

LUCKIAMUTE WATERSHED COUNCIL MINUTES

Feb. 9, 2012

6 p.m. – Education/Outreach meeting at Crush

7 p.m. – General Council Meeting, Monmouth Volunteer Hall

CALL TO ORDER

Chair Suzanne Moellendorf called the meeting to order. Present were: Gail Oberst, John Westall, Hollis Fishelson-Holstine, Kelly Gordon, Mari Anne Gest, Kirk Shimmel from CPRCD, Karin Nembach, OSU student.

ACTION: Minutes approved. Attendance and volunteer sheet is circulated.

REPORTS

Steering Committee Report

Coordinator: Mari Anne reports. See written report. Included is LSNA notice of additional funding from OWEB. Mari Anne reports on meeting with Wendy at OWEB and BEF database.

Meyer Memorial Trust Report and Work Plan: Peter's proposal is included in the proposed work plan, approved by the Steering Committee. Discussion: What is realistic? What kind of outreach projects specifically can we identify, for example. About the MMT budget for the work plan extension -- See proposal for \$60-70,000. The budget is based on reality, but does not include additional funding. Discussion about 8 percent for fiscal administration. Agreed with MMT-imposed cap at 8 percent. Between two categories project and design, increased to 14,000, nearly double last year. Requesting \$15,000 for outreach. Can we partner with Mary's River? **ACTION:** Gail moves, John seconds adopting the proposed budget associated with the MMT work plan. **APPROVED.**

MMT/MOU: -- Draft agreement sent out and due by Feb. 21. The Steering Committee will complete it by Wednesday.

Strategic Planning – See possible facilitator list. Funding -- \$2,000 in MMT funding available to do this. Discussion about what we really want to do in the next three to five years.

Treasurer and Budget Committee

Budget, see report – We're not spending the money we have. Discussion about current and potential projects and the impact of flooding on costs.

LiDar at the LSNA – Mari Anne is directed to find out who is responsible.

CPRCD – Discussion of fee for service. On the two grants limited to 8 percent, could we explore other options? Not sure if we can take money from OWEB project funds to pay or fiscal. Will check.

Audit report – John reports

1. **ACTION:** Kelly moves, Hollis seconds a motion to remove our restrictions on \$2,200 unrestricted funds with the exception of the \$500 for Writing Our Watershed. **APPROVED.**

2. There's a \$1,700 fiscal fee paid to Mid-Willamette. There is no agreement known about the fee. 3. Policies have been updated and an equipment inventory taken as a result of the audit. For example, the overrun for the PSWCD: Payments were \$1,200 for two months, caused an overdraft. No chance of getting it back. We hope to have another audit in July 2012. A test audit of procedures in March. **ACTION:** A motion to dissolve the audit committee -- **APPROVED**

Employee vs. contractor in a non-profit setting – Special Report, Mari Anne and Suzanne.

See power point, about non-profit and employment options, reported by Suzanne and Mari Anne.

Projects Update

See report.

Education/Outreach Committee Update

Discussion and plans revolve around the Feb. 18 event in Kings Valley.

Adjournment

The next regular meeting is at 7 p.m. Thursday, March 8, at Monmouth Volunteer Hall, 144 Warren St., Monmouth. The Education/Outreach Committee meets at 6 p.m. at Crush, at the corner of Main and Warren streets.



Agenda

Luckiamute Watershed Council

February 9, 2012, 7 p.m.

Volunteer Hall, Monmouth

Education/Outreach Committee meeting – 6 pm at Crush, on the corner of Main St & Warren St. in Monmouth.

Introductions:

7:00-7:05 Call to order – *Chair, Suzanne*
Introductions – Guests and Council Members

Minutes – **Proposed Action:** Approve Minutes from January 12, 2012.

Time and attendance sheets

Business:

7:05-7:30 **Steering Committee Report** *Suzanne, Mari Anne*

Coordinator's Report

MMT Model Watershed Reporting and Work Plan

MMT MOU request

Strategic Planning: Possible Facilitators

7:30-7:35	<u>Treasurer and Budget Committee</u> Budget report CPRCD Fiscal Sponsorship Task Force Meeting	<i>Hollis</i>
7:35-7:40	<u>Projects Update</u>	<i>Kelly</i>
7:40-7:45	<u>PRC Committee Update</u>	<i>Kelly</i>
7:45-7:50	<u>Education/Outreach Committee Update</u> Thank you event in Kings Valley: Board members invited.	<i>Gail</i>
7:50-7:55	<u>Audit Report Committee Update</u> Proposed Action: Remove any restrictions the Council placed on the \$2722 transferred from Mid-Willamette Watershed Alliance to Cascade Pacific in May, 2011.	<i>John</i>
8:00-8:55	<u>Employee vs. Contractor & Nonprofit Decision Making</u> Presentation and Discussion Proposed Action: Decide whether or not to seriously proceed with exploring having employee instead of contractor and with pursuing nonprofit status	<i>Suzanne, Mari Anne</i>
8:55-9:00	<u>LWC member reports and public comments</u>	<i>All present</i>

Luckiamute Watershed Council Brief Report on Policies and Equipment Audit Committee (John, Hollis, Kelly)

February 9, 2012

1. Policies. Policies and procedures on several topics have been created to help address various issues in the future:

Budget – Limit use of discretionary funds to items not covered by grants Track overall budgets for fund-raising projects to show net return Build qualified conference expenses into Council Support budget

Always obtain inception-to-date data on active grants from Fiscal Agent to allow reconciliation * Conferences –

Limit contractor conference expenses covered by Council to those directly related to operations of watershed councils *per se*; exclude those that are substantially for the education or professional development of the contractor.

Contracts – Make all agreements in writing, no verbal agreements or modifications Define duties of contract officers to oversee progress on contracts Build mileage into base budget of contract, don't separate it as a reimbursable expense* Clarify approval by Authorized Signers in cooperation with Fiscal Agent*

Payment – Request Fiscal Agent to check with another Authorized Signer if any invoice or check request

looks outside of normal procedures

Specify information that is to be recorded with each check request so it's clear from Fiscal Agents and Councils records what an expense was for.

Reimburse directly the party incurring expense, not indirectly to a third party. Create petty cash account for reimbursements up to \$200 and procedure for its use Create procedure for reimbursements and payments > \$200

* Follow-up action (by Steering Committee) recommended

2. Equipment. The following equipment and software was acquired over the period 2010-2011:

Item	Description	Amount	Date
1	Dell laptop, Norton, Targus docking station, Dell 23" monitor MS Office	\$ 2016.45	11/2/10
2	Adobe Creative Suite 5.5: Acrobat, Illustrator, Photoshop, Dreamweaver, etc.	\$ 449.00	10/15/10
3	Garmin Oregon 550 T GPS	\$524.63	10/20/10
4	Telephone for Office	\$125.37	12/14/10
5	ESRI ArcView 9.3.1 Single Use Unkeyed Package	\$500.00	1/6/10
6	ESRI ArcView 9.3.1 Single Use Unkeyed Package	\$250.00	1/6/10

Meeting with Cascade Pacific RC&D Fiscal Sponsorship Task Force

1-31-12

Attending for LWC: Hollis, Gail, Mari Anne

LWC and three other Councils (N. Santiam, Calapooia, and Glenn-Gibson) shared with Cascade Pacific RC&D Fiscal Sponsorship Task Force what has been working well and what has not.

There have been significant improvements in services since we began meeting with Cascade to work out issues. Response time has improved and several changes such as – electronic signatures, petty cash and contract turnaround have addressed some of our complaints.

Still outstanding:

- Check Reimbursement policy - sometimes it can take up to a month for payment because of the check writing policy Cascade employs. This needs to be improved and match our contract, which states 2-week turnaround for reimbursements.
- Direct deposit of checks into contractor's bank account.
- Business credit card to use when savings will result from prompt payment.
- Cost for services. OWEB is limiting fiscal administrative costs, which average about 5% and MMT is asking that we pay fixed cost rather than percentage of grant amount. Currently we pay 10 to 8% of award to Cascade. Cascade will share with us the Stanford Report "Starvation of Nonprofits" which may help us push back some with funders.

What we discussed:

Service Models –

Cascade hopes to make a decision in July on which service model to use.

Cascade Pacific is looking at different service models. We are especially excited to hear about a model that allows our fiscal sponsor to apply for 501c3 status that would extend to all of the watershed councils who work with Cascade, which would allow us to employ staff and continue to direct our own business. Fiscal services would continue with Cascade under this model. This option is a long shot and will need a lot of investigation. (Probably a long way off.)

Improved grant development –

It is not clear what Cascade provides in grant development. We would like them to assist us in identifying grants (maintain a grant clearinghouse) and opportunities to form partnerships with others on particular projects. This will help us all in that it increases the size of the pie.

Identify Cost per Service and allow us to bundle services that we need and possibly pay a fixed cost.

Transparent Cost Accounting

New Services

- Offer group health and dental insurance. The more that participate, the lower the rate.
- Offer group liability insurance – possible cost savings.

New staff members were introduced –

Peggy Nelson who will be handling day-to-day fiscal administration that Amy use to perform for us.

Kirk Shimeall who will be the customer service point person for fiscal services.

2011 Model Watershed Work Plan Accomplishments

Luckiamute Watershed Council

For Meyer Memorial Trust

Deliverables and Accomplishments

- *Participate in six collaborative meetings/tours/conferences to support program implementation.*

Accomplishments: Coordinator attended several meetings with Coordinators from other watershed councils participating in the Model Watershed project and continues to participate in monthly conference calls to discuss challenges and combined strategy. Coordinator attended the annual conference of the 2011 Councils and Districts Joint Conference and wrote a report for the board on information learned and connections established. The Coordinator attended the Meyers conference in Nov. with other participating watershed councils and presented an update on our current projects. Coordinator attended a “Lessons Learned” workshop regarding landowner outreach. The Project Manager and a Board member attended a meeting organized by the Greenbelt Land Trust at the property of Cliff and Gaye Hall.

- *Update GIS system, work with other councils to develop GIS linked Access database, and hire contractor to help launch Access/GIS database and maintain database.*

Accomplishments: The Project Manager has created and maintained several geodatabases in GIS with shapefiles for each project and monitoring area throughout the Model Watershed. LWC contracted for data review, data organization and entry, and for GIS support, as well as ongoing consultation and support for the database project named Confluence.

- *Landowner outreach: Sign up 16 SIP project landowners; Engage 25 existing landowners involved with invasive species removal; Engage 12 neighboring new landowners to SIP projects; Dialogue with five “no access” landowners; Hold two workshops on land management and engage 15 landowners. In total 72 landowner parcel outreach complete.*

Accomplishments: Through extensive outreach during June and July the Council secured written agreements with 57 landowners. These agreements provide long-term access to riparian areas for the purpose of riparian enhancement and monitoring. The Project Manager has made numerous attempts to bring “no access” landowners into the project. While there has been some progress in this area, gaining full participation will require additional time and the demonstration of successful work along the river. Two workshops were held for landowners to highlight the knotweed removal and riparian revegetation projects. These led to the initial signing of landowner agreements.

- *Project outcomes: 0.7 Miles of riparian planting; 6 acres of riparian planting; Assessment of miles of geomorphic projects; 15 miles of invasive control; 180 acres of invasive control; Maintenance of six acres and 26 acres of invasives.*

Accomplishments: Completed 0.75 miles of riparian planting (7 acres) in 2011. For a variety of reasons the Council’s focus has shifted temporarily away from geomorphic

assessment along the mainstem. Knotweed treatment was completed throughout the mainstem reach on all accessible properties. Treatment was completed on approximately 19.7 miles of riparian frontage (measured on both sides). Although treatment acreage is a poor measure of success in knotweed control, the crew performed reconnaissance and/or treatment on well over 180 acres.

Regional Monitoring: Monitoring will include the following creeks, reach code and meters surveyed: Miller Creek – LK-MC-S02-02011 – 1575; Miller Creek – LK-MC-S01-2011– 858; Upper mainstem - LK-UL-S02-2011 – 813; Upper mainstem – LK-UL-S01-2011 – 24537; Maxfield-Vincent- LK-MV-S01-2010 – 680.

Accomplishments: The monitoring plan was modified to match project objectives and control costs. The Council contracted with ABR Inc. to conduct much of its monitoring along the Luckiamute mainstem. River Design Group collected cross-section and longitudinal profile data in the vicinity of the Upper Luckiamute bridge piers project. The Project Manager conducted temperature monitoring along the Luckiamute maistem and Maxfield creek. The table below summarizes monitoring reaches, segment lengths and activities.

Upper mainstem	LK-UL-S02-2011	950	Thalweg, substrate
Upper mainstem	LK-UL-S01-2011	24537	Canopy cover, riparian condition, temperature
Maxfield-Vincent	LK-MV-S01-2010	680	Temperature

- *Council will conduct assessment/survey activities to address knowledge gaps* in the model watersheds. Geomorphic survey, modeling and design for piling removal and LWD placement in upper Luckiamute; Rapid Bio-assessment annual until 2011; OSU fish monitoring.

Accomplishments: The Council completed its fourth and final year of the Rapid Bio-Assessment. This work provides vital information on location of salmonids and trout populations by reach. The information has been mapped with assistance from WOU.

- *Council will continue to pursue grants* to support implementation and other program related strategies.

Accomplishments: Applied for Oregon Dept. of Agriculture Weed grant in 2011 to expand Japanese Knotweed control downstream from Model Watershed area.

- *Council anticipates staffing* and related FTE to be 1.00 Council Coordinator; 0.75 Project Manager; 1.00 Education and Outreach Coordinator; 0.40 Data and GIS Coordinator.

Accomplishments: The Council engages independent contractors to provide these services. Current effective FTE for these services are approximately: Council Coordinator, 0.64 Project Manager, 0.60; Education and Outreach, 0.52; and Data and GIS management, 0.17. For the first six months of 2011, the effective FTE's were approximately: Council Coordinator 1.0, Project Manager, 0.75; Education and Outreach Coordinator, 1.0. In June 2011, the Council Coordinator and Education and Outreach

contracts ended and the Council made a conscious decision to renew these contracts at less than 1.0 FTE based on funding issues. Despite disruptions and reduced funding the Board stepped in to fill the gap and employed creative ideas to meet obligations. The new Council Coordinator contract was signed in September 2011. Outreach services are currently provided by the Project Manager, the Council Coordinator and another contractor who lives in the Model Watershed and is involved in the community.

Outcome schedule anticipated: Complete tasks outlined during 2011 calendar year with funds received from MMT April 2011 through March 30, 2012.

2011 Budget: MMT Money spent in the following budget categories:

Project Management	\$ spent	\$ originally allocated	\$ left
Monitoring			
Outreach			
Data base			
Etc.			

LWC Coordinator report

1-12 through 2-8-2012

Outreach (15%)

- **Worked with Outreach Committee and Outreach assistant to plan LWC Model Watershed Appreciation event in Feb. Invites are out, food is ordered, agenda made and facility locked down.**
- **Working with Joel Geier, watershed resident to design and begin process of establishing "Friends of LSNA" and LSNA brochure.**
- **Participated in two meetings with Model Watershed Council Coordinators to discuss future funding issues, database and work plans.**
- **Worked with Polk County to set up "Adopt a Road" project. Clean up set for May. 5th.**

Grant Development/reports and work plans (45%)

- Secured \$100,000 from OWEB and \$50,000 from MMT to continue funding of the LSNA. Maintains status quo.
- Working to complete MMT 2011 report for the Model Watershed and 2012 work plan. Met with Kendra to discuss possible funding options – range is from \$60,000 to \$70,000 despite \$100,000 received last year. Question is “do we have the capacity to spend money?” To date we have over half of the money MMT gave us left over from last year. We need to show increased capacity in order to request additional funds. LWC is still under watch.
- Tracking OWEB Board action and plans for future funding. Grant cycle for Outreach funds will be eliminated for 2012.
- Preparation for MMT 10 year action plan review and amendments.
- Follow-up on Weed Grant submitted. Administrator says it “Looks good”. Grant award announcement on Feb. 23. We asked for \$20,000 for expansion of knotweed removal outside the model watershed.

Council Support and Administration (35%)

- Updated and maintained 2012 Calendar
- Processed invoices and check requests
- Attended Steering Com. meeting and Board Meeting.
- Prepared documents for Board meeting.
- Updated and maintained Drop Box filing system for Board
- Responded to requests from Board.
- Engaged in policy discussion
- Went through Weebly training to learn how to update Web page. Reviewed Web page and had Gail post information and pictures as needed.
- Researched pro’s and con’s of filing as a nonprofit with the IRS. Prepared a power point of the nonprofit information and employee vs. contractor issue for board discussion. Contacted attorney (Mike Manzulli) to assist with decision making and filing if needed.
- Researched various facilitators and costs for March LWC Strategic Planning event.
- Attended Fiscal Sponsorship Task Force meeting in Albany. Report is attached.

Model Watershed Database (5%)

- Met with Jill Ory who is transferring information and maps into Confluence Database for LWC.

Reviewed the database created to date. Noted problems and discussed with Jill and Brian from Sitka. System is too slow and difficult to access. So far we have spent \$2,450 of the \$3,440 allocated to Jill for the project. There is still a lot of work to do and the system is not ready for use. There is no reporting capacity at this time. LWC is ahead of the pack as far as importing landowner information. We still have to input project information, grants, budgets, work plans and Peter has some remaining GIS work that needs to be done. This may require us to hire additional help with data input for much less than Jill charges. Jill offered to find someone for entering data base only and oversee the work if the board should choose to add additional funds for this. We have \$3,200 unallocated that is left in the budget for the database. It is important at this juncture that the board weigh in with ideas of how we would like to use the database prior to the reporting system being formalized. A meeting will be held at the office in Feb. to discuss this further. All are welcome to attend.

LWC PM Monthly Report - Jan 2012

Grant/Expense Category	Project Task	Contract Deliverable	Notes	January 1-31 Hours for Deliverables
LSNA MMT 10080217 (PM)				20.0
Project Management	Determine plant numbers, request and arrange delivery of plants from BEF through regional grow contract, provide plant lists in database	Email updates to BEF, make contacts with suppliers, put plant lists for project sites in database	Repeated revisions to plant numbers and species based on availability, plant trading with other WCs	4.0
Project Management	Monitor staff plates during high water events for one water year to determine site inundation frequency and duration	Record staff plate readings in central data system as monitored	Staff plate recordings, 10 hours were subcontracted	16.0
LSNA OWEB 208-3090-8417				18.0
Project Management	Maintain communications with funders and represent Council at requested meetings	Adequate communications maintained, meetings attended	Communications with OWEB and MMT re: funding	2.0
Project Management	Develop prescriptions and budget for site work and revise as necessary	Site prescriptions and budget resulting in signed contract(s)	GIS mapping to allocate additional plant materials on site	4.0
Project Management	Prepare and track revegetation and technical services contracts	Contracts prepared and executed within budget	Revisions to work plan to account for additional planting	2.0
Project Management	Evaluate site conditions	Site conditions evaluated	Three site visits without contractor	4.0
Project Management	Guide and check contractor work	Contractor work checked	Two partial days on site with contractor	6.0
Model Watershed MMT 11030689 (PM)				19.5
Collaboration Meetings	Participate in up to 6 collaborative meetings of the model watershed partners for peer learning and coordination of group endeavors	Attend collaborative meetings as appropriate for topic	Cooler kickoff meeting in Stayton	3.0
Grant Reporting	Compile relevant information and prepare relevant portion(s) of reports to meet grantor reporting requirements	Reports completed and delivered to grantor	GIS review for acreage/mileage calcs and review and edits to reports, site visit and photos at bridge piers	5.0
Project Management	Represent Council in communications with funders and at requested meetings	Adequate communications maintained and meetings attended	Communications with Kendra and Wendy, 1/17 PRC meeting	1.5
Project Management	Request and arrange delivery of plants from BEF through regional grow contract, provide plant lists in database	Email updates to BEF, make contacts with suppliers, put plant lists for project sites in database	Repeated revisions to plant numbers and species based on availability, plant trading with other WCs	6.0
Project Management	Track riparian revegetation per grant requirements	Project GIS maps and documentation of planting in year end report	Updates to project boundaries	4.0
Model Watershed MMT 11030689 (Outreach)				10.0

Model Watershed Budget Review and Proposal

Budget Categories	Initial Budget	Notes	Funds Spent			Remaining		Expected Remaining	2012 Needs	Notes	Final Need
			As of 1/31/12	As of 1/31/11	As of 3/31/12	As of 1/31/11	As of 3/31/12				
Personnel (Salary and Benefits or Longer Term Contractor)											
Landowner Outreach	\$17,000.00		\$10,348	\$6,771	\$2,033					Assume spend money allocated to Mari Anne, Peter and Andrea, but not any of the 'undesignated'	.25 FTE at \$30/hour - justification is continued knowweed expansion and projects on tribis
Project Management	\$20,000.00		\$6,667	\$13,333	\$8,183					Based on Peter's projection of Q1 (note 1/31 didn't include his Jan work)	PM at about .3 time at \$50/hour
Monitoring	\$10,650.00	Joint contract with ABR Monitoring with Mary's River	\$9,892	\$758	\$758					Assume no other costs from ABR Monitoring this year	Assume about same as in 2011
Program Oversight (Council Coordinators)	\$2,000.00		\$1,237	\$763	\$0					Allocated to mari Anne	1.25 FTE at \$35/hour (4-fold increase from 2011 for capacity building)
Administrative support specific to MWatersheds	\$8,000.00	Data management, fiscal	\$3,311	\$4,689	\$1,835					expected total based on 8% of total spent	Based on 8% of 'expected new grant'
Contracted Services (short duration, project specific)											
Project Development Assistance (Assessments, b	\$2,000.00	Includes LIDAR (not spent)		\$2,000	\$0					We SHOULD 'buy' access to LIDAR AND assume use remaining for initial assessment work by River Design Group	Assume similar or more needs than 2011
Project related Technical Assistance (Design, per	\$8,450.00	River Design Group and Cultural Review for Bridge Piers Project	\$7,615	\$937	\$937						questimate
GIS Support	\$10,000.00	Includes money for database contract, GIS support; eventually extended to Peter, MariAnne, Jill Ory etc for help in cleaning and populating	\$5,259	\$5,381	\$3,200					Assumes spend designated, but not undesignated funds	Assume continued work cleaning up and getting functional
Unallocated contracted services	\$1,900.00		\$0	\$1,260	\$0					Initial assessment by River Design Group	
Operating Expenses (travel, training, computers, etc.)									\$1,000	Travel, etc	\$1,000
Other				\$19,565	\$19,565				\$10,000	For contingencies	\$9,565
Reserve	\$20,000.00	Used for council support items when ran out of funds; Liability Insurance (should have been council support, now budgeted that way), permit, travel - all small									
Total	\$100,000.00		\$44,329	\$55,669	\$36,511				\$97,740		\$61,429

Recommended Facilitators for LWC Strategic Planning

- John Moriarty.** Dana from Long Tom recommended him. Said: "He is amazing."
 - Available March 31.
 - Charges \$75.00 per hour plus travel expenses. (MA guess: \$1,300)
 - Experience: OWEB hired him to facilitate a statewide watershed council meeting in 2002. Served as Statewide Coordinator and ED of the Network of Oregon Watershed Councils from 2004-09. Currently serves as the Natural Areas Coordinator for Lane County Parks part-time.
 - Philosophy of Facilitating Strategic Planning: It would be important to talk about objectives, expectations and budget prior to strategic planning and he prefers to be involved in the planning process.
- Heidi E. Henry,** Banner Non-Profits was recommended by Xan from Mary's River WC.
 - Available March 31
 - Charges depend on Scope of Work ?

- Experience: Facilitator at the Financial Stewardship Conference. Worked with Mid-Coast Watershed Council. Recently facilitated strategic planning for Benton Soil and Water Conservation District.
 - Philosophy: Find out what the Board's interests and goals are; design a "rubber hits the road" planning session that gives the Board very practical goals, strategies and action plans that they use.
3. **Allison Handler**, Solid Ground Consulting Group recommended by Xan from Mary's River WC which is currently using her for strategic planning.
- Available March 31
 - Charges for one-day facilitation including travel and prep work and a retreat summary report would be \$2,200.
 - Experience: Currently facilitating Mary's River WC strategic planning. Worked with different land and water conservation groups including the Columbia Slough WC.
 - Philosophy: Didn't say. Asked me to call her.
4. **Tasha Harmon** recommended by Xan from Mary's River – Trainer at Non-profit workshop.
- Available March 31
 - Charges sliding fee from \$70 to \$135 per hour plus \$20 for travel. At a minimum she expects to spend at least two to five hours on prep work and at least a half hour for debrief following the planning session. Will provide report if we request it for additional cost. (MA guess - probably around \$1,600)
 - Experience: No direct experience facilitating strategic planning for WC's. Has facilitated planning for religious organizations, elementary schools, community-based nonprofits, social service agencies and coalitions. List available at www.Tasha-Harmon.com.
 - Philosophy is that it is a process – begin with values and vision, be clear about capacity questions, and to look not just at what needs to be done, but also how it will be done, how accountability will be maintained, how results will be evaluated, and how those results will inform the next iteration of the strategic plan. Emphasis on clear decision-making process.

Other facilitators recommended that we have not heard back from at this time:

1. Marshall Mediation – Dena Marshall who is currently being considered for a strategic planning event with the Network. Recommended by Tara from Calapooia WC.

2. Cheryl Good recommended by Mary's River WC.

My guess of minimum time involved to facilitate our planning process:

5 hours prep work

6 hours facilitating

5 hours to draw up final report