

# Roaring Fork Conservancy 2006 Business Plan



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# **2006 BUSINESS PLAN**

**Rick Lofaro**  
*Executive Director*

The namesake of the Roaring Fork Valley is a 70-mile-long ribbon of pristine, scenic water that starts as a trickle at 12,900 feet before pouring into the mighty Colorado River. The Roaring Fork River and its numerous tributaries are woven through the fabric of the Valley's communities and are a major asset to our economy and quality of life. They are the heart and soul of our watershed.

The Roaring Fork Conservancy's mission is "to inspire people to explore, value and protect the Roaring Fork Watershed". A watershed is defined as an area of land where all the water drains to one point, and in our case, that point is the Colorado River at Glenwood Springs. John Wesley Powell put it well when he said, "[a watershed] is that area of land, a bounded hydrologic system, within which all living things are inextricably linked by their common water course and where, as humans settled, simple logic demanded that they become part of a community." The Roaring Fork Conservancy works to engage our fellow community members in protecting the Roaring Fork Watershed.

We address the needs of our watershed in different program areas: conservation, water quality, research and education. As a non-profit organization we rely on the generosity of numerous donors, grantors and foundations. The 2006 business plan provides a source of information about the Roaring Fork Conservancy, our efforts and our goals for the upcoming year.

This year marks our 10th anniversary of watershed protection. As the new executive director, I am excited to lead the Conservancy into the next decade of outstanding work. The Conservancy was in transition over the last year, and now we are ready to move forward with a pro-active, scientific approach toward watershed protection. This plan will serve as a guide to all our new initiatives in the coming year. We look forward to another successful year of preserving and protecting the Valley's rivers.

## **ROARING FORK CONSERVANCY**

P.O. Box 3349  
Basalt, Colorado 81621  
Tel: 970.927.1290  
[www.roaringfork.org](http://www.roaringfork.org)

Cover Photo: The Roaring Fork River running through Emma Open Space. Suzanne Fusaro

Report on organizational support and growth

Give an overview of the organization

Review 2005 goals and accomplishments

Present the 2006 budget

Establish goals for 2006

Describe new initiatives to be undertaken in 2006

## **1. PURPOSE OF THE BUSINESS PLAN**

## **2. MEASURES OF SUCCESS**

### **Mission**

To inspire people to explore, value, and protect the Roaring Fork Watershed.

### **Core Values**

The Roaring Fork Conservancy is an organization that strives in all its endeavors to be pro-active, non-biased, science-based and collaborative on issues pertaining to water in the Roaring Fork Watershed.

# 3. CURRENT CONDITIONS

## Program Staff

	Date Hired
Patricia Chew, <i>Bookkeeper</i>	June 15, 2004
Sharon Clarke, <i>Water Resource Specialist</i>	June 1, 2004
Brent Hayes, <i>Program Assistant</i>	August 30, 2005
Eliza Hotchkiss, <i>Office Manager</i>	August 1, 2005
Carlyle Kyzer, <i>Special Projects</i>	October 1, 1998
Rick Lofaro, <i>Executive Director</i>	February 1, 1999
Tim O'Keefe, <i>Education Director</i>	August 15, 2001

## Board of Directors

	Date Joined Board
Diane Schwener, <i>President</i>	June 2001
Diane Moore, <i>Vice President</i>	March 2002
Ramsey Kropf, <i>Secretary</i>	May 2003
Jim Horn, <i>Treasurer</i>	March 2001
Robert Auld	January 2005
Carter Brooksher, <i>Rivers Council Liaison</i>	September 1998
Laurie Dows	October 2005
Stephen Ellsperman	January 2004
Jim Light	October 1996
Rick Lofaro	June 2005
Rick Neiley	November 2000

## Rivers Council Executive Committee

Bill Gruenberg, *President*  
Harry Auger  
Carter Brooksher  
Dennis Cirillo  
Kathy & Bob Courson  
Jim Eroncig  
David Finholm  
Joyce Gruenberg  
Ken Kendrick  
Richard Kipper  
Meredith Long  
Jan Peterson  
Robert Woods

*As of January 15, 2006*

## 2005 By The Numbers

### Supporters

Mailing List Subscribers	2,670
Email List Subscribers	962
Fall Appeal Supporters	259

*# of Donors    % of Donations*

<i>Aspen</i>	<i>76</i>	<i>23%</i>
<i>Snowmass</i>	<i>14</i>	<i>7%</i>
<i>Basalt</i>	<i>46</i>	<i>17%</i>
<i>Carbondale</i>	<i>49</i>	<i>11%</i>
<i>Glenwood Springs</i>	<i>6</i>	<i>1%</i>
<i>Other Colorado</i>	<i>16</i>	<i>3%</i>
<i>Out of State</i>	<i>52</i>	<i>38%</i>
River Rendezvous Supporters	155	
Rivers Council Members	125	
Total Donors	572	

### Land Conservation

New Easement Acreage Added	8
Total Number of Acres Protected	251
Total Land Conservation Easements	9

### Watershed Education

Website Visits	420,006
Total Newsletter Readership	5,100
Education Contacts	4,315
Adult Programs	24
Participating Schools	12

### Water Quality Monitoring

Water Quality Sampling Stations	24
Samples Taken	200

# 4. ORGANIZATION OVERVIEW

Founded in 1996, the Roaring Fork Conservancy is the watershed conservation organization for the Roaring Fork Valley. We work towards our mission of inspiring people to explore, value and protect the Roaring Fork Watershed through four program areas: watershed education, land conservation, water quality monitoring, and water resources research.

## *What We Do:*

### **Watershed Education**

Promotes understanding and stewardship of water and riparian resources through classroom and outdoor educational programs with students and adults.

### **Land Conservation**

Conserves critical riparian habitat through conservation easements while maintaining responsible public access.

### **Water Quality Monitoring**

Collects and reports scientific water quality data to the State of Colorado through a network of volunteers at 24 water sample stations throughout the watershed.

Performs targeted studies on stream sections of concern.

### **Water Resources Research**

Researches water issues within the Roaring Fork Watershed, including: economic use, fisheries and habitats, storm water, and stream flows.

Acts as a voice for riparian resources (rivers, wetlands, lakes) within the watershed to decision-makers and citizens.

## **5. 2005 GOALS REVIEW**

The 2005 Goals listed below were established in January of 2005. The activity status is presented as of December 2005.

Accomplish hiring of Executive Director.  
PI - Hire Executive Director by April 15, 2005.  
100% - Rick Lofaro hired June 2005.

Accomplish hiring of Administrative Assistant.  
PI - Hire Administrative Assistant by January 31, 2005.  
100% - Eliza Hotchkiss hired August 2005.

Move into new office space.  
PI - Complete move by March 30, 2005.  
100% - Move completed May 2005.

Improve development team and strategies.  
PI - Create a development committee and long-range financial plan by July 31, 2005.  
25% - Development team in place, other plans to come in 2006.

Purchase land for River Center.  
PI - Close on land and make first payment by April 15, 2005.  
100% - Land purchase finalized in June 2005.

Explore possibility of Watershed Plan.  
PI - Determine feasibility of Watershed Plan by December 31, 2005.  
100% - Feasibility shows it is necessary. Will pursue Plan through Watershed Collaborative in 2006.

Stabilize financial situation.  
PI - Trim budget and stabilize expenses by January 31, 2005.  
90% - Expenses on target, budget changes still in progress.

Utilize stream flow survey data.  
PI - Identify flow limit and critical stream reaches and pursue options for flow limitations by December 31, 2005.  
50% - Study still pending data that will be finalized in early 2006.

PI - Progress Indicator

**6.**  
**2004-2005**  
**FINANCIAL**  
**COMPARISON**  
**Revenue**

	2004	2005
<b>Donations</b>		
Individual Donations	94,436	107,234
Watershed Adoption	NA	9,350
River Rendezvous	215,948	232,812
Other	45,456	59,712
<i>Sub-Total</i>	<i>355,840</i>	<i>409,108</i>
<b>Grants</b>		
<i>Grants</i>	<i>37,900</i>	<i>36,281</i>
<b>Earned Income</b>		
Education	19,555	21,669
Conservation Easements	5,613	10,777
Easement Monitoring	37,176	25,758
Water Quality	8,722	8,302
Interest Income	699	1,101
<i>Sub Total</i>	<i>71,765</i>	<i>67,607</i>
<b>Total Revenue</b>	<b>465,505</b>	<b>512,996</b>

**6.**  
**2004-2005**  
**FINANCIAL**  
**COMPARISON**  
**Expenses**

	2005	2004
<b>Programs</b>		
Education	61,294	55,440
Water Quality	52,176	66,912
Conservation Easements	50,047	19,551
River Rendezvous	53,755	71,463
Community Outreach	44,327	45,647
River Study/Research	52,432	76,536
Ruedi Futures Study	-	-982
Program Support	86,037	70,753
<i>Sub-Total</i>	<i>400,068</i>	<i>405,320</i>
<b>Fundraising</b>		
<i>Development/Fundraising</i>	<i>56,934</i>	<i>57,903</i>
<b>Administration</b>		
Accounting	18,128	13,575
Admin Salary	49,288	73,387
Admin Overhead	3,589	8,736
<i>Sub Total</i>	<i>71,005</i>	<i>95,698</i>
<b>Total Expenses</b>	<b>\$528,007</b>	<b>\$558,921</b>
<b>Restricted Funds</b>		
<b>Capital Campaign</b>		
River Center Fundraising	5,945	13,736
Easy Street Land Payments	7,330	8,712
Easy Street Expenses	1,725	4,366

# 7. 2006 BUDGET

## Income

	General Admin.	Fundrais. Develmt	Land Cons.	Exec. Director	Education	Research	Total
<i>Donations:</i>							
Individual Donations	4,800 <sup>1</sup>	100,000	-	-	-	-	99,800
RF Club Contribution	-	50,000	-	-	-	-	40,000
Events	-	210,000 <sup>2</sup>	-	40,000	12,500	-	252,500
<i>Grants:</i>							
	30,000	-	6,620 <sup>7</sup>	-	7,500 <sup>4</sup>	43,500	86,620
<i>Earned Income:</i>							
Consulting Fees	-	-	2,500	2,500	-	-	5,000
Easements	-	-	5,000	-	8,500	-	13,500
Program Fees	-	-	11,504 <sup>6</sup>	-	11,800	-	47,304
<b>Income Totals</b>	<b>34,800</b>	<b>360,000</b>	<b>25,624</b>	<b>42,500</b>	<b>40,300</b>	<b>43,500</b>	<b>546,724</b>

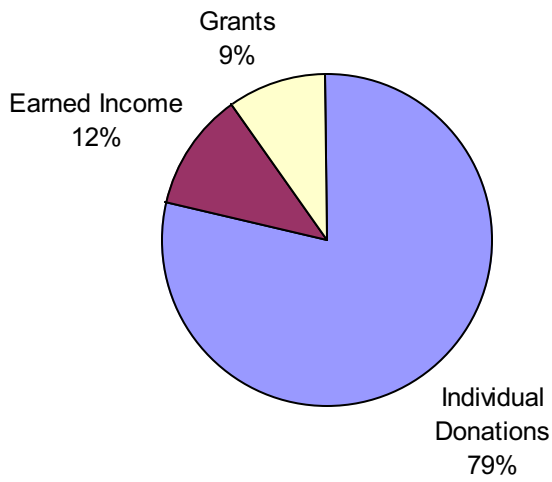
## Expenses

	General Admin.	Fundrais. Develmt	Land Cons.	Exec. Director	Education	Research	Total
<i>Payroll:</i>							
Director	36,500	30,000	- <sup>8</sup>	55,000	43,500	37,500	213,000
Assistant	-	15,000 <sup>3</sup>	-	-	22,500	-	37,500
Payroll Taxes	3,214	-	-	4,630	5,893	3,864	20,891
IRA Contribution	730	-	-	1,100	1,320	750	4,650
Health Insurance	4,560 <sup>5</sup>	-	-	5,712	4,560	2,550	21,942
Accounting	17,500	-	-	-	-	-	18,000
Bank Charges	2,500	-	-	-	-	-	2,500
Consultants	-	25,000	-	-	-	8,000	8,000
Equipment	17,000	-	-	-	4,200	-	11,200
Events/Program	-	55,000	4,150	-	9,900	-	69,050
Liability/Work Comp.	8,000	-	-	-	-	-	8,000
Marketing	-	19,600	-	-	-	-	19,600
Meals	500	1,000	-	500	300	300	3,000
Memberships	3,600	-	-	-	-	-	4,250
Mileage	200	1,000	-	1,500	2,500	1,200	7,200
Miscellaneous	3,600	-	-	800	-	2,000	9,050
Office	4,800	10,000	-	250	-	3,150	19,600
Postage	2,500	5,000	-	-	-	-	7,500
Professional Devel.	-	-	-	500	1,200	1,500	3,800
Rent	39,500	-	-	-	-	-	39,500
Telephone	2,700	-	-	1,200	1,000	1,100	6,720
Utilities	2,280	-	-	-	-	-	2,280
<b>Expenses Totals</b>	<b>149,684</b>	<b>161,600</b>	<b>4,150</b>	<b>71,192</b>	<b>96,873</b>	<b>61,914</b>	<b>545,413</b>

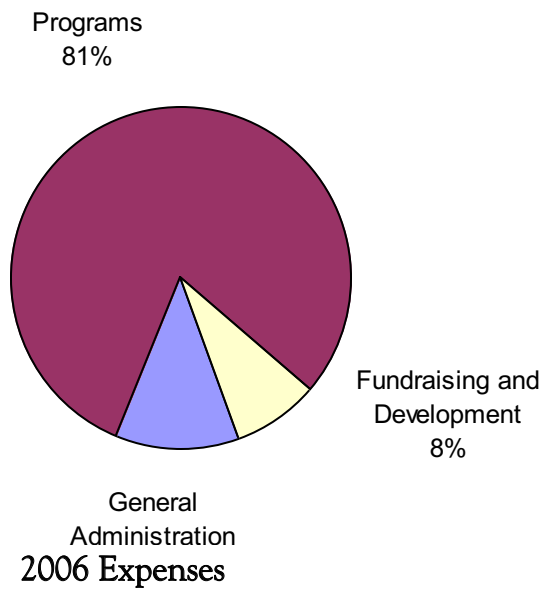
Footnotes:

- 1 Cornils Memorial Fund \$4,800
- 2 River Rendezvous based on 2005 actual - \$210,000
- 3 River Rendezvous based on 2005 actual, including \$15,000 for event coordinator
- 4 Research grants - \$36,730
- 5 Health insurance 15% increase, does not include changes for age rates
- 6 \$11,504 does NOT Include \$24,000 from Bair Chase, still have not secured financing
- 7 Includes Trish and cost for review, not full audit
- 8 for Hooks gaging and baseline consulting

# 2006 BUDGET



2006 Revenue



2006 Expenses

## **8. 2006 GOALS**

The goals established for 2006 are divided into two categories: organizational and individual program areas.

### **Organizational**

Grow earned income, increase Rendezvous, build council memberships.  
**PI - Increase Rendezvous net revenue from \$187,117 to \$190,000, build Rivers Council membership from 78 to 100, and increase funding in the earned income area to \$57,000 by December 31, 2006.**

Hire Development Director.  
**PI - Hire development Director by February 1, 2006.**

Hire Land Conservation Director.  
**PI - Hire Land Conservation Director by April 1, 2006.**

Create a strong branding, public relations, and marketing mechanism.  
**PI - Create branding theme and public relations protocol by May 30, 2006 and pursue Conservancy retail/marketing materials by December 31, 2006.**

Increase presence and work with Roaring Fork Watershed Collaborative.  
**PI - Have staff work more closely with Collaborative subcommittees and workgroups to utilize research and provide public outreach by December 31, 2006.**

Improve database.  
**PI - Research, purchase and transfer entries into new donor database by March 15, 2006.**

### **Development**

Create a development plan and improve the budget.  
**PI - Reformat and simplify budget format, balance budget, and create a development plan by May 31, 2006.**

Move forward on capital campaign.  
**PI - Move forward on capital campaign by implementing action items on the campaign timeline by December 31, 2006.**

### **Watershed Education**

Maintain strong school-based education presence.  
**PI - Teach over 4,000 students at 10 schools about watershed topics by December 31, 2006.**

Increase adult education and community outreach opportunities.  
**PI - Pursue and conduct twenty adult education and community outreach**

presentations and/or events, and produce three educational materials for distribution by December 31, 2006.

Foster funding and implementation collaboration on the Keep It Clean campaign.

PI - Find supporting partners and create campaign materials by May 31, 2006.

## **Land Conservation**

Maintain and monitor existing conservation easements and pursue new easements.

PI - Complete action item list for easement maintenance and monitoring by December 31, 2006.

## **Water Quality**

Synthesize and report Water Quality data.

PI - Assist USGS with Roaring Fork Retrospective and complete the State of the Watershed Report by December 31, 2006.

Perform targeted studies on stream sections of concern.

PI - Pursue funding and areas of concern by May 31, 2006.

## **Water Resources Research**

Pursue Roaring Fork Watershed Plan

PI - Pursue funding, support and production of a Roaring Fork Watershed Plan by December 31, 2006.

Complete Stream Flow Survey Project

PI - Complete stream flow survey project and work to utilize research by December 31, 2006.

PI - Progress Indicator

# **9. NEW INITIATIVES**

**An Expanded Look at  
Our 2006 Goals**

## **Development Plan**

Now that a development committee has been created, we will work within that group to design a development plan for the next several years. This will be critical as we enter the Capital Campaign in 2006/2007.

## **Development Director**

In order to execute the development plan, the Executive Director will hire a Development Director. The Development Director will work closely with the Executive Director, staff, board and development committee to improve and stabilize the Conservancy's fundraising capacity.

## **Earned Income**

Working over the last year to establish relationships with potential donors, the Conservancy will increase its earned income base in 2006. These funds will support work directly associated with our mission while providing a service for that donor.

## **Roaring Fork Watershed Collaborative**

A founding organization of the Roaring Fork Watershed Collaborative, the Conservancy will become more involved with the Collaborative's Water Committee in 2006. Staff will be encouraged to work with committees within the Water Committee to look at initiating a Watershed Plan and conducting coordinated education and outreach activities.

## **Roaring Fork Watershed Plan**

As several concurrent studies within the watershed reach a close in 2005, the Conservancy will take the lead in pursuing the funding, support and production of a Roaring Fork Watershed Plan. This will be conducted within the framework of the Roaring Fork Watershed Collaborative Water Committee.

## **Marketing & Branding Improvements**

In order to better promote the Conservancy during its 10th Anniversary, the staff, board and outside consultants will consolidate the Conservancy's image by creating more standardized logos, color schemes, fonts and graphics. The goal is for all marketing and educational materials to compliment one another.

## **Adult & Community Education**

Responding to the increasing demand for adult water education, the Conservancy will work with other organizations to create an events calendar and initiate new outreach activities related to water issues. These could include interpretive programs, speakers, tours and printed public outreach campaigns.

# ROARING FORK CONSERVANCY

## Organizational Chart

