

ROARING FORK CONSERVANCY

2008 Business Plan

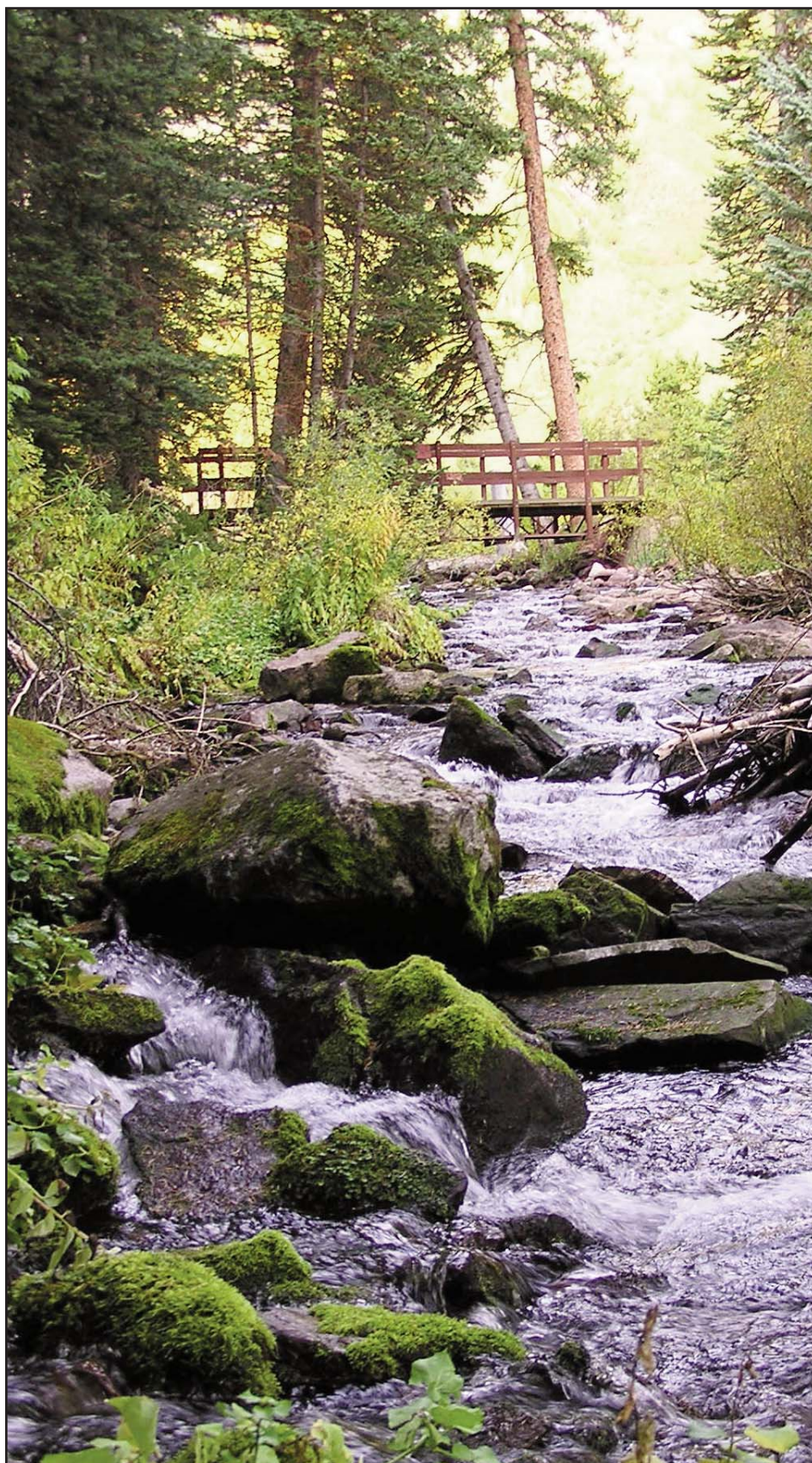


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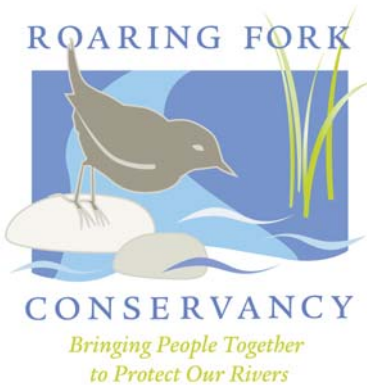
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Last updated: 1/23/08



2008 BUSINESS PLAN

Rick Lofaro
Executive Director



Roaring Fork Conservancy

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Cover Photo:
Maroon Creek by Eliza Hotchkiss

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, including the Fryingpan and Crystal Rivers, comprise 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. This magnificent watershed is roughly the size of Rhode Island, and covers an area of 1,451 square miles. As a headwaters watershed, these rivers and streams are among some of the cleanest and most pure in Colorado, and are the focal point of Roaring Fork Conservancy's work and mission.

Roaring Fork Conservancy's mission is "to inspire people to explore, value and protect the Roaring Fork Watershed". In addition, we focus on three major areas; water quality (keeping our rivers healthy), water quantity (keeping water in our rivers), and habitat preservation (keeping our riparian habitat intact). Roaring Fork Conservancy works to engage our fellow community members in protecting the Roaring Fork Watershed. As a non-profit organization we rely on the generosity of numerous donors, grantors and foundations. The 2008 business plan provides a source of information about Roaring Fork Conservancy, our efforts and our goals for the upcoming year.

As we look to the future, we have exciting plans to build a River Center in Basalt to help further our mission and our message, and further protect our precious watershed. As the executive director, I am excited to lead Roaring Fork Conservancy into the coming year of outstanding work. We look forward to another successful year of preserving and protecting the Valley's rivers.

Report on organizational support and growth

Give an overview of the organization

Review 2007 goals and accomplishments

Present the 2008 budget

Establish goals for 2008

Describe new initiatives to be undertaken in 2008

Mission

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

Core Values

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.

**1.
PURPOSE OF
THE BUSINESS
PLAN**

**2.
MEASURES OF
SUCCESS**

3. CURRENT CONDITIONS

Board of Directors

	Joined Board
Diane Schwener, <i>President</i>	June 2001
Stephen Ellsperman, <i>Vice President</i>	January 2004
Ramsey Kropf, <i>Secretary</i>	May 2003
Carter Brooksher, <i>Rivers Council Liaison</i>	September 1998
Jim Light	October 1996
Rick Lofaro	June 2005
Louis Meyer	December 2006
Rick Neiley	November 2000
Larry Yaw	December 2006

Program Staff

	Date Hired
Janelle Caudill, <i>Bookkeeper</i>	September 15, 2007
Sharon Clarke, <i>Land/Water Conservation</i>	June 1, 2004
Catie Fleming, <i>Development Assoc./OM</i>	August 22, 2006
Sarah Johnson, <i>Education Coordinator</i>	January 3, 2008
Carlyle Kyzer, <i>Major Gifts Director</i>	October 1, 1998
Rick Lofaro, <i>Executive Director</i>	February 1, 1999
Tim O'Keefe, <i>Education Director</i>	August 15, 2001
Ed Perregaux, <i>Development Director</i>	August 1, 2006
Chad Rudow, <i>Water Quality Coordinator</i>	August 15, 2006

Rivers Council Executive Committee

Bill Gruenberg, *President*
Ken Kendrick, *Vice President*
Robert Woods, *Treasurer*
Jan Peterson, *Secretary*
Judy Baum
Carter Brooksher
Bob Courson
Kathy Courson
Joyce Gruenberg
Richard Kipper
Meredith Long
Bill Van Lieshout
Jessie Van Lieshout

As of January 23, 2008

2007 By The Numbers

	2006	2007
Development		
Email List Subscribers	1,109	1,052
Mailing List Subscribers	2,607	3,901
Rivers Council Members	83	117
Total Donors	411	507*
Education		
Education Program Contacts	5,196	5,550
School Programs	173	196
Adult Programs	42	57
Participating Schools	13	15
Total Newsletter Readership	5,100	5,100
Website Sessions	73,844	85,764
Land Conservation		
Total Number of Acres Protected	249.7	265.4
New Easement Acreage Added	22	15.7
Total Land Conservation Easements	10	12
River Stewardship		
2007 Major Projects/Issues Addressed:		
Fryingpan River Cleanup		April
Seven Castles Mudslide		Aug. - Dec.
St. Finnbar Riparian Restoration		Apr. - Nov.
Referral Agency to local municipalities		Jan. - Dec.
Water Quality Monitoring		
Water Quality Sampling Stations	24	28
Samples Taken (estimate)	200	205
New Volunteer Monitors	5	3
Water Resources Research		
Reports Published:	3	2
2007 Brush Creek Water Quality Study		
2007 Report on Bureau of Reclamations's May 2006 Ruedi Reservoir Release		

4. ORGANIZATION OVERVIEW

Roaring Fork Conservancy is the watershed conservation organization in the Roaring Fork Valley that brings people together to protect our rivers.

Our mission:

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

We are focused on:

Water Quantity — keeping water in our rivers,
Water Quality — keeping our rivers healthy,
Habitat Preservation — keeping our riparian habitat intact.

RFC Programs that address these issues:

Watershed Education

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

Land Conservation

As one of the only watershed conservation organizations in Colorado that act as a land trust, we conserve critical riparian habitat through conservation easements while maintaining responsible public access.

Water Quality Monitoring

Through our network of volunteers, we collect and report scientific water quality data at 28 water sample stations throughout the watershed to the State of Colorado. We perform targeted studies on stream sections of concern.

Water Resources Research

We proactively research water issues within the Roaring Fork Watershed, including: economic use, fisheries and habitats, storm water, and stream flows. We act as a voice for riparian resources (rivers, wetlands, lakes) within the watershed to decision-makers and citizens.

5. 2007 GOALS REVIEW

The 2007 Goals listed below were established in January of 2007. The activity status is presented as of December 2007. The goals established for 2007 are divided into two categories: organizational and individual program areas.

Organizational

Grow earned income, increase Rendezvous attendance and income, build Rivers Council memberships.

PI – Increase River Rendezvous net revenue 7%, build Rivers Council membership from 75 to 100, and increase funding in the earned income area to \$69,000 by December 31, 2007.

95% – River Rendezvous revenue increased 9.5% over 2006, Rivers Council memberships total 117 at end of 2007, and earned income totaled \$66,334 for 2007.

Bring on a Colorado Conservation Trust fellow to head the Land Conservation Program.

PI – Bring on Colorado Conservation Trust fellow by May 1, 2006.

0% – CCT was not able to match a conservation fellow to RFC in 2007. Water Resource Specialist will take over Land Conservation program in 2008.

Implement branding outcomes including new messaging to key audiences, a new logo and style guide for Roaring Fork Conservancy (RFC) publications and materials, and purchase marketing materials which help promote the organization.

PI – Reveal new logo and messaging through printed materials and website by May 31, 2007 and pursue Roaring Fork Conservancy retail/marketing materials by December 31, 2007.

100% – New logo appeared on all materials by June 2007 and marketing materials now include: watershed maps, stickers, tote bags, water bottles, newsletters, appeals, website, and stationary.

Increase presence and work with Roaring Fork Watershed Collaborative including but not limited to the Collaborative's Water Committee to initiate a watershed plan by writing the state of the watershed report and conduct coordinated education and outreach activities to stakeholders in preparation for writing the watershed plan.

PI – In cooperation with other Collaborative members, complete the State of the Watershed report by December 31, 2007. Conduct 25 coordinated education and outreach activities in preparation for writing the watershed plan by December 31, 2007.

80% – State of the Watershed report nearly completed and scheduled for peer review and printing in early 2008. Collaboratively we conducted 12 education and outreach activities in 2007.

5.
2007
GOALS
REVIEW
continued

Implement eTapestry by merging old database information from ebase and donor information from current tracking system (Excel spreadsheet and donor book) as well as purging unnecessary and/or incorrect information from eTapestry.

PI – Initialize use of eTapestry as the new donor tracking system by March 15, 2007. Purge and correct information in the new database by December 31, 2007.

100% – New database operational by April 1, 2007 and address correction and updating on-going.

Convene focus groups to assist with River Center planning and design. Use information gathered at focus group meetings to shape the program and design of the building while fostering community support for the Capital Campaign.

PI – Conduct focus groups in several locations in the valley by March 15, 2007. Begin planning and design of the River Center by December 31, 2007.

100% – Four focus group meeting were held in February 2007. Conceptual exhibit sketches completed by July 18, 2007. Initial architectural design work completed by December 31, 2007.

Strengthen volunteer network.

PI – Begin entering current and new volunteer contact information into eTapestry by March 15, 2007. Begin using the website in conjunction with eTapestry to solicit new volunteers by December 31, 2007.

100% – Volunteers able to enter information online and system to track volunteers in place.

Development

Move forward with the Capital Campaign by conducting philanthropic market study of the River Center, meeting with potential donors and initiating the Capital Campaign.

PI – Move forward on capital campaign by conducting philanthropic market study by May 31, 2007. Use the results of the studies to initialize Capital Campaign by December 31, 2007.

67% – Board determined philanthropic market study was not necessary, met with 78 major donor prospects in 2007, and quiet phase of Capital Campaign initiated.

Education

Maintain strong school-based education presence and strong adult education opportunities.

PI - Teach over 3,500 students at 12 schools about watershed topics and conduct 25 adult education programs by December 31, 2007.

100% – Worked with 3,749 students at 15 schools and conducted 57 adult education programs in 2007.

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, 2007.

100% – Obtained 22-acre Sherick conservation easement and 16.6-acre Grange conservation easement in 2007. Easement monitoring and maintenance on-going and comprehensive.

Water Quality

Establish new volunteers/stream teams.

PI – Establish three new stream teams by December 31, 2007.

100% – Three new stream teams (Fourmile, Cattle Creek, Brush Creek) established, trained and outfitted by April 2007.

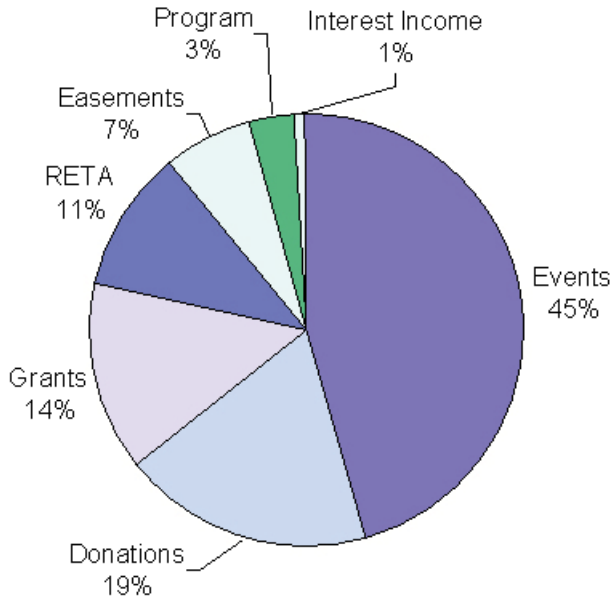
PI = Progress Indicator

6.
FINANCIAL
SUMMARY
Actual 2006 & 2007
Budget 2008

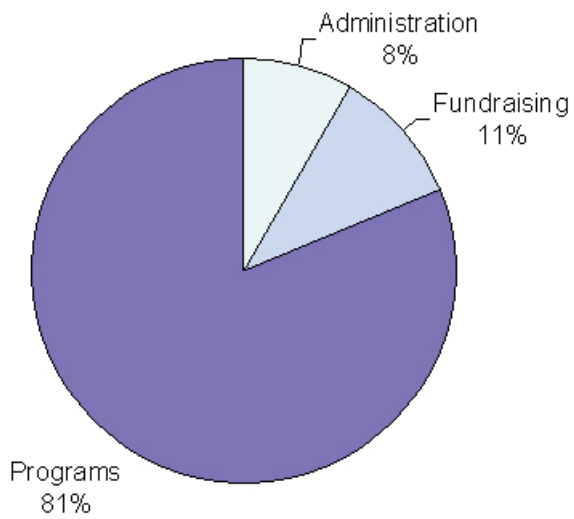
-	Actual 2006	Actual 2007	Budget 2008
Support & Revenue			
Donations			
Individual Donations	136,563	156,677	125,000
Real Estate Transfer Assess.	66,766	101,530	80,000
Watershed Adoption	200	N/A	N/A
Events	325,283	325,326	273,000
<i>Total Donations</i>	<i>528,812</i>	<i>583,533</i>	<i>478,000</i>
Grants			
<i>Grants</i>	<i>47,110</i>	<i>94,505</i>	<i>95,800</i>
Earned Income			
Conservation Easements	11,678	8,495	43,500
Consulting Fees	3,750	N/A	N/A
Easement Monitoring	22,286	35,140	N/A
Water Quality	8,302	N/A	N/A
Interest Income	9,388	7,493	4,500
Program Fees	N/A	15,206	44,500
<i>Total Earned Income</i>	<i>55,404</i>	<i>66,334</i>	<i>92,500</i>
Total Revenue	638,931	744,372	666,300
Expenses			
Programs			
Education	91,323	106,696	104,227
Water Quality	52,176	N/A	40,710
Land Conservation	6,643	1,255	-
River Stewardship	103,527	146,627	117,226
Water Resources/Research	58,120	102,019	75,925
Program Support	80,656	83,794	151,072
Other	1,691	-	51,444
<i>Total Program Expenses</i>	<i>479,269</i>	<i>440,391</i>	<i>540,604</i>
Fundraising			
<i>Development/Fundraising</i>	<i>19,329</i>	<i>32,903</i>	<i>68,104</i>
Administration			
Accounting	17,890	19,269	19,372
Administration	37,894	40,164	38,000
<i>Total Administration Expenses</i>	<i>55,784</i>	<i>59,433</i>	<i>57,372</i>
Total Expenses	554,382	666,077	666,078

7. 2008 BUDGET

2008 Revenue



2008 Expenses



8. 2008 GOALS

The goals established for 2008 are divided into two categories: organizational and individual program areas.

Organizational

Improve Roaring Fork Conservancy's public relations mechanisms.
PI - Recruit a board member with PR experience or connections by July 31, 2008. Develop a simple PR plan/strategy (advertising, marketing tools, events, media exposure, brochures, etc.) by December 31, 2008. (Rick)

Develop the Roaring Fork Watershed Plan.

PI - Work with partners to complete phase II of the Watershed Plan by December 31, 2008. (Sharon)

Move forward with River Center quiet phase of Capital Campaign.

PI - Create Capital Campaign Cabinet and secure 8 new Cornerstone donors (\$100,000) by December 31, 2008. (Carlyle)

Move forward with River Center design and application process.

Complete pre-design of River Center and begin application process by December 31, 2008. (Tim)

Development

Increase Rivers Council membership renewals.

PI - 65% of current members will renew via the River Council renewal letter by December 31, 2008. Recruit an additional 10% of new RC members. (Rick, Ed, Catie, Carlyle)

Increase event revenue from River Rendezvous and High Mountain Masters.

PI - Increase combined revenues from River Rendezvous and High Mountain Masters by 10%. (Rick, Ed, Catie)

Education

Increase education program capacity.

PI - Hire an Education Coordinator and increase education program contacts by 10% by December 31, 2008. (Tim)

Land Conservation

Strengthen Land Conservation Program.

PI - Increase acreage by 10% and acquire water rights along with conservation easements. Re-establish and strengthen our collaboration to other land conservation groups by meeting with AVLT, Pitkin County, the Nature Conservancy, etc. by December 31, 2008. (Sharon, Rick)

River Stewardship

Increase River Stewardship visibility.

PI - Seek \$25,000 in funding from watershed cities and counties as a line item in their annual budget in lieu of annual granting cycle by December 31, 2008. (Rick)

Continue Presence as Referral Agency

PI - Continue to serve as a referral agency to cities and counties in the watershed by responding to issues pertaining to riparian protection, building setbacks, code enforcement and amendments, etc. by December 31, 2008. (Rick)

Water Quality

Implement additional actions resulting from 2006 Water Quality Report.

PI - Identify and address water quality issues (example: parameter or place) and follow-up on the water quality report by December 31, 2008. (Chad)

Water Resources Research

Improve connections and relationships with universities.

PI - Establish relationships with a/two research university (universities) by December 31, 2008. (Sharon)

PI - Progress Indicator

9. NEW INITIATIVES

**An Expanded Look at
Our 2008 Goals**

Public Relations

In 2006 we completed work on rebranding the organization; in 2007 implemented the brand outcomes; in 2008 we will improve our public relations with the community by bringing on a board member with this background who can help the organization create a public relations plan.

Roaring Fork Watershed Plan Development

Having completed the State of the Watershed report in early 2008, RFC will continue to work collaboratively with partners and stakeholders to write the Roaring Fork Watershed Plan in 2008.

River Center

Pre-design of the River Center is complete and being used by the organization for fundraising. In 2008, RFC will work to complete the exhibit design and begin the application process with the Town of Basalt. Simultaneously the River Center Capital Campaign will generate the funds necessary to move forward.

Improved Revenue Streams

As the Capital Campaign moves forward, strengthening operational revenue streams is vital. RFC will look for increased revenue from its earned income events, and new Rivers Council members.

Increased Education Capacity

In preparation for the River Center, RFC will hire an Education Coordinator to increase the programs capacity in 2008.

Water Quality Action

In 2007 RFC responded to recommendations in its own water quality report by studying Brush Creek, helping place a stream gage on the Crystal River and increasing monitoring on Fourmile Creek. In 2008 RFC will identify additional water quality issues and seek solutions to these problems.

University Relations

In an effort to further its scientific capabilities, RFC will establish relationships with Colorado universities who can provide graduate studies of water issues in the Roaring Fork Watershed.

Water Rights with Land

Realizing that conservation lands without ample water rights is unbeneficial, RFC will seek to establish a system of pairing water rights with any current and/or future conservation easements.

River Stewardships

RFC will seek to strengthen its services as a referral agency for local municipalities in the watershed by responding to issues pertaining to riparian protection, building setbacks, code enforcement and amendments, etc.

