date

2005 RECREATIONAL TRAILS GRANT

Project Name	Project Sponsor	Total Project Cost	Amount Requested	Proposed Funding
<b>Non-Profit Small Grant Category (\$0 - \$15,000)</b>				
WRV 2005 Partnership for Stewardship	Wildlands Restoration Volunteers	\$200,000	\$14,900	\$14,900
Capital Equipment Acquisition-Fraser to Granby Trail	Headwaters Trail Alliance	\$15,000	\$12,000	\$12,000
Chatfield Wetlands Trail	Audubon Society of Greater Denver	\$143,200	\$15,000	\$15,000
RFOV 2005 Project	Roaring Fork Outdoor Volunteers	\$76,000	\$15,000	\$15,000
Purchase Widetrack Snowmobile For Grooming	Uncompahgre Valley Trail Riders	\$10,250	\$8,200	\$0
Wolf Creek Trailblazer Groomer and Trailer	Wolf Creek Trailblazers Snowmobile Club	\$26,000	\$15,000	\$0
Kebler Trailhead Toilet Facility	Gunnison County Sno Trackers Snowmobile Club	\$25,000	\$15,000	\$0
Gunnison Nordic Trail Grooming Project	Gunnison Nordic Club	\$16,600	\$12,700	\$0
Camenisch Park Trail Project	Hyland Hills Park and Recreation District	\$56,000	\$15,000	\$0
Ironton Nordic Trails System	Ouray Trail Group	\$9,000	\$6,800	\$0
	<b>Non-Profit Small Grant Totals</b>	<b>\$142,850</b>	<b>\$72,700</b>	<b>\$56,900</b>
<b>Non-Profit Large Grant Category (\$15,001 - \$200,000)</b>				
2005 Peak Preservation Project	Colorado Fourteeners Initiative	\$411,424	\$197,223	\$197,223
100th Anniversary USFS Trail Projects	Volunteers for Outdoor Colorado	\$250,340	\$35,000	\$35,000
* Poudre Trail-Bison Arroyo Section	Poudre River Trail Corridor, Inc.	\$360,700	\$178,850	\$178,850
Crested Butte Nordic Snowcat Purchase	Crested Butte Nordic Council	\$140,000	\$70,000	\$70,000
Continental Divide Trail Construction Volunteer and Youth Corps Projects	Continental Divide Trail Alliance	\$176,529	\$67,824	\$54,000
Garden of the Gods Trails & Restoration Project	Rocky Mountain Field Institute	\$359,225	\$46,725	\$37,000
Jackson Pond Trails	Kiowa County Econ Dev Foundation	\$229,800	\$114,900	\$0
Rio Grande Trail 2005	New Century Transportation Foundation	\$777,500	\$200,000	\$0
Colorado River, South Canyon Trail	LoVa-Lower Valley Trails Group	\$400,000	\$200,000	\$0
New Replacement Groomer	San Juan Sledders	\$151,300	\$74,000	\$0
San Luis Valley Groomer	Silverthread Outdoor Recreation Club	\$90,000	\$60,000	\$0
Continental Divide Trail Construction	Continental Divide Trail Alliance	\$2,400,800	\$70,000	\$0
South Colony Lakes Basin Trails & Restoration Project	Rocky Mountain Field Institute	\$199,300	\$44,100	\$0
	<b>Non-Profit Large Grant Totals</b>	<b>\$4,248,700</b>	<b>\$763,000</b>	<b>\$572,073</b>
<b>Federal Agencies Small Grant Category (\$0 - \$15,000)</b>				
Tabeguache Peak Restoration Project	US Forest Service-Salida R.D.	\$23,900	\$11,500	\$11,500
* CDT/Sky Pond Trail	Rocky Mtn National Park-NPS	\$83,800	\$11,900	\$11,900
Wetterhorn Peak Preservation Project	USFS-Gunnison Ranger District	\$30,300	\$15,000	\$14,872
* RMNP Ypsilon Lake Trail	Rocky Mtn National Park-NPS	\$47,535	\$15,000	\$12,000
Colorado Trail/Brown's Creek Bridge	USFS-Salida Ranger District	\$14,500	\$10,100	\$0
Prarie & Lakes Trail Loop Maintenance	US Fish & Wildlife Service	\$12,900	\$10,200	\$0
Buffalo Creek Recreation Area-Trails	US Forest Service-So. Platte R.D.	\$50,575	\$12,640	\$0
Leadville RD Trails Volunteer Coordinator	US Forest Service-Leadville R.D.	\$138,600	\$15,000	\$0
East Eagle Trail Construction	BLM Glenwood Springs Field Office	\$22,000	\$11,000	\$0
Ophir Creek Snowmobile Trail Protection	US Forest Service-San Carlos R.D.	\$20,800	\$15,000	\$0

2005 RECREATIONAL TRAILS GRANT

Project Name	Project Sponsor	Total Project Cost	Amount Requested	Proposed Funding
Lake Isabel Social Trail Re-construction	US Forest Service-San Carlos R.D.	\$80,500	\$15,000	\$0
<b>Federal Agencies-Small Grant Totals</b>		<b>\$417,710</b>	<b>\$118,940</b>	<b>\$50,272</b>
<b>Federal Agencies Small Grant Category (\$15,001 - \$200,000)</b>				
* Emerald Lake Trail Project	Rocky Mtn National Park-NPS	\$118,800	\$39,000	\$39,000
Guanella Pass Trails Phase I	US Forest Service-So. Platte R.D.	\$1,324,240	\$200,000	\$200,000
North Halfmoon Massive Trail	US Forest Service-Leadville R.D.	\$383,113	\$191,500	\$191,500
R2 Fourteener Maintenance	US Forest Service	\$395,913	\$195,873	\$0
Dillon Ranger District Trail Signing	US Forest Service-Dillon R.D.	\$43,000	\$21,500	\$0
Shearer Creek Trail Fire Rehabilitation	US Forest Service-Columbine R.D.	\$55,000	\$27,500	\$0
San Juan NF Wilderness Access	US Forest Service	\$55,000	\$27,500	\$0
Lake Isabel Accessible and Social Trails	US Forest Service-San Carlos R.D.	\$128,000	\$64,000	\$0
<b>Federal Agencies-Large Grant Totals</b>		<b>\$2,503,066</b>	<b>\$766,873</b>	<b>\$430,500</b>
<b>State, County, Local Govt Small Grant Category (\$0 - \$15,000)</b>				
Summit County Pathway Signage Project	Summit County Open Space and Trails Department	\$15,000	\$5,300	\$5,300
Stagecoach Overlook Trail	Stagecoach Reservoir StatePark	\$23,600	\$11,500	\$11,500
* Big Dry Creek Trail Restoration	City of Westminster	\$10,200	\$5,100	\$4,000
West Shore Trail Extension	Jackson Lake State Park	\$27,360	\$5,390	\$0
<b>State, County &amp; Local Govt Small Grant Totals</b>		<b>\$61,160</b>	<b>\$21,990</b>	<b>\$20,800</b>
<b>State, County, Local Govt Mid-Size Grant Category (\$15,001 - \$100,000)</b>				
Vallecito Reservoir Trail	Pine River Irrigation District	\$73,300	\$36,600	\$36,600
* Fossil Creek Trail Underpass	City of Ft Collins	\$312,000	\$100,000	\$100,000
* Clear Creek Trail Replacement Phase III	City of Wheatridge	\$300,716	\$50,000	\$50,000
Lory Mountain Loop	Lory State Park	\$307,500	\$87,000	\$69,000
Palisade Riverbend Park Trail Completion	Town of Palisade	\$154,420	\$72,311	\$59,000
Alamosa Ranch Trail System	City of Alamosa Parks & Rec Dept	\$199,000	\$87,700	\$0
Sand Creek Trail	City of Colorado Springs	\$300,000	\$100,000	\$0
Catamount Ranch Trailhead & Trail	Teller County Division of Parks	\$53,100	\$24,600	\$0
Galloping Goose Nordic Grooming Vehicle	San Miguel County Open Space and Recreation Program	\$60,000	\$30,000	\$0
Little River Ranch Trail	Town of Poncha Springs	\$80,300	\$40,150	\$0
Holman Avenue Recreation Trail Connection	City of Salida	\$25,000	\$25,000	\$0
Front Range History Project (FRHP)	Colorado Historical Society	\$85,858	\$42,929	\$0
<b>State, County &amp; Local Govt Mid-Size Grant Totals</b>		<b>\$803,258</b>	<b>\$350,379</b>	<b>\$314,600</b>
<b>State, County, Local Govt Large Grant Category (\$100,001 - \$200,000)</b>				
* Rimrock Trail Phase II	Larimer County Parks and Open Lands	\$1,008,702	\$200,000	\$200,000
Swan Mountain Recpath Phase 1a	Summit County Open Space and Trails Department	\$785,800	\$200,000	\$200,000
* St Vrain Greenway	City of Longmont Parks and Rec Dept	\$1,043,000	\$200,000	\$200,000
Fruita-Big Salt Wash Trail	City of Fruita	\$256,347	\$119,101	\$119,100
Coal Creek Trail & Underpass	City of Louisville	\$311,000	\$155,500	\$126,000
* South Shooks Run Trail Construction	City of Colorado Springs	\$700,000	\$150,000	\$120,000
Eagle River Trail Bridge	Eagle County/ECO Trails	\$350,000	\$175,000	\$140,000
Pagosa Area Trails Project II	Archuleta County	\$353,012	\$139,700	\$0

2005 RECREATIONAL TRAILS GRANT

Project Name	Project Sponsor	Total Project Cost	Amount Requested	Proposed Funding
Norton Trailhead	Town of Parker	\$425,000	\$175,000	\$0
Weir Gulch Trail Spur Project	City of Lakewood	\$716,000	\$150,000	\$0
E-470 Multi-Use Trail Section 4	E-470 Public Highway Authority	\$590,000	\$200,000	\$0
Milliken Trail System	Town of Milliken	\$550,581	\$200,000	\$0
Walker Ranch South Boulder Creek Trailhead Improvement Project	Boulder County Parks and Open Space	\$351,865	\$175,000	\$0
Crystal River Trail Phase 1	Pitkin County Open Space and Trails	\$1,140,000	\$200,000	\$0
Goeglein Gulch Pedestrian Underpass	City of Durango	\$788,600	\$200,000	\$0
Colorado Front Range Trail Connections	Douglas County	\$602,600	\$198,400	\$0
<b>State, County, Local Govt Large Grant Totals</b>		<b>\$8,178,005</b>	<b>\$2,437,701</b>	<b>\$1,105,100</b>
<b>Planning Grant Category (\$0 - \$20,000)</b>				
Massive/Eolus Group Planning Project	Colorado Fourteeners Initiative	\$52,300	\$20,000	\$20,000
CDTA Explorers Program	Continental Divide Trail Alliance	\$21,826	\$14,655	\$14,655
Ute Pass Trail Phase III	El Paso County Parks and Leisure Services	\$37,240	\$20,000	\$16,000
* Pedro's Point Trail Planning Project	Lake Pueblo State Park	\$25,000	\$20,000	\$16,000
West Elk Trail: Phase 1	Gunnison County	\$25,000	\$20,000	\$0
Baca Trail Access	US Forest Service-Saguache R.D.	\$50,500	\$20,000	\$0
Poudre River Trail East Plan	Poudre River Trail Corridor, Inc.	\$28,200	\$20,000	\$0
<b>Planning Grant Totals</b>		<b>\$187,766</b>	<b>\$114,655</b>	<b>\$66,655</b>
<b>Special Projects Grant Category (\$0 - \$20,000)</b>				
WRV Volunteer Capacity Building & Trng	Wildlands Restoration Volunteers	\$234,300	\$19,300	\$19,300
Peak Stewards	Colorado Fourteeners Initiative	\$20,000	\$20,000	\$20,000
CDT Adopt-A-Trail Program	Continental Divide Trail Alliance	\$26,600	\$14,900	\$14,900
Extending Your Reach Training Program	Volunteers for Outdoor Colorado	\$121,304	\$20,000	\$16,000
* Poudre Trail Volunteer Maintenance & Patrol	Poudre River Trail Corridor, Inc.	\$24,300	\$6,000	\$4,800
V Outdoors Volunteer Capacity Building	Volunteers for Outdoor Colorado	\$145,569	\$20,000	\$0
<b>Special Projects Grant Totals</b>		<b>\$317,773</b>	<b>\$60,900</b>	<b>\$75,000</b>
<b>State Parks Special Projects</b>				
Colorado On the Move Guidebook	Colorado State Parks	\$25,000	\$25,000	\$25,000
Statewide Mapping Project	South Suburban Park Foundation	\$50,000	\$50,000	\$50,000
State Trails Symposium	Colorado State Parks	\$35,000	\$35,000	\$35,000
CYCA Trail Oversight	Colorado Youth Corp Association	\$40,000	\$40,000	\$40,000
Environmental Grants Review	U.S. Fish and Wildlife Service	\$17,000	\$17,000	\$17,000
<b>State Parks Special Projects</b>		<b>\$167,000</b>	<b>\$167,000</b>	<b>\$167,000</b>

\* Denotes a Colorado Front Range Trail Project (Total Award for CFRT: \$936,550.00)

## OHV Grants

Project Name	Project Sponsor	Amount Requested	Total Cost	Proposed Funding
Main OHV Trailhead Enhancement	USFS Pawnee National Grasslands	1,000	3,730.50	\$ 1,000.00
Donner Pass Bridge Replacement	Northern Colorado Trail Riders	35,000	44,400	\$ 8,700.00
NCTR Trail Maintenance Expenses	Northern Colorado Trail Riders	2,200	2,300	\$ 1,700.00
OHV Trails Gold Belt Region	BLM Royal Gorge Field Office	30,000	50,700	\$ 25,000.00
GSFO Trail Crew	BLM Glenwood Springs	45,400	80,900	\$ 46,768.00
Trail Maintenance Jct & Paonia District	Thunder Mountain Wheelers	17,700	20,000	\$ 17,700.00
Responsible Recreation Campaign	COHVCO	145,000	225,300	\$ 130,000.00
Rampart Range OHV Development	USFS South Platte Ranger District	295,880	385,770	\$ 60,000.00
Dolores OHV Crew	USFS Dolores Public Lands Office	78,600	105,300	\$ 75,200.00
West Side OHV Trail Reconstruction	Southwest Youth Corps	44,000	44,000	\$ 49,280.00
Uncompahgre OHV Trail Crew	BLM Montrose	50,000	114,500	\$ 50,000.00
Rocky Mountain Youth Corps	CO State Parks State Forest State Park	33,000	52,600	\$ 36,960.00
Wilson Mesa Trail Improvement	USFS Norwood Range District	24,500	29,800	\$ 26,336.00
State Forest	CO State Parks	25,000		\$ 25,000.00
San Carlos / BLM Trail Crew	USFS San Carlos	60,890	77,490	\$ 47,544.00
Upper Arkansas Motorized Trail Crew	USFS / BLM / CO State Parks District Motorized Trails	41,800	55,600	\$ 35,000.00
Parks District Motorized Trails	USFS Parks Ranger District	64,500	79,900	\$ 50,000.00
Dillion OHV Signing, Education and Maintenance	USFS Dillion Ranger District	13,500	22,000	\$ 3,500.00
Replacement SWECO Trail Dozer	Rampart Range Motorcycle Management Committee	73,000	85,000	\$ 63,000.00
Texas Creek Area	BLM Ark Headwaters	24,000	29,000	\$ 14,000.00
Big Bend OHV Track	BLM Ark Headwaters	35,000	45,000	\$ 20,000.00
Signal Butte /Pikes Peak Region	Colorado Motorcycle Trail Riders Association	48,400	60,217	\$ 37,000.00
OHV Trail Crew	USFS Ouray Ranger District	45,244	77,244	\$ 39,200.00
Rainbow Falls Motorized Trail Improvements Proposal	USFS Pikes Peak Ranger District	67,600	120,500	\$ 47,000.00
SWECO Dozer Operations	Rampart Range Motorcycle Management Committee	161,070	178,070	\$ 114,150.00
Statewide Trail Crew	USFS Sulphur RD	75,000		\$ 75,000.00
Grand Lake Trail Crew	USFS Sulphur RD	50,000		\$ 50,000.00
Gunnison Trail Crew	USFS Gunnison RD	50,000		\$ 50,000.00
Grand Mesa Trail Crew	USFS Grand Valley RD	45,400		\$ 45,400.00
Rampart Range Trail Crew	South Platte	50,000		\$ 50,000.00
Routt Trail Crew	Timberline Trailriders	50,000		\$ 50,000.00
Grand Jct BLM	BLM Grand Jct	45,900		\$ 45,900.00

**COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION**

Ridgway State Park Marina Sale and Assignment  
**TOPIC**

Kurt Mill  
**PREPARED BY**

04/01/2005  
**DATE**

<u>  </u>	<b>ACTION</b>	<u>  </u>	<b>INFORMATION</b>	<u>  </u>	<b>DRAFT</b>	<u>  </u>	<b>FINAL</b>
<u>X</u>	<b>ITEM</b>	<u>  </u>	<b>ITEM</b>	<u>  </u>	<b>COPY</b>	<u>X</u>	<b>COPY</b>

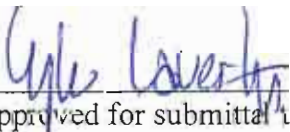
I) **PURPOSE:** To seek Board approval for the assignment of the Ridgway State Park Marina contract from the current operator to the new operator as a result of the sale of the marina operation.

II) **BACKGROUND INFORMATION:** Skyway Marina, Inc. (Contractor) has operated the Ridgway State Park Marina under a concession contract since April 5<sup>th</sup> of 1994. The current contract will expire on April 5<sup>th</sup>, 2008. However, Skyway Marina has decided to no longer operate the marina and instead sell their assets to a new owner and have State Parks transfer the existing marina concession contract to this new owner.

III) **DISCUSSION AND SUMMARY:** Region and park staff have met with the current owner and discussed his plans. Essentially, his desire is to get out of the contract altogether, even if he can't find a buyer. We are working with him to find a buyer so that marina services will still be available this summer. If the current owner should fail to sell his marina operation to anyone, our recourse is to go back out to bid after he has removed all of his docks, etc. This would probably not happen until fall and we would not have marina services available to the public this season.

IV) **DIVISION RECOMMENDATION:** Staff recommends that the Board provide the Director with the authority to negotiate and consummate the assignment of the existing lease to a new owner should one be found. If not, we will proceed to go back out to bid to find a new owner.

V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation authorize the Director to negotiate and consummate the assignment of the Ridgway Marina contract to a new owner should one be found before the contract becomes null and void."

  
 \_\_\_\_\_  
 Approved for submission to the Parks Board

April 4, 2005  
 Date

COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION

Bonny Lake Marina Annual Fee Waiver Request  
TOPIC

Michael French  
PREPARED BY

03/21/2005  
DATE

X ACTION ITEM      INFORMATION ITEM      DRAFT COPY      FINAL COPY

I) **PURPOSE:** To seek Board action on the Bonny Lake Marina request to waive the marina concession annual fee for 2005 at Bonny Lake State Park (BLSP).

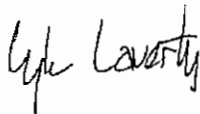
II) **BACKGROUND INFORMATION:** Bonny Lake Marina (Contractor) has operated under a concession contract at BLSP since April 1998. Contract term ends on December 31, 2008 with a 5 year renewable option at the sole discretion of the State. Gross revenue percentage agreed to in the contract is 5%. In addition, a \$2,400.00 annual fee is paid while a \$500.00 administrative fee is paid only in the event the percentage of gross fee does not cover an amount equal to the administrative fee.

In 2000, 2003 and 2004 the Contractor was granted a waiver of the \$2,400 annual fee due to low water level and disruption of marina business during boat ramp & jetty construction. A key outcome of the construction was that it allowed the Contractor to stay open the entire 2001 and 2002 contract years in spite of the ongoing decline of water levels (~ 2.5 feet per year). Bonny Lake is currently at a record low level approximately 17 feet below normal pool. Only 1 of 3 boat ramps at BLSP are usable at this time due to low water levels. In February 2005 another waiver request has been made from the Contractor.

III) **DISCUSSION AND SUMMARY:** Water levels on Bonny Lake have dropped for the last 5 years. The marina bay where the Contractor's boat rentals, wet slips and gas docks are located are unuseable at this time. Construction of extending, widening and dredging of the northern boat ramp (shortest distance to deep water) will be completed in April 2005 and will allow boating access while the marina bay ramp is closed. Given the water situation Contractor is willing to open the marina store and sell gas at the store. Contractor gross sales revenue has dropped every year for the last five years. Gross sales revenue from the Bonny Lake Marina were \$28,156 in 2004 and \$ 50,147 in 2003.

IV) **DIVISION RECOMMENDATION:** Staff recommends that the Board approve the request to waive the 2005 annual fee and go to a straight 5% of gross fee for 2005.

V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation the request to waive the 2005 annual fee and collect 5% gross fee for 2005 from the Bonny Lake Marina."

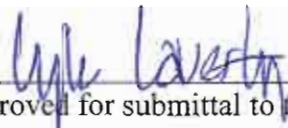


Approved for submittal to the Parks Board

April 4, 2005  
Date



- V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation waive concession fees for Hamilton Family Shooting Center at Cherry Creek State Park, in the amount of \$19,686.24. The intent of this motion is to repay Hamilton Family Shooting Center for expenses incurred by them on behalf of the State.

  
\_\_\_\_\_  
Approved for submittal to the Parks Board

April 4, 2005  
Date

**COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION**

Golden Gate Canyon State Park Acquisition  
**TOPIC**

Dan Weber                      03/21/2005  
**PREPARED BY**                      **DATE**

   **ACTION**                      **INFORMATION**                      **DRAFT**                      **FINAL**  
   **ITEM**                      **ITEM**                      **COPY**                      **X** **COPY**

I) **PURPOSE:** To request Board approval for purchasing the Strojny property at Golden Gate Canyon State Park.

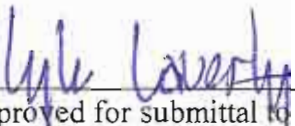
II) **BACKGROUND INFORMATION:** The Strojny property consists of 35 acres of land together with a 3400 sq. ft. house, 1300 sq. ft. detached garage/workshop, a 3-stall barn and other outbuildings. It offers spectacular views of the Mount Evans area. The property is an in-holding within the 4000 acre Green Ranch portion of Golden Gate Canyon State Park located southwest of the main body of the park.

The owner of the property, Mr. Rick Strojny, acting through a broker, has listed the property for sale off and on since the summer of 2004. After evaluating potential use of the property by us, we ordered an appraisal. The appraisal established a market value of \$1,000,000. Our preliminary discussions with the broker indicate a willingness of the property owner to sell to State Parks.

III) **DISCUSSION AND SUMMARY:** The Strojny property has value because its purchase would eliminate one of three in-holdings on the Green Ranch property. Furthermore, with the associated buildings described above, staff feels there is strong potential for a revenue generating house/facility rental program. Potential users include hunting groups, horseback riding groups or families looking for a perfect mountain get-a-way. This facility would be added the existing cabin/yurt rental program at the park. We will also be able to gate and close off an access road to this property. Acquiring the Strojny property makes good sense and will be a positive addition to the park.

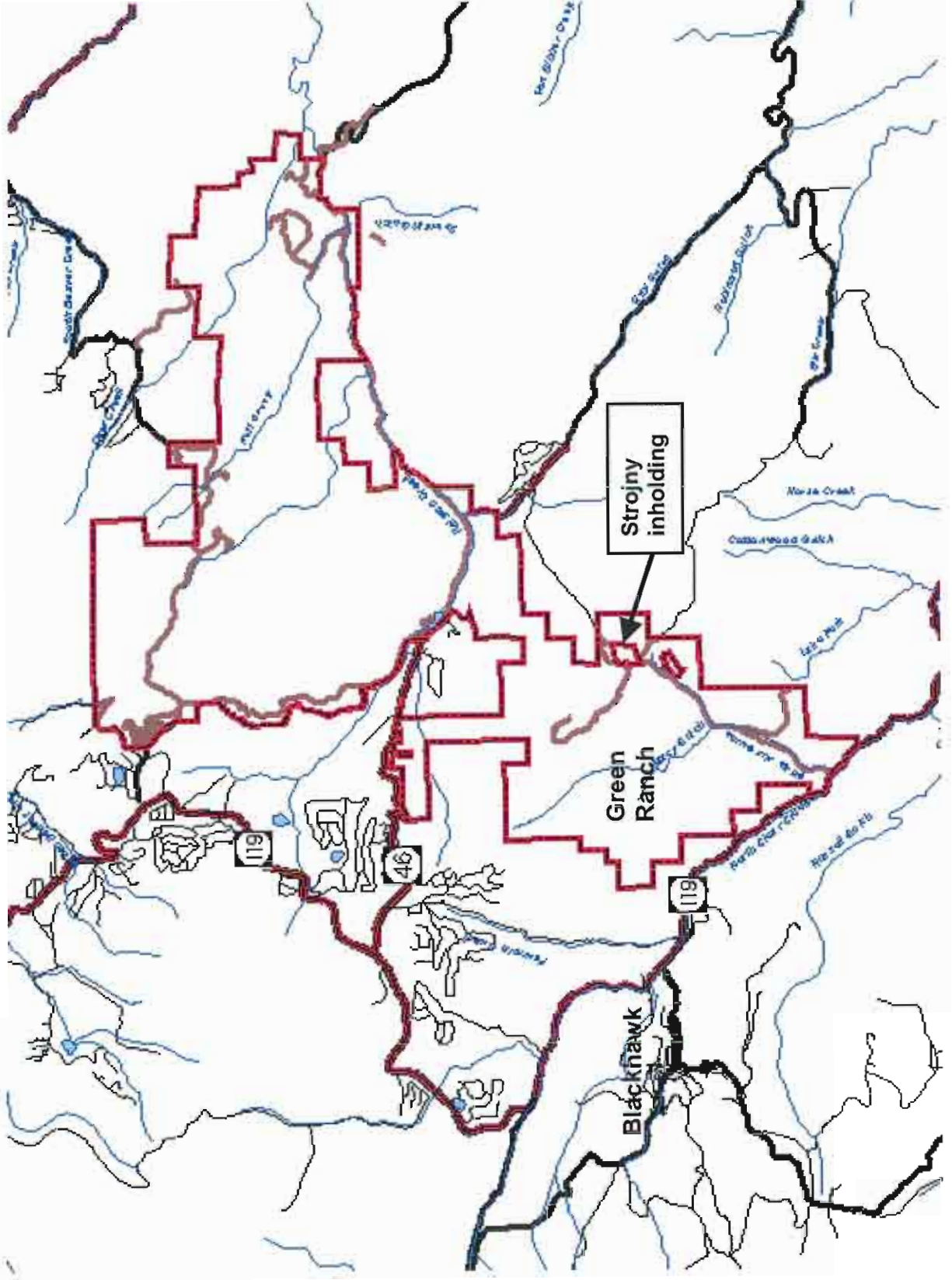
IV) **DIVISION RECOMMENDATION:** Staff recommends the Board authorize the Director to negotiate and consummate the purchase of the Strojny property at Golden Gate Canyon SP, for a purchase price not to exceed \$1,000,000. The Director has found this acquisition of land to be necessary, suitable or proper for parks and outdoor recreation purposes.

V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation authorize the State Parks Director to negotiate and consummate the purchase of the Strojny property at Golden Gate Canyon SP, as described in this Action Item."

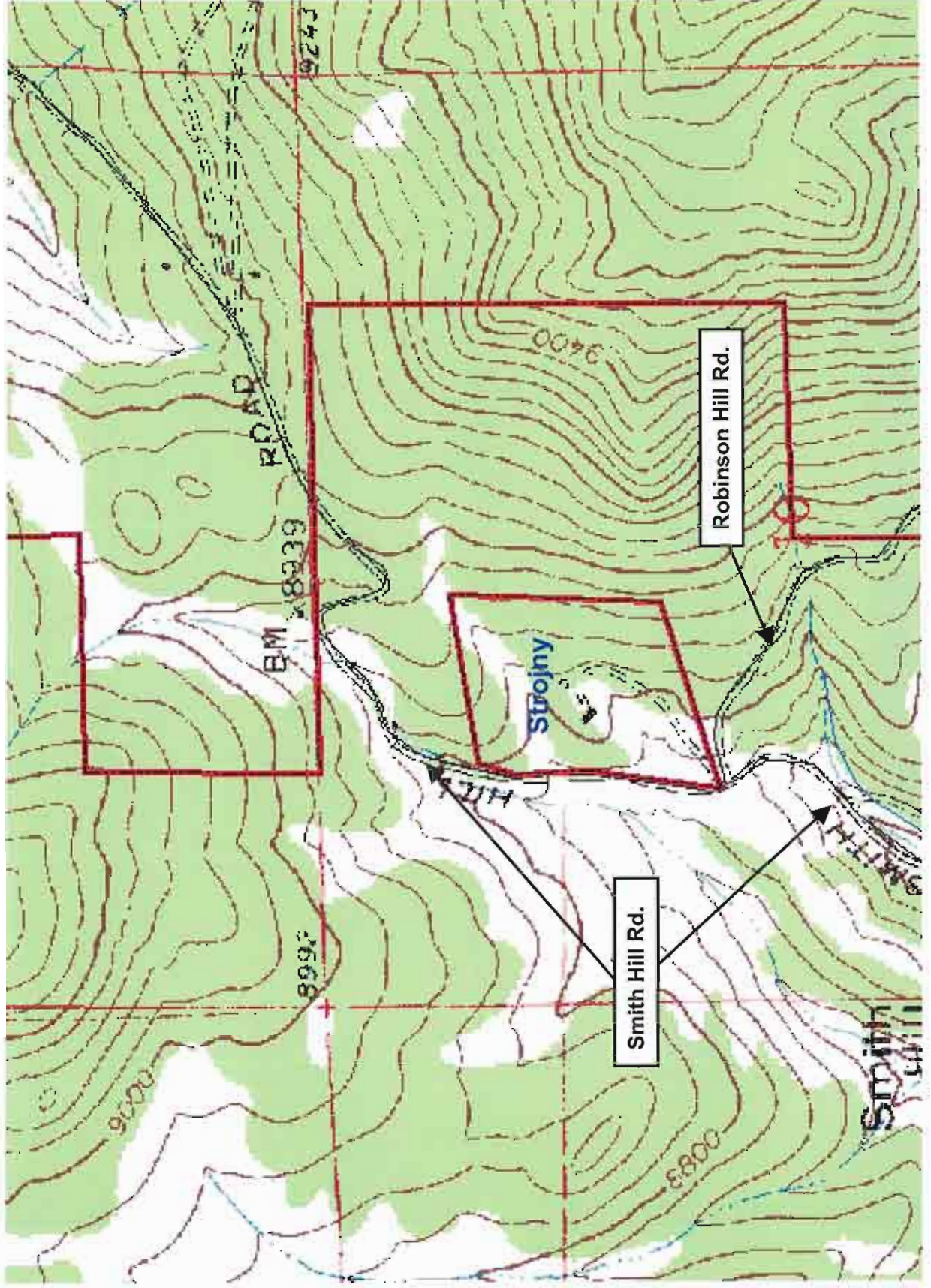
  
 \_\_\_\_\_  
 Approved for submittal to the Parks Board

April 4, 2005  
 Date

**Golden Gate Canyon State Park  
Green Ranch – Strojny inholding**



Strojny Property



COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION

Retail Products and Service Pricing Policy

Larry Kramer

04/01/2005

TOPIC

PREPARED BY

DATE

<u>  </u> ACTION	<u>  </u> INFORMATION	<u>  </u> DRAFT	<u>  </u> FINAL
<u>  </u> ITEM	<u>  </u> ITEM	<u>  </u> COPY	<u>  </u> COPY

I) **PURPOSE:** To request Board approval for establishing a policy for the reasonable pricing of Retail Products and Services offered to the public in consideration of a monetary payment.

II) **BACKGROUND INFORMATION:** 33-10-107 CRS, entitled Powers of the Board states " The board has power to: (1)(c) ...establish conveniences at any site or on any land controlled by the board or in which it holds an interest, ...operate and maintain any such...conveniences, and, when appropriate make reasonable charges for their use. Further, 33-10-111.5 (4) CRS, creates a stores revolving fund to acquire stock for warehousing and distributing supplies for retail sales to visitors.

III) **DISCUSSION AND SUMMARY:** Pricing will be set based on the following criteria.

A. Services

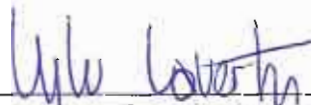
1. Pricing for services will be based on an analysis of comparable services provided by other government entities and/or the private sector. If comparable services are offered by the private sector in Colorado, prices will be set so as to not create an unfair competitive advantage to the State.

B. Retail Sales

1. Pricing for retail products will be based on Manufacture Suggest Retail Price ( MSRP). Retail products will not be priced to exceed MSRP without conducting a comparative market analysis.
2. Pricing Shall be publicly posted (price tags, signs, webpages, etc.).

IV) **DIVISION RECOMMENDATION:** Staff recommends the Board approve the Retail Products and Service Pricing policy as per the attached document.

V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation approve the Retail Products and Service Pricing policy as described in this Action Item."

  
 \_\_\_\_\_  
 Approved for submittal to the Parks Board

April 4, 2005

Date

STATE OF COLORADO  
DEPARTMENT OF NATURAL RESOURCES  
DIVISION OF PARKS AND OUTDOOR RECREATION

Policy No.

SUBJECT: Retail Products and Marina Service Pricing

I. PURPOSE

To establish a policy for the reasonable pricing of Retail Products and Services offered to the public in consideration of a monetary payment. 33-10-107 CRS, entitled Powers of the Board states " The board has power to: (1)(c) ...establish conveniences at any site or on any land controlled by the board or in which it holds an interest, ...operate and maintain any such...conveniences, and, when appropriate make reasonable charges for their use. Further, 33-10-111.5 (4) CRS, creates a stores revolving fund to acquire stock for warehousing and distributing supplies for retail sales to visitors.

II. POLICY

It shall be the policy of the Division of Parks and Outdoor Recreation to set reasonable pricing for retail services and products offered to the public in consideration of monetary payment. Pricing will be set based on the following criteria.

A. Services

1. Pricing for services will be based on an analysis of comparable services provided by other government entities and/or the private sector. If comparable services are offered by the private sector in Colorado, prices will be set so as to not create an unfair competitive advantage to the State.

B. Retail Sales

1. Pricing for retail products will be based on Manufacture Suggest Retail Price (MSRP). Retail products will not be priced to exceed MSRP without conducting a comparative market analysis.
2. Pricing shall be publicly posted (price tags, signs, webpages, etc.).

=====

Policy No. \_\_\_\_\_ is approved this \_\_\_\_ day of April, by:

Dr. Tom W. Ready  
Parks Board Chairman

COLORADO DIVISION OF PARKS AND OUTDOOR RECREATION

<u>Five-Year Strategic Plan</u>		<u>Dean Winstanley</u>	<u>3/24/05</u>
TOPIC		PREPARED BY	DATE
<u>X</u>	ACTION ITEM	INFORMATION ITEM	DRAFT COPY
			FINAL COPY

- I) **PURPOSE:** The purpose of this action item is to update the Parks Board on the recent changes to the agency's draft five-year strategic plan and to gain final approval from the Board to distribute and implement the strategic plan over the next five years.
- II) **BACKGROUND INFORMATION:** The agency undertook a new strategic planning process in January of 2004 to develop a five-year plan for Colorado State Parks. This process was designed to include a much more comprehensive and inclusive approach to identifying the priorities that will direct the agency's efforts and investments over the next five years.

State Parks staff throughout the agency has been involved in developing this plan in the following ways:

- All-Managers meeting on March 1-2, 2004 to help identify the agency strengths, weaknesses, opportunities and threats;
- 15-person Strategic Planning Team – met throughout the process to develop drafts for Leadership Team review and approval;
- Subcommittees—seven assembled, each with 5-6 Parks staff, to develop objectives and action strategies for each of the strategic plan goals;
- Opportunity to review and comments on the draft during a one-month period in early 2005.

Over the past two years, State Parks' personnel have listened to park visitors and others about Colorado's parks and statewide recreation programs. The external input from constituents and the general public, including suggestions for improvements and new experiences, have been incorporated into this plan. Coloradans have been involved in the following ways:

- Participation in the 2002 State Parks Market Assessment Study surveys;
- Series of 18 town meetings throughout Colorado in spring 2004;
- Review of the plan during the one-month public comment period from December 22, 2004 through January 21 of this year.
- Review and comment by 15 key constituents through three meetings of the Strategic Plan Advisory Committee at critical points during the planning process.

On March 11<sup>th</sup>, staff presented the draft plan to the Parks Board and the Strategic Plan Advisory Committee for comment and review. Board and Advisory Committee comments have been incorporated into this final draft plan.

- III) **DISCUSSION AND SUMMARY:** The Director and staff will be available to cover changes to the plan and to answer questions at the Board meeting.
- IV) **DIVISION RECOMMENDATION:** Colorado State Parks recommends that the Board approve the current draft plan for production, distribution and implementation.
- V) **SUGGESTED MOTION:** "I move that the Board of Parks and Outdoor Recreation approve the Colorado State Parks Five-Year Strategic Plan 2005-2009 and that the Director immediately move to distribute and implement the plan."

  
\_\_\_\_\_  
APPROVED FOR SUBMITTAL TO THE PARKS BOARD

April 4, 2005  
DATE

# NEWS RELEASE

CONTACT: Gary Thorson, (303) 866-3203 ext. 337, [gary.thorson@state.co.us](mailto:gary.thorson@state.co.us) or  
Terri Bankemper (303) 866-3203 ext. 320, [terri.bankemper@state.co.us](mailto:terri.bankemper@state.co.us)  
This news release is also available at [www.parks.state.co.us](http://www.parks.state.co.us)

For immediate release April 12, 2005



## Go wild in Colorado State Parks on the *Tour de Fleur*

DENVER—Colorado State Parks invites Coloradans to get outdoors and go wild by participating in the *Tour de Fleur*. Enjoy the vibrant colors of spring by taking a wildflower tour of the state parks.

*Tour de Fleur* includes 16 state parks and eight featured wildflowers. Visitors to participating parks will receive a *Tour de Fleur* bookmark depicting flowers commonly found in that park. Eight bookmarks, reflecting flowers most prevalent in participating parks, can be collected. Annual passes, good for the *Tour de Fleur* and unlimited use at all 41 state parks, are available for only \$55.

Colorado State Parks on the *Tour de Fleur* route include: Arkansas Headwaters Recreation Area; Boyd Lake; Crawford; Eleven Mile/Spinney; Eldorado Canyon; Golden Gate Canyon; Highline Lake; Lory, Mueller; Navajo; North Sterling; Ridgway; State Forest; Steamboat Lake; Trinidad Lake; and Vega. A map of the *Tour de Fleur* is also available online.

Wildflower peak blooming times vary from park to park, but now visitors can check wildflower conditions at all 41 state parks at [www.parks.state.co.us](http://www.parks.state.co.us). This new feature of the website allows visitors to check conditions and activities at each park.

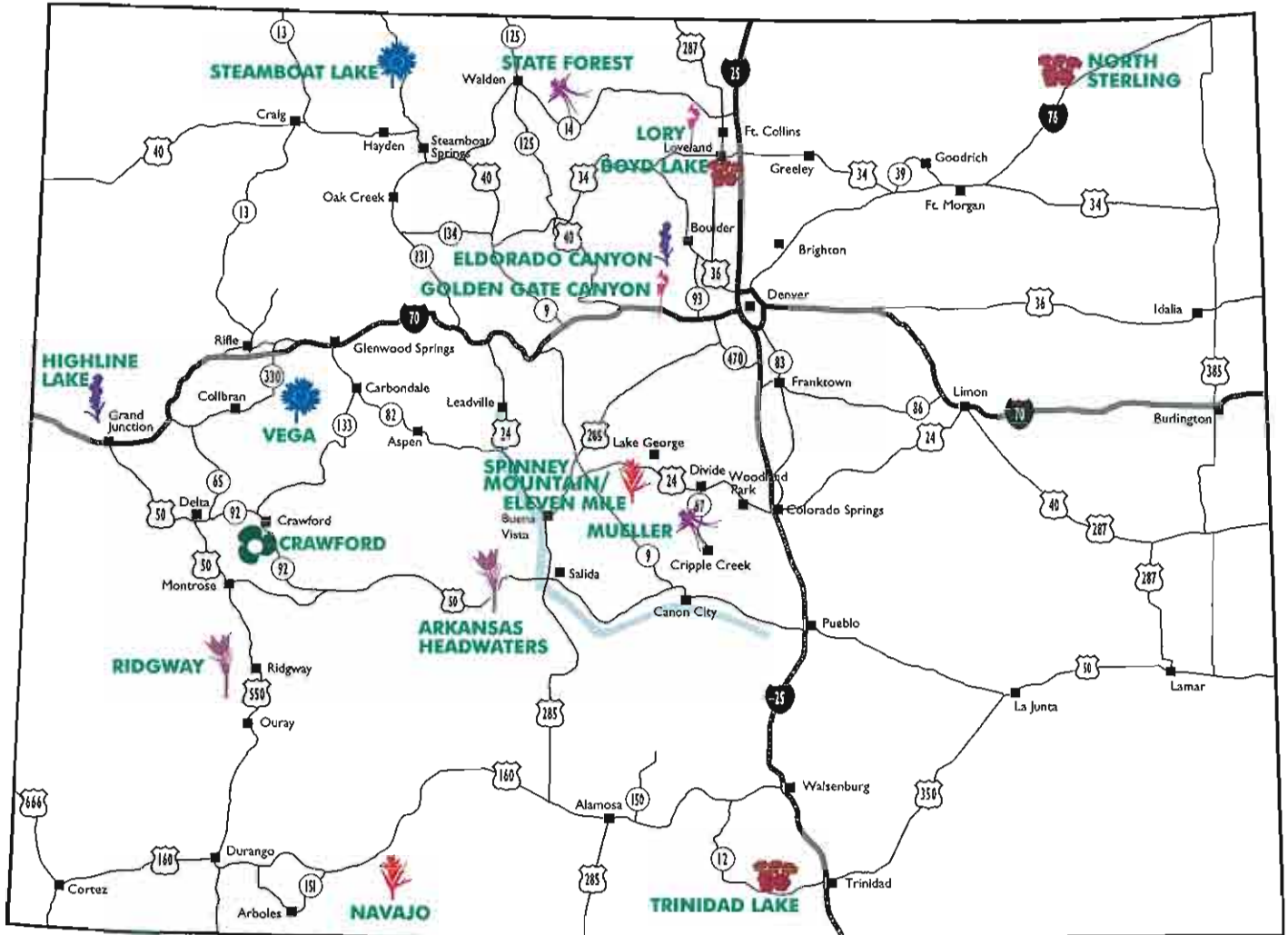
After a full day of going wild, Colorado State Parks cabins and yurts are an ideal place to stay overnight and rest up for another day of fun; many park campgrounds are open in the spring as well. Reservations and camping information can be found at [www.parks.state.co.us](http://www.parks.state.co.us) or by calling 303-470-1144 or 800-678-CAMP.

-more-

Attracting more than 11 million visitors per year, Colorado's 41 State Parks are a vital cornerstone in Colorado's economy and quality of life, offering some of the best outdoor recreation destinations in the state. Colorado State Parks manages more than 4,000 campsites, 57 cabins and yurts, encompassing 246,000 land and water acres. For more information on Colorado State Parks or to purchase an annual pass online, visit [www.parks.state.co.us](http://www.parks.state.co.us).

###

# Tour de Fleur at Colorado State Parks



- |   |   |   |  |
|---|---|---|--|
|  | <b>Colorado Columbine</b><br>• State Forest State Park<br>• Mueller State Park        |  | <b>Prickly Pear Cactus</b><br>• Boyd Lake Lake State Park<br>• Trinidad Lake State Park<br>• North Sterling State Park |
|  | <b>Mule's Ears</b><br>• Vega State Park<br>• Steamboat Lake State Park                |  | <b>Scarlet Paintbrush</b><br>• Eleven Mile/Spinney Mountain State Parks<br>• Navajo State Park                         |
|  | <b>Pasque Flower</b><br>• Ridgway State Park<br>• Arkansas Headwaters Recreation Area |  | <b>Sego Lily</b><br>• Crawford State Park  |
|  | <b>Penstemon</b><br>• Highline Lake State Park<br>• Eldorado Canyon State Park        |  | <b>Shooting Star</b><br>• Lory State Park<br>• Golden Gate Canyon State Park   |

## *Tour de Fleur*

Eight wildflower species were selected for Colorado State Parks *Tour de Fleur*; however, there are many additional wildflowers that can be found within the state parks. Below is a listing of the most common wildflowers found in the 16 parks included in the *Tour de Fleur*. Wildflowers can be seen in almost all state parks, so check with the Visitor Center or park ranger for more information. You can also check on wildflower conditions at all 41 state parks, by visiting [www.parks.state.co.us](http://www.parks.state.co.us).

### *Tour de Fleur* wildflowers:

**Columbine, Indian Paintbrush, Pasque Flower, Mariposa Lily,  
Prickly Pear Cactus, Penstemon, Shooting Star, Mules Ear**

<b><i>WHERE TO FIND THE WILDFLOWERS</i></b>	<b><i>WHAT WILDFLOWERS TO LOOK FOR</i></b>	<b><i>WHEN TO SEE THE WILDFLOWERS</i></b>
<b>Arkansas Headwaters Recreation Area</b>	Pasque Flower Easter Daisy Blue Flax Scarlet Gilia Kinnikinnick Cactus, Yucca Wild Onions Wild Rose	mid April-early June mid April-early June mid April-early June mid April-early June mid April-early June mid April-early June mid April-early June mid April-early June
<b>Boyd Lake</b>	Sand Lily <b>Prickly Pear Cactus</b> Prickly Poppy Ten Petaled Mentzel Yucca Purple Autumn Aster	March Late May-early June Mid June Early August June September
<b>Crawford</b>	Mustards Wallflowers Blue-eyed grass <b>Paintbrush</b> Primrose Mariposa lilies	Late March-May Late March-May Late March-May Late March-May Late March-May Late March-May
<b>Eleven Mile-Spinney Mountain</b>	Pasque Flower <b>Indian Paintbrush</b> Richardson's Geranium Wild Rose Rocky Mountain Beeplant Harebell	April-May June-August May-July May-July July-August July-August
<b>Eldorado Canyon</b>	<b>Tall Penstemon</b> Tall Chiming Bells Shooting Star Western Wallflower Indian Blanket	June-July June-August May-July May-July May-July
<b>Golden Gate Canyon</b>	Mountain Candytuft Evening Primrose Skullcap <b>Shooting Star</b> Chiming Bells	April-June April-June

Highline Lake

Scarlet Flax  
Blue Lupine  
**Rocky Mountain Penstemon**  
Coreopsis

March-May  
March-August  
June-August

Lory

Indian Blanket  
Pasque Flower  
Mariposa Lily  
Blue Columbine  
**Shooting Star**

May-Early August  
March-May  
May-July  
May-July  
April-June

Mueller

Golden Banner  
Loco Weed  
Rocky Mountain Iris  
**Colorado Columbine**  
Orange Sneezeweed



May-June  
May-June  
May-June  
June-July  
July-September

Navajo

**Indian Paintbrush**  
Mariposa Lily  
Prickly Pear  
Mallow  
Annual Sunflower

March-April  
March-May  
March-May  
March-August  
July-August

North Sterling

Sand Lily  
Plains Sunflower  
**Prickly Pear Cactus**  
Copper Globe Mallow  
Yucca

April-May  
May-July  
May-June  
May-June  
June-July

Ridgway

Indian Paintbrush  
Wild Geranium  
**Pasque Flower**  
Nodding Onions  
Lewis Flax  
Mariposa Lily

May-September  
April-June  
May-August  
May-October  
March-August  
March-May

State Forest

**Colorado Blue Columbine**  
Giant Red Indian Paintbrush  
Pimpernel Willow Herb  
Elephant's Head Lousewort  
Arrowleaf Balsamroot

June-August  
June-September  
June-September  
June-August  
May-June

Steamboat Lake

Snow Lily  
Larkspur  
Lupine  
**Mules Ear**  
Sticky Geranium  
Blue Flax

May-early June  
Late May-July  
June-July  
Late June-August  
July-August  
Mid June-early August

Trinidad

Skyrocket (Scarlet Gilia or  
Desert Trumpets)  
Orange Globe Mallow  
Indian Paintbrush  
Lupine  
**Prickly Pear Cactus**

May-September  
April-August  
April-August  
May-August  
May-August

Vega

**Mules Ear**  
Purple Penstemon  
Columbine  
Evening Primrose  
Larkspur  
Lupine  
Indian Paintbrush

June-August  
June-August  
June-August  
June-August  
June-August  
June-August  
June-August



- Wildflower conditions
- Wildflower fact sheet
- Wildflower map
- Home

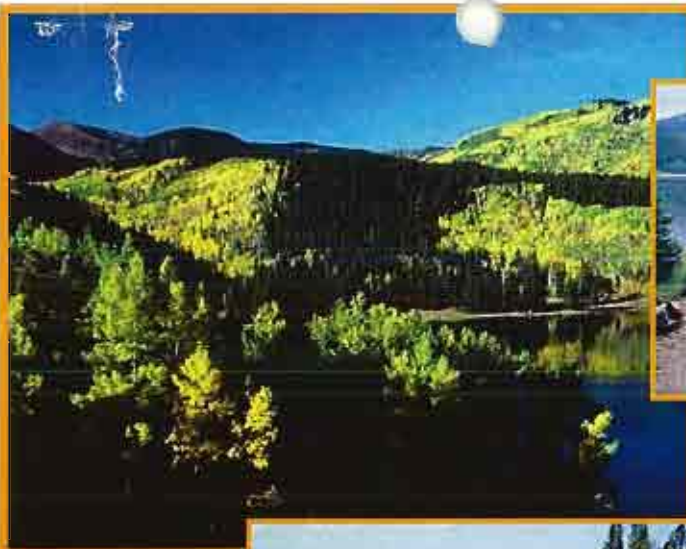


**Tour de Fleur**-Eight wildflower species were selected for Colorado State Park Tour de Fleur; however, there are many additional wildflowers that can be found within the state parks. Below is a listing of the most common wildflowers found

the 16 parks included in the Tour de Fleur. Wildflowers can be seen in almost all state parks, so check with the Visitor Center or park ranger for more information.

**Tour de Fleur wildflowers:**  
 Columbine, Indian Paintbrush, Pasque Flower, Mariposa Lily, Prickly Pear Cactus, Penstemon, Shooting Star, Mules Ear





Colorado State Parks  
Five-Year  
**Strategic Plan**  
2005-2009





77



## Letter from the Director







# Table of Contents



**Acknowledgments** ..... 1

**Introduction** ..... 3

**Mission and Vision**..... 5

**Planning Goals, Objectives and Action Strategies**..... 7

**Glossary of Terms** ..... 47







# Acknowledgements





• •



# Introduction



The state parks in Colorado enable everyone, regardless of age, background, economic or social circumstance to enjoy the state's internationally famous natural beauty and experience a wide range of activities. Park visitors and beneficiaries of State Parks' many statewide outdoor recreation programs can literally "re-create" themselves both physically and spiritually. The parks are a priceless, irreplaceable legacy for future generations. Enabling that enjoyment and protecting the legacy is the essence of the Colorado State Parks' mission.

However, as Colorado State Parks (State Parks) approaches its 50<sup>th</sup> year providing quality outdoor recreation to the public, it faces unprecedented challenges. Recovery from a sluggish statewide economy and the Taxpayer's Bill of Rights (TABOR)<sup>1</sup> growth restrictions create substantial challenges for the agency to continue satisfying outdoor recreation demands of a rapidly expanding population. Drought conditions, increased recreational use and budget cutbacks threaten to damage park resources, and challenge the agency's ability to sustain facilities and programs.

This backdrop of social, economic, and environmental influences requires continual, innovative approaches and dedication by State Parks' personnel to provide the outdoor settings and programs people desire while effectively meeting resource management goals. State Parks has long been familiar with these challenges; they are embodied in the agency's multi-faceted legislative mission mandated in Colorado state law. Those holding the fate of Colorado's state parks have an awesome responsibility. State Park system leaders "...must decide – or seek to influence those who decide – what kind of parks we want to leave our children, and then pursue that vision with unswerving determination."<sup>2</sup> In Colorado, these responsibilities extend to the management of statewide outdoor recreation programs as well.

Mindful of these responsibilities to Coloradans, the agency presents this new Five-Year Strategic Plan for Colorado's state parks. The plan builds on the vision, themes, and common statewide recreation issues identified within the federally required Statewide Comprehensive Outdoor Recreation Plan

(SCORP)<sup>3</sup>. The SCORP, entitled "Colorado's Outdoor Recreation Future: Strategies For Colorado's Outdoor Heritage," was completed at the end of 2003 and has guided the strategic planning process.

The Colorado State Parks Five-Year Strategic Plan, 2005-2009, is the product of a comprehensive planning process. In addition to building on the SCORP, the plan reflects significant public feedback. Over the past two years, State Parks' personnel have listened to park visitors and others about Colorado's parks and statewide recreation programs. The feedback, including suggestions for improvements and new experiences, has been incorporated into this plan. By including visitor feedback and following the objectives and actions laid out in this Five-Year Strategic Plan, Colorado State Parks can respond to the needs of Colorado's recreationists and pursue effective investments and decisions.

## The State Parks Strategic Plan

### Why the Plan?

This strategic plan is a tool to improve policy analysis and priority setting for State Parks over the coming years. It is dynamic, allowing the agency to adjust to unexpected issues that will inevitably appear during the five-year planning time frame. The strategic plan provides overall direction to State Parks, as well as guidance and stated purpose for its leaders, employees and stakeholders.



<sup>1</sup>Specifically, "TABOR" refers to amendments to Article X, § 20 of the Colorado State Constitution.

<sup>2</sup>Comments by Ney Landrum, former Executive Director, National Association of State Parks Directors, 1993.

<sup>3</sup>An electronic copy of the 2003 SCORP entitled Colorado's Outdoor Recreation Future: Strategies For Colorado's Outdoor Heritage, visit the State Parks Web site at [www.parks.state.co.us](http://www.parks.state.co.us); for a compact disc, call 303-866-3437. For a complete listing of the 2003 SCORP strategic issues and goals, see Appendix F in the 2005-2009 Strategic Plan Appendices.

## What is the Plan?

Three essential pieces comprise this new strategic planning model for State Parks:

- **Strategic Plan** - To succeed, an organization must have a clear view of its purpose and reason for existence. With this in mind, new Mission and Vision statements have been created for the agency. The Mission and Vision build largely from the Colorado State Parks core values which were developed and articulated by Parks employees in March 2004:
  - ◆ Commitment to providing quality outdoor recreation opportunities
  - ◆ Commitment to natural resource stewardship
  - ◆ Commitment to customer service
  - ◆ Commitment to ourselves and each other
  - ◆ Commitment to being leaders and innovators in our field

Through the planning process, a new *Mission Statement* has been developed to clarify the agency's reason for existence. The new *Vision Statement* explains the agency's future. Seven planning *Goals* frame the steps over the next five years that will move State Parks closer to the agency's vision. *Objectives* and specific *action strategies* during that time frame will help the agency reach desired goals.

- **Annual Implementation Plan** – An annual Implementation Plan, for implementation at the beginning of each fiscal year (July 1), closely links prioritized planning action strategies to actual State Parks budget initiatives and other resource allocations. The plan specifically identifies actions to pursue in the upcoming fiscal year, as well as budget initiatives that will be reflected in the budget process for the following fiscal year. Envisioned to be dynamic and to assist in developing benchmarks and performance planning, the plan is to be developed and approved by the Leadership Team each spring. Prioritized action strategies from the Five-Year Strategic Plan will be identified, quantified and considered in the annual budget process. State Parks, however, must realistically balance the ability to fund new initiatives in the action strategies against the need to continue providing adequate resources for core work and initiatives not specifically mentioned within the Five-Year Strategic Plan.
- **Annual Report** – A State Parks Annual Report will be published near the end of each calendar year. The Annual Report will cover prior fiscal year (July through June) accomplishments and agency priorities for the coming fiscal year.

With these three integrated planning pieces, Colorado State Parks will be prepared to respond to legislative and executive branch initiatives, social and economic trends or themes, and immediate threats to important natural or cultural resources.

## What the Plan is Not

The Five-Year Strategic Plan is not intended to list all activities undertaken by State Parks over the next five years; it focuses only on the Division's highest priorities. If an activity or product is not identified in the plan, it is not to be assumed that item is not important or that it will not be pursued.

This document, as well as integrated agency plans, is *not* intended to supplant other critical planning processes conducted regularly by State Parks. Each of these plans and processes will consistently include State Parks' priorities, mission, and vision. Other important State Parks planning processes include the:

- Annual State of Colorado budget and plan, submitted by State Parks to the Governor's Office and the General Assembly
- Five-Year Acquisition and Development Plan, updated annually by the State Parks Leadership Team, which reflects intended capital budget investments from all funding sources over a rolling five-year planning horizon
- State Parks Annual Funding Plan for Great Outdoors Colorado<sup>4</sup> (GOCO), developed each fall to reflect the intended use of GOCO funds by State Parks over the coming year.

## Trends, Influences and Public Preferences

Over the past two years, State Parks' personnel gathered and analyzed trends, influences and public preferences related to the agency's mission. We have listened to Coloradans and as a result, the goals, objectives and action strategies contained within this new Five-Year Strategic Plan reflect this information. *For a summary of the key findings from this analysis, as well as other key documents that provide greater background on this State Parks plan, please review our Five-Year Strategic Plan Appendix, available at [www.parks.state.co.us](http://www.parks.state.co.us).*



<sup>4</sup>Great Outdoor Colorado, created in 1992 through a citizen initiative creating Article XXVII of the State Constitution, receives and distributes one-half of all net proceeds derived through the State Lottery. Of those GOCO proceeds, Colorado State Parks receives at least twenty-five percent to meet acquisition, development, programmatic and other agency priorities.



# Colorado State Parks

## Five-Year Strategic Plan, 2005-2009

### Mission Statement

*To be leaders in providing outdoor recreation through the stewardship of Colorado's natural resources for the enjoyment, education and inspiration of present and future generations.*

### Vision Statement

*Colorado State Parks offer exceptional settings for renewal of the human spirit. Residents and visitors enjoy healthy, fun-filled interaction with the natural world, creating rich traditions with family and friends that promote stewardship of our natural resources. Parks employees and their partners work together to provide ongoing and outstanding customer service through recreational programs, amenities and services.*



• •

## Goal: Recreation





1 1



## Goal: Recreation



**Provide sustainable outdoor recreation settings, statewide programs and education opportunities to keep pace with the rising demands, needs and diversity of Colorado citizens and visitors.**

**T**he State Parks system has accumulated a sizeable portfolio of park facilities and infrastructure. To ensure park visitors continue to enjoy quality outdoor recreation experiences and interaction with Colorado's natural world, these invaluable state assets must be properly maintained. Park visitors and other Coloradans have agreed that taking care of existing resources should be a high agency priority. To that end, State Parks will develop and fund a sustainable maintenance schedule over the years ahead.

*Sustainable Development* meets present needs without compromising the ability of younger generations to meet future needs. Design of new park construction, operative guidelines and efficient energy use and conservation all have tremendous impacts on the environment and on the agency's economic bottom line. Applying sustainable development principles in state parks will lower long-term maintenance and operating costs and likely improve the State Parks experience.

At the same time, in the face of Colorado's burgeoning growth, the agency must continue seeking opportunities for additional parklands and water for recreation. State Parks will continue to pursue opportunities and leverage its effectiveness in acquiring new park properties and water for recreation by partnering with GOCO, local communities and others to protect Colorado's most special places.

Through its "outdoor classrooms," State Parks has the power to provide outstanding learning opportunities to today's adults as well as children who are the future stewards of Colorado. An effective way to foster these connections is by providing creative, effective interpretation and environmental education opportunities.

Although outside of agency boundaries, State Parks will retain its responsibility to fulfill an outdoor recreation leadership role by managing statewide outdoor recreation programs and advocating outdoor recreation, open space conservation and the benefits that these efforts provide.

### Objective I.

**Operate State Parks to enhance visitor experiences and promote positive interaction with Colorado's natural environment.**

#### *Action Strategies:*

1. Update the system-wide park sign plan beginning in **July 2005** to effectively meet the need for consistent, simple signage for park visitors. Park entrance signs and other signs with the State Parks' logo will be funded and installed at all parks, starting in **July 2007**.
2. Create a Preventive Maintenance and Management Plan to provide data and strategies needed to bring park facilities and infrastructure up-to-date, beginning in **July 2007**.
3. Re-write the statewide five-year Interpretation and Environmental Education plan to identify interpretive and educational opportunities and techniques to implement these opportunities. Beginning in **January 2007**, create a charter that directs the plan update; begin to implement the plan by **July 2007**.
4. Use the Preventive Maintenance and Management Plan to identify and prioritize major renovation and maintenance needs and fund associated budgets by **July 2007**. Utilize a system such as Leed-EB (Existing Building) standards<sup>5</sup> where applicable and feasible; Design baseline standards for updating and/or rehabilitating park infrastructure (i.e., roads and utilities) by **December 2009**.
5. Deploy an automated law enforcement records and citations management system to re-establish a centralized database. Provide access to the database to agency law enforcement officers, connectivity to outside databases, Web browser access and data processing capabilities by **March 2008**. All staff are to be trained and ready to use the system to its capacity.
6. Correlate Parks' educational programs provided to school groups with state academic standards by **January 2009**.

<sup>5</sup> Existing building renovation/rehabilitation standards, which conform to LEED rating system - a voluntary consensus-based national standard for developing high performance, sustainable buildings. More information may be found at: [www.usgbc.org/leed/leed\\_main.asp](http://www.usgbc.org/leed/leed_main.asp)

## Objective II.

**Design and develop sustainable park facilities and infrastructure that meet visitors' needs and enrich the State Parks experience.**

### *Action Strategies:*

1. Design baseline standards for newly constructed park infrastructure (i.e., utilities and roads) beginning in **July 2006**; fully implement into all new projects by **July 2008**.
2. Beginning in **July 2006**, new park capital asset planning and design at two parks will meet criteria of a respected, well-known design system such as **Leed-NC**<sup>6</sup> (new construction) standards. Approved planning and design standards will be required for all new facilities by **July 2008**.
3. Seek new funding opportunities to design and construct additional sustainable trails in State Parks, where appropriate, to meet public demand for trails beginning in **July 2006**.
4. Design, construct and enhance non-personal interpretive facilities (such as kiosks and trailside exhibits) and other media in 12 State Parks starting in **July 2007** to serve public demand for cultural and environmental education opportunities. Develop a maintenance schedule and funding plan for these facilities and other media as they come on-line.

## Objective III.

**Pursue new state park lands and water resources to meet current and future demand.**

### *Action Strategies:*

1. Produce an annual, prioritized list of land acquisition needs at existing park areas beginning in **April 2005**.
2. Create a plan to acquire water storage rights for Chatfield and Pueblo Reservoirs and for the Arkansas Headwaters Recreation Area by **January 2007**; begin to implement and update it annually.
3. Survey those holding water rights that could impact parks by **July 2007**, to determine the feasibility of water acquisition as an alternative to short-term leasing.
4. To help maximize existing water supplies within our parks by **December 2009**, annually review and renew existing water management agreements and pursue new purchase agreements with major providers, irrigation districts and municipalities.
5. To meet the recreation demands of an increasing population, design, develop and open Cheyenne Mountain, St. Vrain and Staunton State Parks by **December 2009**. Initiate development planning for Lone Mesa State Park by **July 2009**.



<sup>6</sup> LEED NC -- New building construction standards that conform to the LEED rating system -- a voluntary consensus-based national standard for developing high performance, sustainable buildings. More information may be found at: [www.usgbc.org/leed/leed\\_main.asp](http://www.usgbc.org/leed/leed_main.asp)

## Objective IV.

**As a statewide leader, promote participation in Colorado's outdoor recreation opportunities.**

### *Action Strategies:*

1. Annually offer one trail grant writing workshop within each of the three Parks regions to public and private entities, beginning in **April 2005**, to increase the awareness of on-the-ground funding for trails and to help future grantees become more competitive in the State Trails Program grant application process.
2. To more effectively provide boating safety in Colorado, pursue legislation in **2006** to expand the educational requirements for young motorboat operators.
3. Create three additional Adopt-A-Trail programs in State Parks by **January 2006**. Modify and improve the program, then implement it in 50 percent of State Parks beginning in **January 2007**.
4. Create an Internet-based, statewide inventory map of all trails in Colorado beginning in **July 2007**. The system should provide general trail information and promotion, way finding, trail planning, management and monitoring. It will be accessible to the general public, user groups and all government entities.
5. Update Colorado's Statewide Comprehensive Outdoor Recreation Plan (SCORP) starting **July 2007**; distribute the new document by **January 2009**.
6. Hire a consultant to develop a management and operations plan for the future development of the Colorado Front Range Trail (CFRT) by September 2005. The plan will be finished by September 2006 and implementation will begin immediately to complete the plan's identified priorities for the CRFT corridor by December 2009."
7. Provide outstanding service to customers in vessel, snowmobile and off-highway vehicle registrations programs through quality facilities, maps and other efforts.





## Goal: Natural Resources







## Goal: Natural Resources



Improve and sustain the ecological, scenic and scientific assets in and around state parklands through proactive stewardship.

Colorado State Parks is duty-bound to provide places that are the best and most representative of the state's available resources, as well as to preserve and protect these resources for all time. With increased threats to the natural resources in state parks, taking care of existing resources and meeting the agency's resource stewardship mandate will require increased focus and attention on parkland natural resources.

As intact natural systems are reduced throughout Colorado, state parks should, where appropriate and possible, serve as models of healthy, natural and sustainable ecosystems. To succeed in such efforts, existing resources must be understood. This understanding begins with an inventory of all flora, fauna and other resources within each park.

State Parks must continue to increase collaboration with other agencies and higher-education institutions, taking advantage of outside

expertise to expand agency knowledge and foster help with resource management. To ensure that resource management remains a high priority, these values and priorities must be integrated into agency plans and agency staff must be properly trained to effectively manage these resources.



### Objective I.

**Inventory State Parks natural resources to determine their nature, location and overall condition.**

#### *Action Strategies:*

1. Continue installation of Geographic Information Systems (GIS) mapping data in at least three parks per year, beginning in **September 2005**, and ensure all remaining parks have data by **January 2009**.
2. Complete a set of baseline natural resource inventories and a matrix of additional inventories desired at all parks by **July 2007**.
3. Develop and implement a GIS plan by **July 2007** that identifies the most cost-effective way to meet the natural resource inventory and mapping needs for the park system. Implement the plan by **July 2008**.
4. Formalize a stewardship plan template by **July 2007**, which defines the categories and extent of resources to be assessed through natural resource inventories.



## Objective II.

**Manage and monitor State Parks natural resources to limit impacts and ensure that the condition of the resources, natural view-shed and ecological communities remain intact for future generations.**

### *Action Strategies:*

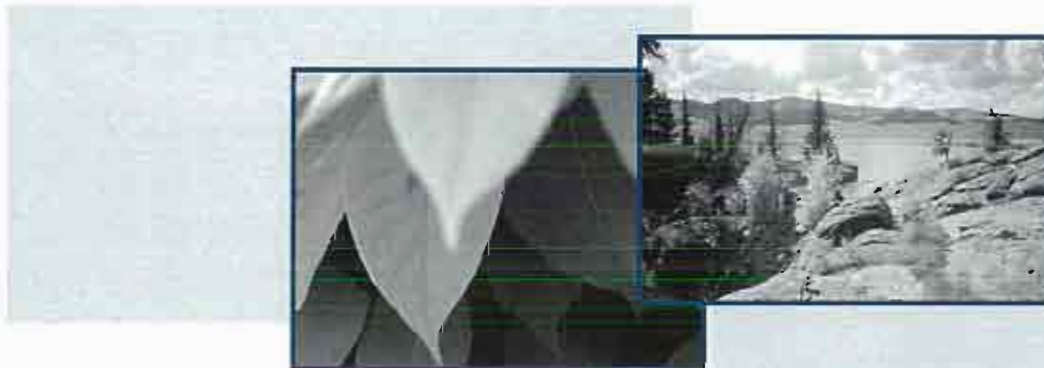
1. To help enhance State Parks' natural resource decisions and expertise, form an interdisciplinary team of Parks' staff and external natural resource scientists and experts. Define the team scope and role through the development of a charter, and conduct the first team meeting by **July 2006**.
2. Use the natural resource interdisciplinary team to review park stewardship plans and best management practices, such as re-vegetation performance standards, at least four times per year, starting in **July 2006**.
3. Ensure on-the-ground actions to meet stewardship objectives are carried out at each park by creating annual work plans listing resource accomplishments and targeted resource actions for the coming year, along with associated funding requests, beginning in **January 2006**.
4. Create and implement a natural resource monitoring schedule for each park, beginning in **January 2007**, that addresses monitoring needs by resource categories and identifies appropriate monitoring frequency and responsibilities.
5. To provide adequate and timely stewardship program staff assistance to parks for natural resource issues (i.e., noxious weeds and native revegetation), address prioritized needs of at least eight parks per year, or 50% of the annual requests, beginning in **July 2008**.

## Objective III.

**Integrate monitoring and management of State Parks' natural resources into management, development, training and marketing plans.**

### *Action Strategies:*

1. Complete draft stewardship plans for the remaining seven parks, beginning in **April 2006**, and ensure all parks have final plans approved by **July 2008**. Create a schedule by **July 2009** to bring the 41 older stewardship plans up to the new standards in coordination with park management plan revisions.
2. The natural resources interdisciplinary team will identify baseline training needs and standards for all Parks employees to enhance natural resource management, beginning in **July 2006**; provide these to the agency's training team identified in the agency's Human Resources Goal on page 25.
3. Formalize and institutionalize stewardship concepts, resource education needs and standards beginning in **July 2007**. Concepts will include approaches to legal mandates on resource protection, adoption of a landscape zone system and carrying capacity measurements and thresholds.

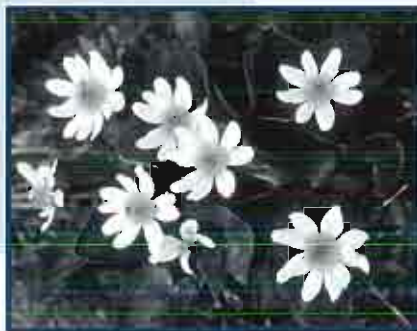


## Objective IV.

**Cooperate with other agencies and conservation organizations to collect, share and disseminate natural resource information and to coordinate resource management.**

### *Action Strategies:*

1. Improve the Natural Areas understanding and visibility within State Parks, Colorado's conservation community and with the public by beginning to create a communications plan in **January 2006** and implementing it by **July 2007**.
2. Provide stewardship for the designated Colorado Natural Areas by maintaining stewardship volunteers and by Parks staff monitoring Natural Areas at least once annually, beginning in **July 2006**.
3. Work closely with universities and state and federal agencies to coordinate collection and evaluation of natural resource information within state parks. Provide a matrix of resource study needs to these entities by **July 2007**; secure at least four agreements with these entities by **July 2008**.
4. Improve the visibility and emphasis on natural resource protection by offering recognition and awards for good stewards starting in **January 2007**. At least three resource protection awards will be presented to staff each year, and at least one will go to a volunteer or collaborating organization member.
5. Ensure State Parks' personnel identify opportunities for resource management collaboration within watersheds by providing annual training for park managers, starting in **July 2008**. Each park will actively engage in at least one watershed related project, beginning in **July 2009**.



○

○

· ·

# Goal: Financial Management



○

○

· ·



## Goal: Financial Management



Develop and implement appropriate strategies to stabilize and strengthen State Parks' financial condition.

Colorado's current economic backdrop poses financial challenges for State Parks over the coming years. State spending restrictions outlined in the TABOR significantly limit the ability of State Parks to maintain adequate growth. As a result, state General Fund tax dollar support to State Parks has fallen considerably over recent years from an historically consistent 30% level of the agency's overall budget. To remain financially stable in the uncertain times ahead, State Parks remains committed to being innovative, creative and willing to step outside the agency's "comfort zone."

In the near future, continuing efforts by the Governor and state Legislature to ease the TABOR restrictions appears to be the best approach to resolve State Parks' financial challenges. If a remedy to the spending restrictions under TABOR do not materialize, then State Parks must explore the potentials that statutory "Enterprise" status may hold.

This enterprise status, viewed as a way for State Parks to operate with more flexibility (as in the private sector), may be the most practical way to increase the agency's self-sufficiency, enabling it to better meet the public's needs and expectations.

Strong sentiment from participants of the town meetings and 2002 Market Assessment Study indicate that the State Parks system should not pay for itself entirely through fees. Beneficiaries of the agency's parks, recreation opportunities and statewide programs are not simply limited to those who pay the park fees. The personal, social and economic benefits of State Parks, including the opportunity to experience physical and spiritual "re-creation", should remain available to all citizens, regardless of their economic status. Although State Parks must generate revenue through user fees, the agency recognizes its historic and legal responsibility to keep parks accessible and affordable to all visitors. In the coming years State Parks will make a reasonable, understandable and equitable system of user fees a priority. The agency will also commit to working with the State Legislature to retain a reasonable percentage of its total budget from the state's General Fund tax dollars.

Efficient financial strategies must be in place in the future to achieve this agency goal. Through solid financial planning techniques, such as business planning for new parks and initiatives, the agency will ensure more effective and efficient financial decisions.

### Objective I.

**Deliver a financially stable yet diverse park system that meets a range of visitor needs.**

#### Action Strategies:

1. To ensure a financially viable Parks system, work with the General Assembly, the Governor's Office, the Department of Natural Resources, park constituents and others to explore legislative and other remedies.
2. Conduct a professional, comprehensive asset-investment analysis at one pilot park by **July 2006** to identify and recommend specific actions to improve efficiency, including increased investment and potential divestment of park assets. Complete similar analyses in all remaining parks by completing six parks annually, beginning in **July 2006**.
3. Through an outside contractor, evaluate the specific impacts that varying levels of State Parks self-sufficiency will have on park visitors, the general public, Parks' natural resources and staff by **July 2006**. Develop a self-sufficiency communication plan and disseminate this information to decision and policy makers, the public and State Parks' staff, beginning in **July 2006**.

<sup>7</sup>As defined by the TABOR amendment, an "Enterprise" is "a government-owned business authorized to issue its own revenue bonds and receiving under ten percent of annual revenue in grants from all Colorado state and local governments combined." State Parks would need to meet all of these criteria to qualify as an "Enterprise."

## Objective II.

**Base all decisions on reliable (long and short-term) financial planning and analysis.**

### *Action Strategies:*

1. Utilize the information prepared in the annual implementation plan to set State Parks priorities and resource allocations, beginning in **April 2005**.
2. Create a business plan template for considering proposed projects and initiatives, beginning in **April 2006**, which will apply an effective cost-benefit analysis with a full accounting of administrative, fiscal and workforce expenditures. Implement for use in **FY 2007-2008** budget.
3. Develop a five-year agency-wide business plan to provide a blueprint for our business decisions, guide efforts to efficiently generate revenue, and to be used in the annual budget implementation plan process, for **FY 2008-2009**; update this business plan annually. Based on available surveys, trend analyses and other information, this plan should project expenditures and revenue, identify fee changes and other initiatives to increase revenue.

## Objective III:

**Improve the management of State Parks' project and program funding and its strategic use of available resources.**

### *Action Strategies:*

1. By **July** of each year, review ongoing GOCO, Lottery and federally funded projects that are not meeting anticipated timelines. Reprioritize if necessary and determine whether to reallocate specific project funds for other Park concerns, beginning with the **FY 2005-2006** budget cycle.
2. Analyze and assess the feasibility for State Parks to operate concessions, as conditions warrant, beginning in **April 2005**.
3. To more effectively manage capital projects, implement an automated system by **July 2007** to track and report on all existing capital projects.
4. Modify the State Parks' capital development program, beginning in **October 2005**, to be implemented with the **FY 2006-2007** budget to effectively manage the planning, development, coordination and tracking of all agency capital projects, including those specifically mentioned in this strategic plan.
5. Work directly with the Colorado Transportation Commission, beginning in **January 2007**, to review the annual funding received for park roads. Road funding priorities will be consistent with the agency's Preventive Maintenance and Management Plan and findings in the 2002 State Parks Road Assessment Plan.
6. As part of the project-specific business plans and regular budgeting process, build projected controlled maintenance and operating costs into the funding plan of every capital project, beginning with the **FY 2007-2008** budget.



## Objective IV:

**Evaluate and structure state park fees to maximize revenues while providing accessibility and affordability to all visitors.**

### *Action Strategies:*

1. Revise the State Parks concession program by **July 2005**, where appropriate, to maximize State Parks' revenue from concessions.
2. Work with the General Assembly in **2006** to increase the agency's flexibility in adjusting fees in response to changes in the marketplace.
3. Develop a more comprehensive, simple and understandable system of fees and passes, beginning in **July 2006** that includes an analysis of park fee elasticity.





## Goal: Human Resources







## Goal: Human Resources



Motivate and enable a dedicated and customer-focused workforce.

State Parks takes pride in its ability to accomplish so much with so few staff. For years the agency has ranked as one of the leanest park systems in the nation, with one of the lowest ratios of employees to both visitors and resources managed in the country. State Parks employs people who are passionate about their jobs, are capable of accomplishing a lot with very little, have outstanding “people skills” and possess a deep-seated commitment to both customer and public service.

To help the professional staff retain and develop necessary skills to perform their duties, State Parks is committed to increasing human resource investments, enabling the agency to build and retain a creative and competitive workforce. To ensure that we can retain our ability to provide quality recreation opportunities, we clearly must identify and quantify staffing needs across the agency.

As part of these efforts, State Parks is committed to developing a succession plan, ensuring that as more senior employees move toward retirement, junior employees can fill their shoes. The agency must identify the kind of jobs needed for the future along with the necessary skills and expertise.

To motivate and enable its workforce, State Parks must also commit to creating an atmosphere that encourages effective internal communications and ensures and promotes employee ideas, cultivating involvement when agency decisions are made. Outstanding work by employees will be recognized and encouraged through identified employee incentives.

### Objective I.

**Facilitate clear and effective communication among State Parks employees.**

#### *Action Strategies:*

1. Survey all Parks employees, beginning in **October 2005**, to determine effective ways to improve and encourage internal communications, staff creativity and innovative thinking. Implement appropriate recommendations by **January 2006**.
2. Identify improved methods for staff to voice concerns and make suggestions for improvements to supervisors and the Parks Leadership Team, beginning in **October 2005**. Implement appropriate recommendations by **January 2006**.
3. Create a recommendation for a new State Parks Intranet for internal communications, beginning in **April 2006**. The Intranet should be fully deployed by **January 2007**.



## Objective II.

**Assure that State Parks has a sufficient number of full-time and seasonal employees, and the necessary equipment and workspace to efficiently perform their job responsibilities.**

### *Action Strategies:*

1. Ensure State Parks' staff is provided with adequate hardware, software and technical support to effectively utilize the IT projects being deployed across the agency. Update the agency-wide IT needs assessment by **July 2005**, and begin funding an annual and sustainable plan to meet these agency IT needs.
2. Provide assistance to the Department of Natural Resources Personnel Office by **January 2006** to help exclusively with filling State Parks priority vacancies.
3. Develop a State Parks' recruitment strategy to advertise and promote full-time and seasonal State Park Ranger positions, beginning in (**July 2005**).
4. Establish an allocation plan, equipment standards and replacement schedules for heavy equipment, State Parks-owned vehicles and alternative vehicles, beginning in **July 2006**.
5. Establish employee workspace requirements based on job functions for all staff workspaces by **June 2006**. Prioritize these investments by **December 2006** and lease or purchase needed workspace based on available funds.
6. By **July 2008**, update the agency's current staffing model to evaluate staff deficiencies and analyze the efficiency of using seasonal employees, volunteers and contractors. Implement appropriate recommendations, beginning in **July 2009**.

## Objective III.

**Assess, develop and select training opportunities and requirements for State Parks employees.**

### *Action Strategies:*

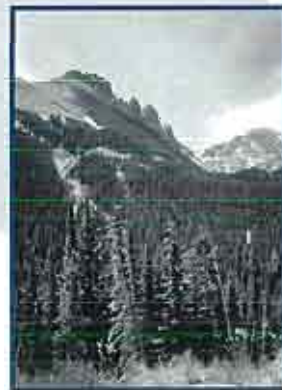
1. Form a training committee through a team charter by **July 2005** to assess and prioritize Division-wide training needs and development for current employees. Training recommendations will be implemented beginning in **January 2006**. The team charter will specifically mention, but may not be limited to customer service, resource stewardship and asset management standards training, performance appraisal training, IT and other regularly scheduled training opportunities through the Employee Development Seminars.
2. Through the Training Committee or another identified individual or group, institute an annually updated succession plan by **July 2006**, which includes an employee-mentoring program to develop existing staff for career advancement.
3. Develop a State Parks' recruitment strategy to advertise and promote full-time and seasonal State Park Ranger positions, beginning in **July 2005**.
4. Develop and implement a formal new employee training and evaluation program by **July 2006** for all new full-time employees. Ensure that the training is tied to customer service, resource stewardship and asset management standards.

## Objective IV.

**Implement employee incentive programs to recognize and reward motivated and dedicated employees.**

### *Action Strategies:*

1. Create and implement a formal employee awards and incentives program by **July 2006**, which will include an established nomination, selection and recognition process.





## Goal: Marketing







## Goal: Marketing



Retain current and acquire new customers through exceptional service and by improving State Parks' visibility with innovative marketing.

State Parks' extensive public outreach over the past two years has revealed the importance of taking care of existing customers and seeking new ones. However, to the public, Colorado's State Parks remain a relatively undiscovered resource. To thrive, the agency must increase public awareness of Colorado's outdoor recreation opportunities; this task can be accomplished by encouraging responsible, public participation in the enjoyment and protection of natural resources through improved and more integrated visitor information and marketing.

Building on findings in the 2002 State Parks Market Assessment Study<sup>8</sup>, the agency must target marketing dollars toward increasing knowledge of the parks' unique attributes. State Parks will also focus on propelling park visitors along a continuum of public engagement with State Parks. Objectives and actions will be tailored to establish long-term connections with visitors. Those who currently do not use the parks will be educated about the resources, then enlightened about park programs and resources. Existing visitors

will be encouraged to support State Parks and become lifelong advocates for its programs and services.



### Objective I:

**Broaden the agency's visibility by applying marketing strategies that emphasize the unique attributes of State Parks.**

#### *Action Strategies:*

1. Display the State Parks logo on all park vehicles, equipment and agency internal and external communications, beginning in **April 2005**. Complete this task by **December 2006**.
2. Develop, maintain and increase the distribution of effective printed individual park and system-wide brochures, seasonal attractions information and other park promotional materials, beginning in **April 2005**.
3. Beginning in **April 2005**, enhance and update electronic communications through direct customer mailings and Web site links.
4. Continue to track and analyze news releases, feature stories and media familiarization tours to strategically increase State Parks' media exposure, beginning in **April 2005**.
5. Identify and participate annually in high profile and profitable trade and travel shows in Colorado and surrounding states, beginning in **April 2005**.
6. Identify and participate annually in ten community events in Colorado that provide the greatest marketing value, beginning in **April 2005**.
7. Begin developing the scope of a major State Parks Web site overhaul by **July 2005**. Provide funding for this project by **January 2006** and complete the overhaul by **December 2006**.
8. In the **2006 State Parks Marketing Plan**, fully implement a consistent theme, image and message.

<sup>8</sup> 2002 State Parks Market Assessment Study, PricewaterhouseCoopers, L.L.C., December 2002.

## Objective II.

**Retain and foster impassioned customers by building life-long relationships through exceptional service and innovative approaches.**

### *Action Strategies:*

1. Update the media guide by **July 2005** to provide procedures on internal and external communications when conducting day-to-day operations and in providing responses to emergency situations.
2. Develop a guest services program to connect with more frequent customers by **January 2006**. Implement the program in the **FY 2007-2008** budget cycle.
3. Complete an Entrance Automation Feasibility Study by **March 2006** that will determine the best technology to provide effective customer interaction and park management at Park entrances.
4. Identify and fund the acquisition of a functional software database by **February 2007** that will consolidate all State Parks customer and stakeholder databases. Fully implement and maintain the database by **December 2007**.

## Objective III.

**Attract future visitors by creating connections to the outdoors and opportunities for discovery that will inspire individuals and groups to experience State Parks.**

### *Action Strategies:*

1. Annually develop three or more marketing campaigns that will target infrequent State Parks users and promote the diversity of activities available in the parks, as well as year-round use, beginning in **April 2005**.
2. Beginning in **April 2005**, increase efforts to attract individuals who are interested but who do not currently visit the parks, by developing three or more marketing campaigns each year that promote the benefits of the parks.
3. Begin development of a specific and measurable program by **January 2006**, to increase park visitation during weekdays and the off-seasons, and implement the program by **September 2006**.
4. Encourage each state park, management area and relevant program areas to attract first-time visitors by hosting at least one public event annually. Planning for these events would begin **April 2006**.
5. Conduct a system-wide marketing assessment study every five years, beginning in **January 2007** that identifies the needs and expectations of current and future customers. Questions within the survey will determine State Parks' success in significantly increasing name recognition compared to the 2002 study.



## Goal: Partnerships





. .

.



## Goal: Partnerships



Strengthen partnerships and strategically engage new partners to achieve common goals and mission.

Many successful partnerships have been established and nurtured to improve State Parks' programs and promote outdoor recreation statewide. For this agency to survive, it must transition further toward seeking assistance from other agencies, volunteers, local constituency groups, the private sector and individuals through partnerships.

State parks are superb locations to attract and retain legions of volunteers. Volunteerism provides camaraderie, serves as a connection to "place" and provides opportunities for Colorado residents of all ages to give something back to their state and community. Over the next five years, the agency will expand volunteerism, enabling seniors to pursue learning opportunities, youth to develop skills and knowledge, and others to serve within their local communities. Volunteerism at State Parks can grow significantly. The agency pledges to increase its recruitment, retention and recognition of talented volunteers.

Additionally, State Parks personnel will concentrate on strengthening the agency by cultivating advocates for the State Parks mission and vision. Partnerships have been a cornerstone in effectively leveraging the agency's financial resources through GOCO funds and cost-share agreements. Agency staff must investigate ways that private philanthropy can become part of the mix. State Parks must seek ways to increase opportunities for the public to contribute to park acquisitions and educational opportunities. By strengthening relationships with "Friends" groups, individuals can make a significant difference through donation and support of individual park operations and other public services.

Over the coming years it will be more important than ever for State Parks to also serve as a statewide organizer and catalyst for planning and partnership efforts by recreation professionals, constituents and others.

### Objective I.

**Establish and cultivate State Parks' champions and advocates, including individuals, organizations, government entities and user groups.**

#### *Action Strategies:*

1. Ensure each park communicates at least twice a year with county commissioners, municipal officials, chambers of commerce, tourism offices and / or other local officials, beginning in **April 2005**.
2. Expand State Parks' board member involvement to accomplish agency priorities through State Parks programs and park manager briefings and board member attendance at relevant meetings, beginning in **April 2005**.
3. Create and maintain a contact list of retired State Parks employees in the agency's stakeholder database, beginning in **April 2005**, to keep them informed about important State Parks events and issues.
4. To secure ongoing support for State Parks priorities, develop an annual plan by **May 2005** to increase agency outreach efforts with all Colorado congressional delegation members and key staff.
5. Strengthen a working partnership with the Colorado General Assembly by developing a legislative plan by **June** of each year, which includes regular briefings, site visits and collaboration on relevant issues.
6. Expand opportunities for Colorado's youth to develop an awareness of natural resource stewardship and outdoor recreation by increasing learning, volunteer and work opportunities in parks, beginning in **July 2007**.

## Objective II.

**Expand and promote meaningful opportunities for volunteer partners.**

### *Action Strategies:*

1. Provide four established volunteer program training opportunities per year that are available to all agency employees, beginning in **April 2005**.
2. Create and implement a five-year volunteer program plan by **January 2006**, which includes the strategic deployment of program resources to foster existing volunteer partnerships and increase the agency's volunteer numbers and functions.
3. Create and implement a volunteer marketing strategy by **January 2006** that addresses recruitment and retention.
4. Develop a comprehensive, ongoing strategy to increase State Parks volunteer retention, including a suggested list of award items and formal recognition options, by **January 2006**.
5. Analyze and report on current "Friends" groups and make recommendations on charters, agreements and the financial viability and sustainability of these existing partnerships by **June 2007**.

## Objective III.

**Emphasize partnerships to leverage and enhance on-the-ground park and program resources.**

### *Action Strategies:*

1. Through strong support from the agency's Congressional delegation and the U.S. Army Corps of Engineers, secure federal funds on an annual basis that are needed to complete the recreation facility renovations at Chatfield, Cherry Creek and Trinidad State Parks, beginning in **April 2005**.
2. To increase partnership potential, arrange joint meetings at least once each year with the leadership staff, commission or board of the Division of Wildlife, the State Land Board, GOCO, the Colorado Department of Transportation, other policy setting bodies within the Colorado Department of Natural Resources agencies and (state-) or region-level leadership within the federal land management agencies, beginning in **April 2005**.
3. Pursue and secure at least three appropriate cooperative marketing agreements, corporate sponsorships or similar fundraising partnerships each year, beginning in **April 2005**.
4. Acknowledge State Parks' financial partners through recognition on signs and other agency information, beginning in **April 2005**.
5. Develop a cost share agreement with the Bureau of Reclamation (BOR) by **January 2006** to renovate recreation facilities at Lake Pueblo State Park and provide project funding, beginning **July 2008**.
6. Through **2009**, actively coordinate the implementation of the objectives and actions proposed within SCORP. To further statewide financial leveraging and sustainable outdoor recreation strategies from the SCORP, host one meeting annually, beginning in **September 2005**, with statewide recreation leaders at the Colorado Outdoor Recreation Resource Project (CORRP) meeting.
7. By **July 2007** and upon completion of a project-specific business plan, State Parks will enter into at least one joint recreation management agreement with a federal or local public agency or a non-governmental organization, such as Lake Nighthorse near Durango.
8. Working with the State Parks Foundation, examine ways to expand the Foundation's impact, using effective models demonstrated by other government agencies and non-profit organizations, beginning in **January 2007**.

## Objective IV.

**Increase the relevance and effectiveness of State Parks' partnerships.**

### *Action Strategies:*

1. Develop an evaluation tool by **December 2007** that includes an analysis of existing and proposed partnerships. Using this tool, conduct analyses of at least ten existing partnerships and proposed partnerships, as opportunities arise, by **July 2008**. Begin to allocate or withdraw resources for these partnerships through **2009**.
2. To better facilitate partnerships, identify specific ways to more effectively coordinate and provide resources and leadership for grant writing, creating and implementing interagency agreements, simplifying processes and providing relevant information, beginning in **July 2008**.





## Goal: Planning







## Goal: Planning



Apply effective, accurate and reliable information for the analysis, planning and implementation of all decisions.

Effective organizations establish ways to ensure accuracy in important decisions at all levels of the organization. It is essential that State Parks creates and maintains reliable processes to disseminate accurate and timely information within the agency. Although the agency will pursue a variety of strategies, technology is viewed as a primary tool to accomplish this vision. Therefore, the agency is committed to continuing the implementation of its electronic portal for administrative applications such as public safety and agency revenue reporting.

Effectively gathering external information is a key component of the agency's efforts over the coming years as well. Agency personnel will need to continuously and proactively check information from park visitors, state residents and other resources.

To ensure that the best interests of State Parks and the people of Colorado are met, integrated planning will occur at all levels of the organization - all agency staff

will be involved with and responsible for successful planning. The Five-Year Strategic Plan will be the blueprint for allocation of State Parks' budget and other resources. This will also largely determine content of other planning efforts including the annual implementation plan, our agency annual report and plans for specific parks and programs.



### Objective I.

**Improve the collection, interpretation and distribution of current, reliable information to ensure consistent and strategic agency planning and decision-making.**

#### Action Strategies

1. Develop comprehensive evaluation criteria for potential new park properties and apply it to current park properties by **January 2007**.
2. By **July** of each year, beginning in **2005**, identify critical agency reports and articulate the annual timeline for production. Then produce and distribute the reports to Parks board members and affected staff throughout the agency on a regular basis.
3. Every five years, beginning in **April 2005**, update visitation estimation parameters to ensure accurate and reliable visitation reporting at each park. At the same time, complete a comprehensive, system-wide visitor expectation and satisfaction study to assess critical and important issues to more thoroughly understand park visitors.
4. By **June 2005**, assess State Parks' automated record keeping system and related IT applications to determine its effectiveness as the backbone for future agency IT projects. Determine necessary changes to this system and future modules that the system will include by **December 2005**. Begin fully funding development of and staff training for these system modules by **July 2006**.
5. Create a summary data report of Colorado-specific and national recreational demands and trends every five years, beginning in **January 2007**.
6. Beginning in **July 2007**, provide reliable statewide electronic access to all documents, using imaging technology and other methods. Complete agency access by **July 2009**.

## Objective II.

**Create, implement and annually update the agency-wide, Five-Year Strategic Plan to allocate agency resources.**

### *Action Strategies*

1. Complete an annual implementation plan by **April** that integrates with State Parks' budgeting process. Finalize the plan by early **June** of each year, beginning in **2005**.
2. Develop a procedure and timeline for producing a State Parks Annual Report to assess the agency's strategic plan and other accomplishments from the prior fiscal year, beginning in **April 2005**. By the same deadline, establish a process to review and update the Five-Year Strategic Plan action strategies and other related components each year that will be evaluated when considering the annual Implementation Plan. Implement both of these efforts, beginning in **July 2005**, and produce the first annual report by **December 2005**.
3. Prepare and finalize a Strategic Plan every five years, to be reviewed annually and updated as needed, beginning in **January 2009**. Apply to preparation for next Five-Year Strategic Plan, 2010-2015.

## Objective III.

**Develop specific, consistent plans for each program and section that support the Strategic Plan.**

### *Action Strategies*

1. Design and produce a template for staff to use when developing program and section plans by **October 2005**.
2. Establish the guidelines, including timeline, for developing a program or section plan by **January 2006**; effectively communicate these guidelines to staff.
3. Beginning in **January 2006**, review and update program and section plans for analytical thoroughness, consistency with the Five-Year Strategic Plan and realistic and justifiable budget projections.

## Objective IV.

**Produce an integrated Management Plan for each park that supports the Strategic Plan.**

### *Action Strategies*

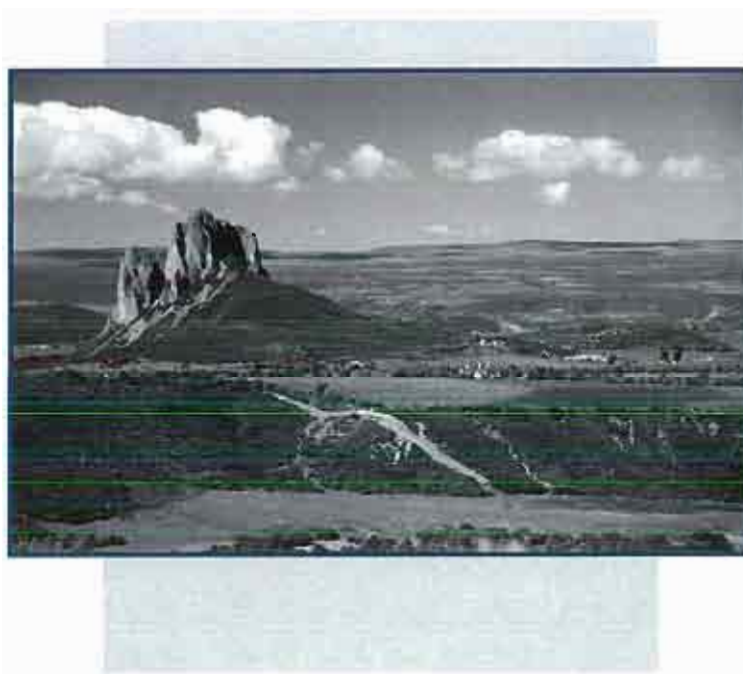
1. Design and produce a template for each individual park management plan by **July 2007**. These integrated plans may include: natural resources stewardship, business, conceptual design, interpretation, IT management and operations, recreation, archaeological and cultural resources, marketing, interpretation, volunteer resources and land and water assets.
2. Prepare at least three individual state park management plans each year, beginning in **October 2007**.
3. Periodically review individual park management plans for analytical thoroughness, consistency with the Five-Year Strategic Plan and realistic budget projections. This will occur annually, beginning in **January 2008**.

## Objective V.

**Update and maintain policies and procedures to provide direction for all agency planning and decision-making.**

### *Action Strategies:*

1. Beginning in **April 2005**, review current board policies, administrative directives, procedures and manuals. Develop a list of specific sections and full documents that need to be updated or repealed beginning in **January 2006**. By **January 2007**, create a schedule for future maintenance of this information. This will include concession data, public safety procedures and volunteer manuals.
2. Ensure all staff have access to and comprehension of the process for creating agency rules, policies and procedures by **January 2006**. Then begin to regularly update an electronic version of agency rules, regulations, policies and procedures, as well as Executive Orders.





• •

## Glossary of Terms





• •

.



# Glossary of Terms



## **Annual Report**

Produced each year, this report will highlight Division-wide annual accomplishments and highlight upcoming actions that Parks will undertake in the following year.

## **Asset Management Plan**

Provides a comprehensive assessment and analysis of State Parks assets, their identification and current status and resource needs to rehabilitate them.

## **Action Strategies**

Methods to achieve the planning goals and objectives – quantified end products or outcomes with the best use of resources.

## **Charter**

A written document, signed by the State Parks Leadership Team, which conveys specific rights to a group of individuals to complete a (short-) or long-term task on behalf of the Division.

## **Commercial River Outfitter Licensing Program**

To ensure safe, exciting whitewater rafting experiences for hundreds of thousands of individuals each year, State Parks annually registers approximately 170 commercial river outfitters.

## **Concession**

A formal agreement with a person, corporation, partnership, association or entity for the use of certain lands and/or facilities with the specific purpose to provide the general public with services, products, facilities or programs.

## **Cost Share**

A formal agreement to share project or program funding between State Parks and one or more public or private entity(ies).

## **Ecological Communities**

Groups or individual species of plants and animals of several kinds living together.

## **Enterprise (or “enterprise status”)**

Defined in Colorado statute as, “a government-owned business authorized to issue its own revenue bonds and receiving under 10% of annual revenue in grants from all Colorado state and local governments combined.”

## **Environmental Education**

“A life-long process of discovering and understanding Earth’s natural systems and the human role in those systems.” State Parks make excellent outdoor classrooms, providing a direct and first-hand experience with the natural resources existing in state parks.

## **Facility**

Something tangible that is built, installed or established in a park to serve a particular purpose (i.e., visitor center, trails, picnic site or campground).

## **Fair Market Value**

The fair market value established through the appraisal process. It includes the capital assets as well as the going concern value of the business.

## **Geographical Information System (GIS)**

A computer program that creates multi-layered and multipurpose geographic maps for planning and other practical applications.

## **Goals**

Set the desired future for State Parks in stating what the agency needs to do to accomplish its mission and vision.

## **GOCO<sup>9</sup>**

In 1992, the citizens of Colorado voted to create Great Outdoors Colorado (GOCO) Trust Fund, Article XXVII of the Colorado Constitution. GOCO administers grants from a portion of state lottery proceeds to projects that preserve, protect, and enhance the state’s wildlife, parks, rivers, trails, and open spaces.

## **Implementation Plan**

An annual planning process, due at the end of March each year, which specifically describes action strategies from the Five-Year Strategic Plan to be funded in the next State fiscal year and/or budgeting cycle. It further identifies specific agency funds and staff resources responsible for accomplishing the action strategy and the timeline for completion. It is developed internally and ultimately approved by State Parks’ Leadership Team by May of each year.

<sup>9</sup> Provided by Great Outdoors Colorado - for more information, go to [www.goco.org](http://www.goco.org).

### **Infrastructure**

The stock of facilities and capital equipment needed for the basic functioning of a state park. These include, but are not limited to, utilities (water, sewer, gas and electricity) and roads.

### **Interpretation**

An informational and inspirational process designed to enhance understanding, appreciation and protection of Colorado's cultural and natural resources.

- **Personal:** Delivered by an interpreter/naturalist to visitors, this method can include everything from hikes, fireside programs and slide presentations to children's activities, field experiences, demonstrations and living history.
- **Non-Personal:** Not delivered by an interpreter/naturalist. Rather, the visitor is provided diverse opportunities ranging from self-guided trails, wayside exhibits, interpretive kiosks, interactive exhibits and exhibits in a visitor center to brochures, video and cassette tapes and CD-ROMs.
- **Self-directed:** Directs the visitor to explore or discover the resource in a particular way. It is one form of non-personal interpretation.

### **Interpretation and Environmental Education (I&EE) Plan**

Provides direction and establishes priorities to guide State Parks in its provision of environmental education and interpretive services. The plan was last revised in 1999 and is targeted to be updated in 2005 to reflect the agency's new vision, mission and goals.

### **Leadership Team**

Consists of the State Parks Director, two Assistant Directors, Chief Financial Officer, three Region Managers and three Assistant Region Managers. The Team sets the overall management direction for the agency.

### **LEED-NC**

New building construction standards that conform to the LEED rating system - a voluntary consensus-based national standard for developing high performance, sustainable buildings.

### **LEED-EB**

Existing building renovation/rehabilitation standards, which conform to LEED rating system a voluntary consensus-based national standard for developing high performance, sustainable buildings.

### **Management Plan**

A long-term outline of a project or government function.

### **Mission**

State Parks' reason for existence: basic purpose, what it does, why it does it and for whom.

### **Natural Areas**

Areas considered being original or unique Colorado landscapes on either public or private land. Areas can consist of native plant communities, geologic formations or processes, paleontological sites, or habitat for rare plants or animals that State Parks' manage. The Natural Areas program serves a vital role in providing information to protect these unique and treasured places in Colorado. This has primarily been accomplished through resource inventories and stewardship plans.

### **Natural View-Shed**

The ability to view natural and scenic vistas from a given area in their intended state.

### **Objectives**

The stated direction and desired future of State Parks actions or programs.

### **Off-Highway Vehicle (OHV) Program**

State Parks administers the Colorado Off-Highway Vehicle Program, a registration fee program for off-highway recreation vehicles such as motorcycles, ATVs, and some four-wheel drive vehicles that are operated on public lands. OHV registration dollars fund trail maintenance and construction, administration, and programs encouraging safe and responsible OHV use.

### **PARKS Project**

Parks' Automated Record Keeping System - continuously being used and designed to house important data and information for all aspects of Parks' operations and planning is accessible to all employees and volunteers throughout the state.

### **Park Management Plan**

The individual plan written for the management and development of a specific park within the state parks.

### **Program**

A formal system of projects or services within State Parks intended to meet a public need. State Parks' programs directly support legal directives from the State Legislature and include such projects and services as recreation trails, natural areas, registration of snowmobiles, boats and off-highway vehicles, volunteerism, camping reservations and boat safety. Plans for each program are developed accordingly.

## **SCORP**

The Statewide Comprehensive Outdoor Recreation Plan is funded by federal Land and Water Conservation Fund (LWCF) grants under a congressional act passed in 1964. It provides a collaborative response to the challenges facing recreation and tourism leaders across the state. It also examines outdoor recreation trends and demands with special attention to the contribution of recreation and tourism to Colorado's regional economies. It must be periodically updated and in place for Colorado to receive federal LWCF dollars for outdoor recreation property acquisition and development.

## **Self-sufficiency**

The level of budget support generated by Colorado State Parks from revenue sources other than the state's General Fund.

## **Snowmobile Registration**

State Parks administers a registration fee program for snowmobiles and directs all funding back into projects that benefit the users.

## **Statutory Authority**

"It is the policy of the state of Colorado that the natural, scenic, scientific, and outdoor recreation areas of this state are to be protected, preserved, enhanced, and managed for the use, benefit, and enjoyment of the people of this state and visitors of this state. It is further declared to be the policy of this state that there shall be provided a comprehensive program of outdoor recreation in order to offer the greatest possible variety of outdoor recreational opportunities to the people of this state and its visitors and that to carry out such program and policy there shall be a continuous operation of acquisition, development, and management of outdoor recreation lands, waters, and facilities." [33-10-101 (1), Colorado Revised Statutes]

## **State Parks Board**

A Governor appointed, five-member decision-making body for State Parks. Board members represent four regions of the state and an additional member serves at-large. Members are appointed to four-year terms and must be confirmed by the State Senate.

## **State Trails Program**

Nationally recognized, this program annually grants funding (over \$3 million in 2004) from a variety of sources for local and regional trails projects through a highly competitive grant process. Additionally, the program serves as a statewide resource for trails planning and grant writing.

## **Stewardship**

Taking pride and caring for Colorado's lands and natural resources by protecting and managing them for future generations.

## **Stewardship Plan**

A comprehensive natural resource plan, which is based on a set of baseline resource inventories and always includes comprehensive vegetation mapping and a set of wildlife surveys. The plan contains goals, objectives and recommendations that provide input to the park manager for resource management decisions.

## **Strategic Plan**

The five-year plan sets the future direction for the Division and outlines goals and expectations to meet internal and external environmental challenges. The plan will provide guidance for developing the State Parks' operational, business, marketing and other efforts.

## **TABOR<sup>10</sup>**

The Taxpayer's Bill of Rights (TABOR) – Article X, Section 20 of the Colorado Constitution - imposes limits and requirements on the amount of revenue that may be kept by the state in any particular year. Any revenue during a fiscal year in excess of the limitations provided for in TABOR must be refunded to the taxpayers during the next fiscal year unless voters approve its retention.

## **Vessel Registration and Boat Safety**

This program improves boating experiences on Colorado's lakes and reservoirs and registers almost 100,000 boats and personal watercraft annually.

## **Vision**

An expression of State Parks' ideal image for the future, highlighting what it wants to become and be known for.

## **Volunteer partners**

This term refers to individuals and groups who volunteer for State Parks as well as other groups and organizations that provide support for the State Parks' volunteer program.

## **Watershed level project**

A natural resource management project outside of park boundaries in the same watershed as the park. Project examples include noxious weed control, erosion control and stream habitat improvements.

## **Work plan**

A plan created and submitted to Region Managers by individual Park Managers on an annual basis, which outlines priority park-specific stewardship practices and funding requests for upcoming budget cycles.

<sup>10</sup> Provided by the Governor's Office of State Planning and Budgeting - for more information, go to [www.state.co.us/gov\\_dir/govnr\\_dir/ospb/index.html](http://www.state.co.us/gov_dir/govnr_dir/ospb/index.html)

