

# Agenda

## embrace colorado

### Members Meeting

**September 10, 2008**  
**7:00 a.m. – 10:00 a.m.**  
**Egg & I Restaurant**  
**1205 Main Street**  
**Windsor, CO**

- |  |        |
|--|--------|
| A. Breakfast Orders                          | 10 Min |
| B. Approval of Minutes                       | 05 Min |
| C. Memorandum of Understanding w/NFRMPO      | 10 Min |
| D. Contracting w/CDOT                        |        |
| a. Timeline                                  | 05 Min |
| b. Reimbursement Contracts – How They Work   | 05 Min |
| c. Scope of Work                             | 05 Min |
| E. Mission                                   | 10 Min |
| F. Board Membership                          |        |
| a. Matrix Review                             | 10 Min |
| b. Board Member Nominees                     | 15 Min |
| i. Presentations                             |        |
| ii. Discussion                               |        |
| iii. Voting                                  |        |
| c. Candidate Recruitment                     | 15 Min |
| i. Matrix                                    |        |
| ii. Assignments                              |        |
| d. Recruitment Letter                        |        |
| G. Break                                     | 10 Min |
| H. Proposed Budget                           | 15 Min |
| I. Fund Raising                              | 20 Min |
| i. Community Foundation of Northern Colorado |        |
| 1. Embrace Colorado Fund                     |        |
| 2. Fund Raising Support                      |        |

- 3. Annual Stakeholders Meeting (10/23/08), 4:00 – 6:00 p.m.,  
University Center for the Arts, Fort Collins
- ii. 2008 Cash Flow \$75K
- iii. Vestment of Board Members
  - 1. Make checks payable to the Community Foundation of Northern Colorado
  - 2. “Embrace Colorado Fund” on the Memo line
  - 3. No prescribed amount
- iv. Visioning Project Funding Strategy
  - 1. Federal Grants/Resources Timeline
    - a. New Authorization Legislation
    - b. Appropriations
  - 2. State (DOLA) Grants/Resources Timeline
    - a. Local Sponsors Report
      - i. Larimer County 8/18/08
      - ii. Berthoud (9/09/08)
  - 3. State Relations
    - a. Meetings with DOLA staff
- v. Business Support
  - 1. NCLA
  - 2. LLAC - Fort Collins (9/12/08)
  - 3. CEO Forum
- vi. Assignments
- b. Politics 15 Min
  - i. Elected Officials
  - ii. Appointed Officials
  - iii. Assignments
- J. Set Next Meeting Date 05 Min
- K. Other Business 05 Min
- L. Adjourn

# Governing Board Meeting Summary

**embrace colorado**

**August 05, 2008**

**7:00 a.m. – 10:00 a.m.**

**Maple Room**

**Windsor Community Center**

**Windsor, CO**

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Members Present:

Louis Swanson

Tom Selders

Bill Kaufman

Members Absent:

Glenn Vaad

Milan Karspeck

Ed Starck

Staff Present:

John Daggett

Barbara Lewis

Guests:

Cliff Davidson

## **Call to Order**

Acting Chair Kaufman called the meeting to order at 7:35 a.m. Members discussed the definition of a quorum as defined in the Bylaws. Three (03) members constituted a quorum.

## **Minutes from July 2, 2008**

Kaufman suggested a language correction.

Selders moved to approve the minutes as corrected. Swanson seconded the motion. The minutes were approved unanimously.

## **Minutes from July 2, 2008**

Kaufman suggested a language correction.

Selders moved to approve the minutes as corrected. Swanson seconded the motion. The minutes were approved unanimously.

**Board Candidates**

Lewis from Catalyst Consulting joined Board members and walked them through an exercise designed to help focus the existing board on what was important to them in recruiting new board members. Lewis led a conversation about criteria that the board felt was important in selecting additional board members and there were three primary areas/factors identified: 1) geography, 2) function, and 3) affiliation.

An initial matrix was developed that included a number of areas and communities that addressed the geography question. Board members and Daggett also identified the functions in which the board could provide support for Embrace Colorado. The functions identified included public relations, fundraising, planning, legal, and accounting.

All contributed to the discussion about which affiliations were essential to the board in developing a membership that represents a broad cross section of the Northern Colorado community. The affiliations identified included utilities, health, business, faith, environment, public sector, education, philanthropic, agriculture, and NGO/Civic.

Lewis then led the development of a matrix where the Board members present added names to the cells in the matrix. Daggett suggested setting a date for identifying potential candidates. The Board set August 19<sup>th</sup> as the date for all members to submit names for the matrix. Candidates were then asked to prioritize the candidates into “high value” and “valued” candidates. Board members recognized that as candidates were interviewed and new members were elected to the Board through its nomination process, other “valued” and “high value” candidates would be identified.

The matrix below represents the form used.

**Embrace Colorado  
 Board Candidates**

	Function					Affiliation										
	Public Relations	Fundraising	Planning	Legal	Financial Management	Utilities	Health	Business	Faith	Environment	Public Sector	Education	Philanthropic	NGO/Civic	Agriculture	
Rural Weld/Weld County																
Rural Larimer/Larimer County																
Small Towns																
Greeley																
Loveland																
Fort Collins																
Region																

**Mission Statement**

Board members also worked on a draft mission statement.

Lewis led the Board members through an exercise to examine four questions related to Embrace Colorado’s mission.

1. Purpose: Why does **embrace colorado** exist?
2. Action: What will you do to achieve your purpose?
3. Beneficiaries: Who will benefit?
4. Values: What beliefs guide your work?

Members broke into small groups and worked to develop their initial thinking on the mission of Embrace Colorado. The groups then returned and shared their respective ideas and came up with a first draft.

It currently reads:

"Embrace Colorado seeks to facilitate a respectful and constructive conversation among the citizens of Northern Colorado to create a region rich in opportunity, diversity, and quality of life for all our citizens based on our common heritage."

Board members were asked to think about this language and offer any suggestions they think would be helpful in refining it further. Board members will return to the mission statement at each Board meeting until all are comfortable with the language.

**Next Meeting**

The meeting time and location were adequate according to the members. A similar time and day of the week will work for all who were present. Meetings were set for the 2<sup>nd</sup> Wednesday of the month from 7:00 to 10:00 a.m. at the Windsor Egg & I Restaurant (1205 Main Street, Windsor CO).

There was no other business. Daggett thanked all who attended for their input and enthusiasm.

The meeting adjourned at 10:15 a.m.

**MEMORANDUM OF UNDERSTANDING  
BETWEEN THE NORTH FRONT RANGE TRANSPORTATION & AIR  
QUALITY PLANNING COUNCIL AND EMBRACE COLORADO  
FOR A VISIONING/SCENARIO PLANNING PROCESS  
FOR NORTHERN COLORADO**

This Memorandum of Understanding is made this 26th day of August, 2008, by and between the North Front Range Transportation & Air Quality Planning Council, a public entity created by an intergovernmental agreement (hereinafter called the "Council") and the Governing Board of Embrace Colorado, a Colorado non-profit corporation (hereinafter called the "Board").

WITNESSETH:

WHEREAS, the Council and the Board are desirous of establishing a visioning/scenario planning process in Northern Colorado; and

WHEREAS, the Council has federal funds available and intended for use for visioning/scenario planning in the Northern Colorado region; and

WHEREAS, Embrace Colorado was formed for the purpose of designing and implementing a visioning process in Northern Colorado, and is willing to devote considerable effort to establish a broad foundation of support and assemble the resources necessary for a successful visioning process;

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth herein, the Council and the Board agree as follows:

1. The Council agrees to provide to the Board, whether by assignment or transfer, in accordance with the requirements of the Colorado Department of Transportation ("CDOT") and the Federal Highway Administration ("FHWA") funds from federal fiscal year 2009, in the amount of TWO HUNDRED THOUSAND DOLLARS (\$200,000.00) (the "Federal Funds").
2. The Board agrees to procure local matching funds or eligible in-kind contributions in the total amount of FORTY ONE THOUSAND FIVE HUNDRED SEVENTY FIVE DOLLARS (\$41,575.00) (the "Local Funds"), and to use the Federal Funds, together with the Local Funds, for the purpose of:
  - a. Establishing the foundational activities and environmental conditions necessary for a successful visioning effort in Northern Colorado, including, by way of example, but not limited to, such activities as the following:
    - i. interview local and regional stakeholders as an initial and integral part of a comprehensive visioning/scenario planning process for the Northern Colorado region
    - ii. provide an internet portal to promote transparency to the planning process and broad access to information about Embrace Colorado and its activities, services, information, and programs during its start up year.
    - iii. seek governmental, foundation and other grants to complete the seven-stage visioning/scenario planning process.
    - iv. complete broad-based nonpartisan Embrace Colorado Board membership

- v. perform public outreach activities
  - vi. develop current benchmarks related to the visioning project including environmental, economic, transportation, land use, housing, natural resources, and technology;
  - vii. develop the Request for Proposals (RFP) for the visioning/scenario planning project;
  - viii. work collaboratively with the region's jurisdictions, citizens, businesses, educational institutions, nonprofit organizations, and others to advance the visioning/scenario planning process in Northern Colorado, and;
  - ix. acquire benchmark and forecast data to support the visioning/scenario planning process and develop collaborative relationships with data source providers.
- b. Start up and operating costs for Embrace Colorado.

3. The Council hereby authorizes Embrace Colorado to contract directly with CDOT for the use of the Federal Funds for the purposes set forth herein and for other related purposes, and agrees to cooperate with the Board to prepare and execute such documentation as may be necessary for the Federal Funds to be available to the Board.

IN WITNESS WHEREOF, the parties hereto have entered into this Memorandum of Understanding the day and year first written above.



North Front Range Transportation & Air Quality Planning Council

By: *Cliff Davidson*  
Cliff Davidson, Executive Director

Attested by: *Crystal Hedberg*  
Crystal Hedberg, Finance Director

Embrace Colorado  
By: *William Kaufman*  
William Kaufman, Chair

Attested by: *Milan Karspeck*  
Milan Karspeck, Secretary

# embrace colorado

*Choosing Our Future*

<b>Agenda Item Summary</b>	Item: D
	Date: September 10, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Contracting with CDOT

Action:

Staff is asking for guidance from the Board in assessing the draft scope of work for the CDOT contract.

Executive Summary:

**embrace colorado**<sup>™</sup> staff are now in consultation with the Colorado Department of Transportation (CDOT) on the scope of work that will govern **embrace colorado**<sup>™</sup> activities for the coming year related to receipt of \$200,000 in federal funds. Staff has prepared a draft scope of work that includes activities designed to enable **embrace colorado**<sup>™</sup> to build a broad foundation of support for the implementation of a visioning/scenario planning process in the fall/winter of 2009/2010.

Attached are two documents: the 1<sup>st</sup> draft of the scope of work and the first set of comments received from CDOT staff related to that draft.

## **DRAFT SCOPE OF WORK**

**WORK TASK: EMBRACE COLORADO**

**OBJECTIVE:** Establish the foundational activities and conditions necessary for a successful visioning effort in Northern Colorado

**METHODOLOGY:** Identify and interview local and regional stakeholders as part of a comprehensive visioning/scenario planning process for the Northern Colorado region

Develop extensive stakeholder contact information for of a comprehensive visioning/scenario planning process for the Northern Colorado region

Provide an internet portal to promote transparency to the planning process and broad access to information about Embrace Colorado during its start up year.

Seek government, foundation and other grants to complete the seven-step visioning/scenario planning process.

Expand broad-based nonpartisan Embrace Colorado Board membership

Develop public outreach plan, public outreach materials and perform public outreach activities, such as public meetings, forums, open houses, press releases, news conferences, etc.

Develop benchmarks including environmental, economic, transportation, land use, housing, natural resources, and technological measures;

Develop the Request for Proposals (RFP) for the visioning/scenario planning project;

Develop and monitor contracts with CDOT, local, state and federal agencies, and outside professional firms.

Provide support and direction for the Embrace Colorado Governing Board and stakeholder committees in implementing visioning/scenario planning in Northern Colorado.

Manage all administrative duties for Embrace Colorado. Tasks include, but are not limited to, the following:

1. Financial activities
2. Efficient operation of the Embrace Colorado office
3. IT activities

4. Schedule, arrange and attend meetings; prepare agendas, mailings, minutes, and reports relating to Embrace Colorado activities including travel and meeting expenses as necessary.

**PRODUCTS:** An effectively administered nonprofit  
 An active Board of Directors  
 A public outreach plan, materials and activities  
 A web portal  
 A scenario planning Request for Proposals (RFP) for future year activities  
 A set of current benchmark measurements  
 Local, state, federal, and foundation grants

**MILESTONES:<sup>1</sup>**

Start-up Activities	Month 1
Web portal effort begins	Month 2
RFP committee established	Month 3
Complete public outreach plan and materials	Month 3
Benchmark measurement project initiated	Month 4
Web portal completed	Month 6
Complete Embrace Colorado Board membership	Month 6
Draft RFP completed	Month 9
Benchmark measurement project completed	Month 12
Complete stakeholder interviews	Month 12
Identify local and regional stakeholders	Ongoing
Local, state, federal, and foundation grant applications	Ongoing
Present visioning/scenario planning to jurisdictions	Ongoing
Perform public outreach activities	Ongoing
Project administration	Ongoing

**STAFFING:** Embrace Colorado staff, local jurisdictional staff, Embrace Colorado Board, sub committees and consultants as needed.

**FY 08 FUNDING:**

Total		\$241,575
Federal		\$200,000
Local	In-Kind	\$ 20,787
	Local Cash	\$ 20,788

**Out-of-state Travel:** Embrace Colorado staff travel to peer scenario planning/visioning programs in some or all of the following states: Michigan, California, Oregon, Texas, Utah, Florida \$ 5,000  
 Embrace Colorado staff travel to conference (TBD) \$ 2,000

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<sup>1</sup> Dates are calculated from date of execution of the contract.

EMBRACE COLORADO SCOPE OF WORK COMMENTS  
Sept. 8, 2008

Overall Comment: This scope of work needs to be more detailed in order for \$200,000 in STP-M federal money to be released to an untried non-profit.

Mission Statement: One of the main missing components is a Mission Statement, which is much more than the objective. Every organization, especially a non-profit, should have a Mission Statement, or at least a draft, that others will want to rally around.

Background and Long-term Vision: Although this scope is for FY 2009 only, it would be helpful to describe what is envisioned for the next several years. Describe the NFRMPO attempts to form an RTA and the reasons those attempts failed, and how and why this regional visioning project is a better approach. Describe the work that has been done to date by NFR on Embrace Colorado regional visioning work. Describe, not just label, the seven steps of the visioning process and how success of the visioning process would be defined over the long-term. Outline the expected length of existence of Embrace Colorado and the anticipated results from its formation. Also lay out the overall anticipated cost of a successful visioning effort, and describe long-term fundraising goals to make the visioning effort a successful one.

Methodology: The information obtained from interviewing local and regional stakeholders will require review by more than just the interviewer to ensure that the information is interpreted correctly and in a non-biased fashion. Who will identify stakeholders? Will members of the public at large be afforded the opportunity to become "stakeholders"? How will the stakeholder contact information developed during NFRMPO's RTA, Annual Meeting, and Transportation Summit differ from the Embrace Colorado list? And can Embrace Colorado use NFR's contact list? Describe what types of information will be available through the Internet portal for Embrace Colorado, and how it will differ from the current Embrace Colorado web site. Also describe interactive features, if any, of the portal, and what will be done to promote it to the public. How will returning users be tracked? Refer readers to any regional visioning portal that might serve as the model.

Fundraising: Successful fundraising requires a goal in line with the Mission Statement. Fundraising is somewhat of an art and requires a specific type of individual to accomplish such. Who will spearhead this effort? A strict requirement of a non-profit organization is that the uses of funds raised must be disclosed. Will the grants be task specific or for general operations of the non-profit? Describe how the unfunded work will be accomplished, if at all, and what portion of the first year of operation will be covered by the \$241,000 in STP-M

federal and local match money. How many local, state, federal, and foundation grants would Embrace Colorado expect to apply for in the first year?

Board Membership/Role: List the current board members and their backgrounds and expertise. Describe what expertise is being sought for the board, and how many more members might be needed. Describe how a board member is selected. What are the criteria to be used to ensure consistency with selection? Outline opportunities, if any, for the public at large to join the Board. How will the Board measure the success/performance of the Executive Director? What will be the relationships among the Board, committees, and employee? What responsibilities will be exclusive to each in implementing visioning/scenario planning in Northern Colorado?

Data: What will be the boundaries for data collection for the environmental, economic, transportation, land use, housing, natural resources, and technological benchmarks? How will the data be used? The MOU between Embrace Colorado and NFRMPO doesn't cover this, but wouldn't NFR be the source for much of this data? Because NFR is a public entity, can Embrace Colorado obtain this information free of charge? What mechanism will be used to avoid data overlap? Can data be obtained from entities other than NFR which would not require expenditure of organization funds? Are there examples of benchmarks from similar efforts that could be used as a baseline?

Administrative duties/other tasks: How will the agency enlist volunteers and who will handle the Public Relations Program, developing key messages, etc? Will Embrace Colorado benefit from existing NFR IT support/contracts and or will IT be a contracted work item specifically with the non-profit? Explain how contracts with CDOT, local, state, federal agencies will be developed and monitored and describe who will be responsible for ensuring compliance with federal/state contracting requirements.

Products: Need to define line of communication and how Executive Director will communicate and report to the Board. How will the effectiveness of Embrace Colorado, its administration, Board, public outreach materials, and web portal be measured? Can RFP's that other regional visioning projects have used in obtaining consultant assistance be used as a template?

Public Outreach Plan: Identify steps in developing plan, role of Executive Director in this effort, use of a consultant, Board of Directors, etc. What portion of the budget will be devoted to public outreach? How will public outreach meet the needs of different citizens throughout Northern Colorado?

Milestones: Give a brief description of each task and associated deliverables.

Out-of-state-travel: The organization may want to see what examples of peer scenario planning/vision the consultant can bring to the table before incurring travel expenses that could possibly be used somewhere else.

Financial Information: Describe the intent to retain an accountant firm and use of a local bank for receiving grant money and handling payroll. The scope of work also needs budget information that goes beyond the expected revenue sources in STP-M and local match money. The budget should describe anticipated expenditures for salary and benefits, contracted services, operations (rent, gas, vehicle payments, etc.), equipment costing \$5,000 or more, etc. Include in the budget the out-of-state travel. Who will be responsible for ensuring compliance with federal/state contracting requirements? Also include the anticipated amount of in-kind services. Submit the CDOT in-kind services form about the value of donated services or real property, if any donations have been received to date.

# embrace colorado

*Choosing Our Future*

<b>Agenda Item Summary</b>	Item: E
	Date: September 10, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Mission of **embrace colorado**™

Recommendation:

Staff recommends that the Board revisit and discuss the initial work done by the Board at their August 5<sup>th</sup> meeting.

Executive Summary:

**embrace colorado**™ is proposed to manage a visioning process for Northern Colorado. The culmination of that process is establishing a “thoughtful growth strategy” which includes concrete goals (strategies) and objectives (actions) to implement the vision. The “hard work” is generally found at the funding and implementation stages of any planning process. It is important to clearly define the mission of **embrace colorado**™ so its work and the effort of those involved will result in a realization of the vision by implemented actions over time.

Background:

At its meeting on August 5, 2008, Board members worked to develop a rough mission statement for **embrace colorado**™. They worked from the premise of the following questions:

## Agenda Item Summary

### Mission of **embrace colorado**™

1. Purpose: Why does **embrace colorado** exist?
2. Action: What will you do to achieve your purpose?
3. Beneficiaries: Who will benefit?
4. Values: What beliefs guide your work?

Board Members produced the following statement:

"Embrace Colorado seeks to facilitate a respectful and constructive conversation among the citizens of Northern Colorado to create a region rich in opportunity, diversity, and quality of life for all our citizens based on our common heritage."

# embrace colorado

*growing without losing who we are*

<b>Agenda Item Summary</b>	Item: F
	Date: September 10, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

**embrace colorado™** Board Membership

Recommendation:

Staff recommends that the Board continue to identify Board candidates through its matrix development so that recruitment efforts continue to be focused, balanced and effective. In so doing, the Board can continue its essential and active role in establishing **embrace colorado™** and in providing support and guidance throughout this critical period.

Executive Summary:

**embrace colorado™** is now embarking on a critical period in its development. Those who would serve on the Board are essential to the spirit, direction and development of the organization.

During this item, Board members will have the opportunity to “complete” its “recruitment matrix”, hear information about and consider three Board candidates, vote to accept or reject these nominations, hear about others’ interest in serving on the Board and identify high value candidates that the Board would like to recruit. Board members will need to discuss potential candidates in the context of their long range goals for the organization and volunteer to recruit additional high value candidates prior to the October Board meeting.

**Board Candidates**  
**September 10, 2008**

# John Kefalas

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State Representative John Kefalas (D-Larimer) represents House District 52.

He was elected in 2006.

Rep. Kefalas has been involved in local, national and international peace, justice and environmental work for 30 years. He joined the Peace Corps in 1979 as an Agricultural Extension Worker in El Salvador. He visited the northern border of Nicaragua with Witness for Peace, worked in Chiapas, Mexico, with Schools for Chiapas and participated in a delegation to Israel/Palestine with The Compassionate Listening Project.

He has served on the boards of or worked with such Colorado and community-based groups as: the Colorado Housing Investment Fund Coalition, Affordable Housing Coalition of Larimer County, Northern Colorado Cross-Disabilities Coalition, Fort Collins Area Interfaith Council, Older Americans Coalition, Fort Collins Housing Authority, Colorado Women's Lobby, Colorado Consumer Health Initiative, Governor's Task Force on Welfare Reform, Martinez Park Neighborhood Association, the Colorado Children's Campaign and the Colorado Fiscal Policy Institute.

Rep. Kefalas most recently directed the Colorado Progressive Coalition's Tax Fairness Project, a grassroots organizing campaign that educates Coloradans about the impacts of state and federal budget decisions on families and communities and mobilizes people to change unfair tax and fiscal policies.

Rep. Kefalas is a 1978 graduate of Colorado State University and has Masters of Art in Teaching from Fairleigh Dickinson University in New Jersey. He was a teacher in the Poudre School District, a migrant health outreach worker for Larimer County, an employment and training counselor for Larimer County and an advisor for Project Self-Sufficiency of Loveland-Fort Collins. He worked with Catholic Charities as a public policy advocate and community development coordinator for seven years.

# Angela K. Milewski, ASLA, RLA

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BHA Design Incorporated

landscape architecture | planning | urban design



Angela is a landscape architect and the managing partner of BHA Design in Fort Collins, Colorado. She has over 16 years of experience in land planning, master planning and the design of outdoor spaces for hospitals, schools, parks and corporate campuses. She holds a Bachelor of Science in Landscape Architecture from Colorado State University and has received training from the Horticultural Therapy Institute for her work in therapeutic garden design. Angela is a member of the Fort Collins Area Chamber of Commerce Environmental Committee, actively pursues design innovations for sustainable sites, and has managed several projects that have obtained LEED certification. She has managed numerous public and private development projects in several communities throughout Northern Colorado including Fort Collins, Greeley, Loveland and Windsor.

## Recent Projects Include:

- **Medical Center of the Rockies** – Site planning and landscape design for 460,000 s.f. specialty hospital and medical campus in Loveland, Colorado pursuing silver level LEED certification.
- **Colorado State University Judson Harper Research Campus** – Master plan and site design for infectious disease research campus. The design team is seeking gold level LEED certification for the initial phase Research Innovation Center project.
- **Fossil Ridge High School** – Site planning and landscape design utilizing sustainable design practices for \$30 million LEED certified high school in Fort Collins, Colorado
- **New Belgium Brewing Company** – Site planning, master planning and landscape architecture for brewhouse expansion, process water treatment facility, and packaging hall at brewing facility in Fort Collins, Colorado
- **Town of Windsor Downtown Streetscape Improvements** – Streetscape improvements and pedestrian amenities for the downtown district of Windsor, Colorado
- **Aurora Xeriscape Garden** – Design of a 7-acre xeriscape demonstration garden, including individual garden design, sign design, and thematic site furnishing elements in Aurora, Colorado
- **Harmony Technology Park Master Plan** – Master Planning and site design for a 90-acre corporate business park in Fort Collins, CO

## Education and Professional Affiliations:

Bachelor of Science in Landscape Architecture, Colorado State University, 1992

Licensed Landscape Architect, States of Colorado and Wyoming

Member, Fort Collins Chamber of Commerce Environmental Committee

Member, American Society of Landscape Architects, 1992 to present

# Rocky Scott

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Mr. Scott is Principal, Strategy and Business Development of McWhinney, the Loveland, Colorado-based real estate community developer. He joined the firm in June 2005 after serving for sixteen years as the President and CEO of the Greater Colorado Springs Economic Development Corporation and eight years as a volunteer leader for the organization.

Prior to joining the CSEDC, he served as an engineering project manager for the Department of Defense and as the President of a Colorado Springs real estate firm.

He currently serves on the Governor's Jobs Cabinet, the executive committee of the Metro Denver Economic Development Corporation, the board of directors of the Northern Colorado Economic Development Corporation and the advisory board to the Dean of the College of Engineering at Colorado State University.

Mr. Scott has served as the Senior Advisor to the National Institute for Science, Space and Security Centers at the University of Colorado-Colorado Springs, a position he assumed in August 2005, having previously served on the advisory board of the Network Information and Space Security Center of the University of Colorado-Colorado Springs and the Board of Directors of the Colorado Institute for Technology Transfer and Implementation at UCCS.

Mr. Scott was awarded the Distinguished Alumnus award by the Colorado State University College of Engineering in 2006, the Chancellor's Award by the University of Colorado-Colorado Springs (UCCS) in 2005, the University Medal by the University of Colorado Board of Regents in 2001, the Business Citizen of the Year Award by the Greater Colorado Springs Chamber of Commerce in 2000, and the 1999 Leadership in Education Award from the College of Engineering and Applied Science at UCCS. He is past President of the Economic Developers' Council of Colorado (EDCC), and a former member of the Board of Trustees of the American Economic Development Council Education Foundation.

Mr. Scott was the founding Chairman of the Board of the Information Technology Education Partnership and the Integrated Circuit Fabrication Institute in Colorado Springs.

Mr. Scott received his Bachelor of Science degree in Electrical Engineering from Colorado State University in 1969 and has engaged in graduate studies in business administration. He served as an officer in the U. S. Army and as a civilian engineering project manager with the Department of Defense.



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*Choosing Our Future*

<b>Agenda Item Summary</b>	Item: H
	Date: September 10, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

**embrace colorado™** Proposed Operating Budget

Action:

Staff recommends that the Board discuss the proposed budget in the context of the CDOT scope of work and provide staff with guidance related to elements of the budget. This item is related to the last major item in the agenda, Fund Raising. Board members may want to discuss fund raising targets, cash flow requirements, and a start date for formal implementation of the budget.

Executive Summary:

**embrace colorado™** will manage a major visioning process for Northern Colorado. The first stage of the process is its start up year. This budget reflects those parameters and is focused primarily on the first year of operations although a subsequent year is included for context.

The budget presented does not include the costs associated with implementing and completing a major visioning effort in Northern Colorado (Larimer and Weld counties). Those costs will require a significant effort by the Board and staff during 2009 to identify and raise a projected \$3.2 million for that purpose. Details of the major visioning project funding, funding strategies and the 2009 effort are discussed later in the agenda.









# embrace colorado

*Choosing Our Future*

<b>Agenda Item Summary</b>	Item: I
	Date: September 10, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

**embrace colorado™** Fundraising

Action:

Staff recommends that the Board discuss fundraising that will be necessary in the near term and establishing a subcommittee to formulate a short and long range plan. This item will address the work done and relationships made to date, necessary cash flow from local sources for 2009, the vesting of Board members, long range funding strategies and the business and governmental communities.

Executive Summary:

**embrace colorado™** will require funding from many sources to be successful. Those sources are likely to include local governments, business, philanthropic sources including foundations and individuals, and the state and federal governments. This item includes a discussion of all those sources and the establishment of a subcommittee to work to develop both a plan and those resources that will be required for **embrace colorado™** to be successful.