



AGENDA

Left Hand Watershed Center
BOARD MEETING
2:00-4:00 pm, January 18, 2022
Via ZOOM call
Join Zoom Meeting

<https://us02web.zoom.us/j/87008781656?pwd=WjhheXNhM2pJVUU2ek54M09YbXpHUT09>

Meeting ID: 870 0878 1656
Passcode: 340150

Welcome and Introductions	Christopher Smith	2:00 PM
Marshall and Middle Fork Fire Reflections and Discussion	Jessie Olson	2:10 PM
Board Member and Officer Renewal/Election	Christopher Smith	2:45 PM
Board minute approval (December)	Christopher Smith	3:10 PM
2022 Annual Work Plan	Jessie Olson	3:15 PM
Adjourn	Christopher Smith	4:00 PM

NOTE: The Watershed Center will make reasonable accommodation for individuals with known disabilities at meeting and events per our non-discrimination notice. Visitors needing accommodation are encouraged to contact any staff member to request such accommodation 48 hours in advance of such event.



01/11/2022

To: Left Hand Watershed Center Board of Directors

From: Jessie Olson, Executive Director

RE: January board meeting agenda items

Meeting Minutes

Draft meeting minutes for December are attached (attachment 1) for review and approval.

Board & Organizational Items

- This month, at our “annual meeting”, we have the officer and board member renewal, where the board will need to vote to renew (or appoint new) officer and board appointments for 2022. Our current Bylaws state that we must have a minimum of eight and maximum of thirteen board members. Currently we have 10 voting board members.
 - Current entities/agency board members include:
 - Christopher Smith, President (Left Hand Water District Representative)
 - Ken Lenarcic and Roger Loving (Jamestown Representative)
 - Monica Bortolini, Secretary (City of Longmont Representative)
 - Vacant (Town of Ward Representative)
 - Vacant (James Creek Watershed Initiative Representative)
 - Sean Cronin (St. Vrain and Left Hand Water Conservancy District Representative)
 - Terry Plummer (Left Hand Ditch Company Representative)
 - Vacant (Audrey recently left her position at the County) (Boulder County Representative)
 - In addition, there are five additional voting members:
 - Sue Schauffler, Vice President (Other Representative)
 - Kathy Peterson, Treasurer (Other Representative)
 - Mark Schueneman (Other Representative)
 - Barbara Luneau (Other Representative)
 - Chuck Oppermann (Other Representative)
 - And five ex-officio board members:
 - Chris Carroll
 - Erica Crosby
 - Gabe Tuerk
 - Joe Ryan
 - Lauren Duncan
 - The current slate of officers:
 - President: Christopher Smith
 - Vice-President: Sue Schauffler
 - Treasurer: Kathy Peterson
 - Secretary: Monica Bortolini

- The board (and staff) will also need to re-sign all conflict of interest, confidentiality and whistleblower statements for the New Year, which I will send electronically.
- Q4 2022 financial reports will be presented at the February board meeting. Staff and bookkeeper are currently preparing all the Q4 2021 invoices.
- We've drafted the 2022 Annual work plan for your review (attachment 2).
- As mentioned at the last board meeting, we will begin our new strategic planning process in 2022, in order to finalize a 5 year strategic plan by the end of the year. Over the next month, I'll work to hire a facilitator consultant, and develop an outline that details a proposed planning approach to take over the next year. I will bring a draft outline detailing the approach to the board for review at the February board meeting.

Marshall & Middle Fork Fires

- Given the Marshall Fire and Middle Fork fire, I've added some time on the agenda for reflection and discussion on what we've learned and what we are doing to help. Looking forward to hearing your reflections and thoughts. So far ideas/reflections brainstormed by staff include:
 - The home & business loss experienced as a result of the Marshall Fire is tragic and is the result of a climate change driven firestorm. House to house propagation of the fire highlights the need for home hardening measures and policy to make Boulder County a place we can live with fire. In that regard we could:
 - Include urban planners in the St. Vrain Forest Health Partnership (and BOCO Fireshed), to help bring home hardening measures, urban planning and policy measures into the conversation.
 - Learn from California, especially the Tubbs Fire and any follow up actions from that event. <https://urbanland.uli.org/planning-design/planning-for-a-fire-resilient-future-in-northern-california/>
 - Firefighter response time & resource availability seemed to be a big factor in the success of suppression/containment on the Middle Fork Fire. Chris O'Brien mentioned that they had just recently implemented a new partnership among the fire districts which allowed for a multi-district response to the fire. Having adequate resources there within the first 10 minutes allowed them to get the fire under control quickly.
 - Consider supporting climate policy groups in doing work to act on climate change on a policy level and/or include climate change policy groups in our partnership so we better understand the risks and actions we are able to take.
 - Continue practices to mitigate drought in strategic locations through creation of wetland buffers adjacent to communities, and/or consider solutions to modify timing of water delivery and/or use of ditch system to mitigate drought.
 - We can apply our Adaptive Management at Scale project to coordinate post fire water quality monitoring data collection (and are already taking action on this at our AM at scale meeting this week).
 - We can extend our Fire Followers program to include the Marshall Fire footprint and provide education and engagement opportunities for the public.
- It's also important to note that all of the above ideas do not negate the importance of continuing our work in the St. Vrain Forest Health Partnership. The fire also re-emphasizes the need to restore forests in order to reduce the potential for bigger watershed (and community) impacts following fire (soil stability issues, water supply impacts, impacts to the forest itself). By increasing forest restoration in our watershed, we can reduce the potential impacts that a future fire has on the resources our entire community depends on (water, forest, recreation, agriculture).

Project updates

1. Adaptive Management, Stewardship & Monitoring

- Staff completed draft framework including project map and interactive map and sent to Partners for review;
- Staff continued outreach to new and existing Partners

2. Adaptive Management at Scale

- Staff completed draft framework and sent it to Partners in mid-Dec.
- Staff continued developing a monitoring design for the basin that integrates rivers and forests.
- Staff scheduled large group winter meeting for Jan 13.
- Staff continued outreach to new and existing partners (e.g. Niwot Ridge, BCNA, City of Boulder, University of Colorado) to obtain framework feedback and better understand monitoring efforts and protocols.

3. Bureau of Reclamation Water SMART Grant: Watershed Restoration Plan

- The project will contribute \$100,000 toward the development of a Watershed Restoration Plan for the St. Vrain Basin. This project also helps fund organizational development, partnership building and development of conceptual restoration designs. This past month we've continued to meet with partners and continue partnership building. We've also finalized two draft conceptual designs working with Biohabitats.

4. Community Science

- We continue to distribute monthly e-newsletters.
- We will be starting work planning for 2022, evaluating how well programs met goals in 2021 and identifying a sustainable approach to stewardship & community science events for 2022.

5. Mines, Water Quality Monitoring & Analysis

- Monthly water quality sampling continues.

6. Fish Passage Feasibility Study and Education Initiative

- Staff continue to work with hired consultant, Biohabitats to develop conceptual designs for two barriers on Left Hand Creek.
- Watershed Center staff and the Biohabitats consulting team presented the draft Diversion Enhancement/ Fish Passage Concept Alternatives to the board last month.
- Staff are in the contracting phase of the "Fish Passage Playbook" with Boulder County, City of Longmont and St. Vrain Left Hand Water Conservancy District. The contract will be in place by 2022, with work expected to take place entirely in 2022.

7. Fire recovery

- Fire recovery projects are in the adaptive management phase. We are continuing data entry and analysis tasks from the 2021 field season and planning for 2022.

8. St. Vrain Forest Health Partnership

- We continue to host science team and communications team meetings and have our next large-group meeting scheduled for the end of January.
- We received funding from St. Vrain and Left Hand Water Conservancy District, which will allow us to complete important planning and outreach for the Partnership, including a new mailer and video. We've also been meeting with St. Vrain and Left Hand Water Conservancy District to discuss additional ways to collaborate, including exploring funding options for the forest and river

“projects on the shelf.”

- We also still have pending funding requests for 2022 to help fund our role in coordinating the partnership from Boulder County.

9. Watershed Education

- We’re continuing to develop curriculum for Lyons Elementary school, continue partnerships with Balarat/Denver Public Schools and Cal-Wood and develop new partnerships with new schools (Watershed School in Boulder, Indian Peaks Elementary School in Longmont).

Attachments:

1. BOD December Meeting Minutes
2. Draft Work Plan 2022

Attachment 1
Board meeting minutes



Board Minutes – December 14, 2021

Attendees

1. Chris Smith
2. Jessie Olson
3. Kathy Peterson
4. Sue Schaufler
5. Mark Schueneman
6. Barbara Luneau
7. Eric Smith
8. Monica Bortolini
9. Roger Loving
10. Sean Cronin
11. Chuck Oppermann
12. Yana Sorokin
13. Vince Sortman (left after presentation)
14. Scott Schreiber (left after presentation)
15. Terry Plummer (joined at 2:15, left after presentation)
16. Julie Trumpler (joined at 2:45)

Welcome and Introductions

- Chris S called the meeting to order at 2:00.

Fish Passage Design Update

- Deb gave introduction to the project. Vince and Scott presented concept designs (see slides and project documents). Deb noted all documents are available via Board Packet. Currently the team is working on final drafts for the end of January and need comments by the first or second week of January.
 - Questions were asked about what conversations need to happen to consider constraints related ponding of water which would increase evaporation. All agreed that further conversation should happen at the state level to consider solutions and compare with approaches used in other places. Terry noted that additional consideration needs to be considered related to work outside of the Ditch Company's easement and support from homeowners.

- Kathy asked about water rights holders using some water rights for environmental/recreation flows. Terry and Sean responded that conversations do occur but it is unlikely/hasn't changed much in ten years. Chris made a comment about shepherding water past some diversions and noted NISP example. Sean added that SVLHWCD is exploring alternatives/options. Scott added that understanding out water management systems with more gauges will be critical. Terry added that we are coming up on a generational change with new/young farmers. Chris noted that understanding the logjams and finding creative solutions is an important part of this long process. Terry added that he has an easement explanation document that has been useful in communicating with property owners.

Board Vacancies and 2022 Strategic Plan Process

- Chris reviewed Board Vacancies memo (see packet) and asked Board for feedback.
 - Roger provided update on JCWI. They plans to reestablish with new Board Member and will connect about this with Jessie in early 2022. Sue echoed Roger's comment and noted that she knows new JCWI member.
 - Jessie noted that timing of strategic planning will be determined in January.
 - Kathy noted that strategic planning aims to make BOD activities more manageable, not exclude anyone. Chris added that adjusting how the BOD tackles administrative tasks is an example of that.
 - Monica asked if we need more St. Vrain representation after expanding and others agreed that is one type of question we can consider with strategic planning.

Approval of Minutes

- Barbara moved, Sean seconded, to approve the minutes from the November 16 meeting; the motion carried unanimously.

2022 Budget

- Jessie reviewed 2022 budget. Noted that memo was updated to reflect revenue categories and reviewed all categories.
 - Chuck asked for clarification about where CO Gives Days shows up and Jessie showed where it went in the budget and explained how it will be divided between restricted and unrestricted.
 - Monica asked for clarification about BOD designated reserve funds and Jessie explained how reserve is broken up in the different programs (e.g. savings account for particular programs). Chris provided further clarifications.
- Chuck moved, Monica seconded, to approve the 2022 budget; the motion carried unanimously.

Adjournment

The meeting was adjourned to executive session at 3:50 pm.

Attachment 2
Draft Work Plan

2022 Work Plan Left Hand Watershed Center DRAFT 01-11-2022

Purpose

The purpose of this work plan is to outline and define the staff and organizational priorities for Left Hand Watershed Center for 2022. The tasks outlined below aim to meet the organizational goals and the mission of the Watershed Center:

The mission of Left Hand Watershed Center is to assess, protect, and restore Left Hand Creek Watershed, and to serve as a resource for other watersheds using a collaborative and science-based approach.

Goals

As identified in the Watershed Center's strategic plan, the goals for the organization and include:

1. **Understand the State of the Watershed:** Assess and monitor conditions in the watershed, in order to identify, prioritize, and facilitate the remediation of threats to water quality and watershed health. *[Via our Adaptive Management, River, and Forest Services]*
2. **Plan and Implement Projects:** Facilitate and lead watershed planning and implementation projects, consistent with applicable laws, property rights, water rights, local policies and procedures, management plans, and master plan guidance, in order to enhance water quality, ecological function, flood resilience, and the natural character of the watershed. *[Via our Adaptive Management, River, and Forest Services.]*
3. **Promote a Strong Stewardship Ethic:** Communicate water quality and watershed-related information that increases the awareness of the public, property owners, stakeholders and local decision makers and promotes a stewardship ethic that improves the overall stream quality and long-term resilience within the watershed. *[Via our Stewardship, Community Science, Forest, and Outreach Services]*
4. **Facilitate Stakeholder Collaboration:** Build and maintain an effective watershed protection program that fosters open communication and cooperation among stakeholders, and serves the needs of landowners and other stakeholders, with strong public and financial support. *[Via all Services]*

Tasks

Based on goals above and initiatives identified in the 5-year strategic plan, the following tasks are included in this annual work plan.

Task 1: Adaptively Manage Watersheds (30% of Staff time)

Subtask 1.1 Implement Annual Adaptive Management Process

- Implement tasks as outlined in the Adaptive Management at Scale Project charter, working with partners to develop a shared adaptive management framework for the St. Vrain Basin.
- Collect, enter, and analyze data annually as part of Adaptive Management Plan.

- Maintain a database with all data collected, including all associated metadata such as location and timing information. Develop procedures and work flow that allows data to be easily distributed and shared with others.
- Continue QA/QC procedures for monitoring data collection, entry, and analysis.
- Develop annual state of the watershed report in concert with other programs and projects.
- Continue updating our Adaptive Management Plan as needed, including potential updates to our conceptual model, key monitoring parameters, protocols, and triggers for management action.
- ID and pursue funding for unmet needs as identified through adaptive management process.
- Hire 1-3 seasonal employees to help with data collection and stewardship/community events during summer months.
- Oversee hired contractors or field staff as needed in data collection.
- Complete grant reporting tasks as outlined in the grant agreement.
- Develop materials to define how AM processes can be applied and modified for different scale and systems.
- Work with SVLHWCD on Stream Management Plan Phase II and AM at Scale integration planning.

Subtask 1.2 Partner & Community Engagement- Adaptive Management

- Host annual collaborative workshops, “data jams”, & presentations with partners.
- Work with partners to explore need and interest for hosting or co-hosting an annual science panel and community discussion on the annual state of the watershed report.
- Develop social media content and/or campaign to highlight program accomplishments.

Task 2: Restore Rivers (15% of Staff Time)

Subtask 2.1 Adaptive Restoration Experiment

- Complete annual monitoring and reporting tasks within our stage zero restoration site as outlined in project monitoring matrix.
- Complete native fish stocking in stage zero site and complete fish monitoring per plan.
- Continue partnerships at Stage Zero site with CU-Boulder to collect data, Mines students to analyze drone data, and CPW to introduce and monitor native fish species.

Subtask 2.2 Fish Passage Feasibility Study and Education Initiative

- Carryout Left Hand fish passage feasibility study and education initiative as defined by grant applications.
- Develop Fish Passage Playbook with Partners.
- Develop fish passage educational materials.
- Research grant opportunities for Left Hand Ditch Company as described in project scope.

Subtask 2.3 Assessment and Restoration of Legacy Mining Sites

- Carryout and administer a technical assistance grant (TAG) to better understand Captain Jack mine remediation efforts, and impacts to water quality and watershed health.

- Continue to identify and pursue funding to complete a comprehensive assessment of legacy mining sites in Left Hand Watershed, and track partner agency/organization efforts in assessment and remediation of legacy mining sites. Work toward removing Left Hand from impaired list.

Subtask 2.4 River Restoration Planning and Collaboration in St. Vrain Basin

- Participate in the Preble's Mouse Recovery Team, working with partners to identify restoration opportunities and conservation strategies that improve habitat while also meeting community and agricultural goals.
- Participate in and/or lead informal and formal river restoration planning committees in the St. Vrain Basin that build off of previous planning efforts (e.g. Stream Management Plan) or initiate new projects or planning initiatives (St. Vrain Fish Passage).
- ID and pursue funding to fund the cost of leading or participating in collaborative efforts described above.

Subtask 2.5 River Water Quality Monitoring

- Continue River water monitoring efforts utilizing DRMS funding and in collaboration with CU Boulder.
- Implement Water Quality Detection Team project as defined by our CWCB water plan grant.

Subtask 2.6 Community Engagement- Rivers

- Host 1-2 river stewardship activities over the summer months in order to increase membership and awareness of Left Hand Watershed Center.
- Continue Northern Red Bellied Dace partnership with the Innovation Center and Ocean First.
- In concert with education programming above, support K-12 curriculum development and Lyons schools late start programming.
- Implement a new community bird inventory program that utilizes the i-naturalist platform to track bird species occurrences in or near established Watershed Center monitoring sites.
- Establish a model for community scientists to "adopt a site" and collect data that relates to our larger scale adaptive management approach.
- Re-evaluate Catch the Hatch project to see if there is potential to re-design the program so that it requires less volunteer and staff capacity to run each year.
- Develop newsletter and social media content and/or campaign to highlight program accomplishments.
- In concert with Forest Program below, consider hiring part time or seasonal employee(s) to help lead community science and engagement activities and help with community science organizational and administrative tasks in summer months.

Subtask 2.7 Project Development

- Begin planning on the St. Vrain Stage Zero and Camp St. Malo design-build projects as grants are awarded. Tasks include obtaining property owner permissions for design phases and beginning procurement of design-build contractor.

Subtask 2.8 Identify Unmet Needs

Plan, identify, and pursue additional and appropriate unmet needs for St. Vrain Basin by working with other regional collaborative planning projects and partners. Pursue fee for service projects and grants as appropriate. (e.g. development of sediment catchment zones, fish passage, etc.)

Subtask 2.9 River Monitoring and Adaptive Management

- Monitor rivers as part of Adaptive Management at Scale.
- Analyze and report on monitoring data.
- Host annual Adaptive Management meeting.

Task 3: Restore Forests (30% of Staff Time)

Subtask 3.1 St. Vrain Forest Health Partnership

- Lead coordination for the St. Vrain Forest Health Partnership, implementing tasks as outlined in the project charter. This includes leading communications & science teams, planning sub geography operations planning meetings, and building list of projects ready for implementation.
- Continue to build relationships with community members and agency partners to better understand partner roles & responsibilities to effectively leverage each partner's strengths to achieve collective partnership goals.

Subtask 3.2 Regional Forest Collaboration

- Participate in the Northern Colorado Fireshed, Front Range Round Table, Boulder Fireshed, and Boulder Forest Collaborative, Colorado Forest Restoration Institute, Fire Districts meetings to ensure synergistic processes and efforts in the realms of forest restoration planning, outreach/education, communications, marketing/PR and adaptive management.

Subtask 3.3 Identify Unmet Needs

Plan, identify, and pursue additional and appropriate unmet needs for the Left and St. Vrain Watershed in order to increase the pace and scale of forest restoration in the St. Vrain Basin by working with other regional collaborative planning projects and partners. Pursue new grants and fee for service projects as appropriate.

Subtask 3.4 Community Engagement- Forests

- Host a NEPA webinar in concert with USFS to increase awareness and understanding of the upcoming NEPA process for forest restoration projects on federal lands.
- Support K-12 curriculum development and Lyons schools late start programming.
- Implement the 2nd year of our Fire Followers project. Utilize participant surveys and feedback to improve program in 2022.
- Develop newsletter and social media content and/or campaign to highlight program accomplishments.
- Partner with BCNA to design and implement forest ecology classes for the public.
- Host quarterly fireside chats (or "Ignite" talks) with presentations from researchers and managers. This may take the form of field tours when appropriate.
- Provide additional opportunities as appropriate to engage landowners and communities in SVFHP to ensure we:
 - Learn about concerns and unmet needs in specific communities
 - Connect with property owners for potential restoration projects
 - Reach a wider audience and build neighbor to neighbor connections.
- In concert with River Program, consider hiring part time or seasonal employee(s) to help lead community science and engagement activities and help with community science organizational and administrative tasks in summer months.

- Develop a video and postcard with St. Vrain and Left Hand Water Conservancy District to highlight impacts of forests on efficient water delivery and river ecosystems considering diverse river management values.

Subtask 3.5 Partner Development

- Continue relationship and partnership building within the existing partners in the St. Vrain Forest Health Partnership to ensure deliverables and outcomes meet partner needs and expectations and to ensure synergistic processes and efforts.
- Build new relationships and partnerships with organizations and individuals in order to increase the reach and impact of the St. Vrain Forest Health Partnership. This could include:
 - North Central Climate Adaptation Center/Conservation Science Partners to better integrate the use of the climate science in land management
 - Western Water Assessment to better integrate the restoration Resist- Accept- Direct (RAD) framework
 - Boulder Watershed Collective to better understand basin-wide needs for community engagement.

Subtask 3.6 Fire Recovery Implement adaptive management phase of fire recovery in partnership with Cal-Wood Education Center, Boulder County, USFS, and private landowners.

- Host 2-3 fire recovery stewardship and education events at Cal-Wood, Ochs, or Lefthand burn footprint, including tree planting, weed control, and/or erosion control. Use this as opportunity for further public education and consent building.
- Post-Fire Forest restoration playbook- update playbook to be specific to St. Vrain/Left Hand and seek funding to update playbook as needed/desired.

Subtask 3.7 Forest to Farm Education Campaign

- Develop new partnerships with individuals, farms, and restaurants interested in supporting a community education campaign to highlight the importance of climate-resilient restoration in our rivers and forests and the direct connection to reliable water delivery to farms
- Host at least one forest to farm event in 2022.
- Explore possibilities of using this model as a way increase connections to individual donors for Watershed Center.

Subtask 3.8 Forest Restoration Tracking

- In concert with partners, develop and maintain database to track work locations, times of treatment, acres, costs, etc. Utilize partner tracking system as appropriate.

Subtask 3.9 Forest Monitoring and Adaptive Management

- Monitor forests/uplands as part of Adaptive Management at Scale.
- Support partner monitoring efforts pre- and post-restoration.
- Analyze and report on monitoring data.
- Host annual SVFHP Adaptive Management meeting.

Task 4: Stewardship (5% of Staff Time)

Subtask 4.1 Implement Left Hand & St. Vrain Creek Stewardship projects

- Complete necessary post project weed control, seeding, and revegetation tasks on Left Hand and St. Vrain river project reaches. Utilize contractors, seasonal staff, and/or volunteers as appropriate.

Subtask 4.2 Weed Control Partnership

- Work with Boulder County on a watershed-wide weed control pilot project as part of our CWCB Watershed Restoration grant.
- Initiate a “Weed Response Team” as part of our CWCB Water Plan grant.

Subtask 4.3 Stewardship Planning and Tracking

- Develop a stewardship plan or project/planning template to guide current work (e.g. river, post fire, and watershed-wide weed control efforts) and future work.
- Develop and maintain database to track work locations, times of treatment, acres, costs, etc.

Task 5: Education Programming (5% of staff time)

Subtask 5.1 Community Science Plan Implementation

- Continue to implement our Community Science Plan by further prioritizing and planning and fundraising for additional community science projects.
- Leverage community partners at schools and university to further develop project plans and implement community science projects.

Subtask 5.2 K-12 Education Programming

- Develop strategy & vision for the future of the Watershed Center’s education programming. Review existing watershed science opportunities, identify gaps, and strategize best ways to fill gaps with partners. Pursue funding to grow program once vision, need, and strategy is clear.
- Continue our community science partnership with Lyons schools and expand to other schools as capacity and funding allows. Target developing and implementing curriculum for 6-12 “classroom” days for use at Lyons, Indian Peaks, Cal-Wood, and/or Balarat.
- Develop newsletter and social media content and/or campaign to highlight program accomplishments.

Subtask 5.3 Watershed Days

- Implement the 4th year of our Front Range Watershed Days event, working with project partners. Current proposal for the Watershed Center-led events includes a week-long celebration in August or September with three experiences that highlight examples of the work we do year-round:
 - Forest/River tour + bioblitz. Day-long weekend event with tours and bioblitz at a headwaters river/forest restoration site (e.g. Camp St. Malo)
 - Participants could view restored/unrestored sections, learn about our climate- driven resilience approaches, and participate in a bio blitz in the riparian/forest portion of the site.
 - Farm dinner + tour. Participants learn about the forest to farm connection while enjoying a dinner.

- Science + Community talk. Participants learn about the collaborative approach we take with our partners and the community to improve watershed health.
- Additional events could be added as partner-led events. (example TU film fest, science panel, and more)

Task 6: Marketing & Partnership Building (5% of Staff Time)

Subtask 6.1 Develop Marketing Strategy:

- Develop marketing strategy to communicate our work and impact to the public. This could include:
 - Working with Social Venture Partners or other hired consultant to update our branding and marketing strategy as appropriate including key demographics.
 - Strategic social media, newsletter, and/or media campaigns.
 - Developing timeline and potential deliverables.

Subtask 6.2 Monthly Newsletters & Social Media

- Utilize Monthly Newsletters & Social media posts to:
 - Boost credibility of Left Hand Watershed Center as a collaborative, science-based non-profit.
 - Highlight Watershed Center projects, tools, resources, and community opportunities.
 - Highlight partner and funder roles in projects and program success.
 - Distribute information about partner organization events, reports and/or news.
- Increase mailchimp subscribers from 951 (2020) to 1,000 in 2022.

Subtask 6.3 Develop Marketing Materials

- Work with Social Venture Partners to update our branding and marketing strategy as appropriate.
- Review and update report, presentation, website and outreach material templates as appropriate.
- Keep website content up to date and relevant.
- Develop new brochures and outreach materials as needed.

Subtask 6.4 Networking and Partnership Building

- Attend and participate in partner outreach and community events to extend the reach of Left Hand Watershed Center (e.g. CU Boulder Center for Sustainable Communities and Landscapes monthly meetings and outreach events, Trout Unlimited events, and more.)
- ID and pursue additional networking and partnership building opportunities (e.g. Watershed Science Trivia night, Bird bio blitz more)

Subtask 6.5 Conduct Post-Project Surveys

- Conduct post project surveys from all landowner, contractor, and funder partners to gather information about the Watershed Center's project and communication protocols in order to improve effectiveness.
- Regularly present information to the board and community via a transparent process.
- Update project communication protocols as needed.

Task 7. Organizational & Operations Tasks (5% of Staff Time)

Subtask 7.1 Strategic Planning, Work Planning & Annual Report

- Quarterly check-ins to assess progress toward goals outlined in this workplan and the 5 year strategic plan.
- Plan and implement board process for developing 5-year strategic plan update. Review board governance structure and bylaws as part of plan update. Finalize plan by December of 2022.
 - As part of strategic plan process, consider developing a 5 year business and funding plan that outlines the long-term vision and organizational funding requirements that would be necessary to implement the 5-year strategic plan. This document could be used to solicit donations from potential investors.
- Develop annual impact report to ensure annual accomplishments are documented, recognized, and celebrated.

Subtask 7.2 Conduct Board Meetings

- Prepare board materials and report on project progress at monthly board meetings. Organize and host monthly board meetings. Advertise and distribute meeting information to the board of directors and the public one week in advance of the meeting.

Subtask 7.3 Administrative, HR tasks, Staff Meetings, Trainings

- Carryout HR activities, complete timesheets, etc.
- Complete annual review and renewal of organizational insurance and employee health insurance plan.
- Carryout individual staff training plans/goals as outlined in annual review documents and as the annual budget allows.
- Continue weekly staff meetings, monthly one-on-one staff check-ins, 2-4 team building activities/year.
- Update employee handbook and other policies as needed.

Subtask 7.4 Financial management & Non-profit management

- Develop an annual budget with financial committee.
- Complete quarterly invoices and grant reporting as defined by individual grant agreements.
- Follow and ensure compliance of Watershed Center policies and procedures. Update policies as needed.
- Continue to oversee bookkeeper in preparing quarterly financial reporting and grant pay requests.
- Obtain an annual financial audit and single audit as required.
- Work with a CPA to prepare organizational tax documents.
- Complete annual Secretary of State and Sam.Gov renewals.

Subtask 7.5 Maintain Contacts Database

- Research options and purchase software and/or a service to migrate all contacts to a new database.
- Develop and maintain database for all trainings/events/activities by type, date, volunteer numbers and more.
- Track current information for all newsletter/email subscribers, landowners, funders, interested parties. Information may include:
 - Contact information
 - Donation values
 - Volunteer/event participation information

- Notes on conversations, interests, dislikes, etc.
- Project survey results

Task 8. Fundraising (5% of Staff Time)

Subtask 8.1 Donations and Grants

- Increase number of individual donors by 10% (minimum 70 donors).
- Increase number of corporate sponsors by 10% (minimum 12 donors)
- Meet expected revenue sources as outlined in the 2022 budget, with a longer term goal of increasing the percentage of individual, corporate, and foundation revenue in order to achieve a greater balance between revenue sources:
 - Individual, corporate, and foundation revenue to account for at least 7% of our total budget.
 - Local government and local partner revenue to account for 33% of our total budget.
 - State and federal grant revenue to account for 60% of our total budget

Subtask 8.2 Fee For Service

As appropriate, identify and pursue fee for service projects for above services. This could include responding to RFPs for services relating to watershed planning, ecology, water quality data analysis, restoration, adaptive management, citizen science, stewardship, recreation impacts, forestry health, and more. Potential clients include City of Longmont, City of Boulder, Boulder County, USFS, Water Districts, non-profits, Conservation Districts, and more.

Subtask 8.3 Donor Stewardship

- Create development plan for individual giving with Social Venture Partners.
- Develop and implement a donor stewardship plan for corporations, board partners, and individual donors to meet each donor's gift intentions and expectations and to create a long-term, mutually-beneficial relationship.