

STATE OF COLORADO

Colorado Water Conservation Board Department of Natural Resources

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TO: Colorado Water Conservation Board Members

FROM: Greg Johnson, Water Supply Planning Section

DATE: May 2, 2013

SUBJECT: **Agenda Item 26, May 14-15 Board Meeting
Colorado Foundation for Water Education**

John W. Hickenlooper
Governor

Mike King
DNR Executive Director

Jennifer L. Gimbel
CWCB Director

Staff Recommendation

Staff recommends that the Board approve the Fiscal Year 2014 Scope of Work for the Colorado Foundation for Water Education (Foundation).

Summary

The Board annually reviews and approves the Foundation Scope of Work for the upcoming fiscal year (attached). The CWCB supports the Foundation's annual operations, water education, and outreach programs with at least \$150,000. This funding is in the form of an annual, automatic non-reimbursable grant from the Construction Fund. The CWCB may also provide additional financial support to the Foundation (e.g. through the Water Supply Reserve Account and/or a separate contract for the work of the IBCC's Public Education, Participation, and Outreach work group). Travis Smith is the CWCB's current board member representative on the Foundation's Board, while Greg Johnson serves as the CWCB staff representative.

Nicole Seltzer, the Executive Director of the Foundation will be present at the meeting to make a presentation and answer questions.

MEMORANDUM

TO: Colorado Water Conservation Board members
FROM: Nicole Seltzer, Colorado Foundation for Water Education
DATE: May 15, 2013
SUBJECT: CFWE FY2013/14 Scope of Work

The Colorado Foundation for Water Education is pleased to present you with our FY2013 activities and plans for FY2014. The support and guidance of CWCB is a critical part of the Foundation's success, so as always, thank you for your support!

OVERVIEW OF FY2013 FOUNDATION ACTIVITIES

Educational Programs

The centerpiece of our work, CFWE's Educational Programs, continued to improve and expand in FY2013. CFWE is committed to providing balanced, accurate education that encompasses the many uses of water across Colorado. CFWE pays close attention to how our programs represent the diversity of perspectives in our state.

Program Name	Date	Feature Consumptive Uses	Feature Non-Consumptive Uses	East Slope Content	West Slope Content	# of people reached
PUBLICATIONS						
Headwaters: Agriculture	Oct '12	✓		✓	✓	7,500
Headwaters: Utilities	Jan '13	✓		✓	✓	9,000
Headwaters: Rio Grande	June '13	✓	✓		✓	7,500
Citizen's Guide Grants	Jan '13	✓	✓	✓	✓	1,000
Your Water Colorado blog	Jan '13	✓	✓	✓	✓	15,000
Water 101 Fact Sheets	Oct '12, Jan & June '13	✓	✓	✓	✓	100
TOURS						
Dairy Mini-Tour	Aug '12	✓		✓		50

Program Name	Date	Feature Consumptive Uses	Feature Non-Consumptive Uses	East Slope Content	West Slope Content	# of people reached
Bottled Bev. Mini-Tour	Dec '12	✓		✓		50
Climate Mini-Tour	Mar '13		✓	✓		50
Urban Waters Bike Tours x2	May '13	✓	✓	✓		45
Upper & Lower CO River Tours	May & June '13	✓	✓		✓	110
WORKSHOPS & CONFERENCES						
CML Webinars x2	Sep'12 & Apr '13	✓		✓	✓	80
Sustaining CO Watersheds Conference	Oct '12		✓	✓	✓	250
Legislative lunch	Mar 2013	✓	✓	✓		55
LEADERSHIP						
Water Leaders	Mar-June '13	Leadership skills	Leadership skills	✓	✓	15
Water 2012	July-Dec '12	✓	✓	✓	✓	540,000
PEPO workgroup of the IBCC	July '12-June '13	✓	✓	✓	✓	350

CWCB is always encouraged to participate in the planning and execution of our programs. If you want to share ideas or thoughts with us, I hope you will do so.

Outreach and Communications

CFWE continues to invest resources in outreach and communications. The best educational programs in Colorado don't mean much if they do not attract the right audience. Accomplishments include: transitioning the Your Water Colorado blog which began as part of Water 2012 into a CFWE program; targeting non-water events such as the Colorado Environmental Film Festival to attract new supporters; increasing the amount of

“bite sized” content available on our website; strategically communicating about upcoming programs to new target audiences; and maintaining a consistent social media presence. These efforts are clearly paying off. CFWE has seen a 25% increase in new member acquisition since 2011. In that same time period, CFWE’s website page views have increased 31%, social media referrals have increased 150% and our email list has grown by 40%. The number of city/county officials attending CFWE events has increased by more than 200% since 2009.

Board of Trustees and Strategic Planning

The CFWE Board of Trustees saw many changes this year. Board members Jennifer Gimbel, Becky Mitchell and Steve Vandiver stepped down. They were replaced by Greg Johnson, Kaylee Moore, Andrew Todd and Dan Luecke. All new Board members received a basic orientation and are already contributing their talents to CFWE. In addition, new officers include Gregg Ten Eyck as President and Eric Hecox as Treasurer.

CFWE’s strategic planning period runs from 2009-2014. We are currently working towards the following goals:

1. Increase the percentage of decision makers who use us as a source of information
2. Increase the water knowledge among individuals connected to gatekeeper organizations
3. Increased engagement by decision makers and gatekeeper organizations with CFWE
4. Strengthen CFWE’s capacity
5. Develop the financial stability necessary for CFWE to maintain the reliability of its educational programs

There has been particular progress in the area of increased engagement through the many new partnerships developed during Water 2012, strengthened capacity with several new and eager board members and officers and the hiring of our first full-time fundraising staff member, and financial stability through continued implementation of the 2011 Financial Sustainability Plan.

The Board currently plans to revise and update our strategic plan in the fall of 2014.

Financials

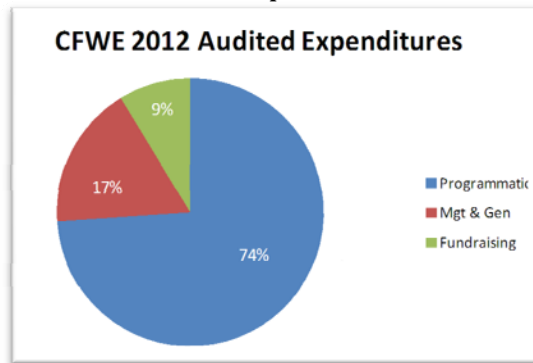
CFWE’s financial situation is in transition this year. To meet our goal of revenue diversification, CFWE added additional staff in the areas of fundraising and communications. It was also important to the Board that we continue to grow program offerings. Therefore, CFWE set very aggressive revenue goals in FY2013. In all likelihood, CFWE will not meet those targets and will end FY2013 with a moderate loss. The Board of Trustees is prepared for this outcome, and will adopt a budget in FY2014 that trims certain categories of expenses. CFWE’s investment in fundraising and communications staff will likely take 1-2 years to mature. During that time period, CFWE staff and Board members are monitoring our financial position closely.

Financials for FY2013 will go through an independent review by fall 2013. Below is information from the FY2012 audit.

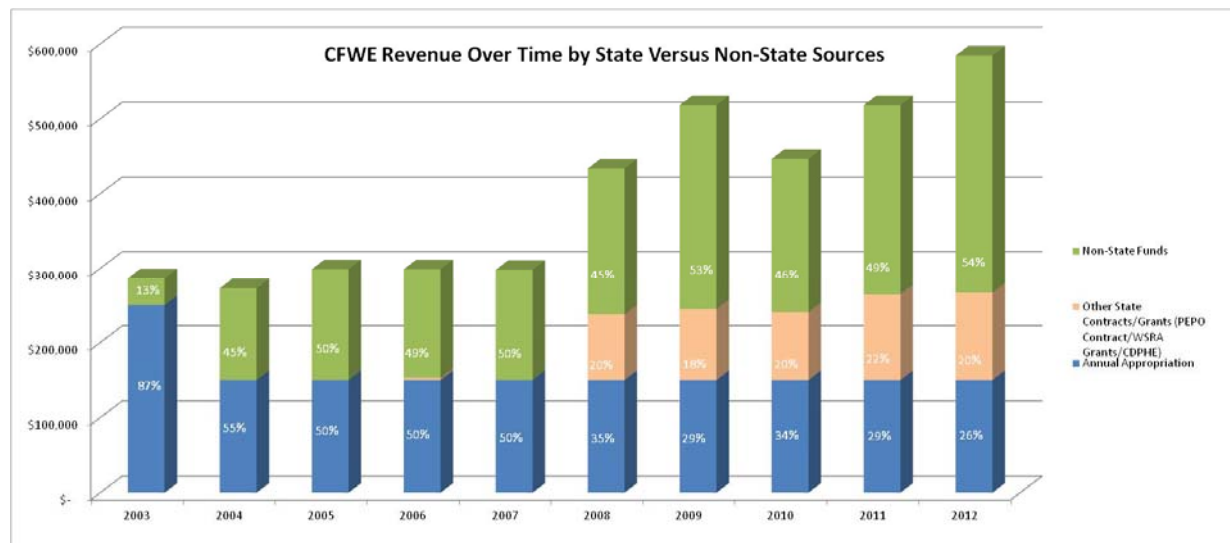
FY 2012 Total Revenue: \$584,422



FY 2012 Total Expenses: \$566,523



As in past years, the \$150,000 provided by CWCB is an important base of support for CFWE to grow upon. Last fiscal year, CFWE raised \$317,848 in non-state funds, as well as \$116,574 of additional state funds in the form of grants and contracts. In ten years, CFWE has reduced the percentage of state support in our total budget from 87% to less than half. Our goal is to continue this trend through growth of membership and corporate sponsorship revenue in the coming years.



PREVIEW OF FY2014

In FY2014, CFWE envisions using CWCB funds to support traditional activities such as *Headwaters* magazine, a new Citizen's Guide on transbasin diversions, Water Leaders, the annual River Basin Tour and several smaller tours and workshops. There are also new endeavors including monthly radio content and scoping for a series of water courses. In

addition, CFWE will continue to use CWCB funding to implement the recommendations from the recently completed Financial Sustainability Plan and the Communications Plan, both of which were partially funded by CWCB in prior years. Items of note in this year's scope of work include:

- Partial funding for creation and airing of monthly radio stories on water
- Removal of funding for one day "mini-tours" as these events now support themselves
- Partial funding of two *Headwaters*. Remaining funds will be raised from private sources and a WSRA grant
- Partial funding for a new Citizen's Guide on the history, development and future of transbasin diversions
- Development of a dashboard reporting device for funders and the Board of Trustees to clearly identify and track metrics related to financials, program reach and reputation
- Continued investment in communication activities including list growth, media relations, website enhancements and needed IT upgrades

UPCOMING EVENTS

The following are Foundation events occurring over the next six months:

- May 15-16: Water Leaders session in Summit Co. and rafting trip
- May 16: Urban Waters bike tour in Denver
- May 21: CFWE Board meeting
- May 31-31: Lower Colorado basin tour
- June 20-21: Upper Colorado basin tour
- June 30: Rio Grande *Headwaters* available
- July 10-12: Platte River Interstate tour
- July 25-26: Water Leaders session in Alamosa
- July 26: Rio Grande *Headwaters* lecture event
- Sept 19-20: Water Leaders session and graduation party in Denver
- October 8-10: Sustaining Colorado's Watersheds Conference, Avon
- October 15: Energy *Headwaters* available
- October TBD: Energy focused mini-tour in Weld County



2013-2014
Scope of Work for the
Colorado Water Conservation Board

PURPOSE

The purpose of this Scope of Work is to assist in the financing of operations of a water education foundation to promote a better understanding of water issues through educational opportunities and resources so Colorado citizens will understand water as a limited resource and will make informed decisions regarding its use.

Task1: Educational Program Development and Delivery

Sub-task 1.1: Water Leaders Program

The Water Leaders Program was created in 2006 to offer emerging Colorado professionals the opportunity to develop their leadership potential with a focus on water resources issues. As part of this task, the Foundation will:

- Finalize the 2013 program, including a report on how program changes affected participant experience and learning
- Plan, Recruit and Implement the 2014 program

This subtask will be complete by June 30, 2014.

Sub-task 1.2: Water Education Workshops

The Foundation will organize and implement water education workshops for the following audiences:

- State Legislators. The workshop goal will be to increase their basic understanding of water resource issues. The format will be an interactive quiz.

This subtask will be complete by March 30, 2014.

Sub-task 1.3: River Basin Tour

The Foundation will organize and implement a multi-day water tour for water professionals and the general public focused on the Yampa basin.

This subtask will be complete by June 30, 2014.

Sub-task 1.4: Water Course Development

CFWE has had great success in its Water Leaders program, and regularly turns away dozens of applicants each year. Many of these applicants are young water professionals who have not yet attained the leadership positions necessary to take advantage of the program content. CFWE will research the development of a course designed to meet the needs of this and other potential audiences and will produce a program plan that includes the goals, content and budget of a new program.

This deliverable will be complete by January 30, 2014.

Sub-task 1.5: Monthly Radio Series

The Foundation, in partnership with Rocky Mountain Community Radio, will produce a monthly radio series tied to content in *Headwaters* magazine. It will be available for syndication on the 20 affiliate stations within the RMCR partnership, potentially reaching more than 250,000 Colorado residents.

This subtask will be complete by June 30, 2014.

Task 2: Publication Development and Delivery

Sub-task 2.1: Headwaters Magazine, October 2013 and January 2014

The Foundation will write, design and publish two issues of *Headwaters* Magazine, for distribution to up to 7,000 members of the public. The issues will be on energy and on supply/land use planning. CWCB will be provided with 50 copies of these publications for their use.

This deliverable will be complete by January 30, 2014.

Sub-task 2.2: Citizen's Guide on Transbasin Diversions

The Foundation will research, write and print a new Citizen's Guide focused on Transbasin Diversions. The publication will look at their history, intent, costs and benefits.

This deliverable will be complete by May 30, 2014

Sub-task 2.3: Citizen's Guide Distribution

The Foundation will distribute, free of charge, up to 900 *Citizen's Guides* to groups who otherwise could not afford them for use in educating their members, stakeholders and staff.

This deliverable will be complete by January 30, 2014

Task #3: Financial Reporting

Sub-task 3.1: Financial Reports

At the end of each fiscal quarter, the Foundation will provide quarterly unaudited financial statements.

Sub-task 3.2: Review

By December 30, 2013, the Foundation will submit an accountant's financial review to CWCB.

Task #4: Organizational Development

The following items are related to CFWE's strategic goals of increasing the capacity of the organization, diversifying its funding base and growing the number of people involved in our work.

Sub-task 4.1: Goal Tracking Dashboard

CFWE will develop a simple, graphical way for funders, staff and the Board of Trustees to monitor existing program, outreach and financial goals through use of a “dashboard”. The intent is to make reporting on goal progress simple to understand and communicate to outside audiences, including CWCB and the legislature.

This task will be complete by December 30, 2013

Subtask 4.2: Communications Plan Implementation

In 2011, CFWE’s marketing consultant provided us with a three year marketing plan. In FY2014, staff will focus on the following implementation areas:

- Customized member communication tools: To be more relevant to our members and supporters, CFWE will segment our mailing list by geography and interest area and then develop communication tools geared towards the interests of those on our mailing list.
- List growth: CFWE’s current email contact list is approximately 4,300 individuals. Through strategies such as website promotions, e-newsletter sign ups, blog promotion, Google adwords and others, CFWE intends to grow this by 1/3 to 6,000.
- Media relationship development: In 2012, CFWE developed a list of media contacts statewide as well as a strategy for reaching them. In 2013, we will implement that strategy including exploring syndication, getting to know water reporters in certain parts of the state, and developing monthly story pitch ideas for them.

This task will be complete by June 30, 2014.

Sub-task 4.3: Financial Sustainability Plan Implementation

The 2012 Financial Sustainability Plan created a strategy to diversify CFWE’s funding base. Several IT improvements are required in order to carry out the implementation of that plan.

- Upgrades to CFWE’s website including analytics reporting, event registration and donation software upgrades and e-newsletter software upgrades.
- Customization of CFWE’s donor database including data management best practices, prospect tracking and reporting and software upgrades.

This task will be complete by March 30, 2014

Task #1: Educational Program Development and Delivery

<i>Subtask</i>	<i>Deliverable</i>	<i>Time of Deliverable</i>	<i>Description of Deliverable</i>	<i>Budget</i>	<i>Deliverable Total</i>
1.1	Water Leaders Program	June 2014	Implement the 2014 program	\$33,000	\$33,000
1.2	Water Education Workshop: Legislators	March 2014	Host luncheon for Legislators	\$3,500	\$3,500
1.3	River basin tour: Yampa	June 2014	Host 1 multi-day tour of the yampa basin	\$16,500	\$16,500
1.4	Water course development	Dec 2013	Research the feasibility and develop an implementation plan for a multi-part water course offering	\$7,000	\$7,000
1.5	Monthly radio series	June 2014	Develop and implement a monthly radio series tied to Headwaters	\$9,000	\$9,000

Task 1 Total**\$69,000****Task #2: Publication Development and Delivery**

<i>Subtask</i>	<i>Deliverable</i>	<i>Time of Deliverable</i>	<i>Description of Deliverable</i>	<i>Budget</i>	<i>Deliverable Total</i>
2.1	Headwaters Magazine	October 2013 January 2014	Publish one issue of Headwaters magazine on energy/water and supply/land use planning	\$15,000 \$15,000	\$30,000
2.2	Citizen's Guide	June 2014	Write and publish the 10th Citizen's Guide on Transbasin Diversions	\$20,000	\$20,000
2.3	Citizen's Guide Distribution	January, 2014	Provide 900 free copies of Citizen's Guides to groups	\$3,000	\$3,000

Task 2 Total**\$53,000****Task #3: Financial Reporting**

<i>Subtask</i>	<i>Deliverable</i>	<i>Time of Deliverable</i>	<i>Description of Deliverable</i>	<i>Budget</i>	<i>Deliverable Total</i>
3.1	Financial Reports	July 2012 October 2012 January 2013 April 2013	Provide copies of any and all balance sheets and financial reports produced in accordance with the CFWE standard accountand procedures and Executive Committee requirements	\$750 \$750 \$750 \$750	\$3,000
3.2	Audit for FY2012	February 2013	Accountant audit of FY2011 financial statements	\$3,000	\$3,000

Task 3 Total**\$6,000****Task #4: Organizational Development**

<i>Subtask</i>	<i>Deliverable</i>	<i>Time of Deliverable</i>	<i>Description of Deliverable</i>	<i>Budget</i>	<i>Deliverable Total</i>
4.1	Goal Tracking Dashboard	January 2014	Develop a reporting system for funders, board members and staff that easily tracks adopted CFWE goals	\$3,500	\$3,500
4.2	Customized Member Communications List Growth	January 2014 June 2014	Development of marketing and educational materials segmented by audience type Growth of the CFWE contact list by 1/3	\$3,500 \$1,500	\$10,000
4.2	Media Relationships	June 2014	Develop working relationships with Colorado media outlets	\$5,000	
4.3	Website Upgrades	March 2014	Implementation of best practices and upgrades	\$4,500	\$8,500
4.3	Database Investment	March 2014	Customization and reporting improvements	\$4,000	

Task 4 Total**\$22,000****SCOPE OF WORK TOTAL****\$150,000**