



Colorado State Parks

Date: Friday and Saturday, Dec. 11 & 12, 2009
Location: Penrose House
1661 Mesa Avenue
Colorado Springs, CO

Board Work Session Minutes

Friday, December 11, 2009

8:30 a.m.

Strategic Planning Work Session

Work session topics include:

- Clarify the values, aspirations and role of Colorado State Parks in light of its strategic context
- Identify possible business models, products/services, funding streams and market niches
- Outline a 2010 plan that encompasses top level organizational priorities

5:30 p.m.

Adjourn

Saturday, December 12, 2009

9:00 a.m.

- Planning Work Session Continued
- Debrief on Friday's work
- Set 2010 goals

1:30 p.m.

Adjourn

In attendance:

Board Members:

Bill Kane, Chair

Gary Butterworth

Jim Pribyl

Lenna Watson, Secretary/Vice Chair

Laurie Mathews

Division Staff:

Dean Winstanley, Director

Ken Brink, Assistant Director of Field Ops.

Gary Thorson, Assistant Dir., Statewide Prog.

Steve Cassin, Chief Financial Officer

Mindy Blazer, Director's Assistant

John Geerdes, Southeast Region Manager

Rich Dudley, Southeast Region Asst. Manager

Kurt Mill, Rocky Mountain Region Manager

Bob Wiig, Rocky Mtn. Region Asst. Manager

Heather Dugan, High Plains Region Manager

Margaret Taylor, High Plains Region Asst. Manager

Pat Gavin, Chief of Law Enforcement

Eric Scholz, Development Program Manager

Tom Morrissey, Trails Program Manager

Guests:

Karla Raines, Corona Insights, Facilitator

Meredith Badler, Corona Insights

Retreat Goals

- Clarify the values, aspirations and role of Colorado State Parks in light of its strategic context
- Reach agreement on our distinction for the future
- Identify possible business models, products/services, funding streams and market niches

- Outline a 2010 plan that encompasses top level organizational priorities

Minutes

Friday, December 11, 2009

The meeting was called to order at 8:30 a.m. by facilitator Karla Raines followed by opening remarks from Bill Kane, Board Chair, and Dean Winstanley, Director. Facilitator Raines set the stage for the retreat and facilitated an overview of the State Park's strategic context, including the general marketplace of providers, trends, and Colorado State Parks' portfolio of assets.

Core Values

There was a group discussion about the current mission and vision statements for the Division, and then the group brainstormed core values. It was agreed upon that the Division's core values are:

- Natural Resource Stewardship
- The Outdoor Experience
- Integrity

Role

There was a discussion about the Division's role and distinction during which the group brainstormed ideas about what makes Colorado State Parks distinct now, and what leadership hopes will set the division apart in the future.

Current distinctions:

- The experiences offered
- An enhanced entrance into the natural world – safe, predictable, and close to home (a bridging experience)
- Quality customer service
- Proximity – allows us to reach new audiences/visitors
- Developed facilities - campgrounds, visitor centers, "base camp," marinas
- Capital development – parking lots, bathrooms, visitor centers
- Affordability
- Diversity in outdoor opportunities and landscapes
- Statutory programs, ex. boat safety, registration, natural areas, Aquatic Nuisance Species Program, statewide trails program.
- Junior Ranger Program at most of the parks

Future possible distinctions included to enhance what the Division already does well, to provide excellence in outdoor experiences, to utilize the Division web page to its fullest potential and to be a model for "green" facilities.

The discussion about the Division's future role included the topics of being a leader in outdoor experience, natural resource protection and education, and trails visionaries, as well as leaders in the communities each park serves.

The group then discussed possible business models that would help the Division align its core values and meet strategic goals.

The meeting adjourned at 5:00 p.m.

Saturday, December 12, 2009

The meeting was called to order at 8:45 a.m. by facilitator Karla Raines who provided a recap of what was discussed the previous day.

Aspirations

A discussion about aspirations then followed, some of which included:

- Offering a more authentic outdoor experience
- Instill customer service as our trademark
- Be statewide catalyst on environmental education
- Be recognized as the leader for outdoor experiences in Colorado
- Maximize partnerships with Great Outdoors Colorado, federal partners, nonprofits, local governments and entities, and corporations
- Enhance legislative relations
- Create a signature brand
- Build public support via an emotional connection between people and their parks
- Achieve stable funding from diverse sources (general fund, fees, sponsorships, The Foundation for Colorado)
- Continue to acquire unique and excellent parks that align with our mission and values

Strategic Objectives

A discussion then followed of the strategic objectives the board and staff has for the Division. These included

- Open Staunton State Park on schedule
- Enhance relationship with the Foundation for Colorado State Parks
- Analyze the Division's portfolio of assets (each park)
- Enhance revenues
- Solidify state and federal partnerships
- Enhance marketing to drive revenue
- Make "green" a priority – imprint it on everything we do
- Environmental education
- Continue to build the state trails system
- Develop and submit a five-year financial plan

The board also discussed having a board member shepherd each of the objectives to provide oversight and accountability.

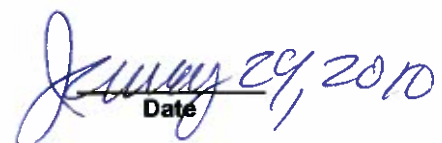
Next Steps

The board then discussed the next steps of the strategic process which included getting out to each of the regional meetings within the next month to discuss the Division's core values, goals and strategic objectives. The board advised the staff to move forward in formulating a draft strategic plan and to provide an update at the next regular board meeting in January 2010.

The meeting adjourned at 12:30 p.m.



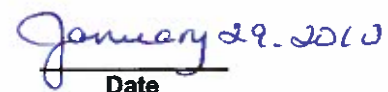
Bill Kane, Board Chair



Date



Lenna Watson, Board Vice-Chair/Secretary



Date