



**Boulder Waterkeeper Marketing Plan
2020-2021
Sarah Ditton – December 5, 2019**

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Executive Summary

Boulder Waterkeeper is a young, small non-profit focused on improving water quality in the Boulder Watershed through activism, engaging the public, and holding polluters accountable. This marketing framework provides Boulder Waterkeeper a marketing direction for 2020 that will enable Boulder Waterkeeper to attain its 2020 goals. The following are the main takeaways from the marketing framework:

- Current marketing efforts create a consistent organizational identity around being a guardian of the stream that holds polluters accountable. However, the communications are often inaccessible to those that do not have a background on water quality.
- The two main goals of the 2020 marketing framework are to increase funding and to increase public engagement with Boulder Waterkeeper
- In all communications, Boulder Waterkeeper should use messaging that talks about the reader. Examples include “As a supporter of Boulder Waterkeeper you are...” and “As a person that swims in Boulder Creek be aware of...”
- Boulder Waterkeeper has many of the elements of great marketing stories and communications. However, these elements must be reorganized and used to tell stories that make supporters feel like heroes.
- More research and conversation is necessary to better understand Boulder Waterkeeper’s audience. Without this research, highly specific marketing strategies and marketing tools cannot be recommended.

Introduction

The purpose of the Boulder Waterkeeper 2020 marketing plan is to provide Boulder Waterkeeper a direction for its future marketing efforts. This direction is derived from common non-profit marketing practices and Boulder Waterkeeper's 2020 goals and objectives. To create this marketing direction, Boulder Waterkeeper's current marketing efforts and goals were analyzed to determine qualitatively the impact of current marketing efforts. Goals for 2020 were determined through multiple conversations with Boulder Waterkeeper volunteers. Marketing objectives were created to orient marketing activities to achieve the 2020 goals. Once the goals and objectives were determined, the unique value proposition of Boulder Waterkeeper was outlined in order to inform the core messages that should be used in Boulder Waterkeeper communications. Since Boulder Waterkeeper is a young non-profit it has yet to gain a consistent core audience. Without the input of Boulder Waterkeeper's audience, marketing tools cannot be confidently recommended, but tentative recommendations were made in order to use Boulder Waterkeeper's resources efficiently. The marketing framework concludes with measurement and tracking recommendations so that Boulder Waterkeeper can iteratively improve its marketing efforts.

Use this marketing framework to inform all Boulder Waterkeeper marketing. This document is not static. If a goal, objective, or strategy is not working or not useful, change it. Marketing will only improve as Boulder Waterkeeper communicates with its audience to learn why they support the organization with their time and money.

Marketing Assessment

The following is a summary of the current marketing position of Boulder Waterkeeper. This assessment provides a foundation of knowledge for creating a marketing framework. The assessment was created through the viewing and analysis of Boulder Waterkeeper's current marketing. Boulder Waterkeeper's website, blog, and Facebook page were the main focus of the assessment.

Current Audience

The following lists the current audience of Boulder Waterkeeper as determined through conversations with Boulder Waterkeeper volunteers and social media interactions.

- Volunteers
 - Very few dedicated volunteers
 - One-off groups of volunteers for specific events
 - Contacted directly or sign-up during Waterkeeper Forums
- Donors
 - Very few dedicated donors
 - One-off donors for specific events
 - Contacted directly or come from Waterkeeper Forums
- Waterkeeper Forum Attendees
 - Very few attendees
 - Flyers, direct contact, social media

- Speakers at Waterkeeper Forum
 - Experts
 - Directly contacted
- Daily Camera Readers
- Daily Camera Writer
 - Direct connection
- Boulder City Counsel
 - Met at city counsel meetings
- City of Boulder Open Space
 - Emails, calls, and meetings
- Boulder County Open Space
 - Emails, calls, and meetings
- Legislatures
 - Senators and Representatives
 - Governor Polis senior staff
 - Public meetings, emails, meetings

Current Message

- Mission Statement
 - Boulder Waterkeeper dedicated to preserving and protecting Boulder Creek, being an organizer and the primary advocate for watershed issues on the larger South Platte watershed in and around Denver and along the Colorado Front Range of the Rocky Mountains and illuminating and focusing attention on water related concerns and issues around the world. (Website)
 - Boulder Waterkeeper is the only group dedicated to increasing water quality and ecological health throughout the Boulder Creek watershed. We are determined to accomplish this through the following three channels (Volunteer Communication)
 - Activism- Boulder Waterkeeper will act as the primary advocate for water quality and watershed health in the Boulder Creek drainage. We will stake a position on every meaningful issue affecting the Boulder Creek watershed. Boulder Waterkeeper will drive and support meaningful legislation affecting watershed health locally and statewide.
 - Engagement- Informing the public through outreach and education to increase awareness of recreational and ecological water quality threats.
 - Compliance- Holding polluters accountable for their contribution to stream impairment via monitoring and reporting violations to appropriate agencies to drive adherence to all applicable state and federal laws.
 - Protect and Restore the Boulder Creek Watershed (Facebook)
- Tagline – A short statement that describes and distinguishes the organization. Boulder Waterkeeper does not currently have a tagline.
- Organizational Message(s) – The main messages transmitted through the Boulder Waterkeeper’s communications.
 - Informational – Teaching and providing information
 - Teaches people about water quality causes and impacts

- Teaches people about the watershed in general – often to increase appreciation for and connection to the watershed
- Often technical information that needs background to understand
- Many facts and numbers
- Jargon
- Impact – The main outcomes and impacts Boulder Waterkeeper communicates
 - Boulder Waterkeeper monitors water quality and ensures that polluters are held accountable – official complaints, exposés, articles,
 - Boulder Waterkeeper is a consistent presence in the decision-making process
 - Often technical information that needs background to understand
 - Many facts and numbers
 - Jargon
- Personality – The character and quality of Boulder Waterkeeper’s communications.
 - Appreciative
 - Tough on polluters
 - Tenacious
 - Driven
 - Vigilante
 - Highly Involved

Communication Channels

The following lists Boulder Waterkeeper’s current marketing methods along with the frequency of use of those methods.

- Boulderwaterkeeper.org – Daily to monthly (erratic)
- Facebook - Weekly
- Instagram - Weekly
- Twitter – Monthly
- Boulder Waterkeeper Forums – Quarterly
- No paid advertising
- No unpaid placements
- No newsletter
- No Annual Report

Analysis

Consistency of Message

- Technicality of messages can make it difficult for those without background knowledge of water quality to understand what Boulder Waterkeeper is doing
- The informational communications can be difficult to learn from without prior definitions and understanding
- Social media postings are quite different from blog postings

- Social media emphasizes impact and appreciation of the watershed
- Blog posts emphasize technical impact and technical information
- Boulder Waterkeeper is consistent with its message and mission of preserving and protecting Boulder Creek. However, its inaccessibility can make it seem as though a supporter cannot participate themselves.

Are current marketing and communication efforts achieving Boulder Waterkeeper's current goals?

- Communications can be more accessible
 - Have a Water Quality 101 blog post and page on the website
 - In the about section on Facebook include basic information and definitions.
- Communications can emphasize the issues surrounding the boulder watershed
 - The public does not know that the boulder watershed has water quality issues
- Communications can encourage participation and donation
 - Technical communications can make it so onlookers believe they are that – onlookers. The more people can understand, the more they will take to calls to action such as volunteering or donating.

Does the way Boulder Waterkeeper perceives itself match the way others see it?

- Undetermined – but probably not. Boulder Waterkeeper wants more participation from the public, but it is not yet receiving that participation.

Current weaknesses in Boulder Waterkeeper Marketing that do not contribute to marketing and organizational goals

- Heavily weighted on education
- Almost no fundraising communication
- Lack of stories
- Lack of tagline

Goals and Strategies

Marketing works best when it is used to achieve specific goals through specific objectives. The following outlines two 2020 goals and associated objectives and strategies that will be used to orient the marketing efforts of Boulder Waterkeeper in 2020.

Goal 1: Increase funding for Boulder Waterkeeper so that it can continue growing, hire employees, increase monitoring, and overall better protect the Boulder Watershed.

- Objective 1: Reach out to organizations to cultivate corporate sponsorships and co-create 5 sponsored events in 2020.
 - Strategy 1: Directly contact breweries, groceries, outdoor recreation retailers, and other organizations that are directly interested in high water quality. Work with these organizations to create events that bring money and recognition to both organizations.
 - Strategy 2: Find and apply to grants that create relationships with local organizations to then fundraise and co-create events.
- Objective 2: Communicate water quality issues and how Boulder Waterkeeper improves water quality to potential donors to gain 50 unique donations in 2020.
 - Strategy 1: Simplify all communications and define all terms so that potential donors understand the issues and the work of Boulder Waterkeeper. Use metaphors for more difficult concepts.
 - Strategy 2: Increase the number of water quality 101 type communications so that as people come across Boulder Waterkeeper marketing they understand the issues.
 - Strategy 3: Increase the amount of communications that direct people to donate. Connect donations with impact. “Give financial support for Boulder Waterkeeper’s efforts to report and fix all the water quality issues in Boulder Creek”

Goal 2: Increase local participation in the monitoring of and advocacy for the Boulder Watershed so that there is larger capacity to protect the Boulder Watershed and that Boulder Waterkeeper has better influence with policy and enforcement decisionmakers.

- Objective 1: Create a organizational identity around collective action and gain 10 people that can be on call to volunteer or advocate in 2020.
 - Strategy 1: Encourage people to ask questions on social media, encourage the community to answer.
 - Strategy 2: Encourage people to share their stories and post those stories on social media. Boulder Waterkeeper Community Highlight.
 - Strategy 3: Implement a portal for reporting water quality issues and highlight water quality advocates and reporters via communication channels.
 - Strategy 4: Make sure those that support Boulder Waterkeeper, report water quality issues, or advocate for improved water quality feel heard. If they do something, even small, highlight it. When someone reports something or advocates for the river provide feedback on how their action was acted upon by Boulder Waterkeeper.

- Strategy 5: Provide opportunities for people to advocate. Invite them to city council meetings. If they can't come, ask for a statement and say it for them.
- Strategy 6: Create an online portal to sign up to support Boulder Waterkeeper such as a newsletter signup.
- Strategy 7: Create a tagline for Boulder Waterkeeper that incorporates collective action.
 - Example – Cultivating a community holding water polluters accountable.

Table 1: Desired Actions from Target Audiences – Boulder Waterkeeper desires different actions from different audience members. Marketing should be targeted so that the target audience receives motivation and instructions to act in the desired way.

Target Audiences	Desired Actions
Local Businesses	<ul style="list-style-type: none"> - Co-create events to increase funding and awareness of Boulder Waterkeeper - Provide direct funding or grant funding
Community members unfamiliar with Boulder Waterkeeper	<ul style="list-style-type: none"> - Visit the website and sign up for the newsletter - Visit the website or social media to learn more about the local water quality issues
One-time advocate or volunteer	<ul style="list-style-type: none"> - Become a regular advocate or volunteer
Local Decisionmakers	<ul style="list-style-type: none"> - Become familiar with Boulder Waterkeeper and its goals - Reach out to Boulder Waterkeeper when they have water quality questions and concerns
Community members newly familiar with Boulder Waterkeeper	<ul style="list-style-type: none"> - Come to a Waterkeeper Forum - Donate to Boulder Waterkeeper - Ask questions - Report water quality issues to Boulder Waterkeeper
Donor	<ul style="list-style-type: none"> - Donate to Boulder Waterkeeper for X imitative

Unique Value Proposition

In order to communicate effectively and efficiently, Boulder Waterkeeper must know its unique value proposition, what it provides that other organizations do not. The following questions inspire elements of Boulder Waterkeeper's unique value proposition. The aggregated answers provide content for the overall message recommendations in the following section.

Who are Boulder Waterkeeper's constituents?

- The people that live in the Boulder Watershed
- The Boulder Watershed itself
- The ecosystem that Boulder Watershed supports

What is the issue area?

- Boulder Watershed water quality
- Polluters are harming the Boulder Watershed and consequently its community without being held accountable.

Where are Boulder Waterkeeper's constituents located?

- Within the Boulder Watershed

When do they need Boulder Waterkeeper?

- Keeping the water clean is a continuous effort - as polluters always have a financial incentive to pollute instead of doing the right thing. Boulder Waterkeeper is always necessary to keep polluters at bay.

Why is Boulder Waterkeeper important?

- Polluters are poisoning our waters without consequence. Their pollution unfairly harms our community's and ecosystem's safety and the health. Boulder Waterkeeper is the only group watching the watershed, monitoring polluters and holding them accountable. Boulder Waterkeeper is keeping the water clean, so the community is safe when it is tubing, swimming, cooling off, and celebrating in the local creeks and rivers.

How is Boulder Waterkeeper different than other organizations?

- Boulder Waterkeeper is different because it is grassroots, boots on the ground, community-based advocate for the watershed. It is unaffiliated with other organizations and it is the only group whose sole focus is to keep our water clean.
- Affiliate of national organization solely dedicated to the protection of surface waters

What is important to Boulder Waterkeeper's Audience? (Note: Since the audience is yet to be determined, the following list is based off educated interpretation of the Boulder community. As the audience for Boulder Waterkeeper grows, communicate with them to understand what is important to them)

- Environmental protection
- Safe water for recreation
- Safe water for community and kids
- Environmental Justice

- Feeling good about themselves
- Feeling connected to the community
- Note: Audience already assumes that the watershed is safe

Message

The message is the core of the Boulder Waterkeeper marketing framework. The following general and specific strategies will improve audience connection to and support of Boulder Waterkeeper.

General Good Marketing Strategies

Focus on “me marketing” over “you marketing”

You marketing: The kind of communication that centers on the organization. When I pick up your brochure as a prospect, I am learning about you. You are talking about you. You are telling your side of the story. Much of the current marketing is you marketing (Network for Good, N.D.).

Me marketing: Most people are tuned into what matters to them. They care about messages that speak to their needs. If I pick up your brochure and it is talking about me, I am far more interested. This approach forces you to find the benefits of what you are offering to people. (Network for Good, N.D.).

- By supporting Boulder Waterkeeper you are joining a community of people that are looking out for the water quality needs of the community and the watershed. You support and volunteering goes directly towards monitoring the watershed, getting out the word about water quality issues in our watershed, holding meetings with decisionmakers, alerting regulators, finding polluters and making them clean up their act. Join the Boulder Waterkeeper community today to create a healthy, safe, flourishing Boulder creek system for generations to come.

Tell your founding story

- Why are you here running Boulder Waterkeeper?
- What was your inspiration?
- What are your hopes, dreams, and vision for the community and watershed?

Do the work – Make everything as easy as possible for viewers, listeners, and supporters

- If you have a call to action, such as advocating for a policy, write up a letter or petition and link directly to it. Make it so people can act in as few clicks as possible.
- If you have complex concepts to communicate to people, do the difficult part of understanding it for them.
 - Example Taken from Boulder Waterkeeper Facebook: We estimate the discharge at 1.5 gpm but we don't know how long it was flowing. At that rate, over the course of a year, nearly two acre-feet of polluted water would exit that pipe.
 - Doing the Work: The amount of polluted water exiting that pipe, according to our calculations, would be the same as the average water usage of over 50 Boulder households. Or could have provided 200 people a year's worth of drinking water.

Be extremely specific and transparent in how you will use money

- Anytime you ask for money, say what it will be used for

- Donate in the next week to support our advocacy efforts for the Boulder Water Cleanup Act. Your support will make it so we can reach more decisionmakers so that we can convince them to enact this bill that will keep our waters clean and safe for generations to come.

Boulder Waterkeeper Specific Marketing Strategies

The following strategies and recommendations are derived from the previous work in this framework. They incorporate the goals, current marketing analysis, and breakdown of Boulder Waterkeeper's unique value proposition.

Tagline: Community water quality advocates that pressure polluters to clean up their act.

- When people ask what Boulder Waterkeeper does, tell them this.
- Put this prominently on every communication channel

The specific story of Boulder Waterkeeper when people ask or read about the organization:

Be real – explain to people the real working state of Boulder Waterkeeper

Boulder Waterkeeper is a small, but growing, community of people that understand that the Boulder Watershed, including Boulder Creek, is precious and must be protected. Our watershed is sick and polluted and that makes our community vulnerable to real illness when we play in the river. Unfortunately, too many people and organizations profit off polluting our community's waters, and we can't let that stand. The organization is, as of yet, 100% volunteer run and consequently, we are efficient with our funds. We are scrappy. We are grassroots. We have nothing to lose. We are going to clean up our polluted watershed. We are going to heal our sick waters. We are going to do that through your support, volunteering, membership, and donations. Because polluters are not going to stop polluting until we come together as a community to hold them accountable. Join Boulder Waterkeeper in the fight to clean up our waters for our children and community.

The elements of Boulder Waterkeeper's story:

Use these elements when creating your story. Ensure that you and your funders and supporters are always the hero. The elements of the story are:

Overarching Values: Gratitude. Protection. Legacy (protect for years to come. ...For our children). Connection

Good: Cherishing and protecting our only, fragile, sacred watershed.

Evil: Watershed pollution that causes disease, ecosystem destruction, and public safety threats. Ignoring the health and livelihoods of the greater community.

Heroes: Boulder Waterkeeper community, Boulder Waterkeeper donors

Villains: Ignorant and selfish polluters. Organizations ignoring the problem. Regulators that don't address the problem.

Adventures: Waterkeeper forums adventuring into the fascinating world of watersheds and water quality. Meetings with public officials and committees to speak on behalf of the community and the watershed. Face-offs with polluters that are trying to deflect the blame to other sources.

Conquests: Unknown, to still be created.

Battles Lost: Unknown, to still be experienced.

Battles Won: CDPHE corrective actions on Highway 119, summit middle school cleans up boulder creek

Boulder Waterkeeper has a lot of the elements of a great story. Putting these elements together into a story can make for a compelling reason to support Boulder Waterkeeper.

Examples:

Current Story: Students from Summit Middle School in Boulder under the guidance of Jennifer Perlick, Adam Perkins and Boulder Waterkeeper conducted a creek cleanup of Boulder Creek. Approximately 50 individuals, collected over 500 pounds of trash including cans, bottles, plastic, metal, clothing, sharps, electronics and cigarette butts between 30th Street and 13th Street. Both the creek and the students benefited from the event.

Issues: Too many details in some areas, but not enough in the human/impact side of the story.

Story Rewrite: Last weekend, a large group of middle school children, organized by Boulder Waterkeeper, cleaned up a large section of Boulder Creek. Among the over 500 pounds of trash they plucked from the waters, they found bottles and cans, but they also discovered clothing and electronics. Clare, one of the students volunteering at this event, reflected on the many hot days she swam in the river. She had no idea how much trash people threw into the community's waters. She said, "at first, I was just excited to hang out with my friends, but this really taught me that the river can be really gross, and we need more people taking care of it." Many students asked when we'd be able to do this again. The support of our community members, volunteers, and donors makes these events happen. We thank you very much.

Current Story: Boulder Waterkeeper is conducting a Watershed Forum to discuss the Biological Challenges and Threats in Boulder Creek Watershed. The event will include local community speakers addressing the biological challenges facing Boulder Creek including nuisance species and impact of sediments, heavy metals and the lack of habitat can have on the trout fishery. Learn what you can do to protect our watershed

Issues: The call to action should be in the beginning. It has good details, but not enough of why it matters to those that might come.

Story Rewrite: Our watershed, including the well-loved and tubed-down Boulder Creek, is sick. Unfortunately, its sickness can spread to us and the other creatures that live in and use our local waters. Come to Boulder Waterkeeper's upcoming Watershed Forum to learn more about these issues and what you can do to protect our watershed and our community. The event will include local community members that will speak about their actions addressing the biological challenges facing Boulder Creek including nuisance species and impact of sediments, heavy metals and the lack of habitat can have on the trout fishery. Together, we will learn the actions we can take as individuals and as a community to create a safer, healthier watershed for our children and community.

Working with Corporate Partners

Corporate partnerships are often win-wins that provide non-profits donations, free marketing, products, and co-sponsored events in return for public good-will and recognition for the corporation. Corporate sponsorships work well when the non-profits' story and efforts match those of the corporation. The following provides suggestions for potentially valuable corporate partnerships:

- Breweries use a lot of water in the brewing process and they gain public support when they support non-profits. Boulder Waterkeeper and breweries have ideological compatibility over clean water. The following are ideas for partnerships with breweries
 - Create a day where they donate a percentage of the proceeds of a drink to Boulder Waterkeeper.
 - Host a waterkeeper forum at a brewery
 - Have breweries donate beer for a waterkeeper forum
 - Have breweries donate gift cards for fundraising efforts
 - Co-create a social media post or blog to highlight the connection between water quality and brewing and link the organization in the post to expand the audience.
 - Disperse flyers in breweries
- Outdoor recreation retailers such as REI and Patagonia benefit from clean, healthy environments. Supporting environmental causes improves their business potential and raises public support. Boulder Waterkeeper and outdoor recreation retailers have ideological compatibility over clean water and ecosystems.
 - Have outdoor recreation retailers donate products or gift cards for fundraising efforts
 - Co-create a social media post or blog to highlight the connection between water quality and outdoor recreation and link the organization in the post to expand the audience.
 - Disperse flyers in outdoor recreation stores and include events on outdoor recreation retailer event calendars
- Festivals and events draw many people from around the county and the world. Oftentimes these events provide free or reduced price vendor spots for non-profits. Research events and apply or reach out to coordinators to inquire about free or reduced-

price spots. The following are relevant events for Boulder Waterkeeper to attend in 2020 (see all annual events at <https://www.bouldercoloradousa.com/events/annual-events/>):

- Polar Plunge – January 1st
- Winter Craft Beer Festival – February 29th
- Upslope Get Down – May TBD
- Boulder Creek Festival – May 23rd-25th
- Boulder Environmental/Nature/Outdoors Film Festival – July TBD
- Boulder Craft Beer Festival – August TBD
- Boulder Creek Hometown Festival – September 5th-7th

Marketing Tools

One cannot provide specific recommendations in this section unless one knows your audience including advocates, constituents, volunteers, donors. That information is yet unknown. Boulder Waterkeeper must make it a priority to talk with the current supporters to understand what drives them and the marketing tools that best communicates with them.

However, in order to use Boulder Waterkeeper's marketing resources efficiently, it is recommended that Boulder Waterkeeper continue using the marketing tools it already uses including Facebook, Instagram, website and blog. In order to gain a better understanding and connection to the audience, it is recommended that Boulder create a newsletter and a newsletter signup. The newsletter allows supporters to stay updated and know when you need support.

Furthermore, in order to achieve the goal of increasing funds, it is recommended that Boulder Waterkeeper improve its website in the following ways:

- Make the donate page link more prevalent
- Make a tagline prominent
- On the donate page include statements on how the donation will directly lead to impact. Impacts include talking to more policymakers, increasing water quality measurements, reporting more water quality infractions, and hosting more creek restoration volunteer events.

Potential tools Boulder Waterkeeper can use include:

- Website & Blogs
- Social Media
- Paid Advertisements
- Events Pages (like EventBrite)
- Online Donation Page
- Email Outreach
- Brochures
- Annual Reports
- Direct Mail
- Newsletter
- Outdoor or Print Paid Advertising
- Radio, TV, Newspaper, Magazine
- Events

Measurement and Tracking

The following lists metrics to monitor for the two main goals – increase funding and increase engagement with Boulder Waterkeeper. During 2020, when these marketing strategies are being implemented, gather these metrics once per month to determine the efficacy of the tactics. Hone in on the successful tactics. Furthermore, don't let these be solely quantitative. Talk with supporters to see what they like and don't like about Boulder Waterkeeper's marketing efforts.

Goal 1: Increase Funding

Associated Metrics:

- Number of unique donors
- Number of corporate partners
- Number of fundraising events held
- Number of repeat donors
- Donations

Goal 2: Increase Engagement

- Number of followers on social media
- Number of people visiting Boulder Waterkeeper website
- Number of people signing up for newsletters
- Number of volunteers
- Number of people reaching out to ask questions
- Number of people attending Waterkeeper Forums
- Number of events for volunteers to attend

Summary of Recommendations

The following are the primary recommendations based on the analysis of Boulder Waterkeeper's current marketing efforts, goals, and resources.

1. Increase communications with Boulder Waterkeeper audience. Ask for their contact information and ask your supporters why they support you. Determine what they would like to see in Boulder Waterkeeper marketing and impact.
2. Hone in on your story. Embody that story in all interactions as Boulder Waterkeeper. In every story and communication make you and your supporters the heroes.
3. Ask for money. In communications provide a link to your donate. Tell a story and tell people that their support makes these stories happen.
4. Connect every communication to the vision of safe and healthy watershed for the community.
5. Since every action uses precious resources, keep tight metrics so that you can assess what is working and what is not. Increase what is working and decrease what is not.

Other Resources:

How to Write a Case for Support for Your Non-Profit (Part I)

<http://www.thefundraisingauthority.com/strategy-and-planning/nonprofit-case-for-support/>

Non-Profit Management 101: A Complete and Practical Guide for Leaders and Professionals by Darian Rodriguez Heyman and Laila Brenner

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