

Calapooia Watershed Council



Strategic Plan 2013-2017

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Acronym List

Calapooia Watershed Council	CWC
Conservation Reserve Enhancement Program	CREP
Department of Environmental Quality	DEQ
Early Detection Rapid Response	EDRR
Farm Service Agency	FSA
Greenbelt Land Trust	GLT
Meyer Memorial Trust	MMT
Natural Resource Conservation Service	NRCS
North Santiam Watershed Council	NSWC
Oregon Parks and Recreation Department	OPRD
Oregon Watershed Enhancement Board	OWEB
Soil and Water Conservation District	SWCD
South Santiam Watershed Council	SSWC
The Freshwater Trust	TFT
The Nature Conservancy	TNC

Acknowledgements

CWC Board of Directors at time of Strategic Plan development:

Bud Baumgartner, Co-Chair*

Mark Running, Co-Chair

Connie Burdick, Treasure/Secretary

Caitlin Coberly*

George Pugh*

Dave Furtwangler

Joe Graville

Dee Swayze

Matthew Fiorito

John Joiner

Ed Hodney*

**Board Strategic Plan Committee Members- Thank You!*

Staff

Tara Davis

Denise Lott

Kyle Smith

Sarah Dyrdaahl

Strategic Plan Updates 2014

Board-

Bud Baumgartner

John Joiner

Connie Burdick

Mark Running

Rick Jones

Staff-

Tara Davis
Denise Lott
Kyle Smith
Sarah Dyrdaahl
Lance Wyss
Bessie Joyce

Strategic Plan Updates 2015

Board-

Mark Running
George Pugh
Connie Burdick
Matthew Fiorito
Matt Mellenthin
Rick Jones
Dee Swayze
Heather Medina-Sauceda
John Joiner
Aimee Addison

Staff-

Tara Davis
Denise Lott
Casey Cochran
Sarah Dyrdaahl
Lance Wyss
Bessie Joyce

CWC Staff at time of Strategic Plan development:

Tara Davis, Executive Director
Kyle Smith, Communications and Development Director
Sarah Dyrdaahl, Regional Projects Coordinator
Denise Lott, Operations Coordinator

Contractors for Strategic Plan development:

Sarah MacDonald, CWC Program Assistant
Wendy Wilson, River Network

Funding sources for Strategic Plan development:

Ford Family Foundation
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Section I Context: Mission, Vision, Values, and Community

Strategic Plan Case Statement

The Calapooia Watershed Council has successfully completed fish passage restoration throughout the mainstem and in high priority tributary, Brush Creek. Our partnerships, including the SSWC, NSWC and OPRD have allowed us to leverage funding and staff resources allowing us to implement advanced and award-winning restoration projects throughout the watershed. Simultaneously, over the last four years we have made great strides in developing our young non-profit organization through policies, administrative practices, financial systems, and office management, while avoiding major growing pains. The CWC has been considered one of the most innovative, solid and forward thinking councils in the state, and continuing with this momentum and reputation we are setting down new, progressive paths in the coming years recognizing our successes but considering areas for improvement including but not limited to community engagement including youth, membership involvement and tracking, recognition of socioeconomic and ecological shifts in the rural watershed, and the need for urban education and connection to local streams.

We will develop our communications and fundraising strategy, continuing to pursue our important restoration strategies in the Model Watershed areas and Albany, and nurturing existing partnerships with the Santiam councils and conservation organizations, while keeping an eye out for budding opportunities like ecosystem credit markets, fee-for-service, or new funding partnerships. It is also clear that there will be complex resources issues on the horizon that could necessitate the CWC's leadership and investigation such as species recovery, complicated urban restoration endeavors, and permanent easement and acquisition interests in our basin. Board leadership and thoughtful recruitment of incoming directors will be crucial because CWC and regional staff will need support and very clear direction to implement the goals and measurable objectives resulting from the strategic planning process.

Mission

The Calapooia Watershed Council shall promote and sustain the health of the Calapooia Watershed. Stewardship, restoration, education, community involvement, and strategic partnerships are the tools we use in pursuit of this purpose.

Vision

The CWC is a community organization that promotes voluntary actions to improve the health of the watershed. As stated in our 2004 assessment, our vision is to "reconnect the pearls of the Calapooia" whereby the ecologically intact gems including gallery forests and deep pools, are threatened by impaired reaches with buffers removed and habitat lacking. We envision fish passage throughout the basin and its tributaries, stream habitat complexity, and healthy floodplains with vegetated stream buffers to improve water quality. These visions will be sustained through stewardship education and public access to our streams for spiritual, economic and cultural connection to the river itself.

This vision includes clean, cool water, ample flow and deep pools with valuable summer holding water for chinook, cutthroat, whitefish and steelhead. Gravels and river meanders in middle and lower reaches provide excellent habitat for over-wintering. Downed trees, leaf litter and rich soil supports productive and diverse aquatic life. Seasonal wetlands support waterfowl and sunny river banks along provide habitat for nesting pond turtles.

Community benefits from this vision will include cost-avoidance for temperature and storm water issues, increased local economic activity through restoration implementation, preventing property loss due to accelerated erosion in impaired reaches, and preventing costs to private property owner associated with increased public access issues.

Core Values

The programs, services and overall mission described above reflect the core values of our local membership, which have been articulated through the strategic planning process as follows:

- Continue to be a leader and local voice for the Calapooia River and other streams in our service area including Greater Albany.
- Promote a sense of place, tell our story, create opportunities for meaningful interaction with the river through program services.
- Engage private landowners to cooperate and collaborate in restoration, enhancement, and stewardship of resources in watershed.
- “We are the watershed and the watershed is us”- the council should continue to be represented by the diverse stakeholders- education and interaction across the basin’s landscape is important in the long-term for water quality and habitat recovery.

Community

We want to increase community participation to have a bigger impact on the watershed with respect to water quality and overall stewardship, and increase our private funding potential. In order to achieve a more active membership at the landscape-level, over the next five years the CWC will pay special attention to the following communities currently underserviced or under-represented:

- Urban landowners in the watershed, with a focus on Albany
- Agricultural community- especially large producers in the mid-lower watershed
- Resource groups such as timber and mining industries, as well as recreational users such as fishing or hunting clubs
- Upland residents (non-stream/project landowners)

Section II Goals and Objectives

A. Restoration Program Ecological Goals

A.1 Fish Passage and Instream Habitat

A significant component of the Council's 2004 watershed assessment identified priority fish passage and instream habitat restoration projects. Over the past several years the CWC has worked to address the mainstem fish passage barriers with the removal of the Brownsville, Sodom, and Shearer Dams, as well as restoring connectivity throughout high priority tributaries such as Brush Creek.

Fish Passage and Instream Habitat Restoration Projects Goal are to provide fish passage to high quality habitat in high priority areas of the watershed (e.g., Mainstem Calapooia will have full fish passage for all species/life stages; headwaters will have sufficient spawning and rearing habitat to support self-sustaining native fish populations, etc.) Partners include Weyerhaeuser, private landowners, Linn County, Oregon Parks and Recreation Department, U.S. Forest Service.

Restoration Program Measurable Objective #1: Work with private landowners, agencies, and partners on high priority fish passage / connectivity efforts in the Calapooia watershed / Willamette River mainstem (including necessary maintenance and monitoring of completed projects).

Annual and/or Ongoing (2013-2017)

Year One (2013)

1. Evaluate Tangent area culverts on mainstem Calapooia
2. Dam removal on Cox Creek
3. Alternatives analysis of oxbow system floodplain and connectivity enhancement
CHANGE: Landownership transition. Staff will make contact and meet with new landowners hopefully in 2014. This delays entire project concept.
4. Sodom Channel maintenance as needed

Year Two (2014)

1. Fish passage alternatives design for Bowers Rock and sloughs on Willamette River
2. Sodom Channel maintenance as needed

Year Three (2015)

1. Fish habitat connectivity restored at Bowers Rock and neighboring sloughs
CHANGE: Grant application in 2014 for all fish passage/habitat, OWEB funding not awarded
2. Phase 1 oxbow restoration treatments (instream and turtle, bird, and wildlife habitat) implemented at Bowers Rock
CHANGE: Landownership transition. Staff will make contact and meet with new landowners hopefully in Spring 2015. This delays entire project concept.
3. Sodom Channel maintenance (partner supported, not funded)
4. CHANGE: Courtney Creek fish passage and habitat enhancement project implementation (OWEB)

5. CHANGE: Exploration of alternatives for channel connectivity and instream habitat at Truax Island with OPRD and interested stakeholder groups.

Year Four (2016)

1. Gravel pit restoration, side channel connectivity enhancement at Bowers Rock
2. Phase 2 oxbow restoration treatments (instream and turtle, bird, and wildlife habitat) implemented at Bowers Rock

Year Five (2017)

1. Continued community involvement and outreach for maintenance and long-term success of restoration investments.

The 2004 Calapooia Watershed Assessment and Action Plan lists instream wood habitat as high priority in the headwaters and highest priority tributaries of the Calapooia Basin. Due to historic and current extraction by timber industry, much of the basin suffers from chronic low volumes of wood recruited to the streams. Holding habitats require complex structure for salmonid use during summer periods, off-channel floodplain refugia with good woody debris and cover is critical during winter months, and cool tributaries with shade and wood structure are critical during much of the year. Lamprey and various other native fish species benefit from wood habitat placement projects.

Restoration Program Measurable Objective #2: Work with agencies, landowners, and partners to improve habitat complexity in Calapooia headwaters, Middle Reach Calapooia, Brush Creek, and other high priority areas.

Annual and/or Ongoing (2013-2017)

Year One (2013)

1. Convene technical advisory committee to assess restoration opportunities / potential in the Calapooia headwaters. Technical Members: USFS RAT Team, BLM, Weyerhaeuser, others.
2. Final designs for backwater habitat for funded OWEB Reach 1 projects (Phase 1)
3. Install Reach 1 backwater habitat projects (Phase 1)
4. Large wood placement in Brush Creek sub-watershed

Year Two (2014)

1. Develop preliminary designs in partnership with Weyerhaeuser for headwaters project/ seek funding

CHANGE: Instead of habitat designs, the TAC developed a fish monitoring proposal for OWEB, funded for 2015-2016 program

2. Develop backwater habitat designs for Reach 1 projects (Phase 2)

Year Three (2015)

1. Work with Weyerhaeuser on designs for headwaters project
2. Develop project proposal/seek funding for Reach 4 instream / floodplain projects
CHANGE: No project development in Reach 4 currently- few opportunities for habitat
3. Install Reach 1 backwater habitat projects (Phase 2)
CHANGE: All Reach 1 work completed in 2014

4. CHANGE: Project development with private landowner (Armstrong) for side-channel habitat enhancement in headwaters adjacent to Weyerhaeuser land

Year Four (2016)

1. Implement Weyerhaeuser headwaters project
2. Complete designs for Reach 4 instream projects

Year Five (2017)

1. Implement Reach 4 instream projects

Project-specific monitoring: Photo point monitoring is standard for all restoration projects. Fish Passage and Instream Habitat Restoration Projects Monitoring will occur through project-specific monitoring that will include the following measures:

Sodom / Shearer

- Flow, channel bathymetry and photo points (OSU / OPRD)

Brush Creek large wood

- Snorkel surveys (pre and post) and photo points

Bowers Rock / Oxbow system

- Flow, fish / wildlife surveys (OSU)

Middle Reach Calapooia (Model Watershed monitoring program / Environmental Protection Agency- Corvallis Research Lab)

- Summer stream temperature
- Longitudinal profile
- Fish / wildlife surveys
- Photo points

Board Leadership: Projects Committee and Willamette Stewardship Team- Albany Reach

Staff Lead(s): Regional Project Coordinator, Executive Director

A.2 Rare Habitats/Species Restoration/Management

With the inclusion of Courtney Creek sub-basin in the Model Watershed Program, the Council began outreach efforts around wetland/wet prairie restoration and oak savannah restoration as priority habitat types for restoration. In 2012 the Council began implementing the first projects of these types with landowners and partners.

Over the next five years, the Council will work to restore rare and unique Willamette Valley habitat types (e.g., wet prairie, oak savannah/woodland) and assist landowners and managers perform rare species management (e.g., Willamette daisy) in high priority areas with partners (USFWS, TNC, BLM, and private landowners).

Restoration Program Measurable Objective #3: Work with agencies, landowners, and conservation partners to restore rare wet prairie and oak savannah habitats and conduct rare species management in Courtney Creek sub-basin and other high priority areas.

Annual and/or Ongoing (2013-2017)

Year One (2013)

1. Continue wet prairie restoration with private landowners in Courtney Creek (~200 acres total footprint).
2. Continue oak savannah/rare upland habitat restoration with TNC, BLM, and private landowners (~250 acres total footprint).
3. Work with GLT on easement/acquisition pilot.

CHANGE: Delayed because the easement wasn't funded by BPA- everything on hold until further notice.

4. Identify and prioritize restoration efforts through participation in TNC's Linn/Marion County conservation planning process.

Year Two (2014) through Year Five (2016)

1. Continue outreach/recruitment/implementation in high priority areas, with a goal of 25-50 acres restored/managed yearly
2. Continue partner collaboration (NRCS, USFWS, TNC, GLT)
3. CHANGE: TNC-CWC-GLT (leads) and other stakeholders partnered for the "Lower Calapooia Santiam Conservation Strategy" resulting in a final document completed in August 2014 that will be used in coming years to develop landowner outreach strategies and upland projects with partners.
4. Oak Creek Open Space has rare habitat uplift potential including wetland and oak habitats, as well as riparian buffer restoration potential along Oak Creek and Calapooia River.

Project-specific monitoring: Photo point monitoring is standard for all restoration projects. For current projects, all monitoring outside of photo points is being conducted by partners. CWC will maintain communication to ensure sharing of relevant monitoring information (vegetation plots, wildlife surveys, etc.)

Board Leadership: Projects Committee

Staff Lead(s): Regional Project Coordinator

A.3 Riparian Revegetation

Since 2009, through its regional partnership with the North and South Santiam Watershed Councils, the CWC has been implementing a rigorous revegetation program that follows integrated pest management (IPM) practices for proper site preparation, securing high quality bare root plant material through a contract grow with local native plant nurseries, utilizing experienced, professional contract crews for site stewardship, and performing proper maintenance at sites until native trees and shrubs are free-to-grow (established enough to outcompete non-native vegetation). *Yearly acreage targets are cumulative estimates based on past and current program trajectories. Some annual fluctuation is expected.*

Revegetation efforts are achieved through livestock exclusion fencing, noxious weed control, and native plant establishment in high priority areas to provide high quality habitat and protect/improve water quality. Project partners include NRCS, FSA, ODA, Linn SWCD, public and private landowners.

Restoration Program Measurable Objective #4: Work with agencies, landowners, and partners to implement high quality riparian restoration (including stewardship until free-to-grow) in priority areas (Mainstem Calapooia, Courtney Creek, Brush Creek, Lower Calapooia/Albany, Willamette Mainstem).

Annual and/or Ongoing (2013-2017)

Year One (2013)

1. Continue outreach/recruitment to landowners in high priority areas
2. Continue revegetation partner collaboration (CREP, TFT, GLT, OPRD, TNC)
3. Implement Ecosystems Pilot project with The Freshwater Trust
4. Continued Middle Reach revegetation efforts – 42+ acres
5. Continued Courtney Creek revegetation efforts – 7+ acres
6. Continued Cox Creek revegetation efforts – 16+acres
7. Begin Willamette mainstem/Lower Calapooia revegetation efforts – 10+ acres
CHANGE: About half as many acres in planning progress in 2013, more in 2014 expected.
8. Consult on fee-for-service basis for partner groups on implementation – 10+ acres
CHANGE: Anticipated contract with GLT that didn't happen. May have reveg contact with OPRD.

Year Two (2014)

1. Continue outreach/recruitment/implementation in high priority areas
2. Continue revegetation partner collaboration (CREP, TFT, GLT, OPRD, TNC)
3. Continued Middle Reach revegetation efforts – 82+ acres
4. Continued Courtney Creek revegetation efforts – 22+ acres
5. Continued Cox Creek revegetation efforts – 16+acres
6. CHANGE Begin Brush Creek revegetation efforts- 2+ acres installed on West Brush, and 20+ acres in planning phase with Marble Family, and potential additions on West Brush
7. CHANGE: Serve on Willamette Mainstem Cooperative for invasive species inventory and control between Corvallis and Albany; continue Willamette mainstem/Lower Calapooia revegetation efforts at Bryant and Bowers Rock parks – 13+ acres

Year Three (2015)

1. Continue outreach/recruitment/implementation in high priority areas
2. Continue revegetation partner collaboration (CREP, TFT, GLT, OPRD, TNC)
3. Continued Middle Reach revegetation efforts – 122+ acres
4. Continued Courtney Creek revegetation efforts – 37+ acres
5. Continued Cox Creek revegetation efforts – 16+acres
6. Continue Willamette mainstem/Lower Calapooia revegetation efforts – 60+ acres
CHANGE: Adding Truax Island Revegetation planning to this acreage target

Year Four (2016)

1. Continue outreach/recruitment/implementation in high priority areas
2. Continue revegetation partner collaboration (CREP, TFT, GLT, OPRD, TNC)
3. Continued Middle Reach revegetation efforts – 142+ acres
4. Continued Courtney Creek revegetation efforts – 52+ acres
8. Continued Cox Creek revegetation efforts – 16+acres
9. Continue Willamette mainstem/Lower Calapooia revegetation efforts – 70+ acres

Year Five (2017)

1. Continue outreach/recruitment/implementation in high priority areas
2. Continue revegetation partner collaboration (CREP, TFT, GLT, OPRD, TNC)
3. Continued Middle Reach revegetation efforts – Goal: 142+ acres
4. Continued Courtney Creek revegetation efforts – Goal: 75+ acres
5. Continued Cox Creek revegetation efforts – Goal: 16+acres
6. Continue Willamette mainstem/Lower Calapooia revegetation efforts – Goal: 80+ acres

Project-specific monitoring: Photo point monitoring is standard for all restoration projects. Courtney Creek & Middle Reach Calapooia Model Watershed program monitoring (canopy, % cover, densities of native/non-native stems/acre, stream temperature)

Board Leadership: Projects Committee, Willamette Stewardship Team- Albany Reach

Staff Lead(s): Regional Projects Coordinators, Executive Director

A4. Noxious Weed Control Program

The Council has maintained its noxious weed program by targeting high risk, early invaders for inventory and treatment. To date, the target species have been false brome in the headwaters and Japanese knotweed in the lower basin. After a major program re-evaluation in 2012, the Council and partners made the decision to remove basin-wide false brome treatment from the program. While targeting all noxious weeds is not a priority for this program, early detection and rapid response (EDRR) of new and/or harmful invaders will continue to be the target. Education and outreach surrounding noxious weeds is detailed in Outreach and Community Engagement Measurable Objective #4.

CHANGE: We no longer manage a “Noxious Weed Control Program” as of 2015; all invasive control is wrapped into other strategic plan goals such as the Cal-San reveg program and “Rare Species Habitat Restoration” efforts with our partners. Because this is no longer a stand-alone, future strategic plan updates will not be made.

Restoration Program Measurable Objective #4: Work with agencies, landowners, and partners to conduct regular inventories of sensitive areas for early invaders. If found, seek funding and treat using Best Management Practices.

Annual and/or Ongoing (2013-2017)

1. Continue Japanese knotweed inventory and treatment on the mainstem Calapooia
2. Outreach to private landowners along Calapooia and Courtney Creek regarding high priority EDRR weed species found in their area.

Year One (2013)

1. Review summary of Middle Reach floodplain weed inventory
2. Conduct inventory of Courtney Creek sub-basin for targeted EDRR species
CHANGE: 2013 inventory did not occur- instead, Jeff Jones contracted for knotweed
3. Seek funding for treatment of Courtney Creek EDRR species (if found)

Year Two (2014)

1. Treat EDRR species in Courtney Creek and Middle Reach with secured funding & partner help

CHANGE: Not planning to treat EDRR species outside of the model watershed program vegetation program that treats all invasives with landowner partnership, just knotweed inventory (not treatment) funding in mainstem Calapooia.

Year Three (2015)

1. Rapid re-inventory high priority areas for EDRR weeds
2. Continue to seek funding for treatment of EDRR species (if found)

Year Four (2016)

1. Treat EDRR species in Courtney Creek and Middle Reach with secured funding & partner help

Year Five (2017)

1. Rapid re-inventory high priority areas for EDRR weeds
2. Seek funding for treatment of EDRR species (if found)

Project-specific monitoring: Japanese knotweed will be monitored through yearly visits to known knotweed population areas and GPS/GIS tracking of populations. Other EDRR species will be monitored through an inventory of high priority/high risk areas every 2-5 years for new invaders (monitoring TBD depending on findings/species).

Board Leadership:

Staff Lead(s): Communications and Development Director (outreach), Regional Projects Coordinators (veg management)

B. Outreach and Community Engagement Goal: Extend the Council's reach and impact within the watershed by connecting with community members that have not been previously engaged with the Council. Provide resources and educational opportunities to enable the public to become better stewards of the land.

B.1 Council Visibility

The Council has an excellent record of working with landowners and key stakeholders to accomplish its mission. Moving forward, the Council would like to expand its reach and influence by connecting with community members that have not been involved with the Council in the past. To increase the visibility of the Council, we will develop communications materials to “tell the story” of CWC and its mission and goals, build partnerships with organizations whose missions support the work of the Council, and host outreach events that target diverse stakeholders and interest groups.

Outreach and Community Engagement Measurable Objective #1- Increase the visibility of the council and its mission, objectives, and activities amongst community members throughout the watershed.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Distribute communications materials to community members via direct mailings, social media outlets, and website, providing four contacts per year in addition to monthly eUpdates.
2. Write two articles for the Brownsville Times and/or the Albany Democrat Herald. Identify two new media outlets to target and write an article /presentation for each (e.g. “Oregon Quarterly” or OSU Alumni Magazine, a kayaking club or magazine, etc.)
3. Identify and expand opportunities to communicate message and mission of CWC to new audiences through articles, advertisements, or other publications.
4. Plan and execute 10 monthly meetings with diverse guest speakers to engage broad and varied interest groups (bird watchers, anglers, hunters, farmers, hikers, kayakers, etc.).
CHANGE: 5-7 lecture series every other month, and board meetings during in-between months.
 - a. Advertise events using website, social media, local newspapers, partner organizations, and other identified advertising sources.
5. Plan and execute no less than four outdoor events per year to engage community members through hikes, kayaking/boating, fishing, bird watching, or other means.
CHANGE: Did not occur in 2013, but expected in 2014 and beyond.
6. Evaluate prior year’s events and identify areas for improvement.

Year One (2013)

1. Identify outreach strategies and develop outreach plan.
2. Begin implementation of board-adopted outreach plan.
3. Work with Weyerhaeuser representatives, USFS and other relevant partners to develop outreach and communications materials related to the conservation of the Calapooia Headwaters, as described in *Restoration Program- Ecological Goal A.1, Measurable Objective #2*.

Year Two-Five (2014-2017)

1. TBD in Year 1 (2013)

Measure: Creation of outreach plan, increasing “Likes” on Facebook, publication of articles

Board Leadership: Outreach Committee

Staff Lead(s): Communications and Development Director

B.2 Outreach and Relationships with Agricultural Community

Agriculture makes up a large proportion of the Watershed and the Council recognizes the importance farmers represent in the community. The Council will work with farmers to build the Council’s capacity to support the needs of agriculture within the watershed and seek to better understand issues and concerns in the agricultural community.

Outreach and Community Engagement Measurable Objective #2- Conduct outreach activities to build relationships and support amongst the agricultural community in the Calapooia Watershed.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Continue to circulate educational materials to farming community and solicit feedback on how the Council can improve its efforts.
2. Pursue participation in agricultural events, associations, etc. as appropriate.
3. In cooperation with leaders from the farming community, evaluate 2014 event and determine whether follow-up events are warranted

Year One (2013)

1. As part of Outreach Plan identified in “*Outreach and Community Engagement Measurable Objective #1*,” identify strategy for connecting with the agricultural community.

CHANGE: No specific strategy developed, but many conversations between staff and ideas generated.

2. Meet one-on-one with leaders from the agricultural community to identify needs that the Council might help meet.
3. Develop online resources, print materials, and other communications to support needs of area farmers. Materials may include informational pamphlets, website pages, discussion boards, or other means identified by the farming community and the Outreach Plan.

CHANGE: No formal Outreach Plan created, or online resources, but outreach to Linn County extension paper and other outreach venues.

4. Strategize and plan events for 2014 that will engage farmers and provide opportunities for farmers to learn about the Council’s mission and goals, as well as opportunities for the Council to better understand agricultural concerns and desires, in accordance with Outreach Plan.

Year Two-Five (2014-2017)

1. TBD according to outreach plan in Year One (2013).

CHANGE: Most of the outreach to the agriculture community has been through the Cal-San outreach program, grants and staff. We submit articles to the Extension Update, work closely with medium to large-scale farmers for restoration, and work very closely with FSA, Linn SWCD and NRCS.

Measure: Increasing contact with farmers and agricultural community, execution of agricultural community event.

Board Leadership: Outreach Committee

Staff Lead(s): Communications and Development Director

B.3 Signature Event

To increase visibility amongst the Watershed community as a whole, the Council will plan and execute an annual signature event to increase awareness of the Council’s work and engage new community members in Watershed stewardship.

Outreach and Community Engagement Measurable Objective #3- Establish annual signature event focused on community building with partner organizations and attracting urban residents of the watershed.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Host annual signature event (2014-2017).

2. Monitor and record event attendance. Capture attendee contact information.
3. Increase attendance over prior year by 20%.
4. Solicit new partnerships with a focus on corporate sponsorship.

Year One (2013)

1. Network with organizations that have a presence in the Watershed in order to identify interest from potential partners (Greenbelt Land Trust, Ten Rivers Food Web, partner watershed councils, SWCDs, businesses, etc.).
2. Explore potential event sites and entertainment options.
3. Develop signature event outline, budget, and implementation plan, in accordance with the Outreach Plan.
4. Solicit partnerships in a signature event from conservation organizations, agricultural groups, corporate sponsors, and local governments.
5. Secure grant funding for event if applicable.

Years 2014-2017

1. Host inaugural signature event.

Measure: Execution of signature event, event within expenditure budget and meets revenue target, attendance at event

Board Leadership: Outreach Committee **CHANGE: Board of Directors**

Staff Lead(s): Communications and Development Director **CHANGE: Community Engagement Coordinator**

C. Watershed Education Goal: Engage key community stakeholder groups, including youth, to increase public understanding of ecological and watershed-related issues, expand the Council's appreciation of landowner and community issues and concerns, and for the long-term preservation of our restoration investments by future generations.

C.1 CHANGE in ENTIRE STRATEGY: Youth Watershed Education Program

Vision: "A Youth Watershed Education Program that fosters stewardship among the citizens of our region and grows future leaders in our communities while contributing to watershed health, with strong support from schools, parents and the community, and recognition for outstanding program merit."

Program Principles:

- To the greatest extent possible Youth Watershed Education Program offerings will...
 - Rely heavily on place-based (local watershed context) learning, and hands-on, student centered approaches.

- Be designed to correlate with age-appropriate state and national academic guidelines and benchmarks.
- Focus on outdoor learning environments.
- Provide connections to the broader economic, environmental and social components of the watershed system.
- Afford opportunities for students to investigate the science and life of their local watersheds and foster an ethic of stewardship towards watershed resources.
- Be designed to incorporate a wide range of academic disciplines, such as earth science, biology, history, art, English/writing, math, chemistry, civics, economics, government, and responsible citizenship.
- Be designed to facilitate a logical “track” for increased knowledge about watersheds as students move through successive grade levels.
- Integrate with other watershed council programs.
- Program resources will be enhanced through partnering with others who share our vision and principles.
- Program will include appropriate evaluation measures and metrics.
- Program will include systems of accountability for program resources.
- Program is designed to engage a broader audience to support future programs.

Youth Education Measurable Objective #1 Expansion of coordinating and promoting outdoor school watershed education in our service area.

- Grow our role as outdoor school education coordinator to co-coordinate ODS across service area.
- Create a standard template for delivering watershed education elements for outdoor school, and offer to other schools.
- Pursue a goal of jumpstarting outdoor school opportunities for all 5th or 6th grade classes throughout our service area.

Youth Education Measurable Objective #2 Develop permanent Outdoor Learning Lab(s) at a visible, easy access and intact natural area such as Oak Creek Open Space or at other ideal public locations in our service area.

- In close coordination with the City and our education partners explore options for a permanent outdoor learning lab site, including a monitoring station and permanent structure at Oak Creek site in Albany.
- Identify opportunities for additional outdoor learning labs at other locations in our service area.

Youth Education Measurable Objective #3 Investment in program branding, marketing and development of relevant and effective communication tools.

- Develop a marketing plan that includes an assessment of audiences and their needs, decisions on program branding, and identification of outreach and communication tools.
- Develop a process to solicit valuable partner input for program branding
- Implement specific branding, outreach and communication strategies identified in the marketing plan.

Youth Education Measurable Objective #4 Expansion of the Salmon Watch Program.

- Expand program to reach all schools in our service area with a goal of 2-4/year.

Youth Education Measurable Objective #5 Development of an annual teacher training program.

- Provide training to teachers to increase capacity to deliver programs.
- Provide small grants, loans of equipment and planning assistance to teachers.
- Coordinate Student Summit annually to share projects.

Youth Education Measurable Objective #6 Expansion of our Youth Watershed Council into all high schools in our service area.

- Establish one new Youth Watershed Council per year.

Youth Education Measurable Objective #7 Continue to develop the Outdoor Educator Internship Program.

- Develop an intern program with OSU and potentially UO and LBCC to enhance our capacity for delivering programs.

Additional education ideas and objectives listed in categories and priority:

1. New focus on a student Agriculture Program
2. New focus on Volunteer Program development
3. Expansion of Permanent Monitoring Sites– add more sites
4. New focus to develop a “Saleable” Outdoor Education Program Package (see objective #1)
5. Expansion of Planting Days Program
6. Expansion of Spring Field Days Program
7. New focus on a “Youth Engagement Track” for Education Programs
8. New focus on a Summer Youth Corp Program

Measure: Student and teacher evaluations, volunteer and intern evaluations, participation statistics, and teacher feedback. Program evaluation.

Board Leadership: Youth Education Committee

Staff Lead(s): Youth Education Coordinator

C.2 Community Stewardship Education

The Council recognizes the importance of educating community members on issues pertaining to watershed health. In order to foster a community of stewards who understand how human interaction affects the landscape, CWC will organize educational lectures and workshops with other local conservation partners to provide residents with the skills to understand and manage their land.

Outreach and Community Engagement Measurable Objective #4 Build robust community education programming that allows key stakeholders to gain access to information on noxious weed control, watershed ecology, best management practices, and other aspects of the Council’s restoration program.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Establish online events calendar to include no less than four educational workshops, tours, or lectures per year *in partnership with watershed education partners like OSU Sea Grants, Network of Oregon Watershed Council, or regional watershed councils.*
2. Utilize Noxious Weed Control funding to utilize communication tools to message to more landowners throughout the Basin and reach new constituent groups that may benefit from services the Council can provide.
CHANGE: Program no longer exists as of 2015
3. Provide at least one noxious weed-related educational opportunity per year as funding allows.
CHANGE: All outreach is part of Cal-San landowner recruitment program, and community engagement program- only Extension Update contains educational articles.
4. Maintain “Landowner Toolbox” page of the website to provide educational resources to private landowners.

Year One (2014)

1. Council is planning to host four educational activities and four community-wide events, allowing for one event per month during non-winter months.
2. Seek grant funding to develop educational materials in the form of website tutorials, landowner pamphlets, or other mediums as identified by the Outreach Committee.
CHANGE: No Outreach Committee developed, topic can be revisited in 2015; future unknown for adult education beyond council presentations, and Cal-San outreach efforts funded by specific grants.

Measure: Attendance and workshop/event participant evaluations

Board Leadership: Outreach Committee or Projects Committee

Staff Lead(s): Communications and Development Director and Regional Landowner Recruitment Coordinator

D. Organizational Development Goal: Support the mission of the Council with adequate funding, institutionalize programs matching them with proper staff capacity, and develop finely tuned administrative systems.

D.1 Work Plans and Organizational Resiliency

While the organization has been fortunate to experience infrequent coordinator or staff turnover, and has developed solid, somewhat predictable project strategies and funding, the organization’s resiliency is dependent on solid governance and organizational work plans. Our strategy is to “institutionalize” our major programs through committee structures, policies and procedures, and staff and board planning processes, so that when staff, board or funding transitions occur, the organization can safely maintain positive direction and stay aligned with its strategic plan.

Organizational Development Measurable Objective #1 institutionalize our organizational strengths and develop organizational capacity beyond staff skill sets or short-term projects or funding sources, to promote the long-term stability and programmatic success of the CWC.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Consistent, predictable Projects, Management and Outreach (as applicable) committee meeting dates, board and advisory member recruitment to both committees as needed and interest expressed.
CHANGE: Youth Education Committee formed, not Outreach.
2. Fundraising plan created and updated annually that has clear timelines and resources, and that includes *funding strategies for all programs, which includes grant sources, innovative service models, as well as unrestricted or restricted donations*. This plan shall demonstrate long-term, forward thinking and staffing considerations for each program according to its needs.
3. Annual board work plans created or updated that mirrors 5-year strategic plan of CWC.
4. Annual staff work plans created or updated that mirrors 5-year strategic plan of CWC and project/program grant deliverables.

Year 1 (2013)

1. Develop succession plan for ED and board Chairs, which will be included in the CWC's policies and procedures manual.
CHANGE: Occurring in 2014. Only 1 succession policy/procedures created for ED/Chairs and other integral positions like Operations. A specific plan is developed when there is an actual departure or planned departure.

Year 3 (2015)

1. **CHANGE: Develop specific succession plan for Operations Coordinator due to planned retirement.**

Measure: **succession policy and procedures created**; annual staff and board work plans reviewed and approved by Executive Director and Management Committee (respectively) annually at the beginning of each fiscal year; Communications and Development Director and Executive Director submit an annual fundraising plan for board approval at beginning of each fiscal year.

Board Leadership: Management Committee, Board Chairs

Staff Lead(s): Executive Director; all staff participate in individual work plans

D.2 Board Development

A healthy non-profit organization frequently revisits the recruitment needs of their board of directors and the training and orientation needs of the entire group and its individuals. Our strategy over the coming five years will be to begin developing internal systems for board development that are efficient and sustainable and promote board engagement.

Organizational Development Measurable Objective #2 Develop board recruitment, retention and orientation plans.

Annual and/or Ongoing (2013-2017)

1. Board retention through acknowledgement of services and gratitude shown in various forms; staff and board chairs align individual board members with the committee(s) and activity(s) that he or she is most attracted to.
2. Offer board training when opportunities arise.
3. Annual board and staff retreat during the winter, which tends to be less busy, and shall include forums for group discussion, work plan revisions, and board training from outside resources.
4. **CHANGE: Board recruitment matrix used for identifying skills and diversity needs; board evaluations and agreements occur annually.**

Year One (2013)

1. Develop an effective process that can be repeated annually to recruit board members that includes annual assessment of board diversity (gender, ethnicity, and age included), required professional skill sets, or upcoming project or program areas needing support.
2. Staff and board develop communication tools that can be provided to board and updated annually, that outline message, strategy and project/program goals so board members can articulate their role and the work of the CWC.

Measure: Document outlining recruitment process; 1 new board member orientation/year; 1 CWC board member binder/manual provided to each board member; 1 retreat/year; 3+ board members attend additional conferences or trainings per year.

Board Leadership: Chairs and Nomination/Management Committee

Staff Lead(s): Executive Director

D.3 Bylaw Review

Our strategic planning process highlighted the need to revise our bylaws, namely the mission, service area and membership.

Organizational Development Measurable Objective #3 Revise organization's bylaws to reflect changes in mission, service area, and membership.

Annual and/or Ongoing (2013-2017)

None

Year One (2013) **CHANGE: These four activities will be occurring in 2014.**

1. Revise bylaw language.
2. Approve for bylaw revisions by CWC board of directors.
3. Submit changes to the IRS and Oregon Department of Justice.
4. Change communication materials including the website, policy and procedures manual, and other documents to reflect these changes.

Measure: Formally revised bylaws

Board Leadership: Chairs and Management Committee

Staff Lead(s): Executive Director

D.4 Administrative Management

As the Council continues to grow and change, staff recognizes the importance of installing control measures and systems that will allow us the capacity to manage our administrative and fiscal needs in an efficient manner.

Organizational Development Measurable Objective #4 Administrative and financial management systems reflect the grant management needs, size and capacity.

Annual and/or Ongoing (2013-2017)

1. Council Quarterlies/Annual Reports/Budget
2. Annual Financial Review (audit if federal revenue over 500 thousand in given fiscal year)
3. Annual Indirect Proposal Rate Negotiations-submit after annual 990 is complete
4. Personnel Procedures
 - Work plan oversight and staff supervision provided by Executive Director
 - Annual Staff Performance Evaluations (January-April); Executive Director & Management Committee (for ED)
 - Training/Continued Education
 - Each Staff has own budget
5. Annual review all Employee Benefits and Compensation (July)
6. Review CWC Policies and Procedures Manual every 2 years
7. Continued maintenance of Sugarsync cloud network

Year One (2013)

1. Revise contractual templates. After completed have a legal review of all. CHANGE: Occurring in 2014.
 - Standard Contract
 - Regional Contract of Record
 - Work Orders
 - Landowner agreements
2. Revise Policies and Procedures. Update and print manual for staff and board distribution.
3. Fee for Service Model CHANGE: Templates/examples obtained, but this is not urgent in 2013.
 - Small committee to create model that meets our mission statement goals
4. Health Insurance
 - New qualified employee
 - Get Management Committee approval of premium increase
5. Retirement Benefits
 - Management Committee review options
 - Simple IRA VS 403b
 - Contributors: Employee/ Council or Employee only
 - Plan of choice goes into effect July 1 if approved
6. Legal review of Risk and Liability Policies

Measure: Current policies and procedures manual outlining all revised personnel/contract/benefits/liability materials, effective contract templates.

Board Leadership: Management Committee

D.5 Fundraising

The Council requires greater unrestricted funding to increase community outreach and expand program offerings throughout the watershed. To accomplish this goal, the Council will seek to add fundraising experience to the Board of Directors, and the Communications and Development Director will diversify funding sources through grant-writing, corporate sponsorship, workplace giving, and private donor fundraising. Working with the Board, the Communications and Development Director will develop a fundraising plan to generate unrestricted income, with a goal of creating a 2-month operating cushion of \$50,000, backed up by subsequent fundraising to support the Communications and Development Director's salary and education program funding.

In order to best leverage donor and volunteer relationships, the Council will implement systems for tracking contacts with constituents. Council staff will seek to capture contact information from attendees at hosted events, board meetings, and through social media and online sources.

Organizational Development Measurable Objective #5- Increase unrestricted funding to support the Council's outreach goals and objectives, and also provide greater flexibility for the Council's operational activities.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Provide private donors with no less than four opportunities to give over the course of the year including annual fundraiser/signature event, "holiday ask" via direct mailing, and email solicitation.
CHANGE: The group has decided to move away from the "holiday ask" to a new time of year, September or October ideally.

Year One (2013)

1. As part of the "Outreach Plan," develop a five-year fundraising plan. Establish fundraising goals and identify strategies for meeting those goals for both staff and board members.
2. Implement private donor program through email, social media, and mailing solicitations for donations.
3. Create development materials to include self-addressed donation envelope, general mailing, and online resources.
4. Organize communication materials identified in "Outreach and Community Engagement Measurable Objective #1" into the form of a marketing portfolio to present to donor community- workplace, corporate, and individuals.
Change: This is moved in 2014 with sponsorship packages for the signature event- race.
5. Create donor thank-you materials to include thank-you letter, website thank-you page, and public recognition at annual open house or signature event.
6. Create donation packages to award giving at specified levels identified by fundraising committee (i.e.- t-shirt for \$50 gift, photograph for \$250 gift, etc.)

CHANGE: The full build-out of the Friends program was not awarded full funding- instead, we are focusing on the signature event and developing sponsorship packages. Friend program will be develop in spring 2014, and launched fall 2014 if all goes according to plan, since we were awarded a small amount of money to do so from Patagonia spring 2014.

Measure: Successful completion and timely execution of fundraising plan goals.

Board Leadership: Outreach sub-committee

Staff Lead(s): Communications and Development Director

Organizational Development Measurable Objective #6- Develop systems to track donations, volunteer participation, and other forms of interaction that stakeholders have with the Council.

Benchmarks and Activities

Annual and/or Ongoing (2013-2017)

1. Review and update donor and volunteer tracking systems as necessary to reflect changes in technology, levels of volunteerism, and other variables that may affect the organization's ability to track contact with constituents.

Year One (2013)

1. Utilize eTapestry database software to build mailing list by capturing mailing addresses, occupations, and other information as it becomes available through interaction with constituents (donations, email correspondence, etc.).
2. Record all contacts with donors and constituents using eTapestry.
3. Utilize Confluence Database and/or eTapestry to track volunteerism.

CHANGE: Donors tracked, and landowners, but not "volunteerism", which would be ideal in 2014 considering all the volunteers involved in the signature event.

4. Identify best practices for maintaining records for other forms of correspondence.

Measure: Increased number of donors and constituents, exponential annual increases in giving over 5-year period, increase in board fundraising activity.

Board Leadership: Outreach Committee

Staff Lead(s): Communications and Development Director

Section III Plan Implementation

The CWC's Board of Directors maintains fiduciary control of the Council and the responsibilities of hiring, supporting, and supervising the Executive Director. The Board will be primarily responsible for eight actions each year that sets the direction of the organization:

1. Adopting/reviewing the strategic plan and revisions
2. Setting annual priorities via an approved board work plan
3. Adopting an annual budget and approve mid-year revisions prepared by staff
4. Adopting and implementing a up-to-date fundraising plan
5. Board nominations and selection of new board members

6. Attend board business meetings and serve on at least one committee
7. Executive Director performance evaluations
8. Attend council events and educational offerings
9. Support CWC programs through time and resources, such as the youth education, outreach, monitoring and restoration project implementation and materials sourcing.

Individual directors will support and represent the mission and strategic plan of the organization to the public and the citizens of the watershed. Board members will help implement the annual work plan as their skills and availability allow by participating on Projects, Youth Education or Management Committees throughout the year.

Staff work plans are developed with the Executive Director's input and approval, and will reflect the current strategic plan document and will be primarily carried out by the staff with associated annual program budget expectations, and mid-year revisions. The staff, supervised by the Executive Director, will take the lead in the following areas:

- Coordinating grant writing
- Writing work plans
- Supporting the Projects, Outreach and Management Committees
- Representing the CWC/ speaking on behalf of the CWC at events, and state-level discussions
- Implementing the fundraising plan with board support
- Coordinating board and committee meetings with Chair(s)
- Facilitate the preparation of the annual budget and mid-year revisions
- Development and when relevant the oversight and management of projects
- CHANGE: Integrate the strategic plan elements into board and committee agendas and all work plans to ensure our CWC actions are in alignment with the long-range strategy, with some flexibility for new opportunities.

Board and other non-staff volunteers will be asked to participate in the following ways:

- Serving on committee(s)
- Recruiting new Board members and "Friends" interested in working with the Council

