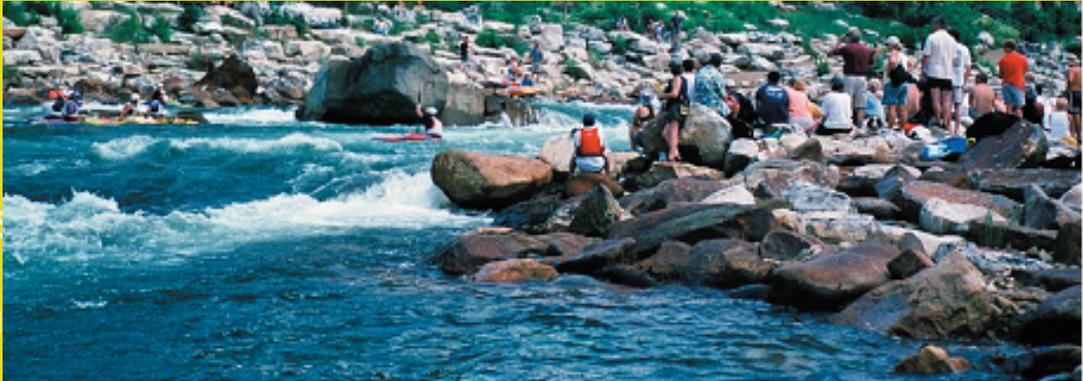


Strategic Plan



August, 2005



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PART I: EXECUTIVE SUMMARY

For ecological, recreational, and safety reasons, healthy rivers require free-flowing water. At a time when water quality concerns in Iowa have reached a high point, the negative impacts low-head dams have had for more than a century upon water quality, safety, and recreation in Iowa cannot be understated.

Shortly after the milldam at McNutt's was downstream of Decorah on the Upper Iowa River in May of 1880, residents reported seeing millions of pickerel and bass crowding below it. Reported the *Decorah Republican*: "Perhaps 'millions' is an exaggeration, but the numbers were so large that there was no skill whatever necessary to secure a wagon-load in a very short time. One party became so satiated with catching with a hook and line that they threw back into the river anything smaller than two pounds." The people of Decorah made quick work of bargaining for a fishway through the dam so the town might still see a run of fish each spring.

Two years prior, a report in Wisconsin observed fish similarly bunched up. They would "congregate together in large numbers at the base of dams, where they are slaughtered by the thousands by improvident men and reckless boys." Clearly, those fish were moving up streams to feed and spawn. The rise of dams had an immediate negative impact on a variety of species in many Midwest rivers.

Today, low-head dams are known to cause a variety of problems well beyond blocking natural migrations of fish. They cause silt to fill in upstream, wreaking havoc in-stream habitat for up to several miles. They block navigation for on-water recreation.

Of great concern for Iowa Whitewater Coalition (IWC) is that low-head dams are extremely hazardous attractive nuisances. Because fish bunch up at dams, for instance, anglers enjoy fishing at them. IWC research has turned up several documented cases in which anglers drowned. In some cases, children and adults run dams intentionally for excitement without knowing the risks. Because they are human-made creations, low-head dams carry liability for those who own them.

IWC views rivers as Iowa's greatest overlooked natural resource. Low-head dams are physical barriers for public navigation and recreation. These hazardous structures divide fisheries and create in rivers ecological dead zones. IWC has undertaken an 18-month project called "Reconnecting the Rivers." Iowa Whitewater Coalition's approach to river restoration is a progressive approach to fundamental problems regarding rivers in Iowa. The overall goal of the Reconnecting the Rivers project is to bring Iowa rivers back to their original biological integrity.

Our plan considers a range of alternatives to the low head dams that will positively benefit Iowa rivers. IWC will first educate, and then advocate locally based solutions for individual structures. In some cases, the most promising solution may be removal. In other cases, a simple solution such as boulders on the downstream face of a dam will increase fish passage and decrease hazards. In two urban cases, Des Moines and Waterloo, IWC advocates transforming taller dams into whitewater courses that will become Midwest regional attractions and economic drivers.

Unlike other numerous and complex water quality problems, solutions at many dams are straightforward because they can be re-engineered or reconfigured. They simply require alteration, followed by funding. The removal of these low head dams will allow rivers to remove silt on their own without expensive dredging required for lake projects.

Considerations

Dam design can be considered along a spectrum of considerations relative to safety, placement, the local fishery, and recreation. Iowa Whitewater Coalition will review all of these considerations before making recommendations.

Definitions

Low-head dam: A dam on a river or stream that water pours directly over the top of; as opposed to dams with which current flows underneath for power generation or other reasons.

Bad hydraulics: A water flow situation created below most low-head dams where water flows into a depression or seam from both upstream and downstream sides; also referred to as a "hole" or "recirculating hydraulics" or "roller." This type of hydraulics appears innocent, but it holds victims under water, causing death.

Fishway or fish passage: Stair-stepping water ladders or rapids that bypass a dam used by fish for upstream migration.

On-water recreation: A variety of types of recreation occur on rivers in Iowa, including canoeing, kayaking, powerboating, water skiing, personal watercraft use, fishing, and swimming.

Portage trail: A land-based trail around an in-water obstacle or hazard.

Water trail: Establishing an existing river or other water

Table 1: Economic benefits at selected whitewater facilities

Location	Construction date	Construction cost	Annual economic impacts
South Bend, Indiana	1984	\$7 million	More than \$2.5 million
Golden, Colorado	1998	\$165,000	More than \$1.4 million
Reno, Nevada	2004	\$1.5 million	\$1.9 million

route as a linear route for transportation in various types of craft, including canoe & kayak, innertube, powerboat, or fishing vessel. Typical amenities include detailed maps, clear signage, good access points, camping, scenic views, portages around hazards, and bypassing dams. Water trails evidence that a community or region has embraced its river as a highly valued resource.

Whitewater bypass/whitewater course: Establishing a safe access or course around a dangerous dam for skilled canoeists, kayakers, and rafters. In many cases this can be the same physical structure used as a fish passage.

Background on Iowa’s dams

The Iowa Department of Natural Resources estimates there are more than 200 low-head dams on Iowa rivers. About 50 of these are permitted, and only three are inspected regularly by one Iowa DNR specialist. At least several dozen of these dams are no longer fulfilling the use for which they were constructed, and at least a few are in serious disrepair..

Recognition of benefits

IWC does not advocate that all dams should be eliminated. In some cases, low-head dams provide a beneficial use, such as forming a pool to collect water for municipal drinking water supplies, or for motorized recreation upstream. A few dams still generate hydropower for local utilities. Many of them have outlived the uses for which they were built, and a few are in serious disrepair. In some cases, a tall low-head dam far down river is considered a protective barrier from invasive species. Recently, Asian filter feeders, big-head carp and silver carp, began advancing up the Mississippi and Missouri rivers and into their tributaries, devouring smaller fish and starving game fish. Low Head Dams on the Upper Iowa River protect against these invasive species. Dams such as Red Rock Dam and Saylorville Dam on the Des Moines River, also form protective barriers. These dams will not be targeted for study under IWC’s Reconnecting the Rivers plan. In all cases, local support must be determined before dam removal or reconfiguration begins, unless structures are in clear violation of Iowa code.

Safety issues

Low-head dams create serious safety hazards.

- *Drowning Machines:* Dam safety is a serious issue. The United States Coast Guard video called “The Drowning Machine” clearly demonstrates the

destructive power of recirculating currents below low-head dams. Iowa canoeists, anglers, and children are the most vulnerable to drowning at low-head dams.

- *Blocking Access in downtown areas:* Many Iowa cities were built along rivers, that built levees for flood control. Often, concrete walls form the boundaries of rivers, limiting access points for rescuing people in distress. As communities seek to attract people to riverfronts and encourage use of downtown rivers, this rescue access is an increasingly important issue.

Fishery and river ecology issues

Negative effects of low-head dams are increasingly well documented on biological health of rivers.

- *Siltation/sedimentation:* It is a natural function for rivers to carry sediment. Behind a low-head dam, sediment accumulates out of the water column as water velocity decreases. In Iowa, areas that once had sand, gravel, or bedrock river bottoms are often covered in silt in the pool created upstream of dams. Silt provides a poor habitat for aquatic macro-invertebrate insects, which form a vital link on the food chain for many game fish species. Silt also is a poor spawning environment for fish. The river becomes very shallow upstream of a dam. These factors lead to low biological diversity and quantities of all species for up to several miles upstream of a dam. [Wisconsin Natural Resources magazine, April 2002]
- *Blocked Fish Passage:* When many people think of dams and fish migration, they think of coastal salmon runs. However, many species of the Midwest’s inland river fish are also migratory. Dams create physical barriers for fish passage, limiting areas where fish can spawn and achieve reproductive success. Migratory fish are also restricted in the numbers of streams accessible for forage. Iowa’s migratory fish species include catfish, northern pike, walleye, sauger, largemouth bass, smallmouth bass, white bass, yellow bass, freshwater drum, and shovel-nosed sturgeon. [Daniel B. Wilcox, U.S. Army Corps of Engineers, 1999]
- *Blocked Migration for Endangered Mussels:* Iowa mussel species are disappearing at an alarming rate. In a 1984-85 survey conducted for the Iowa

Department of Natural Resources, no mussels were present at 6 percent of 118 survey sites. By 1998, 47 percent of the same sites had no mussels present. While this problem is primarily attributable to agricultural chemical runoff, low-head dams exacerbate the problem and complicate recovery efforts by the DNR. Certain species of young mussels act as parasites on migrating fish that colonize upstream habitats. According to the Wisconsin Natural Resources, April 2002: "That's why fish presence and diversity reflects mussel presence and diversity in many cases. It is not surprising that some of the most diverse mussel beds are found in dam tailwater areas, where fish can no longer continue their upstream journeys."

enthusiasts who supported the creation of a whitewater course on the Des Moines River by modifying the low head dam in Des Moines, Iowa. As IWC members learned more about low-head dams, especially after a kayaker drowned in 2002 while attempting to run the Scott Street Dam, IWC members became more vocal and organized. IWC is also an organization promoting instruction for beginning and intermediate whitewater paddling skills and swiftwater rescue training.

In 2004, Iowa Whitewater Coalition became incorporated and received its 501(c)(3) non-profit status from the Internal Revenue Service in 2005. In 2005, IWC developed its first strategic plan, Reconnecting the Rivers.

PART III: BOARD OF DIRECTORS

G. David Hurd, Honorary member
Des Moines

Nate Hoogeveen, President
Des Moines

Lyle Danielson, Vice President
Johnston

Bruce Hinrichs, Treasurer
West Des Moines

Scott Bandstra, Secretary
Des Moines

Steve Weliver, Safety Chair
Waterloo

Peter Komendowski, Member
Waterloo

Ryan Hanser, Member
Des Moines

Gerry Rowland, Member
Des Moines

PART IV: MISSION, VISION, AND VALUES

Mission Statement

IWC protects, supports and improves whitewater areas and water trails by reconnecting the rivers throughout Iowa.

Vision Statement

IWC envisions a future in which all Iowa waters flow clear and clean through wild valleys grown over in woods, marshes, and prairies. All river structures will be well-designed for safety, biological integrity, and exhilarating recreation.

Values Statement

IWC members believe that all river users should be able to safely enjoy the adventure, scenery, and solitude available

Recreational issues

Due to the above safety issues, low-head dams often create recreational "dead zones." The immediate areas above a low-head dam behave neither like a river nor a lake. The original purpose for constructing a dam may be to provide access for power boaters and water skiers. But, within a few years after construction, the users find the riverbed has silted in the slack water behind the dam, creating a shallow pool that is not usable for many forms of on-water recreation.

Low head dams are viewed as a recreational draw. Shore anglers, often take advantage of the fact that fish bunch up below dams because they are attempting to move upstream. States such as Wisconsin and Minnesota have determined that overall, fish populations swell when dams are removed or modified for fish passage. When these modifications are made, many game fish species use rapids and riffles as their habitat.

Finally, rapids created by dam modification create whitewater kayak, canoe, and raft courses throughout Iowa. These destinations will be of statewide significance in urban areas, such as Center Street dam in Des Moines or Park Street Dam in Waterloo.

Economic impacts

Significant positive economic impacts resulting from a variety of factors are expected to result, as evidenced in neighboring states. Considerations must be made for dam removal versus repair or reconstruction. An example is the Prairie Dells in Merrill, Wisconsin, where a dam that would have cost \$725,000 to repair was destroyed instead in 1991, and now the Wisconsin Statesman reports that Prairie Dells is a popular destination for anglers and canoeists.

Whitewater courses created by dam modification provide dramatic economic benefits to local the economics. See Table 1, and refer to Appendix D.

PART II: ORGANIZATIONAL DESCRIPTION

Iowa Whitewater Coalition began as an informal club in late 2001. It was formed primarily as a group of whitewater

on Iowa's rivers in both rural and urban settings. Rivers should be regarded as waterways that are not divided by dangerous dams. Continuous habitats along river corridors are critical for both humans and wildlife. IWC promotes the highest water quality possible. We favor workable, practical solutions that do not always require dam removal. We will strive to reconnect Iowa's rivers for safety, for aquatic species, for riverbank wildlife habitat, and for high-quality recreation experiences.

PART V: RECONNECTING THE RIVERS, 18-MONTH GOALS AND STRATEGIES

Much work has been completed in terms of community buy-in in urban areas as groups and private citizens have encouraged Cedar Falls, Waterloo, and Des Moines public officials to explore modifying their low-head dams. Recognizing the differences among urban and rural areas, and the importance of working in each, IWC will take two distinct approaches.

Urban dams:

In two urban areas, development of concepts and designs concerning low-head dams are primarily funding problems. Fundraising over the next 18 months will focus on providing incentives for these communities to invest in design. Upon success, funds for construction will be sought.

Rural dams:

In rural areas, the idea of dam removal or modification for safety, water trail connections, and fish passage will largely be publicly perceived as a new idea. Communication and facilitation in these communities will be vital to success. An example is Rockford, IA, where the Iowa DNR proposed removal of a low-head dam that is in disrepair on the Shell Rock River. The Rockford City Council in 2004 had made the decision to remove its low-head dam, but a local group came to the defense of the structure to defend their fishing spot. A number of recreational positives, including improved canoeing and kayaking, overall stream health and game fish health, the installation of several Department of Natural Resources fishing riffles, as well as a more attractive river throughout the community, have not been adequately discussed.

Our 18-month plan will narrow the focus to 14 existing structures in five target areas where water trails are under development or consideration. Overall, our goals flow from a five-point strategy:

- 1) Work toward physical improvements for four target areas as pilot projects
- 2) Educate the public statewide about dangers of low-head dams
- 3) Inform public policy that includes a more progressive and comprehensive approach to low-head dams on a statewide basis.
- 4) Actively support efforts to improve river greenbelt initiatives by Iowa Natural Heritage Foundation, The

Nature Conservancy, and the Iowa Department of Natural Resources.

- 5) Actively support efforts to improve Iowa water quality by Iowa Environmental Council and other groups.

Goal 1: Pilot projects

The following projects will be part of Iowa Whitewater Coalition's 18-month plan.

Goal 1a: Upper Des Moines River dams

Webster and Boone counties are creating a water trail system on the Des Moines River. County conservation directors in those counties have requested technical assistance in assessing risks and needs. Where appropriate, IWC will develop alternatives, facilitate communication, and foster implementation of changes at five dams for safety reasons. These dams include two structures in Fort Dodge, one at Lehigh, one at Frasier, and one at Boone Waterworks. IWC will meet with all dam owners and stakeholders, as well as provide direct assistance and work with conservation boards to hire engineering consultants to complete alternatives analysis at all five structures. IWC will also assist with public meetings that can arrive at the most promising scenario for each structure. IWC will help identify additional funds to complete the work for three of these projects.

Measurable results: By January 2007, Webster and Boone counties will be in a position to remove, modify, or otherwise bypass the three rural dams (Lehigh, Fraser, and Boone Waterworks dams) in the upcoming season. Alternatives analyses will be complete at the Fort Dodge structures, where more stringent U.S. Army Corps of Engineers permitting for the urban area are expected to require additional time. Successes or lack thereof will be detailed in the IWC annual report.

Goal 1b: Polk County's Des Moines River Water Trail and dams

A water trail is being created on the Des Moines River from near Saylorville Dam to Yellow Banks Park, thanks to a \$28,000 Federal Recreational Trails grant written for the Polk County Conservation Board by Iowa Whitewater Coalition. Two urban dams 1.1 miles from each other in downtown Des Moines bisect the water trail, creating a dangerous zone considered off-limits to paddlers. Fish passage is also blocked, especially at the 10-foot-high Center Street Dam, which is the upper dam. Meanwhile, the Principal Riverwalk is being constructed along the riverbanks in the same area. After input from Iowa Whitewater Coalition, Principal's master plan took into account dam issues, including safety improvements at both dams, and recreational improvements such as a whitewater bypass and portage trail around the Center Street Dam. In the capital city, this piece of our project is expected to show what can be accomplished for multiple other areas.

Measurable results: By January 2007, on the 20 miles of Des Moines River in Polk County not between the dams, the Des Moines River Water Trail will be complete. The design

phase will be complete for modifications at both the Center Street and Scott Street dams, and a fundraising plan for the capital phase will be complete. Modifications will include safety, habitat/fish passage, and recreational improvements including portage trails, improved warning signage, retrofits that will break up low-head dam hydraulics, and a whitewater course or whitewater bypass at the upper dam. Successes or lack thereof will be detailed in the IWC annual report.

Goal 1c: Polk County's Raccoon River Water Trail and dams

Whitewater paddlers currently use natural rapids .75 miles upstream of Walnut Woods State Park known locally as Commerce Ledges. This site has a very muddy access; sometimes paddlers wade through knee-deep silt to reach it. The City of West Des Moines parks and recreation department is interested in helping to build an improved access at the site, as well as preserving the riverside corridor near Interstate 35 that will soon be in the path of development. The Des Moines Water Works (DMWW) also owns significant amounts of land along the Raccoon River corridor, as well as a failing low-head dam near Gray's Lake Park in Des Moines. DMWW has plans to build a new dam west of Interstate 35, which after input from IWC will include 1/3 channel of whitewater bypass/fish passage. IWC will work with the City of West Des Moines, City of Des Moines, the Iowa DNR, and DMWW to create water trail and address retrofitting the Fleur Drive dam.

Measurable results: By January 2007, IWC will have established a plan for creating Polk County's 18-mile Raccoon River Water Trail, which will begin near Interstate 35 and continue to the river's mouth at the Des Moines River near Principal Park in downtown Des Moines. Either no new DMWW dam will be constructed, or it will be built with safety and fishery considerations in mind. Successes or lack thereof will be detailed in the IWC annual report.

Goal 1d: Assist Black Hawk County's Cedar River Water Trail and dams

Black Hawk County has begun working with Colorado-based consultants for the Cedar River Water Trail project, which includes safety improvements at three dams. Those dams are a broken-down dam in Cedar Falls and two intact low-head dams in downtown Waterloo at Park Street and 6th Street. A novel part of the Park Street Whitewater Bypass route is that it is designed to double as a sluice that will periodically scour silt from upstream, keeping that area cleared for powerboat traffic. This project focuses on turning recreational detriments into vibrant recreational draws in downtown areas of both cities, as well as expanding dispersed use of the Cedar River throughout Black Hawk County. IWC will assist with public support and in procuring funds.

Measurable results: By January 2007, design for modifications at all three targeted dams in Cedar Falls and Waterloo will be complete. IWC will assist as needed with public education, fundraising, and identifying funding sources for capital phase. Successes or lack thereof will be

detailed in the IWC annual report.

Goal 1e: Assist Story County's Skunk River Water Trail and dams

Story County and local paddlers are making needed improvements to the existing water trail including two handicap accessible sites, extending the trail further in the county and making safety improvements at three dams; the Story City Dam, the US Filter Dam and the 13th Street Dam in Ames. Likely improvements at the two Ames dams will likely focus on improved warning signs and portage trails. The Story City Dam improvement project will focus on adding rock fill below the existing low-head dam.

Measurable results: By January 2007, construction schedule will be set to occur in that year for all aspects of this project.

Goal 2: Public Education

IWC will work to educate the public about the dangers of low-head dams. IWC will develop a specialized graphic to accompany a "Low-head Dams Drown People" message that can be used for warning signs and materials distributed to the public. IWC volunteers will show the U.S. Coast Guard's "The Drowning Machine" video at public meetings and the Iowa State Fair. IWC will communicate with news media to spread message about low-head dam dangers, and sensible alternatives to them such as rock dams, rock weirs, step dams, whitewater bypass, and fish passage.

Measurable results: Data to present is limited, but for future years, results will be quantified changes through reduces numbers of actual deaths at low-head dams in Iowa. Successes or lack thereof will be detailed in the IWC annual report.

Goal 3: Low-head dam policy work

IWC will take advantage of recent canoeist and kayaker initiatives, such as formation of the Iowa Water Trails Taskforce, to work with Iowa DNR and Iowa General Assembly members to develop cohesive strategy on low-head dams to do the following:

- Require fish passage not only at newly constructed dams, but during repair or rehabilitation of dams.
- Require stringent inspections of dam integrity with system in place for de-commissioning or re-permitting dams.
- Develop statewide warning sign/cabling requirements based on best available safety data.
- Educate municipalities about alternatives to low-head dams as needs arise.
- Track deaths at low-head dams statewide.
- Categorize dams: The Iowa DNR will begin maintaining a list of beneficial uses for existing dams so it can be better understood which structures are obsolete.
- Precedence put on safer, more ecological designs than low-head dams when state funds are used.
- Cooperate with U.S. Department of Agriculture's Natural Resources Conservation Service for

technical assistance, and work with Iowa RC&Ds, U.S. Environmental Protection Agency, and U.S. Fish and Wildlife Service to progressively influence institutional policies regarding low-head dams.

Measurable results: By Jan. 2007, implementation of listed policies at the statewide level will be complete. Successes or lack thereof will be detailed in the IWC annual report.

Goal 4: Support river greenbelt initiatives

Good experiences on rivers and water trails result from well-protected greenbelts along riverbanks, and contiguous corridors of wildlife habitat benefits the Reconnecting the Rivers plan. Several groups, including Iowa Natural Heritage Foundation, The Nature Conservancy, and the Iowa Department of Natural Resources, are already doing valuable preservation work along rivers, including the Upper Iowa, the Iowa, and the Des Moines River. Iowa Whitewater Coalition will encourage connections of these plans to ongoing water trail efforts.

Measurable results: By 2007, refocused efforts on watersheds will be collaboratively achieved alongside listed groups. Successes or lack thereof will be detailed in the IWC annual report.

Goal 5: Support water quality initiatives

IWC will actively support water quality initiatives already being led by other groups, including the Iowa Environmental Council and the Sierra Club. Input by paddlers – particularly whitewater paddlers – could be particularly useful as the activity can include both secondary and primary contact with river water, suggestions higher levels of Clean Water Act protection are necessary.

Measurable results: By 2007, refocused efforts on watersheds will be collaboratively achieved alongside listed groups. Successes or lack thereof will be detailed in the IWC annual report.

Appendix A: Financial Statements

Iowa Whitewater Coalition received non-profit status from the Internal Revenue Service in 2005. Up to the recent point when IWC completed its strategic plan for the Reconnecting the Rivers program, finances have been relatively simple. Contributions before non-profit status was gained were collected on IWC's behalf by Prairie Rivers RC&D.

Statement of Financial Activities, 2004

Revenue

Membership dues & contributions	\$1,280
Cookbook sales	<u>\$2,279</u>
Total revenue	\$3,559

Expenses

Presentation materials	\$114
PO Box	\$28
American Whitewater registration fee	\$75
IRS 501(c)(3) filing fee	\$500
Cookbook printing	\$1,064
Printing & postage	\$334
Software	\$46
Miscellaneous	\$42
Annual meeting rental & fees	\$109
T-shirts	<u>\$548</u>
Total expenses	2,849

Net Income **\$710**

Statement of Financial Position, year-to-date, July 31, 2005

Current Assets

Cash	\$5,879
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Current Liabilities

Accounts payable	
Polk County Conservation, Water Trail contribution	\$1,460
City of Waterloo contribution	\$1,000
Total current liabilities	\$2,460

Net Assets **\$5,379**

Appendix B: Budget Plan

Iowa Whitewater Coalition, Reconnecting the Rivers Plan		
18 month budget beginning July 1 2005		
	<u>Subtotals</u>	<u>Totals</u>
Subcontracted costs		\$220,000
Alternatives analysis with feasibility study, Des Moines (est., Mc Laughlin-Rincon Engineering)	\$50,000	
Preliminary design, Des Moines (est., Mc Laughlin-Rincon Engineering)	\$110,000	
Waterloo assistance goal	\$50,000	
Cedar Falls assistance goal	\$10,000	
Local Assistance		\$60,500
Public/decision maker input meetings, facilitation, 40 hrs	\$1,400	
Technical assistance, water trails, 60 hours	\$2,100	
Technical assistance, dam studies & facilitation		
Hydro-Electric Dam, Fort Dodge, alternatives & concept development	\$20,000	
Lower Dam, Fort Dodge, alternatives & concept development	\$12,000	
Lehigh Rock Dam, alternatives & concept development	\$1,000	
Fraser Dam, alternatives & concept development	\$12,000	
Boone Waterworks Dam, alternatives & concept development	\$12,000	
Story City Dam, design and construction funds	\$18,600	
Story County, Skunk River Water Trail, portage & signage	\$3,000	
Administrative		\$3,500
Office supplies	\$400	
Postage	\$300	
Mileage	\$2,800	
Communication		
Press releases, interviews	\$2,975	\$4,655
Quarterly Newsletter	\$1,680	
Fundraising services		\$13,650
Consulting fees (390 hrs)	\$13,650	
Accounting services		\$7,500
Bookkeeping (est., Coco & Ermels)	\$4,000	
Tax Accounting (est., Coco & Ermels)	\$500	
Auditing (est., Martens & Company, CPA)	\$3,000	
Policy work		\$1,400
Work with DNR (40 hrs)	\$1,400	
Public Education & Outreach		\$10,000
Messaging video	\$4,000	
Safety education (general canoe/tube safety, low-head dams printed materials, speaking engagements/events)	\$6,000	
Total		\$319,805

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