

Resource Development Plan

Developed for:

cityWILD, Wilderness Institute of Leadership Development

By

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INTRODUCTION:

Fundraising diversification is the name of the game for cityWILD's future. Grants from foundations and government accounted for 55.8 percent of FY '07 funding. The next highest contribution factor came from individual contributions at 17.7%, while corporate contributions were less than one percent. All other fundraising activities, events, earned income and other income (1.7%) accounted for the remaining balance of 26.3%.

cityWILD's overall goals are simple. Maintain grant contributions and grow all other areas of funding. Most specifically, emphasis will be on increasing earned income from rafting ventures through extended partnerships and increased marketing. Additionally, through this increased market awareness, more focus will be placed upon individual contribution growth and increased profitability of events.

Needs Statement

1. Increase proportion of individual donor contributions to balance and diversify revenue.
2. Secure adequate outdoor equipment on an ongoing basis as youth wear it out.
3. Develop effective marketing to draw in more clients for revenue generating river rafting company.
4. Increase in Board of Directors from eight members to twelve.
5. Secure corporate sponsorship supporting youth leadership development.

BACKGROUND:

Since 1998, nearly ten years, cityWILD has been providing tuition-free, experiential education programs, leadership development, and comprehensive support services to Northeast Denver youth and their families. During this time, the programs offered to disadvantaged and disenfranchised youth have grown to unprecedented levels in all areas of impact.

cityWILD is a bold effort to provide low income, culturally diverse youth with outdoor and environmental service learning opportunities that promote developmental themes of personal empowerment, leadership and community participation, as well as to motivate participants to reach their potential at home, in school, and within their community.

Recent Accomplishments

- A record setting year of 5,381 student-days* of services was provided in FY '07, an increase of 81% over FY '06. This accomplishment was the result of improved recruiting and retention of students. In total, more than 2,050 participants were served in programming, ranging from one day for river rafting clients to more than 150 days per year each for Leadership Program participants. Ten students logged more than 100 days of participation each.
- cityWILD Ventures, the organization's river rafting operations on the South Platte and Arkansas Rivers, more than doubled business in '07. Ventures

provided services to numerous nonprofits, including sixteen Outward Bound Wilderness courses based out of Leadville.

- In an effort to reach out to non-traditional outdoor enthusiasts, cityWILD provided Free Raft Rides to the general public at Confluence Park throughout the summer, in which more than 415 people were introduced to rafting, with youth guides providing safety talks and guiding boats through this popular water park in the heart of downtown Denver.
- Social work interns provided extensive services to youth and families. This critical compliment to the Leadership Program ensures that students are retained by working closely with families, schools, and other community players, creating a comprehensive approach to student success. Bilingual staff ensured that mono-lingual Spanish speaking parents felt welcome and included, increasing the organization's capacity to serve the community.
- cityWILD selected a new Executive Director with vision, experience and the energy to move the organization forward and well into the 21st century.
- cityWILD was featured on CBS Channel 4's Colorado Getaways this summer.

Mission statement

cityWILD is a bold effort to provide low income, culturally diverse youth with outdoor and environmental service learning opportunities that promote developmental themes of personal empowerment, leadership and community participation, as well as to motivate participants to reach their potential at home, in school, and within their community.

Our Programs

Our Leadership Program offers comprehensive, tuition-free, experiential education that includes an After School Program, Weekend Adventures and Expeditions and Case Management Services. cityWILD utilizes best practice model curriculums from the fields of outdoor education and youth development focusing on both classroom-based and experiential education that develops personal and community leadership in youth.

Our educational programs work in collaboration with neighborhood schools, primarily the Wyatt-Edison Charter School, and Bruce Randolph School. Through our experiential learning approach, students go hiking, camping, rock climbing, snow boarding, river rafting and kayaking. Our programs focus on advanced leadership skills, professional development, financial management, service learning and college preparation.

Support Services for Youth and Families

In order for youth to reach their potential they need to feel fully supported at home, at school, and in the community. cityWILD offers comprehensive case management for all participating students and their families.

Leadership Program

cityWILD's leadership program is tuition free and consists of a variety services provided through after school programming and short expeditions for both middle and high school aged youth. Youth who attend cityWILD receive opportunities to

be exposed to valuable wilderness experiences, as well as, opportunities to work on personal growth opportunities related to communication, teamwork, conflict resolution and decision making.

Junior and Crew Leader

Students that demonstrate great leadership potential have an opportunity to earn positions of prestige and responsibility within the program. These students must fulfill a list of requirements including demonstrating role model and teaching potential, and they have an opportunity to earn a small stipend for their duties in the program. Crew Leaders are high school students, who like their middle school counterparts have demonstrated exceptional leadership and a willingness to take on additional responsibility in the program. They have earned a part time job with cityWILD, where they assist instructors with program activities.

Ventures

An income generating business that provides river rafting, climbing and other outdoor adventure experiences to other nonprofits and the general public, promoting environmental awareness and building outdoor leadership skills for their staff and youth.

CASE STATEMENT:

cityWILD, was founded upon the simple premise that when kids in their formative teen years are exposed to challenging outdoor experiences, several great things

happen. They begin to appreciate our environment, they learn valuable life skills and they gain the fundamentals of leadership.

More than one thousand teens in Northeast Denver are at risk to gang violence, alcohol and drug abuse, and from dropping out of school. In this area alone, the crime rate is twice that of state levels, the poverty rate is 1.5 times greater than Denver County and the unemployment rate is 4 times greater than state averages.

At cityWILD we provide the catalyst that promotes positive life choices, community involvement and environmental stewardship. Leadership is a skill best learned through experience and taught by example. It's inertial, a body at rest remains at rest, a body in motion remains in motion.

If you get kids moving in the right direction, they keep moving in the right direction. This elemental motion of mentoring, coaching and instruction for underserved, underprivileged and potentially at-risk teens, creates a life-changing and community-building impact that lasts a lifetime.

cityWILD motivates participants to reach their potential at school, at home and in their communities.

Our Goals

- Develop leadership skills and self-concept

- Promote environmental awareness and a community ethic through service learning
- Increase academic achievement
- Decrease alcohol and drug use

Experiential Education

Experiential education is defined as experiential learning through programs & activities structured by others which facilitates experiential learning. Emphasis is placed on the nature of participants' subjective experiences.

Back when we started our programs, experiential learning was new, somewhat experimental and relatively untested. Today it is largely hailed as one of the best methods available for teaching students that find it difficult to learn in a conventional setting.

Community Needs

The need for cityWILD programs has never been greater.

When we polled students, over 50% responded, "I can hear gunshots in my neighborhood" and over 40% responded that "Some of my family members participate in drugs and violence".

cityWILD has never been stronger; board leadership is at an all-time high, we have a vibrant President with vision and skills, a new Executive Director with extensive program experience and interest from students is at an all time high.

DEMOGRAPHIC INFORMATION

External Analysis

Anyone that is aware of our current socio-economic climate understands that today's youth, especially those from the inner-city areas need help in getting on track to productive lives. Denver's overall crime rate is rated worse than the national average with an average of 5,389 per one hundred thousand people against a national average of 4,479 and rated twice that of state levels.

Unemployment is 4 times greater in urban areas while the poverty rate is 1.5 times greater than anywhere else in Denver County.

With a possible recession looming just over the horizon, securing new funding may prove difficult from the individual and corporate sectors. The organization should protect its primary funding sources and look to expanding these proven funding sources in the short term. However, it should also keep to an overall strategy of diversification away from grant reliance and into more individual and corporate funding sources, as well as, earned income.

SWOT Analysis

Strengths

- Eight years of operation.
- Active Board of Directors with new members.
- New Executive Director with vision and energy.
- Effective infrastructure: program curriculum, logistics and operations, staff training, program and employee evaluation.
- Brand awareness within community.
- Financial management system in place with a growing earned income enterprise (rafting company).
- Well established student body increasing enrollment and attendance.

Weaknesses

- Inconsistent undiversified funding, with too much reliance on grants.
- Low/negative cash flow.
- Earned income from rafting company could be much stronger.
- New Executive Director will take time to establish credibility and enhanced direction.
- Board Leadership appears to focused on inclusivity and diversity rather than accomplishing mission and fundraising.
- Brand Awareness is not far-reaching to balance of metro community.
- Website is weak, message unfocused and not positioned well among competition.

- Employee benefits, specifically mid to low salaries and wages, no retirement plan.
- No Strategic Plan.
- Current Fundraising Plan lacks significant action direction.
- Organization is in flux.

Opportunities

- Solid need in other communities for similar programs.
- Program is model ready for replication to other markets.
- Financial effectiveness through scaling can lower cost per unit.
- Earned income program is solid and with effective marketing can grow.
- Business model is unique and may offer the opportunity for a niche marketing program.
- Workforce development services have grown, which may result in funding and support from businesses and other sources that encourage economic development.
- Partnerships with similar organizations can lead to resource sharing and opportunity creation.

Threats

- Competition for funding is high.
- Competition from similar programs is high.
- Permitting from U.S. Forest Service is tenuous.
- More and more, kids are spending less and less time outside and away from

TV's and computers.

- Demographic of students is not traditionally an outdoors culture.
- Unreliable, unpredictable grant funding.
- Liability inherent in activities.
- High cost of outdoor activities, including equipment, and support.
- Staff turnover results in loss of relationships developed by that individual.
- Insufficient parent-school-community input; need to get community and student parents more involved, or risk losing momentum.

SWOT Summation

In general cityWILD is in a good position. It is well-respected and well known in funding communities having been recognized with awards from the El Pomar Foundation and University of Colorado Graduate School of Public Policy. Their earned-income venture rafting company is growing and shows great promise from partnerships with other nonprofits. The Ventures Program provides a unique positioning within the experiential education market and should be capitalized.

Life Cycle

cityWILD is very near the middle of its governance stage. The founder and past CEO has moved on, the board recognizes it needs to expand and attract members that can help the organization grow. The organization is now moving into an environment where greater infrastructures are necessary to handle the growing enterprise. Management must move to a greater level of hierarchy

where each individual's role is more clearly defined. Yet it still needs an energetic and charismatic leader. This is an exciting time for this organization; the next few years will dictate its future viability. It is critical that at this point leadership map out a clear direction through strategic planning, so everyone in the organization can focus on the end goal.

ORGANIZATIONAL DEVELOPMENT/DYNAMICS

Board Leadership

The Board of Directors has grown substantially in recent years and generally can be characterized as an active board of directors with 4 to 5 of the 8 members being typified as active. Overall, the board is not highly-positioned for fundraising. However, currently two board members come from the foundation community and we have connections to Denver Water, Sam Cary and the Black Chamber of Commerce. The balance of the board, while motivated to raise funds are more inclined to open doors than to actually ask for funding.

Over the last few years the make-up of the board has changed significantly. Since 2004, seven new members have been recruited while roles and responsibilities have been restructured (see Exhibit A, Summary of Board Responsibilities.) Group Dynamics can be typified as well-rounded with the strongest leadership coming from the two members connected to the foundation community. Positive direction and vision is brought by Board President Veronica Garcia, Former Executive Director of the Colorado Anti-Violence Program.

Additional expertise is achieved from the Board in the areas of legal (contract negotiations & board process), event management (fundraising & sponsorship), nonprofit and community experience.

With a goal of 12 board members on the agenda, more work is needed to build the board and gain momentum in fundraising and organizational oversight. The Board should focus upon increasing its membership from within all the sectors of corporate, foundation, religious and governmental communities. Most importantly, the board would benefit from focusing less on the inclusiveness issues of race, and socio-economics and more on raising funds to meet the ever-rising demands of program building.

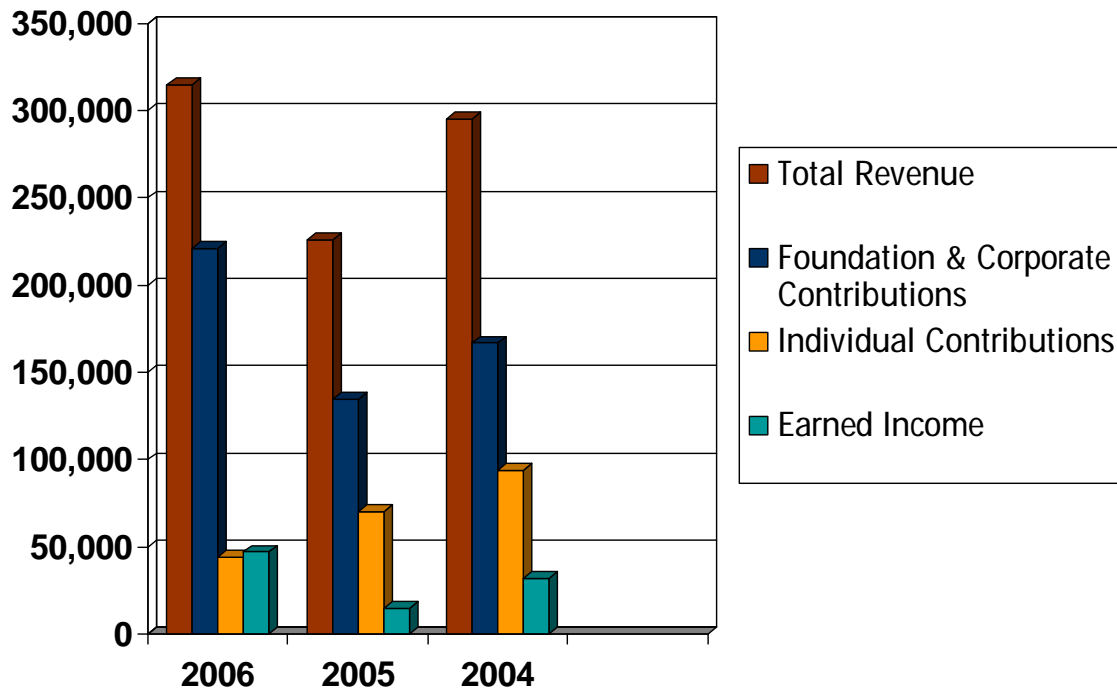
FUNDING HISTORY

Total revenue for cityWILD has averaged over \$300,000 per year from 2004 – 2007 with the greatest revenue stream in FY '07 with total revenues of \$369,374. The predominant source of revenue has been from foundation and government grants totaling \$206,369 in FY '07 amounting to 55.8%.

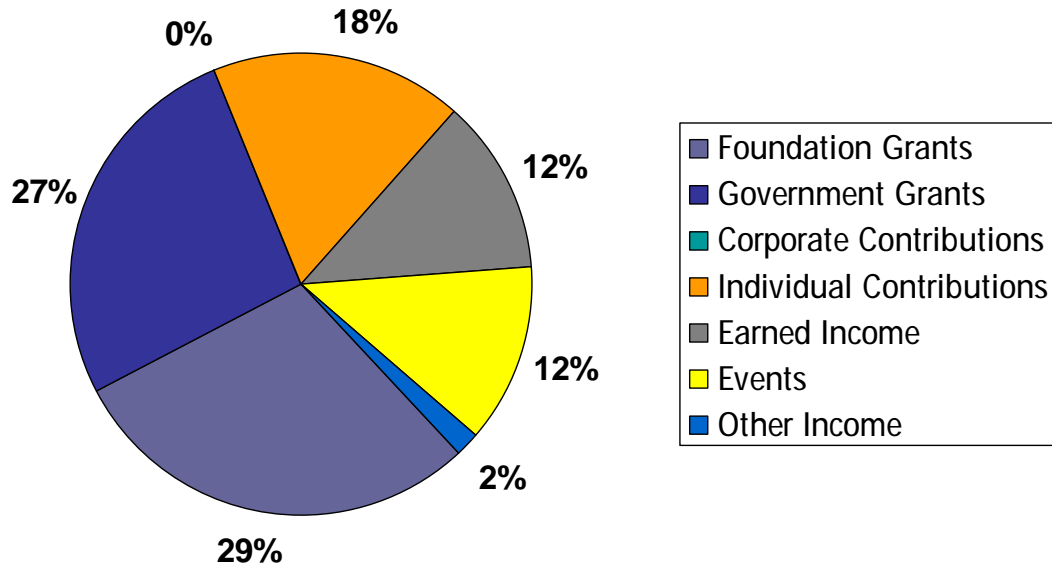
cityWILD continues to diversify revenue sources with the growth of Ventures and increased sponsorship opportunities and events, including WILD@Heart, Hike for Youth, and Urban Cowboy. State funding, such as, the Tony Grampas Youth Services and Tobacco Initiative have provided significant support for alcohol and tobacco awareness and prevention education. Sponsorships have increased but were primarily in-kind donations of outdoor equipment.

Other fundraising efforts have been significantly increased thanks to an active Board of Directors. The Board is committed to establishing stronger financial security, growing the individual donor base, and partnering with businesses and corporations who have similar cause-related interests. Funding has remained relatively static over the last four years. The following charts illustrate where funding has come from to date.

Historical Revenue Breakout



FY '07 Revenue Breakout



Total Revenue FY '07 \$369,374

FUNDING GOALS

Projected income for FY '08 is expected at \$360k. The three year financial diversification goals are simple.

- Increase Individual Contributions to 25%,
- Increase Earned Income to 15%,
- Increase Event Revenue to 15 to 20% of total.

FUNDING OPPORTUNITIES

CityWILD is looking to expand its facilities, update its curriculum, reach out to other schools and grow the Ventures Rafting operation. Our renewed vision includes expanding the following:

Facilities

We're anxious to bring students to our Franklin Street facility to demonstrate how leadership can change lives and communities. We want to remodel the facility to update classrooms, add a climbing wall and to provide storage for equipment used in the Ventures program. Costs Associated with this activity:

- Remodel Classrooms \$5,000
- Add a climbing Wall \$50,000
- Create Equipment Cache \$2,000

This improvement will directly affect all cityWILD programs and create a center for leadership growth.

Curriculum

We'd like to give students broader choices at every grade level. By tailoring our programs to specific grades, we can offer ever-growing and fulfilling leadership experiences. Costs Associated with this activity:

- Creation of Curriculum 100 hours of staff time \$4,000
- Binding, Duplication, etc. \$1,000

Outreach to Other Schools

Currently cityWILD works in collaboration with the neighborhood schools of the Wyatt-Edison Charter School and the Bruce Randolph School. Not just northeast Denver youth are at risk. We want to expand our programs to other at-risk youth around the greater Denver area. Current targeted schools include: Harrington Elementary, Mitchell Elementary, and the Gilpin School. Costs associated with this activity:

- Creation of marketing specific materials, 100 hours of staff time \$4,000
- Binding, Duplication, Distribution \$1,000

Ventures Program

Ventures is now self-sustaining, break-even proposition. We'd like to make it revenue-producing in FY '09. By growing this income generating business, we can fund and expand our programs and then we ourselves are well on our way to self-sustainability. Costs associated with this activity:

- Creation of marketing specific materials, 100 hours of staff time \$4,000
- Binding, Duplication, Distribution \$1,000

FUNDING STRATEGY

Public Relations and Marketing

Website:

Goal: More effectively utilize the Internet and website as a communications tool.

Plan: For the near term, the website copy should be rewritten and updated to reflect current programs and goals. Home page copy does not easily identify to the reader the importance of the organization, its achievements and goals. Search engine optimization should be employed to allow those looking for the organization easy access. Relationships and link sharing should be explored to gain greater exposure.

Web is the future and the internet is how we now communicate. It should be optimized. Long term the website should be developed into a portal for students, volunteers and donors. Mid-term video should be created and deployed on the web to efficiently demonstrate how cityWILD affects the lives of its students.

Newsletter

Goal: Create a consistent informative newsletter that keeps the community within the circle of influence informed of mission and progress.

Plan: Update and change the newsletter to an electronic version which is distributed initially once per quarter with expansion to every other month.

Press

Goal: Increase media awareness across all touch points.

Plan: To date very little has been done to exploit this important communications tool. An active press relations program should be employed. This would include letters to the editor from board members and Executive Director to various news agencies including newspapers, radio and local magazines. Areas that can be

explored include radio talk shows, public service announcements, and better media coverage for events, potential interviews on public service shows and outdoor publications and websites.

Collateral

Existing general collateral is adequate, but a targeted piece should be developed that focuses on fundraising goals.

Corporations

Some success has been found in funding from corporations in the outdoor community. Primarily this has been from in kind donations of clothing and gear. National manufacturing companies such as Patagonia, Go Lite, Kuhl, and Trango have been generous with clothing and equipment and should be better recognized in all marketing materials. Partnership is the name of the game and a detailed plan will be developed for each prospect (see Exhibit B for example.)

Goal: Increase the awareness and viability of cityWILD within the corporate community, identify and cultivate partnership opportunities.

Target: FY '08 \$5,000

Plan: While in kind donations are appreciated and utilized by the program, the contacts and relationships developed should be cultivated within the outdoor industry. A major sponsorship from an outdoor manufacturer for an event, or a partnership program might be found within the community. Renew contacts within outdoor corporate community that are past donors. Prospect for new contacts within the industry and look for introductions.

Key Prospects: Patagonia, Trango, PMI, REI, Go Lite, teko, Smart Wool, New Belgium, GSI Outdoors, Kuhl, JPMorgan Chase, Paradise Rock Gym, Princeton Tec, Marzetta. See individual plan for each key prospect.

Foundations

Goal: To maintain current funding levels and sources while searching for new foundation funding.

Target: FY '08 \$153,000 (\$45K to date)

Plan: Research various new foundations, all previous funders as identified by E.D. and grant writer and submit grants as planned after making personal contact with funders. E.D. will place calls and interview foundation staff to insure greater success in funding. Create a grant funding calendar, and research the new funding sources starting with community foundations, family foundations, and philanthropic trusts. Start off in the local community, and then broaden the search to statewide and national foundations. Use all research materials available and develop the strategic approach - target a range of 8-12 new foundations during the next year.

Key Prospects: Anschutz Family Foundation, Thomas Bean Foundation, Burt Foundation and the Daniels Fund. See individual plan for each key prospect.

Government Funding

Goal: Stay on top of existing government funding programs and keep abreast of new opportunities.

Target: FY '08 \$77,000 (to date \$47)

Plan: Submit grants as planned after making personal contact with funders. E.D. will place calls and interview foundation staff to insure greater success in funding.

Individual Gifts/Donors

Target: FY '08 \$67,000 (to date \$27K)

Direct Mail/Newsletter

Goal: To increase awareness of the success and accomplishments of the organization, to maintain connection with current donors and introduce cityWILD to prospective donors.

Plan: Expand and update the donor database, with special emphasis on email. Create a quarterly newsletter that will update database on events, activities and educate readership on benefits of cityWILD. It will also educate and encourage planned giving while asking for donations.

Annual Report and Appeal

Goal: To increase awareness of the success and accomplishments of the organization, to maintain connection with current donors and introduce cityWILD to prospective donors.

Plan: All database contacts will receive the Annual Report and appeal letter, along with a reply card and a hand written note from their contact on the board personally asking them to give. These connections will be recorded and tracked and updated in the donor database.

Special Events

The overall goal of our special events is two fold, to increase awareness of the organization and to raise funds.

Quarterly House Parties/Ask Events

Goal: To increase awareness of the success and accomplishments of the organization, to maintain connection with current donors and introduce cityWILD to prospective donors.

Target: FY '08 \$8,000

Plan: Only one of these events occurred in FY '07, but the immediate goal for FY '08, would be to have one in the months of April, May, July and August.

These events are designed as small gatherings of interested parties (10 – 25 people). Prospects will be informed that the nature of the house party is to hear about cityWILD and that a request for funds will be made. Each house party's program will include a welcome and introduction by the Host and cityWILD background by the Board Chair. A video/slide show presentation with a testimonial by youth and/or parent as to the impact of the program will be provided along with a testimonial by a donor as to why they give. The presentation will conclude with a direct ask for gift from those present.

Fundraising Events

Goal: To directly raise funds through event management while subsequently increasing awareness of organization.

Revenue Target: \$40,000 (Calendar Year '08)

Plan: Maintain and grow the success of the two events – Hike for Youth and WILD@Heart, increasing funds raised, while adding a third event, the River Rendezvous.

- **Hike for Youth** is held each September and is a collaborative event between REI, Colorado Mountain Club and Mile High Youth Corps. This event consists of hikes of varying degrees of difficulty, with a raffle and entry fee, similar to a bike race or 5K/10K run it is held at Golden Gate Canyon State Park. See event plan for details.
 - Revenue Target: \$10,000
- **WILD@ Heart** is held each June and is a rafting based event at Confluence Park in Denver which includes a silent auction, music and other activities. See event plan for details.
 - Revenue Target: \$5,000
- **River Rendezvous**, the newest event. A high end \$150 per plate dinner held at the Gothic theater that includes music from a national act, like Big Head Todd and the Monsters. Held in Sept/Oct time frame see event plan for details.
 - Revenue Target: \$25,000

Earned Income

Goal: Short-term goal FY 08 is to maintain status quo. For FY 09 and beyond, expand the Ventures rafting program through outreach to other nonprofit organizations and agencies. A comprehensive marketing plan will be developed by 12/31/08 to prepare for the '09 rafting season.

Target: FY '08 \$40,000

Plan: Mail campaign to all identified prospect organizations. Approximate target audience of 5,000 postcards to be sent with follow up phone calls, booking of trips, organization and completion of trips.

Additional avenues to pursue include services that can be marketed to existing constituency, corporations and the community. Consider marketing services to corporations in the form of corporate retreats, employee perks or annual banquets, such as a summer picnic or corporate outing.

Board of Directors

The Board of Directors each year is encouraged to make a financial commitment to the organization. Currently each board member has agreed to host one house party/ask event. They are also committed to growing the organization from a fundraising perspective and have agreed to prospecting and corporate introductions.

IMPLEMENTATION & MANAGEMENT

Volunteer Leadership

Currently the organization only has 11 volunteers including the eight Board members. In addition to the Board of Directors, two volunteers are devoted to program activities, one for marketing and development. A plan needs to be developed to improve volunteer recruitment and retention.

Development Staff

The Development staff currently consists of a contract grant writer, a volunteer marketing and development consultant and the Executive Director.

Financial Resources

Only 11.4% of funds are allotted to administration and only 4.7% of funds are dedicated to fundraising. The balance of funds 83.9%, are dedicated to program services. A commitment from the BOD is needed to allocate further resources to management and implementation of these fundraising goals.

Resources Development Calendar (preliminary)

2nd Quarter '08

- Annual Board Retreat May 17, 2008-03-04
- Website Update completed by end of quarter
- Ventures Marketing Campaign initiated April
- Wild @ Heart (June)
- Quarterly House Party/Ask Event (April & May)

3rd Quarter '08

- Hike for Youth (September)
- River Rendezvous (October)
- Quarterly House Party/Ask Event (July & August)

4th Quarter '08

- Annual Report & Appeal
- Ventures Marketing Plan Complete 12/31/08

1st Quarter '09

- Quarterly House Party/Ask Event (March)

TRACKING OF THE FUNDRAISING STRATEGY

A Development Committee will be formed to manage and review the implementation of this fundraising plan at the May 17th 2008 board retreat. The committee will then play an active role in assessment of this plan. The committee will take the following actions:

1. Ratify overall goals.
2. Approve funding goal amounts for each category.
3. Review progress quarterly.
4. Determine effectiveness of funding strategy.
5. Make suggestions as necessary to achieve goals.

Exhibit A: Summary of Board Responsibilities

Planning

- Determine the vision, mission, and strategic direction for cityWILD.
- Develop and regularly revise cityWILD strategic plan, ensuring alignment with the vision and mission.
- Approve the annual operating plan and monitor for alignment with the strategy and financial objectives.
- Support staff in implementing strategic goals and the annual operating plan.
- Monitor accomplishment of strategic goals and operating objectives.

Policy Setting

- Establish and review policies to govern cityWILD's management and business decisions.
- Review operating procedures (implemented by staff) to ensure implementation of and compliance with policies.

Program

- Review and monitor programs regularly, ensuring alignment with the mission and strategy of cityWILD.
- Approve annual program plans.
- Monitor program quality and effectiveness through a meaningful evaluation process.

Fundraising

- Participate in creating, approving, and implementing cityWILD's fundraising plan to meet the financial needs of the organization.
- Make a personal financial contribution to the organization annually.
- Participate in cityWILD's fundraising events and activities, cultivating donors and advocating for the organization.
- Identify and solicit individuals or organizations who could contribute time, in-kind donations or financial resources to the organization.

Public Relations

- Represent and promote the cityWILD in the community.
- Approve cityWILD's marketing and public relations strategies and objectives.

Financial Management

- Approve the annual budget.
- Ensure the implementation of proper financial controls.
- Review the annual independent audit of cityWILD's operations.

- Regularly monitor the financial operating condition of cityWILD and status of the organizations investments.
- Ensure adequate management of the cityWILD's legal and financial liability.

Human Resources

- Hire, supervise and evaluate the cityWILD's Executive Director.
- Oversee the Executive Director's hiring decisions at the senior staff level to ensure high quality continuity of the cityWILD's leadership in case of the Executive Director's absence or departure.
- Decide to expand or reduce staff in alignment with the cityWILD's goals and objectives, as well as financial condition.
- Approve and monitor human resources policies.
- Delegate to Executive Director the responsibility to manage the cityWILD's daily operations and all other staff.

Board Organization and Development

- Assure the continuity, diversity, and capability of the Board through the Board nomination process.
- Establish appropriate Officer roles and Board committees to effectively undertake the work of the Board.
- Develop Board bylaws and ensure compliance with bylaws.

Exhibit B: Corporate Prospecting Plan

(Example)

Prospect: PMI, Pigeon Mountain Industries

Corporate Background: PMI has grown in the past 25 years to become a leading life safety rope manufacturer, supplying life safety rope and technical hardware to cavers, climbers, mountaineers, rescuers, rappellers, and military.

PMI ropes are renowned across the globe and can be found in use on the summit of Mt Everest, in the caves of China, through the dark reaches of Antarctica, inside Asian industrial plants, by municipal rescue squads, in the European Alps, and right here in our own American back yard.

Corporate Address:

Pigeon Mountain Industries
PO Box 803
LaFayette, GA 30728
888.764.1437

Key Corporate Contacts:

- Loui McCurley, Regional Vice President of Development, 303-881-6786
- Angie Lucht, Marketing Director, 303-670-5063

cityWILD Leader: Richard Solosky

Goal: Receive all climbing related equipment for indoor climbing gym at remodeled cityWILD headquarters as an in-kind donation. Approximate Value - \$10,000.

Plan:

Develop detailed equipment needs analysis for climbing gym. Contact Angie Lucht, Marketing Director by May 1, 2008 to determine budgeting period and discuss a proposed equipment donation.