

Partnership for the Umpqua Rivers



Strategic Plan 2011-2014

The Partnership for the Umpqua Rivers (PUR) is a 501(c)(3) organization based in Roseburg, Oregon that has been dedicated to improving the ecological and economic well-being of Douglas County through stream restoration since 1992.

Mission Statement

Through collaboration with diverse participants, the Partnership for the Umpqua Rivers maintains and improves water quality & fish populations from source to sea in the streams of the Umpqua.

We educate people about the value of healthy streams; we work with willing landowners to improve stream conditions; we monitor the health of the streams and their fish populations.

Through these actions the Partnership contributes to the ecological and economic well-being of the basin.

Vision for 2014

The Partnership for the Umpqua Rivers is recognized in communities throughout the basin as the leader in watershed restoration. Each year PUR conducts multiple stream habitat and fish passage projects, improving conditions for local fish populations and other stream-dependent species.

PUR monitors a variety of stream conditions to evaluate existing conditions for fish and other stream-dependent species and to evaluate the long-term effectiveness of past projects on those species.

PUR promotes watershed stewardship in the community, including schools. Volunteers assist in monitoring, education, and outreach projects. Each year, the number of watershed residents familiar with PUR and its activities increases.

PUR collaborates with a variety of public and private organizations—regionally, as well as basin-wide—to accomplish its restoration, monitoring, and educational goals. Through its projects, PUR enhances not only the ecology, but the also economy of the Umpqua basin residents and businesses.

In 2014 PUR will have an established line of communication with other local non-profit organizations and with the Partnership for Economic Development in Douglas County in order to develop increased funding opportunities, build diverse partnerships with like-organizations and promote an informed awareness of the council and its mission.

Values / Principles

- It is possible to achieve both environmental integrity and economic stability within the Umpqua Basin Watershed and Douglas County.
- The natural products and processes of the watershed are indicators of watershed health and are important to the economy and vitality of communities.
- The actions of Persons residing or working within Douglas County can affect the stability of the Watershed and related economy.
- Land management and other human activities have a legitimate place in the Watershed.
- Coordinated action and planning for Watershed health are important, and are most effectively achieved by the Persons who reside and work within the Watershed.
- Watershed-scale perspective improves the ability of persons to sustain the health of the watershed and related activities.
- Native fishes are important to the economic, recreational, ecological and cultural values of Persons and communities within the Watershed.
- This Corporation shall respect private property rights during the implementation of projects designed to improve watershed productivity and health. Corporation will participate in a project only with the voluntary cooperation of the owner of the land on which the project is located.
- This Corporation will have no regulatory authority over any private property or publicly-owned or managed lands.

Internal Environment

The council and its committees collaborate effectively through consensus decision-making and support the staff. The council and staff maintain good working relationships with a variety of stakeholders. The existing staff members have worked well together for many years and oversee the implementation of many restoration projects each year. The existing office infrastructure is effective in supporting the staff. The organization's financial condition and reserves are stable.

The annual budget relies heavily on one funding source, and much planning remains to diversify funding. Office space is currently at capacity.

External Environment

Many opportunities exist for developing new partnerships and funding sources. Projects have been identified that will provide work for many years to come. PUR's visibility is increasing in the community, and opportunities exist for additional exposure through increased placement of project successes in the media.

Budget uncertainties in many federal and state partner agencies make technical assistance and funding tenuous.

Goals & Objectives

Goal 1: Improve Water Quality and Fish Populations. Maintain and improve water quality and fish populations in the streams of the Umpqua Basin through capital projects, focusing on fish passage, instream habitat, and wetland restoration.

- a. Implement projects that address a minimum of 10 fish passage barriers, including culvert and bridge replacements/removals. At least 3 of these barriers will be among those having a priority score of 60 or greater in the UBFAT (Umpqua Basin Fish Access Team) database.
- b. Implement a minimum of 10 instream habitat projects, including log and boulder placements.
- c. Implement a minimum of 3 tidal wetland restoration/preservation projects, including large woody debris placement, channel realignment, dike breaching, and tide gate retrofit/removal.
- d. Partner with other organizations to implement riparian zone and wetland plantings and fencing on 5 properties per year, to improve water quality.
- e. Update & refine the project prioritization process for the selection of new restoration projects. Utilize this process to identify and inventory all known potential projects for long-term planning purposes.

Goal 2: Maintain and Build a Vibrant Organization. Maintain and build a professional organization with an engaged Board, an energized professional staff, a diversified and more secure funding base and sound fiduciary standards.

- a. Conduct an annual fund raising event beginning in 2012.
- b. Secure funding from at least 6 new funding sources in order to diversify existing funding.
- c. Finish developing and documenting policies and procedures to ensure organizational continuity by 12/31/2012.
- d. Develop and implement a strategy to recruit and retain board members, and to maintain a full complement of board members in the appropriate representation categories according to PUR's bylaws.

Goal 3: Monitor Aquatic Conditions. Monitor the health of Umpqua Basin streams by identifying trends in basin conditions, evaluating project effectiveness, and disseminating the results.

- a. Continue the multi-year Effectiveness Monitoring project for the large-scale Wolf Creek project, in order to evaluate overall project success.
- b. Partner with the Institute for Natural Resources to make all PUR water quality data available on the web-based Umpqua Explorer.
- c. Continue water quality monitoring to coincide spatially with high-priority capital restoration projects.
- d. Continue water quality monitoring of select historic reference sites.
- e. Continue to partner with multiple agencies and tribal partners to facilitate project monitoring.

Goal 4: Increase PURs visibility within Douglas County communities to enhance awareness, understanding and appreciation of watershed processes, PUR and its activities; including the social, economic and ecological benefits of stream restoration. Promote opportunities for volunteers, school children and community members to assist in stream restoration and watershed related projects and education programs. Maximize local media sources to publicize PUR's accomplishments and partnerships to encourage watershed stewardship

- a. Implement watershed-related education programs and projects at schools, community events, and other venues
- b. Organize and promote watershed stewardship-related events
- c. Identify meaningful volunteer opportunities and develop systems for recruiting, managing, and maintaining volunteers
- d. Promote PUR as a source of watershed stewardship information in the Umpqua Basin
- e. Produce publications, including topic-specific brochures, media advisories/releases, annual reports, and newsletters, to disseminate information about council activities.

Planning Process

The Strategic Plan 2011-2014 is the second three-year strategic plan undertaken by the Partnership for the Umpqua Rivers (PUR); the first encompassed the years 2008-2011.

Following the outline used in the previous plan, PUR council members and key agency partners answered a ten-question telephone questionnaire, designed to discover the important issues to be addressed over the next three years. Sixteen council members and three other stakeholders answered the questionnaire. Answers were presented anonymously as the *2010 Council Self-Assessment* to promote candid answers.

Four subsequent planning meetings were held with a subcommittee composed of board and staff members. Results of the council self-assessment and the strategic plan were presented at a monthly council meeting with opportunities for comment and revision by the full council. The products resulting from this strategic planning process are:

Strategic Plan Executive Summary – A four-page document that lists the organization mission, values, internal & external environment, and goals & objectives for the next three years.

Strategic Plan Implementation Plan – (this document) A set of tasks is presented to jumpstart the implementation of the goals & objectives of the Strategic Plan Executive Summary, along with names of the individuals responsible for each task. A procedure for selecting new projects in a strategic fashion is also presented here..

Council Self-Assessment – Based on telephone interviews with council members, this document summarizes council member evaluations of PUR performance, suggestions for improvement, and ranks important issues for strategic planning purposes.

Plan Timeframe

The lifespan of this strategic plan is approximately three years, from July 1, 2011 through June 30, 2014. The length was chosen to coincide with project funding cycles. Capital project grants are typically issued by funding organizations for two years, with an additional year of project planning. Three years is also a standard medium-term planning timeframe used by non-profit organizations. A longer timeframe was considered but not selected because the current volatility of the funding environment makes definitive longer-term planning less certain.

SWOT Analysis, November 1, 2010

Strengths

- Well qualified, professional staff
- Staff works well together
- Supportive board
- Consensus decision-making functions well
- Good relationships with external partners
- Good infrastructure (office, computers, equipment)
- Competitive salary/benefits for employees
- Successful grant writers
- Good financial reserves
- Recent staff reorganization has streamlined staff
- Passionate, involved board president
- Committees function well

Weaknesses

- Not utilizing all existing resources (like UBFAT)
- Limited office space
- Need a fundraising plan
- Rely heavily on a single funding source (OWEB)
- Perceived fractioning on board in recent block to consensus

Opportunities

- Building new partnerships (e.g. schools, F.L.I.P.)
- Untapped funding sources can lead to funding diversity
- Room for more media exposure
- Plenty of projects that can support organizational growth
- Public perception of PUR has grown and there is room for more

Threats

- Competition for scarce funding
- Funding reductions from partners (e.g. ODF&W)
- Turnover of staff in public agency partners (loss of invested time)
- Internal growth could lead to overexpansion of funding possibilities
- Fuel costs higher, places limits on driving distances

Top Issues Raised in the Council Self-Assessment

Issue(s)	Goal/Objective(s) in strategic plan
Outreach / Increasing Visibility (10)	4d, 4e
Funding Stability & Diversification (9)	2b
Improving salmon habitat & connectivity (6)	1a, 1b, 1c, 1d
Transition for Bob Kinyon's (Executive Director's) retirement (6)	Distribute existing plan to council, discuss at council meeting
Improving communications & working through contentious issues (4)	2c
Attracting & retaining volunteers (4)	4a, 4c, 4d

Vision for 2014

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PUR monitors a variety of stream conditions to evaluate existing conditions for fish and other stream-dependent species and to evaluate the long-term effectiveness of past projects on those species.

PUR promotes watershed stewardship in the community, including schools. Volunteers assist in monitoring, education, and outreach projects. Each year, the number of watershed residents familiar with PUR and its activities increases.

PUR collaborates with a variety of public and private organizations—regionally, as well as basin-wide—to accomplish its restoration, monitoring, and educational goals. Through its projects, PUR enhances not only the ecology, but the also economy of the Umpqua basin residents and businesses.

In 2014 PUR will have an established line of communication with other local non-profit organizations and with the Partnership for Economic Development in Douglas County in order to develop increased funding opportunities, build diverse partnerships with like-organizations and to promote an informed awareness of the council and its mission.

Goals & Objectives – Tasks

Goal 1: Improve Water Quality and Fish Populations. Maintain and improve water quality and fish populations in the streams of the Umpqua Basin through capital projects, focusing on fish passage, instream habitat, and wetland restoration.

- a. Implement projects that address a minimum of 10 fish passage barriers, including culvert and bridge replacements/removals. At least 3 of these barriers will be among those having a priority score of 60 or greater in the UBFAT (Umpqua Basin Fish Access Team) database.
 - Task 1: Assign a Project Manager to every funded restoration project (*E.D.*)
 - Task 2: Utilize the PUR Prioritization Tool (in 2008-2011 Strategic Plan) to identify and prioritize potential projects in each basin included in the PUR Action Plan. (*Staff*)
 - Task 3: Utilize UBFAT database to maximize restoration benefit and deliberately leverage funding. (*E.D.. and Project Managers*)
 - Task 4: Establish partnerships that endeavor to create watershed scale projects that involve public and private ownerships. (*E.D..*)

- b. Implement a minimum of 10 instream habitat projects, including log and boulder placements.
 - Task 1: Assign a Project Manager to every funded restoration project (*E.D.*)
 - Task 2: Utilize the PUR Prioritization Tool (in 2008-2011 Strategic Plan) to identify and prioritize potential projects in each basin included in the PUR Action Plan. (*Staff*)
 - Task 3: Utilize UBFAT database to maximize restoration benefit and deliberately leverage funding. (*E.D.. and Project Managers*)
 - Task 4: Establish partnerships that endeavor to create watershed scale projects that involve public and private ownerships. (*E.D.*)

- c. Implement a minimum of 3 tidal wetland restoration/preservation projects, including large woody debris placement, channel realignment, dike breaching, and tide gate retrofit/removal.
 - Task 1: Identify five separate properties for potential wetland restoration/preservation projects (*consulting estuary biologist*)
 - Task 2: Work with local landowners and funding sources to establish 1 acquisition project (that enables the purchase of tidal wetland properties for preservation purposes. (*E.D.. and the consulting estuary biologist*))

- Task 3: Build a strong partnership with Douglas County, the City of Reedsport and Roseburg Resources Co—three of the largest landowners of tidal wetlands in the lower Umpqua watershed. (*E.D. and the consulting estuary biologist*)
- d. Partner with other organizations to implement riparian zone and wetland plantings and fencing on 5 properties per year, to improve water quality.
- Task 1: Meet with CREP, NRCS, and SWCD staff on a yearly basis to collaborate on upcoming riparian project work. (*E.D. and project managers*)
 - Task 2: Create a funding strategy for riparian projects that includes federal EQIP or CREP funds whenever possible. (*E.D. and project managers*)
 - Task 3: Work with landowners who may not wish to be involved in a federally-funded project and create a separate funding strategy. (*E.D. and project managers*)
 - Task 4: Utilize the knowledge of local agency staff to create effective riparian projects. (*E.D. and project managers*)
- e. Update & refine the project prioritization process for the selection of new restoration projects. Utilize this process to identify and inventory all known potential projects for long-term planning purposes.
- Task 1: Using the *connectivity, morphology and riparian project rating flowcharts*, evaluate whether streams in the 18 watersheds identified in the PUR action plan are rated high, medium or low. Evaluate six (6) watersheds each year for the next three years. (*Staff*)
 - Task 2: Develop a bound *PUR Project Prioritization* folder with GIS maps and ratings for evaluated streams. (*GIS Tech*)
 - Task 3: Upload stream maps and ratings to the Umpqua Explorer and the PUR website as appropriate. (*IT Tech*)

Goal 2: Maintain and Build a Vibrant Organization. Maintain and build a professional organization with an engaged Board, an energized professional staff, a diversified and more secure funding base and sound fiduciary standards.

- a. Conduct an annual fund raising event beginning in 2012.
- Task 1: Selected members of the Events Committee to attend Events Planning training (*Events Cmte*)
 - Task 2: Events Committee to propose a fundraising event(s) by June 1st, 2011 for Board of Directors approval (*Events Cmte*)
 - Task 3: Hire as needed a qualified fundraiser contractor (*E.D.*)
- b. Secure funding from at least 6 new funding sources in order to diversify existing funding.
- Task 1: Explore multi-council project applications (*E.D.*)
 - Task 2: Plan for long-term financial stability (*E.D. & Executive Cmte*)
 - Task 3: Identify new grant funding sources (*Amy P.*)

- c. Finish developing and documenting policies and procedures to ensure organizational continuity by 12/31/2012.
 - Task 1: Refine the subtler details of consensus decision-making (*Stan V.*)
 - Task 2: Develop a conflict of interest policy (*Stan V.*)
- d. Develop and implement a strategy to recruit and retain board members, and to maintain a full complement of board members in the appropriate representation categories according to PUR's bylaws.
 - Task 1: Organize a board training workshop for members/alternates (*Stan P.*)
 - Task 2: Following each annual meeting, host a public reception with time devoted to recognizing board members. (*President and E.D.*)
 - Task 3: Provide brief presentations about PUR's configuration and accomplishments to groups that include potential future board members (water districts, ranchers, DTO and SWA, conservation groups, rotary and other public groups), both on request and proactively. (*E.D., staff, board*)
 - Task 4: Provide an "orientation breakfast" for each group of incoming board members to clarify responsibilities and expectations. (*E.D.*)

Goal 3: Monitor Aquatic Conditions. Monitor the health of Umpqua Basin streams by identifying trends in basin conditions, evaluating project effectiveness, and disseminating the results.

- a. Continue the multi-year Effectiveness Monitoring project for the large-scale Wolf Creek project, in order to evaluate overall project success.
 - Task 1: Investigate the use of macroinvertebrate testing for long-term effectiveness monitoring. (*Sandy L. & partners.*)
 - Task 2: Seek funding to continue long-term monitoring of Wolf Creek (*Sandy L. & partners*)
- b. Partner with the Institute for Natural Resources to make all PUR water quality data available on the web-based Umpqua Explorer.
 - Task 1: Work with Institute of Natural Resources to determine future of the Umpqua Explorer and to get data tool working again (*Sandy L.*)
 - Task 2: Seek funding /write grant if needed to fund (*Sandy L. and Amy P.*)
 - Task 3: Work with Insight Consultants to continue to upload data to Umpqua Explorer once data tool is working again (*Sandy L.*)
- c. Continue water quality monitoring to coincide spatially with high-priority capital restoration projects.

- Task 1: Use maps from prioritization process to help select sites. (*Sandy L.*)
 - Task 2: Approve organizational monitoring plan (*Monitoring Committee & Board*)
 - Task 3: Identify areas for future monitoring (*Terry B., Eric R, & Sandy L.*)
 - Task 4: Update QAPP with DEQ (*Sandy L.*)
- d. Continue water quality monitoring of select historic reference sites.
- Task 1: Use maps from prioritization process to help select sites. (*Sandy L.*)
 - Task 2 Select/prioritize sites for ongoing monitoring (*Sandy L. & Monitoring Committee*)
 - Task 3: Update QAPP with DEQ (*Sandy L.*)
- e. Continue to partner with multiple agencies and tribal partners to facilitate project monitoring.
- Task 1: Coordinate w/ODFW, BLM, OSU on planning and implementing current monitoring (*Terry B., Sandy L.*)
 - Task 2: Insure that monitoring data gets into grant reports (*Sandy L.*)

Goal 4: Increase PURs visibility within Douglas County communities to enhance awareness, understanding and appreciation of watershed processes, PUR and its activities; including the social, economic and ecological benefits of stream restoration. Promote opportunities for volunteers, school children and community members to assist in stream restoration and watershed related projects and education programs. Maximize local media sources to publicize PUR's accomplishments and partnerships to encourage watershed stewardship

- a. Implement watershed-related education programs and projects at schools, community events, and other venues
- Task 1: Conduct in-class presentations at local schools (*Nancy G.*)
 - Task 2: Expand the *salmon sculptures* program (*Ed/Outr Cmte*)
 - Task 3: Conduct field trips for community members (*Nancy G.*)
- b. Organize and promote watershed stewardship-related events
- Task 1: Organize and produce a stream clean-up event (*Ed/Outr Cmte*)
 - Task 2: Organize and produce a lamprey fun run (*Nancy G./Eric R.*)
- c. Identify meaningful volunteer opportunities and develop systems for recruiting, managing, and maintaining volunteers
- Task 1: Recruit and train volunteers via a Master Watershed Stewardship course (*Nancy G.*)

- Task 2: Use community volunteers to help plan and implement a water trail and develop educational signs for the water trail (*Ross G.*)
 - Task 3: Incorporate school-aged youth in water quality monitoring (*Nancy G.*)
- d. Promote PUR as a source of watershed stewardship information in the Umpqua Basin
- Task 1: Develop an organizational outreach action plan with board and staff participation (*Nancy G. & Education/Outreach Cmte*)
 - Task 2: Develop thematic approaches for selected education/outreach programs (*Nancy G.*)
 - Task 3: Develop brands/logos for PUR and selected education/outreach programs (*Nancy G.*)
- e. Produce publications, including topic-specific brochures, media advisories/releases, annual reports, and newsletters, to disseminate information about council activities.
- Task 1: Get 2 articles published in the local newspaper annually (*Staff / Board.*)
 - Task 2: Issue press releases when noteworthy actions or events occur, and follow up with reporters (*Staff*)
 - Task 3: Continue publishing a semi-annual newsletter (*Staff*)
 - Task 4: Send an annual report to the entire membership (in addition to the annual meeting and yearly accomplishments presentation) (*Staff.*)

Strategic Plan Adopted by the PUR Board of Directors on December 14, 2010