

WYOMING FUTURES PROJECT
PHASE II PROPOSAL
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Prepared by Rob Wallace

INTRODUCTION

The statewide conference in October provides an ideal opportunity to launch a permanent entity charged with implementing those recommendations in the SRI report that are favorably received by conference participants.

In preparing this working paper, I attempted to formulate a structure that met the following criteria; financial independence, state support, an arms length association with Ucross, and the capability to follow-up and implement policy recommendations.

THE ORGANIZATION

It is recommended that in January, 1986 the Wyoming Futures Project propose the creation of a state chartered, tax exempt organization know as the Wyoming Futures Institute. The charter of the Wyoming Futures Institute will automatically expire every eight years unless it is renewed by the Wyoming Legislature.

THE GOAL

The goal of the Wyoming Futures Institute will be to develop and support a teamwork approach to solving Wyoming's problems by bringing together individuals, corporations, and government representatives with the purpose of finding ways to strengthen the Wyoming economy and improve the state's quality of life.

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The Wyoming Futures Institute will focus on objectives identified in the SRI report and accepted by the people of Wyoming. Possible objectives include discovering ways to:

- Encourage innovative and creative measures to build a diversified, and less vulnerable economy.
- Improve the education system to meet the needs of the youth of Wyoming and Wyoming industries.
- Identify new systems and networks needed to support a richer, more diverse economy.
- Enhance the cultural and social resources Wyoming's people now seek elsewhere, and build on the state's unique heritage.

The Wyoming Futures Institute will develop concrete proposals to achieve these objectives by convening and supporting citizen task forces to identify and solve specific problems. The Wyoming Futures Institute will provide support and follow-up capability to enhance the likelihood that task force recommendations are implemented.

FINANCIAL SUPPORT

The Wyoming Futures Institute should strive for financial independence to remove the inevitable suspicion that it is a captive of a special interest. To accomplish this, it is recommended that a \$4,000,000 endowment be established. The proceeds from that endowment will provide the operating capital to run the institute. The endowment should be funded by corporate, individual, and public entities that have a stake in Wyoming's future.

BOARD OF DIRECTORS AND STAFF

The Wyoming Futures Institute will be administered by a 10 person Board of Directors. The directors will include; the current governor, the

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preceeding governor, the President of the Ucross Foundation, and a CEO of a major Wyoming industry. The remaining six directors will be "at large" and serve staggered four year terms.

The directors primary responsibility will fall into these categories; build and administer the endowment, convene and oversee task forces, set goals and supervise the Institute staff, serve as public ambassadors for the Institute, and provide continuity and follow-up to insure that task force recommendations are implemented.

The Institute's office should be conveniently located. Three full-time professionals are recommended to staff the Institute. The staff positions are; an executive director, an assistant director for research and task force coordination, and an assistant director for finance. Secretarial support will also be needed.

UCROSS FOUNDATION

The Ucross Foundation has played, and should continue to play, a pivotal role in the future of this project. However, the Futures Institute should not be so closely tied to Ucross that it can not function without it. To this end, it is recommended that the Institute contract with the Ucross Foundation for services. Under this scenario, the Ucross Foundation would provide the facilities and support for the numerous task force conferences that would be convened by the Institute.

There may also be a creative mesh if the Ucross Foundation continues their round table series. As now structured, the round table series invites groups with similar interests such as corporations, agriculture, tourism, etc. These round table discussions could serve as a valuable mechanism to nominate the topics and identify the personnel for the Institute's task forces.

The round table on out-of-state corporations, for example, demonstrated that many participants wouldn't have worked well in a task force with their traditional adversaries. Yet the round table process did

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identify some issues that merited attention, and some participants that would have worked in a constructive manner with adversaries. That information could be very valuable for the task force process.

The difference between Ucross's round tables and the Institute's task forces may prove to be too confusing for the public to understand. If so, the process should be merged into a single entity.

INSTITUTE'S DUTIES AND RESPONSIBILITIES

The Wyoming Futures Institute will routinely convene task forces to address issues that have been nominated by the Board, or by third party groups such as the Ucross Foundation, the Wyoming Legislature, or other public interest groups.

The Institute will provide the facilities, through the Ucross Foundation, and the support for these task forces. The Institute must also provide the necessary leadership and expertise to follow through on task force recommendations.

The Wyoming Futures Institute will publish a biennial report to the state to be available in September of even numbered years. This time frame is recommended in order to coincide with upcoming state-wide elections and therefore insure maximum exposure and debate on its content.

The report should contain the specific recommendations of the Institute's task forces, an update on the major findings of the SRI base line study, and a follow-up on major recommendations that have already been proposed and/or implemented.

JOB DESCRIPTIONS

The executive director will be responsible for the administration of the Institute with special emphasis placed on fundraising, public relations,

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and articulating the merits of the task force process. The executive director will have the highest public profile.

The assistant director for research and task force coordination will work closely with the executive director and the Board of Directors in identifying topics and convening task forces. This person will also be responsible for coordinating with Ucross, compiling the recommendations of the task forces, monitoring the implementation of their recommendations, and preparing the biennial report to the state and periodic newsletters to the public.

The assistant director for finance will work closely with the executive director and the Board of Directors to build the endowment. This person will be responsible for coordinating all fundraising activities of the Institute, and must insure that proper procedures are followed to meet and keep the tax exempt status.

BUDGET

The following annual budget is a rough outline, only:

Executive Director	48,000
Asst. Dir.: Research & Task Forces	30,000
Asst. Dir.: Fund Raising	30,000
Clerical Support	16,000
Ucross Task Force Contracts	75,000
Office Rent	10,000
Publications	25,000
Supplies, Material	16,000
Postage	20,000
Telephone	12,000
Travel	9,000
Board Expenses	9,000
ANNUAL BUDGET	<u>\$ 300,000</u>

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FUND RAISING

Fundraising activities should take advantage of the momentum and success of the state-wide conference. Key groups that should be targeted for contributions to the endowment include; corporations, the State of Wyoming, prosperous individuals that live both in-state and out-of-state, small contributors, and non profit groups and foundations.

It is unlikely that a \$4,000,000 endowment will be built immediately. Therefore, a portion of the contributions should be earmarked for near term operations. In addition, a plan must be prepared for the distribution of the endowment in the event that the legislature fails to renew the Institute's charter.

TIMING AND FOLLOW-UP

If the October conference is favorably received by the Wyoming public, the Wyoming Futures Project should announce that they will have specific recommendations for a permanent entity in January, 1986. The interim period should then be used to formalize the Institute, its by-laws, and other specific tasks necessary to make a formal presentation in January.

In the meantime, the Steering Committee should refine this draft proposal into a more concrete working paper.