

**CARBONDALE PARKS & RECREATION COMMISSION
REGULAR MEETING
WEDNESDAY, March 8, 2023 Meeting 7:00 P.M.
Carbondale Town Hall Trustee Chambers**

<u>TIME*</u>			<u>ITEM</u>	<u>DESIRED OUTCOME</u>
7:00		1.	Roll Call	
7:05		2.	Approval of February 8, 2023 Minutes	INFORMATIONAL
7:10		3.	Items from Citizens Present Not on the Agenda	
7:15		4.	Debrief Board of Trustee Work Session	INFORMATION (Attachment A)
7:25		5.	Roaring Fork Outdoor Volunteers Becca Schild- Executive Director 2023 project updates 2022 Impact Report Link https://www.rfov.org/impact	INFORMATION DISCUSSION
7:45		6.	Aquatics Facility Update RFP Recruitment	INFORMATION DISCUSSION (Attachment B)
7:50		7.	Capital Campaign Information	INFORMATION DISCUSSION (Attachment C)
8:20		8.	Youth Parks & Recreation Member Discussion	INFORMATION DISCUSSION
8:30		9.	Highway 133 Irrigation RFP Information	INFORMATION DISCUSSION (Attachment D)
8:40		10.	Report & Updates: Staff & Commission Members <ul style="list-style-type: none"> Eric Brendlinger, Parks & Recreation Director 	INFORMATION (Attachment E)

			<ul style="list-style-type: none"> • Updated Master Plan Available here: https://www.carbondalerec.com/rec-misc/ • Pre-season updates: Contract Use of Fields Roaring Fork Soccer Club Three Rivers Little League Yewflow- Biking Camps Ajax Adventure Camp- Skate Park • 30/60/90 Day Outlook • Margaret Donnelly-CRCC Manager • Parks & Recreation Commissioners • Luis Yllanes, Trustee Liaison 	
9:00		11.	Adjournment*	*Please note: Times are approximate

**MINUTES
CARBONDALE BOARD OF TRUSTEES
WORK SESSION
CARBONDALE TOWN HALL
AND VIA ZOOM
FEBRUARY 21, 2023
MEETING**

Mayor Bohmfalk called the Board of Trustees Regular Meeting to order on February 21, 2023, at 6:00 p.m.

ROLL CALL:

The following members were present for roll call:

Mayor	Ben Bohmfalk
Trustees	Lani Kitching
	Colin Laird
	Luis Yllanes
	Chris Hassig
Arrived Late	Erica Sparhawk
	Marty Silver
Staff Present:	
Town Clerk	Cathy Derby
Acting Town Clerk	Jessica Markham
Parks and Recreation Director	Eric Brendlinger

CARBONDALE AGE-FRIENDLY COMMUNITY INITIATIVE UPDATE

Judy Blanchard, Niki Delson, and Ron Kokish presented Carbondale Age-Friendly Community Initiative's update. CAFCI is performing a "Walk Audit," which addresses every street and intersection in town, strongly emphasizing 8th Street. They are collaborating with the Parks and Recreation Department on an instrument to evaluate town parks. They are also working on updating seating around town to be more ADA-compliant.

They are currently focusing on their comprehensive plan and the 10 most universal design features.

Ron Kokish updated the trustees about the merger with Senior Matters. Senior Matters will no longer be a forward-facing entity. Mr. Kokish stated that an age-friendly community benefits all ages, not just seniors. He pleaded for the town to go to CAFCI for help with grants for accessibility, even if it is not directly senior citizen related, for example, a playground.

Discussion ensued.

Mayor Bohmfalk asked if there were any specific ideas or if they had a proposal.

Judy and Ron responded that they do not have anything specific but want to open the conversation between Town and CAFCI.

Mayor Bohmfalk stated that he believes the question is in the structure of how the town and CAFCI can create an open form of communication.

Trustee Silverstein asked what is happening to Senior Matters 501(c)3 status.

Ron responded that senior matters is a corporation.

Trustee Silverstein asked if it was possible to develop a Senior Advisory Board.

The mayor stated that is the clearest path, and questioned if there was a reason not to go that route.

Trustee Sparhawk asked the members of CAFCI to create a one-pager so that town staff knows how to reach out to CAFCI for any questions.

Trustee Laird asked the members of CAFCI to provide examples of other communities that have worked with AARP in this type of relationship.

Mayor Bohmfalk stated that the next steps would be to have CAFCI create a fact sheet for town staff.

BIKE/PEDESTRIAN/TRAILS COMMISSION UPDATE

Matt Gworek, David Clair, and Rick Blauvelt Presented the Trustees with the Bike, Pedestrians, and Trails Commission update.

Matt started with a summary of the commission's 2022 highlights. Of which, the commission added 4 new members. At First Friday Bike Lights, the group gave out 50 bike lights in 20 minutes, an activity they plan to continue in 2023. The commission also spent a lot of time planning for 2023 and beyond.

In 2023 the group plans on continuing to partner with CAFCI on the walk audits. They hope to work with CAFCI on the Highway 133 Project and stated that there may be money for a pedestrian island at Cowen Street Crossing. They will continue with Bike Lights on First Fridays and look forward to working with WeCycle.

Matt added that the town needs to plan for what it wants. It needs to take control of the situation to create a future with bikes in town, laying out a vision to preserve the town's character.

Rick Blauvelt added that he knows development is scary, so the town needs to be proactive, rather than reactive.

PARKS & RECREATION COMMISSION UPDATE

In attendance for the Parks and Recreation Commission was Hollis Southerland, Ashley Hejtmanek, Leslie Keery, Susan Rhea, Drew Sorenson, John Williams, and Misha Logan.

Hollis stated that the commission is looking to change the term start date for new members. She stated that it has been a challenge with onboarding and bringing new members up to speed. The Parks and Rec Commission Resource guide was created in 2021 and contains various pieces of information on the commission. New commissioners are responsible for reviewing and orienting themselves to the materials. Hollis stated that it would be helpful to have a comprehensive orientation where all commissioners would come together for formal training led by the town.

Ashley updated the Board on 2023 significant projects. Those projects are to be:

- Park Assessment Tool
- Integrated weed management plan

Susan presented the board with how the commission would like to update certain parts of the parks including updates to signage, wayfinding, and dog park rules & proper behavior. And showed how the Girl Scouts were involved with updates to the Hendricks Park Playground.

Drew Led the discussion on Chacos Park Master Plan and the MOU with Rodeo Event. At Chacos Park landscaping and irrigation improvements will take place this spring to correct what are considered hazards. The Memorandum of Understanding with Carbondale Wild West Rodeo Association will define roles and responsibilities between the Town and the CWWRA regarding maintenance, parking, cleanup, alcohol, and security.

Misha gave a presentation on what he has learned as a youth commissioner. He stated that it has been a great opportunity to share his voice. He plans to let his friends know about the position that will open once his term is finished.

Eric gave his update on the pool project. He stated that bids for the project will be due March 7th.

The mayor asked if there will be any fundraising for the project. Hollis answered that they are looking into many ways to raise funds for the project including:

- Creating a way for people to donate tax-free
- Setting up a foundation or using the services of a community foundation
 - They are currently leaning toward Aspen Community Foundation.
- Other grant sources.

Trustee Kitching asked why they were leaning toward Aspen Community Foundation.

Hollis responded by saying that Two River Community Foundation is now being run under a Grand Junction community foundation.

Trustee Sparhawk said that she thinks going with a community foundation makes sense because the administration is already set up. Hollis let the board know that to set up a fund with Aspen Community Foundation the town would have to start with \$100,000 in the fund. Susan added that this option would eliminate the murkiness of town money vs pool money.

Trustee Laird stated that Western Colorado Community Foundation has a lower start-up fee.

The mayor asked if we start fundraising when we know how much the pool will cost. Eric responded that yes, the parks department will have to find out how much will need to be raised.

John presented the board with what is coming up on the horizon for the Commission. He stated that they will need to start thinking about a new 10-year master plan. Their current plan runs from 2015-2025. He stated that the master plan will be used to help set priorities in addition to the Park Assessment Tool.

Leslie talked to the board about the status of the Nature Park. It is one of the town's most popular parks. She stated that the focus on the park is slowly heating up and an overall plan is going to be needed sooner rather than later. The commission has heard from Dog walkers, birders, and CAFCI. The two master plans in this area are either outdated or lost the partner organization and funding. This is also the largest problem area for noxious weeds. Leslie suggests that hiring a neutral third party to engage the public and assimilate their input will be important moving forward.

INTRODUCTION OF NEW TOWN PLANNER

The new town planner Kelly Amdur was asked to speak about her past experiences and was welcomed by the board.

COLORADO ASSOCIATION OF SKI TOWNS MEMBERSHIP LIASON CALENDAR

The mayor recalled that the town is a member of the Colorado Association of Ski Towns. He stated that if any of the trustees would like to stop receiving member emails, they are welcome to unsubscribe by themselves. He also stated that Trustee Laird and himself would continue to be the main point person to the association.

ADJOURNMENT

The February 21, 2023, work session adjourned at 8:19 p.m. The next regular meeting has been scheduled on February 28, 2023, at 6:00 p.m.



Town of Carbondale
Job Listings 1/20/2023

Full-Time Aquatics & Health & Wellness Coordinator

The Town of Carbondale is accepting applications for our Parks & Recreation Department full-time benefited Aquatics and Health & Wellness Coordinator position. The position requires an extensive aquatics background to manage, oversee and operate the Town of Carbondale's outdoor seasonal pool. The position will be in charge of all Aquatics facility maintenance, facility upkeep, staff hiring, scheduling, training and daily operations of the John M. Fleet Municipal pool. The Town of Carbondale will be building a new pool in 2023-2024, so the candidate will be desirable if they have experience as an aquatics manager during budgeting, demolition, design, construction and close out of an aquatic's facility. Additionally, a background and experience in the Health and Wellness field will be required to create, implement, and coordinate fitness programming at the aquatic facility, at the Carbondale Recreation and Community Center, and for Town special events with a fitness focus.

A Bachelor's degree in recreation services, fitness or related field is required along with three years of management experience of an aquatic facility. One to three years in health and wellness fitness recreation program creation and/ or instruction or an equivalent combination of education and experience. Possession of a current CPO (Certified Pool Operator) or AFO (Aquatics Facility Operator) certification, possession of Red Cross lifeguard training instruction (LGI), certification in water safety instruction (WSI) or the ability to obtain these certifications prior to the opening of the seasonal aquatic facility.

A valid Colorado driver's license is required, pre-employment and substance abuse testing will be required. This is a salary position with benefits. This is a grade 40 non-exempt position with a salary range of \$61,600-\$92,400 depending on qualifications.. Position is open until filled. for more information or contact by e-mail ebrendlinger@carbondaleco.net

Send application, resume and cover letter to ebrendlinger@carbondaleco.net or to the Town of Carbondale, Attn: Eric Brendlinger, Parks & Recreation Director, 511, Colorado Ave, Carbondale, Co 81623. For more information on the position call Eric Brendlinger, Parks and Recreation Director at 970-510-1277. Please also complete the Town's Application for Employment. (linked at the top of this page). Applications are also available at Town Hall or on-line at www.carbondalegov.org

RFP Response to Questions:

- When do you anticipate that the CMAR/CMGC would be on board?
 - The CMAR/CMGC will be on board mid to end of March
- Would you consider phasing a portion of the Aquatics Center building and/or some of the pool program for a future time in order to meet budget constraints?
 - Not currently, please anticipate one phase unless we determine otherwise. At that time we will address new timelines.
- If on-site solar energy is provided, would that be under the current project scope?
 - It would be added cost since it is not in the base design concept. All additional scope not anticipated at this time will be treated the same way.
- Do you anticipate that the Design Team would be asked to be involved in a public design process, other than providing graphics to the Town of Carbondale for informational purposes?
 - The design team would not directly be running the public design process, the owner and owner representative will act as the point of contact between the public and the design team. However, we will be revisiting ideas and concepts in order to meet the community goals.
- If we request modifications to the sample contract, should those be submitted as part of the RFP or, if selected for the next phase, should those be provided at the interview?
 - Modifications should be noted in a way that is submitted with the RFP response.
- Are there known environmental hazards on site or within the existing building? If unknown, would the Town be responsible for investigative reports and/or abatement?
 - The town/owner will be responsible for abatement directly. We will be conducting a separate bid for this.
- We anticipate that a conceptual design phase would be necessary between the programming phase and schematic design phase to design the structures and establish the site plan. Should this be addressed in the proposal or added to the scope in exhibit 4.1?
 - This should be addressed in the proposal with detail stating time needs and what will drive this.
- What additional community involvement or stakeholder approvals are anticipated for this project process?
 - Some attendance (virtual or in person depending on what is decided) to help address community questions should be anticipated.
- There is a note that the Town of Carbondale plans to bring on a CMGC/CMAR early in the design process to collaborate and provide cost estimation. A traditional design/bid/build process is outlined under services. Please confirm anticipated project delivery method.
 - We will be bringing in a CMGC/CMAR early to address and be proactive regarding long lead items and helping with the budget. Otherwise it is a traditional design bid build project. We have found time and time again early collaboration will help drive the project to be cost effective on time and in budget.
- There are two permit sets outlined: site grading/foundations package and complete project package. There is a reference to a second bid package also, does the client intend to issue separate bid packages for these scopes?
 - This is TBD, ideally we will issue one package for permit. If a different schedule is decided on based on weather since it is a pool in the mountains, we will separate accordingly.
- The schematic design services note a construction cost estimate. Confirm that the design service scope will only include validation of cost estimation, which has been provided by the CMGC/CMAR.
 - Confirmed.
- Did the master plan or initial site studies establish any requirements for additional parking or increased utility services to either site?
 - TBD, design of parking will have to follow code requirements.

Town of Carbondale P&R Commission Meeting Packet Submission
Meeting Date: March 8, 2023

To: TOC P&R Commission Members

From: Hollis Sutherland, Chair, TOC P&R Commission

In my research on how to conduct capital campaigns, I came across Capital Campaign Pros. They are a virtual support system for nonprofit leaders to manage a capital campaign effectively and efficiently. Their website is: <https://capitalcampaignpro.com>

Following this memo is their Capital Campaign Toolkit and Preparedness Assessment Tool. The Toolkit is a guide that outlines the steps and timeline involved in creating and launching a capital campaign. The Assessment Tool looks at the various aspects of a campaign and where we stand on each item. I invite you to complete the Assessment Tool as an exercise to gage things from your perspective.

You may already have expertise in this area and that is terrific. I have had no fundraising experience and have been using these tools to educate myself. I thought I'd pass on these tools as a starting point for our discussion. I look forward to hearing your thoughts, ideas, and experience.

Some considerations to start our discussion:

- Have you ever been involved in a capital campaign, if so, what was your role?
- What from the checklist and timeline stood out to you the most?
- What do you see as our challenge(s) in conducting a capital campaign?
- What do you see as our strengths?
- Are you interesting in working on our P&R Capital Campaign, if so in what capacity (if you know, great, if you don't that's ok)?
- Do you know anyone who might be interested in participating on the core committee (or other level)?
- Do you know anyone who might be a good candidate to lead the campaign?
- What other thoughts, ideas, questions do you have?



**Capital
Campaign Pro**

Everything You Need for a Successful Campaign

Is Your Organization Ready for a Capital Campaign?

THE STAKES ARE HIGH AND FAILURE'S NOT AN OPTION

To Have a Successful Capital Campaign, Your Organization Has to be Ready

The assessment below gives you a simple way to find out if your organization is ready for a capital campaign based on evaluating six aspects of your organization:

- BOARD
- LEADERSHIP
- PROSPECTS
- DEVELOPMENT OFFICE
- PLAN AND CASE
- IMAGE (IN THE COMMUNITY)

To make full use of this tool:

ENLIST

Choose a small group of your organization's key leaders. Include staff members and board members.

DISTRIBUTE

Provide this assessment form to each of them and ask each of them to fill it out and return it to you by a specific date. Collate the responses.

ORGANIZE

Conduct a meeting of the participants to discuss each area and determine what work needs to be done to get your organization fully prepared.

For More Information Contact Us

Visit [CapitalCampaignPro.com](https://capitalcampaignpro.com) to "Book a Call" and talk to us about how we can support you and your team through a campaign.

Get the Support
You Need

Book a Call

Campaign Readiness Assessment

INSTRUCTIONS: Check the column (☒ **YES**, ☒ **SOMEWHAT**, ☒ **NO**, or ☒ **NOT SURE**) that indicates where your organization stands on each statement. *Wherever you check "No" or "Not Sure" your organization should strengthen these areas before launching a campaign.*

	YES	SOMEWHAT	NO	NOT SURE
BOARD				
Do we have board members who are active in fundraising right now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is our board in full agreement with our vision for a capital campaign?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is our board willing to be more active than it is now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have board members who have been volunteers in a capital campaign before?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have board members who have access to potential campaign donors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have board members who can be potential campaign volunteer leaders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will our board members be able to fund 15-30% of the total goal?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEADERSHIP				
Are our staff leaders trusted and recognized in the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can we enlist top volunteer leaders in our community to help lead a campaign?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have influential people currently involved with our cause?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can we identify potential volunteer leaders and create a plan to enlist them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROSPECTS				
Can we identify a lead gift (approximately 25% of the campaign goal)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have well-cultivated and involved donors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can we identify 20 potential sources of lead gifts right now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	YES	SOMEWHAT	NO	NOT SURE
DEVELOPMENT OFFICE				
Have we allocated funds to “staff up” for the campaign?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have gift acceptance policies established?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do we have experienced, capable staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PLAN / CASE				
Is the need well established, urgent, and understood?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have we articulated our vision in a compelling presentation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are our capital projections and budgets complete?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can we convey the impact of our project in vivid, emotional terms?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IMAGE				
Are we recognized as leaders in our service area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there confidence in our organization and its leadership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are we communicating our results to the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are we visible in the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Notes and Next Steps

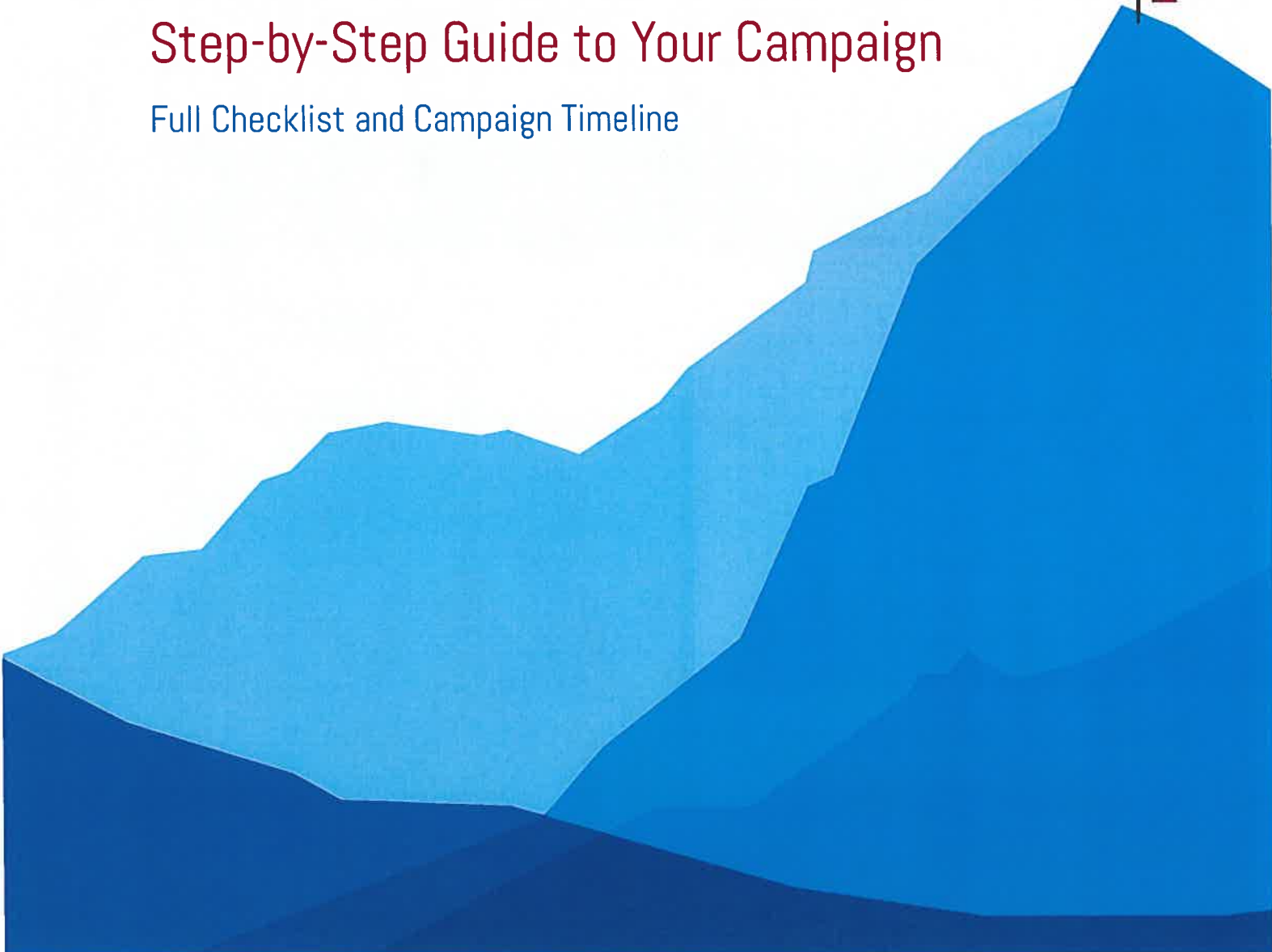


Capital Campaign Toolkit

Everything You Need for a Successful Campaign

Step-by-Step Guide to Your Campaign

Full Checklist and Campaign Timeline



Campaign Timeline Overview

This overarching timeline and checklist includes every step for each phase of your capital campaign.



For More Information

The Capital Campaign Toolkit is a support system for nonprofit leaders who want to run a successful capital campaign.

To get your questions answered and learn more, apply for a free strategy session.

[APPLY NOW](#)

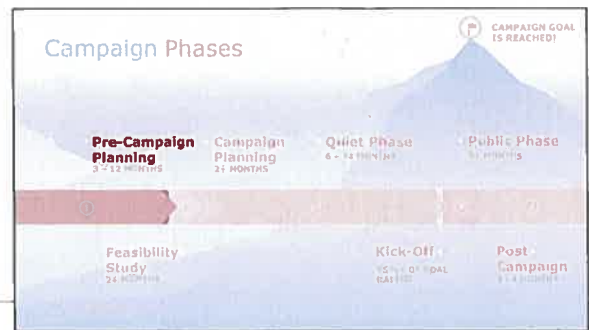
FREE Capital Campaign Strategy Session



CAPITALCAMPAIGNTOOLKIT.COM

PHASE 1

Pre-Campaign Planning



☐ STEP 1: ASSESS YOUR READINESS

In order to assess readiness for a campaign, it's important to evaluate the board, development office, technology, and more to help determine whether or not the organization is ready for a campaign.

☐ STEP 2: ESTABLISH A CORE COMMITTEE

Early on, you'll establish the Core Committee for your campaign. Committee members are the key people who will lead you through the campaign from start to finish.

☐ STEP 3: DETERMINE A WORKING GOAL

The working goal is an early assessment of how much you want to raise in your campaign.

☐ STEP 4: CREATE A GIFT RANGE CHART

A Gift Range Chart will help you understand, and determine, how many gifts at each level you will need to reach your goal.

☐ STEP 5: IDENTIFY PROSPECTS FOR TOP GIFTS

Now it's time to identify prospective donors who can make the really large gifts, which will ensure the success of your campaign.

☐ STEP 6: CREATE DEPTH CHART

A Depth Chart will help you connect names of prospective donors with potential gift amounts. This is where the rubber meets the road to help you determine whether your working goal is possible.

☐ STEP 7: DRAFT CASE FOR SUPPORT

The Case for Support will help you clarify why people would give to your campaign, and help you engage potential leadership level donors in the beginning stages of your campaign.

☐ STEP 8: ENGAGE TOP PROSPECTS

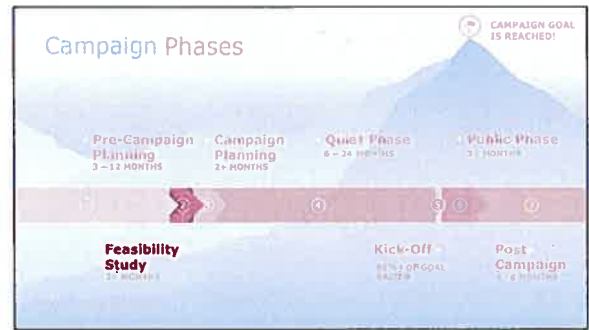
Now is the time to engage your top prospects. The Capital Campaign Toolkit has a variety of exercises and worksheets to help you through this process.

☐ STEP 9: PREPARE YOUR BOARD

It's time to educate your board about their important role in the campaign. Although they will have a vague sense of what's been happening, it's time to bring them up to speed and prepare them for the campaign ahead.



PHASE 2: Feasibility Study



☐ STEP 1: ENLIST FEASIBILITY STUDY COMMITTEE

The first step in this phase is to enlist a committee to oversee the Feasibility Study. This provides a great opportunity to engage more people in your campaign. The committee is responsible for selecting a consultant and overseeing the process.

☐ STEP 2: SELECT CONSULTANT

Choose an experienced consultant to conduct your Feasibility Study. The Capital Campaign Toolkit includes tools to help you select a consultant, as well as interview questions and a scoring sheet for the interview process.

☐ STEP 3: DEVELOP MATERIALS

Your consultant will work with you to develop the necessary materials for your Feasibility Study.

☐ STEP 4: ENLIST SELECT INTERVIEW-PROSPECTS

This is a critical step in the process, because it's important to interview the people who have the potential to make the biggest gifts.

☐ STEP 5: REVIEW RESULTS

The consultant should share a final draft of the study results with the Feasibility Study Committee, so members have the opportunity to ask questions, before the report is presented to the full board.

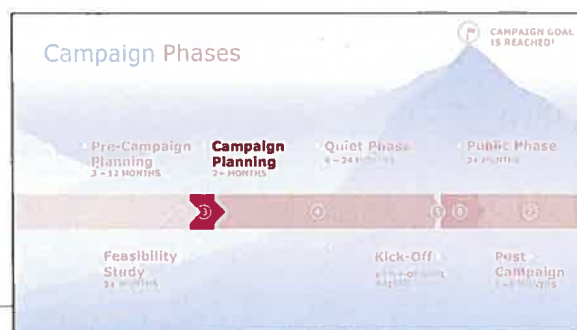
☐ STEP 6: REPORT RESULTS TO BOARD

One of the consultant's most important tasks is to build the confidence of your board about the best way forward. Some organizations plan a special meeting for a discussion and vote on the results.



PHASE 3:

Campaign Planning



☐ STEP 1: ENLIST PLANNING COMMITTEE

A Planning Committee provides an opportunity for you to involve the most powerful people in your community for an important, short-term assignment.

☐ STEP 2: REVISE MATERIALS FROM FEASIBILITY STUDY

In this step, you'll update your Feasibility Study Materials based on what you learned through the Feasibility Study process, which may include raising or lowering your working goal.

☐ STEP 3: PREPARE CAMPAIGN PLAN- CREATE ADDITIONAL MATERIALS

It's time to develop all the materials necessary for a comprehensive Campaign Plan, including committee structure, budget, timeline and more.

☐ STEP 4: RECRUIT CAMPAIGN LEADERSHIP

Here you'll recruit the Campaign Chair, which is perhaps the most important individual role of any volunteer leader for your campaign.

☐ STEP 5: RECRUIT STEERING COMMITTEE

The Campaign Steering Committee is the group that will come together throughout the campaign to review progress and make sure that all is going as planned.

☐ STEP 6: DEVELOP PROSPECT ENGAGEMENT PLAN

This is where you develop a concrete plan for reaching out to your best prospective donors.

☐ STEP 7: SET UP DEVELOPMENT SYSTEMS

Before you move into the active solicitation stages of your campaign, you must review and fine-tune your development technologies and systems so that they all work smoothly when gifts start coming in.

☐ STEP 8: DETERMINE STAFF ROLES

It's unrealistic to think your current staff will be able to handle a capital campaign on top of their regular responsibilities. Determine what new roles and responsibilities need to be covered, where you have existing expertise, and where you need to "staff up."

☐ STEP 9: DEVELOP COMMUNICATIONS PLAN

This will be in addition to your regular communication so it's important that you coordinate the message and timing.



PHASE 4: Quiet Phase



☐ STEP 1: CREATE A NUCLEUS FUND COMMITTEE

Now it's time to create a nucleus fund committee. In the Capital Campaign Toolkit, you will find a job description, roles and responsibilities, as well as a meeting outline document to help you create and oversee an effective Nucleus Fund Committee.

☐ STEP 2: PREPARE SOLICITATION MATERIALS

It is important to have appropriate solicitation materials for your campaign, including pledge forms, and a list of ways to give to the campaign to use with your biggest donors.

☐ STEP 3: TRAIN STAFF AND VOLUNTEERS TO SOLICIT GIFTS

Effective solicitation will be key to the success of your campaign, and you won't be able to do it without full participation from staff and volunteers.

☐ STEP 4: SOLICIT TOP PROSPECTS

Use a Depth Chart to help place your qualified prospects according to the giving levels.

☐ STEP 5: SOLICIT BOARD

The way you go about soliciting your board will make a huge difference in how they feel about the campaign. Don't simply drop off a pledge form and think your job is done.

☐ STEP 6: SOLICIT CAMPAIGN VOLUNTEERS

It's time to solicit all remaining campaign volunteers who aren't top prospects or board members. It's important to stay organized and on task while you wrap up this phase of the campaign.

☐ STEP 7: PLAN PUBLIC PHASE

There are many tasks and actions necessary before moving to the public phase of the campaign. Use the checklists, resources, and actions steps provided in the Capital Campaign Toolkit to ensure a smooth transition to the public phase.



PHASE 5: Campaign Kick-off



☐ STEP 1: ENLIST KICK-OFF COMMITTEE

Time to enlist the easiest and most fun committee of your campaign, the Kick-Off Committee. This committee plans a big party to celebrate your campaign.

☐ STEP 2: PLAN KICK-OFF EVENT

Your campaign Kick-Off does not have to be fancy, expensive or elaborate, though it might be. It should, however, mirror the style and character of your organization and campaign.

☐ STEP 3: FINALIZE CAMPAIGN MATERIALS

By the campaign Kick-Off, you are finally ready for a well-designed campaign brochure. These materials will help bring your campaign to a successful conclusion.

☐ STEP 4: PLAN PUBLIC RELATIONS

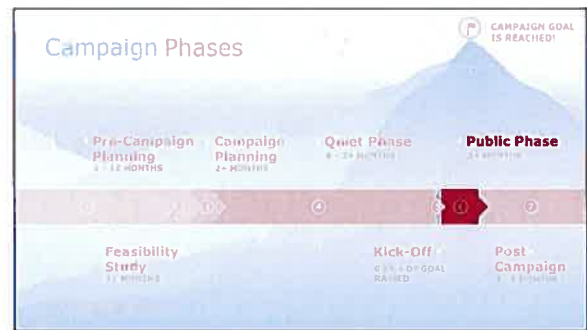
It's time to publicize your campaign to the world and share your exciting news with those near and far.

☐ STEP 5: CONDUCT KICK-OFF EVENT

The participant experience will determine the outcome of your event. You want your guests to go home feeling excited and wanting to help with the remainder of the campaign!



PHASE 6: Public Phase



☐ STEP 1: CREATE BUZZ

This phase of your campaign is all about buzz. It's time to polish and elaborate on your communications plan for the remaining portion of your campaign.

☐ STEP 2: CLOSE THE GAP

It's time to close the gap between what you have raised and your goal. You may need to re-approach some of your largest donors who were solicited during the Quiet Phase.

☐ STEP 3: SOLICIT MID-LEVEL DONORS

Now you will identify and solicit your mid-level donors in a relatively short timeframe, which will bring you into the home stretch of your campaign.

☐ STEP 4: SOLICIT THE BASE

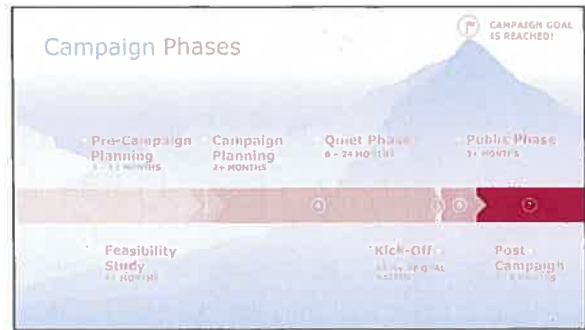
No campaign is complete without giving everyone a chance to participate. You can use one or more approaches to this final solicitation phase, but be sure not to compete with your annual fund.

☐ STEP 5: REPORT PROGRESS

In this broad section of your campaign, frequent reporting makes a huge difference. Positive reports will motivate volunteers and donors.



PHASE 7: Post Campaign



☐ STEP 1: CELEBRATE SUCCESS

Although you may be ready to be done with your campaign, it's important to celebrate your accomplishment, and make sure you touch base with everyone who has helped make your campaign successful.

☐ STEP 2: COLLECT PLEDGES

You've done the hard work of asking, so there's no reason to let pledges go uncollected. A good pledge sheet is used to remind and motivate donors to make good on their campaign pledges.

☐ STEP 3: CREATE CAMPAIGN REPORT

It's important to let volunteers and donors know how the campaign turned out. Create a final report, where you highlight the success of the campaign.

☐ STEP 4: EVALUATE CAMPAIGN

As a final step in your campaign, take the time to get feedback about the campaign from key staff and volunteers.



Steering Your Own Capital Campaign

A capital campaign is a huge undertaking for any organization. There's a lot at stake. And this checklist may feel overwhelming.

But it makes sense to have someone who knows your organization (and what's on the line) leading the charge rather than a pricy campaign consultant who has no skin in the game. That's why we created the **Capital Campaign Toolkit**—[click here to learn more](#).

Before you hire a consultant,

consider the advantages of leading your own capital campaign.

Talk with one of our campaign experts to learn how you can do just that:

APPLY NOW

FREE Capital Campaign
Strategy Session

Here's to your success!



Amy Eisenstein, ACFRE
Andrea Kihlstedt



CAPITALCAMPAIGNTOOLKIT.COM

Highway 133 Irrigation Project**Bid Tabulation comparison sheet**

Bid Amount	Budgeted Amount 2023	Low Bid %	X over budget	Ranking
\$179,758	\$90,000	0%	2x	1
\$212,520	\$90,000	16% over low bid	2.36x	2
\$258,383	\$90,000	44% over low bid	2.87x	3
\$471,844	\$90,000	162% over low bid	5.24x	4

Value Engineering and cost analysis of Highway 133 Irrigation Project.

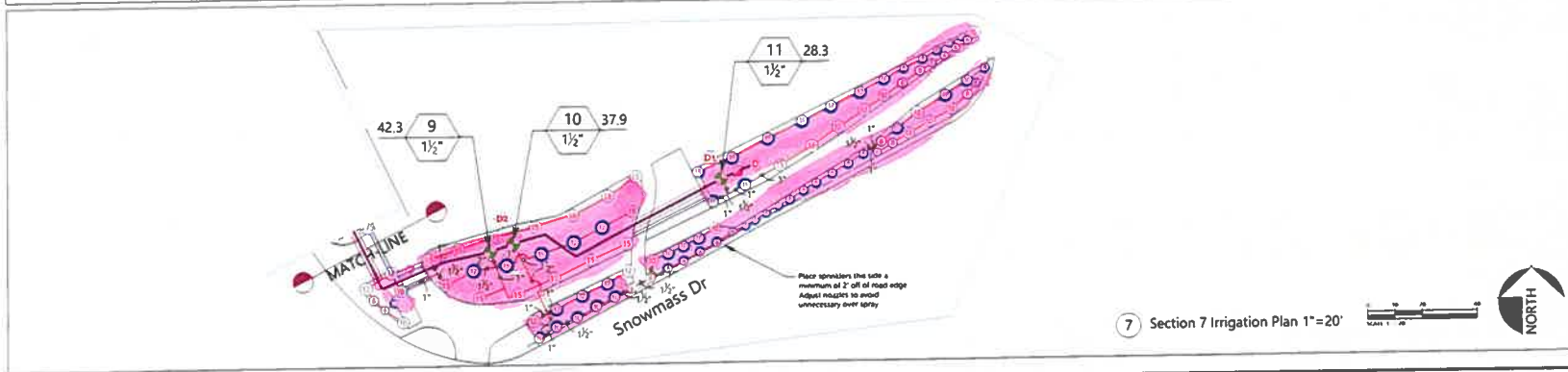
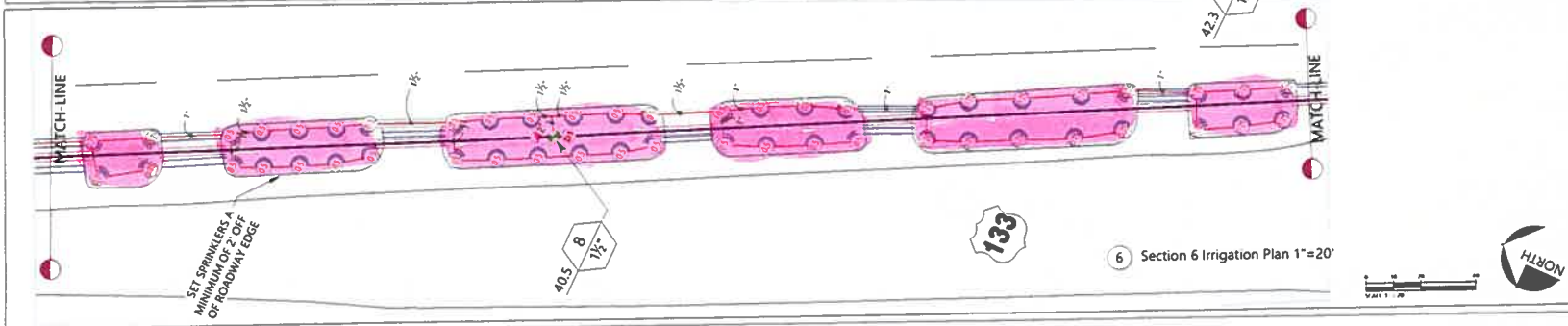
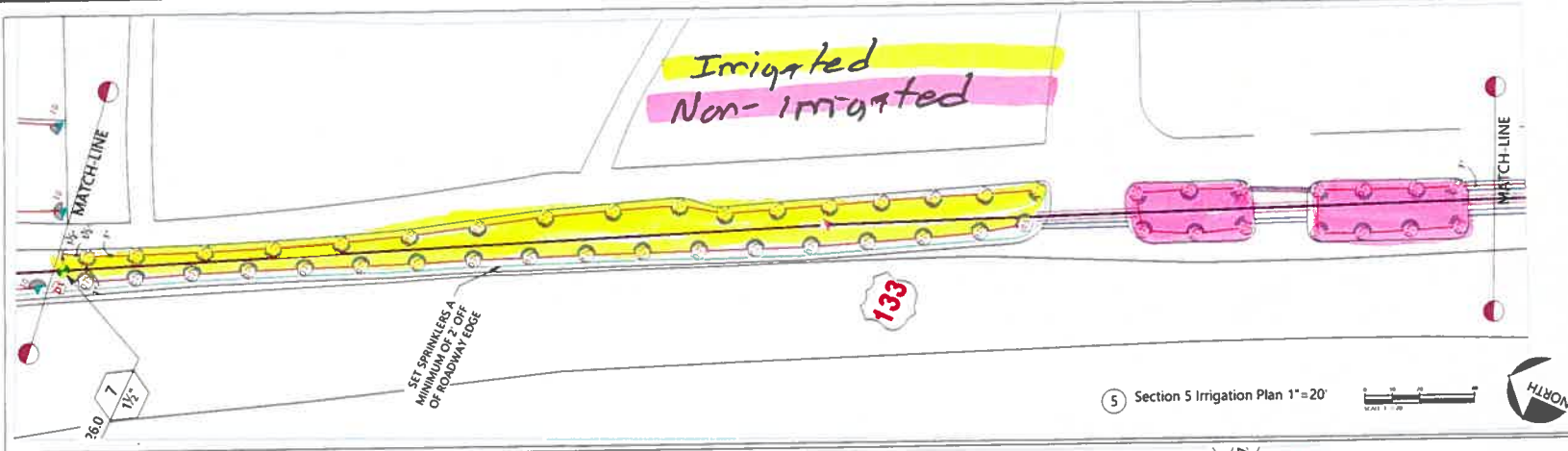
Irrigation design speculation of needed equipment numbers were two years old and have increased from \$37k to between \$55k-\$66k. The scope of the project will be analyzed and the southern section of the irrigated islands between driveways could be eliminated from the irrigation needs with a dryscape plan. This area could be a good use of artificial turf product that requires no water and minimal maintenance. Plan for 2023 is to install pump, purchased out of 2022 budget, to existing system with some additional repairs and to cap the system at the start of the driveway islands in anticipation of the dryscape plan being enacted in those zones. Additional money would need to be allocated in the 2024 budget to see this project come to fruition.

Highway 133 South Revised Irrigation Area



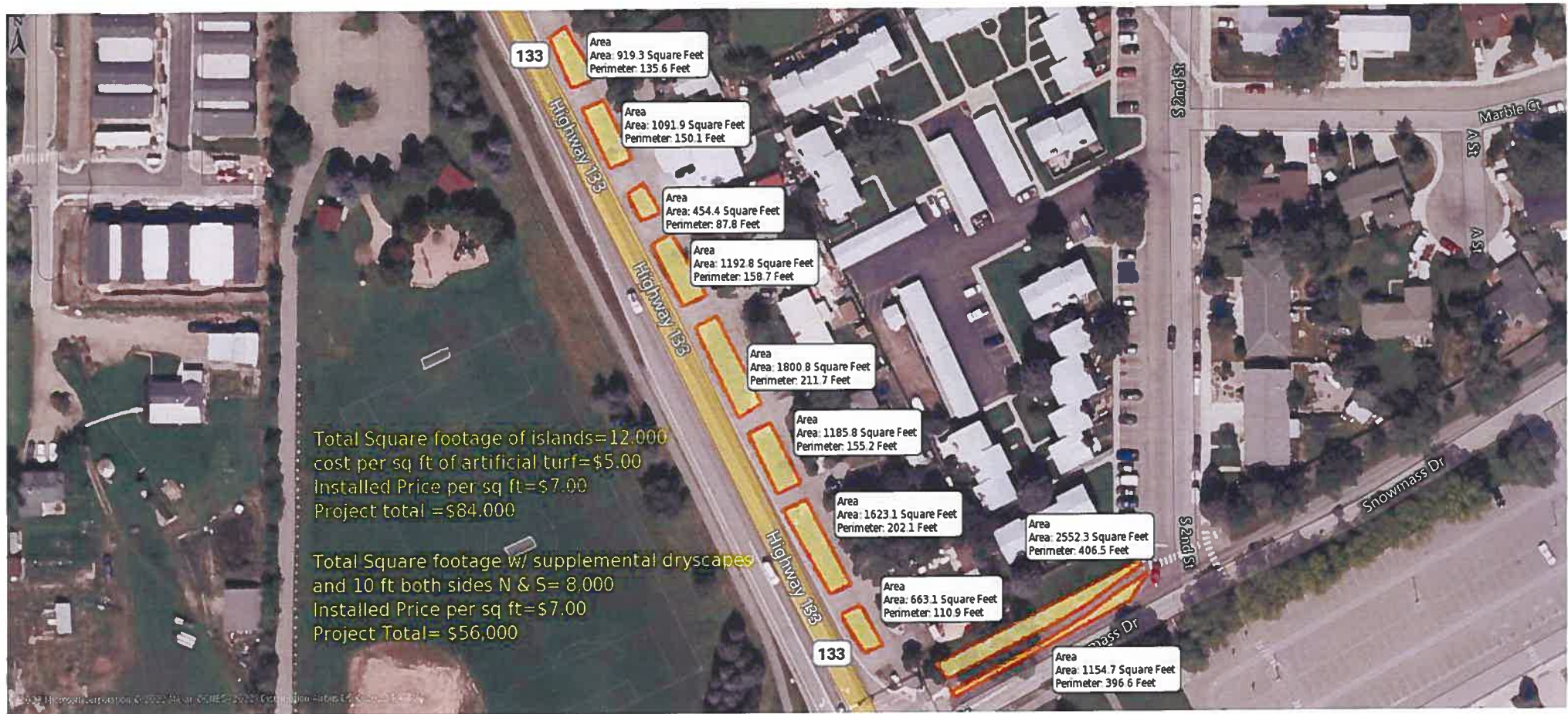
Highway 133 South proposed non-irrigated area





Revising Date Notes Designer	
Project Title	CARBONDALE HWY 133 PARKWAY HIGHWAY 133 CARBONDALE, CO 81623
Client	Grand Junction Pipe & Supply Main Branch 2801 N. CO 81601 9708 243 4604
Job Status	PRELIMINARY FINAL FOR PERMIT CONSTRUCTION AS BUILT
Drawn By	B.G.V.
Designed By	B.G.V.
Checked By	
Design Date	11/09/2021
Drawing Number	2021-0058
File Name	
Drawing Scale	1"=20'
SHEET TITLE	Irrigation Plans Sections 5, 6, & 7
Sheet No	IR-7
Sheet	7 OF 9

Highway 133 South Non-irrigated sq ft for dryscaping ideas



CALCULATE THE SQUARE FOOTAGE ...

WIDTH

LENGTH

TOTAL SQUARE FEET

12000

SUBMIT

FERTILIZER

ANNUAL COST TO REFERTILIZE @ \$3/FT²

\$36,000

\$33,120 - \$38,880

SOD

ANNUAL COST TO RESOD @ \$2/FT²

\$24,000

MOWING

ANNUAL COST FOR MOWING @ \$2/PER FT²

\$24,000

\$22,080 - \$25,920

1,000

HOURS

SPENT MOWING, ANNUALLY.

WATER CONSERVATION
SAVE MONEY AND
WATER!

\$10,141

2,448,000 GAL

TOTAL SAVINGS

\$94,141/YR
\$941,412/10YRS

\$89,341 - \$98,941 / \$893,412 - \$989,412

CALCULATE THE SQUARE FOOTAGE ...

WIDTH

LENGTH

TOTAL SQUARE FEET

8800

SUBMIT

FERTILIZER

ANNUAL COST TO REFERTILIZE @ \$3/FT²

\$26,400

\$24,288 - \$28,512

SOD

ANNUAL COST TO RESOD @ \$2/FT²

\$17,600

MOWING

ANNUAL COST FOR MOWING @ \$2/PER FT²

\$17,600

\$16,192 - \$19,008

733

HOURS

SPENT MOWING, ANNUALLY.

WATER CONSERVATION
SAVE MONEY AND
WATER!

\$6,130

1,795,200 GAL

TOTAL SAVINGS

\$69,036/YR
\$690,368/10YRS

\$65,516 - \$72,556 / \$655,168 - \$725,568

In Progress						
Need to check on status	Carbondale P & R Outstanding Projects	3/12/2023	Funding source or amount	Completed	30 days	60 days
2023 New projects						90 days
*delayed final design/ permit	GOCO Resilient Communities AVLTL Red Hill Shade Shelter & landscaping Red Hill B-Line Trail Improvements and C-line alternate bike trail. Crystal River Restoration and Weaver Ditch Efficiency Project	Grant \$55,000 AVLT Maintenance Endowment	GOCO Contract grant extension C-LineTrail open installed new signs	Grant closed bids due Feb 24	money transferred to Town Bank Ongoing trail maintenance work commenses	Ongoing trail maintenance fundraising & consruction scheduling
*no staff training	GOCO Resilient Communities AVLTL ADA Access/ classroom Fishing is Fun Grant Crystal River Project. CPW 2020 ADA access/classroom Fishing is Fun Grant Crystal River Project. CPW 2021 In-channel improvements	Grant Funded grant \$55,000 Grant \$30,000 Grant \$50,000	GOCO Contract &Resoution processed processed	" " "		
*delayed production/ delivery	CIWMP- Approval for 2023 weed mitigation strategies Playground & Park equipment repairs Cirsa audit Mobile Stage 3 trained used 8 times in 2023	2023 Budget 2023 Budget 2023 budget	BOT 2023 Plan Approval in Feb BOT Fee Waiver paperwork approved	Staff Trained & certified in herbicide Winter maintenance projects repair batery issues	Staff training horseshoe pits & swing wear mats repair battery issues	Implement plan vinyl coating on metal, horseshoe pits backstops first use
	Aquatics Facility Nature Park-loop pathway improvements trail maintenance techniques RVR Park Weed Management - can/will they adopt Town weed plan Hendricks Playground Replacement Burke bid \$82,604 Sopris Park ADA Path & Water Fountain replacements Miners Park Irrigation Retrofit to ditch water	2023 Budget Bond surplus EWF from 2022 Orchard & Triangle Park 2022 Budget appropriatioin ordered & contracted 2022 parks CIP budget	Owners rep under contract Test sections wood chips donated Town Staff request to GM A & Z Contracted construction complete VFD Pump installed and plugged in	RFP/RFQ for engineering and design work Test Pea gravel in mud under wood chips report on Triangle and Orchard construction delays due to weather process vfd rebate	select proposal/contract with design & construction group Wood Chip project-Friends of park include strategy in weed management plan set construction schedule/ mobilizaiton charge and make functional winterized	wood chip project include strategy in weed management plan consruction begins hook up water fountains in spring Electrician to hook up after ditches are on.
	Park Signage and Branding (Dogs in park story map) Highway 133 South Irrigation replacement project Youth Art Park Rio Gande with Carbondale Arts Replace Rec Center Skylights and new security cameras Replace Boiler and Pool Chemtrol distribution unit Updated Highlighted Chart of Master Plan Ramey-Harvey Park Improvements bear proof trash cans & install signage 4th Street Plaza Park Improvements (Chacos Park) Hendricks Dog Park Water Fountain Replacement CWWRA-Carbondale Wild West Rodeo Association MOU and solutions Electrification of mow equipment Cemetery Software Purchase and implementation CIRSA Claims property work in Parks	2023 Budget 2023 Parks CIP budget \$35k GOCO Grant Extension 2023 Rec budget 2023 Pool Budget na 2022-23 budgeted 2023 budget 2022 budget 2023 Rodeo Maintenance 2023 parks budget 2023 Budget CIRSA Reimbursed	research rfp and bids-received 4 bids extension to Sept 2023 budgeted April P & R Meeting solar irrigation controllers/ signs/ tables Title work, shed demo, tree removal Product received 3 solutions meetings to date equipment purchased 3 quotes and assessments CIRSA payments to Town	subcontract graphic artist low bid was twice what was budgeted winter Project seek contractor for 2023 work Schedule and contract the work review and update master plan CAFCI donated 2 benches fmlD planning grantsubmitted storage for winter Finalize MOU language, parking ideas quotes for 52" zero turn electric ride on m Chose a software and purchase North Face Bathroom and Red Hill Porta Pi	produce sign designs value engineer project Winter Project select contractor budgeting for 2024 Colorado Concrete proposal accepted Hire Design Team for master plan-fix park spring install GARCO Board of Commissioners approval order and purchase machine software training and implementation In process of being fixed	produce signs install new pump fix mainline Grant closeout with GOCO, August contract with contractor Work before Spring opening Budgeting for 2024 concrete pad in April for benches Public Outreach and pricing work spring install Install no parking signs machine training and use. Implementation projects completed
* affected by covid-19						
Completed 2022						
* change scope public outreach	Aquatics Facility Master Plan Nuche Park - Parking & Signage Miners Park Volleyball Border Project Triangle Park Tennis Courts crack repair Batting Cage at Bill Hanks	completed Fence Permit and approval net sleeves, lines, grass seed completed with final fix construction complete	GOCO Grant closeout fence completion Completed open Inspected install signage			
*delayed fundraising	Fence at White Hill (Hillcrest) Cemetery received bid Taylor Fencing	Old Fence Removed & contrac	Construction and completed	shut down store for winter in shed		
*delayed bidding	Nuche Park Parking Lot improvements Grade and Road base Bear Proof Trash and Recycling Cans Bonnie Fisher Park signage and enforcement Electric Work at RV Park Red Hill Signage for completed kiosk North Face Bike Park Jump line capping Replace pool water heater at Pool Electrification of mow equipment High Speed Radio WiFi Internet at Gateway RV Park Hillcrest Cemetery Red Hill C-line alternate bike trail.	Street Crew conservation Trust Fund Demeters Garden/Access road 2022 rv park budget 2022 budget 2022 Rec budget 2021 budget partial 2022 parks budget 2022 rv park budget 2022 budget	2 in triangle, 2 in Thompson public outreach /sign production Contracted w/Lassiter phase 4 RFP with Proposals project completed replaced , waiting to test equipment purchased project completed Fence Completed	Timing TBD but before Bald Eagle Closure arrived and placed Signs Installed send letters to homeowners work complete sites 15-19 Kiosk signage completed and installed installed Use completed contract for survey and plot layout completed not awarded	Construction done Enforcement completed done test in spring when water back on use completed by May 6th work concluded no probuild needed	Bald Eagle Closure Dec 1 done Enforcement completed by May functioning use assesment completed work concludes
Grants not awarded 2022	FMLD Rec Center Gym LED Lighting Retrofit	AVLT Maintenance Endowment FMLD Mini-Grant	Trail open submitted			