TOWN OF GRAND LAKE
BOARD OF TRUSTEES - WORKSHOP/SPECIAL MEETING
MONDAY AUGUST 27, 2018  5:00 - 7:00 P.M. - TOWN HALL

AGENDA

CALL TO ORDER

ROLL CALL

CONFLICTS OF INTEREST

DELEGATIONS: NONE.

DISCUSSION
* 1.) Items from Town Manager. (Page A1)
* 2.) Town Planner Shull- Grand Lake Water Shuttle (Page A4)
* 3.) Trustee Generated Topics
  Trustee Southway- Workshop Meetings/Transparency (Page A14).
  Trustee Bruton- Affordable Housing
* 4.) Meeting Updates

BOARD ACTION ITEMS FOR EVENING MEETING
  # 1.) Consideration to approve a Special Event Permit Application from Peter Esmonde for a
       "First Responder Thank You Parade and BBQ." (Page E52)
  # 2.) Consideration to approve a Special Use Permit for Tashi’s Jewelry, retail space. (Page E56)

LOCAL LIQUOR LICENSING AUTHORITY- QUASI-JUDICIAL-
  # 1.) Consideration to approve a Special Event Liquor Permit from the Grand Arts
       Council for their “Classical Piano Concert” event. (Page E65)
  # 2.) Consideration to approve three Special Event Liquor Permits from the Grand Lake
       U.S. Constitution Week for their “U.S. Constitution Week” events to be held at Grand Lake
       Town Park, Grand Lake Center, and Western Riviera Lakeside Event Center. (Page E67)

FOR YOUR INFORMATION
* 1.) Planning Commission Candidate, Letter of Interest- Leona Goettel (Page A15)
* 2.) Board of Trustees Meeting Packet Deadlines (Page A16)
* 3.) Planning Commission Recommendation to Board about Future Membership (Page A17)
* 3.) Lessons Learned in Leadership (Page A18)
* 4.) Leave a Legacy That Matters (Page A20)
* 5.) The Rising Tide (Page A22)

*items attached to workshop agenda  #items attached to evening agenda
Date: Monday, August 27, 2018

To: Mayor Peterson and Town Trustees

From: Jim White, Town Manager

RE: Items from the Town Manager

1. Streetscape Project

The final curb and gutter work was completed on Vine Street adjacent to the Park Avenue Lofts and a day or two later on Wednesday, August 15, 2108, Vine was paved with asphalt to Park Avenue as well. Mountain Parks Electric will be removing the last of three utility poles and the electric wires will be buried along that segment of Grand Avenue. Replacement of several bulb outs from Phase 1 was started during the week of August 6-10, 2018. We are waiting for removal of the light pole at Boot Hill before the boardwalk work can be completed there. Sloan Construction has started installation of irrigation and landscape features at Park and Vine.

2. West Portal Bridge Project/Mobilization

Elliott Van Stelle, Structures, Inc, our consulting engineers from Benesch Engineering and CDOT are working on value engineering options offered by Structures, Inc. Collectively they are also working to revise the construction schedule and to prepare to start the project. Work on the bridge is now planned to commence in the next 2 weeks, pending CDOT approval of the recommended value engineering. Value engineering recommendations focus predominantly on the process and timing for removal of lead paint from the bridge. The date for startup for the project keeps changing, but we have most recently been told we will have two or three days notice and that it can come any day after Monday, August 20, 2018.

3. Resource Management Plan/Bureau of Reclamation

On Tuesday evening, August 14, 2018, Town Planner Nate Shull, myself, and Traci Robb with the Bureau of Reclamation led the Public Meeting on the scoping process for the work we have begun on our 10 year Resource Management Plan (RMP) for the area at the East Inlet. About ten participants attended to review preliminary concepts and to offer public input. Public notice of this meeting was issued by the BUREC in the local media.
4. **Sales Tax Figures Are Up**

For five of the first six months of 2018, sales tax numbers are up compared to last year, and they have been steadily on the increase over the past four years. Figures for May and June 2017 and 2018 are the most dramatic. Staff believes that the improvements to Town are the reason, or influence, for some of the increases.

**ANNOUNCEMENTS**

- **On Sunday, August 19, 2018,** the Historical Society will host the 4th Annual Chicken Dinner at Cottage Court beginning at 5:30pm.

- **Fire Restrictions**
  Grand County Commissioners and the Grand County Sheriff continue to have fire restrictions set at Stage 1, still effective as of Tuesday, July 24, 2018. The Town of Grand Lake adheres to the same level of restriction as stipulated by Grand County. As of August 16, 2018, the restrictions remain the same.

- **NWCCOG**
  Via conference call on Thursday, August 16, 2018, I attended the Northwest Colorado Council of Governments meeting. Several primary topics of conversation included: Aquatic Nuisance Species and strategies to protect our Colorado water bodies; economic development; and discussion about the impacts of the plethora of fires throughout the State of Colorado this summer.

- **CAST**
  On Thursday and Friday, August 23rd and August 24th, 2018, I will be attending the CAST meeting in Crested Butte, CO. I serve on the Board of Directors.

- **Thank You**
  On Labor Day, Monday, September 3, 2018, a parade beginning at 11am, followed by a public gathering in Town Park, will be held to honor the 1st Respondents and Firefighters who fought the "Golf Course Fire" which began on June 28, 2018.

- **Grand Lake Lodge Development**
  The next Planning and Zoning meeting to discuss the development of the Grand Lake Lodge property will be held on Wednesday, September 5, 2018. In preparation, staff and R&G Planning and Engineering, our third party reviewer, are reviewing the corresponding resubmittal by the development team.
As always, please let me know if you have any questions or concerns.

Quotable Quote(s):

"We don’t stop laughing because we grow old; we grow old because we stop laughing."

- Anonymous
Grand Lake Water Shuttle

Service Operations, Costs, and Logistics

HEADWATERS MARINA TO E. INLET/ADAMS FALLS

SUMMER 2019
Why a water shuttle?

Concept is supported by multiple planning documents
- Gateway Community Livability Assessment and Recommendations Report
- Grand County Master Plan
- Northwest Coordinated Transportation & Human Services Plan
- Intermountain Region Long Range Transportation Plan

Part of Grand Lake history!
- Harks back to 1940’s and 1950’s when “Mickey”, Grand Lake’s public steamboat was in operation

Reduces carbon emissions and car volumes at E. Inlet
Relatively inexpensive way to enjoy the Lake
Operation Basics

Pick up and Drop off Locations

Trip Duration
- Six (6) to Eight (8) minutes one-way (depending on weather conditions)

Service Schedule

<table>
<thead>
<tr>
<th>Season</th>
<th>Days</th>
<th>Hours</th>
<th>Headways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid May</td>
<td>Thursday</td>
<td>8:00 AM</td>
<td></td>
</tr>
<tr>
<td>through Late</td>
<td>through</td>
<td>(first trip)</td>
<td>Every hour (top of hour from public boat dock, bottom of hour from E. Inlet boat launch)</td>
</tr>
<tr>
<td>September</td>
<td>Sunday</td>
<td>4:00 PM (last trip)</td>
<td></td>
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Shuttle Basics

Vessel Make/Model

- 20’ Encore Bentley (Pontoon)
- 14 Passenger Capacity
  (excludes the driver)

Retrofitted with:

- New vinyl flooring
- Aluminum or wood benches
- Life safety equipment
- Cover/awning
# Financing (2019 Fiscal Year)

<table>
<thead>
<tr>
<th>Capital Expenditures (Shuttle)</th>
<th>Capital Expenditures (Non-Shuttle)</th>
<th>Operating Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vinyl Flooring = $600 - $1000</td>
<td>Operational Shed = $1500 - $2000</td>
<td>Staff Seasonal Wages (Driver = $15 p/hr; Ticket Operator and Boat Securer = $12 p/hr)</td>
</tr>
<tr>
<td>Bench Seating = $2500 - $3000</td>
<td>Verifone Credit Card Reader = $150 - $300</td>
<td>Shuttle Maintenance/Repairs = $500 - $1000</td>
</tr>
<tr>
<td>Canvas/Bimini Top = $300 - $600</td>
<td>Life Jackets/Safety Equipment = $200 - $500</td>
<td>Gas = $6000</td>
</tr>
<tr>
<td>Subtotal = $3400 - $4300</td>
<td>Subtotal = $1850 - $2800</td>
<td>Insurance = Covered by CIRSA</td>
</tr>
<tr>
<td></td>
<td>Subtotal = $33000 - $35000</td>
<td>Total = $38250 - $42100</td>
</tr>
</tbody>
</table>

Source: Jon T. Hall, Marine Operator
## Financing (2019 Fiscal Year)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Shuttle Fare/Rates (@ $5 p/ride)</th>
<th>Shuttle Fare/Rates (@ $7 p/ride)</th>
<th>Shuttle Fare/Rates (@ $10 p/ride)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max = $40,000 (formula of $5 p/person x 14 passengers x 8 rides p/day x 70 days of operation)</td>
<td>Max = $55,000</td>
<td>Max = $78,000</td>
<td></td>
</tr>
<tr>
<td>Conservative = $26,000 (roughly 0.66% of max revenue)</td>
<td>Conservative = $36,000</td>
<td>Conservative = $51,500</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- Reduced rates for children, seniors, military not accounted for
### Forecasting Profits

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income =</th>
<th>Notes</th>
</tr>
</thead>
</table>
| 2019 | -$15,000 to $11,000 (estimated 66% of max revenues w/ capital expenditures) | -
| 2020 | -$4,000 to $24,500 (estimated 75% of max revenues w/ no capital expenditures) | -
| 2021 | -$2,000 to $28,000 (estimated 80% of max revenues w/ no capital expenditures) | -

**Notes:**
- Portion of Net Income + may be leveraged towards a grant match for facility and/or infrastructure improvements (i.e. dock upgrades, queue stations/pavilion, etc.)
- Grants include:
  - FLAP (Federal Lands Access Program)
  - CDOT Mini Grants/OTS
  - Others TBD
Federal Agency Involvement

National Park Service

Interest Level – High

Role/Responsibility - Manage visitor usage of E. Inlet Trailhead (i.e. establishing maximum volumes for trail usage p/hr or p/day). Possible permitting required (TBD – to discuss with NPS Staff)

Bureau of Reclamation

Interest Level – Medium

Role/Responsibility – Passenger unloading/loading location at E. Inlet and access to Trailhead across management area. Permitting required
Future Considerations

- Contracting out to Private Operator?
- Expanding route service to Point Park? Green Ridge?
- Using Tour Boat for Water Shuttle?
- Other?
Thank You Questions?
Thanks Alayna,
I would like to add the following discussion item for the 8/27 workshop:
Discuss changing the status of the workshop meetings from special to regular meetings so that the workshop meetings are more transparent and there are minutes available for the public to read or listen to.

Thank you, Cindy Southway

Good morning,

I wanted to send a quick reminder that any topics/items for the BOT meeting on August 27th are due Friday, August 17th by 10:00 am, so I can get the packet posted by noon.

Thank you,
Alayna Carrell
Town Clerk
Town of Grand Lake
1026 Park Avenue
P. O. Box 99
Grand Lake, CO 80447
970-627-3435
970-627-9290 - fax
www.townofgrandlake.com
Nate and Jim,

I am highly interested in joining the planning committee in one of the two open positions. I have been a Grand Lake residence for four years and live within town limits. I am also a registered voter with the town. In addition I have had a business in the town for two years.

Please let me know what additional steps I need to make in order to be considered a candidate for this position.

Thank you.

Leona Goettle
720-840-7805
August 27, 2018

**FYI:** In order to have the Board of Trustees meeting packets out for review six working days before the meeting (per Grand Lake Municipal Code 2-4-5(D)); the following deadlines for *Items, Topics, or Requests* to be added to the meeting agendas are as follows:

<table>
<thead>
<tr>
<th>BOT Meeting Date</th>
<th>Deadline by 10:00 a.m.</th>
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<tbody>
<tr>
<td>September 10th</td>
<td>August 31st</td>
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<tr>
<td>September 24th</td>
<td>September 14th</td>
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<tr>
<td>October 8th</td>
<td>September 28th</td>
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<tr>
<td>October 22nd</td>
<td>October 12th</td>
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<tr>
<td>November 12th</td>
<td>November 2nd</td>
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<tr>
<td>November 26th</td>
<td>November 16th</td>
</tr>
<tr>
<td>December 10th</td>
<td>November 30th</td>
</tr>
</tbody>
</table>

Thank you,

Alayna Carrell

Town Clerk
TO: Mayor and Trustees

FROM: Nathaniel Shull, Town Planner

DATE: 08/17/18

RE: Planning Commission Recommendation to Board about Future Membership

Dear Mayor and Trustees,

Per your directive to staff at the 08/13 Board of Trustees Workshop, the Planning Commission has come up with a recommendation for what they would like to see for future PC membership. The recommendation is stated below:

“Planning Commission recommends the repeal of Ordinance 09 – 2016, and ordinance amending Chapter 12, Article 1 of the Gran Lake Municipal Code regarding membership of the Planning Commission (prohibiting members of the Planning Commission to simultaneously be a Trustee or the Mayor of the Town of Grand Lake).”

Staff can answer any questions you have.

Regards,

Nathaniel J. Shull
Town Planner
Town of Grand Lake
970-627-3435
glplanning@townofgrandlake.com
LESSONS LEARNED IN LEADERSHIP

WAY BACK WHEN I WAS A YOUNG lieutenant, my squadron commander had a large picture hung behind his desk of about a hundred medieval warriors charging off toward the left end of the picture. Well behind them was a single figure running to catch up. The caption below said, “There they go! I must hurry after them, for I am their leader!”

If you have led any organization, large or small, this should make you chuckle. Keeping up with, and steering, a group of determined, talented people can be exhausting, as well as frustrating. But those of us who practice the art (and it is an art) of successful leadership know that it is personally rewarding beyond words.

I have had the privilege of “hurrying after” many hard-charging groups of folks while in uniform, in the private sector, and now as the executive director of the Colorado Department of Local Affairs. The size of the teams has varied from as small as 200 people to more than 30,000 with diverse purposes and missions. But the core tenets of leadership do not change. Following are a few that I have picked up, both as a follower of great leaders and a practitioner of the art they helped me learn.

First things first: Being the leader is not about you. It is about the people you lead and the results they deliver. Being the boss is a special privilege, but it does not make you special. Being humble about the position you hold is not just a gift to those you lead — it is a gift to yourself and will keep you grounded.

Next, those you lead need to know what your core values are — those things that, no matter what happens, you expect of yourself and those you lead. Mine are the values the Air Force adopted decades ago:

- Integrity First: Doing the right thing, even when no one is looking, and regardless of result
- Service Before Self: Public service is sacrificial by nature — mission first, and always
- Excellence in All We Do: We are what we repeatedly do — excellence is not an act, it is a habit

However you express your core values, you need to be certain that everyone in the organization knows them. I speak to all newcomers to my department about our vision and mission. And I always cover these values as non-negotiable traits that they must model. When people fail these tests, we retrain them. In the case of integrity, we quickly help them find another line of work.

Leaders listen and learn. I do not consider myself particularly talented. But I am very good at learning and understanding what my team is doing. This is not about being detail-oriented, as I cannot possibly know how to do their jobs. But I want to know enough so that I can ask thoughtful questions and can also explain to others, especially my bosses, what we are doing and why. This instills confidence in your organization, helps your people feel valued, and convinces them that you have their back. It also helps you keep up with them when they go “charging off!”

Leaders make decisions. One of the drawbacks of our modern information age is a growing presumption that we can know almost everything about any particular issue or challenge that we face. There is nothing wrong with trying to quickly get as much information as you can when facing a difficult choice. But, you will never know everything, and the extra time, meetings, etc., spent hunting down and debating all of the information is an opportunity cost that draws on limited resources.

Good teams can make even a mediocre decision work. But they cannot make a “no decision” work. Decide, and move forward.

Leaders get buy-in. My favorite coffee cup (which I have owned for more than 40 years) has the following inscription: “Diplomacy is the art of letting someone have it your way.” A beloved boss of mine once told me, “The best way to keep people from shooting holes in your boat is to get them into your boat.”

Good leaders are inclusive in their decision making, even when they may already have a pretty good idea of where they want to go. Listening and debating is good for your team and for you — you will likely learn something that makes your plan better. In these types of debates it is wise to give on small points, including others’ ideas. It allows your team to see their fingerprints on the final product. Once you get to a conclusion, their combined ownership will convince them to “have it your way.”
Leadership in a crisis is where we earn our pay. Anyone can be the leader on a good, routine day. **We have leaders for the bad days.** When those days come, and they will, you have to be the calm, collected voice. If you do, they will reflect that calm. If you lose your cool, so will they — not good!

To prepare for the "bad" days, it is essential that you have a plan appropriate to what crisis you might face (in my previous life it was losing an airplane, or going to war), and that you exercise that plan regularly to get the kinks out, constantly improving on the original. This is critical, because when the crisis comes you must stick with the plan. As a senior Marine veteran used to tell me, "Slow is smooth ... and smooth is fast." Doing something quickly or on the fly may work in action movies, but it is the road to ruin in the real world. Good crisis leaders slow it down and keep everyone on track.

As I close, here are a few other self-explanatory leadership tips:

- **Have a clear vision** for your organization that focuses on the object of your affection (your citizens and community), not on your organization.

- **Pick three to five major goals** that you want to pursue to make the vision a reality. Do not add to the list until you achieve them. Long lists of goals are counterproductive — everything cannot be a priority.

- **Trust your people** — no one comes to work trying to do a bad job. Expect excellence.

- **Train your replacement.** Invest in people’s future, especially when you see talent. If you are a good leader and mentor, the organization will thrive long after you are gone. Again, it is not about you!

- **Success is a lousy teacher.** If you never make mistakes, you are not pushing yourself or your organization hard enough. Take ownership of failures. Give credit to the team for the successes. Your people will walk through walls for you if you habitually put them first.

- **Thick skin is essential.** Do not take criticism personally from above or below ... even when it was meant that way.

- **Good leaders are lifetime learners.** They constantly make adjustments based on observations of others, and new situations.

Being a leader is a high calling, no matter what the level or size of the enterprise. More than ever, committed quality leadership is in demand — and it matters. When you get it "right," there is no better feeling in the world. Step up and make a difference!
LEAVE A LEGACY THAT MATTERS

THIS IS A TOUGH AND BRUTAL time to serve your community. The personal cost of leadership has never been so high — and the need for character-driven leaders who put service above self has never been more critical. Public service has always been hard, but in too many communities, public service has devolved from hard to brutal."

It can be emotionally wearying just to endure the constant slings and arrows of trolls who thrive on mean-spirited name-calling. They often knowingly disseminate false information with a conscious goal of dividing the community. It is even more frustrating and hurtful when it is a colleague on the council modeling the worst behaviors of divisiveness to try and get his or her way.

Sometimes you can feel so ground down that it becomes easy to forget that you originally ran for office because you love your community and wanted to create a future that is better than it would have been without your influence. Sometimes, it can take all you have just to survive the daily onslaught of incoming social media slime missiles just to get through the next meeting, without worrying about the impact your decision will have 25 years from now.

The temptation to abandon the importance of the future, and satisfy the urgency of the rock throwers who want what they want and want it now, can be highly seductive. But sacrificing the important for the urgent is always exactly the wrong thing to do. When you were elected, you were entrusted with a sacred duty to shape the future for the next generation, and the generation after that, and the generation after that.

And although you were elected to leave a positive legacy that will still matter long after you have left office, in the middle of the political insanity it can feel like a "mission impossible" with no simple answers. But Ronald Reagan was right when he said: "People say there are no simple answers. There are simple answers. They just are not easy answers."

Walking the talk of authentic servant leadership will help you leave a legacy that matters, and provides the simple answer to the dysfunctionality and hatefulness that seem to inspire so much civic discourse these days.

The forces of hatefulness and mediocrity make walking the talk difficult — they do not want you to think about the future, they want you to "obey." But if you have the courage to walk the talk of authentic servant leadership, the 11 simple commitments outlined to the right will provide you the path for success.

May you have the courage to walk the talk of an authentic servant leader, and in so doing leave a legacy that matters.
Because I am committed to creating a future that is brighter and healthier and more beneficial to all citizens, I will:

Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to those who got me elected.

Focus on mission, vision, and values as the benchmark for my decisions and recognize that my responsibility is the pursuit of the greatest good for the entire community and not the satisfaction of any particular group's agenda.

Make decisions based on fact-based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.

Recognize that “it takes a smart man to know where he is stupid” and have the wisdom to be smart. Accordingly, I will value those who have the courage to tell me what they really think, and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.

Embrace my responsibility to govern rather than to manage; recognizing that if I am doing staff’s job I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.

Place a greater emphasis on solutions than on problem, while refusing to offer solutions before I understand the problem.

Understand that mutual trust is the foundation for everything, and that if I refuse to trust others, they will be unable to trust me.

Protect the integrity of the process more than the rightness of my position; I will fight hard for my issue but then unify behind the governing body when the decision is made because the decision was made with integrity of process, even if I disagree with the outcome.

Understand that my deeply held beliefs, values, and positions will be strengthened, not compromised, by courteous, respectful, and civil discourse. I will not treat someone as the enemy just because we disagree.

Treat everyone with dignity and respect because of who I am as a leader... not because of how they treat me or what I think about them.

Be a role model for civility. I will not treat my colleagues or staff in any way that would embarrassed me if my 5-year-old child treated someone the same way.
THE RISING TIDE

MOST MEMBERS OF CML remember that when I first started the Wynkoop brewpub in LoDo (in 1988 when the rent was $1 per square foot), we put up ads for other LoDo restaurants in our vestibule. I argued that our “real” competition was television, and that by promoting other restaurants we were creating a “rising tide” that would help us all.

A dozen years later, I campaigned on the idea that if Denver became a fair and active partner with the suburbs in efforts supporting water conservation, transit, and economic development, we could create a different and much larger rising tide. Together, we created FastTracks — the largest transit initiative in history — with all 34 suburban mayors on board.

These same mayors agreed not to “poach” businesses and jobs from each other, and Denver joined with the region to aggressively conserve water, to allow for future growth as well as to support traditional agriculture.

When I ran to become governor in 2010, Colorado was still reeling from the Great Recession, and only 40th out of all 50 states in job creation. We pledged to work with the entire state to get our economy back on track, starting with a foundation of locally elected officials.

As my first act immediately after my inauguration, I signed my first executive order “establishing a policy to enhance the relationship between state and local government.” To begin with, we would not pass along any unfunded mandates to municipalities or counties.

This meant better communication, less regulation, and more solutions — and if we did have to create a regulation or rule, we would talk about it first.

We decided we would work together to create an efficient, effective, and transparent state government.

To address our sputtering economy, we began at the local level. We convened meetings of local civic leaders in all 64 counties, anchored by local elected officials. In every meeting we asked: What type of economy do you want for your counties?

You told us to slash red tape and bureaucracy, so we did that — we cut or simplified half of our 24,500 rules and regulations. You asked us to make life easier for small business owners, celebrate innovation and technology in every corner, and market the state to tourists and entrepreneurs who might want to build a life here.

Together we created the Colorado Impact Fund to invest solely in Colorado businesses. We created the Colorado Innovation Network to link federal and university labs. We celebrate start-ups and even made entrepreneurs celebrities!

You helped us create Jumpstart Colorado so those who set up shop in rural parts of the state will not have to pay taxes for five years.

Our Main Street Program helped restore dozens of buildings that have led to the revitalization of countless towns.

Our economy went from 40th in the country to first.

Our rural communities still lagged, however. We realized we needed to lay fiber optic lines to every town in Colorado. Now we think broadband will reach everyone by 2022.

You led the effort along with 30,000 friends to create a groundbreaking water plan.
We balanced energy development while expanding our public spaces and cleaning our air.

Because of the support of local communities, together we got through droughts, fires, shootings, and floods.

We invested in our communities — libraries, churches, ball fields — and in the end, our love for our places became stronger. I think our affection for our cities and towns is our greatest currency.

And along the way, we did not get stuck on Democratic ideas or Republican ones. We made decisions based on doing the most good for the most people.

President Kennedy said it best: "Let us not seek the Republican answer or the Democratic answer, but the right answer."

For nearly a decade we did something unique: used facts and data. We built a foundation of collaboration. We valued people over party. We listened harder and restored honesty and trust because there is no margin in enemies.

But that is not to say there are not challenges. Work remains between you and the next governor. We have to fund transportation, train a 21st century workforce, expand affordable housing, and get medical costs under control.

One thing I have learned from you, however, is that these hardest challenges are best tackled with local voices. Make sure you are heard, and sing in harmony.

I am often asked about my legacy, a question I hate because we have got four months left and this is my favorite job.

But if I have to pick, it is not necessarily the environment, the economy, or any of our traditional "successes."

It comes back to that very first executive order: No unfunded mandates, and everything we do starts with a conversation.

I hope you have enjoyed the conversation. I hope we have created a model of compromise you are proud of that will endure long beyond any of our time in office.

Just this year, elected officials from both parties found common ground when it seemed like there were mountains between them. In many ways, it was the most productive legislative session of our time together.

For the past seven years, we have worked hard to live up to Colorado values, and even to conform with the "Cowboy Code of Ethics" — a list of 10 rules, which I have framed in my office.

One of the rules states: "When you make a promise, keep it." Those have been our North Star. As I near the end of my time in office, I have been reminded of another cowboy code: "Always finish what you start."

Looking back, we have met or exceeded almost every goal we set. We got our hands wet or dirty to make things work, because that is what people want, from jobs and our economy to expanding health care coverage, transportation, and broadband.

From the beginning, we focused on small businesses and jobs and greater control at the local level, because collaboration truly is a rising tide that lifts all ships.

I am honored to have been your governor, partner, and friend these eight years.

One last thing: giddy up!