

Partnership for the Umpqua Rivers



Strategic Plan 2014-2019

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 2019

The Partnership for the Umpqua Rivers is a working collaborative with a diversity of opinions and approaches to watershed restoration. PUR is an example for watershed practitioners and a leader for other non-profit organizations.

PUR serves as a liaison among like organizations in the Umpqua Basin and makes long-lasting relationships in and outside the basin that furthers its mission.

In part because of PUR's efforts, the Umpqua Basin has sustaining or increasing fish populations, improving water quality trends to support beneficial uses, and adequate summer base flows.

PUR is appropriately staffed to handle its workload, has a diversity of funding sources, is fiscally and financially sustainable, and has an engaged board, staff, volunteers, and members.

PUR contributes to the economic stability of Douglas County.

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.
- We recognize that community education opportunities are key to achieving long-term sustainable positive change.

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: hydrology, wetland science, information technology, grant writing, GIS, fiscal administration, monitoring
- Strong cash reserves and financial position
- Future projects already identified
- Agency representatives bring in new project ideas
- Strong reputation and relationships
- Own equipment: vehicles, office and field equipment, software (GIS, QuickBooks)
- Trained and dedicated small group of volunteers
- New staff members have introduced new ideas and perspectives
- Funding is more diverse in 2014 than in 2011
- Executive Director has a fisheries background and leadership skills

Weaknesses (Internal):

- Some policies and procedures are not yet documented
- Low visibility & name recognition in the Umpqua Basin
- Confusion on who PUR is (an agency? Umpqua Watersheds?)
- Funding needs more diversification, especially for unrestricted funds
- Adverse environmental conditions for health in parts of the current office building
- PUR is under-represented in community events
- Board members lack information they need to be the most effective
- Staff workloads are too high, roles & responsibilities need more clarity
- Board roles & responsibilities need more clarity

Opportunities (External):

- To build support for federal natural resource funding
- To create even stronger support and collaboration with agencies
- To attract continued support from county officials who can "open doors"
- To identify and cultivate local funders with an interest in PUR's mission
- Focused Investment (OWEB) program
- Mitigation projects (as fee-for-service)
- To diversify projects types

Threats (External)

- Funding for PUR's traditional project types is diminishing
- Title II & other federal funding programs are in jeopardy
- OWEB funding sources & distribution are uncertain
- Impacts of the 2008 recession continue, especially the rising cost of doing capital restoration projects
- More competition for PUR's long-time funding sources
- Higher cost of grant administration come with funding diversification
- Staff turnover in partner agencies

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: Refine and update Board Manual to facilitate a more comprehensive “Director Training” meeting (*E.D.*)
 - Task 2: Coordinate and host a “Director Training Day” each year to welcome and inform new Directors (*E.D., President, Committee Representative*)
 - Task 3: Establish a Policy and Procedure Committee that meets annually to review organizational documents (*Board*)
 - Task 4: Identify and make available Board education opportunities; including conferences, workshops, regular Board meetings, etc. (*E.D./President*)
- B. Create and update an annual work plan and determine the appropriate staff and other resources to accomplish it.
- Task 1: Develop a “PUR Workplan” template and review/update annually (*E.D./Board*)
 - Task 2: Conduct a staff workload analysis and staffing assessment and review annually (*E.D.*)
 - Task 3: Update and submit OWEB Workplan each biennium (*E.D.*)
 - Task 4: Complete a Quarterly review/update of the existing 5 Year Plan (*Staff*)
 - Task 5: Annually identify appropriate professional development opportunities for the Staff (*E.D.*)
- C. Develop a strategy for communications between stakeholders, board, and staff with appropriate feedback mechanisms.
- Task 1: Develop and distribute an Annual Report (*Staff/E.D.*)
 - Task 2: Develop a comprehensive Board Policy and Procedure Manual (*E.D./P&P Committee*)
 - Task 3: Implement a feedback mechanism plan (*E.D.*)
 - Task 4: Annually deliver presentations about PUR as an organization and its accomplishments to local groups (*Staff/E.D./Board*)
 - Task 5: Host annual meeting with a public reception to recognize the organization, its members and partners (*President/E.D.*)

Goal: 2 Create and maintain a stable and diverse funding base to implement the Objectives in Goals One through Four.

- 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 (*Staff/E.D., Board*)
- B. Diversify funding by securing new funding sources.
- Task 1: Establish a list of potential funding partners who are not current funders (*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 (*Staff/E.D.*)
 - Task 4: Establish 3 new funding partners (*Staff/E.D.*)

Goal: 3 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, and wetland restoration.

- A. Update the Umpqua Basin Action Plan & Prioritization Tool. Use this tool to better prioritize capital projects.
- Task 1: Re-establish the Technical Advisory Committee or TAC and hold annual meetings (*Staff/ Board*)
 - Task 2: In 2016 complete prioritization mapping of all PUR watersheds assessments by (*E.D./Staff*)
 - Task 3: In 2017 complete a review and update of the current Umpqua Basin Action Plan (*E.D./Staff/Board*)
 - Task 4: Annually, work with partner organizations to maintain a 5-Year Plan Binder based on prioritization efforts (*E.D./Staff*)
 - Task 5: Build partnerships that seek to develop and implement watershed scale restoration projects across diverse ownerships (*E.D./Staff*)
- B. Identify/develop projects that address a minimum of **8** fish passage barriers, including culvert and bridge replacements/removals. Implement **4** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Utilize updated PUR Prioritization Tool to identify and prioritize potential fish passage projects in each basin in the PUR Action Plan (*E.D./Staff*)
 - Task 2: Actively pursue restoration of the "Top 100" UBFAT prioritized culverts (*Staff*)
 - Task 3: Work with local agency and non-government partners to identify mutual priorities (*Staff*)
 - Task 4: Work with partners to maximize restoration efforts to increase leveraging of funds (*Staff*)

- C. Identify/develop a minimum of **35** instream habitat projects, including log and boulder placements. Implement **25** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Utilize updated PUR Prioritization Tool to identify and prioritize potential instream projects in each basin in the PUR Action Plan *(E.D./Staff)*
 - Task 2: Utilize UBFAT database and PUR Monitoring data to maximize restoration benefit and deliberately leverage funding *(Staff)*
 - Task 3: Regularly engage partners to develop quality, technically and biologically sound projects *(Staff)*
- D. Identify/develop a minimum of **6** 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: Utilize updated PUR Prioritization Tool to identify and prioritize potential wetland projects in each basin in the PUR Action Plan, particularly in the Lower Umpqua River *(E.D./Staff)*
 - Task 2: Identify existing wetland assessment data and analysis available *(Staff)*
 - Task 3: Partner with the McKenzie River Trust on the Schofield Tidal Wetland project by facilitating the application and acquisition, manage the restoration, and partner in the long-term monitoring effort *(Staff)*
- E. Identify/develop a minimum of **10** riparian restoration/preservation projects. Implement **5** of these projects. The remainder will serve as ready-to-implement projects should additional funding become available.
- Task 1: Utilize updated PUR Prioritization Tool to identify and prioritize potential riparian projects in each basin in the PUR Action Plan *(E.D./Staff)*
 - Task 2: Develop a funding strategy for riparian projects that leverages other program funding, i.e.: EQIP and CREP *(E.D./Staff)*
 - Task 3: Work with partners to identify landowners who may not wish to be involved with federally funded programs *(Staff)*
 - Task 4: Partner with local agencies and non-governmental organizations to promote effective riparian restoration projects *(Staff)*

Goal: 4 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: Summarize how long which 5th field watersheds have been monitored and identify if additional monitoring is needed *(Staff)*
 - Task 2: Establish a priority watershed list for rotating three years of intensive monitoring in watersheds lacking the complete three years *(Staff)*
 - Task 3: In 2015 develop a timeline for completing watersheds and adding new ones *(Staff)*
 - Task 4: Meet annually and determine a prioritization for monitoring new 5th field watersheds *(Staff)*
 - Task 5: Annually evaluate and establish monitoring sites as new 5th field watersheds are added *(Staff)*

- Task 6: Write addendum to PUR's QAPP to include new watersheds and sites *(Staff)*
 - Task 7: 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 after the conclusion of three years of intensive monitoring in order to maintain baseline data.
- Task 2: Annually meet with partners to determine restoration projects and planning efforts in the watershed *(Staff)*
 - Task 3: Pick a reduced number of sites to maintain monthly monitoring as reference sites regarding Tasks 1 and 2 *(Staff)*
- C. Develop an effectiveness monitoring project for one of the restoration projects listed in Goal #3.
- Task 1: Meet quarterly 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 measureable positive 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. Train volunteers to identify and watch for aquatic and riparian invasive species and to report findings during the regular monitoring runs.
- Task 1: Identify and arrange for a local expert(s) to present training *(Staff)*
 - Task 2: Update PUR's Field Handbase program for recording observations to include invasive species *(Staff)*
 - Task 3: Report new findings to appropriate agency *(Staff)*
- E. Train volunteers to identify the presence of lamprey ammocetes and report presence to the Cow Creek Band of the Umpqua Tribe of Indians.
- Task 1: Seek Tribal specialist to provide training *(Staff)*
 - Task 2: Update PUR's Field Handbase program for recording observations to include lamprey data *(Staff)*
 - Task 3: Notify the Tribe of any lamprey sightings *(Staff)*
- F. 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 to keep abreast of monitoring developments throughout Oregon and Douglas County *(Staff)*
 - Task 3: Coordinate regularly with Douglas SWCD on Morgan Creek Project *(Staff)*
 - Task 4: Coordinate regularly with the Roseburg BLM on macroinvertebrate monitoring partnership opportunities *(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. Each board member and alternate will participate in or represent PUR at least once a year at a stewardship or outreach event.
- Task 1: in 2015 develop an organizational presentation for delivery at local events (*President/E.D.*)
 - Task 2: Develop a “Presentation Opportunities List” and tracking system in order to provide Board members an opportunity to engage the community (*President/E.D.*)
 - Task 3: Deliver PUR presentation at local community events annually or as appropriate (*Board/Volunteers*)
 - Task 4: Conduct annual field trips with Partners and community members (*Board/Staff*)
- B. PUR projects and activities will be covered at least four times per year in a county-wide publication or in local news media.
- Task 1: Issue press releases when noteworthy actions or events occur (*Ed. & Outreach Coord./Staff*)
 - 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 Coord./Staff*)
 - Task 4: Publish **2** articles in local publications annually (*Ed. & Outreach Coord./Staff*)
- C. Content on the website and social media will be updated at least weekly.
- Task 1: Work with Board and Partners to increase Facebook utilization (*Ed. & Outreach Coord./Staff*)
 - Task 2: Investigate the possibility of hiring a website/social media contractor to enhanced social media utilization (*E.D.*)
- 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 Coord./Staff/volunteers*)
 - Task 2: Expand the *Fish Eggs to Fry* program (*Ed. & Outreach Coord.*)
 - Task 3: Annually organize and facilitate the Umpqua Basin Clean-Up event (*Ed. & Outreach Coord.*)