

## **Executive Director Report**

Prepared for the Carpe Diem West Board of Directors

Background for June 2, 2011 Board Meeting

### ***The Excellent News***

- ▶ To date, raised over \$435,000 (72% of annual budget of \$602,000), with good immediate prospects for an additional \$100,000 by the end of the year (total raised in 2010: \$432,000).
- ▶ Five programs are moving rapidly from the “convening stage/figure out the landscape/ untested network model” to becoming full programs with great network leadership, policy outcomes/strategic direction.
- ▶ Excellent team of staff, consultants, working group and core team members.

### ***The Challenging News***

- ▶ Foundation funding accounts for 92% of total funding; with 57% coming from one source (Kresge).
- ▶ The 5 programs are becoming unsustainable from the staffing capacity perspective. One of 3 core staff members is leaving this summer.
- ▶ Organization—programs, operations, etc.—is evolving rapidly; collectively, the Board is not up to date on strategic direction, etc., nor invested in fundraising activities.

## **1. Governance and Corporation**

- ▶ **Annual filings** - IRS 990 to be completed by August 2011 (extension filed). All other filings submitted on time. Public support test for 2010 has been met. (Note: new IRS rules require preparation of a substantially more detailed 2010 Form 990, requiring additional staff and consultant time.)
- ▶ **Insurance** - Directors & Officers liability insurance, and general and property liability insurance policies renewed and in effect.
- ▶ **Corporate Resolutions** - Corporate and governance resolutions approved and in effect. Additional resolutions (primarily updates to current ones) to be presented at the 6/2/11 Board meeting.
- ▶ **New Board members** - To be discussed. Need fuller discussion of how to develop optimal governance model.

- ▶ **Strategic planning** - Need process for Board discussion/decisions on long-term strategies.
- ▶ **Name change** - Change made/approved by CA Secretary of State. Still need to complete change with IRS (via 990 filing). Name change made with funders, financial institutions, vendors, etc., and with overall branding and organizational identity.
- ▶ **Corporate Suspension** - matter resolved, no penalty or effect on operations.

## 2. Finance and Budget

- ▶ **Financial Reports** - (12/31/10 & 3/31/11) - see attached.
- ▶ **Financial review** - Per Board's review of the issue, have decided not to do an audit or review, but are in the process of conducting an internal controls review with an outside consultant. Report to be completed Summer 2011.
- ▶ **Financial safety measures** - New procedures were implemented on 4/1/10 that ensure fewer opportunities for fraud or embezzlement.
- ▶ **Financial accounts** - 6 total: checking, business savings, 2 money markets, CD, Schwab.

## 3. Fundraising (See attached fundraising report for more detail)

- ▶ **Foundation funds received to date in 2011** - Alki/Tides, Campbell, Kresge, Walton.
- ▶ **Foundation Presentation** - Healthy Headwaters panel at next month's annual meeting of the Consultative Group on Biological Diversity.
- ▶ **Proposals pending/requested** - Bechtel, Bullitt, Doug & Lisa Goldman, Richard & Rhoda Goldman, Taproot, Save our Colorado, Alex Walker (see attached for more detail).
- ▶ **Major donor fundraising** - Raised \$7,850 in 2010; raised \$26,470 to date in 2011. Still at beginning steps of major donor program.
- ▶ **Board, staff, team giving** - 100% in 2010
- ▶ **Kresge challenge grant match** - Met.
- ▶ **Corporate funding/sponsorships** - Need to develop gifts policy
- ▶ **Government Support** - Received \$5,000 from UCAR/NOAA. Potential for long-term government contract with Academy, plan in formation.

## 4. Operations & Staffing

- ▶ **Current staffing levels** - ED (Kimery) 1.0FTE; Operations & Project Manager (Jenny) 1.0FTE; Policy Director (Matt) 1.0FTE; Finance Manager (Kristin Johnson) .2FTE.
- ▶ **Personnel policy** - Updated personnel policy to be reviewed at 6/2/11 Board meeting (modifications per last Board meeting.)
- ▶ **Current consultants** - Catherine Porter (Public Health); Dan Linn (website); Nourish Media (design and web design); Belinda Griswold (Nourish Media); Jeremy Gray (tech); Sarah Bates (Colorado Futures).
- ▶ **Office space** - 9 months into 2-year lease at 325 Pine Street

## 5. Programs

(See attached for additional detail. Also please see <http://www.carpediemwest.org/> and [Carpe Diem West Academy](#) website for specific program information.)

Overall: As noted above, programs have evolved rapidly in the past ten months from being focused on “convening stage/figure out the landscape/untested network model” to becoming full programs with great network leadership, as well as having strategic direction focused on policy outcomes. Our network approach has moved from being a question/hope to a viable, effective methodology.

- ▶ **Healthy Headwaters** - This is one of our three most developed programs. A strong, diverse working group is in place; relationships with federal agency leadership are continuing to strengthen; an alliance of Western water utilities, NGOs, and political leaders continues to grow; a joint two-year policy agenda is being developed; and the program is being positioned as the keeper and developer of strategies and information.
- ▶ **Colorado River Futures** - The first phase of this program—strategic development, power mapping, engagement of leadership—is now complete. The second phase—laying the groundwork for a new center of political gravity in the Basin—is now being implemented, led by (1) the release of CDW’s influential *Thinking Like a River Basin* report, and (2) the organization of CDW’s “kitchen cabinet” of key Colorado Basin insiders.
- ▶ **Academy** - The first phase has been completed (researching and identifying the most practical and robust climate-related tools for water managers, creating a website/portal to share this information). The second phase is now under development (dependent on funding from S.D. Bechtel, Jr. Foundation). It will focus on making the website more interactive and dynamic, creating an online learning community of water and energy managers and NGO stakeholders, and determining the feasibility of a training series along with a long-term income stream.
- ▶ **Public Health** - Interviews with experts have been completed and a draft issue overview paper prepared. The project is currently stalled due to the hire of a new Executive Director at partner Center for Public Health and Climate Change.
- ▶ **Water, Energy & Climate Change** - Strategy for the next stage of this project, focusing on the impacts of energy generation (including hydro) on water supply, is currently under development.

## 5. Marketing & Communications

- **Carpe Diem West website** - Effective, well-regarded site. Will be exploring options for next phase (e.g. program websites, increased user interaction) over the summer.
- **Carpe Diem West Academy website** - Phase I website up and running at the end of May.
- **Confluence** - Issued monthly on average. (The most recent one is a good example - on [Healthy Headwaters and the Denver Water/USFS partnership](#))
- **Media** - Increasing media/blog attention (*Thinking Like a River Basin* report and work coming out of the Healthy Headwaters Project). See attached in Board packet for examples.
- **Presentations/speaking engagements** - Increasing number of presentations and speaking engagement requests, mostly focused on the Colorado Basin report. (E.g. Kimery has four speaking/presentations in Boulder in early June at four different Colorado Basin focused venues.)