



**Parks & Open Space Advisory Committee
AGENDA**

January 28, 2021
6:30 p.m.

Virtual Meeting

Suggested Timetable

6:30 Call to Order

Approval of the December 17, 2020 Meeting Minutes

ACTION REQUESTED: Minutes Approval

Presentations

6:35 2020 Closings Summary

ACTION REQUESTED: None, Information item only

PRESENTER: Janis Whisman, Real Estate Division Manager

6:50 Resource Management 2020 Accomplishments

ACTION REQUESTED: None, Information item only

PRESENTER: Therese Glowacki, Resource Management Division Manager

7:20 Parks & Open Space Internal Strategic Plan

ACTION REQUESTED: None, Information item only

PRESENTER: Ernst Strenge, Senior Planner

8:20 Director's Update

8:25 Adjourn

DRAFT

**Parks & Open Space Advisory Committee
MINUTES**

December 17, 2020
6:30 p.m.

Virtual Meeting

Call to Order

The meeting was called to order at 6:30 p.m. by James Krug

Members:

Scott Miller
Heather Williams
James Krug
Paula Fitzgerald
Steven Meyrich
Trace Baker
Tony Lewis

Excused: Jenn Archuleta and Ann Obenchain

Staff:

Eric Lane
Mel Stonebraker
Tina Nielsen
Renata Frye
Janis Whisman
Therese Glowacki
Vivienne Jannatpour
Nik Brockman
Al Hardy
Ernst Streng
Carol Beam
Audrey Butler
Stefan Reinold
Rob Alexander
Pascale Fried
Jason Sauer

Approval of the November 19, 2020 Meeting Minutes

ACTION REQUESTED: Minutes Approval

Ann Obenchain submitted one change that was read into the record by Jim Krug.

ACTION: Fitzgerald moved approval of item as amended. Baker seconded the motion.

Attachment: Dec. 17 Minutes (4552 : Approval of the December 17, 2020 Meeting Minutes)

VOTE: **AYES:** Williams, Fitzgerald, Meyrich, Baker, Lewis; **ABSTAIN:** Scott Miller, James Krug

Presentations

Stromquist-Laber Fee Acquisition

ACTION REQUESTED: Recommendation to BOCC

PRESENTER: Mel Stonebraker, Senior Land Officer

Public Comment:

Donna George, 4661 Tally Ho Ct., Boulder, CO. She spoke in favor of this acquisition.

ACTION: Lewis moved approval of item. Baker seconded the motion.

VOTE: **AYES:** Miller, Williams, Krug, Fitzgerald, Meyrich, Baker, Lewis

Parks & Open Space 2021 Stewardship and Capital Improvement Projects

ACTION REQUESTED: Recommendation to BOCC

PRESENTER: Tina Nielsen, Special Projects Manager

ACTION: Fitzgerald moved approval of item. Williams seconded the motion.

VOTE: **AYES:** Miller, Williams, Krug, Fitzgerald, Meyrich, Baker, Lewis

Director's Update

Since the November POSAC meeting, we've completed the following real estate transactions:

1. **CenturyLink CE.** Boulder County invested \$2,250,000 and Jefferson County invested \$1,500,000 to help the Town of Superior acquire the 182-acre property from Century Link. Boulder County jointly holds the CE with Jefferson County and Boulder County is the managing partner.
2. **Canino-7M Ranch Water.** In June, when the county acquired the Canino-7M Ranch, we acquired an option for another 29 shares of Boulder and White Rock water (a priority ditch) for \$159,500.
3. **Chandler.** The county paid \$1,250,000 for this property, which we hope to sell fee title to a tenant farmer in 2021. If we get a deal together for that, POSAC will be asked to review that deal before it goes to the BOCC at a public hearing.
4. **Spencer (Ken) Water.** We acquired 41 shares of Left Hand water (another priority ditch) for \$209,100 (\$5,100/share).

Other accomplishments:

- The BOCC approved a management plan update to CHP/RCF Hearing on Tuesday with some modifications that tempered additional trails/trailheads and clarified expectations for managing prairie dogs. Staff are working to update the plan to incorporate the direction of the Board and we will take the complete update to the Board for final approval at the January 5, 2021 business meeting.
- POS staff completed comments on Gross Reservoir and provided to CPP.
- The department's Management Team and Cultural Responsiveness and Inclusion Committee have completed to partner meetings with a diversity of Latinx non-profits who are helping us explore and envision how we can better engage and serve the Latinx community. These meetings have been arranged and facilitate by the Trestle Group, our consultant that is helping us develop our Cultural Responsiveness and Inclusion Strategic Plan.
- Rangers are upgrading their communications capabilities to be fully compatible with the Sheriff's Office and other emergency response services with Mobile Data Centers (iPad for their vehicles to log calls, call out emergencies, and interact with the Sheriff's Office communication center). We've been able to access federal CARES funding with additional Sales Tax funds.
- Fire recovery
 - We are working with the NRCS Emergency Watershed Protection program to access federal funding for aerial mulching and check dam installation in the burned area of Heil, Conservation Easements, and private property.

- In order to mulch the burned area, we need wood - so forestry staff is locating and calculating woody material from our sort yards, USFS projects, urban limb and tree diversion, etc.
- Forestry and trails staff are addressing the hazard trees around the trails and access roads at Heil. Over 3 miles of trail and road still need to be cleared of burned and dangerous trees in order to safely open the southern trails at Heil Valley Ranch.
- We've reopened the Picture Rock Trail, the Ponderosa Loop, and part of the Wild Turkey Trail.

Adjourn

The meeting was adjourned at approximately 8:16 p.m.



Parks & Open Space

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PARKS & OPEN SPACE ADVISORY COMMITTEE MEETING

Time/Date of Meeting: 6:30 p.m., Thursday, January 28, 2021

Location: Virtual Meeting

TO:	Parks & Open Space Advisory Committee
FROM:	Janis Whisman, Real Estate Division Manager
AGENDA ITEM:	2020 Closings Summary
ACTION REQUESTED:	Information Only

This memo and the attached spreadsheet summarize Parks & Open Space’s 2020 open space acquisitions and other real estate activity involving open space properties. We completed 37 projects in 2020, which was a very productive year.

Acquisitions

In 2020, Boulder County invested a net of \$17,114,682 to acquire 1,117.41 acres of land. The county completed 23 acquisition projects that included 13 new fee properties, four new conservation easements, and 226 shares of priority agricultural water rights (in the Boulder and White Rock, Goodhue, Highland, and Left Hand ditches).

In addition to the high number of water shares acquired, the year’s most significant acquisitions were:

- CenturyLink: This 182-acre property (formerly known as Level 3) south of Superior is important to area residents and the Town of Superior, which acquired the property. Boulder County and Jefferson County jointly acquired a conservation easement, and this was the first time the two counties partnered on a joint open space acquisition.
- McLachlan: This 75-acre property next to Clover Basin Reservoir was a high priority acquisition for the City of Longmont, which partnered with the county on the deal.
- Tucker: This 324-acre property west of Nederland has been a high priority acquisition for many years and provides several types of open space benefits. This large parcel is adjacent to other protected land, has an historic cabin, and lies within several areas noted as being important in the county’s Comprehensive Plan (North Beaver Creek B3 High Biodiversity Significance Area; Indian Peaks Environmental Conservation Area; critical wildlife habitat; significant natural communities; riparian areas; and wetlands). Parks & Open Space was awarded a \$1,250,000 Great Outdoors Colorado (GOCO) grant for this property, which is the largest property acquisition award the county has received from GOCO.

Dispositions

Boulder County sold an acre to Lefthand Fire District for expanding its station west of Heil Valley Ranch. The county also fulfilled legal obligations to cooperate with Xcel Energy, the towns of Erie and Superior, and the county’s Public Works department on six condemnation transactions (also called ‘takings’) that brought \$71,870 in proceeds for reinvestment in future open space acquisitions.

Other Real Estate Work

The Real Estate Division continues to handle 90-100 real estate ‘deal’ projects at any given time, which include primarily new acquisitions as well as conservation easement amendments, takings, and requests for temporary access. We also monitor about 350 conservation easement properties/year and resolve violations, and we coordinate the department’s response on several hundred requests/year from oil and gas operators that need to perform maintenance on wells on county open space. We respond to a high volume of inquiries that are most commonly about the county’s real estate interests, property histories and encumbrances, oil and gas activity on open space, and neighbor issues.

Attachment: 2020 Closings Summary for POSAC (4553 : 2020 Closings Summary)

Boulder County Parks and Open Space 2018 Closings

Acquisitions										Resulting County Interest/s								Notes		
#	Closing Date	Property	Dev. Rights Acquired	Dev. Rights Retained by Seller	Acres	Price	Donation Value	Grants	Total Value	Fee	Water Shares/Units	CE	CE Am.	Trail	Other	Land Ofcr	Para-legal			Notes
1	1/29/2020	Eldora Civic Association	0	0	0.06	\$0	\$0	\$0	\$0	1						BP	LR			County acquired the fee interest in exchange for 2 TDCs valued at \$10,000 each. Acquisition included mineral rights valued at \$100. County previously held a CE over this property. CE merged with fee interest.
2	2/13/2020	Boulding TDC (Closing 1 of 2)	1	0	2.00	\$0	\$0	\$0	\$0	1						TB	LR			County acquired the fee interest in exchange for 9 TDCs valued at \$10,000 each.
3	2/13/2020	Boulding TDC (Closing 2 of 2)	0	0	36.00	\$0	\$0	\$0	\$0		1					TB	LR			County acquired the CE interest in exchange for 7 TDCs valued at \$10,000 each.
4	3/25/2020	McLachlan*	2	0	74.83	\$2,400,000	\$0	\$0	\$2,400,000	1						SD	ML			The total \$2.4 M purchase price breaks down as: \$2,079,900 (land), \$100 (minerals), and \$320,000 (TDRs).
5	5/12/2020	Sparrow Water (1st closing)*	0	0	0.00	\$275,000	\$0	\$0	\$275,000		1					MS	ML			Highland Ditch water share
6	5/15/2020	Canino-7M Ranch-2020 Acquisition 1*	3	0	84.49	\$1,245,500	\$0	\$0	\$1,245,500	1	42					MS	ML			The total purchase price breaks down as: \$1,130,000 (land) and \$115,500 (water). Purchase included a 50% interest in 42 shares of Boulder and White Rock water shares; the county already owned the other 50% interest in those shares.
7	5/20/2020	Phillips (Mark)-2020 TDC	1	0	7.25	\$80,000	\$0	\$0	\$80,000	1						TB	N/A			The total purchase price breaks down as: \$79,900 (land) and \$100 (minerals). Parcel was conveyed in exchange for 8 TDCs valued at \$10,000 each.
8	6/15/2020	Crawford Trust	2	0	12.56	\$176,000	\$0	\$0	\$176,000	1						BP	ML			The total purchase price breaks down as: \$175,900 (land) and \$100 (minerals).
9	6/24/2020	Canino-7M Ranch-2020 Acquisition 2*	6	0	268.18	\$2,877,852	\$0	\$0	\$2,877,852	1	101	1			1	MS	ML			The total purchase price breaks down as: \$2,327,602 (land) and \$550,250 (water & minerals). 241.986 acres fee, 26.193 acres CE, and county also acquired an access easement. Purchase included a 50% interest in 91 shares of Boulder and White Rock water and a 50% interest in 10 units of CBT water; county already owned the other 50% interests in those water rights.
10	7/1/2020	Madison Farms*	2	0	78.80	\$2,150,000	\$0	\$0	\$2,150,000	1		1				SD	LR			The total purchase price breaks down as: \$1,815,000 (land) and \$335,000 (water).
11	7/24/2020	Elke-2020 CE Amendment	0	0	No new	N/A	N/A	N/A	N/A				1			TB	MA			Revised building envelope in return for reduced square footage of outbuildings.
12	8/11/2020	Beech-2020 CE Amendment	0	0	No new	N/A	N/A	N/A	N/A							TB	--			Completed details of the 1988 agreement with City of Boulder.
13	8/14/2020	Cushman-2020 CE Exchange	0	0	No new	N/A	N/A	N/A	N/A							TB	LN			Exchanged 1.45-acres of the Cushman Open Space and associated agricultural structures with 1.45-acres of irrigated agricultural land of the Cushman (Lot C) CE property. Amended existing conservation easement (over Lot C) to reflect the new legal description.
14	8/20/2020	Schmitt Water*	0	0	0.00	\$3,600	\$0	\$0	\$3,600	1	8					MS	ML,LS			Goodhue Ditch water
15	9/11/2020	Gracia TDC	1	0	4.81	\$0	\$0	\$0	\$0	1						TB	N/A			County acquired the fee interest and all mineral rights appurtenant to the property in exchange for 4 TDCs valued at \$10,000 each.
16	9/15/2020	Sparrow Water (2nd closing)*	0	0	0.00	\$1,100,000	\$0	\$0	\$1,100,000		4					MS	ML			Highland Ditch water shares
17	10/7/2020	Tucker*	9	0	324.00	\$3,170,000	\$0	\$0	\$3,170,000	1						SD	ML			The total purchase price breaks down as: \$3,119,900 (land), \$50,000 (historic cabin) and \$100 (minerals).
18	10/13/2020	Phillips (Matt)-2020 TDC	0	0	2.43	\$0	\$0	\$0	\$0	1						TB				County acquired the fee interest in exchange for 2 TDCs valued at \$10,000 each. Acquisition included mineral rights valued at \$100. County previously held a CE over this property. CE merged with fee interest.
19	11/19/2020	CenturyLink*	5	0.00	182.00	\$2,250,000	\$0	\$0	\$2,250,000			1				JW	KW			County jointly holds this CE with Jefferson County.
20	12/2/2020	Canino-7M Ranch Water*	0	0		\$159,500	\$0	\$0	\$159,500		29					MS	MJL			Boulder and White Rock water shares
21	12/15/2020	Allen-2020 CE Amendment	0	0	No new	N/A	N/A	N/A	N/A							TB	MA			Updated list of structures and square footage allowances.
22	12/15/2020	Chandler*	1	0	40.00	\$1,250,000	\$0	\$0	\$1,250,000	1						SD	KW			This included 2 TDRs that will be available for use in the Niwot TDR Area.
23	12/17/2020	Spencer (Ken) Water*	0	0		\$209,100	\$0	\$0	\$209,100		41					MS	LS			Left Hand Ditch water shares
23 Total Acquisitions					1,117.41	\$17,346,552	\$0	\$0	\$17,346,552	13	226	4	4	0	1					
			Dispositions (see below for details):		-2.91	-\$231,870														
			Net:		1,114.50	\$17,114,682														

Easement Dispositions <u>Still</u> Part of County Open Space (non-exclusive easements)										Resulting County Interest/s								Notes		
#	Closing Date	Property	Dev. Rights Sold	Acres	Sale/Taking Price	Donation Value	Grants	Total Value	Fee	CE	CE Am.	Trail	Other	Land Ofcr	Para-legal					Notes
None in 2020																				
Total Non-Exclusive Easement Dispositions:			0	0	\$0			\$0	0	0	0	0	0							

Fee Dispositions Subject to County-Held CEs										Resulting County Interest/s								Notes		
#	Closing Date	Property	Dev. Rights Sold	Acres	Sale/Taking Price	Donation Value	Grants	Total Value	Fee	CE	CE Am.	Trail	Other	Land Ofcr	Para-legal					Notes
1	2/18/2020	Heil Valley Ranch 2-Lot B Sale	0	0.993	\$160,000			\$160,000		1				MS	ML					County sold 0.993 acres to Left Hand Fire District which were combined with LHFD's existing 1 acre property. The entire 1.993 acres are subject to a restrictive covenant.
Total Fee Dispositions Subject to County-Held CEs:			0	0.993	\$160,000			\$160,000	0	1	0	0	0							

Fee & CE Dispositions <u>Not</u> Subject to County-Held CEs										Resulting County Interest/s								Notes		
#	Closing Date	Property	Dev. Rights Sold	Acres	Sale Price	Donation Value	Grants	Total Value	Fee	CE	CE Am.	Trail	Other	Land Ofcr	Para-legal					Notes
1	9/14/2020	Walker Trust-2020 Transfer of Management	0	2.32	\$0			\$0	1					TB						This land was transferred to Boulder County Public Works for management. Public Works will later acquire land desired by Parks & Open Space to compensate for the loss of open space by its taking of this parcel for right-of-way purposes.
2	9/14/2020	Twin Corners-2020 Transfer of Management	0	0.151	\$0			\$0	1					TB						This land was transferred to Boulder County Public Works for management. Public Works will later acquire land desired by Parks & Open Space to compensate for the loss of open space by its taking of this parcel for right-of-way purposes.
3	10/6/2020	Dillon Road-2020 Xcel Access Easement	0	0.01	N/A			\$0					1	MS						Xcel paid \$20,000, which went to Public Works because the entire affected area is located on county right-of-way, not on open space.
4	10/8/2020	Carlson 2 CE-2020 Xcel Taking	0	0.06	\$2,370			\$2,370		1				WL						\$2,370 is Boulder County's share of this taking, which terminated the CE over the affected 0.06 acres.
5	10/19/2020	Hodgson-Harris Reservoir-2020 Town of Superior Taking	0	0.04	\$2,000			\$2,000	1					WL						The Town of Superior took this area for 88 th Street improvements.
6	11/16/2020	CMN-Kirch-2020 Town of Erie Taking	0	1.82	\$67,500			\$67,500	1					WL						The Town of Erie took this area for a new underground public water pipeline and for a new public trail above it.
Total Fee Title Dispositions:			0	1.92	\$71,870			\$71,870	2	1	0	0	1							
7 Total Dispositions			Total Dispositions:		2.91	\$231,870		\$231,870	2	2	0	0	1							

30 Total Deals Completed

7 Temporary Access Requests & Takings

37 Projects Completed

* Priority Acquisition

Attachment: 2020 Closings Summary for POSAC (4553 : 2020 Closings Summary)



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PARKS & OPEN SPACE ADVISORY COMMITTEE MEETING

Time/Date of Meeting: 6:30 p.m., Thursday, Jan. 28, 2021

Location: Virtual Meeting

TO:	Parks & Open Space Advisory Committee
FROM/PRESENTER:	Therese Glowacki, Resource Management Division Manager
AGENDA ITEM:	Resource Management Division 2020 Highlights
ACTION REQUESTED:	Information Only

Background: The Resource Management Division consists of Education and Outreach, Forestry, Plant Ecology, Resource Protection, Weeds, and Wildlife. Below are some of the 2020 accomplishments we will present.

Wildlife

- In 2020, POS worked with the Northern Water Conservancy District to build bridges over the Saint Vrain Supply canal west of Ron Stewart Preserve. These wildlife bridges both aid wildlife movement and reduce mortality for wildlife (like deer and elk) that try to go through the canal.

Weeds

- Staff contracted helicopter application of herbicides targeting Rush Skelton Weed and cheatgrass at Heil Valley Ranch in the spring. The treatment area burned in the CalWood Fire in October. We will be monitoring to determine the efficacy of the treatment post fire.

Resource Protection

- In 2020, park deputies and rangers and their K-9 companions responded to 53 calls for service including law enforcement operations, evidence retrieval, and searches for lost, missing, and endangered persons.

Plant Ecology

- Staff patched two abandoned beaver dams at Caribou Ranch aiming to attract or relocate beavers to this historic location and to re-initiate the carbon sequestration potential of some of these abandoned ponds.

Forestry

- Forestry Staff completed the helicopter logging project at Heil Valley Ranch. This area was then burned in the CalWood Fire. We are monitoring and will remove hazard trees from this area.
- Staff are partnering with our Native America collaborators to provide tipi poles from our lodgepole pine thinning project.

Attachment: POSAC Memo RMD Summary 1-21 (4554 : Resource Management 2020 Accomplishments)

Education and Outreach

- POS had record breaking visitation at our parks due to COVID. POS launched a Park Ambassador program to help staff interact with visitors and help new visitors safely and enjoyably visit our parks.
- Staff created virtual resource libraries (program outlines, property information, policies & procedures) and Zoom training opportunities such as “Wildflower Jeopardy” to continue to engage the public through remote education.
- We also offered more than 30 virtual field trips for classes and homeschoolers including lesson plans and pre/post activities and “live” virtual programs.



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PARKS & OPEN SPACE ADVISORY COMMITTEE MEETING

Time/Date of Meeting: 6:30 p.m., Thursday, Jan. 28, 2021

Location: Virtual Meeting

TO:	Parks & Open Space Advisory Committee
FROM/PRESENTER:	Ernst Streng, Senior Planner
AGENDA ITEM:	Parks & Open Space Internal Strategic Plan
ACTION REQUESTED:	Information Only

Over the past 2 years, Parks & Open Space staff have been engaged in an internal strategic planning process. Tonight’s presentation will focus on the purpose, need, and intended outcomes of the internal strategic plan, some of the high-level results, and how the department will use the results as we strive to achieve the desired future conditions for the resources we steward, programs we lead, and services we provide to the public and each other. Throughout 2021, individual work groups will present their strategic objectives to POSAC including projects they are and will be working on in the next couple of years.

This internal strategic planning effort is helping us ensure we are doing the right things, and doing things right, to ensure we are providing the best in public service. It has been about figuring out how to best serve the public, align expenditure of tax dollars and staff time, and achieve the goals, policies, and initiatives that the residents of Boulder County have asked us to carry out for them through such things as the Boulder County Comprehensive Plan, open space sales taxes, and other guiding documents.

Staff is excited to present this work to POSAC, and we welcome your feedback as the department moves forward with the plan. A summary of the internal strategic plan is attached.

Attachment: Summary of Boulder County Parks & Open Space Internal Strategic Plan

Attachment: Memo Packet Internal Strategic Plan January 2021 (4555 : Parks & Open Space Internal Strategic Plan)

Summary of Boulder County Parks & Open Space Internal Strategic Plan For POSAC January 2021



An organizational plan to envision, work towards, and achieve the desired future conditions for the resources we steward, programs we lead, and services we provide for the public and each other.

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Appendices

Appendix A. 2020 Parks & Open Space Organization Chart

Appendix B. Terminology

INTRODUCTION AND BACKGROUND

Boulder County Parks & Open Space has been acquiring and managing open space properties and resources throughout the county since 1975. During this time, we have protected nearly 105,000 acres of land, which includes roughly 65,000 acres of fee lands and a little over 39,000 acres under conservation easements. This acreage includes about 1,800 parcels associated with about 1,000 different properties. As a result of these acquisitions and the support of Boulder County's taxpayers, we have been able to:

- provide more than 500 dynamic and engaging public programs annually to educate and inspire young and old alike, empower individuals, and help to create a stewardship ethic,
- develop an active agricultural program with 72 tenants through 129 leases that maintains the county's agricultural heritage, provides economic opportunities, and produces a variety of crops,
- protect and restore important habitats across diverse ecosystems and landscapes, which allow the county's more than 1,500 native plant and 750 native wildlife species, many of which are rare or imperiled, to persist and thrive,
- record more than 1,800 cultural resource sites and isolated finds as well as preserve many of the more than 350 historic buildings and structures significant to our past,
- keep water in Boulder County for the agricultural, environmental, and recreational benefits it provides,
- construct and maintain more than 120 miles of trails, 32 trailheads, 22 restrooms, 15 shelters, and numerous other recreational facilities for public use, enjoyment, and connection to the outdoors,
- attend to nearly 2 million visitors annually to ensure the public's safety, enjoyment of open space, and protection of sensitive resources,
- work with more than 3,000 volunteers and partners annually, as well as private landowners on 990 conservation easements, on the stewardship of the county's open space resources for current and future generations.

Beyond the open space values that we protect and steward, our department also offers related services and programs not directly tied to acquiring and stewarding open space lands. These offerings include:

- Boulder County Colorado State University Extension, which provides educational programs and cutting-edge research and information services for the community around agriculture, horticulture, family and consumer sciences, and 4-H,
- Boulder County Fairgrounds, which, besides hosting the annual county fair, is available for a number of private and community events and is consistently booked year-round with such things as the farmer's market, craft fairs, trade shows, festivals, picnics, and animal and livestock exhibitions,
- Boulder County Youth Corps, which provides employment opportunities with a community service focus for county youth.

Finally, all of these activities would not be possible without the essential services and leadership that many staff provide in support of the department and the public. These activities include administrative and business services tasks; the management and application of GIS and other technologies; the provision and upkeep of equipment, a functioning shop, and vehicles; planning, design, and project

management activities; informing and engaging the public and other stakeholders; and the overall management and stewardship of the organization.

Purpose and Need

Because of the success of the department, there is always a lot staff can, and at times, *must* do, for the resources we steward, the programs we lead, and the services we provide to the public and other staff. With our multi-discipline staff, who bring dedication, passion, expertise, and skills to all they do; a supportive and engaged public consisting of visitors, volunteers, and the general community; and a variety of funding sources, including the county general fund, open space sales taxes, and a number of grants, we have the ingredients to continue to accomplish extraordinary things for the land, water, species, and people we serve. However, we also know there are limits to staff capacity and financial resources, and the department needs to ensure that we are applying our limited resources effectively and efficiently to lead us to the outcomes we are trying to achieve.

With more than 140 FTE (full time equivalent) plus seasonal staff spread over nine divisions and more than 25 work groups¹ chipping away at numerous and diverse tasks, coordination and avoiding “silos” can be challenging (Appendix A. *2021 Parks & Open Space Organizational Chart*). Staff are often faced with competing priorities and responsibilities and don’t always know what other work groups are doing or where their work group’s efforts fit in or should be focused. Planning, implementing, and completing projects takes considerable time, money, and resources, and staff must bring their focus, knowledge, and dexterity to every step in the process to be successful. Staff needs to ensure that each project has been well scoped and planned, and that the necessary staff have the capacity to handle it in the proposed timeframe. This planning is especially necessary for staff requested from other work groups and those that may not be directly involved in project planning, but provide essential services like technology, equipment, contracts, public engagement, and project management.

Overall, there is a need for a more methodical, transparent, collaborative, and accountable approach to selecting projects at Parks & Open Space; and staff desire to know that their efforts are going towards the highest priorities to continue accomplishing great things for the department and the public in the most effective and efficient manner possible.

To that end, Parks & Open staff have been engaged in developing an internal strategic plan over the past 2 years to put all these pieces together and improve the operations and administration of the department. The purpose of the department’s strategic planning has been to:

- provide staff with clarity, focus, and direction and help them prioritize their work and achieve the desired outcomes for the resources they steward, programs they lead, and services they provide to the public and each other,
- provide a decision-making framework for funding, staffing, and resourcing projects to get the “biggest bang for our buck”, and
- improve overall departmental operations and administration, including better collaboration and coordination, to achieve more together.

¹ Some work groups are based on one discipline, such as *Plant Ecology*, *Water*, and *Trails*, while others throughout this process have been lumped together, such as *CSU Extension*, *GIS & Technology*, and *Administration*, which each have multiple disciplines within them.

Intended Outcomes and Process

Strategic planning is defined as:

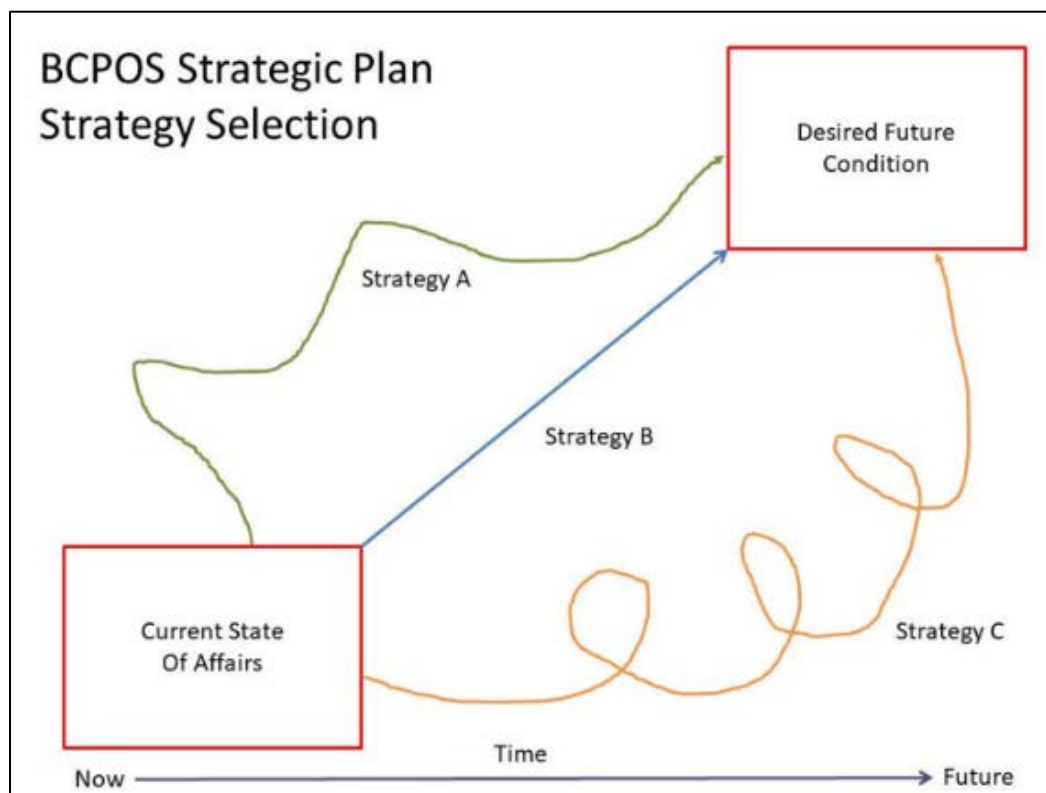
a systematic process of envisioning a desired future and translating this vision into broadly defined goals (and) objectives and a sequence of steps to achieve them.²

At a basic level, the strategic planning effort at Parks & Open Space has sought to answer two fundamental questions:

- Are we doing the right things?
- Are we doing things right?

To answer these questions, we wanted each work group to “start with the end in mind”. In other words, we wanted to know early in the process what it is each work group is ultimately trying to achieve for the resources it stewards, programs it leads, and / or services it provides. Once this target, or **desired future condition (DFC)**, was defined, then we wanted to figure out how to get from each group’s current state of affairs for its resources, programs, and / or services to their DFC by selecting and working on the most appropriate strategy (Figure 1). In the process, we wanted to better understand each work group’s and the department’s strengths, weaknesses, opportunities, and threats (SWOT). By understanding the SWOT throughout the department, we could also begin tackling both work group-specific and department-wide issues.

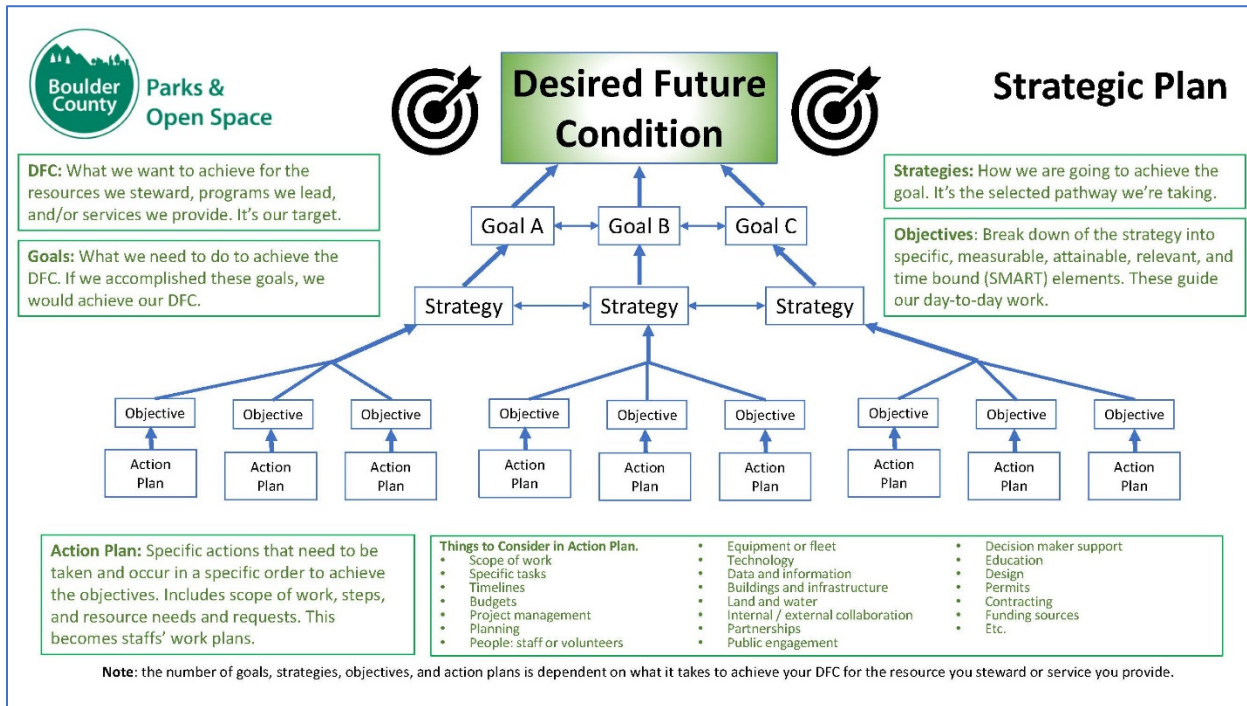
Figure 1. Model of Strategic Planning.



² Definition from <http://www.businessdictionary.com/definition/strategic-planning.html> accessed August 2018.

For the department's process, we followed a basic strategic plan framework that started with each work group's DFC and then worked backwards toward the most appropriate strategies and actions that will move it closer to that target (Figure 2. Strategic Plan Framework).

Figure 2. Strategic Plan Framework.



Utilizing this framework, each work group answered several questions sequentially to develop their strategic plan:

1. What is it each work group is ultimately trying to achieve for the resources it stewards, programs it leads, and/or services it provides to the public or each other?

The answer to this question is the target each group is aiming toward and is referred to as the work group's **DFC**. It is intended to provide a "north star" and guide the work group in everything it does.

2. What are the high-level, long-term actions each work group needs to do to achieve its DFC?

These actions are the **goals** for each work group. By regularly considering and incorporating these actions into its work, each work group would incrementally move closer to its DFC.

3. How is each work group planning to accomplish its goals?

The answer to this question is the selected pathway, or **strategy**, each work group is taking to help it accomplish its goals and move closer to its DFC. The strategy may consist of a continuation of what it is already doing, an adjustment to what it is currently doing to better align with its DFC, or finding new ways of doing business that prove to be more successful at helping it achieve its desired outcomes. The strategy provides the overall direction for each work group and is where the group will put most of its time and focus.

4. Finally, what are the specific actions each work group is going to take in the near term (e.g. one to three years) to implement its strategy?

These actions are stated in **SMART³ objectives**, which identify the specific actions each work group plans to implement over a specified timeframe based on its selected strategies. SMART objectives are reviewed and set annually and become the backbone of staff's work plans.

Combined, the DFC, goals, strategies, and SMART objectives become a work group's **strategic plan**. They provide each work group with clarity and focus about what it is trying to accomplish, how it plans to achieve it, and what takes precedence and needs to get done first, thereby setting the work group's priorities. By continually focusing on the desired outcomes spelled out in their DFCs and goals, work groups and, in turn, the department have a touchstone to assess, plan, implement, and evaluate the outcomes of new and existing projects, programs, and services. Knowing its target and its plan to achieve it, a work group and, subsequently, the department will know where to "put gas on the fire" for specific projects, programs, and services. To that end, it will help them remain focused on the most important work, while also providing a means to know when a work group doesn't need to be involved in a project, program, or service.

Moving forward, the strategic plan will help work groups and, in turn, the department make good investments of our limited funds, staff, and other resources. As public servants staff want to ensure that they are using these limited resources wisely and getting the "biggest bang for our buck." If the department decides to dedicate money, staff, or other resources toward a project, program, or service, we want to know that we'll get the desired return or outcome on that investment, which is moving us closer to the achievement of each DFC.

In addition, the strategic plan provides a means to create awareness about what other work groups throughout the department are trying to accomplish and how staff can work better together to achieve multiple DFCs. This outlook can lead to shared projects, programs, and services that will help staff achieve more together. In that way, staff can proactively partner with other groups to achieve all DFCs.

The strategic plan also helps to strengthen and improve departmental operations. Through discussions about the current state of affairs, SWOT, and DFCs, several areas for growth and improvement have been identified. These operational improvements if addressed could assist the department in working more effectively and efficiently, being more proactive and collaborative, and making more informed decisions. By the same token, the strategic plan will also help staff identify and address risks and remove barriers that get in the way of achieving DFCs early in the process.

³ SMART = *Specific, Measurable, Attainable, Relevant, and Timebound*

STRATEGIC PLAN OUTCOMES

The following section highlights the outcomes of the department's internal strategic planning efforts. Without changing the overall mission, goals, or structure of the department, the strategic plan seeks to move each work group and the department from our current state of affairs to the DFCs for the resources we steward, programs we lead, and services we provide for the public and each other in the most proactive, collaborative, beneficial, and strategic manner possible. To do help with implementation of the strategic plan, the department created guidance, direction, and shared processes, established core groups to achieve more together, and developed work group-level strategic plans that start with the end in mind.

The strategic plan is broken into four parts:

- Operating Principles
- Strategic Themes
- Macro-level: Core Groups
- Micro-level: Work Groups

Operating Principles

The operating principles provide the overall values of the department and are the foundation of who we are and what we do. They are used by staff to guide the development of projects, programs, and services and direct them in their day-to-day work. Staff incorporate these principles as much as possible in all they do. The operating principles are encapsulated in the following statements.

The Parks & Open Space Department...

- *Is welcoming, inclusive, and equitable in all that it does, for the betterment and health of its visitors and the community.*
- *Creates meaningful experiences for the community that maintain the environmental, cultural, and aesthetic integrity of the county's land and water.*
- *Builds stewardship of environmental, agricultural, recreational, and cultural resources through its programs and projects.*
- *Collaborates among staff, other county departments, partner organizations, and the community to make informed decisions using science, adaptive management, and community input.*
- *Is transparent and fully accountable to staff and the public; and uses professional practices and efficient procedures to conduct its work and provide quality customer service.*
- *Applies staff and funding resources equitably, efficiently, and effectively to achieve its desired future conditions and goals.*
- *Involves volunteers, youth, and service groups in meaningful work and projects to foster an equitable community and healthy environment.*
- *Represents the many values and perspectives of its various disciplines, and still recognizes the importance and effectiveness of harmonious teamwork, departmental consensus, and coordinated communication about its work.*
- *Recognizes the effects of climate change on its community and environment and works to resiliently address those impacts.*
- *Works holistically and regionally in the service of natural and human communities both within and beyond the county boundary.*
- *Prioritizes the safety of staff members and the public in all that it does.*
- *Cultivates excellence in its work by supporting staff development and learning, promoting open and positive communication, creating a constructive supervision style, and encouraging staff involvement.*
- *Celebrates the department's accomplishments as a community and recognizes the role of staff, the county, partners, and the public in the department's accomplishments.*

Strategic Themes

Strategic themes are the “common threads” that tie together the DFCs and goals of every work group in the department and answer the question, “what is it we’re all trying to accomplish?” They are the shared targets that all staff should be working towards within the roles and responsibilities of their work group and provide overarching priorities for the department. The intent is to encourage staff to rally around and find synergies based on these themes so that multiple work groups can put their collective heads together to resolve issues and make progress around these themes. Because strategic themes are priorities for the department, resources will be allocated accordingly toward projects, programs, and services that highlight them.

The four strategic themes are:

- **Community:** Continue to seek innovative ways to build support for and trust in the department; connect people with the land, water, and cultures of Boulder County; and inspire stewardship of our shared resources.
- **Stewardship:** Manage and maintain the properties, resources, and amenities that the county has invested in to keep them in good or better condition for current and future generations.
- **Cultural Responsiveness and Inclusion:** Ensure all programs, amenities, and services are welcoming, inclusive, and culturally responsive to all, particularly those in our community that have been traditionally underserved and marginalized.
- **Resilience:** Plan for, mitigate, and respond with agility to environmental, social, economic, and climate change.

Core Groups

As part of the strategic planning effort, work groups with similar roles and responsibilities and DFCs and goals are grouped together into core groups. The intent of the core groups is to begin to break down the “silos” among work groups and to increase collaboration and synergy among them by finding commonalities and connections between one group’s DFC and goals and those of other work groups in the core group. The core groups work together on strategies and projects that meet multiple DFCs and goals and find better ways to work together to accomplish more.

The composition of the core groups changed throughout the strategic planning process as they were fine-tuned and will continue to be, moving forward, as appropriate. During the initial planning process, work groups were defined by those that:

- *ensure organizational stewardship*
- *protect, conserve, and plan open space*
- *provide essential services and leadership*
- *engage, empower, and create a stewardship ethic*
- *manage the human-built environment*
- *steward land, water, and species*

Starting in 2020, the core groups were reorganized to better meet the purpose and intent of the macro-level planning and include:

- Community Core Group
- Public Amenities & Infrastructure Core Group
- Land & Water Core Group
- Organizational Stewardship Core Group

In 2020, the core groups began to tackle specific questions and challenges that affect each of the work groups within the core group. The intent was to figure out how each group could achieve more together by working as a group instead of individually. Once there was agreement about the specific question, the group developed a joint target, which describes what the group would like to achieve together, and a joint proposal, which describes how they plan to jointly work towards the joint target.

The following is a summary of the work accomplished by each core group in 2020.

COMMUNITY CORE GROUP

Work Groups Represented

- CSU Extension (Laura Larson)
- Cultural & Paleontological Resources (Carol Beam)
- Education & Outreach (Pascale Fried)
- Public Information & Engagement (Vivienne Jannatpour)
- Resource Protection (Bevin Carithers)
- Volunteer Work Project Coordinators (Amanda Hatfield)
- Youth Corps (Judy Wolfe)
- Facilitated by Ernst Strenge (Planning)

Meetings

- Kickoff: May 26, 2020
- Identify Joint Target: June 16, 2020
- Brainstorm Joint Proposals: August 6, 2020
- Review Final Proposal: September 1, 2020

Initial Questions (presented and discussed at kickoff meeting)

- How can we better engage the whole community, empower individuals, and create connections to our lands and water?
- How can we increase support for and integration of community engagement across the department for the multiple benefits it provides?

Joint Target (last modified August 14, 2020)

Each work group within the Community Core Group sees the importance of engaging and educating the public and sees the value in having a unified voice across the department in these endeavors. This aim is expressed either directly or indirectly in each group's desired future condition and goals.

Therefore, the joint target for the Community Core Group is:

To manage community engagement and education programs with a unified voice that:

- *promotes the protection of open space resources and visitor safety,*
- *increases a stewardship ethic by providing opportunities for participation,*
- *improves individual health and the quality of life in our community,*
- *empowers individuals and the community, and*
- *builds support for Parks & Open Space.*

Joint Proposal (last modified September 1, 2020)

To achieve the joint target, the Community Core Group proposes to work towards creating a stronger and more consistent voice for community engagement and education by regularly meeting and working with departmental leadership and staff. In 2021, the group proposes to have regular agenda items at both the Management Team (quarterly) and Supervisors (as needed) meetings and to reach all staff

through other means (e.g., POS U, all-staff meetings, project update meetings, and brown bags) to delve into topics, such as visitor needs and safety, rules and regulations, volunteerism, visitor and human dimensions studies, programming, outreach efforts, cultural responsiveness and inclusion, human interaction with the land over time, and population growth and changing demographics. Core group members, with the assistance of other subject matter experts, would be responsible for developing agenda items and delivering presentations.

The intent of delving into these topics is to create more awareness of the purpose, need, and benefits of public engagement and education throughout the department, to ensure they are a significant part of departmental discussions, and to lead to specific actions and projects. The discussions would focus on the needs of our visitors, our volunteers, and the general public, both now and into the future.

To increase overall collaboration and coordination of the group and to prepare for these efforts, the Community Core Group will meet quarterly in 2021. Topics for each meeting will include:

- Presenting what each work group is currently working on,
- Discovering where there is overlap and commonality,
- Syncing existing community programs, engagement, and messages,
- Identifying topics of concern that cross over multiple work groups, and
- Finding ways to tackle collective issues together.

The group believes the communication and collaboration that these efforts will provide will lead to a more unified voice around community engagement and education that will help each work group move toward its DFC and goals and have positive impacts for the department and the public we serve. Over time, the Community group may also consider developing department-wide goals and strategies for the human dimensions of Parks & Open Space, which would further provide the group with direction and focus and may lead to future joint projects.

PUBLIC AMENITIES & INFRASTRUCTURE CORE GROUP

Work Groups Represented

- Fairgrounds (Joe LaFollette)
- Buildings & Historic Preservation (Will Towle)
- Grounds (Jeff Cox)
- Trails (Andy Tyler)
- Project Management & Design (Brent Wheeler)
- Agricultural Resources (Rob Alexander)
- Water Resources (Audrey Butler)
- GIS & Tech (Erik Hinkley)
- Facilitated by Ernst Streng (Planning)

Meetings

- Kickoff: May 18, 2020
- Identify Joint Target: July 1, 2020
- Brainstorm Joint Proposals: July 29, 2020
- Review Final Proposal: August 26, 2020

Initial Question (presented and discussed at the kickoff meeting)

- How can we balance new projects, take care of unanticipated repairs, and provide long-term maintenance in a sustainable manner?

Joint Target (last modified on July 29, 2020)

Each work group within the Public Amenities & Infrastructure Core Group is responsible for building, maintaining, and repairing infrastructure critical for the effective operation and management of the department and provides multiple public benefits. However, balancing new projects and other duties with maintenance and emergency repairs of existing infrastructure is challenging and, many times, leads to “band-aid” approaches to maintenance. The Core Group would like to get a better handle on its various maintenance needs so it can better plan and implement projects and tackle the most pressing needs first. This aim is expressed either directly or indirectly in each group’s desired future condition and goals.

Therefore, the joint target for the Public Amenities & Infrastructure Core Group is:

To account for, track the condition of, and prioritize the maintenance needs of all amenities and infrastructure based on objective standards for each asset that considers its optimal level of care, the public’s safety and expectations, and a recognition of the county’s tremendous investment in these assets, while adapting to both social and environmental changes.

Joint Proposal (last modified on August 26, 2020)

To achieve the joint target, the Public Amenities & Infrastructure Core Group proposes a project that will better plan for and tackle the maintenance needs of our public amenities and infrastructure. The Core

Group will work together to develop and follow a similar process to achieve a similar outcome, but each work group will be responsible for its specific assets.

This project will start with the creation of standards for each amenity and infrastructure that each work group manages. Standards will be created with subject matter experts and existing guidance from sources, such as the *Boulder County Parks & Open Space Construction & Maintenance Handbook*. Many standards may relate to all work groups (e.g., safety), while others may be more specific, based on the type of amenity or infrastructure (e.g., fence or parking lot standards). All standards would be documented with a brief description and explanation.

Once standards have been agreed upon for all public amenities and infrastructure, the group will assess them in the field. This assessment will consider the existing condition, the difference between the current condition and the standard, and an estimate of what needs to be done to meet the maintenance standard, including an estimate of the cost and time. All data would be documented in a shared database.

Finally, once the assessment has been completed, each work group will begin to use the information to set priorities and plan and schedule annual maintenance projects. All maintenance would be documented in a central database to track the actual level of effort (cost and staff time) required, as well as what was done and when, so that there is better tracking of our maintenance over time.

Ultimately, this project is about recognizing and fulfilling the maintenance needs of our public amenities and infrastructure, which the county has invested millions of dollars and staff time in and which are critical for achieving each work group's DFC and goals, as well as the department's mission. Benefits of this project would include:

- Having a better understanding of our maintenance needs and creating a maintenance flow.
- Better accounting of the financial and staff requirements for long-term maintenance.
- Right-sizing operation and maintenance budgets and staffing over time based on the assessment and long-term tracking.
- Better planning for, and prioritization of, maintenance projects each year and balancing them with annual POSIP and emergency repairs.
- Putting projects, including those called out in management plans, into realistic implementation schedules that consider the cost and schedule for project design, construction, and long-term maintenance.

Most importantly, the public is dependent on and expects these amenities and infrastructure to be maintained and available. Whether at a trail or trailhead that allows people to experience open space, structures that support productive and sustainable agriculture, a successful event at the Fairgrounds, or the preservation of an historic building, the public wants to know that their investments in these assets are being well managed and maintained. Over time, this project will help with "balancing new projects and other duties with maintenance and emergency repairs of existing infrastructure," as stated in the joint target.

In addition to this project, other considerations that the core group discussed and should be considered moving forward include:

- Setting aside, on an annual basis, a percent of staff time for maintenance and repairs, in addition to POSIP projects.
- Offsetting annual POSIP projects with a “Maintenance Year” and potentially an “Assessment Year.”
- Involving field staff from the start of a planning and design project to incorporate their knowledge and experience of construction and maintenance and to improve collaboration among work groups.
- Creating a funding reserve, which can move between POSIP, maintenance, and repair, depending on the greatest need, to provide flexibility in any given year.

LAND & WATER CORE GROUP

Work Groups Represented⁴

- Agricultural Resources (Rob Alexander)
- Forestry & Fire (Stefan Reinold)
- GIS & Tech (Kristi VanDenBosch)
- Plant Ecology (David Hirt)
- Water Resources (Audrey Butler)
- Weeds (Steve Sauer)
- Wildlife (Susan Spaulding and Tim Shafer)
- Facilitated by Ernst Strenge (Planning)

Meetings

- Kickoff: May 21, 2020
- Identify Joint Target: June 18, 2020
- Brainstorm Joint Proposals: July 30, 2020
- Review Final Proposal: September 2, 2020

Initial Question (presented and discussed at the kickoff meeting)

- *How can we make the biggest difference for biodiversity and the health of our land and water?*
(Note: the biggest concern among the core group was the inclusion of biodiversity, which not every work group is managing for)

Joint Target (last modified on August 13, 2020)

Each work group within the Land & Water Stewardship Core Group requires ecologically functioning land and water across the landscape to support the resources it stewards. This aim is expressed either directly or indirectly in each group's desired future condition. Therefore, the joint target for the Land & Water Stewardship Core Group is:

To proactively find cooperative strategies to improve and sustain the ecological functions of our land, water, and species across the landscape to achieve mutual benefits for the resources we steward.

Joint Proposal (last modified on September 2, 2020)

To achieve the joint target, the Land & Water Stewardship Core Group proposes to continue to meet on a regular basis to develop joint strategies and projects focused on the stewardship of our land, water, and species across our natural and agricultural systems and to track progress. The focus in 2021 will be on developing a formal, collaborative framework for communication, conflict resolution, and decision-making. Not only will this framework help in our day-to-day management of our natural and agricultural

⁴ Although Real Estate and Conservation Easement Stewardship were not engaged in 2020, the work group will be included in the Land & Water Core Group moving forward.

resources, but it will lead to the development of long-term strategies and projects that benefit all resources by discovering forward-thinking and effective means to achieve the joint target.

One idea that the group proposes to start laying the groundwork for in 2021 is a landscape analysis across Boulder County to determine:

- the spatial location and extent of each work group’s resource on county open space, as well as on other public and private lands and, potentially, within municipalities and surrounding counties,
- the overlap of significant and at-risk resources and the potential conflict among resources,
- the location and purpose for existing and proposed management activities, and
- new opportunities for projects or programs, including multi-objective strategies and priority areas for acquisitions, planning, partnerships, and management actions.

Beyond 2021, the landscape analysis would be a GIS-based, interactive tool that identifies and fills gaps in our knowledge, shows how resources interact under different management scenarios, helps develop mitigation for conflict among resources, improves data-driven decision making, and visually and analytically helps everyone understand how individual resources fit within the larger landscape and Boulder County’s portfolio of open space lands. It would build upon existing data and information, including Boulder County Comprehensive Plan elements and maps and data collected by each work group. In addition to analyzing data, the analysis would also consider each work group’s DFC and goals and its current strategies and objectives to better understand what each work group is trying to achieve and how it plans to achieve its objectives.

The results of the landscape analysis would provide a strategic focus for where the group should spend its time together moving forward. This would be based on what projects require and benefit from collaboration, the collective prioritization of projects, and ultimately where we can get the biggest bang for our buck by working together. It would also be something that could be used during the management planning process, including discussions about future public uses and amenities, climate change, and resiliency planning. Effectively, it would be a base that everyone could point to as we plan and make decisions together.

The final product would be a tool that would show where resources are located down to the parcel level and how each individual open space parcel fits into the bigger picture. It would identify gaps in our knowledge and help prioritize future data collection efforts. Finally, it could help us track progress toward achieving each individual work group’s DFC and goals and the core group’s joint target that seeks to *improve and sustain the ecological functions of our land, water, and species across the landscape to achieve mutual benefits for the resources we steward.*

ORGANIZATIONAL STEWARDSHIP CORE GROUP

Work Groups Represented

- Public Information & Engagement (Vivienne Jannatpour)
- Project Management & Design (Sean Reynolds)
- Administration (Rosa Brohm)
- Shop (Joe Thiltgen)
- Planning (Jeff Moline)
- GIS & Tech (Carrie Inoshita with Kristi VanDenBosch as alternative)
- Special Projects (Tina Nielsen)
- Director (Eric Lane)
- Management Team (Therese Glowacki)
- Facilitated by Ernst Streng (Planning)

Meetings

- Kickoff: May 26, 2020
- Identify Joint Target: June 24, 2020
- Brainstorm Joint Proposals: July 15, 2020
- Met to assist with development of strategic plan implementation process on:
 - August 6, 2020
 - August 18, 2020
 - September 3, 2020
 - September 28, 2020

Initial Question (presented and discussed at the kickoff meeting)

- What department-wide practices and procedures* are necessary for the department to operate effectively, efficiently, inclusively, and collaboratively? (* that aren't already in place or being developed)

Joint Target (last modified on July 15, 2020)

Each work group within the Organizational Stewardship Core Group is responsible for providing essential services and leadership across the department. To provide these services, the group sees the need for consistent and straightforward practices and procedures for staff, including how projects are selected, funded, and prioritized, as well as documentation of work groups' basic work processes. This aim is expressed either directly or indirectly in each group's desired future condition and goals.

Therefore, the joint target for the Organizational Stewardship Core Group is:

To ensure all work groups' essential tasks and processes are documented and made available in a centrally located space and create practices and procedures that ensure the highest priority projects, programs, and services are implemented, tied to the strategic plan, and linked to the annual budget cycle.

Joint Proposal

The Organizational Stewardship group did not develop a joint proposal in 2020. Instead, the group was tasked with helping to develop the overall strategic plan implementation process, including reviewing the draft project charter, helping to develop a process around project scoring criteria, and working through the agenda for the October 22 strategic plan implementation meeting with supervisors and others.

Although a formal joint proposal was not developed by the core group, the group did discuss potential ways of working together in the future to achieve its joint target including:

- Develop an efficient process of how to use the strategic plan framework to come up with project, program, and service proposals.
- Flesh out a streamlined process, along with necessary tools, to summarize, evaluate, rank, and move forward proposals, including how decisions are made, what criteria are used, and who is involved.
- Develop a cradle-to-grave project management system to help track progress and resource needs.
- Develop method to track proposals from inception through project closing.
- Identify and lead the documentation of essential processes, tools, tasks, and services across the department, including a gap analysis of what information is currently missing.

Moving forward, the group will reconvene in 2021 to dive in deeper around the joint target and joint proposal.

Work Group Strategic Plan

Most of the work completed during the strategic planning process has focused at the work group level because this level is where the work gets done within the department, and we want to ensure each is a center of excellence in all it does. For each work group strategic plan, the framework shown in Figure 2 was followed, which starts with the DFC, followed by goals, then strategies, and finally SMART objectives. Although not required, it was recommended that each work group develop and maintain an action plan to ensure it is on track to complete each of its SMART objectives. The DFCs and goals for each work group are presented in Table 1. Throughout 2021, work groups will present their strategies and 2021 SMART objectives to POSAC.

WORK GROUP	DESIRED FUTURE CONDITION	GOALS						
ENSURE ORGANIZATIONAL STEWARDSHIP								
Management Team	The department is led and managed in an adaptive, collaborative, transparent, and fiscally responsible manner to advance the desired future conditions and goals of the entire department and position the department at the cutting edge. Staff is adept and equipped at successfully stewarding and managing the department's open space resources, engaging and providing services to diverse members of the community, and meeting the public's interests and needs.	1. Ensure the department has the necessary land, water, facilities, infrastructure, tools, equipment, technology, training, and human and financial resources to fulfill the mission and goals of the department.	2. Provide clear, consistent, and timely direction and information about the overall operations and administration of the department, including departmental policies, procedures, priorities, programs, and projects.	3. Align the work and workloads of all divisions and work groups within the department.	4. Resolve departmental conflict in a clear, productive, and timely manner.	5. Identify and provide guidance for addressing external issues affecting the department.		
PROVIDE ESSENTIAL SERVICES AND LEADERSHIP								
Administration Division	Provide excellent customer services to each customer every time by leading business development and standardizing best practices.	1. Create and implement standard business practices.	2. Be proactive, not reactive, in addressing best practices to deliver excellent customer service.	3. Provide opportunities for productive learning and working together.				
GIS & Technology	A coordinated and enterprise-wide system of data, analysis, technological solutions, and IT services that leads to the achievement of the department's goal of evidence based decision making.	1. Maintain accurate, consistent and up to date data.	2. Analyze and visualize data resources.	3. Provide access, usability, and ensure utilization of information.	4. Lead and govern an appropriate, innovative, adaptive and sustainable strategy for technological resources.	5. Lead the department in use, adoption, and governance of data and technology.	6. Collaborate with external organizations in support of regional, landscape-level resource stewardship.	
Shop	Staff are provided with appropriate, safe, and reliable fleet and equipment, accessible and necessary space within a functioning shop and yard, and essential safety and equipment training to help them accomplish their goals.	1. Establish and maintain efficient and productive fleet and equipment.	2. Provide and maintain adequate shop, storage, parking and work areas for staff.	3. Develop and recognize a culture of safety and fleet care.				
PROTECT, CONSERVE, AND PLAN OPEN SPACE								
Real Estate	All real estate interests desired by the county for open space purposes have been acquired, the values of county open space real estate interests are protected, and related data is maintained and accessible.	1. Determine desired real estate interests, including land, water, and trail connections.	2. Acquire desired properties from willing landowners.	3. Minimize third-party takings and impacts to maintain open space values.	4. Maintain real estate data to serve and educate both staff and the public.			
Planning	Planning processes are reflective of all open space values, consider community input, and advance the mission and goals of Parks & Open Space.	1. Lead integrated, inclusive, and interdisciplinary planning processes with staff and partners in the context of the local and regional setting.	2. Understand the interests, needs, values, and priorities of the public, decision makers, and subject matter experts.	3. Utilize the most up-to-date information about resources, uses, management, and services and their collective interactions.	4. Develop planning documents and projects that provide management direction, public benefits, and advance the achievement of the department's desired future conditions.	5. Bring conservation perspective to land use docket reviews.		
Project Management & Design	High quality, timely, and fiscally responsible design and construction projects are delivered that meet the intended purpose and goals of the project, while preserving the natural, cultural, and aesthetic values of the landscape, minimizing long-term maintenance commitments, and promoting the needs and wellbeing of all community members.	1. Design and manage projects through effective internal and external collaboration.	2. Complete projects on time and within budget.	3. Ensure construction and maintenance standards are documented, implemented and advancing as best practices.	4. Integrate ongoing maintenance needs, sustainable materials, and climate considerations into the built environment.	5. Create design projects that promote visitor interaction, connectivity, and stewardship.		
ENGAGE, EMPOWER, AND CREATE A STEWARDSHIP ETHIC								
Education & Outreach	The community connects with natural, cultural, and agricultural resources and values the importance of county open space.	1. Inform the public about the county's open space resources, management practices, and visitor opportunities.	2. Offer opportunities throughout Boulder County that meet the interests of our diverse population.	3. Evaluate the department's services and programs to better meet the public's needs.	4. Recruit, train and offer volunteer programs that meet interests of our diverse community.			
Resource Protection	Visitors adhere to park regulations, model safe and courteous outdoor behaviors, and actively participate in protecting open space resources.	1. Assemble a well-equipped team that is diverse, inclusive, and guided by the Resource Protection Purpose and Values.	2. Foster a positive outdoor ethic and encourage safe recreational experiences through trail-based patrol, regulation enforcement, and easily understood and accessible rules and regulations.	3. Inspire park users to protect and steward open spaces through engaging educational programs, meaningful volunteer experiences, and community outreach efforts.	4. Collaborate with partner agencies and community organizations to implement a robust resource protection, training, and safety program.			
Public Information & Engagement	The community feels informed, heard, and valued, can find information quickly and easily, and knows how to engage with the department. The public is supportive of Parks & Open Space and embodies the stewardship ethic.	1. Provide information that is easily accessible for residents to stay informed about BCPOS services, amenities, projects, plans, and accomplishments.	2. Encourage engagement in public process regarding department decision-making and plans.	3. Develop and maintain partner relationships with local businesses, user groups, and organizations. Provide opportunities for partners to get involved in protecting and enhancing open space values.	4. Provide services and tools to staff to help them keep the public and the department updated on their workplans and projects.			
CSU Extension	The community has access to leading edge, science-based information and solutions to address current and emerging needs and interests. Individuals are empowered and the quality of life of all residents is improved through outreach, collaboration, educational programs, and volunteer opportunities.	1. Identify and review community needs on an annual basis, work with community partners to respond to emerging issues, and maintain nimbleness for responding to emergencies.	2. Increase staff knowledge of new research and innovations in their fields to ensure that we employ best practices in programming, provide high quality volunteer opportunities, and modernize services to reach all Boulder County residents.	3. Increase services for diverse and marginalized populations in Boulder County using an equity lens.	4. Increase awareness of Extension services to facilitate new partnerships in Boulder County government and improve utilization of Extension resources County-wide.			
Volunteer Work Project Coordinators	Our volunteers are diverse, empowered and active stewards who help champion and fulfill the goals of the department.	1. Engage volunteers in high quality and innovative programs and projects that inspire connection, stewardship and community building.	2. Utilize volunteers to help staff meet the goals of work groups.					
Youth Corps	The Youth Corps delivers the highest quality entry-level work experience that engages Boulder County youth in personal accomplishment, teamwork, and service to the community.	1. Ensure reliability and sustainability of program resources.	2. Recruit and hire employees who are diverse, inclusive, and guided by the program's mission and vision.	3. Make the program available to more youth to allow them to connect to the natural world and their community.	4. Enhance program delivery through a continuous improvement mindset.			

STEWARD LAND, WATER, AND SPECIES							
Forestry & Fire	Forested lands are ecologically diverse and functioning ecosystems integrated across the greater landscape, and resilient to natural and anthropogenic disturbances.	1. Mechanically treat forested properties in order to develop a healthy forest structure.	2. Restore the use of fire as an ecological process within POS Forests. Use both naturally occurring fire and prescribed fire management tools when safe and appropriate.	3. Work collaboratively with work groups, agencies, and landowners across the landscape to maximize the efficiency of forestry treatments.	4. Complete public support and outreach efforts to help educate constituents about the necessity of forest treatments and prescribed fire activities and inform the public of POS actions.		
Plant Ecology	Native plant communities, including communities and species of special concern, are healthy, diverse, self-sustaining and resilient to natural and anthropogenic disturbances, and ecosystem processes are functioning appropriately or effectively emulated.	1. Identify, preserve, and maintain high quality native plant communities and landscapes.	2. Enhance wildlife habitat, ecosystem functions, and visitor experience through the restoration of degraded lands.	3. Increase enthusiasm and support for native plants and their importance to ecosystem function and habitat.	4. Provide up to date, accurate, and timely input and direction for management.		
Weeds	Diverse habitat for native flora and fauna through a strategic reduction in noxious weed populations to support open space values.	1. Eliminate List A and contain or eliminate the populations of county List B invasive plants.	2. Improve native grasslands and other natural systems to effectively increase grazing, wildlife and pollinator habitat.	3. Control noxious weeds along county and regional trails to ensure a safe and pleasant visitor experience.	4. Increase weed control along county rights of way for control of listed species, safety, and visual attractiveness.		
Wildlife	Diverse and representative habitats and landscape connectivity are preserved, conserved and enhanced to ensure biological diversity and ecological health at a regional scale. Natural processes including disturbance regimes are embraced to ensure complete ecosystem function.	1. Preserve wildlife habitat to ensure protection from anthropogenic impacts in order to maintain regional biodiversity.	2. Conserve wildlife habitat to ensure native biodiversity is maintained in a multiple-use focused landscape while allowing for sustainable use of natural resources.	3. Restore degraded wildlife habitats to bolster ecosystem function, connectivity and resilience.	4. Promote and manage for functional landscape connectivity at multiple-scales to maintain natural movement patterns for native species.	5. Allow or re-create natural disturbance processes to ensure ecosystem function and resilience.	6. Manage wildlife populations.
Water Resources	The department's water portfolio and administration sustain the department's irrigated agricultural lands, while supporting healthy aquatic and riparian ecosystems and quality visitor use opportunities. Water rights are fully exercised in accordance with decree and state statutes, thereby protecting the long-term values and use of the County's water.	1. Manage and administer the county's water rights and provide technical and legal guidance regarding water resources for the benefit of Boulder County's watersheds, services, and projects.	2. Develop and maintain a comprehensive inventory of the department's water rights and infrastructure and an understanding of the supply/demand gap.	3. Support the department's efforts to lease, develop, and acquire additional water rights that benefit open space values.	4. Maintain and manage water infrastructure to provide for optimal application of our water while protecting public safety.		
Agriculture Resources	Local farmers and ranchers successfully steward the land for economically viable and sustainable agriculture.	1. Manage agricultural lands for healthy and productive soils and natural resource values.	2. Retain, attract and partner with good farmers and ranchers to care for the land.	3. Invest in and maintain infrastructure that supports agricultural operations.	4. Optimize the efficient and effective on-farm application of irrigation water.	5. Minimize agricultural inputs while providing for crop health, environmental sustainability and tenant profitability.	
Conservation Easement Stewardship	The conservation values that each conservation easement (CE) intends to preserve are protected in partnership with CE landowners.	1. Prevent and remedy violations on all CE properties.	2. Monitor every CE on an annual basis.	3. Partner with staff and CE landowners on proactive stewardship activities that maintain or enhance conservation values.	4. Maintain CE stewardship data to serve and educate both staff and the public.		
MANAGE PUBLIC AMENITIES AND THE HUMAN-BUILT ENVIRONMENT							
Cultural & Paleontological Resources	Cultural and paleontological resources are managed in a timely, appropriate, and professional manner. Through these actions, the stories of ancient life and historic peoples are weaved together that are respectful of the fossil record and inclusive of the legacy of people traditionally associated with the land.	1. Identify and record cultural and paleontological resources in Boulder County.	2. Develop action plan to maximize use of existing data, increase data collection, and incorporate the use of new technologies.	3. Manage cultural and paleontological resources based upon their significance, condition, and use.	4. Increase public awareness and stewardship actions by sharing the value cultural and paleontological resources provides and the benefits of historic preservation.		
Buildings & Historic Preservation	New and historic structures are built and maintained at the highest quality based on their cultural significance, condition, and needs for the long-term use and enjoyment by the public.	1. Assess the condition of historic structures and prioritize based on historic significance.	2. Complete and implement plans for the rehabilitation, restoration, or preservation of priority historic structures.	3. Construct and maintain welcoming and sustainable trailhead amenities, including restrooms, shelters, and kiosks, for the use and enjoyment of all visitors.	4. Develop and implement a maintenance schedule for all structures based on Condition Assessment reports.	5. Provide both quality and timely internal customer service when dealing with internal requests.	
Grounds	Trailheads, landscaped areas, and other open space amenities are safe, welcoming environments for visitors and are sustainably and durably constructed, maintained, and managed.	1. Assist in the design of projects to provide the best experience for the users and to minimize long-term maintenance needs.	2. Implement construction and landscape projects utilizing sustainable and best management practices.	3. Perform routine maintenance audits on trailheads, amenities, and urban forests and implement necessary maintenance measures in a timely manner.			
Trails	A complete and integrated system of trails is developed throughout the county with a diversity of trail experiences for all members of the community inclusive of a variety of skills, abilities, and desired experiences. All designated trails and associated infrastructure are built sustainably, are well maintained and managed, and produce a high level of user satisfaction.	1. Assess the need, desire, and feasibility for new, connected, and improved trail systems and experiences.	2. Assist with the identification and prioritization of desired trail corridor acquisitions.	3. Build approved and improve existing trails and associated infrastructure based on current trail standards that ensure sustainability and deliver the desired user experience.	4. Maintain all trails and associated infrastructure under Parks & Open Space's jurisdiction utilizing best management practices.		
Fairgrounds	An economically sustainable, adaptable modern facility that meets the needs and desires of a diverse community.	1. Create and maintain an effective master plan that guides the future of the Fairgrounds.	2. Engage the community, stakeholders, and decision makers to provide vision and support.	3. Maintain and provide a well-kept facility for users and community while providing exceptional customer service.	4. Periodically collaborate with stakeholders and community on the needs of the Fairgrounds.		

STRATEGIC PLAN IMPLEMENTATION

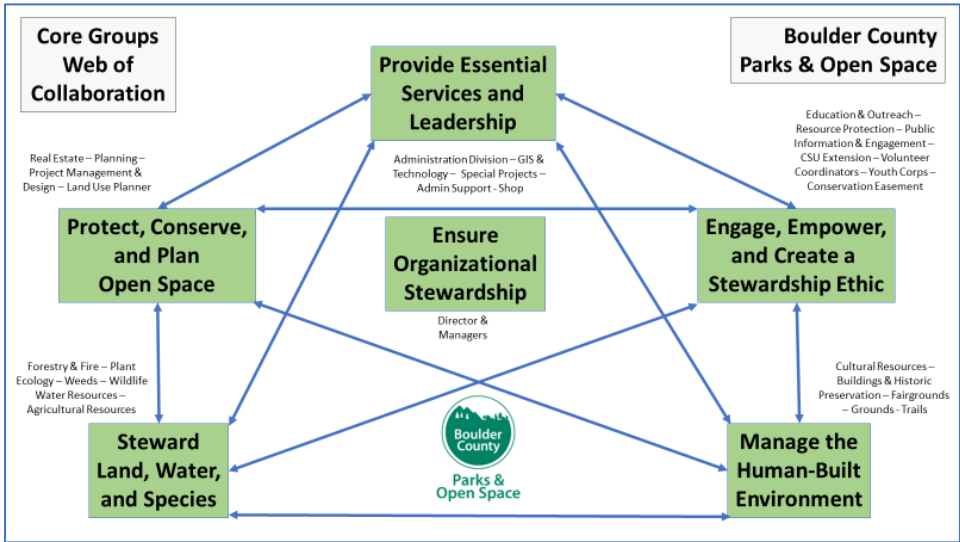
The strategic plan is worthless if it doesn't help the department move toward each work group's DFC, find ways to prioritize and implement specific projects, programs, and services, and improve the overall operation of the department. The implementation of the strategic plan, therefore, is the critical task now that all the components of the plan are in place. To implement the plan, staff first needs to understand *how* to implement it. The following provides implementation guidance at the departmental, core group, work group, and individual staff levels. It concludes with a list of "areas for improvement" for the department, as well as information about how the public, POSAC, and the Board of County Commissioners (BOCC) will be engaged in this work.

It should be noted that the strategic plan and its subsequent implementation are new to the department and "getting it right" will take time and patience. Implementation will happen through *trial-and-error* and *learning-as-we-go* steps. Staff are expected to do their best at implementing the strategic plan but have been encouraged to provide feedback and suggestions for improvement along the way.

Department

Collectively, each work group's DFC for the resources it stewards, programs it leads, and services it provides, as well as core groups' joint targets, sets the stage for all that we need to do as a department. No work group's DFC is more important than any other, but rather each is tied to, and dependent on, all others (Figure 3. Web of Collaboration). At the department level, the goal is to figure out how to strategically, equitably, and transparently fund, staff, and resource the numerous projects, programs, and services that lead to the achievement of *all* work groups' desired outcomes.

Figure 3. Web of Collaboration



The primary method of getting things done is having the necessary funds and staff to do the work. Both are department-level decisions and in many cases require approval from the BOCC. In 2020, the department created a new funding source using existing sales tax dollars, which is referred to as the Stewardship fund. The Stewardship funds will provide staff with additional money to complete projects that are not otherwise covered by their division or work group's operating budget, POSIP funds, or other funding sources like grants. The strategic plan will help the department make more informed and

objective decisions about what projects to fund from the Stewardship Fund and other funding sources (e.g., POSIP, grants, general fund requests) and whether staffing levels are appropriate.

To determine where Stewardship Funds should be spent, the department will annually review project charters that lay out the specifics of the funding request. The project charters will help the management team vet the scope of work, determine how the project, program, or service is helping a work group move towards its desired outcomes, understand the timing of tasks and milestones, and finally review the estimated budget and time requirements, including from other work groups, and compare it to the budget and time available, based on current and projected funds and staff capacity. A project scoring matrix will be used to help rank individual projects, though managers will also have a chance to discuss and reorder the projects based on other considerations.

In addition, moving forward, the department will continue to work on finding better ways to coordinate the many diverse and at times divergent projects, programs, and services to get a better handle on staff capacity. In many cases, staff knowledge about upcoming projects and their availability to assist is the most limiting factor in successfully completing a project. Historically, coordination and capacity have been discussed through such means as one-on-one communication, multi-work group meetings, and monthly project updates, among others. However, even with the best of intentions, many groups feel blind-sided and in reactive mode to incoming projects (i.e., constantly *putting out fires*), or worse, they feel as if they have been left out of the loop entirely, even though they have a vested interest and would provide a valuable role in a project. Their omission has led to missed opportunities for collaboration, sharing of resources, and achieving more together as a department.

One way to improve this situation is for every work group to annually review the strategic plans of all other work groups and identify where they need to plug in. However, sorting through each group's plan and finding where they should be involved is a complicated and time-consuming task. The core groups may be another, less daunting way to tackle this issue, at least for those groups with similar DFCs and goals. Finally, at some point in the future, the department may want to explore a project tracking system that helps all staff and work groups better plan, coordinate, and determine capacity across the department. This tracking system would be a "one-stop-shop" where anyone could see at any given moment, what projects the department is working on, the timeline, and the personnel involved.

Core Groups

Core groups will continue to meet and have regular conversations and actions, as outlined in each group's joint target and joint proposal. Initially, involvement will include the *Land & Water, Community, Public Amenities & Infrastructure, and Organizational Stewardship* core groups, but these groups may evolve over time. The next steps for each group will be to continue refining its joint proposal, agree on a scope of work for moving the proposal forward, and discuss the various internal and external resources and assets that could potentially be tapped to move toward the joint target collectively. Core groups will be expected to meet regularly to work toward and achieve the joint targets.

Work Group

At the work group level, the DFC and goals provide a touchstone for each group to determine what it should and should not be working on. Work groups will use its DFC and goals to assess whether existing projects, programs, or services are moving it toward the delivery of its DFC and goals, and if not, to help it develop new or updated projects, programs, or services that do. This evaluation will include tweaking

and fine-tuning the overarching *strategies* over time to make sure its on target with the work group’s DFC and goals. Once a work group has chosen specific strategies, the next step is to determine what projects, programs, and services flow from the strategy. Annually, work groups will review and update its SMART objectives, which highlight the specific projects, programs, and services that a work group plans to engage in over the next few years (short-term). The intent of this regular review is to provide each work group with more focus and innovation, allow time to evaluate whether the group has the necessary time, staff, budget, and resources to complete its objectives, and ultimately to provide justification for why a work group is pursuing a specific project, program, or service.

As a project management best practice, each work group is strongly encouraged to consider the scope, milestones, tasks, and estimated budgets and staff time required, including from other work groups, to accomplish each of its objectives. This planning may be done using a project charter. Ultimately, this planning will help identify the gap between what each group wants to achieve and the realistic availability of time, budget, and human resources. Over time and as funds are available, this process will also help right-size work groups’ operation and maintenance budgets by showing the gap between what needs to be accomplished annually and the amount budgeted to achieve it.

A final way a work group should use its DFC and goals is to say “no” to requests. Although there are instances where a work group may be asked to perform duties not related to its DFC and goals, the majority of what it does should be directly linked to them. For each request, a work group should ask itself, “how does this activity either help or hinder us from achieving our desired outcomes, and do the benefits of our involvement outweigh the costs in terms of staff time and delays in other priorities?” If the request doesn’t help or hinders the work group and/or the costs outweigh the benefits, then a work group should decide not to get involved and explain this reasoning to the requestor. Of course, all work groups want to be collaborative and lend a hand wherever possible, but their focus should be on collaborative efforts that have mutual benefits.

Individual Staff

The bulk of each staff member’s activities, as outlined in his/her annual performance evaluation goals and day-to-day work plans, should have a direct link to a respective work group’s DFC and goals, and each staff person should know that his/her efforts are helping to make incremental progress toward those desired outcomes. The DFC and goals provide staff with the purpose for why they are doing what they are doing on a day-to-day basis, and the work group’s strategies and SMART objectives set each staff’s work plan. If the link between the work they are doing and the group’s desired outcomes is unclear or if staff have suggestions about how to better achieve the DFC and goals, they should discuss it with their supervisor, work group, and/or manager.

Areas for Improvement

Throughout the strategic planning process, several department-wide and work group-specific areas for improvement were identified. At a meeting with work group supervisors, managers, and other staff held in October 2020, participants were asked: “Moving forward, where do you think the department has room to grow and improve through such things as coaching, training, and better tools in these areas?” and were provided a list of areas for improvement that have risen to the top throughout the process. The results are shown in Table 2. Moving forward, steps will be taken to advance each of these items.

Table 2. Areas for Improvement

Areas for Improvement	Response Rate
Resource and Asset Maintenance and Management	69.2%
Project Management	69.2%
Time and Capacity Management	61.5%
Organizational and Operational Efficiency	53.9%
Cultural Responsiveness and Competency	38.5%
Consensus-Building / Conflict Resolution	38.5%
Community Connections to Open Space Resources	38.5%
Collaborative Solutions Development	30.8%
Community / Relationship Building	23.1%
Research and Data	23.1%
All the Above	7.7%
Note: Participants were allowed to select multiple answers and had an option to add additional topics to the list, but none were received. The results have been reordered from highest to lowest.	

Public, POSAC, and BOCC Involvement

To date, the strategic plan has been an internal planning effort. Although it has not included public input and engagement, this effort has been about figuring out how to best serve the public and achieve the goals, policies, and initiatives that the residents of Boulder County have asked us to carry out as a department through such things as the Boulder County Comprehensive Plan, our open space sales taxes, and other guiding documents.

As we begin implementation of the strategic plan, however, the department will engage the public, POSAC, and BOCC in many ways. Engagements will include such things as presentations to POSAC about each work group's strategic plan, presenting the POSIP and Stewardship Fund requests to POSAC and BOCC, and engaging each in various management, policy, and project decisions that are ultimately tied back to the strategic plan.

Appendix A. 2021 Parks & Open Space Organization Chart

Organizational Chart
January 6, 2021

**BOULDER COUNTY
PARKS AND OPEN SPACE DEPARTMENT**
Eric Lane, Director

4.a

Special Projects Manager
Tina Nielsen

Public Information & Engagement Manager
*Vivienne Jannatpour

Partnership Coordinator
Karen Imbierowicz

Web Administrator
Nik Brockman

Administrative Coordinator
Renata Frye

**CSU Extension
Director**
Laura Larson

Accounting Clerk III
Dena Theils

Admin Techs
Audra Harders
Amy Lippold
Lisa Wallace

Horticulture
Entomologist & Master
Gardener
Carol O'Meara
Kristen Anderson

Small Acreage & Natural
Resources Coordinator
Sharon Bokan

Agriculture
Adrian Card

Family Consumer
Science
Ann Zander

Horticulture
Deryn Davidson
Allison Appelhans

4H Youth Leader
Development & Outreach
Faith Kroschel

4H Youth Development &
Livestock Agent
Brenda Kwang

*INDICATES SUPERVISORS
BLUE INDICATES
NON-COUNTY STAFF

**Resource
Management**
Therese Glowacki

Admin Tech
Raquel Robles

Education & Outreach
*Pascalle Fried
Larry Colbenson
Rachel Gehr
Michelle Marotli
Deborah Price
Amanda Hatfield
*Sheryl Kippen
Jim Drew

Forestry & Fire
*Stefan Reinold
Scott Golden
Wayne Harrington
Shane Milne
Zach Price
Nick Stremel

Plant Ecology
*David Hirt
Carrie Cimo
Stephen Hauptli
Brad Winckelmann
Casey Balthrop

Weeds
*Steve Sauer
James Sebastian
Joe Swanson
Malcolm Wiley

Wildlife
*Susan Spaulding
Michelle Durant
Dave Hoerath
Mac Kobza
Tim Shafer
OPEN

Administration
Judy Dvorshock

Administrative
Supervisor
*Rosa Brohm

Contract Specialist
Renee Bookless

Admin Spec/Property Manager
Melissa Weber

Grant Coordinator
D'Ann Lambert

Personnel Specialist
Lori Wuertz

Lead Accounting Clerk
Shannon Small

Administrative Lead Tech
Brigitte Klaube

Resource Protection
Ranger Supervisor
*Bevin Carithers

*Erin Hartnett, Senior Ranger
Kevin Grady, Heil Ranch
Jeff Hiebert
Denny Morris, Walker Ranch

*Jason Vroman, Senior Ranger
Sarah Andrews, Caribou Ranch
Juan Ocampo, Betasso
John Queen, Hall Ranch
Chris White

Parks Sherriff's Office
Supervisor
*Matt Sanderson

Deputies
Candice Bott
Phil Jarvis
Katie Tkach

Real Estate
Janis Whisman

Senior Paralegal
Specialist
MaryJo Langstraat

Paralegal Specialist
Kell Cavaleri
Kristen Wassell

Real Estate Assistant
Lisa Steele

Senior Land Officer
Mel Stonebraker

Senior Land Officer
*Sandy Duff

Land Officer
Brandon Pumphrey
Wesley Loeltz

Senior Land Officer
*Tina Burghardt

CE Program Manager
*Melissa Arnold

Stewardship Specialist
Elizabeth Northrup

**Agricultural
Resources**
OPEN

Admin Tech
Barbara Brooks

Resource Specialists
Chase Dryden
Justin Odle
*Cassandra Schnarr

Resource Specialist
Treni Kischer

Senior Resource
Specialist
*Rob Alexander

Resource Techs
*Amy Schwartz

Project Coordinator
*Jason Sauer

Resource Tech
OPEN

Agricultural Tech
Levi Priest

Senior Water Specialist
*Audrey Butler

Water Specialist
OPEN

Water Tech
Chris Williams

Resource Planning
Jeff Moline

Cultural Resources -
Project Coordinator
Carol Beam

Planners
Justin Atherton-Wood
Ernst Sireng
Ron West
Marni Ratzel

Business Analyst
*Carrie Inoshita

Racial Equity
Cecilia Jones

Computer Specialist
Karl Fiderer

Application Developer
Simone Baring-Gould

GIS Manager
*Kristi VanDenBosch

GIS Specialists
Meredith Duttlinger
Erik Hinkley

GIS Tech
Nicholas Dattels

**Recreation
and Facilities**
Al Hardy

Shop Foreman
Joe Thiltgen

Building and Historic
Preservation
*Will Towle
Brian Bartel
Brian Berlin

Techs
Mike Bunn
Mike Lohr
Emily Ruff
Alex Turner

Grounds
*Jeff Cox
Chase Stewart

Techs
Darrin Cole
Casey Kennedy
Jeff Shaw
Mary Tiernan

Arborist
Cathy Thiltgen

Trails
*Andy Tyler
Tristan Stone
Chris Trujillo

Techs
Kristopher Mitchell
Ben Noon
Byce Ramsey

Trails Volunteer Coordinator
Mike Ruttler

Recreation & Facilities
Volunteer Coordinator
OPEN

**Youth Corps
Program Manager**
Judy Wolfe

Field Coordinator
OPEN

Fairgrounds Manager
*Joe LaFollette
Keith Parrinello
Randy Noterman

Scheduling Coordinator
Rebecca Harp

Techs
Joe Anzaldo
Derrick Coary
Derek Kirkman
Matthew Wilfer
OPEN

Project Management
& Design
*Sean Reynolds

Project Coordinators
OPEN
Obadiah Broughton
Prashant KC
Sharla Benjamin
Barry Shook
Brent Wheeler
Tim Zych

Landscape Architects
*Mary Olson
Bethani Puzo

Sign Specialist
Mary Rolf

Attachment: Memo Packet Internal Strategic Plan January 2021 (4555 : Parks & Open Space Internal

Appendix B. Terminology

Action Plan: An action plan is another name for a project charter. The intent is to ensure staff are prepared and ready to implement a project prior to its initiation.

Core Group: Core groups are clusters of work groups with similar DFCs and goals. The intent of these groups is to provide a starting place to work across work groups towards a joint target on strategies and implementation of a joint proposal through regular communication and collaboration.

Desired Future Condition: Desired future conditions (DFCs) are statements of what each work group wants to achieve for the resources they steward, programs they lead, and / or services they provide for the public and each other. It's the target each group is aiming for in everything they do, from our day-to-day work to long-term planning, programming, and management. Because they identify what we ultimately want to achieve, DFCs are set to be fixed, unchanging, and enduring. To that end, they provide each work group with a "north star" that guides them in all they do.

Division: Parks & Open Space has nine divisions with specific roles and responsibilities within the department. These include the Director's Office, Administration, Real Estate, Resource Planning, Agricultural Resources, Resource Management, Recreation and Facilities, CSU Extension, and Youth Corps. Each division, except Youth Corps, is further broken into multiple work groups.

Goal: Goals are high-level statements of what we need to do to achieve our DFC. If we accomplish the goals that we have set out for ourselves, we would achieve our DFC. Goals are long-lasting and the crux of what we need to work towards. They may be tweaked slightly over time to reflect more clearly what we need to do to achieve our DFC but shouldn't change drastically.

Joint Proposal: A joint proposal describes how a core group plans to achieve its joint target. This may include specific projects or may just involve further discussion and better coordination by core group members. The joint proposal will evolve as the joint target and the work of the core group evolves.

Joint Target: A joint target is the common threads among multiple work groups' DFCs and goals that will lead to broader and interconnected strategies and outcomes as defined by a core group. The intent is to help the core group achieve more for their individual resource, program, or service by working together towards the joint target. The joint target will evolve as the work of the core group evolves.

Macro-level: The macro-level refers to the part of the strategic planning process that involves the work of the core groups, including the implementation of joint proposals to achieve joint targets.

Micro-level: The micro-level refers to the part of the strategic planning process that involves individual work groups, including the development and implementation of each work group's DFC, goals, strategies, and SMART objectives.

Objective: Objectives are statements that breaks down a strategy into *specific, measurable, attainable, relevant, and time-bound* (SMART) elements. These guide our day-to-day work and provide succinct statements of what we are going to accomplish over a specific time-period. Although some may have a long-term horizon, objectives will likely change regularly as they are completed, and we move on to our next objective.

Operating Principle: Operating principles are the values we embrace as an organization and the foundations of how we operate. In practice, it's who we are, what we do, and how we work. They guide and steer our work by providing an operating "checklist" for projects, programs, and services. Although they may be revised or added to over time, it is unlikely that they will drastically change.

Project Charter: A project charter is a written document prepared prior to the start of a project to plan for and write down the essential elements of a project, including but not limited to the project scope, the project team, any outside coordination and consultation, regulatory or policy considerations, the budget including funding needs and uses, project timeline and milestones, and future plans and needs once the project is completed. The project charter can help a project lead and others better assess the feasibility of a project, proactively remove barriers to successful project completion, and ensure the project stays within scope, on-time, and on budget. The project charter should be used throughout the implementation of a project to track progress and make any necessary revisions.

Strategic Plan: As developed and used by Parks & Open Space, a strategic plan is a *process* to help staff move from their current state-of-affairs to their desired future conditions for the resources we steward, programs we lead, and services we provide to the public and each other. Each work group's DFC provides a "north star" which has allowed them to develop goals, strategies, and SMART objectives that lead them towards the achievement of their DFC. The intent of the strategic plan is to create a shared process across the department. In addition, it will assist us in making better, more informed decisions about funding, staffing, and other resource needs, as well as help us improve our overall operations through better coordination and collaboration and the work of the core groups.

Strategic Themes: Strategic themes are ideas and concepts that came up in discussions about desired future conditions for multiple work groups. They are the *common threads* that tie together multiple DFCs and goals. Because of this, they provide something for staff to rally around and find synergies amongst work groups as we put our collective heads together to resolve issues and push us towards achieving our multiple DFCs. Strategic themes provide a "north star" for the entire department and direct us in a similar direction.

Strategy: Strategies are statements of how we are going to accomplish each goal. It's the selected pathway we're taking, including specific projects, programs, and services, as well as other ways and means of accomplishing the goals. Although we strive to select the most appropriate strategies prior to jumping into them, they need to be flexible and nimble to incorporate lessons learned, new or changed information or conditions, and changes in the environmental, economic, and social conditions of the county. Therefore, they will change and evolve over time.

Work Group: A work group consists of subject matter experts with a specific role and responsibility within the department. Each resides under one of the nine departmental divisions and may vary in size from one staff member (e.g. *Cultural & Paleontological Resources*) to over ten (e.g. *Resource Protection*). Some work groups are based on one discipline, such as *Plant Ecology*, *Water Resources*, *GIS & Technology*, *Shop*, *Trails*, and *Youth Corps*, while others throughout the strategic planning process were lumped together, such as *CSU Extension* and *Administration*, which each have multiple disciplines within them.