



March 5, 2007

Dear Friends:

Because you have been a friend to Exloco, we wanted to share our recent five year report, thank you for your support along the way and begin conversations about ways to work together in the future. The report can be found at www.exloco.org or let us know if you would like a copy mailed.

Exloco focuses on innovation - working through our diverse knowledge base and extensive network, we create new strategies, campaigns, alliances and ways of doing business. Since its founding in 2001, Exloco has helped launch, develop and incubate eleven projects bringing new strategies and methodologies on environmental sustainability work in the West.

This report presents a five-year summary of what we've done, what we are planning to do and some of what we've learned along the way.

Over the past five years we've had both outstanding successes, along with some hard paddles in barely navigable waters. A number of intrepid pioneers have made this journey with us - to them our thanks and admiration.

The world - and our perceptions - have significantly shifted since Exloco was launched in 2001. The global climate change drums were only just starting to be heard, there was no Iraq war, Hurricane Katrina or 9/11, and we still had hopes that President Bush would be a "compassionate conservative". Environmental organizations are still struggling to get ahead of the curve - and the road ahead is daunting.

We invite your comments, ideas, kudos and criticisms. And we look forward to the privilege of continuing to work with colleagues and friends committed to the right of all people to a living planet now and for the generations to come.

Regards,

Kimery Wiltshire

Exloco

3030 Bridgeway, Suite 204
Sausalito, CA 94965
T 415.332.2112
kimery@exloco.org
www.Exloco.org



Exloco 2001 - 2006

Exloco is a 501(c)3 organization whose mission is to innovate, test and develop new models, strategies and campaigns supporting the health of all living beings and the natural environment.

Exloco focuses on innovation — working through our diverse knowledge base and extensive network, we create new strategies, campaigns, alliances and ways of doing business. Since its founding in 2001, Exloco has helped launch, develop and incubate eleven projects bringing new strategies and methodologies on environmental issues in the West.

Our job is to “path find” - sometimes we get lost; other times we end up in the most amazing places.

Why we do this work

There are two levels of innovation needed in the environmental/community sustainability movement in the West. The first, incremental and continuous improvement, is happening in many well-led organizations. Examples include: improvement in marketing and communications; better fundraising; more effective Board leadership; new alliances between organizations in difference sectors; and linking economic and human health to environmental health.

*The fish is the last to know
it swims in the water.*
Chinese proverb

The second level of innovation asks – and develops and implements answers to – the larger question of how to anticipate and proactively respond to the social, economic and political forces rapidly re-shaping the western United States. Examples of this large-scale innovation include: synergistic partnering with new allies to build a political force that is larger than the sum of its parts; and, developing new models of sustainable advocacy organizations.

This second, much more difficult level of innovation occurs only rarely for a number of reasons. First, most non-profits do not consider, develop and implement solutions for larger scale, movement-wide innovation and change – their goals and objectives are based on a specific mission. Second, creating larger scale innovation requires skills and a knowledge base that most non-profits do not have. Third, there are few market incentives for developing large-scale innovation.

In fact, there are a number of disincentives, including a) a lack of funding for projects with other than short-term, outcome based deliverables; and b) resistance to change that could threaten the existence of individual organizations.

PROJECTS

Completed and Transferred

Colorado Water - Referendum A

www.Exloco.org/reports (*Referendum A in the Rear View*)

Status: Completed

Purpose: To assist the Colorado water community with the tools, information and funding needed to defeat Referendum A, a November 2003 state ballot initiative that would have, if passed, put the state on the path to building numerous new dams and water storage facilities.

Exloco role: convening of key leaders, campaign, fund raising and technical assistance.

Diversity Network Project

www.Exloco.org/reports (*Lessons Learned from the Diversity Network Project; Common Ground: Building Collaborations in the San Francisco Bay Area.*)

Status: Project transferred to the San Francisco Foundation in 2003

Purpose: To support the emerging intersections between the work of social justice, housing, urban environmental, environmental health, environmental justice and public transit organizations in the Bay Area. Through a 'low-hurdle' small grants program and cross-sector convenings, DNP developed a number of new initiatives.

Exloco role: Project development, executive leadership, grants and program management in partnership with the San Francisco, Wallace Alexander Gerbode and Wm. & Flora Hewlett foundations.

Wm. C. Kenney Foundation

Status: Operations and management transferred in 2004

Purpose: From 1994 – 2004, the W. C. Kenney Foundation provided over \$2.5 million in funding and project support for nearly 100 western river protection campaigns, organizations and developing policy strategies. Campaigns included the Endangered Species Act and Clean Water Act, the Alliance for Rio Grande Heritage, the Arctic National Wildlife Refuge, and development of specific river campaigns throughout the West.

Exloco role: Campaign and strategic development, executive leadership, corporate officer, operations and staffing, grants operations and fiscal management.

Resources for Community Collaboration (RCC)

www.sonoran.org

Status: Project transferred to The Sonoran Institute in 2003

Purpose: RCC supports community-based collaborations working to resolve conflicts over use of natural resources in the rural West. RCC provided funding to support local, community based collaborations, developed best practices and communicated lessons learned to the larger community. RCC was launched in Fall 1998 with funding from the Wm & Flora Hewlett and additional funding from the Ford Foundation.

Exloco role: Project and strategic development, executive leadership, operations and staffing, grants operations and fiscal management.

Western Water Alliance (WWA)

Status: Transferred to Trout Unlimited in 2004

Purpose: WWA created the first 'trade association' for progressive western water interests, developing a shared platform to advocate for specific policies and legislation and to identify and support best practices for sustainable use of water in the Western United States. WWA was developed and governed by key leaders in the NGO, public sector and foundation community.

Exloco role: Project, policy and strategic development, executive leadership, operations and staffing, board and fiscal management.



PROJECTS

Current

Girl Scouts

www.GirlScoutsSavetheBay.org

www.Exloco.org/reports (*Girl Scouts Save the Bay, Leader Magazine Winter 2007*)

Status: In operation

Purpose: Girls Scouts Save the Bay (GSSTB) is the Girl Scouts of San Francisco Bay Area's "bold audacious project" – girls, their families, neighbors and adult leaders working to protect and restore the San Francisco Bay. GSSTB leads the Girl Scouting movement supporting girls and the 100,000 Bay Area Girl Scout community in learning about critical issues that affect their home, their families and the future – and how they can make a difference now and over their lifetime. Now entering its second year of programs, the projects is poised to expand state-wide.

Exloco role: Strategic, program and business development; marketing and fund development; start-up executive staffing.

SBAR - Sustainable Business Achievement Ratings

www.SustainabilityRatings.com

www.Exloco.org/Projects (*for project summary*)

Status: In operation

Purpose: Sustainable Business Achievement Ratings (S-BAR) is the first comprehensive system with a market-based, broadly applicable, and transparent means of assessing a company's environmental, economic and social performance. S-BAR is creating a standards framework that incorporates and builds on learnings and systems created over the past two decades by hundreds of nonprofit organizations, trade associations, academic institutions, and government agencies. In the process, S-BAR creates a level playing field – a unified calculus that answers the questions: "How good is 'good enough'?" "How good are we now?" and "What will it take for us to be viewed credibly as a 'sustainable business'?"

Exloco role: Strategic and fund development; member of governing team.

Water in the West

www.Exloco.org/Projects/WaterintheWest (*additional analysis & project description*)

www.Exloco.org/reports (*Looking in the Crystal Ball: Western Rivers in 2004*)

Status: Fast track incubation

Purpose: Building on current information and work, develop a unified west-wide blueprint and "path forward" for progressive western water policy, emphasizing a sustainable approach to global climate change and water supply and security. Help launch targeted state-based campaigns and networks for advocating for soft-path alternatives to building new water storage facilities and dams.

Exloco role: Project development, incubation, implementation.



PROJECTS
Under
Development

The Catalyst Project

www.Exloco.org/Projects (for additional information)

Status: In development/on hold pending funding

Purpose: To support and encourage the increase of the number of women, people of color and youth in leadership positions in environmental organizations. The work will begin with an annual survey looking at the gender, ethnicity and age of the leadership positions in the largest (by annual budget size) environmental organizations in the United States. As part of the survey, those organizations that are industry leaders will be highlighted and success stories shared.

Exloco role: Project development, incubation, management

The Four Ways Project

www.Exloco.org/Projects (for additional information)

Status: In development/on hold pending funding

Purpose: To explore, define, and develop opportunities to combine western science and technology, new restoration models and indigenous wisdom and healing practices to restore key ecosystems in the United States. The project will identify and select 5-6 projects, provide funding, technical assistance and convening; and develop and publicize best practices and opportunities for next steps.

Exloco role: Project development, incubation, management

The Merger Project

www.Exloco.org/Reports (*"Merging Environmental Advocacy Organizations: The Smiling Elephant in the Room"*)

www.Exloco.org/Projects (for additional information)

Status: In development/on hold pending funding

Purpose: To create, support, encourage and help implement positive models of mergers that lead to an increase in the overall effectiveness of the western environmental advocacy movement.

Exloco role: Project development, incubation, management

An End note:

Well, in our country," said Alice, still panting a little, "you'd generally get to somewhere else if you ran fast for a long time like we've been doing." "

A slow sort of country!" said the Queen. "Now, HERE, you see, it takes all the running you can do, to keep you in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"



Board of Directors

Harriet Moss, President & CEO, Antenna Audio Inc NA (retired)
Ron Sims, Executive, King County, Washington
Johanna Wald, Senior Attorney, Natural Resources Defense Council
Kimery Wiltshire, CEO & President, Exloco
Emeritus: Jay Kenney & Humphrey Wou

**Staff and Consultants
(2001 - 2006)**

Shelli Bischoff, Conservation Impact, Strategic Planning Consultant
Viveka Chen, Project Director
Alexandra Destler, Program Manager
Torri Estrada, Program Consultant
Renee Fazzari, Office & Grants Manager
Kristin Johnson, Business Manager
John King, IT Manager
John Lamson, MacWilliams & Robinson, Campaign Consultant
Jeff Leighton, CFO
Bonnie Morgan, Operation Manager
Kathryn Morgan, Program Associate
Cynthia Rowland, Counsel
Omwale Satterwhite, Project Director
Connie Seidel, Webmaster
Laurie Smith, Program Manager
Kimery Wiltshire, CEO
Humphrey Wou, Design

**Diversity Network Project
Steering Committee
(2001-2003)**

Michael Fischer & Rhea Suh, Wm. & Flora Hewlett Foundation
Jane Rogers, Arlene Rodriguez & Anuja Mendiratti, San Francisco Foundation
Tom Layton & Stacy Ma'a, Wallace Alexander Gerbode Foundation
Kimery Wiltshire & Omwale Satterwhite, Exloco

**Kenney Foundation
Board of Directors
(through 2005)**

Linda Cloud
Denise Fort, University of New Mexico Law School
Jay Kenney
Nancy Snow
Mary Peterson
Jim Owens, Brainerd Foundation
Lani Shaw, General Service Foundation
Kimery Wiltshire
Humphrey Wou

**Resources for Community
Collaboration
Advisory Council
(through 2003)**

Teresa Erickson, Northern Plains Resource Council
Michael Fischer & Steve Toben, Wm. & Flora Hewlett Foundation
Anne Fitzgerald
Bill Hedden, Grand Canyon Trust
Ed Marston, High Country News
Jim Owens, Brainerd Foundation

**Western Water Alliance
Steering Committee
(through 2003)**

David Bayles, Pacific Rivers Council
Liz Birnbaum, American Rivers
John Echohawk, Native American Rights Fund
Steve Ellis, Taxpayers for Common Sense
Denise Fort, University of New Mexico Law School
Merritt Frey, Utah Rivers Council
Kara Gillon, Defenders of Wildlife
Steve Malloch, Trout Unlimited & Executive Director
Bill Mitchell, Brainerd Foundation
Barry Nelson, Natural Resources Defense Council
Lani Shaw, General Service Foundation
Tracy Stone Manning, Clark Fork Coalition
Kimery Wiltshire, Kenney Foundation & Exloco