

# Agenda

## embrace colorado

### Board of Directors

**June 15, 2009**  
**4:00 p.m. – 5:30 p.m.**  
**UNC Center at Centerra**  
**2915 Rocky Mountain Avenue**  
**Loveland, CO**

- |  |        |
|--|--------|
| A. Introductions & Guests                                  | 05 Min |
| B. Approval of Minutes (May 18, 2009)                      | 05 Min |
| C. Retreat Action Review                                   | 20 Min |
| D. City of Fort Collins Work Session Options               | 15 Min |
| a. Work Session Fort Collins Canceled                      |        |
| b. Loveland, Fort Collins, Larimer County Regional Meeting |        |
| E. Financials  | 15 Min |
| a. Fundraising Committee                                   |        |
| b. Cash Flow Spreadsheet                                   |        |
| c. Potential Donors  |        |
| d. Pledge Request Letter                                   |        |
| F. Election of Officers – Nominations                      | 15 Min |
| a. Nominees  |        |
| b. Election Date/Method                                    |        |
| G. July Meeting  | 10 min |
| H. Other Business  | 05 Min |
| I. Adjourn   |        |

**Next Meeting Scheduled – July 20, 2009 4:00 – 5:30 p.m.**

**Board of Directors Meeting  
Summary**

**embrace colorado**

**May 18, 2009**

**4:00 p.m. – 5:30 p.m.**

**UNC Center**

**2915 Rocky Mountain Avenue**

**Loveland, CO**

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Members Present:

Rocky Scott

Ed Starck

Dave Edwards

Angie Milewski

John Coppom

Members Absent:

John Kefalas

Bill Kaufman

Milan Karspeck

Louis Swanson

Glenn Vaad

Staff Present:

John Daggett

Guests:

Peter Kenny

**Call to Order**

The meeting was called to order at 4:05 p.m. by Treasurer Starck at Chairman Swanson's request.

**Minutes from April 20, 2009**

Coppom moved to approve the minutes. Scott seconded the motion. The minutes were approved unanimously.

**CDOT Contract**

Daggett announced that the CDOT contract was executed on May 8<sup>th</sup> and he had received a notice to proceed. He explained that this was a reimbursement contract and that cash flow would be required to finance projects.

**Line of Credit**

Daggett explained that as a reimbursement contract, Embrace Colorado would need to incur the cost of projects and operations in order to be reimbursed for those costs through the \$200,000 contract with CDOT. He also explained that the contract would pay for 82% of all the related costs in the contract operations, projects, etc. He encouraged Board members to review the scope of work.

Daggett shared that he had met with Guaranty Bank to explore a line of credit for financing the operations/projects of Embrace Colorado. The bank was chosen because of the local nature of its ownership and locations throughout the Northern Colorado region. The bank officers informed Daggett they could not provide a line of credit to the non profit because there was no secondary security for the line of credit (bridge loan).

Board members encouraged Daggett to explore other banking institutions in the region and gave suggestions about those to contact. Daggett said he would follow up with others.

### **Federal Funding Opportunities**

Daggett reviewed the ARRA and transportation reauthorization bill with the Board. He explained that Embrace Colorado had submitted a project request for the reauthorization bill through Betsy Markey's office and that he expected the bill would be created and read sometime later in the Fall.

Daggett also explained that he was working through Larimer County to sponsor a ARRA competitive application. Daggett and Kenny had met with two of the Governor's staff and intended to meet with the Governor's Energy office staff as soon as an appointment could be arranged.

### **Retreat Planning**

Board members discussed the retreat outline that had been prepared by a committee of the Board and suggested areas of emphasis and additional items for discussion at the retreat. Some members asked for a map and directions to TAMASAG.

Daggett said he would follow up with Board members not present to encourage their attendance at the retreat.

### **Board Discussions**

Peter Kenny of Civic Results attended the meeting to help facilitate a discussion by Board members on the following discussion items:

Embrace Colorado Board of Directors  
Facilitated Discussion  
May 18, 2009

Notes:

Bin:

- As Embrace Colorado becomes better known we need a process to decide how to respond to requests

SWOT Analysis

Strengths:

- Highly educated people
- Love for the region — value the area
- Premium place on quality of life
- Unique character of the communities
- Water assets
- Proximity to international airport
- Research universities
- Positioned well in emerging markets
  - Energy
  - Health
  - Senior services
- Entrepreneurial spirit
- Financial resources
- Lack of blighted areas
- Natural resources/
- Climate
- High quality schools
- Stratification of workforce at all levels
- Benign climate
- No natural disasters
- Infrastructure relatively new
- Health care system — quality care and good jobs

Weaknesses:

- We enjoy many great things but we don't want to pay for them
- Lack of investment
- Public commons
- Lack of unity
- Undereducated labor force
- Weak school districts
- Micro-cultures
- Political, historic, jurisdictional challenges
- Inadequate transportation infrastructure
  - Limited major thoroughfares
- Selfishness — western land ethic
  - Property rights
  - Rugged individualism
  - Zero sum game
- Comfort with status quo
- Broken constitution
- Percentage of people working out of their communities
- Lack of shared vision
- Lack of systems perspective
- Lack of public value for public education

Opportunities:

- Quality of life draws high quality talent — important to the national economy
- Can plan infrastructure for future generations rather than letting it just happen
- Can preempt default alternatives
- Leverage our core competencies
  - Water
  - Food
  - Energy
- Leverage current crisis into action
- Problems aren't yet so bad that they can't be fixed
- Municipal elections — constantly improved leadership
- Reducing the costs of public services while improving quality through regional cooperation
  - Purchasing
  - Emergency services

**Next Meeting**

The next meeting is scheduled to be held in the UNC Center at Centerra from 4:00 – 5:30 p.m. on July 20, 2009.

**Other Business**

There was no other business.

The meeting adjourned at 5:35 pm.

## Embrace Colorado Board Retreat June 3, 2009

Notes:

### Roles and Responsibilities

- Embrace Colorado — Effect change for better outcomes
  - Neutral convener
  - Look for savings from collaboration and consolidation of services
    - In support of the citizens of the region
- Board of Trustees — see that the work gets done
  - Accountable to funders
    - Ensuring accountability from staff
  - Governors and not subject matter experts
    - Governance is extremely important
    - You need people who know how to govern
      - This is entirely different from working the issues
      - Make sure the Executive Director is accomplishing his mission
  - Proactively engaged
    - Assume the authority to lay out ideas and convene people
      - Create a social network
    - Good shepherds of the process
    - Convene local governments
      - **Mayors/commissioners caucus?**
    - Identifying those people who must be in the room to be successful
  - **15 or fewer trustees**
    - Make sure all perspectives are included
  - Must stay abreast of the information and have a body of knowledge about the issues
  - Influence decisions that are reached
  - What interaction with others addressing growth and development
    - No other group working on the regional approach
    - Groups working on I-25 corridor
    - Larimer Weld COG failed over trust and local control issues
    - At one time there was discussion about adding Laramie and Cheyenne — still needs to be considered
  - Keep encouraging the membership to bring their discernment
  - Think Tank
  - **Source of authority**
    - No one else is doing anything like this
    - This is more about persuasion than authority
    - Could be “gentle” authorization from the legislature
    - If we haven’t done anything within a year maybe we disband
- Membership

- **Diverse**
  - Fastest growing demographic in the nation is Hispanic
- Everyone in the region is a “stakeholder” because they have a stake in the outcome
- Bring their experience and education to this effort
- People who represent constituencies
- Trustees are executive committee with officers
  - Elected by the members, turning over, over time
    - Nominating committee a subset of the Trustees
    - Any member of the trustees can nominate someone
    - No nominations by the membership at the election meeting
      - Nominations by the membership are submitted to the nominating committee a specified time in advance of the election
- Board is subset of the members
- Members will bring personal skills e.g. fundraising
- People who evidence success in their own lives
  - They will be discerning based on their experience and judgment
  - They already have influence
  - They can make things happen
- Try to have as members everyone who can have a positive impact on achieving the outcome
- This could be where dialogue takes place
- Issues
  - Job development
    - Use the higher education institutions
  - Economic development
    - Regional approach
  - Energy use

## Structure

- **Governing body of 12**
  - Establish expectations for the Executive Director
  - **Social networking**
    - Identify those people in the regions communities who make things happen
    - Invite trustees
  - Identify **key values**
  - Identify **trend analysis**
  - Identify the issues to be discussed
  - **Create subcommittees — fundraising, marketing**
- **“Board of trustees” of 50-60**
  - Identified by network analysis

- Carry out the dialogue on the issues selected
- Identify solutions and implementation strategies
- Technical committees
- Unlimited stakeholders — interested parties
  - Broad public input and engagement

### Obstacles

- Culture
- Legal
- Polarized rhetoric
- Fiscal Crisis
- Conflict
  - Growth
  - Environment

### Geography

- Larimer and Weld Counties
  - Primary focus area will be urbanizing areas
- Criteria
  - Simplicity
  - Inclusion
  - Impact
  - We can accomplish something/effectiveness
  - Data availability

### Funding

- Cash Flow
  - Need \$75,000 for cash flow based on CDOT reimbursement process
  - Discussing with the Community Foundation of Northern Colorado about creating a pass-through fund
- Need to raise the additional match required by CDOT contract (\$11,574)
- Grant application to El Pomar will be submitted
  - This will need a local match to demonstrate local support
- Responsibility for fundraising
  - Grant applications and fundraising plan — John
  - Identify donors and meet with them — Board & John
  - John will draft a letter for potential donors
    - Try to find people who will get on a donor list with contributions from \$100 on up
    - Board can make follow-up phone calls
    - Community Foundation should be asked if they could make a pitch for donors to give to embrace colorado in their newsletter
  - Rocky will work with John to identify potential donors
    - Each Board member will try to identify donors
    - These names need to be submitted within two weeks

- Need an effective elevator speech
- Energy stimulus grant application will likely be supported by CDOT, DOLA and Governor

### Process Questions

- Research
  - What are the trends — where are we going
  - Social networking survey
  - Values survey

### Mission

embrace colorado enables achievement of the full potential of a common vision for Northern Colorado

### Bin

- Amend bylaws for nominating committee
- Find out about what *doesn't* work from other efforts around the country

Message from Darin Atteberry 6/15/09 1:30 p.m.

John,

I spoke with Don Williams last week. He was great with the approach to bring to the regional meeting. Would be nice to have you come to the Regional Managers meeting as well. What do you think?

Darin

>>> "John Daggett" <jdaggett@embracecolorado.com> 6/12/2009 2:49 PM >>>  
Darin,

Thanks so much for the call on Wednesday.

Unfortunately, I am a little "under the weather" so I apologize for not getting back to you sooner.

I understand we will not be on the work session for the 14th and I'll be sharing that change with the Embrace Colorado Board on Monday at their regular meeting.

You suggested two alternatives: 1) the quarterly regional meeting with the Fort Collins and Loveland Councils and the Larimer County Commissioners and 2) using the pre-recording option for presentations to communicate with the Fort Collins Council directly. Both seem like great opportunities!

Since our approach is to try to be as inclusive as possible and to promote positive and collaborative change, I'd like to get your thoughts about the best ways for using these options to have a successful outcome from the City's perspective.

In thinking about the quarterly regional meeting option, it's likely we would need to bring Don and Frank along, perhaps the Mayors and Kathay, and/or others so that the outcome and discussion could be as positive as possible.

Though we're disappointed not to have time to meet individually with the Council, we do understand that this is a busy time with a lot of important, competing and sometimes controversial issues that require their time.

I'd be happy to sit down to discuss the options with you or staff. Please let me know how you'd like to proceed.

Best Regards,

John

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**Embrace Colorado**  
**Operating & Project Budget**  
**July 1, 2009 Start Date**

EIN 42-1762331

	Year 1	Year 1				
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter
<b>REVENUES</b>						
<b>Federal</b>						
EPA	\$0					
DOT	\$0					
MPO (STP Metro)	\$200,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000
<b>State</b>						
DOLA	\$0					
Other	\$0					
<b>Local</b>						
Governments	\$0	\$0	\$0	\$0	\$0	\$0
<b>Private</b>						
Corporations	\$30,000	\$7,500	\$7,500	\$7,500	\$7,500	
Foundations	\$30,000	\$0	\$10,000	\$10,000	\$10,000	
Individuals	\$15,075	\$0	\$5,000	\$5,000	\$5,000	\$5,075
Bridge Loan (Line of Credit)	\$68,000	\$68,000	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$343,075</b>	<b>\$75,500</b>	<b>\$72,500</b>	<b>\$72,500</b>	<b>\$72,575</b>	<b>\$50,000</b>
<b>EXPENDITURES</b>						
<b>Personnel</b>						
Salaries	\$90,000	\$22,500	\$22,500	\$22,500	\$22,500	
Benefits	\$31,500	\$7,875	\$7,875	\$7,875	\$7,875	
Visioning - Consultants	\$0					
<b>Board Expenses</b>						
Meeting Space	\$1,800	\$450	\$450	\$450	\$450	
Food	\$3,600	\$900	\$900	\$900	\$900	
<b>Computer</b>						
Hardware	\$3,000	\$750	\$750	\$750	\$750	
Software	\$1,200	\$300	\$300	\$300	\$300	
ISP/IT Support	\$1,250	\$313	\$313	\$313	\$313	
Server	\$5,000	\$1,250	\$1,250	\$1,250	\$1,250	
<b>Professional Services</b>						
Accounting/Payroll Services/Banking Fees	\$12,000	\$3,000	\$3,000	\$3,000	\$3,000	
Clerical Support	\$10,400	\$2,600	\$2,600	\$2,600	\$2,600	
Facilitation	\$5,400	\$1,350	\$1,350	\$1,350	\$1,350	
<b>Dues &amp; Subscriptions</b>						
APA/AICP	\$600	\$600	\$0	\$0	\$0	
ARS	\$500	\$500				
Colorado Nonprofit Association	\$225	\$225				
<b>Fund Raising Expense</b>						
Supplies, Materials, Other	\$1,000	\$250	\$250	\$250	\$250	
Postage	\$6,000	\$1,500	\$1,500	\$1,500	\$1,500	
<b>General Event/Meeting Expenses</b>						
Room	\$1,200	\$300	\$300	\$300	\$300	
Refreshments	\$1,200	\$300	\$300	\$300	\$300	
Speakers/Other	\$3,500	\$875	\$875	\$875	\$875	
<b>Insurance</b>						
General Liability	\$1,000	\$250	\$250	\$250	\$250	
Auto	\$0	\$0	\$0	\$0	\$0	
Directors & Officers	\$1,000	\$250	\$250	\$250	\$250	
<b>Legal</b>						
Attorney	\$6,000	\$1,500	\$1,500	\$1,500	\$1,500	
<b>Office</b>						
Office Rent	\$16,000	\$4,000	\$4,000	\$4,000	\$4,000	
Furniture	\$2,000	\$500	\$500	\$500	\$500	
Reproduction/Printing	\$14,400	\$3,600	\$3,600	\$3,600	\$3,600	
<b>Telephone</b>						
Land Line	\$1,200	\$300	\$300	\$300	\$300	
Cell Service	\$1,200	\$300	\$300	\$300	\$300	
Conferencing Service	\$2,000	\$500	\$500	\$500	\$500	
<b>Travel</b>						
Conference	\$4,000	\$1,000	\$1,000	\$1,000	\$1,000	
Auto	\$0	\$0	\$0	\$0	\$0	
Licensing	\$0	\$0	\$0	\$0	\$0	
Mileage Reimbursement	\$7,400	\$1,850	\$1,850	\$1,850	\$1,850	
Auto Maintenance	\$0	\$0	\$0	\$0	\$0	
<b>Website Expense</b>						
Hosting	\$1,000	\$250	\$250	\$250	\$250	
Portal Development/Maintenance	\$32,500	\$8,125	\$8,125	\$8,125	\$8,125	
<b>Loan &amp; Interest Expense</b>						
Credit Line Principal	\$68,000	\$4,500	\$4,500	\$4,500	\$4,500	\$50,000
Interest	\$4,794	\$1,105	\$1,032	\$959	\$886	\$813
<b>Total Expenditures</b>	<b>\$341,869</b>	<b>\$73,868</b>	<b>\$72,469</b>	<b>\$72,396</b>	<b>\$72,323</b>	<b>\$50,813</b>
<b>Net</b>	<b>\$1,206</b>	<b>\$1,633</b>	<b>\$31</b>	<b>\$104</b>	<b>\$252</b>	