



AGENDA

The Watershed Center
BOARD MEETING
2:00-4:00 pm, March 28th, 2023

Hybrid Meeting

In person at Left Hand Water District
6800 Nimbus Road, Longmont 80503

OR zoom

<https://us02web.zoom.us/j/6688242485>

Welcome & Introductions	All	2:00 PM
Board Minute approval (Feb)	Christopher Smith	2:10 PM
Draft 2023 Annual Plan	Yana Sorokin	2:15 PM
Bylaws Amendments	Jessie Olson	2:40 PM
Grants update	Yana Sorokin	3:00 PM
NEPA Second Scoping Update	Jessie Olson	3:10 PM
Floodplain Map Update	Monica Bortolini	3:20 PM
Partner Updates (as needed)	All	3:45 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.



03/16/2023

To: The Watershed Center Board of Directors

From: Jessie Olson, Executive Director

RE: March board meeting update

Meeting Minutes

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

Board/Organizational Items

- Town of Lyons has appointed it's Watershed Center board member— Lyons Director of Parks and Public Works, Dave Cosgrove, will join us as a board member.
- Given we ran out of time at our last board meeting, we will address items on the previous agenda including the 2023 Work Plan (attachment 2), an update on grants, and an update on floodplain mapping from Monica.
- Office Update: We're hoping to move into the Fire District space in early April and expect to get the lease from the Fire District soon. Staff are also back in the Left Hand Water District space. We submitted the Montgomery Farm Boulder County Limit Impact Special Use application this week and we expect to get approval to proceed with renovations this summer.
- As discussed at our last board meeting, some of the updates to our organization goals and mission that were included in our strategic plan, require an amendment to our bylaws. We will further discuss the proposed amendments at the board meeting this month, and will formally amend the bylaws at the April meeting.
- If any partners would like to provide updates at this meeting or a future meeting, please let me know. I've included a 15 minute timeslot for anyone interested at this meeting.

Fundraising

- We submitted the Wildfire Ready Watersheds application this week. Thanks for sending the support letters!
- We will be applying to National Forest Foundation's (NFF) capacity grant next month. NFF is administrating USFS funds as a pass through to coalitions and partners participating in the Northern Colorado Fireshed.
- We're also continuing to research potential grant sources to support Left Hand Ditch Company and to implement fish passage projects along Left Hand Creek. The Water Plan grant we submitted on their behalf was not awarded funding.
- We've been awarded \$176K as part of an America the Beautiful Grant submitted by Colorado Department of Agriculture on behalf of several partners in the NOCO Fireshed. We plan to use the funding for a high priority forest restoration project within the SVFHP. We expect to receive a contract/agreement in the next few months.

- Yana will provide an update on the Water Smart grant and other grants under consideration at the board meeting.
- Staff are developing a donor stewardship plan as part of the annual work plan process.

Project and Program updates

1. Stewardship

- Staff are getting organized for the 2023 field season.

2. Science Program/Adaptive Management at Scale

- Staff continued discussions with Boulder County and City of Boulder regarding grassland monitoring and scheduled a collaborative meeting for later this month.
- Staff continued discussions with City of Boulder and City of Longmont related to the New Zealand Mud Snail to determine if/what community outreach efforts may be needed.
- Staff completed all data entry, QAQC, and analysis from 2022 that will be included in the annual state of the watershed report.
- Staff began outlining the annual state of the watershed report. Staff expects to have a draft ready at the end of the month.
- Staff participated in discussion with partners (Colorado State Forest Service, BVLCD, CFRI) to continue to understand and plan for forest monitoring needs.
- Staff identified speakers and a draft agenda for the annual collaborative workshop, which will take place on 5/11.
- Staff worked on updating the SVFHP adaptive management/guidance document.

3. Mines, Water Quality Monitoring & Analysis

- Monitoring
 - Monthly water quality data collection in upper Left Hand Watershed continues.
 - Staff continue preparing for new monthly water quality monitoring to assess pre-project conditions on South St. Vrain Creek ahead of the new stage 0 project downstream of the Lyons Quarry.
- Community Science
 - Staff and TU are continuing the Adopt-a-Site community science program by conducting outreach with project partners and finalizing monitoring locations. We have partnerships with Boulder County, City of Boulder, City of Longmont and a private landowner to begin monitoring this spring (May 2023) at four river locations. Locations include: South St. Vrain (Hall Meadows), North St. Vrain (Button Rock), Left Hand Creek (Upper Buckingham), and James Creek.
- Oversight
 - Staff submitted comments for the Gold Hill Mill conversion application. CDPHE expects to issue the Preliminary Adequacy review letter by the end of this month and the application decision date is currently set for May 8. However, CDPHE expects that the operator will request to extend that date.
 - Staff continue oversight of Captain Jack and working with TAG advisor to review monthly progress reports.
 - Watershed Center and TAG advisor continue coordinating with CDPHE and EPA on treatability study updates since the Five-Year Review in 2022.

4. Fire recovery

- Staff are now planning for the 2023 stewardship and recovery needs.

5. Forest Program/St. Vrain Forest Health Partnership

- Staff hosted a SVFHP Operations planning meeting earlier this month to further refine the partnership's 5-year scope of work and priorities.
- Staff are supporting a second NEPA scoping period and public comment process for the USFS. A second thirty day comment period is open on Monday, March 20. The announcement will go out to the partnership on Monday, March 20th. We will also provide an overview of our comments at the board meeting.
- Forest program staff developed a template for forest restoration plans and outreach materials for landowners that may choose to participate in having the Watershed Center staff develop a forest restoration plan.
- Forest program and community program staff have plans to attend several workshops and conferences in the next couple of months including the Colorado Wildland Fire Conference, neighborhood ambassador workshop, and a cross-boundary landscape restoration workshop.
- Staff are meeting with landowners and continuing to develop and plan high priority projects on private lands. Planning for two properties and the Raymond Riverside area are underway.
- Staff continue to develop funding plans for the high priority projects and update the draft SVFHP charter/partnership plan.

6. Jamestown Fire Mitigation Project

- Jamestown project implementation continues.
- The project received some press recently, and features our very own Maria!: <https://www.cbsnews.com/colorado/video/grassroots-wildfire-mitigation-funding-in-jamestown-could-be-model-for-others-in-colorado/>
- Also the professionally developed video link is live: [Jamestown Fire Mitigation | The Watershed Center](#)

7. River Program

- We continue to refine the funding plan for the Camp St. Malo project. Cost estimates for this project came in at 1 million dollars.
- We expect to issue the RFP to hire a design-build team for the South St. Vrain project at the end of this month. Staff have had several meetings with project stakeholders and landowners about the project and the next steps. Staff held a pre-kick off meeting with Boulder County this month.

8. Watershed Education & Outreach

- Staff continue to work on outreach and planning tasks for the new EPA grant we recently received, including meeting with new and existing partners at schools and setting up the new grant.
- Staff taught at Lyons Middle School 8th grade classroom this week.
- Staff are actively planning a suite of community activities for 2023. Once finalized, we plan to advertise the offerings at once so folks can pick and choose what to attend.

9. Yampa Project

- Staff facilitated a committee meeting for the Yampa River Stewardship Program, and began development of the final project deliverable. Staff will facilitate additional meetings in April.

Attachments:

1. BOD February Meeting Minutes
2. Draft 2023 Work Plan

Attachment 1
Board meeting minutes



Board Minutes

February 21, 2023

Attendees

- Jessie Olson
- Kathy Peterson
- Barbara Luneau
- John Daspit – left after Gold Hill update
- Deb Hummel
- Yana Sorokin
- Chris Dirolf
- Sue Schaffler
- Chris Smith
- Eric Frederick
- Joe Ryan
- Clark Edwards – left after Gold Hill update
- Hollie Rogin
- Eric Schemmerling – left after Gold Hill update
- Darren Beck
- Roger Loving
- Pam Leland
- Eric Smith
- Kevin Peterson
- Benjamin Langenfeld – left after Gold Hill update
- Erica Crosby
- Jenny McCarty
- Ken Lenarcic
- Tyler Scott
- Monica Bortolini
- Amy Fortunato? – left after Gold Hill update
- Stacie McCally – left after Gold Hill update
- Tom Carr – left after Gold Hill update
- Kristin Centanni – left after Gold Hill update

Welcome and Introductions

Chris called the meeting to order at 2:03 PM and went through introductions. Jessie asked new staff members to introduce themselves. Chris and Eric provided a short introduction. All went around and introduced themselves.

Gold Hill Milling Update

Deb provided update about information that the Watershed Center knows regarding Gold Hill Mill and the Watershed Center's comments in response to the application.

Deb provided background on how we learned about the application at meeting with DRMS facilitated by the Boulder Watershed Collective. Deb described what was learned at the meeting (see memo attached to Board packet for details). Deb highlighted that the most actionable comments related specifically to the operational impacts at the site.

Jenny asked for clarification about the operational impact. Deb and Chris clarified that comments should focus operational components such as water quality and water quantity that will be impacted by this application, rather than broader environmental concerns.

Tyler asked if DRMS is the only option for comments. Deb clarified that DRMS will forward comments to the Colorado Milling Company. Colorado Milling Company are required to respond to these comments and DRMS will consider comments received in their technical review of the application. Chris added that there will be opportunity to comment at other phases in the project (e.g. Boulder County LISU) if the project reaches these phases.

Deb reviewed the Watershed Center's draft comments (see memo attached to Board packet for details).

Clark with Left Hand Ditch Company provided information about water rights. He noted that shares were approved in a water court case almost 40 years ago. It is 20 shares out of 16,000 shares, which is a relatively small amount of shares. Clark added that this was done at a time when the ditch companies articles and bylaws did not consider this type of transfer. 20 shares were transferred from "agricultural use" to "mining and storage use" at the Gold Hill Mill site. The Colorado Mining Company has done the proper applications through water court to secure the water rights. Water is transferred from Left Hand Creek and gets pumped up during mill season. Clark pointed out that there is ambiguity in the decree and in the application to DRMS. There is ambiguity is whether the water is stored on site and not returned to Left Hand Creek. If that's the case, a lesser amount of water that can be diverted on Left Hand Creek. The water could be consumed through the concentrates at the site or from evaporation on the pond. In both cases the water doesn't return to the creek and a lesser amount would need to be diverted. Clark also pointed out that there is the possibility that return flows from the site will go back to Fourmile not Left Hand. Ditch company doesn't want those return flows back to Left Hand Creek because of potential contaminants. They want know if there will be return flows. They will submit a comment letter in response to the application.

Darren asked how the shares have been used in the last 40 years. Clark said assessments have been paid but shares haven't been used. Darren asked if it impacts conditional use but Clark said it doesn't apply.

Pam asked if the Ditch Company would rather not see the flows return and would prefer instead for the operators to put the water into mine shaft for storage. Could this be stipulated as a permit condition? Clark said that the decree structure only allows storage or return flows.

Tyler asked how water quality plays into this and Deb clarified that state will set standards that would be required for any water going back into the creek. If water quality exceeds this standard, that's considered an exceedance. Clark added that as a major shareholder for the Ditch Company, Left Hand Water District is also very concerned about water quality issues and will make that point in their comments. There is not much else to say besides asking for close monitoring.

Jenny asked if the decree allows for storage as a beneficial use. Jenny asked if evaporative ponds could be a lined evaporative point about be a solution. Deb clarified that is how the application is set up but there are concerns regarding surface or groundwater contamination if a spill or breach were to happen. Jenny recommended that we ask for assurance about what reclamation would cost and if that could be included in the bond.

Amy asked how the Ditch Company approved the move from ag to mining purpose and if there's an irrigation season and if the timeframe of when water is moved and if it still applies to the mining purpose. Amy asked what would happen if this effort failed and what would happen with all of the "moving parts", she noted that there are old pvc pipes at the site. Clark responded that diversion is limited to historic irrigation season. 4/1 to 10/31 and they will have to report water quantity and calculated based on the storage considerations. Clark is not aware of the pvc pipes at the point of diversion that Amy highlights.

Joe Ryan asked about the current status of the Times-Wynona mine shaft where water would be stored. Deb responded that water in this mine shaft is from past operations in the 80s. Deb is not sure what the monitoring timeline but they do show water quality monitoring data since then. Not clear on how much more water would be stored after the last operational period. Joe said if they are putting water into a mine without water in it already and there would be concerns about leaching metals into wells. With water already in the mine then there is less risk about leaching. Deb said we are asking for clarification on existing state and anticipated changes in the future.

Jenny asked how many acre feet per share. Clark noted it's somewhere between 0.8 and 1.25 depending on dry or wet year.

Pam noted that residents will be eyes and ears and asked who to contact in an emergency situation. Chris responded that the state is issuing the permit and they should start there. Watershed Center doesn't have jurisdiction or enforcement powers. Start with state and also health dept. for Boulder County. Watershed Center can help make those calls as well. Clark added that the Left Hand Ditch Company would like to know as well.

Joe asked about what is going on in the tailings pond. Said that the application states the tailings slurry is chemically inert and cited synthetic precipitation leaching procedures and data in appendix 2. But there's no appendix 2 to be found in the application. Is it a faulty claim that the tailings are chemically inert or are they trying to gloss over something?

Joe added people using wells in Gold Hill are most at risk from this proposal because the location of the Times-Wynona mine indicates that groundwater flows in the direction of Gold Hill. Currently they have no monitoring wells between the mill/mine and Gold Hill to monitor this risk. How will they monitor to insure the most vulnerable residents are not impacted?

Amy F. wondered how the water that's stored in the mine got there. Clark said they have no record of existing water coming from any water rights from the Ditch Company. Maybe from elsewhere.

Sue wondered about format for the comments. Deb described format as a letter with comments included as an attachment to the comment form that's online. Group comments as a neighborhood may work well. Each individual organization should submit their own comments in addition to comments as the Watershed Center. Sue highlighted a concern about the volume of water. Wondered if there's a way to do an avg water flow per month prior to the permit and speak to the impact of that for the creek water levels.

Roger highlighted that Joe's comments should be added to Watershed Center's letter. Staff agreed and Deb agreed to circle back with Joe to add those comments.

Deb is going to update the Watershed Center's comments with some of the feedback received. Deb noted the due date and reminded everyone of how to submit comments.

Staffing and Office Update

Jessie provided update that to accommodate space needs with new staff we are temporarily in the Boulder County Offices, but will be returning to Left Hand Water District offices on March 8 and moving some staff to the Fire District office when it becomes available. Ken asked for an update on the Montgomery office and Jessie noted that we are moving through the process of a conversion from residential to commercial for a historic property.

Board Member and Officer Renewal/Election

Chris noted that at this meeting we have officer and board member renewal where we need to vote to renew or appoint new board members and officer appointments for 2023. Chris noted that the board bylaws state that that we must have a minimum of eight and maximum of thirteen board members. Currently we have eight voting board members.

Current entities/agency voting board members include:

1. Christopher Smith, President (Left Hand Water District Representative)
2. Ken Lenarcic and Roger Loving (Jamestown Representative)
3. Monica Bortolini, Secretary (City of Longmont Representative)
4. Vacant (Town of Ward Representative)
5. Vacant (James Creek Watershed Initiative Representative)
6. Jenny McCarty (St. Vrain and Left Hand Water Conservancy District Representative)
7. Terry Plummer (Left Hand Ditch Company Representative)

8. Darren Beck (Boulder County Representative)

Considering the two vacancies, Chris asked if it is time to remove Town of Ward and James Creek Watershed Initiative from current positions. Ken and Roger noted that so far there have not been notable responses from potential contacts from the James Creek Watershed Initiative. Roger requested that the position is not vacated until Roger and Ken can investigate further about filling the vacancy. Kathy noted that there's not a specific need to keep Town of Ward. Ken agreed and noted that it would be beneficial to add Town of Lyons to the Board. Chris noted that residents of Town of Ward are always welcome to participate and suggested that we strike Ward as a standing seat and that we invite Lyons to take the vacant seat which will need to be changed in the bylaws.

Motion: Chris moved, Barbara seconded, to vacate Town of Ward as a standing seat and invite Town of Lyons as a Board Seat and make necessary changes in the Bylaws to address this update. The motion carried unanimously.

Chris reviewed the current slate of officers and asked them to confirm that they are all comfortable continuing to serve in these positions. All agreed to stay in their positions.

1. President: Christopher Smith
2. Vice-President: Sue Schaffler
3. Treasurer: Kathy Peterson
4. Secretary: Monica Bortolini

Motion: Ken moved, Barbara seconded, to re-appoint the officers to the Watershed Center Board of Directors. The motion carried unanimously.

Chris noted that Barbara Luneau is taking a less active role in our organization for the next couple of years as her obligations with Trout Unlimited are increasing, as she has been elected board president for the state chapter of TU. She has recruited a replacement Tyler Scott who submitted an application to be an ex-officio board member.

Motion: Kathy moved, Monica seconded, that the Watershed Center accept Tyler Scott's application as an ex-officio board member.

Chris reviewed that we have two additional voting members and asked them to confirm that they are comfortable continuing to serve in these positions. All agreed to stay in their positions.

1. Sue Schaffler, Vice President (Other Representative)
2. Kathy Peterson, Treasurer (Other Representative)

Chris also reviewed the current list of ex-officio members and asked them to confirm that they are all comfortable continuing to serve in these positions. All agreed to stay in their positions.

1. Kevin Peterson (Boulder County OSCAR)
2. Catherine McIntyre (City of Boulder OSMP)

3. Erica Crosby (State of Colorado DRMS)
4. Joe Ryan (CU-Boulder)
5. Eric Smith (City of Boulder Resident)

Motion: Barbara moved, Darren seconded, to maintain the additional voting board members and existing ex-officio board members to the Watershed Center Board of Directors. The motion carried unanimously.

Jessie asked all to re-sign or sign all conflict of interest, confidentiality and whistleblower statements for the New Year, which she sent electronically in January. Please sign and send back if you have not yet.

Board Minute Approval

Motion: Kathy moved, Jenny seconded, to approve minutes from the December 13th Meeting with addition of Sue Schauffler to attendees list; the motion carried unanimously.

Q4 2022 Financial Report

Jessie reviewed 2022-Q4 financial reports.

Motion: Kathy moved, Monica seconded, to accept the 2022 fourth quarter financial report and the transfers set up in the report. The motion carried unanimously.

Draft Five Year Strategic Plan

Jessie provided presentation on Five Year strategic plan (see attachment in Board memo).

- Sue suggested the Science goal is expanded to incorporate “other challenges” and this edit was added
- Barbara made suggested on “diversity” text and changed word to “inclusivity”

Motion: Barbara moved, Jenny seconded, to adopt the strategic plan in its entirety and the spirit in which it is written. The motion carried unanimously.

Draft 2023 Annual Work Plan

This item was postponed to the next board meeting due to time constraints.

Grants Update

Yana provided update on the Wildfire Ready Watersheds application and the WaterSmart grant application.

Floodplain Map Update

This item was postponed to the next board meeting due to time constraints.

Adjournment

Chris adjourned the meeting at 4:45 PM.

Attachment 2
2023 Work Plan



The Watershed Center

2023 Annual Work Plan

Draft 02/14/2023



The Watershed Center
6800 Nimbus Road, Longmont CO 80503 (office)
P.O. Box 1074, Niwot, CO 80544-0210 (mailing)
www.watershed.center



Purpose

This annual work plan establishes the annual organizational activities that aim to make progress towards program outcomes and organizational initiatives defined in the five-year strategic plan. Annual objectives for each program and initiative include performance metrics that will be evaluated at the end of the year to assess progress relative to the five year strategic plan. Performance metrics may be qualitative or quantitative.

Objectives are further refined into activities (see Attachments 1 and 2), which are the steps that staff take during the year to realize program objectives. Activities directly inform quarterly goals and tasks for all staff. These goals and tasks are developed by individual staff and tie to daily work.

Structure

The Watershed Center includes programs and departments within our organizational structure. Programs are the foundational ways that we work toward organizational goals. These include: Science, Community, Rivers, and Forests. Departments are how we ensure that we have the people, resources, and policies to support capacity needs. These include Operations, Fundraising, and Marketing.

Attachments

1. Program Activities
2. Department Activities



PROGRAMS

Science Program

2023 Science Program Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objective	How it's Measured
1. Complete 2023 monitoring as defined in Adaptive Management at Scale Plan.	Was the monitoring done informative of watershed conditions across the basin? Did the monitoring or research fill knowledge gaps and address emerging needs? What were those gaps and needs?
2. Advance forest monitoring efforts as described in and St. Vrain Forest Health Partnership Project Guidance Plan and Adaptive Management at Scale Plan.	Was a forest monitoring plan developed to address long-term monitoring questions and project-specific monitoring questions? What forest monitoring was implemented?
3. Update St. Vrain Forest Health Partnership Project Guidance Plan.	Was a final version of the document created with buy-in from the SVFHP Science Team?
4. Develop a list of actionable watershed management projects based on results of annual workshop.	Was a list of projects developed? Were actions (e.g. projects, workgroups, etc.) pursued based on this list? What stakeholders participated in the collaborative process and how did they participate?
5. Develop approach for how to collaborate with stakeholders, scientists, and community on project and monitoring priorities in advance of funding opportunities.	What stakeholders, scientists, and community participated in the collaborative process and how did they participate? What funding opportunities were pursued or considered collaboratively?
6. Develop and publish annual State of the Watershed report with versions for stakeholders and community members.	What reports were developed? What audiences were reached?
7. Evaluate and provide feedback on plans and policies developed by others.	What plans and/or policies were evaluated and how was feedback provided?
8. Participate in partnerships and working groups to advance staff understanding and capacity related to climate adaptation strategies.	What partnerships and working groups did staff participate in and in what type of role? How was understanding and/or capacity on climate adaptation solutions advanced?



Community Program

2023 Community Program Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
1. Develop a plan for how to prioritize community engagement options within existing staff capacity.	Was a plan developed and how was it used to aid in making decisions about prioritization within the Community Program?
2. Connect with 1,000+ people annually via tours, classroom teaching, events, outreach materials, online platforms, and other opportunities.	How many people were engaged and how were they engaged? Did connections increase community awareness, engagement, and education about watershed health and climate resilience, and how?
3. Develop and begin to implement a plan to expand opportunities to include diverse voices, perspectives, and under-represented people.	Was a plan developed and how was it used to expand opportunities? How were goals in the plan addressed?
4. Develop and implement curriculum focused on watershed science and climate change in partnership with schools and educators.	How many curricula were developed and implemented? How many schools and education partners were engaged and how were they engaged? How were learning opportunities expanded to support underserved student?



Rivers Program

2023 Rivers Program Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
1. Advance Rivers and Riparian components of AM at Scale Plan including monitoring, reporting, collaboration, and list of priority projects.	How was data and collaboration used to report on conditions and identify high priority projects? Was annual collaborative workshop hosted and what was learned through participant evaluation? Was project list developed? Was annual report developed and shared?
2. Make progress on design and implementation of the South St. Vrain Stage Zero project, ensuring that it incorporates and demonstrates benefits of climate adaptation strategies.	What phases of the project were complete?
3. Make progress on obtaining funding for construction of the Camp St. Malo Headwaters Restoration project?	What funding options were pursued and/or awarded?
4. Conduct adaptive management of completed river restoration projects.	What adaptive management actions were taken?
5. Oversee legacy mine reclamation and explore funding strategies to support a tracer study of legacy mine inputs.	How did the organizationsupport progress at Captain Jack? What funding strategies were explored and/or pursued?
6. Explore funding options that can support multi-benefit projects that incorporate fish habitat connectivity with ditch or diversion enhancements.	What funding strategies were explored and/or pursued?
7. Pursue funding to identify where river and riparian restoration projects will have the greatest impact on minimizing threats to communities, water supplies, and ecosystems considering future floods and fires.	What funding strategies were explored and/or pursued?
8. Continue existing community projects and develop new projects to integrate community in river projects.	What existing projects we continued and/or expanded? What new projects were considered or pursued? How many community members were engaged?



Forest Program

2023 Forests Program Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
1. Maintain and expand St. Vrain Forest Health Partnership as defined in the St. Vrain Forest Health Partnership Charter.	Was the Charter updated and implemented? How were members engaged and how did the partnership grow?
2. Host annual or biannual large-group St. Vrain Forest Health Partnership meetings for information sharing.	Was/were annual meetings(s) hosted and what was learned through participant evaluation?
3. Maintain and expand regular communication with St. Vrain Forest Health Partnership members via email, website, etc.	How were partnership members engaged through regular communication? How was communication maintained or expanded?
4. Maintain and build relationships with existing and potential St. Vrain Forest Health Partnership members to keep members engaged during the transition from outreach/planning to on-the-ground restoration.	How were relationships maintained or expanded? What steps were taken to engage members in the transition process? What was learned through evaluation of members?
5. Respond to questions about small forest projects.	How many questions were received and responded to? What was learned through this process to inform future needs?
6. Share information about projects across Boulder County in newsletters and on social media.	How was information shared and how many people were reached?
7. Support second phase of USFS NEPA process, annual adaptive management process.	Was second scoping period completed successfully? Was a shared strategy for project implementation developed? What steps were taken to advance toward implementation following completion of NEPA?
8. Support (and lead as appropriate) implementation of forest restoration projects in Boulder County. Target for 2023 is at least 16 acres restored in the Partnership Boundary.	How much funding was raised for implementation? How were partners engaged in collaborative fundraising? How many acres restored within the St. Vrain Forest Health Partnership Boundary? How many acres overseen by The Watershed Center?
9. Conduct initial planning, outreach, site visits, and technical analysis to begin development of 4,000 acres of cross-boundary forest management plans within the in the St. Vrain Forest Health Partnership boundary. Target	How many acres of plans were developed by the Watershed Center and our partners in the St. Vrain Forest Health Partnership boundary? Is progress on track to meet 4,000 acres by 2026?



Objectives	How it's Measured
for 2023 is 500 acres planned and in pipeline for implementation phase.	
10. Assess areas impacted by the 2020 Cal-Wood and Left Hand fires and implement adaptive management actions as needed.	What assessments were conducted and what actions were identified and/or implemented?
11. Advance forest monitoring efforts as described in and St. Vrain Forest Health Partnership Project Guidance Plan and Adaptive Management at Scale Plan.	Was a forest monitoring plan developed to address long-term monitoring questions and project-specific monitoring questions? What forest monitoring was implemented?
12. Complete Jamestown project	Was project complete? Were participants surveyed to document lessons learned?



DEPARTMENTS

Operations & Finance

2023 Operations Department Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
1. Oversee implementation of strategic plan and annual work plan.	Do program evaluation tools indicate progress toward strategic plan goals and work plan objectives?
2. Ensure board of directors are well informed, that they receive regular updates on organization, programs, and departments, and that they are involved in key organization decision making as appropriate.	Are board meetings (and board packets) keeping the board adequately informed? Do agendas reflect key decision-making needs for the organization? Do executive staff members check in with board members outside of board meetings and via committees as needed?
3. Ensure staff have tools, resources, and support they need to effectively accomplish tasks in this work plan and are supported in training/career development goals.	Were all staff offered benefits outlined in the handbook? Was the employee handbook updated as needed? Did staff attend trainings and/or were they offered professional development opportunities? Did staff participate in team building activities and regular check-ins with the team and supervisor? Are staff job descriptions reviewed as part of an annual review process and is compensation evaluated annually?
4. Ensure proper organizational checks and balances of financial management by following established accounting policies and procedures.	Did the financial committee develop an annual budget and bring to the board for approval? Were quarterly financial reports reviewed and approved by the board? Did the organization obtain an annual financial audit? Did the organization complete an annual 990 (tax documents)? Did the organization complete annual Secretary of State and Sam.gov renewals? Did staff and bookkeeper complete quarterly invoicing and grant reporting as defined by individual grant agreements?
5. Maintain contacts database of all email subscribers, landowner contacts, donors, event participants, and more.	Was the contact database kept up to date? Is information accurate and useful to staff?
6. Ensure staff have adequate office space for a growing team and are working towards a long-term office space solution.	Was progress made on securing long-term office space? Do all staff members have the option to utilize desk space outside of their homes as desired?
7. Succession planning to ensure that the organization can maintain continuity of operations when faced with	Did staff and board members take steps to plan for unexpected disruptions?



Objectives	How it's Measured
unexpected disruptions, job vacancies, and/or board member vacancies.	

Fundraising

2023 Fundraising Department Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
1. Meet expected revenue source distribution as outlined in the 2023 budget, working toward financial goals established in the 5-year strategic plan.	In review of our quarterly financial reports, is the organization on track to meet annual revenue budget amounts from board partners, individual/corporate donors, and state/federal grants?
2. Establish a donor stewardship and development 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.	Is the organization maintaining or growing the number of individual and corporate donors year to year?
3. Evaluate ways to increase staff capacity for individual fundraising by hiring development staff person or re-allocating duties among existing staff.	Does the organization have sufficient capacity to meet fundraising objectives above? What adjustments have been made in 2023?



Marketing

2023 Marketing Department Objectives

What actions will the organization do or achieve in 2023 to make progress towards five-year outcomes?

Objectives	How it's Measured
<p>1. Develop regular opportunities for the public to learn about our work and impact in order to (1) increase organizational contacts and mail subscribers, (2) boost the credibility of the Watershed Center as a collaborative, science-based non-profit, (3) highlight the Watershed Center's projects, tools, resources, and community opportunities, (4) highlight partner and funder roles in projects and program success, and (5) distribute information about partner organization events, reports and/or news.</p>	<p>Did the organization develop regular newsletters, social media content, snail mail, press releases, about our programs and projects? Did the organization highlight all major partners and funders at least once in the year? Did the organization provide useful information and resources to the community? Did the organization increase contacts in contacts database from 1,238 2023 to 1,400 by 2024?</p>
<p>2. Develop organizational materials (hard-copy and on-line versions) to ensure annual accomplishments are documented, recognized, and celebrated.</p>	<p>Did the organization develop an annual impact report? Did the organization keep website content up to date throughout the year?</p>
<p>3. Develop organizational outreach and fundraising materials for public events and on-line campaigns.</p>	<p>Did the organization develop an executive summary of our strategic plan for purpose of outreach and fundraising? Did the organization develop new brochures and outreach materials as needed?</p>



ATTACHMENT 1: PROGRAM ACTIVITIES



2023 Program Activities

What steps will the organization take to meet program objectives?

- Core Program: Activity is related to this Program
- Partner Program: Significant level of effort to achieve the activity will come from this program

Core Program	Partner Program	Activity
All		Maintain, build, and participate in existing and new partnerships and subject-specific work groups
All		Manage grants and other funding sources
Community	All	Share program accomplishments with public
Community		Continue Lyons teaching days partnership and update curriculum to reflect lessons learned.
Community		Develop monthly (appx.) newsletter.
Community		Develop plan for how to prioritize needs and opportunities within the Community Program.
Community		Initiate and implement EPA environmental education project including curriculum development, curriculum implementation, and part coordination.
Community		Build new school partnerships with Boulder Valley School District schools.
Community		Develop a plan to expand opportunities to elevate more voices and reduce barriers to participation.
Community		Develop social media posts.
Community		Update website for specific programs and projects, aligning with new program organization and project highlights of AM at Scale, Adaptive Restoration, and SVFHP.
Forests	Community	Develop public facing version of operations planning tool
Forests	Community	Implement forest partner project outreach, e.g. COSWAP public meeting (Boulder County)
Forests	Community	Support USFS NEPA process and second scoping period including webinar and events.



Core Program	Partner Program	Activity
Forests	Community	Adaptive management (weed control, erosion control, etc.) of post-fire sites including stewardship projects with staff, contractors, and/or volunteers.
Forests	Community	Collect monitoring data on vegetation recovery at Calwood and Left Hand Fires (discrete monitoring effort).
Forests	Community	Continue Fire Followers community science project including assessing project impact and benefits for partners (e.g. getting participant feedback on projects and tracking usefulness of data obtained).
Forests	Community	Host at least three activities with co-advertising from St. Vrain and Left Hand Water Conservancy District. Develop one mailer with co-advertising from St. Vrain and Left Hand Water Conservancy District.
Forests	Community	Maintain and establish forest tours, fireside chats, and field tours for the forest program. As appropriate, ID target audiences and focus content on results from collaboration, operations planning, and science activities.
Forests	Community	Update SVFHP story map as needed.
Forests		Continue momentum from nine community meetings held in 2022 by keeping communities informed and engaged (e.g. relationship building, info sharing, follow up community meetings in target neighborhoods, collaboration on outreach events with fire departments)
Forests		Develop operations planning/prioritization meetings in advance of major grant cycles, and lead SVFHP in interagency and community collaboration on cross-boundary planning.
Forests		Lead forest practitioner and interagency collaboration and information sharing (e.g. field tours, info sharing, plan development, after action project reviews).
Forests		Update SVFHP regularly with new information.
Forests		With partners, develop forest management plans for at least 500 acres across the partnership, working toward 4,000 acres goal (by 2026).
Forests		Update SVFHP Plan/Charter to define next 3-5 years of work and implementation process.



Core Program	Partner Program	Activity
Forests		With partners, develop list of potential grant sources and apply for grant funding to implement high priority forest projects. Develop funding plans for high priority projects that are actively being planned.
Forests	Rivers	Collect monitoring data on BMI at Marshall and Calwood Fires (discrete monitoring effort).
Forests	Science	Create an interactive map and eventually an operations dashboard that will show all of the SVFHP previous, current, and proposed treatment areas (in concert with partners).
Forests	Science	Coordinate SVFHP Science Team.
Forests	Science	Host SVFHP Annual Science Team Workshop.
Forests	Science	Update SVFHP Guidance Plan based on edits from SVFHP Science Team annual meeting.
Forests	Science	Working with SVFHP Science team, develop plan for long-term and project monitoring in the forests, and implement plan as appropriate.
Forests	Science	Complete Jamestown project including implementation and monitoring (discrete monitoring effort).
Rivers	Community	Continue adaptive management (weed control, etc.) of completed river restoration project sites including stewardship projects with staff, contractors, and/or volunteers.
Rivers	Community	Develop fish passage educational materials.
Rivers	Community	Continue water quality sensors community science project.
Rivers		Begin Design-Build at St. Vrain Stage Zero.
Rivers		Explore options and pursue as feasible funding for multi-benefit fish passage and ditch enhancement projects.
Rivers		Pursue funding for implementation at Camp St. Malo (WaterSMART and Wildfire Ready Watersheds)
Rivers		Pursue Wildfire Ready Watershed Funding and start project as feasible.
Rivers	Science	Close out CWCB Grant Adaptive Restoration grant including any final data collection and reporting on results.



Core Program	Partner Program	Activity
Rivers	Science	Continue River Water Monitoring
Rivers	Science	Host annual AM at Scale Workshop (2023 focused on river indicators).
Rivers	Science	Identify pre-project monitoring needs and collect data as needed for new Camp St. Malo project.
Rivers	Science	Implement monitoring plan for new South St. Vrain project per CDPHE grant monitoring requirements (discrete monitoring effort).
Rivers	Science	Oversee Captain Jack Remediation with EPA TAG Advisor
Rivers	Science	Collect data at long-term monitoring sites (2023 focus on BMI across the basin, habitat/pools in St. Vrain and Left Hand Watersheds, and floodplain connectivity)
Science	Community	Develop and shared State of the Watershed report (2023 focused on river indicators) for community audiences
Science		Expand data management and analysis procedures to meet the needs of the annual process and partner sharing.
Science		Explore need, benefit, and capacity for collecting, processing, and analyzing UAV data internally, and pursue as determined.
Science		Maintain and update forests and rivers interactive map
Science		Explore ways and opportunities to integrate public into the adaptive management process so they understand how we are working with stakeholders on collaborative science
Science		Work with partners and grantors to consider needs and funding for the next three- to five-year phase of AM at Scale and update charter and/or project vision moving forward. Clarify how steps of the process are related, how they work together with partner efforts, and how they work across programs.
Science	Rivers	Develop and share State of the Watershed report (2023 focused on river indicators) for stakeholder audiences.





ATTACHMENT 2: DEPARTMENT ACTIVITIES



2023 Department Activities

What steps will the organization take to meet department objectives?

Department	Activity
Operations	Quarterly check-ins to assess progress toward goals outlined in this work plan and the 5 year strategic plan.
Operations	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.
Operations	Continue board engagement and establish check ins between executive staff and board members
Operations	Carryout HR activities, complete timesheets, etc.
Operations	Complete annual review and renewal of organizational insurance and employee health insurance plan.
Operations	Carryout individual staff training plans/goals as outlined in annual review documents and as the annual budget allows.
Operations	Continue weekly staff meetings, monthly one-on-one staff check-ins, and two to four team building activities/year.
Operations	Update employee handbook and other policies as needed.
Operations	Develop an annual budget with financial committee.
Operations	Complete quarterly invoices and grant reporting as defined by individual grant agreements.
Operations	Follow and ensure compliance of Watershed Center policies and procedures. Update policies as needed.
Operations	Continue to oversee bookkeeper in preparing quarterly financial reporting and grant pay requests.
Operations	Obtain an annual financial audit and single audit as required.
Operations	Work with a CPA to prepare organizational tax documents.
Operations	Complete annual Secretary of State and Sam.Gov renewals.
Operations	Continue to maintain contacts within Bloomerang
Operations	Develop and maintain database for all trainings/events/activities by type, date, volunteer numbers and more.
Operations	Continue to track current information for all newsletter/email subscribers, landowners, funders, interested parties
Fundraising	Increase number of individual donors by 10% (minimum 70 donors).
Fundraising	Increase number of corporate sponsors by 10% (minimum 12 donors)
Fundraising	Meet expected revenue sources as outlined in the 2023 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.



Department	Activity
Fundraising	Create development plan for individual giving.
Fundraising	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.
Marketing	Utilize Monthly Newsletters, Social media, press releases, and/or snail mail letters/newsletters to: Boost credibility of The 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.
Marketing	Increase contacts in contacts database from 1,238 2023 to 1,400 by 2024.
Marketing	Develop executive summary version of strategic plan for purpose of marketing/fundraising.
Marketing	Develop annual impact report to ensure annual accomplishments are documented, recognized, and celebrated.
Marketing	Keep website content up-to-date and relevant.
Marketing	Develop new brochures and outreach materials as needed.