TO: Colorado Water Conservation Board Members

FROM: Greg Johnson, Interstate, Federal, and Water Information

DATE: May 20, 2020

AGENDA ITEM: 7. Water Education Colorado Annual Scope of Work Review

Staff recommendation: Staff recommends the Board approve the proposed Fiscal Year 2021 Scope of Work for Water Education Colorado (WEco).

Background
The CWCB has supported Water Education Colorado since its inception in 2002 (fka Colorado Foundation for Water Education). The Board annually reviews and approves the proposed WEco Scope of Work (Scope) for the upcoming fiscal year. The CWCB currently supports the annual operations, water education, and outreach programs of WEco with $150,000. This funding is in the form of an annual nonreimbursable grant from the Construction Fund.

The proposed Scope covers tasks that align with both organizations’ missions. The Scope includes four overarching tasks: Organizational Development, Water Education & Leadership Program Support, Water Information Program Support, and General Outreach Support. The tasks within each section allow the CWCB and WEco to prioritize work related to Colorado Water Plan goals and objectives, including education and outreach.

Lauren Ris and Greg Johnson currently serve as CWCB representatives on WEco’s Board. Jayla Poppleton, the Executive Director of WEco, will be present at the meeting to make a presentation and answer questions. The proposed Scope and summary table are attached.
<table>
<thead>
<tr>
<th>Task #1: Organizational Development</th>
<th>Time of Deliverable</th>
<th>Description of Deliverable</th>
<th>Budget</th>
<th>CWCB Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Membership Program Diversification and Engagement</td>
<td>June 2021</td>
<td>Implement ambassador program to recruit more, diverse members; establish volunteer program to assist with raising visibility of WEco programs</td>
<td>$20,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>1.2 Organizational Management</td>
<td>June 2021</td>
<td>Conduct annual financial review and begin implementation of new WEco strategic plan org development goals</td>
<td>$14,500</td>
<td>$6,000</td>
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<td><strong>Task 1 Total</strong></td>
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Organizational Development

1.1 Membership Program Diversification and Engagement

Overview

Now in its 18th year, Water Education Colorado has built a stable and committed membership, and relies on that membership for program participation, development and revenue. For WEco to continue growing its capacity to deliver statewide water education programming, a steadily growing and increasingly diverse membership is needed. In addition, WEco’s new strategic plan is focused on expanding program reach and participation to diverse and underserved audiences by connecting with “gatekeepers” of community level organizations. In FY2021, WEco will continue to ensure the delivery of a wide variety of member benefits, as well to focus on member engagement and new member recruitment through innovative strategies.

Work Plan

- Finalize and implement new member recruitment strategies initiated in FY2020, including the development of an ambassador program and enlistment of volunteers to assist with “friend-raising” and recruiting new members from a wider range of organizations and individuals, such as agricultural organizations, LatinX community organizations, and the business community.
- Develop volunteer management system to improve ability to work with volunteers to increase visibility of WEco and program offerings.

Schedule and Budget

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<tr>
<th>Timeframe</th>
<th>Total Budget</th>
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<tbody>
<tr>
<td>Throughout FY2021</td>
<td>$20,000</td>
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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:
• Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions.  
  
*Outreach, Education & Public Engagement, Sec. 9.5*

1.2 Organizational Management

**Overview**

Water Education Colorado will conduct an annual financial review, which will be used to report out to our supporters. In addition WEco will begin implementing the organizational management goals identified in its new strategic business plan, developed during FY2020, which include a focus on staff retention, compensation and productivity; effective board governance; and sustainable revenues.

CWCB’s support for these organizational management tasks allows us to allocate other revenue for program-related work.

**Work Plan**

WEco will engage in the following:

• WEco will conduct a financial review for FY2020.
• WEco will begin implementing the organizational management goals identified in its new 2020-2025 Strategic Business Plan, which include:
  
  o Review, update and maintain salaries and benefits to be competitive with like positions in other nonprofit organizations.
  o Provide professional development opportunities in line with staff goals.
  o Develop equal opportunity policy.
  o Assess board composition to ensure it is representative of audiences served and includes a diversity of skills and abilities to meet needs of the organization.
  o Re-envision board committees to align with supporting strategic goals.
  o Establish board succession and mentorship program to ensure ongoing engagement on par with historical level of engagement and commitment.
  o Include board members with fundraising capabilities.
  o Review and develop, as necessary, the capacity/infrastructure to support diverse revenue streams.
  o Create and adhere to a plan to meet and exceed three-month reserve.
  o Consider an endowment campaign.

**Schedule and Budget**

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Support of Water Plan Implementation

Water Education Colorado is the leading organization working to inform and engage Coloradans on water issues, with the mission of ensuring the population is equipped to make smart decisions for a sustainable water future. This fundamental role supports every aspect of the Colorado Water Plan, and the stronger and more effective WEco can be with its underlying structure, the better it will be able to accomplish that mission.

Water Education & Leadership Program Support

2.1 Water Fluency Program

Overview

In its sixth year, WEco’s Water Fluency Program offers public officials, water board members, agency staff, students and local business and community members immersion in the language and concepts of water as well as tools for navigating the culture, complexity and future of water management and policy issues. This in-depth curriculum consistently receives strong positive feedback, and has filled or exceeded the 35-class-member capacity every year.

Work Plan

WEco will engage in the following:

- Run the second half of the 2020 program in September 2020 in southwestern Colorado.
- Collect and analyze feedback, adjust the curriculum based upon that feedback.
- Plan, market and run registration for the 2021 program, and hold the first session of the 2021 program in June 2021 in the Yampa Basin.

Schedule and Budget

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<td>$38,000</td>
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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions. Outreach, Education & Public Engagement, Sec. 9.5
- Strengthen partnerships with local governments Municipal Water Conservation Actions, Sec. 6.3.1
• Strengthen partnerships with local municipalities and county governments
  *Land Use Actions, Sec. 6.3.3*

• Encourage the incorporation of best management practices in land use for
  water demand management, water efficiency, and water conservation
  *Land Use Critical Action, Ch. 10*

### 2.2 Water Leaders Program

**Overview**

The Water Leaders program is a highly regarded professional development program
for water professionals who have demonstrated a sincere commitment to Colorado water
as well as strong leadership potential. WECO has trained 175 Colorado water
professionals through the program since 2006. The curriculum instills leadership and
management principles in a select group of water professionals and grows their peer
network. CWCB’s contribution through the Scope of Work keeps tuition for the Water
Leaders Program affordable, reducing the cost to participants by nearly 30 percent of
what it would be otherwise.

**Work Plan**

WECO will engage in the following:

• Complete the second half of the 2020 program.
• Collect and analyze feedback; adjust the curriculum based upon that
  feedback.
• Market the 2021 program, select applicants and run the first half of the 2021
  program.

**Schedule and Budget**

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**Support of Water Plan Implementation**

Colorado’s Water Plan does not directly call for investment in the knowledge and skills
of the work force needed to carry out its goals. However, implementing the Water
Plan will require the next generation of leaders to be versed in the techniques of
collaboration and compromise, to be exposed to different values and priorities from
other sectors and regions of the state, and to have a diverse professional network.

The Water Leaders program, by instilling these values within our profession and
widening the experience and networks of the class members, is foundational to
implementing many of the Water Plan recommendations.
2.3 Water Educator Network – SWEAP Implementation

Overview

The Water Educator Network (WEN) is an affiliate group of educators who are interested in increasing the amount, quality and effectiveness of water education in Colorado. Operating since 2014, WEN’s goal is to increase the capacity of local water educators by providing tools, trainings and collaborations that are relevant to their work, easily accessible and simple to implement. In FY2019 and 2020, WEco worked with WEN and others to develop a Statewide Water Education Action Plan (SWEAP). The plan was called for in the Colorado Water Plan and outlines strategic goals for water education and outreach that can be collectively pursued, measured and tracked by WEN educators and others. While numerous individuals have contributed to the plan, including a 30-member SWEAP Coalition, WEco is currently working to familiarize more stakeholders with the plan and to enroll participating entities across the state in implementation. We have also identified essential “groundwork” actions necessary during the first phase of implementation in order to begin providing tools and resources to educators who choose to partner in working toward the collective impact envisioned by SWEAP.

This first phase of implementation began in January 2020, with funding from a Colorado Water Plan grant that extends through December 2021. This scope supports work planned during the second half of FY2021 to continue implementation.

Work Plan

WEco will engage in the following:

- Work closely with the CWCB to identify a second-phase of opportunities and priorities for implementation to begin January 2021, to include additional resource development, training, and tracking.
- Coordinate “affinity groups” to continue organizing the Water Educator Network, as well as the Public Education, Participation and Outreach liaisons from the basin roundtables, in pursuing SWEAP strategies where those organizations’ priorities align.

Schedule and Budget

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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:
• Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions.  
*Outreach, Education & Public Engagement, Sec. 9.5*

• Foster continued engagement of the Water Education Task Force and use the network of existing water educators in a coordinated fashion to educate the various and diverse audiences in Colorado  
*Outreach, Education & Public Engagement Actions, Sec. 9.5*

• Significantly improve the level of public awareness and engagement regarding water issues statewide by 2020, as determined by water awareness surveys.  
*Executive Summary: Measurable Objectives, Actions and Future Updates*

2.4 Water Educator Network - Resources for Teachers

One of the achievements of the Statewide Water Education Action Plan (SWEAP) was the identification of “Critical Water Concepts” as the foundational understanding that Coloradans need to participate in discourse and decision-making regarding today’s water challenges. A strategy in SWEAP for increasing water knowledge statewide is to “Facilitate incorporation of Critical Water Concepts in educational programming.” To implement this strategy requires working with new partners in new ways. As Colorado’s host institution for Project WET (Water Education Today) curriculum, in FY2021 WEco will further its role to enhance the program by understanding and better supporting existing Project WET facilitators’ professional development needs, while also recruiting additional facilitators to seed the program in new regions.

WEco will also utilize existing position and relationships in the Denver metro area to pilot a program for teacher professional development organized around the SWEAP Critical Water Concepts to serve as a model for coordinated teacher professional development on the subject of water education, where it does not currently exist in the state.

*Work Plan*

WEco will engage in the following:

• Coordinate and enhance the quality of the Project WET program in Colorado including through listening sessions, improved communications channels and additional professional development opportunities and collaboration with the Colorado Alliance for Environmental Education as they convene similar curriculum efforts for Project WILD, Project Learning Tree, and Ag in the Classroom.

• Establish a K-12 Teacher Professional Development Unit pilot with partners to prepare educators in the school district with first-hand experiences and knowledge in locally relevant water issues by connecting them with experts for field excursions, hands-on training, peer-to-peer sharing and mentorship.
Schedule and Budget

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<td>Throughout FY2021</td>
<td>$16,000</td>
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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions. *Outreach, Education & Public Engagement, Sec. 9.5*
- Foster continued engagement of the Water Education Task Force and use the network of existing water educators in a coordinated fashion to educate the various and diverse audiences in Colorado *Outreach, Education & Public Engagement Actions, Sec. 9.5*
- Significantly improve the level of public awareness and engagement regarding water issues statewide by 2020, as determined by water awareness surveys. *Executive Summary: Measurable Objectives, Actions and Future Updates*
- Inform Coloradans about water issues to encourage engagement and innovation in determining Colorado’s water future *Education Critical Action, Ch. 10*

2.5 Tours

Overview

WEco’s tours are an opportunity for decision makers, water professionals and interested citizens to see water management in action and to get an up-close look at the projects, challenges and opportunities in a given region. Tours regularly hit capacity, and generally one-half of tour attendees are individuals new to WEco. The interim water resources review committee attends the annual multi-day river basin tour each year, along with congressional staff, water professionals and educators from across the state. The urban water cycle bike tour series is offered for free and attracts more community members interested in learning about their local urban waterways.

Work Plan

- WEco will produce one multi-day Annual River Basin tour in the Arkansas River Basin. The Arkansas Basin Roundtable and other local representatives will be invited to provide input in order to focus a portion of the tour agenda on their Basin Implementation Plan. The CWCB will receive a seat on the tour free of charge.
- WEco will engage and support local partners to deliver three free Urban Water Cycle Tours focused on water quality and other challenges related to urban waterways in Denver, Fort Collins, and Colorado Springs.
**Schedule and Budget**

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<td>Through FY2021</td>
<td>$53,000</td>
<td>$16,000</td>
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**Support of Water Plan Implementation**

The above activities will help CWCB in their implementation of the following stated goals:

- Support and assist the basin roundtables in moving forward priority municipal, industrial, environmental, and agricultural projects and methods identified in their BIPs *Supply-Demand Gap Critical Actions, Ch. 10*
- Use a watershed approach for outreach and community engagement around water quality, ways to protect water quality, and solutions to water quality issues. *Water Quality, Sec. 7.3*

**Water Information Program Support**

### 3.1 Topical Focus: Aging Infrastructure

**Overview**

WEco has published Headwaters magazine since 2003 and now boasts 50 issues in its archives, all of which are available online. Each year the WEco Program Development Committee chooses three or four of the most current, pressing topics for Colorado water as the focus not only for Headwaters, but also for companion content produced in other non-print channels, including webinars and the Your Water Colorado blog. The impartial content WEco produces and disseminates reaches more than 20,000 people for each topic in Colorado and beyond. Coverage highlights recent innovations, collaborations, policy developments, and challenges/opportunities on the given topic in order to inform the statewide water community, decision makers, and interested citizens from a non-advocacy perspective.

WEco is producing an issue of Headwaters magazine on the topic of Aging Infrastructure at the end of Fiscal Year 2020. This task will follow up on that magazine issue with complementary content offered through alternate communications channels.

**Work Plan**

WEco will produce the following:

- One webinar based on selected *Headwaters* content
- Series of blog articles authored by WEco staff and experts
**Schedule and Budget**

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<th>Timeframe</th>
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<tr>
<td>July-October 2020</td>
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**Support of Water Plan Implementation**

The above activities will help CWCB in their implementation of the following stated goals:

- An estimated overall funding need of approximately $20 billion is associated with meeting the M&I gap and maintaining current infrastructure. Specifically, these funds would support:
  1. The IPPs identified in the SWSI.  
  2. Short- and long-term maintenance needs of existing water delivery systems.  
  3. Alternatives to agricultural transfers.  
  4. Active water conservation

Statewide Water Infrastructure Financing Need, Sec. 9.2

**3.2 Topical Focus: Land and Water Trusts**

**Overview**

In Fall 2020, Headwaters magazine will focus on Land and Water Trusts, covering the range of activities pursued by these organizations to conserve both land and water in perpetuity, with a focus on agricultural land and the water rights associated with them. It will include an exploration of the connection between conservation easements and the facilitation of alternative transfer methods (ATMs). The unique work of the Colorado Water Trust to restore streamflows through the CWCB’s Instream Flow Program will also be covered. Complementary content will be produced following production of the magazine via webinar and the blog.

**Work Plan**

WEco will produce the following:

- Fall 2020 issue of Headwaters magazine on Land and Water Trusts  
- One webinar based on selected Headwaters content  
- Series of blog articles authored by WEco staff and experts  
- CWCB will receive 25 copies of the Headwaters magazine free of charge and be invited to serve on the peer review work group

**Schedule and Budget**

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<th>Timeframe</th>
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<tr>
<td>July-December 2020</td>
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<td>$12,500</td>
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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Respect property rights and the contributions of the agricultural industry by maximizing options for alternatives to permanent agricultural dry-up. *Alternative Agricultural Water Transfers, Sec. 6.4*
- Understand, protect, maintain, and improve conditions of streams, lakes, wetlands, and riparian areas to promote self-sustaining fisheries and functional riparian and wetland habitat to promote long-term sustainability and resiliency. *Environmental and Recreational Projects and Methods, Sec. 6.6*

3.3 Topical Focus: COVID-19 Response Focus (subject to change)

**Overview**

The Spring 2021 issue of Headwaters magazine will focus on COVID-19 impacts to and response from the water sector. The COVID-19 pandemic is affecting every industry differently, and water is no exception. From the utility response to communicate the safety of drinking water and to halt water shutoffs for nonpayment, while balancing revenue losses, to the impact on the state budget and funding for continued implementation of the Colorado Water Plan, this magazine will tackle the evolving relationship between COVID-19 and the water sector. Because the situation is changing so rapidly WEco will monitor as it unfolds to determine whether it is ready for extensive coverage in Spring 2021. Complementary content will be produced following production of the magazine via webinar and the blog.

**Work Plan**

WEco will produce the following:

- Half-day gathering of experts to identify the issues, current research, challenges and opportunities that WEco should focus on
- Spring 2021 issue of *Headwaters* magazine focused on the water sector’s COVID-19 response
- One webinar based on selected *Headwaters* content
- Series of blog articles authored by WEco staff and experts in the field
- CWCB will receive 25 copies of the *Headwaters* magazine free of charge and will be invited to serve on the peer review work group

**Schedule and Budget**

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<tr>
<td>August 2020-June 2021</td>
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</table>
Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Support education on Colorado’s water challenges, solutions, and the need to be adaptable to changing conditions Outreach, Education and Public Engagement, Sec. 9.5

3.4 Topical Focus: Water Storage (Subject to change)

Overview

The Summer 2021 issue of Headwaters magazine will focus on water storage. One of the Colorado Water Plan’s measurable objectives is to develop an additional 400,000 acre-feet of storage to address the water supply gap and provide resiliency to climate change. This magazine will look at the role of storage in Colorado, where storage is lacking, and examine planned projects. It will also explore innovations in water storage, including aquifer storage and recovery. Complementary content will be produced following production of the magazine, but not until the next fiscal year.

Work Plan

WEco will produce the following:

- Half-day gathering of experts to identify the issues, current research, challenges and opportunities that WEco should focus on
- Summer 2021 issue of Headwaters magazine
- CWCB will receive 25 copies of the Headwaters magazine free of charge and will be invited to serve on the peer review work group

Schedule and Budget

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<td>January-June 2021</td>
<td>$40,000</td>
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Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Attain 400,000 acre-feet of water storage in order to manage and share conserved water and the yield of IPPs by 2050. This objective equates to an 80 percent success rate for these planned projects. Executive Summary: Measurable Objectives, Actions and Future Updates
- Promote Additional Storage and Infrastructure: Assess and promote opportunities for multipurpose and multi-partner storage projects that address strategic needs. Critical Goals and Actions, Sec. 10.3

Overview

WEco has built its Citizen’s Guide series over time, and currently offers 9 reference guides, which serve as comprehensive primers on key aspects of water governance, management, and protection. The Citizen’s Guide to Colorado Water Law explores the basics of Colorado water law—including its origins, evolution over time, and current applications. Year after year, this guide is continuously our most popular. Its 4th edition was published in 2015 and is due for an update to reflect recent changes and developments. This scope supports the production, printing and distribution of the guide.

Work Plan

- Review the 4th Edition of the guide and identify updates that need to be made.
- Update the guide’s design to incorporate new and updated content
- Print a minimum of 2,500 copies

Schedule and Budget

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<tr>
<td>July-December</td>
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Support of Water Plan Implementation

While the Colorado Water Plan does not directly set any measurable goals around water law, it does call for the alignment and coordination of state agencies’ water rights (Section 9.3). In addition, it is widely recognized that state water law undergirds every aspect of water management and governance, and a foundational understanding of water law is critical for anyone involved in managing the resource.

3.6 Citizen’s Guide: Interstate Compacts, 3rd Edition

Overview

The Citizen’s Guide to Colorado’s Interstate Compacts is a thorough introduction to water sharing agreements between Colorado and its neighboring states. guide covers the development and parameters, as well as the successes and challenges, of Colorado’s nine interstate compacts and two equitable apportionment decrees Its 2nd edition was published in 2015 and is due for an update to reflect recent changes and developments. This scope supports the production, printing and distribution of the guide.

Work Plan

- Review the 2nd Edition of the Guide and identify updates that need to be made.
- Update the guide’s design to incorporate new and updated content
- Print a minimum of 2,500 copies
Support of Water Plan Implementation

The above activities will help CWCB in their implementation of the following stated goals:

- Protect Colorado’s ability to fully develop compact entitlements, and continue to support agreements that strengthen Colorado’s position in interstate negotiations while ensuring the long-term viability of Colorado’s interstate compacts and relationships. *Supply-Demand Gap Critical Actions, Ch. 10*

General Outreach Support

4.1 Lay groundwork for Water 2022

**Overview**

Colorado continues to welcome thousands of new residents every month who are unfamiliar with the water resource constraints and concerns in our state. WEco continuously receives input from members and the wider water community that more general public education and outreach is needed. In addition, innovative solutions are expected to come from both within and outside of the water community. WEco will lead the effort to lay the groundwork for a Water 2022 campaign, building off of the success of the Water 2012 partnership that WEco also led. 2022 is timely and relevant for a number of reasons, including that it coincides with the centennial of the Colorado River Compact as well as the 50th anniversary of the Clean Water Act, WEco’s 20th anniversary, and the planned update to the Colorado Water Plan.

**Work Plan**

WEco will engage in the following:

- Convene monthly “Steering Committee” meetings to revisit the successes of Water 2012 and to begin organizing a network of stakeholders to coordinate similar activities for Water 2022.
- Initiate outreach to 8-10 new high-profile partners to enroll them in supporting the effort.

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<td>Throughout FY2021</td>
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**Schedule and Budget**

**Support of Water Plan Implementation**

The above activities will help CWCB in their implementation of the following stated goals:

- Inform Coloradans about water issues to encourage engagement and innovation in determining Colorado’s water future *Education Critical Action, Ch. 10*
- Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions. *Outreach, Education & Public Engagement, Sec. 9.5*
- Significantly improve the level of public awareness and engagement regarding water issues statewide by 2020, as determined by water awareness surveys. *Executive Summary: Measurable Objectives, Actions and Future Updates*

### 4.2 National Western Center SPUR Water Center

**Overview**

Colorado State University, in partnership with the City and County of Denver, History Colorado, Western Stock Show Association, and Denver Museum of Nature and Science, is building a new water building at its SPUR campus—part of the redevelopment of the National Western Center. WEco has been communicating with the CSU team for nearly two years about relocating to the water building along with other mission-aligned institutions when the campus opens in 2022. In addition WEco has been considering a possible role in on-site programming, and has been asked to serve on a committee to advise the building design and development of K-12 education. This scope will support WEco’s continued exploration of a potential future role, as well as participation in the committee to inform a policy-neutral and thorough, balanced approach to education programming at the campus.

**Work Plan**

WEco will engage in the following:

- Participate in an Educator Advisory Committee to advise on the SPUR water center building design and K-12 education programming.
- Further scope WEco’s future role at the SPUR campus, including relocating and leading/managing elements of public-facing programming.
**Schedule and Budget**

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**Support of Water Plan Implementation**

The above activities will help CWCB in their implementation of the following stated goals:

- Expand outreach and education efforts that engage the public and promote well-informed community discourse regarding balanced water solutions. *Outreach, Education & Public Engagement, Sec. 9.5*
- Significantly improve the level of public awareness and engagement regarding water issues statewide by 2020, as determined by water awareness surveys. *Executive Summary: Measurable Objectives, Actions and Future Updates*