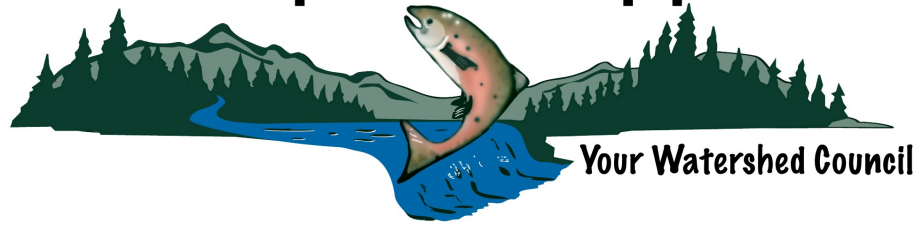


Partnership for the Umpqua Rivers



Strategic Plan 2021-2025

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.

2025 Vision

The Partnership for the Umpqua Rivers is a high functioning working collaborative with a diversity of opinions and approaches to watershed restoration. PUR is a respected, value-added organization and a leader among other non-profit and like organizations.

PUR builds bridges and fills gaps among like organizations in the Umpqua Basin and maintains long-lasting relationships inside and outside the basin that furthers our mission.

PUR is a leader and a respected partner in activities that increase fish populations and improve water quality trends that support beneficial uses.

PUR is appropriately staffed to be efficient and productive, has a diversity of funding sources, is fiscally and financially sustainable, and has an engaged board, staff, volunteers, and members.

Finally, PUR is a member of our community and contributes to the economic stability of Douglas County and its people.

PUR 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 has have no regulatory authority over any private property or publicly owned or managed lands
- We recognize that community education opportunities are key to achieving long-term sustainable positive change
- Trust is our most important commodity. Honesty, Transparency, Integrity are the cornerstone of building and maintaining trust
- Being a contributing member of our community is important to our organization and the watershed
- We strive to be a value-added organization in all that we do, pursuing sustainable and resilient watershed processes through our actions
- Relationships are our most important resource

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Strengths (Internal):

- PUR consistently attracts a diverse stakeholder group
- Qualified motivated staff, low turnover rate, diverse set of talents utilizing hydrology, wetland science/ecology, scientific method, information technology, grant writing, GIS, fiscal administration, monitoring
- Staff has a long record of funding and completing successful projects
- Future projects already identified
- Agency representatives bring in new project ideas
- History of strong reputation and relationships, resilient organization
- Own equipment: vehicle, office and field equipment, software (GIS, QuickBooks)
- Trained and dedicated small group of volunteers
- Very strong partnerships and long-standing relationships
- Strong reputation and excellent networking in the Umpqua, SW Oregon, and State
- Resilience through organizational turbulence and pandemic
- Proven and sustainable business model
- Growing Staff
- Collaborative partnerships
- Coastal Wetland/Tide Gate projects and involvement
- Staff Teamwork – Collaboration and synergy – Very low staff turnover- High Retention and strong knowledge base
- Good leadership
- Stable funding position and successful at fund raising
- Diverse Board that cares
- Professional learning mindset, eagerness to learn and go for complex solutions
- New, professional, clean and safe office

Weaknesses (Internal):

- Low visibility & name recognition in the Umpqua Basin
- Confusion on who PUR is (an agency? Umpqua Watersheds?) – Enduring challenge
- Funding needs more diversification, especially for unrestricted funds
- PUR is under-represented in community events
- Limited Foundation support
- Board involvement is lacking – limited volunteering and fundraising motivation
- Funding portfolio is fairly narrow or simple and Staff time is stretched to diversify funding sources
- Board participation outside of meetings is lacking
- Staff workload vs. capacity
- Professional Training vs. workload balance – only so much time
- Work/life balance can be a struggle for Staff and Board
- Availability of unrestricted admin funds – extremely difficult to raise
- Long-term liability funding - It is hard to raise funding for liabilities
- Costs associated with computers/technology upgrades
- Limited funding for professional development and training

Opportunities (External):

- Build support for federal natural resource funding – National level funding
- Create even stronger support and collaboration with agencies
- Identify and cultivate local funders with an interest in PUR's mission
- Mitigation projects (as fee-for-service)
- Diversify project types
- Increase community engagement
- Develop, participate in, and lead regional collaborative efforts
- Grow Board capacity and involvement
- Look bigger – Outside the Umpqua – Regional and state opportunities
- Grow the staff – in size and professionally (training and certifications)
- Look to increase capacity through collaborating with like organizations; potential for large scale, high \$\$\$ projects
- Staff training/certifications
- Steelhead Concert Series - Don't let this get away from us - Community partnerships
- New funding partners- federal programs - dust off old and make new friends
- Revive long-term partnerships
- Coastal opportunities and partnerships
- Administrative Partnerships – SWCDs and/or other WCs
- NFF Partnership and increased USFS collaboration
- ODFW partnership growth; take to the next level
- Workload distribution within staff and with partners; work smarter, not harder
- Review and update job descriptions on an annual basis
- Upgrade safety planning and protocol; training and equipment

Threats (External)

- Funding for PUR's traditional project types and new funders are more challenging to acquire.
- Title II & other federal funding programs are not always predictable on regular intervals
- OWEB funding sources & distribution are uncertain and funding levels have not increased over time
- More competitors for funding and projects are getting more complex and expensive, while funding levels have not increased proportionately
- Project complexity is increasing, requiring more staff time/special skills
- Staff turnover in partner agencies
- Staff transition
- Funding uncertainty and lack of diversity in our current portfolio
- Increasing project costs
- Uncertainty in a changed work environment (COVID)
- Lack of SWCD (Douglas)
- Funding uncertainty
- Unknown long-term effects of COVID: Financially, physically, mental health

- Risks associated with complex projects
- Changing regulations/permits and time associated with meeting new requirements
- Project development funding is diminishing and hard to get; fewer opportunities
- Changing climate and fires; reduced summer in-water work period
- Lack of agency flexibility reduces outside the box solutions
- Communication: External Strategy is needed

Goals & Objectives

***The following Goals and Objectives are not arranged in order of priority or importance. The enumeration of the Goals and Objectives is intended to reduce confusion and facilitate ease in referencing the document.**

Goal 1: Maintain and Build a Vibrant Organization. Maintain and build a professional organization with an engaged and informed Board, stakeholders, partners, an energized professional staff, managed with sound fiduciary standards.

- A. Develop and implement a strategy for recruiting and training new board members.
- Task 1: Develop Board Member recruitment plan (E.D. and Executive Committee)
 - Task 2: Coordinate and host a “Director Training Day” each year to welcome and inform new Directors (*E.D., President, Committee Representative*)
 - Task 3: Meet biannually to review organizational documents and update as needed (*Board*)
 - Task 4: Identify and make available Board education opportunities; including conferences, workshops, Board training, etc. (*E.D./President*)
 - Task 5: Develop a “Board Project” within the watershed; community based, watershed (fish/water) focused, etc. (E.D. and Executive Committee)
- B. Create/update an Annual PUR Work Plan and Staff Professional Development Plan.
- Task 1: Complete review of the **existing 5 Year Plan** (*E.D./Staff*)
 - Task 2: Develop a “PUR Workplan” template and review/update annually (*E.D./Board*)
 - Task 3: Update and submit OWEB Workplan each biennium (*E.D.*)
 - Task 4: Annually identify and fund appropriate professional development opportunities for the Staff (*E.D./Staff*)
- C. Develop a strategy for communications between stakeholders, board, and staff with appropriate feedback mechanisms.
- Task 1: Develop a written Communication Strategy/Plan (*E.D./Board President*)
 - Task 2: Develop more virtual opportunities to expand Board/Stakeholder participation (*E.D./Board President*)
 - Task 3: Develop an Organizational Policy Manual (*E.D./Executive Committee*)
 - Task 4: Develop and distribute an Annual Report to Board and Stakeholders (*Staff/E.D.*)
 - Task 5: Annually deliver presentations about PUR as an organization and its accomplishments to local groups (*Staff/E.D./Board*)
 - Task 6: Host annual meeting with a public reception to recognize the organization, its members, and partners (*President/E.D.*)

Goal 2: Improve native fish populations through capital projects. Maintain and improve native fish populations in the streams of the Umpqua Basin through capital projects, focusing on fish passage, instream and riparian habitat, wetland, and estuary restoration.

- A. Aggressively seek partnership opportunities with Federal and Private landowners.
- Task 1: Develop an updated partner/landowner list and outreach plan (*Staff/E.D.*)
 - Task 2: Develop a project prioritization methodology (*Staff/E.D.*)
 - Task 3: Build partnerships that seek to develop and implement watershed scale restoration projects across diverse ownerships (*E.D./Staff*)
 - Task 4: Reestablish and convene Annual Basin Biologist Meetings (*E.D.*)
 - Task 5: Partner with local agencies and non-governmental organizations to promote effective riparian restoration projects (*Staff*)
- B. Identify/develop projects that address a minimum of **10** fish passage barriers, including culvert and bridge replacements/removals. Implement **5** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Review and actively pursue restoration of the “Top 100” UBFAT prioritized culverts (*Staff*)
 - Task 2: Work with local agency and non-government partners to identify mutual priorities (*Staff/E.D.*)
 - Task 3: Work with partners to maximize restoration efforts to increase leveraging of funds (*Staff*)
- C. Identify/develop a minimum of **18** instream habitat projects, including log and boulder placements. Implement **10** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Utilize UBFAT database and PUR Monitoring data to maximize restoration benefit and deliberately leverage funding (*Staff*)
 - Task 2: Regularly engage partners to develop quality, technically and biologically sound projects (*Staff*)
 - Task 3: Pursue large, watershed scale restoration opportunities (*Staff*)
 - Task 4: Seek innovative approaches and new restoration techniques and opportunities with our partners (*Staff/E.D.*)
- D. Identify/develop a minimum of **4** wetland restoration/preservation projects. Implement **2** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Work closely with Smith River Watershed Council and Umpqua Soil and Water Conservation district to identify and develop estuary restoration projects (*Staff/E.D.*)
 - Task 2: Establish connection with state tidal wetland restoration efforts (*E.D./Staff*)
 - Task 3: Establish/Develop Umpqua Estuary Collaborative Group to better leverage and prioritize restoration efforts in the Umpqua Estuary (*E.D./Staff*)

- Task 4: Pursue the development of a larger scale collaborative effort on Oregon's South Coast (*E.D.*)
- Task 5: Work with partners to participate in the Oregon Coast Tide Gate Optimization Inventory (*Staff/E.D.*)

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

- A. Establish and conduct intensive water quality monitoring of four 5th field watersheds each for three years. The specific watersheds under active monitoring will change during the five-year planning period.
- Task 1: Maintain a priority watershed list for rotating three years of intensive monitoring in watersheds lacking the complete three years (*Staff*)
 - Task 2: Meet annually and determine a prioritization for monitoring new 5th field watersheds (*Staff*)
 - Task 3: Annually evaluate and establish monitoring sites as new 5th field watersheds are added (*Staff*)
 - Task 4: Write addendum to PUR's QAPP to include new watersheds and sites (*Staff*)
 - Task 5: Carry out monthly monitoring for each 5th field for three years (*Staff/Volunteers*)
- B. Continue monitoring a reduced number of reference sites in 5th field watersheds at the conclusion of three years of intensive monitoring to maintain baseline data.
- Task 1: Annually meet with partners to determine restoration projects and planning efforts in the watershed (*Staff*)
 - Task 2: Pick a reduced number of sites to maintain monthly monitoring as reference sites regarding Objective A (*Staff*)
 - Task 3: Choose most representative sites to maintain trend data (*Staff*)
- C. Develop an effectiveness monitoring project for one of the restoration projects listed in Goal #2.
- Task 1: Meet annually with restoration planners and partners to determine and prioritize upcoming projects and timelines (*Staff*)
 - Task 2: Identify projects and monitoring parameters that could be expected to produce measurable changes (*Staff*)
 - Task 3: Work with partners to identify effectiveness monitoring opportunities (*Staff*)
 - Task 4: Work with OWEB's Effectiveness Monitoring Specialist to develop and evaluate monitoring proposals (*Staff*)
- D. Using knowledge obtained from current publications and results from our monitoring to determine locations where projects might be most effective in restoring salmon habitat.
- Task 1: Attend meetings, trainings, and conferences relevant to monitoring and restoration, to stay knowledgeable about current science (*Staff*)

- Task 2: Read current research articles and studies relevant to watershed health *(Staff)*
 - Task 3: Analyze our monitoring data to inform decisions on what parameters best inform the success of a project *(Staff)*
- E. Work regularly with monitoring partners to keep the program vibrant, relevant and current in monitoring science.
- Task 1: Coordinate regularly with DEQ to ensure data standards are being met and the program continues “A” quality data collection *(Staff)*
 - Task 2: Coordinate regularly with OWEB Monitoring Program Manager and Effectiveness Monitoring Coordinator to keep abreast of monitoring developments throughout Oregon and Douglas County *(Staff)*
 - Task 3: Coordinate regularly with Douglas and Umpqua SWCD *(Staff)*
 - Task 4: Coordinate regularly with the Roseburg BLM on monitoring partnership opportunities *(Staff)*
 - Task 5: Share the findings from our data with interested parties at conferences and meetings, with agencies and individuals *(Staff)*

Goal 4: Create and maintain a stable and diverse funding base to implement the Objectives in Goals One through Three.

- A. Establish new corporate and foundation partners to leverage funds from existing funders, building community, enhancing visibility.
- Task 1: Distribute Annual Report to potential new partners *(E.D.)*
 - Task 2: Establish **5** new partners/partnerships that results in increased operational capacity *(E.D./Staff., Board)*
- B. Diversify funding by securing new funding sources.
- Task 1: Update list of potential funding partners who are not current funders and strategically target *(Staff/E.D./Board)*
 - Task 2: Research new collaborative strategies that may increase PUR’s ability to leverage funds *(E.D./Staff/Board)*
 - Task 3: Work with existing funders to identify new and innovative ways to leverage funds *(E.D./Staff)*
 - Task 4: Establish **3** new funding partners *(Staff/E.D.)*
 - Task 5: Review past funding partners and develop a Fundraising Strategy *(Staff/E.D./Board)*
 - Task 6: Develop a Cooperate Sponsorship Program *(E.D., ExCom, Ed/Out Committee)*
 - Task 7: Develop a Membership/Donation Strategy *(E.D., ExCom, Ed/Out Committee)*
 - Task 8: Review and update PUR Fiscal Policies and Procedures *(E.D./Staff)*

Goal: 5 Increase PURs visibility within Douglas County communities and its stakeholders to enhance awareness, understanding and appreciation of watershed processes, of PUR and its activities; including the social, economic, and ecological benefits of stream restoration.

- A. Board Directors and Alternates participate in or represent PUR at a minimum of one stewardship or outreach event each.
- Task 1: Develop a list of organizations and target delivery of PUR Presentation with E.D and a Board Member (*Board President/E.D.*)
 - Task 2: Deliver PUR presentation at local community events annually or as appropriate (*Board/Volunteers*)
 - Task 3: Conduct annual field trips (1-2) with Partners and community members (*Board/Staff*)
 - Task 4: Increase Board engagement/participation through innovative meeting strategies (*E.D./Board President*)
- B. Publicize PUR projects and activities in county/state-wide publications or in local news media.
- Task 1: Issue press releases when noteworthy actions or events occur (*E.D./Staff/Board President*)
 - Task 2: Develop an Annual Report and distribute to stakeholders, partners, and other interested parties (*E.D.*)
 - Task 3: Publish *PUR Fishtails* on a semi-annual basis (*Ed. & Outreach Committee/E.D./Staff*)
 - Task 4: Publish **2** articles in local publications annually (*Ed. & Outreach Committee/E.D./Staff*)
- C. Regularly update website and social media.
- Task 1: Work with Board and Partners to increase Facebook utilization (*Ed. & Outreach/Staff*)
 - Task 2: Update website and social media monthly (*Staff*)
 - Task 3: Use Facebook to boost attendance to meetings and tours (*Staff*)
- D. Implement watershed-related education programs and projects at schools, community events, and other venues.
- Task 1: Annually, conduct in-class presentations at local schools and events (*Ed. & Outreach/Staff/Volunteers*)
 - Task 2: Continue the *Fish Eggs to Fry* program (*Ed. & Outreach*)
 - Task 3: Annually, partner with the Umpqua Basin Clean-Up event (*Ed. & Outreach*)
 - Task 4: Participate in local OSU Extension opportunities (*Ed. & Outreach/Staff/Volunteers*)
 - Task 5: Continue partnership with Umpqua Fishery Enhancement Derby (*Ed. & Outreach*)