



RCD Members,

CARCD is very appreciative of all the hard work the RCD community has engaged in as it strives towards the goal of being visible, relevant and excellent!! We have all rolled up our sleeves and the results of that effort are being realized and becoming more apparent every day. As a network we are getting stronger and more able to reach our goals. In order to be able to meet the growing needs you have, CARCD has also been working hard to strengthen its ability to support you.

As a small part of this effort, the CARCD Board is proposing that the CARCD membership approve five resolutions at the 2018 Annual Business Meeting. These proposed resolutions have been developed following a facilitated effort lead by Solid Ground to address opportunities for strategic development. Solid Ground is the same consulting firm that has been supplied to many RCDs to guide internal improvements and collaboration. CARCD is dedicated to improving communication at all levels and strengthening both its leadership and fiscal position. We feel the proposed resolutions will be a strong step in the right direction.

As part of this strategic development process we have reviewed where we were a few years ago, where we are today and where we want to be as an organization so that the RCDs can depend on us to represent them. We recognize some challenges we face and the need for organizational changes that help further our RCD network including:

- 1) Recognizing that CARCD can better tap into the important strengths RCD board members and management staff have.
- 2) While many CARCD regions are operating very effectively, others are struggling.
- 3) While CARCD has been successful in tapping some new funding source (Bechtel Grants, one-time state funding to support RCD development efforts among others) we believe that many more opportunities exist by better engaging our many stakeholders. Stakeholders may also provide expertise about operations of a non-profit organization (yes CARCD is a non-profit) that our current Board members lack. Having the ability to bring a few of our stakeholders into CARCD would open many opportunities.
- 4) CARCD communication strategies need to be better developed.
- 5) CARCD has difficulty recruiting and retaining board members.
- 6) The dues structure does not adequately cover CARCDs needs including funding our lobbyists who have done incredible work to support our network.

As a board, we are attempting to address some of these challenges. We decided that addressing all of these challenges at once was not achievable. Instead, we focused on the first 5 key elements that we thought were obtainable, effective and of the highest priority. They were selected to make a shift in the right direction. The following is a

summary of and rationale for the five proposed resolutions. They attempt to address the challenges with engagement, recruiting board members, and bringing a broader knowledge set to the CARCD staff and board.

The purpose of these resolutions is to correct some of the challenges that keep the board from fully functioning to represent and support RCDs. They are intended to be a starting point. We encourage and hope for further discussion around CARCD's critical issues and hope that you will be part of our evolution and growth. Please be engaged with us! We are here to represent you and want to hear your opinions on these resolutions and the future growth and evolution of CARCD and would love to have you participate in our future.

Resolution No. 18-01

Summary: This resolution would allow CARCD to add up to three stakeholders to the CARCD Board.

Rationale: Having members who are not affiliated with RCDs could broaden the expertise of the CARCD Board, open up funding and create opportunities for RCDs. It also strengthens partnerships and builds advocates for RCDs by bringing partners into "the family". The non-RCD members would not be a voting majority and thus would not give up RCD control of CARCD. We feel that the benefits far outweigh any risks.

Resolution No. 18-02:

Summary: This resolution would create three new seats on the CARCD Board to be filled by RCD District Managers/Executive Directors elected at large by their peers.

Rationale: Over the last year the CARCD Board has had the opportunity to hear from a few RCD District Managers/Executive Directors during our Board meetings. We have found their input to be very useful for us to fully understand the day-to-day workings of RCDs. By providing a seat on the CARCD Board, we can ensure to have their input going forward. It also allows RCD staff to vote for their own leadership building engagement, participation and advocacy. Some may argue that this gives too much authority to RCD staff in running CARCD. Three seats held by RCD staff would constitute a small percentage of CARCD Board Members.

Resolution No. 18-03

Summary: This resolution would allow RCD District Managers/Executive Directors to serve as Regional Chairs or Vice-Chairs if no RCD Director was willing to serve in this capacity.

Rationale: As described above, a few CARCD regions are not functioning, mainly due to lack of willingness of any RCD Director to assume the position of Regional Chair. In fact, two regional chair positions are currently vacant with no prospects to fill those seats. This would provide an opportunity for the Region to function by allowing a manager of an RCD to assume the Chair position if it is vacated by all of the directors in the region. Some might argue that providing this alternative to having an RCD Director be the Regional Chair will lead to more Directors opting out of assuming this position

thereby moving towards a scenario of the Regions being run by RCD staff. While this is always a possibility, RCD Directors can avoid this by stepping up.

Resolution No. 18-04

Summary: This resolution would provide a seat on the CARCD Board for the CARCD Executive Director.

Rationale: Many non-profits allow their executive director to be on the Board. We put a lot of responsibility on our Executive Director and she represents us in discussions with many agencies and stakeholders. She is also able to bring unique insight of the day to day operations and other expertise that no other board members possess. This resolution would provide additional stature to the CARCD Executive Director position both in working with the CARCD Board, with RCDs and with stakeholders.

Resolution No. 18-05

Summary: This resolution would substitute three RCD Directors elected at-large for the current ten Regional Chairs serving on the CARCD Board.

Rationale: Being a Regional Chair and serving on the CARCD Board is a large responsibility and can put an added burden on some RCD Directors. It may be a factor in deciding not to take on a Regional Chair position. This resolution is expected to make it easier to get a full board of directors and more diverse members that may not have as much time to devote to the position but would still be valuable members. While this resolution would not preclude a Regional Chair from being elected as a CARCD Board Member, it would remove the automatic requirement that Regional Chairs will serve as CARCD Board Members. The con for this resolution is that it would reduce the RCD representation on the CARCD Board.