



Luckiamute Watershed Council

Your Land. Your Rivers. Your Community. Your Watershed.

Strategic Plan

2019 - 2022

Adopted: November 8, 2018

Luckiamute Watershed Council Board of Directors

Contents

Section I - Introduction and Context.....	3
Mission.....	3
Vision.....	3
Highlights of the New Plan.....	4
How the Strategic Plan is Organized.....	5
Section II - Program (External) Goals.....	6
1. LANDOWNERS/LAND MANAGERS.....	6
2. COMMUNITY MEMBERS, BUSINESSES, AND ORGANIZATIONS.....	6
3. STORMWATER MANAGERS (ASH CREEK).....	7
Section III - Program Goals, Desired Outcomes, & Performance Measures.....	7
1. LANDOWNERS/LAND MANAGERS.....	7
2. COMMUNITY MEMBERS, BUSINESSES, AND ORGANIZATIONS.....	10
3. STORMWATER MANAGERS.....	12
Section IV - Organizational (Internal) Goals.....	13
Business Development Goals.....	14
Staff Capacity Goals.....	16
Board Capacity Goals.....	17
APPENDIX A - LOGIC MODEL.....	20



Luckiamute Watershed Council

Your Land. Your Rivers. Your Community. Your Watershed.

Section I - Introduction and Context

The LWC is a 501c3 non-profit entity with a small, dedicated staff and committed volunteer Board with a rented office in Independence, Oregon. The LWC is committed to engaging landowners and community members within the Luckiamute and Ash Creek watersheds.

Mission

The LWC engages and assists landowners and communities in the voluntary protection, restoration, and enhancement of the Luckiamute and Ash Creek watersheds.

Vision

The LWC envisions communities working together to create vital, vibrant watersheds of thriving native fish populations and diverse, healthy habitats shared by people, plants, and animals.

The Luckiamute River is a key tributary in one of the biggest river systems in Oregon (Willamette River located in western Oregon) which in turn, flows into the Columbia River and to the Pacific Ocean. The Willamette Valley has the highest human population density in the state, and its watersheds include a high number of farms, family and industrial forestlands, rural residential properties, and municipalities. There is evidence of a long history of human inhabitation and use of the river systems, dating back more than 10,000 years; tribal community members continue to engage with the watershed in various ways.

Past and present human activities have impacted and continue to impact the Luckiamute and Ash Creek systems, especially since Euro-American settlement and development. Most notably, historical splash damming and log drives in the Luckiamute River left a long-lasting imprint. The Ash Creek watershed has been significantly impacted by activities such as draining wetlands, increasing impervious surface, and straightening and dredging the stream channel. Although drastically altered from its historical state, Ash Creek and its tributaries continue to provide important ecological functions such as floodwater storage and fish and wildlife habitat, as well as rich educational opportunities for surrounding communities. The Luckiamute system provides rearing and spawning habitat for resident and anadromous native fish, as well as many other native wildlife species.

This four-year strategic plan sets goals and actions of the Luckiamute Watershed Council (LWC) for 2019-2022, building on the previous (2015-2017) strategic plan.

This plan is the culmination of a nine-month process involving Board and staff members and contractors, a survey of partner organization representatives, three Board/staff retreats, a stakeholder meeting, a focus group, and an open house that offered an opportunity for input. The LWC retained Shawn Morford, Executive Director of the Network of Oregon Watershed Councils, to assist with both the survey and the development of the strategic plan. The Board participated in a series of exercises to identify desired outcomes: what would be different in the watershed in the short, medium, and longer term as a result of the LWC's work - and what strategies would achieve those outcomes? These

exercises led to creation of a Logic Model, a diagram illustrating the link between planned actions and expected results (Appendix A).

The LWC has experienced a number of transitions and changing circumstances in recent years that affect its strategic direction. Among these:

- Meyer Memorial Trust's Model Watershed Program that provided capacity funding during the last 10 years is sun setting in 2019. The end of this funding requires the LWC to identify new funding streams to maintain and grow the Council's operations.
- Continued human population growth is occurring in the watershed. Polk and Benton counties have experienced an 11% and 6% population increase since 2010, respectively (U.S. Census). The City of Independence was the fourth fastest growing city in Oregon since 2010 (U.S. Census).
- The Council became a 501c3 tax-exempt non-profit organization in August 2016 and separated from its fiscal sponsor in March 2017.
- New partnerships have been forged or re-forged with Western Oregon University (WOU), neighboring watershed councils (e.g. co-located with the Rickreall & Glenn-Gibson WCs in the new office), local businesses, Ash Creek Water Control District, and the cities of Monmouth and Independence.
- Continued concern for current and future water supply – frequent droughts, low summer flows, and high temperatures in the face of increasing demands.
- The cities of Monmouth and Independence crossed the 10,000 population mark, introducing new requirements for stormwater management and opening the possibilities for local stormwater managers to consider new techniques such as low-impact development.

For this strategic plan, the term 'Luckiamute and Ash Creek watersheds' refers to the service area of the Luckiamute Watershed Council.

Highlights of the New Plan

The goals of the previous Strategic Plan (2015-17) aimed to enhance organizational capacity, including sufficient resources, increased visibility, stronger Board and committees, and excellence in programming. The Board is taking the 2019-22 plan a step further to create program goals and strategies that define desired *outcomes* (results) in addition to organizational (internal) goals. As an 'outcome-focused' plan, it presents the Board's best thinking about the link between proposed actions and what the Board aims to achieve as a result.

Also new to this plan:

- Establishing goals, strategies, and actions for three distinct target audience groups.

- A new role and audience for the LWC related to stormwater management and low-impact development, and in particular, informing and convening decision makers in the Ash Creek watershed.
- A reaffirmed and strengthened commitment by the Council to fostering an expanded community of watershed stewardship in addition to achieving of ecological outcomes (i.e. the addition of social as well as ecological goals).
- A new focus on exploring water conservation in both urban and rural settings.
- Inclusion of a strategy to link landowners and others in the watershed to information on various forms of certification (such as Forest Stewardship Council (FSC)) that may provide impetus for sustained conservation practices over time.
- An enhanced commitment to learn more about beavers and their potential role in watershed restoration.
- Increased interest and commitment from Board members to engage with diverse audiences in the watershed and to educate themselves about approaches to diversity, equity and inclusion in order to serve the full community.

How the Strategic Plan is Organized

The plan has two types of goals: **Program** (External) and **Organizational** (Internal). Program Goals identify what the LWC will do and what is expected to happen as a result across key audience groups, while the Organizational Goals identify what the LWC will do internally (such as Board and staff training) to enable it to achieve Program Goals.

The Program Goals are broken out across three audience groups:

- Landowners/land managers
- Community members, businesses, and organizations
- Stormwater managers (in the Ash Creek watershed)

The plan identifies:

- Goals* for each of the key audience groups (short and medium goals),
- Desired outcomes* for each goal, and
- Strategies and Actions* to be taken by the LWC, and *Performance Measures*, by key audience group

This plan is accompanied by a diagram called a Logic Model that was developed by the Board to illustrate a “theory of change” – that is, how LWC actions are expected to lead to short and medium-term outcomes in the watershed. LWC developed the Logic Model to clearly communicate its impact to funders, partners, and community members and to provide a mechanism to track its own performance.

Section II - Program (External) Goals

The LWC aims to achieve measurable outcomes across three key audience groups in the watershed: 1) landowners/land managers; 2) community members, businesses, and organizations; and 3) stormwater managers.

1. LANDOWNERS/LAND MANAGERS

Case statement: The actions of public and private landowners/land managers in the Luckiamute and Ash Creek watersheds have a tremendous influence on quality and quantity of the water and habitat. The LWC's goal is that as a result of education, outreach, recruitment, and cooperative project work, landowners/land managers will:

- Gain new skills and knowledge related to restoration, water conservation, and protection of the watershed.

- Either in partnership with the LWC, another entity, or independently, take actions on their properties that contribute to improved ecological and hydrological function of the riparian and instream environments. These actions will be aimed at improving water quality and quantity (flow), and fish and wildlife habitat, and fish passage.

- Learn about and apply for conservation-focused certifications and cost-share programs for their properties

The LWC will also learn more about water conservation; there are a lot of potential avenues on how to approach this topic in both urban and rural settings. The LWC will explore various methods, costs and benefits, interests and concerns of stakeholders, and feasibility of the different options available. After the learning phase, the LWC will determine if this is a topic to pursue further and more clearly define its goals, strategies, and activities.

2. COMMUNITY MEMBERS, BUSINESSES, AND ORGANIZATIONS

Case statement: Community members and businesses in the Luckiamute and Ask Creek watersheds significantly affect - and are affected by - ecological and hydrological conditions in the watershed. Collaborating with businesses and organizations that have overlapping missions with the LWC can increase benefits for all. LWC's goal is that as a result of the education, outreach, and engagement efforts of the LWC, community members*, businesses, and organization representatives will:

- Express a sense of personal connection with the Luckiamute and Ash Creek watersheds (know how their actions affect watershed health and how watershed health affects them)

- Know the features of a healthy watershed, and describe barriers to a healthy watershed

- Share their knowledge with others, donate money towards efforts to improve or protect the watershed, volunteer with the LWC or other watershed group

- Put knowledge and skills into actions that protect or improve watershed conditions

- Gain new or expanded knowledge of the mission and work of the LWC. Organizational leaders and staff will learn where their missions intersect with the LWC's and seek and accept new partnerships and joint projects with the LWC.

The LWC's goal is that its efforts will contribute to an expanded community of watershed stewardship among the people living, working, and recreating in the watershed.

**Note: LWC recognizes that landowners/land managers are also community members and businesses.*

3. STORMWATER MANAGERS (ASH CREEK)

Case statement: Nationally, nonpoint source pollution, including stormwater, is the leading remaining cause of water quality problems. Ash Creek, a tributary to the Willamette River, runs through the cities of Dallas, Monmouth, and Independence. Development and historical channel modifications have significantly impacted Ash Creek. Increasing impervious surface and stormwater discharges into Ash Creek affect its hydrology and water quality.

The LWC will continue to learn about the potential for adopting various low-impact development (LID) strategies as a stormwater management tool in the Ash Creek watershed. The LWC will explore various methods, costs and benefits, and feasibility of the different options available and will convene stormwater managers in the Ash Creek basin to understand their interests and concerns, and for regional education opportunities. After an initial scoping phase, the LWC will determine if this is a topic to pursue further and more clearly define its goals, strategies, and activities.

LWC's goal is that as a result of the education and convening efforts of the LWC related to stormwater management, the individuals responsible for decisions and actions related to stormwater runoff and development will:

- Know more about the benefits of low-impact development (LID) on water quality and hydrology as well as the options for accomplishing LID in the Ash Creek watershed.
- Gain knowledge and skills on how to implement LID into new and existing developments and successfully maintain LID features.
- Coordinate with other stormwater managers in the watershed and other entities and collaborate on basin-wide strategies (policies, incentives, and other interventions) that lead to increased adoption of low-impact development that reduce stormwater impacts to Ash Creek.

Section III - Program Goals, Desired Outcomes, & Performance Measures

1. LANDOWNERS/LAND MANAGERS

Short-term Goals (knowledge, skills, attitudes). Landowners/land managers in the Luckiamute and Ash Creek watersheds will increase their knowledge and skills in improving and protecting watershed health, and increase their level of desire/willingness/intention to take actions aimed at improving ecological and hydrological function of the Luckiamute River, Ash Creek, and their tributaries. The LWC will begin to investigate options for water conservation that help people and help improve water quantity conditions.

Short-term Goals: Desired Outcomes

Increases in the following among landowners/land managers:
-Knowledge of negative effects of invasive plants, and how to report or control invasive plants
-Skill in identifying invasive plants

-Skill in identifying key attributes of healthy (functioning) instream and riparian habitat for fish and wildlife
-Knowledge of and appreciation for role of beavers in maintaining ecological and hydrologic function.
-Knowledge of water conservation options and associated costs / benefits
-Sense of personal responsibility for the watershed and ability to make a difference

Medium-term Goals (actions). Landowners/land managers in the Luckiamute and Ash Creek watersheds will take actions on their properties to improve fish and wildlife habitat, remove barriers to fish passage, and increase summer stream flow.

Medium-term Goals: Desired outcomes

Actions among landowners/land managers:	Possible Measures
Riparian buffer projects (planting, invasive plant removal)	# stream miles of buffer improvements
Reduced removal of beaver and beaver habitat	# landowners/land managers who report reduced beaver and beaver habitat removal
Fish passage improvement projects	# new projects, # barriers removed
Instream habitat improvement projects	# projects, # stream miles improved
Projects that reconnect waterways to their floodplains	# projects

Landowners/Land Managers: Strategies, Actions, and Performance Measures

Strategy	Actions of LWC	LWC Performance Measures
Conduct education programs	Workshops, tours, presentations	# workshops, tours, and presentations delivered
Recruit landowners/land managers	Mailings, phone calls, site visits	# mailings, phone calls and site visits Total # interactions (contacts) /year % of landowners/land managers for identified priority instream sites contacted who agree to a project % of landowners/land managers for identified priority riparian reaches contacted that agree to a project
Conduct joint projects with landowners/land managers	Create project agreements with landowners/land managers	# project agreements
Explore and assess potential opportunities for increased water conservation	Conduct resource and policy inventory relevant to Luckiamute and Ash Creek watersheds	Inventory conducted and summarized # interviews conducted

	<p>Conduct one-on-one or small group interviews with local and regional experts and stakeholders to determine barriers and opportunities.</p> <p>Investigate possible strategies aimed at water conservation in both urban and rural settings.</p> <p>Assess programmatic potential for this topic based on resources and interviews. Determine staffing and funding levels necessary to conduct identified priority strategies and activities.</p>	<p>Summary of barriers and opportunities presented to Board.</p> <p>Strategies listed. Costs / benefits defined.</p> <p>Assessment completed. Board and staff decision on program priorities, if any. Strategies and actions to established; targets for staffing and funding defined.</p>
<p>Serve as referral for landowner/land manager participation in relevant certification programs</p>	<p>Staff and project manager(s) gain basic knowledge of certifications available.</p> <p>Investigate beneficial certification programs for possible information dissemination.</p> <p>Post information on website.</p> <p>Booth at public events.</p> <p>Organize speaker panel.</p>	<p># events where information is shared</p> <p># speakers panels conducted and # participants attended</p> <p># website hits/documents downloaded</p>
<p>Explore and assess beneficial impacts of beavers and provide education</p>	<p>Literature review to provide Board and staff a better understand beaver benefits/tradeoffs.</p> <p>Tutorial summarizing findings of lit review shared with Board, PRC, staff and on web site</p> <p>Identify priority beaver habitat in basin using NetMap as funding becomes available.</p> <p>Develop an information publication for landowners/land managers.</p>	<p>Literature review conducted and results shared with Board and staff</p> <p>Tutorial created and shared</p> <p>Priority habitat identified</p>

	<p>Conduct a pilot research project to assess beaver impacts and ways to mitigate damage while enabling benefits.</p> <p>Assess programmatic potential for this topic based on resources and interviews.</p> <p>Determine staffing and funding levels necessary to conduct identified priority strategies and activities.</p>	<p>Development of publication and # copies distributed/downloaded</p> <p>Existence of pilot project action research</p> <p>Board and staff determine program priorities, if any. Establish strategies and action to focus on and set target staffing and funding goals.</p>
--	---	---

2. COMMUNITY MEMBERS, BUSINESSES, AND ORGANIZATIONS

Short-term Goals (knowledge, skills, attitudes). Community members, businesses, and organizations in the Luckiamute and Ash Creek watersheds will increase their knowledge about watershed health, skills in identifying features and barriers to watershed health, and increase their sense of personal connection and responsibility to watershed health.

Short-term Goals: Desired Outcomes

Increases among community members, businesses, and community organizations
Knowledge about ways in which watershed health affects them
Knowledge about actions they can take to improve watershed health
Knowledge about what LWC can do for them and about the LWC's purpose and structure
Knowledge of where their organization's interests and LWC's intersect
Ability to identify features of a healthy watershed
Ability to identify barriers to watershed health
Sense that watershed health is important to them personally
Desire to help and sense of personal responsibility for watershed health
Belief that what happens today will affect future generations in the watershed
Individuals feel personal connection to their watershed

Medium-term Goals (actions). Community members and representatives of businesses and organizations will share their knowledge with others about watershed health, put their new knowledge and skills into practice, donate money to organizations like the LWC, partner with the LWC on projects, and report problems that affect watershed health.

Medium-term Goals: Desired outcomes

Actions among community members, businesses, and organizations:	Possible Measures
Talking about the LWC, and new watershed knowledge with neighbors, friends, family	# times participants report sharing information
Implement new knowledge/skills gained at LWC events	# times implementing new knowledge to improve water and/or habitat quality and/or quantity
Donate to the LWC or related organization	# dollars donated

Report activities or status of detrimental watershed features (such as harmful invasive plants to officials)	# individual reports
Accept or initiate partnership with LWC	# new partnerships

Community Members, Businesses, and Organizations: Strategies, Actions, and Performance Measures

Strategy	Actions of the LWC	LWC Performance Measures
Conduct education programs about watershed health and ways to improve it	Organize and implement: -Workshops -Sips ‘n’ Science pub talks -Tours -Nature walks/bird walks -Watershed Recreation Fair -Volunteer events	# events # participants # participants who implement what they learn # community members # new email sign-ups # volunteers
Outreach to other community organizations for new partnerships	Whenever possible and practical, collaborate with the following agencies and org.’s to organize and/or advertise education events: -Soil & Water Conservation Districts -Local government partners -State and Federal partners -Tribal government/agencies -Local schools -Other Environmental NGO’s -Local NGOs focused on health, wellness, education, and/or other aligned community goals -Local NGOs with a connection to the local Latino population -Higher Education (e.g. WOU, OSU, CCC, LBCC, etc.)	# contacts # new partners \$ contributed to projects from new partners # partnership projects / activities
Distribute information about the work of the LWC	-Annual report and distribution -Media campaigns -Define and secure a social media intern position -Social media postings – continue Facebook and Twitter, add Instagram and LinkedIn -LWC Quarterly Newsletters -Behind the Scenes Bulletins	# earned news media hits # social media hits and # times shared or retweeted Internship created, filled # engagements and # comments % Email open rate

3. STORMWATER MANAGERS

Short-term Goals (knowledge, skills, attitudes). The LWC will gain knowledge and skills in incorporating LID features into development planning and implementation. LWC staff will work with stormwater managers to learn more about low-impact development’s dual benefit of protecting watershed health while benefiting communities. Based on knowledge gained and responses from discussions with stormwater managers, the LWC will assess the program potential for this goal and refine the strategies and actions accordingly.

Short-term Goals: Desired Outcomes

Increases related to stormwater:
Knowledge about the science of low-impact development’s benefit for water quality, habitat, and urban hydrology
Knowledge of policies, ordinances, incentives, and/or other activities to increase adoption of low-impact development in the Ash Creek watershed
Interest in learning more about LID and testing techniques in the community through demonstration or pilot projects
Skill to incorporate and successfully maintain low-impact development features into new and existing development

Medium-term Goals (actions). LWC will work with stormwater managers and collaborate with other entities to advance policies, ordinances, incentives, and other activities aimed at increasing low-impact development in the watershed.

Medium-term Goals: Desired outcomes

Actions among stormwater managers:	Possible Measures
Investigate the incorporation of low-impact development into public planning and projects within their communities	# public LID measures and projects initiated
Coordinate across municipalities and institutions for improved stormwater management across Ash Creek watershed	# managers who report increased collaboration and the nature of the collaboration
Investigate new collaboration to advance policies, ordinances, incentives, and other activities that lead to increased adoption of low-impact development	# of new, expanded, or modified policies, ordinances, incentives and other activities directed at low-impact development

Stormwater Managers: Strategies, Actions, and Performance Measures

Strategy	Actions	LWC Performance Measures
Continue to meet with and build relationships with local stormwater managers and decision makers (e.g. Public works staff, city	Attend periodic planning commission and city council meetings.	# meetings attended
	Meet with Public Works staff to discuss 2017 internship report and other priorities and identify agreeable next steps.	# areas identified of mutual interest

managers, planning commissions, and city councilors / mayors) to learn their needs and concerns	Meet with City Managers and Development Directors to discuss 2017 internship report and other priorities and agreeable next steps, areas of interest or non-interest.	# areas identified of mutual interest
Learn about existing policies, ordinances, incentives, and other activities aimed at encouraging LID. Learn about barriers to LID	Follow-up on 2017 internship report and discussions with local decision makers and SW managers. Work with academics and /or interns to compile examples of ordinances, incentive programs, and other examples of adoption of LID. Staff and Board attend training on low-impact development.	Completion of report on existing measures to encourage low-impact development. Attendance at training event(s)
Provide information to stormwater managers and other decision makers	Seek funding for and convene a training for stormwater managers and developers on low-impact development. Organize a peer-to-peer sharing with Ash Creek stormwater managers and another community (e.g. Stayton) that has adopted LID.	Dollars raised Convening held # Partners involved Event organized # Participants # of lessons adopted locally
Convene stormwater managers and decision makers to increase regional collaboration and cooperation	Lead collective discussion to determine if groups agree to a regional stormwater planning process. Seek funding to convene a planning process to strategize regionally.	# organizations Decision to move forward or not Level of collaboration Development of regional plan for improved stormwater management

Section IV - Organizational (Internal) Goals

The Luckiamute Watershed Council will diversify and increase income and expand staff and Board capacity (knowledge, skills, and increased partnering).

The Organizational Goals are divided into Business Development, Staff Capacity, and Board Capacity, for a total of five goals.

Business Development Goals

Organizational Goal 1: Increased annual revenue and diversity of sources in order to replace Meyer Memorial Trust funding and increase the financial pie for expanding programs.

Strategy	Actions	LWC Performance Measures
<p>Develop an organizational business plan aimed at expanding the number of revenue sources including grants, mission-related fee-for-service contracts, private and major donor giving, business giving, financial support from local entities (e.g. cities, SWCDs,) and partnerships.</p>	<p>Develop annual revenue targets that link to the annual organizational budget.</p> <p>Plan and implement targeted annual campaigns, for example, a specific campaign for “Love Your Watershed Series”</p> <p>Refine and expand the donor relations program.</p>	<p>\$ raised/year (total amount) and \$ of unrestricted funds (not linked to contract deliverables)</p> <p># of revenue sources (diversity)</p> <p># of new donors annually and average donation amount. Total # of donors.</p> <p># grants received</p> <p># fee-for-service contracts signed</p> <p># corporate donations and \$ received</p> <p># partnership projects that provide revenue and \$ provided</p> <p># interactions with donors that are not solicitations</p>
<p>Secure sufficient resources to hire or contract development staff by 2020 and work towards a 2021 20th anniversary campaign. Establish a legacy fund aimed at providing stable funding over time.</p>	<p>Identify budget needed for development staff or contractor. Set targets to secure sufficient funding by 2020.</p> <p>Create 20th anniversary subcommittee to plan activities and promotion materials in recognition of 20th anniversary. 20th anniversary will be used as launch for new legacy fund.</p>	<p>Existence of fundraising contractor or development staff</p> <p>\$ raised in 2021 20th anniversary campaign</p> <p>\$ in legacy fund, % increase in growth</p>

Organizational Goal 2: Create efficiencies in existing operations to reduce costs while building impact.

Strategy	Actions	LWC Performance Measures
<p>Establish shared resources/staffing with other watershed councils or other organizations</p>	<p>Establish ad hoc committee to explore opportunities, barriers, pros / cons, for possible shared resources / services with other groups. Draft report back to board.</p> <p>Convene neighboring councils and/or meet with individual watershed councils to explore and identify opportunities for sharing resources and/or staffing.</p> <p>As opportunities arise for resource/staffing sharing, establish written agreements with councils or other organizations. Assess the cost-benefit of the agreements each year and make modifications as needed.</p>	<p>Committee results presented to Board</p> <p># shared resources and \$</p> <p>Existence of agreements</p> <p>Cost-benefit analysis conducted (e.g. assess to what degree the agreement creates efficiencies and improves effectiveness and compare with what it costs to implement)</p>
<p>Engage other organizations with shared missions and create joint projects and sharing agreements</p>	<p>Re-contact organizations that responded to the 2018 partner survey to explore and identify opportunities for sharing resources and/or staffing.</p> <p>As opportunities arise for joint projects and resource sharing with organizations, establish written agreements. Assess the cost-benefit of the agreements each year and make modifications as needed.</p>	<p># meetings with potential partners</p> <p># agreements</p> <p># partnership projects</p> <p>Cost-benefit analysis conducted (e.g. assess to what degree the agreement creates efficiencies and improves effectiveness and compare with what it costs to implement)</p>
<p>Continue to recruit and support volunteers to help with operational functions. Create a cadre of both key and</p>	<p>Continue to pursue potential shared Volunteer Coordinator staff position with mid-Willamette watershed councils. If needed, find alternate means to secure Volunteer Coordinator capacity (either through volunteer position or paid).</p>	<p># volunteers</p> <p># volunteer hours (overall)</p> <p># volunteer hours devoted to administrative functions</p> <p># key and # episodic volunteers</p>

episodic volunteers.	<p>Develop volunteer job descriptions for administrative functions and advertise the positions in the communities.</p> <p>Develop volunteer intake process (application and orientation).</p> <p>Create volunteer incentives and rewards (such as annual volunteer awards).</p>	
----------------------	---	--

Staff Capacity Goals

Organizational Goal 3: Increase staff capacity (knowledge and skills, and staffing FTE) to maintain and expand programs

Strategy	Actions	LWC Performance Measures
<p>Conduct or participate in training and professional development on innovative topics: beavers, low-impact development, certification programs, innovative monitoring approaches, and water conservation.</p> <p>Identify the feasibility of these approaches for application.</p>	<p>Research training opportunities.</p> <p>Staff participate in trainings and create summaries.</p> <p>Conduct literature reviews and summarize findings.</p>	<p># training sessions attended</p> <p># hours of training or literature review</p> <p>Knowledge gained on specific topics.</p> <p>Summaries prepared and shared with other staff and Board. Documentation of learnings and feasibility assessments or recommendations provided.</p>
<p>Develop policies and procedures and a succession plan that help ensure smooth staff transitions to capture</p>	<p>Research how other councils conduct succession planning and “best practices” in succession planning.</p>	<p>Succession plan in place</p> <p>Policies and procedures in place</p>

institutional knowledge and mitigate transition impacts.	<p>Examine archiving processes to ensure records can be easily accessed by subsequent staff.</p> <p>Conduct and encourage cross-training across staff positions in the organization.</p>	
--	--	--

Board Capacity Goals

Organizational Goal 4: Continue to support Council’s transition to a nonprofit Board and increase Board skills and knowledge on technical and non-profit sector best practices.

Strategy	Actions	LWC Performance Measures
Participate in at least one Board training each year on nonprofit board management.	Research training opportunities and attend or host at least one training per year.	Research training opportunities and attend or host at least one training per year
Increase Board knowledge on innovative technical topics: beavers, low-impact development, certification programs, and water conservation.	Plan and deliver presentations at monthly board meetings and special training sessions.	Knowledge gained (before vs. after) on beavers, LID, certification, and water conservation
Recruit new Board members with aim of achieving a diversity of needed skills and backgrounds: government agency advocate/liaison, farmers, as well as those with accounting, financial planning and fundraising skills.	<p>Update Board Profile Grid with existing or new tool. Identify specific skills needed.</p> <p>Update board recruitment list and define mechanisms to target specific skills and individuals.</p> <p>Conduct outreach to groups that are in frequent contact with those with the needed skills, e.g. attend meetings, do a presentation, invite to a tour, etc.</p>	<p>Board profile updated. Skills listed.</p> <p>Recruitment list updated. Top 3 recruitment mechanisms listed and developed.</p> <p># new board members with the needed skills.</p>

Organizational Goal 5: Increase the Board’s commitment to diversity, equity, and inclusion (DEI) in the organization.

Strategy	Actions	LWC Performance Measures
Identify community member demographics in the watershed that are under-represented on the Board and among LWC volunteers, staff, and program participants.	Use census and other social/economic data to conduct an analysis of under-representation in the organization and report to the Board.	Completion of report
Increase staff and Board knowledge and skills related to diversity, equity, and inclusion.	Research training opportunities and attend at least one training per year.	Training hours attended Knowledge and skills obtained
Create a DEI Board and staff work group to advance DEI efforts.	<p>Develop a DEI plan for the organization.</p> <p>Review and revise LWC policies and practices based on principles of DEI.</p> <p>Establish a shared DEI vocabulary for the organization and define a shared equity statement</p>	<p>Existence of work group, plan # meetings held</p> <p>Policies, practices reviewed, updated.</p> <p>Vocabulary identified, shared, agreed upon. Equity statement adopted.</p>
Identify members of the community not currently being served. Build relationships in the community and with other organizations serving those areas.	<p>Conduct assessment of existing groups serving diverse communities not currently connected to the LWC.</p> <p>Conduct outreach to appropriate groups from the survey, listen and understand their activities and priorities. Build relationships.</p> <p>Identify and establish meaningful partnership opportunities with existing organizations that reach diverse audiences not currently connected to the LWC.</p>	<p>Assessment completed</p> <p># groups contacted # meetings attended</p> <p># partnerships established</p>

<p>Increase diversity of Board and committee membership.</p>	<p>Based on analysis, trainings, and relationships built, identify and recruit new Board and Community members.</p> <p>Spend time introducing potential recruits to the LWC – invitations to meetings, tours, coffee, etc.</p> <p>Invite interested and appropriate recruits to join</p>	<p># Recruits identified</p> <p># Connections made</p> <p># invitations extended</p> <p># Board and committee members joining from diverse communities</p>
--	--	--

APPENDIX A - LOGIC MODEL

Luckiamute Watershed Council

2019-2022 Strategic Plan Logic Model

If we have the following resources and assets:	And focus on engaging with the three target communities below to develop in them the following knowledge, skills and attitudes:	Then, we will be able to work together on the following watershed health activities:	Over time, we hope these many activities will contribute to:
<p>BOARD AND COMMITTEES</p> <ul style="list-style-type: none"> Diverse, informed, and engaged Board and committee members Board training in leadership, fundraising, and other skills Active committees composed of Board members, technical experts, and other individuals from the local communities A commitment to the LWC’s mission, vision, and goals <p>STAFF and PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> Long-term, high-quality staff and service providers Competitive compensation and benefits Access to new research, best practices, local and traditional knowledge, and peer-learning opportunities Sound transition plans <p>VOLUNTEERS</p> <ul style="list-style-type: none"> Active, informed, and engaged <p>FUNDING AND PARTNERSHIPS</p> <ul style="list-style-type: none"> Diverse funding sources Financial Support from individuals and local partners High donor retention (repeat donors) Strong partnerships that increase capacity <p>DATA</p> <ul style="list-style-type: none"> High quality data to support program planning and evaluation 	<p>LANDOWNERS AND LAND MANAGERS</p> <ul style="list-style-type: none"> Gain new skills and knowledge related to restoration, water conservation, and protection of the watershed Take actions on their properties that contribute to improved ecological and hydrological function of the riparian and instream environments Learn about and apply for conservation-focused certifications and cost-share programs for their properties <p>COMMUNITY MEMBERS, BUSINESS and ORGANIZATIONAL REPRESENTATIVES</p> <ul style="list-style-type: none"> Understand how their actions affect watershed health and how watershed health affects them Know the features of a healthy watershed, and be able to identify barriers to a healthy watershed Increase knowledge of the mission and work of the LWC Feel empowered to take personal action towards protecting or improving watershed conditions <p>NEW: STORMWATER MANAGERS</p> <ul style="list-style-type: none"> Knowledge of the benefits of low-impact development to communities and the watershed Policies, ordinances, incentives, etc., that lead to increased adoption of low-impact development Strategies to incorporate and maintain low-impact development in public planning and projects within their communities Interest in testing techniques in the community through demonstration or pilot projects 	<p>FISH AND WILDLIFE HABITAT</p> <ul style="list-style-type: none"> Conduct riparian restoration projects where feasible Remove fish passage barriers Complete instream habitat enhancement projects; connect waterways to floodplains where appropriate New: Support beaver activity where feasible and help landowners recognize the many ecosystem benefits of beavers New: Promote participation in cost-share and certification programs New: Explore and promote appropriate water conservation strategies in both urban and rural settings <p>COMMUNITY ENGAGEMENT</p> <ul style="list-style-type: none"> Implement new knowledge and skills learned at LWC events Share their knowledge with others, donate money toward efforts to improve or protect the watershed, and volunteer Take actions that protect or improve watershed conditions Create new relationships and strengthen existing partnerships with businesses and organizations in order to improve delivery of programs and connect with new people <p>NEW: ASH CREEK STORMWATER COLLABORATION</p> <ul style="list-style-type: none"> Assess and identify shared goals for stormwater management and use of low-impact development; incorporate LID measures and projects as appropriate Organize peer-to-peer sharing of information and regional trainings to meet needs and interests Coordinate among Ash Creek stormwater managers to explore a basin-wide approach to stormwater management 	<p>IMPROVED ECOLOGICAL AND HYDROLOGICAL CONDITIONS:</p> <ul style="list-style-type: none"> Increased native fish populations Where appropriate, increased inundation of floodplains during high flows Passage barriers resolved, habitat made accessible Increased instream habitat complexity Connected riparian corridors of native species Invasive species controlled Improved water quality and quantity (increased summer flows) <p>EXPANDED COMMUNITY OF WATERSHED STEWARDSHIP</p> <ul style="list-style-type: none"> Wide-spread commitment to increased understanding of the watershed’s natural resources and adoption of stewardship practices to protect and enhance the watershed