

Calapooia Watershed Council



Strategic Plan 2017-2020

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Acronyms

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
Oregon Parks and Recreation Department	OPRD
Oregon Watershed Enhancement Board	OWEB
Soil and Water Conservation District	SWCD
The Freshwater Trust	TFT
The Nature Conservancy	TNC

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Section I Context: Mission, Vision, Values, and Community

Strategic Plan Case Statement

The development of this Strategic Plan comes at an opportune time in the evolution of the Calapooia Watershed Council. Since its inception the Council has grown rapidly, achieving many successes, for example, through completed fish passage restoration throughout the main stem and in high priority tributary, Brush Creek; controlling Japanese knotweed throughout the basin; developing warm, working relationships with landowners in which many hundreds of thousands of native trees were planted; and gaining a foothold in restoration of upland habitats such as oak savannah. In recent years our Youth Education Program has grown immensely and is now making refinements to better engage teachers, add depth and provide meaningful program continuity throughout the school year.

The Council has experienced multiple transitions in program implementation, partnerships and staff. Our partnerships with the North and South Santiam Watershed Councils have simplified - rolling back shared staff and shared grants. Our restoration program has expanded its reach to include main stem Willamette floodplain projects including gravel pit restoration and projects in and near urban areas. Council staff has seen a complete turnover in 2016, and new partnerships have grown. Regional collaborations are growing in the Willamette Valley through programs such as the Willamette River Initiative and Model Watersheds Program, Willamette Mainstem Anchor Habitat Working Group, and the Upper Willamette Working Group as these partnerships are looking to strategically leverage financial vitality. Additionally, our partnership with the City of Albany continues to deepen for education and restoration purposes, and partnerships with other cities in our service area show promise for development. We will continue to develop our communications and fundraising strategy, and will begin exploring new and innovative ways to connect with and serve a broader and more diverse community of stakeholders.

Mission

The Calapooia Watershed Council promotes and sustains the health of the Calapooia Watershed through stewardship, restoration, education, community involvement, and strategic partnerships.

Vision

We work to integrate land management practices, lifestyle choices and science education that support watershed function in our service area. Through this work, our community members increase their understanding of the value of a healthy watershed and take action to support that health. Native wildlife populations are sustained through improved and better connected habitats and water quality and quantity is conserved. Our landscape of working farms, productive forests, verdant open spaces and oak savannahs, as well as residential and urban areas, includes a plethora of features maintained to protect watershed function such as shaded stream buffers, management of invasive species, runoff filtration features, water conservation practices, appropriate sediment transport, and habitat connectivity.

Our watershed has been continuously inhabited for thousands of years, and stewarded by the people who have lived here. The Calapooia and its tributaries are culturally significant, sustaining many generations with the watershed's abundance. In our ideal future, the watershed continues to support productive livelihoods in forestry and agriculture.

This future will not be accidental. It will be achieved and sustained through stewardship education, voluntary actions to improve the health of the watershed, and public access to the land and streams for spiritual, economic and cultural connection to the Calapooia watershed and service area.

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 Muddy Creek and those in the Greater Albany area.
- 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 four years the CWC will pay special attention to the following communities currently underserved or underrepresented:

- Demographics that are underrepresented in watershed management, such as non-Caucasians and other minorities, with a priority toward youth education and engagement
- 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 Goal:

Premise: Our land stewardship work supports improved watershed function to provide for healthy natural and human communities.

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. The CWC has addressed 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 Project 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 (2017-2020)

Year One (2017)

1. Designs to ~90% percent for implementation (we are already around 50%) level for Bowers Rock State Park floodplain connectivity and habitat restoration, including gravel pit restoration and several culvert retrofits (planned FIP-funded restoration 2019)

Year Two (2018)

1. Revisit passage barrier at Slate property
2. Truax Island Greenway large culvert retrofit and floodplain restoration.
3. Outreach and scoping for Albany oxbow lakes system floodplain and connectivity enhancement
4. Calapooia Confluence design for Bank Stabilization/Log Placement/and Off Channel Habitat
5. Truax Island Design alternatives for gravel pit restoration.

Year Three (2019)

1. Bowers Rock State Park culvert replacements, gravel pit habitat contouring / complexity and reconnection

Year Four (2020)

1. Truax Island Greenway gravel pit habitat contouring / complexity and reconnection

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 and amphibian 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 Willamette main stem off-channel areas such as reclaimed gravel pits and sloughs.

Year One (2017)

1. Pilot channels along 1 mile of stream in Tub Run Creek
2. Upper Calapooia steelhead spawning survey

Year Two (2018)

1. Follow-up to Upper Calapooia spawning survey (additional data and /or restoration planning)
2. Outreach for Riparian buffer (CREP) 16.5 acres in Reach 1 (Hollbrook/Cieri)
3. Plant/Seed 68+ acres along Tub Run Creek

Year Three (2019)

1. Redd Surveys of the Upper Calapooia from Holley Bridge to United States Creek.
2. Log Placements/Tree Tipping with the Forest service on the Upper Calapooia

Year Four (2020)

1. TBD

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 Dam removal site continued monitoring by OSU

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

Brush Creek large wood

- Snorkel surveys (pre and post) and photo points

Truax Island and Bowers Rock, and Tub Run

- Flow, fish presence surveys (potential for bird and amphibian surveys)

Model Watershed monitoring program, (BEF's long-term monitoring at two sites on Middle Reach)

- Summer stream temperature
- Thalweg
- Riparian condition
- Canopy cover

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

Staff Lead(s): Restoration Program Manager, 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 four 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 (2017-2020)

Year One (2017)

1. Proposal for Oak Creek Open Space (OCOS) wetland and oak woodland restoration with City of Albany
- 2.

Year Two (2018)

1. Proposal for Peterson's Butte, or other Oak Habitat Restoration
2. Wetland prairie restoration at Tub Run
- 3.
4. Wetland restoration at OCOS

Year Three (2019)

1. Oak Restoration at Peterson's Butte with NRCS and USFWS
2. Proposal for OCOS oak restoration (Phase #2)

Year Four (2020)

1. Implementation of OCOS oak restoration (Phase #2)

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.

Board Leadership: Projects Committee, WSTAR

Staff Lead(s): Restoration Program Manager, Executive Director

A.3 Riparian Revegetation

Since 2009, through its regional partnership with the North and South Santiam Watershed Councils, and later with coordinating assistance from Bonneville Environmental Foundation, 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 (2017-2020)

Year One (2017)

1. 16.5 acres on Courtney Creek with Cascade Timber Consulting
2. 3 acres at lower Periwinkle Creek in Bowman Park

Year Two (2018)

- 1.
2. Site prep. 40 acres at Truax Island Greenway
3. Site prep. 50+ acres of CREP on Tub Run Creek
4. Complete interplanting on 20 acres at Marble Rach on Brush Creek
5. Lower Calapooia planting 20 acres (FIP)

Year Three (2019)

1. 15+ acres of CREP on Middle Reach Calapooia (Hollbrook/Ciere)
2. Site prep. and planting 50+ acres of CREP on Tub Run Creek

Year Four (2020)

1. Tub Run Creek Phase #2

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): Restoration Program Manager

A.4 Invasive Species Control Program

This program, (previously named Noxious Weed Control) while a smaller portion of our restoration goal, remains important to the Council and will be implemented as funding, priority and opportunity align. In the past, the Council implemented Cal-San basin-wide control programs. Currently, our efforts consist of site-specific EDRR species.

Restoration Program Measurable Objective #5: Work with agencies, landowners, and partners to conduct regular inventories of sensitive areas for early invaders. If found, seek funding and treat using Integrated Pest Management practices.

Annual and/or Ongoing (2017-2020)

Year One (2017)

1. 3 acres of dense Yellow Flag Iris (*Iris pseudacorus*) at Oak Creek Open Space
2. 3 acres of *Ludwigia* will be treated at Bowers Rock State Park
3. Point populations of False Brome, Medusa Head Rye, Common Tansy will be treated at Bowers Rock State Park

Year Two (2018)

1. 3 acres of dense Yellow Flag Iris (*Iris pseudacorus*) at Oak Creek Open Space
2. 10 acres of *Ludwigia* will be treated at Bowers Rock State Park
3. Point populations of False Brome, Medusa Head Rye, Common Tansy will be treated at Bowers Rock State Park
4. Japanese Knotweed treatment near Bowman Park
5. Terrestrial invasive treatment at Oak Creek Open Space
- 6.

Year Three (2019)

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

Year Four (2020)

1. TBD

Board Leadership: Projects committee, Willamette Aquatic Invasive Species Network and Benton County Cooperative Weed Management Area committee

Staff Lead(s): Restoration Program Manager

A.5 Watershed Assessment

Restoration Program Measurable Objective #6: Work with agencies, landowners, and partners to assess existing information about watershed conditions pertinent to restoration planning. Address gaps and updates as needed to inform restoration planning and prioritization, if funding is available.

Annual and/or Ongoing (2017-2020)

Year One (2017)

Year Two (2018)

1. Review of existing and planned assessments and compare to restoration progress. Recommend updates and identify gaps.
- 2.
3. Evaluate the need and funding availability for watershed assessment
4. Seek partners and funding sources as feasible
5. Adding MWP long-term monitoring sites - MMT
- 6.

Year Three (2019)

1. Implement watershed assessment monitoring protocols, information gathering, and assemble assessment document(s) as data is ready. This could take longer depending on the type of monitoring programs.

Year Four (2020)

1. TBD

Board Leadership: Projects committee, WSTAR

Staff Lead(s): Executive Director, Restoration Program Manager

B. Outreach and Community Engagement Goal:

Premise: Extend the Council's reach and impact within the watershed by providing resources and educational opportunities to enable the public to become better stewards of the land.

B.1 Council Visibility

To increase the visibility of the Council, we will develop communications materials and events to “tell the story” of CWC and its mission and goals. By increasing our visibility, the Council builds partnerships with organizations and individuals that support our work.

Outreach and Community Engagement Measurable Objective #1- Elevate our visibility through communicating our mission, goals, accomplishments, and opportunities for project development, volunteer engagement and donor support in both urban and rural parts of our watershed.

Benchmarks and Activities: Staff lead - Executive Director*

Annual and/or Ongoing (2017-2020)

1. Distribute communications materials to our audiences via social media, maintaining the website, and the quarterly email newsletter.
2. Council events and news is published in local newspapers at least four times per year. I.e., Brownsville Times, Albany Democrat Herald.
3. Host approximately 6 guest presentations open to the public (every other month) throughout the year in conjunction with board meetings.
4. Make an annual presentation to the Albany City Council regarding restoration projects, outreach and education programs.
5. Participate in annual events with information tables, educational / stewardship activities, and volunteerism, and invite board members to participate with staff:
 - a. Albany Procession of the Species/Earth Day fair (April)
 - b. Let's Pull Together in Albany (May)
 - c. Festival Latino in Albany (July or August)
 - d. Great Willamette Clean Up (October)
 - e. Brownsville Arbor Day Celebration (October)
6. Evaluate events and identify areas for improvement with staff, board members and partners.
7. Produce and distribute CWC annual report in conjunction with fall fundraising campaign (see section D5).
8. Seek new outlets for our stories and announcements and make periodic contributions. I.e., Hispanic community news media, City of Albany/Brownsville newsletters, education / school district networks, and Linn SWCD.

Year One (2017)

1. Work toward building capacity to support Community Engagement staff position*.
2. Develop support for Oak Creek Open Space community engagement program and maintain connections within the community until program can be implemented.

3. Plan website overhaul and seek funding support.

Year Two (2018)

1. Implement Oak Creek Open Space community engagement program.
2. Update whole CWC website.

Year Three -Four (2019-2020)

1. TBD with board and staff.

* Community Engagement staff position work plan items to include the above activities and:

- Coordinate an outreach committee.
- Identify outreach strategies and develop detailed outreach plan.
- 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.)
- Meetings and activities with diverse guest speakers to engage broad and varied interest groups (bird watchers, anglers, hunters, farmers, hikers, kayakers, etc.).
- 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.

B.2 Increase the equity, diversity and inclusion (EDI) of the audience we serve.

The Council would like to expand its reach and influence by connecting with community members that have not been previously engaged with the Council. To do this better, we will need to gain an understanding of the breadth of our potential new audiences (i.e., identify who we could extend our reach to) and gain insight about the unique needs, and therefore, creative engagement opportunities presented by diverse, equitable, and inclusive community engagement.

Outreach and Community Engagement Measurable Objective #2- Expand the Council’s reach and influence by connecting with community members that have not been previously engaged with the Council.

Benchmarks and Activities: Staff lead - Executive Director

Year One (2017)

1. Seek education/trainings, partnerships and capacity building to better understand underrepresented populations in our service area.
2. Seek partnerships and methods to conduct an assessment of opportunities to increase EDI.

Year Two (2018)

1. Incorporate EDI into the Council’s procedures and policies, and update the Strategic Plan as necessary.
2. Design, deliver and evaluate the specialized events, activities and products developed with the new audiences.

Year Three – Four (2019-2020)

TBD with board and staff

B.3 Outreach and Relationship-Building with Agricultural Community

Agriculture makes up a large proportion of the Council's service area and the Council recognizes the important influence that agricultural land management and products have in the community. The Council will work to better understand and develop innovative opportunities to serve the agriculture community, especially on mid-size to larger operations where we have less experience.

Outreach and Community Engagement Measurable Objective #3- Conduct outreach activities to build relationships and support among the agricultural community in the service area.

Benchmarks and Activities: Staff lead – Executive Director*

Annual and/or Ongoing (2017-2020)

1. Continue to circulate educational materials to farming community and solicit feedback on how the Council can improve its outreach.
2. Foster communication and partnerships with local SWCD and FSA staff and programs
 - a. Maintain communications with staff
 - b. Participate in FFA/SWCD/NRSC/FSA/ODA and other ag-related local events and groups as appropriate

Year One (2017) **MOVE to 2018**

1. Work with agriculture-related partners to identify informal strategy for expanding connection with the agricultural community.
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
4. Strategize and plan events for 2018 that will engage farmers and provide opportunities for farmers to learn about the Council's mission and goals.

Year Two-Four (2018-2020)

1. Gain input from agricultural landowners about their conservation needs and interests
2. Implement at least two engagement opportunities per year with the agricultural community, i.e., tours, workshops, guest speakers and community meetings.
3. Develop projects on mid to large agricultural operations that also serve as demonstration sites.

* As capacity builds in the Community Engagement and Restoration Program staff, these positions will lead implementation of increasing contact with farmers and the agricultural community.

C. Youth Watershed Education Goal:

Premise: Foster stewardship among the citizens of our region and grow 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.

C.1 Youth Watershed Education Program

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.

Note: The Council’s two Youth Education Coordinator staff positions focus on different target audiences. The ‘(elementary/middle school)’ position is focused on programing for (elementary/middle school) students and emphasis on 5th and 6th grades. The ‘(high school/secondary school)’ position is focused on programing for (high school/secondary school) high, high school and college students.

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

Benchmarks and Activities: Staff lead – Youth Education Coordinator (elementary/middle school)

On-going or annual (2017-2020)

1. Grow our role as outdoor school education coordinator to co-coordinate ODS across service area adding a school each year.

2. Annually update our Outdoor School Guide and make available to teachers
<http://www.calapooia.org/wp-content/uploads/2016/08/Outdoor-School-Guide-by-User-7751962.pdf>
3. Pursue partnerships and regional collaborations that support the Council’s outdoor school program and seek creative methods of expanding our outdoor school programming capacity.

Youth Education Measurable Objective #2: Expand the Urban Ecology field trip program, and similar outdoor education programs in partnership with the City of Albany.

Benchmarks and Activities: Staff lead – Youth Education Coordinator (elementary/middle school) and (high school/secondary school)

On-going or annual (2017-2020)

1. Facilitate semi-monthly meetings as needed with City of Albany education team (representatives from Public Works and Parks Dept.) to plan and deliver programs on public property.
2. Recruit teachers/classes to the program and update on-line registration tools.
3. Provide classroom instruction as needed and coordinate with teachers.
4. Recruit and train station leaders.
5. Coordinate stewardship activities and information gathering from outdoor sites that are repeatedly visited by students during field trips to foster a sense of familiarity and observation of change over time. i.e., Simpson Park, Bowman Park, Oak Creek Open Space, Thompson’s Mills Heritage Site.
6. Establish and maintain long-term monitoring equipment at these sites where feasible and safe.

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

Benchmarks and Activities: Staff lead – Youth Education Coordinator (elementary/middle school) and (high school/secondary school)*

On-going or annual (2017-2020)

1. E-newsletter sent to teachers with announcements and updates about our programs
2. Development of an education program brochure with branding that can be used on other outreach and marketing materials
3. Development of a poster targeted to teachers and classrooms with a map of the watershed(s) and relevant facts about the watershed(s) to be distributed for free to teachers
4. Periodic updates to the tri-fold display about the education program

* Community Engagement staff position to add the following items to work plan:

- 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.

Benchmarks and Activities: Staff lead – Youth Education Coordinator ((elementary/middle school))

On-going or annual (2017-2020)

1. Facilitate Linn Benton Salmon Watch steering committee monthly planning meetings.
2. Enrich and update the curriculum with steering committee.
3. Co-coordinate volunteer recruitment and training to serve Salmon Watch field trips.
4. Expand program to reach all schools 5th or 6th graders in our service area with a goal of 2-4/year.
5. Provide supplementary follow-up in the classroom as needed, linking lessons to our other programs, i.e., Urban Ecology Field Trips and outdoor school.

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

Benchmarks and Activities: Staff lead – Youth Education Coordinator (elementary/middle school) and (high school/secondary school)

On-going or annual (2017-2020)

1. Provide training, and or market training offered by others, to teachers to increase capacity to deliver programs.
2. Provide small grants, loans of equipment and planning assistance to teachers.

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

Benchmarks and Activities: Staff lead – Youth Education Coordinator (high school/secondary school)

On-going or annual (2017-2020)

1. Establish one new Youth Watershed Council per year.
2. Coordinate YWC watershed education, stewardship site ‘adoption’ and activities throughout the school year.
3. Assist YWC participation in community events such as Albany Earth Day, Brownsville Arbor Day, Let’s Pull Together etc.
4. Coordinate Student Summit annually to share projects.
5. Coordinate annual scholarship program.

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

Benchmarks and Activities: Staff lead – Youth Education Coordinator (high school/secondary school)

On-going or annual (2017-2020)

1. Develop an intern program with local universities, colleges and other programs to enhance our capacity for delivering environmental education 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 Urban Ecology Field Trips Program
7. New focus on a “Youth Engagement Track” for Education Programs
8. New focus on a Summer Youth Corp Program

D. Organizational Development Goal:

Premise: 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

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, capacity and ‘memory’ 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: Staff Lead - Executive Director

Annual and/or Ongoing (2017-2020)

1. Consistent, predictable Projects, Management and Education committee meeting dates, board and advisory member recruitment to both committees as needed and interest expressed.
2. Donor fundraising plan created and updated annually that has clear timelines and resources and roles, annual board work plans created or updated that mirrors 4-year strategic plan of CWC.
3. Annual staff work plans created or updated that mirrors 4-year strategic plan of CWC and project/program grant deliverables. These will help maintain resiliency through staffing transitions.
4. Financial and administrative procedures updated periodically.

Year 1 (2017)

1. Develop succession plan for board officers, which will be included in the CWC’s policies and procedures manual.

Year 2 (2018)

1. Develop long-term fundraising plan 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.

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 four

years will be to improve our internal systems for board development that are efficient and sustainable while promoting board engagement and increasing diversity, equity and inclusion of the organization internally..

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

Benchmarks and Activities: Staff Lead - Executive Director

Annual and/or Ongoing (2017-2020)

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. Board recruitment matrix used for identifying skills and diversity needs; board evaluations and agreements occur annually.
5. Develop an effective process that can be repeated annually, or as board members leave the council, 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.
6. Assess diversity, equity and inclusion principles and practices of the board. Seek 3rd party assistance in the assessment process as capacity allows.
7. 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.

D.3 Bylaw Review

The Council will review its bylaws annually for necessary updates and revisions.

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

Benchmarks and Activities: Staff Lead - Executive Director

Annual and/or Ongoing (2017 - 2020)

1. Review bylaws annually and revise as necessary.
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.

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.

Benchmarks and Activities: Staff Lead - Executive Director and Operations Coordinator

Annual and/or Ongoing (2017-2020)

1. Council Quarterlies/ Annual Reports/Budget
2. Annual Financial Review (audit if federal revenue over 500 thousand in given fiscal year)
3. Federally Negotiated Indirect Cost Rate-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 (2017)

- Revise contractual templates. After completed have a legal review of all:
 - Standard Contracts
 - Regional Contract of Record
 - Work Orders
 - Landowner agreements
- 1. Revise Policies and Procedures. Update and print manual for staff and board distribution.
 - Fee for Service Model Small committee to create model that meets our mission statement goals
- 2. Health Insurance
 - New qualified employee
 - Get Management Committee approval of premium increase
- 3. 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
- 4. Legal review of Risk and Liability Policies

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: Staff Lead – Communications and Development Director

Benchmarks and Activities

Annual and/or Ongoing (2017-2020)

1. Provide private donors with no less than four opportunities to give over the course of the year including annual fundraisers and annual fall season ask via direct mailing, and email solicitation.

Year Two (2018)

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. 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.
4. Create donor thank-you materials to include thank-you letter, website thank-you page, and public recognition at annual open house or signature event.

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: Staff Lead – Communications and Development Director

Benchmarks and Activities

Annual and/or Ongoing (2017-2020)

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.

2. Utilize donor 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.).
3. Record all contacts with donors and constituents using donor software.
4. ??.

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 nine 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 an 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 and participation
- 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
- 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 partners and community members interested in working with the Council