

Carpe Diem West Academy Operating Plan August 2011- April 2012
August 22, 2011

1) Executive Summary

Carpe Diem West will initiate the second phase of the *Carpe Diem West Academy - Managing in the Era of Uncertainty* project in July 2011. This second phase builds on the success, findings and momentum of the first phase of work, completed in May 2011.

The second phase of the Carpe Diem West Academy has three goals over a nine-month period: The first is to establish a learning community of western water and energy managers, decision makers and NGO stakeholders. The second goal is to further develop the Carpe Diem West Academy website to a more interactive and user-friendly format, and to keep the site updated with new information. The third goal is to build the long-term sustainability of the Academy by establishing (i) a three-year strategic plan; (ii) a three-year marketing and business plan; (iii) a marketable 'proof of concept'; (iv) a corporate sponsor program; and, (v) a program to solicit long-term agency contracts.

In the first phase of the Academy, Carpe Diem West and partner University of Arizona/CLIMAS identified the scope of tools available, made an initial assessment of those tools using systematic criteria, created a decision-making roadmap to guide users, created the Carpe Diem West Academy website, and started to engage a user community and group of expert advisors.

The following key findings from the first phase of the Carpe Diem West Academy provide the rationale for development of this second phase:

- ▶ Water managers, energy managers and NGOs are looking for a framework to determine which climate-related tools are most applicable to the practical problems they are working on, and when to use them.
- ▶ While the technical information is important, it is equally important to create a place where practical experience and new ideas can be shared among peers.
- ▶ There are a great number of tools for analyzing technical needs, but few tools for either scenario planning or decision making.
- ▶ While there are a number of websites that provide lists of some tools, or provide examples of successful adaptation approaches, none of these sites provide users with a qualitative assessment of which tools are most applicable to their situation, nor is there a "portal" that combines different types of tools, along with a framework for choosing the appropriate tool.

2) Carpe Diem West Academy Rationale

Western water and energy managers, NGOs, and communities trying to address the impacts of climate uncertainty on water resources are faced with three challenges. First, there are myriad climate-related tools available, but little understanding of which ones are most useful or applicable to particular practical situations. Second, most tools focus on isolated pieces of the overall picture, not on the interconnection between them, or on the process of building management responses that address long-term uncertainty. Third, water resources and energy management are rarely addressed conjunctively in management planning.

Leadership in Carpe Diem West's Network have identified practical training on how to manage water and energy resources in the era of climate uncertainty as a critical need. These parties include federal agencies such as the Bureau of Reclamation and the Army Corps of Engineers; regional and local agencies such as the Northwest Power & Conservation Council, the Los Angeles Department of Water Resources and Salt Lake Public Utilities; and nonprofits such as Environmental Defense Fund and the Western Governors Association.

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3) Intended Outcomes, Benchmarks & Strategies

The Carpe Diem West Academy focuses on these core strategies:

- ▶ Provide the information portal and learning community that will be the go-to place for western water managers, decision makers, and NGO and community stakeholders to obtain support in making more science-based and effective decisions.
- ▶ Build and establish a website, learning community, and training series that allow western water professionals to receive and share the most up-to-date knowledge on tools for scenario planning, best management practices, and other aspects of incorporating climate science into water and energy management.
- ▶ Work in partnership with CLIMAS, the SW RISAs and the Bureau of Reclamation to develop science-based scenario planning that is specifically tailored to the needs of selected stakeholders.

4) Carpe Diem West Academy Phase II

There are three goals for the second phase of the Carpe Diem West Academy:

Goal I: *Establish a learning community of western water and energy managers, decision makers and NGO stakeholders to assess tools; and develop and highlight best practices in management and scenario planning.*

Objectives:

- E. Using the Carpe Diem West Network, build awareness of the Academy through various on-line communications tools, and at Carpe Diem West leadership convenings.
- F. Establish monthly webinars where stakeholders and managers present new tools and emerging technologies addressing relevant issues (e.g., scenario planning, decision making, best practices), and receive feedback on these materials. These webinars will be archived for future use.
- G. Provide an actively managed web forum where users can pose questions to the larger community.
- H. Highlight and share findings from the two-year scenario planning study and related activities on an on-going basis through the Academy website, the user discussion forum, and the monthly stakeholder webinars. This partnership with the University of Arizona/ CLIMAS, the Bureau of Reclamation Colorado Basin Study, SW RISA/NOAA (Regional Integrated Science Assessments) and lower Colorado River Basin stakeholders (including California) is a two-year program that will: (1) train selected stakeholders in scenario planning; (2) create structured portfolios of management options; (3) produce a guidebook

on methods for conducting scenario planning and decision making in the face of climate uncertainty; and (4) provide training tools that can be used by other stakeholders.

- I. Expand the current Advisor Group to include a wider range of experts. Advisor group members will serve as ambassadors to their peers, comment on new tools, provide examples of successful best practices, and help develop the long-term strategic plan.
- J. Present the Academy project, emphasizing the website and learning community approach, at 2-3 major water/climate conferences.

Goal II: *Further develop the Carpe Diem West Academy website, the compendium of tools, and the decision-making framework into a more user-friendly format, and keep the site updated with new information.*

The Academy site has been developed using a CMS structure (Drupal), whose advantages include low cost and ease of updating the content of the site. Certain components of the website will be customized to meet specific needs.

In developing Phase II of the website, the web designers are also establishing the platform for Phase III (planned for mid-year 2012), which will include more sophisticated search features and instructional videos.

Objectives:

Building on Phase I of the website (which went online in May 2011), Phase II of the site will add:

- A. *Log-in page:* Visitors will be able to log in on the Home Page by entering their email and password. If they do not have a password, they will be taken to a page where they create an account.
- B. *Roadmap page:* The Roadmap page includes a main graphic image illustrating the eight steps of the decision making process. In Phase II, when a visitor clicks on any particular step they will be taken to a page dedicated to that portion of the decision making process, including a detailed description of relevant considerations. There will be nine total pages in the Roadmap section (the Roadmap page plus one page for each of the eight steps). A 'breadcrumb' will also be included within this section so visitors can easily track which steps they have viewed.
- C. *Tools page:* At the top of the Tools page will be a brief overview explaining how the section is structured. The tools will be categorized into four tool types ('guide' tools, 'data' tools, 'information' tools, and 'training' tools). These four categories will be listed directly below the overview. When a visitor clicks on a category, they will be taken to a page that contains a brief description of that category and then lists all the tool titles associated with the category. When a visitor clicks on a tool title, the page will expand to include a short description of the tool and the URL. This is where users will leave comments for each tool. A 'breadcrumb' will be included in this section so visitors can easily track which tools and

categories they have reviewed. Also, visitors will be able to enter a term in the "keyword search box" which will pull up a list of associated tools. "Tools of the Month" will be flagged and displayed in the sidebar.

- D. *Community page*: A feedback mechanism will be included on the Community Page, which will serve to gather general comments about the site/Academy. A "leave your feedback here" link will take visitors to a general contact form. The Community Page will also be the path visitors take to the Discussion Forum, Blog, and Webinars pages.
- E. *Discussion Forum page*: A Discussion Forum will be developed that adheres to the standard forum module in Drupal.
- F. *Blog page*: A Blog page will be created.
- G. *Webinars page*: A Webinars page will be developed that enables visitors to view new and archived webinars.

Goal III: *Build the long-term sustainability of the Academy by establishing a three-year strategic plan, a three-year marketing and business plan, a marketable 'proof of concept', a corporate sponsor program, and a program to solicit long-term agency contracts.*

Objectives:

- A. Secure a consultant-team grant from the Taproot Foundation to conduct a competitor/collaborator analysis. This analysis will better position the Academy in the field and will be a key component of the larger business plan.
- B. Hold a facilitated one-day strategy meeting of the lead project staff, project advisors, and the Carpe Diem West leadership team, to map out the three-year strategy.
- C. Request proposals and interview experienced consultants to develop the marketing and business plan; identify and contract with finalist.
- D. Develop an initial corporate sponsorship program for launch in Fall 2011.
- E. Starting in Fall 2011, begin assessing the opportunities for long-term federal funding of the Academy work. (Note: because Federal agencies have long lead times for grant submittals, proposals would need to be submitted in 2011/early 2012 for consideration in 2012 and funding in 2013.) Carpe Diem West and the University of Arizona/CLIMAS will explore opportunities with NOAA, Department of Interior, EPA, and other agencies.

The Taproot competitor/collaborator analysis is expected to be complete by March 2012. Based on the findings of the competitor analysis and the successful identification of a business and marketing consultant, Carpe Diem West will seek funding for implementation of the business plan in Fall 2011. Assuming that funding is secured, work would begin in late 2011 or early 2012.

5) Phase II Timeline

August - September 2011

- Secure funding for the second phase (including Taproot grant)
- Establish final work plan, staffing and process for updating web content
- Begin monthly webinars
- Contract with evaluation consultant/begin collecting evaluation data

October - December 2011

- Start competitor analysis work with Taproot Foundation
- Develop and implement Phase II website
- Begin partnership/strategic planning work with CLIMAS, etc.
- Distribute RFP for consultant; identify finalist
- Secure funding for business plan
- Identify federal agency funding/contract opportunities
- Start corporate sponsor program
- Hold Academy team strategy meeting (December)

January - April 2011

- Complete competitor analysis
- Complete business/marketing plan
- Submit requests for government contracts/funding
- Determine work/funding for Phase III
- Conduct internal and external evaluation using qualitative and quantitative data; produce evaluation report

6) Phase II Budget

Program expenses (\$91,714) fall into nine main categories:

- A. Staffing (\$29,556): University of Arizona Post Doctoral Associate @ .2 FTE; Carpe Diem West Operations & Project Manager @.2 FTE; Carpe Diem West Director @ .1 FTE
- B. Website Development & Design (\$14,000): This is for design and completion of Phase II of the website, along with specific design and branding elements to be used in other communication tools such as a PowerPoint Presentation.
- C. Drupal Manager (\$4,500): This person will provide the structural changes needed to the website.
- D. Webinars (\$2,500): Assumes 7 webinars over the nine month period - costs for template PowerPoint and editing and archiving each webinar on the website.

- E. Marketing (\$5,000): Assumes attendance at 3 major water/climate conferences where the Academy would be presented, along with two Carpe Diem West leadership convenings. Costs include travel and development of presentations.
- F. Strategic Planning (\$8,000): Includes opportunity analysis by strategic planning consultant, along with an all day meeting of the Academy team and advisors to develop the three-year strategy plan.
- G. Direct & Travel Expenses (\$1,500): Includes travel expenses for 1-2 in-person program planning team meetings.
- H. Evaluation (\$6,000): 4 days consultant time at \$1,500/day.
- I. Supporting Expenses (\$10,658): Calculated at 15% of direct project expenses. These costs include finance, administration, board relations, institutional communications and fundraising expenses.
- J. CLIMAS Project Cost Sharing (\$10,000): Carpe Diem West partner share of two-year \$335,000 project - applicable only if project approved (Summer 2011).

In-kind support is provided by:

- ▶ Pro bono support requested in the amount of \$70,000 from the Taproot Foundation for Competitor/Collaborator Analysis.
- ▶ The time of the Carpe Diem Academy Director, Dr. Holly Hartmann, University of Arizona/CLIMAS @.15FTE.
- ▶ Waiving of the University of Arizona's standard contract overhead charge of 51.5%.
- ▶ The time of 5-8 Program Advisors estimated at total of 60 hours for the nine-month period.
- ▶ The costs of the partnership program with the RISA/NOAA, Bureau of Reclamation and lower Colorado Basin stakeholders. Two-year budget - \$335,000 (funding approval pending from Bureau of Reclamation/decision anticipated by Summer 2011).

Please reference financial attachments for the detailed organizational and program budgets.

7) Long-Term Plan for Sustainability

Expected long-term income will come from two sources:

- ▶ Sponsorship of the website (management and updates) by technical providers, including corporations and government entities such as NOAA.
- ▶ The proposed Academy training series will be designed to build a long-term income stream.

8) Evaluation Method & Tools

A consultant will set up a qualitative and quantitative evaluation. At the front end of the work, the consultant will establish the data to be collected for the quantitative analysis. In February or March of 2012, the consultant will a) assess the quantitative data; b) conduct a user survey (on the monthly webinar, online and with selected interviews); and c) produce an evaluation report.

Central to Carpe Diem West's mission of developing innovative strategies and programs is a thoughtful and thorough evaluation of its projects, the results of which are then shared with its leadership and larger Network. In addition to the formal consultant evaluation report, we will continually assess the progress of the Academy's overall goals and objectives in three ways:

- ▶ First, the staff and consultant team will meet on a monthly basis to assess the project's progress.
- ▶ Second, Carpe Diem West's Core Team reviews progress on all projects three times a year.
- ▶ Third, the Board of Directors will evaluate the overall progress of the project, including successes and challenges, at its annual Board meeting in January 2012.

9) About Carpe Diem West

Carpe Diem West is a non-profit 501(c)(3) organization that engages a broad-based network of experts, advocates, decision makers and scientists to address the profound impacts growing climate uncertainty is having on water in the American West. It was established in 2007 by a group of western water leaders acting on a shared belief that a changing climate requires everyone in the field to think in new ways.

By linking leaders and integrating state-of-the-art climate science with the needs of a range of stakeholders, Carpe Diem West incubates new initiatives and promotes sustainable management practices and policies that provide water security for people, ecosystems, industry, and food production.