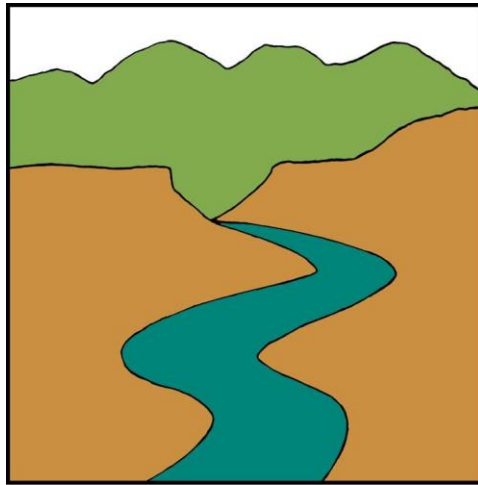


North Fork John Day Watershed Council



**North Fork John Day
Watershed Council**

Strategic Plan

With support and direction from
The River Network and
The Network of Oregon Watershed Councils

Approved by the Board of Directors
December 21, 2010

North Fork John Day Watershed Council
PO Box 444
Long Creek, OR 97856

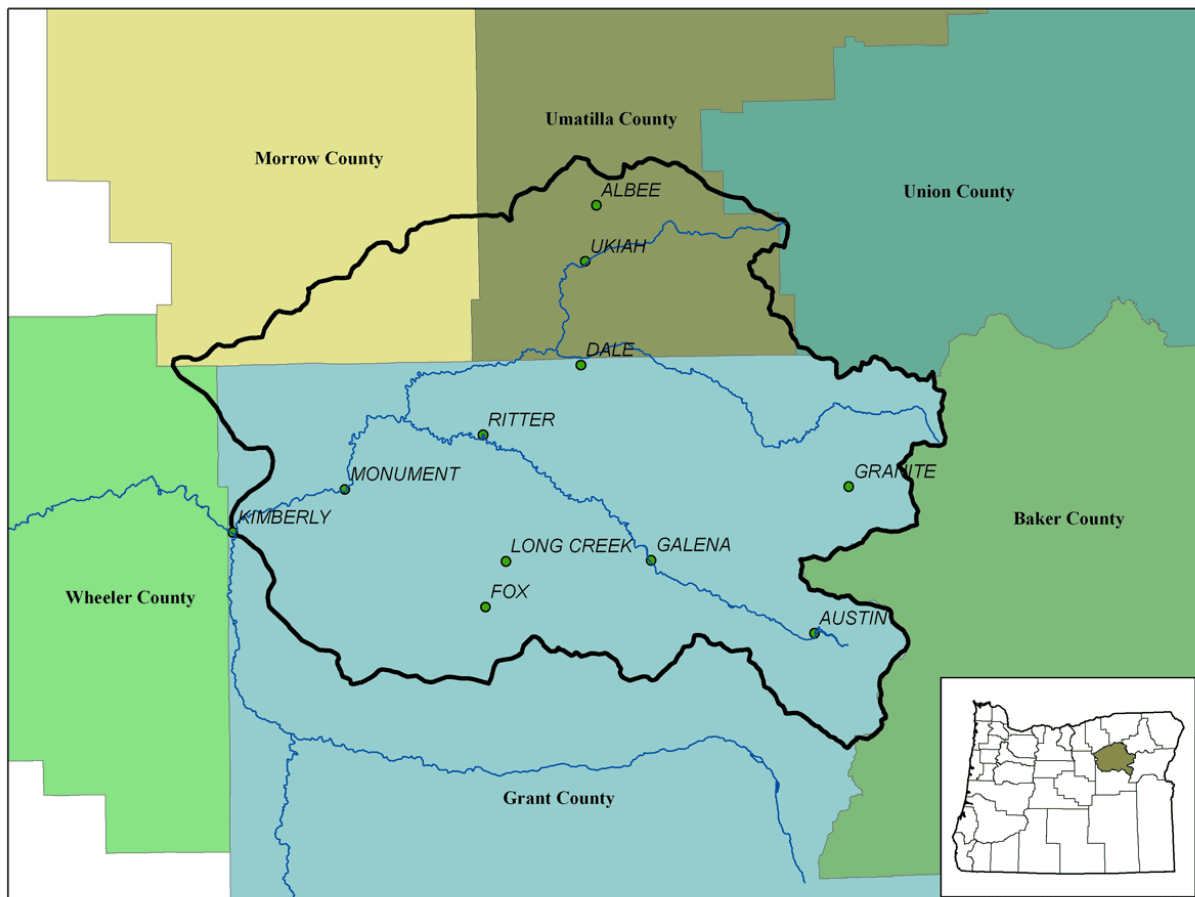
North Fork John Day Watershed Council Strategic Plan

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INTRODUCTION

The North Fork John Day Watershed Council created this strategic plan to guide their work over the next five years. Working with consultants Wendy Wilson (River Network) and Alethea Gallman (Network of Oregon Watershed Councils), Council Board members and interested stakeholders invested their time and energy in a series of facilitated meetings, through which participants determined Council goals, objectives, and milestones for the next five years. The plan was written jointly by North Fork John Day Watershed Council's staff, Wendy Wilson, and Alethea Gallman. The plan was completed in November 2010 and adopted unanimously by the Board of Directors on 12/21/2010.



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Acronym List

Bureau of Land Management	BLM
Cooperative Weed Management Area	CWMA
Department of Environmental Quality	DEQ
Early Detection Rapid Response	EDRR
Global Positioning System	GPS
Integrated Pest Management	IPM
Intensively Monitored Watershed	IMW
National Forest Foundation	NFF
Natural Resources Conservation Services	NRCS
North Fork John Day Watershed Council	Council
Oregon Watershed Enhancement Board	OWEB
Soil and Water Conservation District	SWCD
Water Quality Management Plan	WQMP

NFJDWC Board Members:

Rick Henslee – Chairman, Long Creek
Thom Bruce – Vice Chairman, Kimberly
John Zakrajsek – Secretary/Treasurer, Confederated Tribes of the Umatilla Indian Reservation
Mark Rietmann – Morrow County
Reiba Smith – Long Creek
Stephane Charette – Confederated Tribes of the Warm Springs Reservation of Oregon

NFJDWC Staff:

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Section I – Mission/Vision/Timeline

The North Fork John Day Watershed Council collaborates with local residents, user groups, and agencies on projects that protect, restore, and enhance our fisheries, wildlife, upland, and riparian habitats, while preserving the socio-economic values of those who live and work in the watershed.



Mission Statement

The mission of the North Fork John Day Watershed Council is to actively participate in the planning, funding and implementation of actions and projects that enhance and sustain the health of the North/Middle Fork John Day Watershed, honor tribal treaty rights and strengthen the long-term economic stability of individuals and communities that rely on the watershed's natural resources.

Core Values

The Council's Board members expect our programs and activities to reflect local values and the experience of the community. The following principals will guide our work:

- Provide council resources and expertise to the public.
- Serve as a clearinghouse for watershed related issues.
- Place high priority on collecting and compiling data upon which to base future actions.
- Utilize common elements of existing documents as a basis for action.
- Work in cooperation with other watershed councils, agencies, organizations, and community members.
- Measure success through on-the-ground accomplishments that enhance watershed health.

Case Statement

The North Fork John Day Watershed Council (Council) is a private, nonprofit 501(c) 3 corporation devoted to protecting the ecology of the North and Middle Forks of the John Day River, a watershed encompassing approximately 1.7 million acres in Grant, Morrow, Umatilla, Union, and Wheeler Counties. The watershed's 1,200 residents live in the small, rural communities of Monument, Long Creek, Ukiah, and Granite; or on scattered ranches and

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homesteads throughout the area, where ranching, forestry, and other natural resource based activities form the basis of the economy.

The Council focuses on implementing projects that impact local landowners and resource managers in the watershed, such as: assisting landowners with effective land management practices; protecting, enhancing, and restoring Chinook, steelhead, and bull trout habitat; temperature and macroinvertebrate monitoring to determine the effectiveness of restoration efforts on the Middle Fork John Day River; and continuing the North Fork John Day Cooperative Weed Management Area (NFJD CWMA) to control the spread and impacts of noxious weeds in the watershed.

We emphasize working with landowners and managers to implement win-win projects that protect and enhance not only fish and wildlife, but also the local economy and community values. The Council strongly believes that these local communities are vital to the long term economic and ecological sustainability of the area. The Watershed Council strives to foster locally-based discussion among diverse interests. We strongly believe that doing so builds our understanding of each other and the watershed we share. This improved understanding is critical to wise decision-making and management of our natural resources.

Section II – About the Council and this Plan



Protecting watersheds is about building leadership and engaging the community. The Council has a history of leadership and a reputation for effectiveness and has been particularly successful partnering with both private landowners and federal land management agencies focused on watershed restoration and weed-control projects.

The Council now faces the task of building stronger connections with private landowners and engaging more local landowners in its programs. Though there are many ways to get volunteers and supporters involved, the Council needs to make choices and build consensus. It can best serve the community by using local expertise to consider options and set strategic goals for watershed-wide action. The Council will use this plan to further our mission, harness our key resources, strengthen our programs, and engage others interested in this unique watershed.

Strategic Opportunities:

There are many successful watershed councils and other organizations in Oregon that compete for funding resources to perform similar work. However, the headwaters of the North Fork John Day River are recognized by agencies and land managers for high resource values and the potential for effective restoration projects. Successful headwaters projects in the North Fork John Day Watershed have important economic benefits to downstream resources and their users. These projects have the potential to reach far beyond the local communities of the North Fork John Day Watershed.

More public money may be available for local communities through the work of the Council. Most local economic interests are currently (or can be) represented in the Council process. Participants will be able to leverage more resources by working together and speaking with one voice.

The federal land management agencies, along with state and local agencies, also benefit from the work of the Council. These entities need local involvement and the knowledge of landowners and local residents to effectively do their jobs. The Council's current cooperators are vital to the

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success of current projects and available funding resources, while new participants can increase growth and capacity and bring fresh ideas.

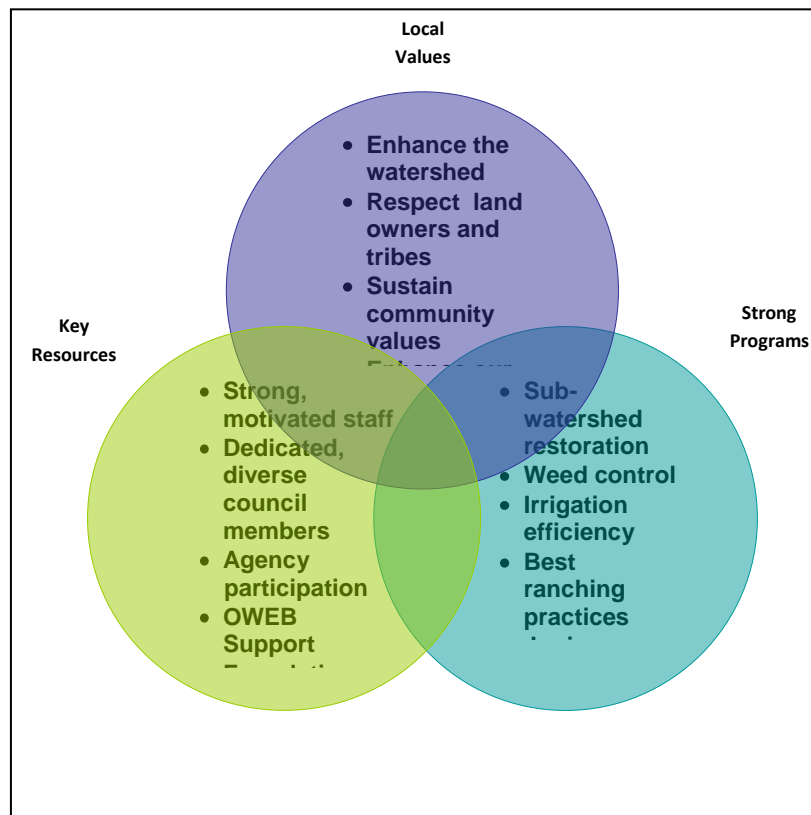
New Participants

The success of the Council depends on reaching new participants and engaging current participants. Specifically, the Conservation Districts (Umatilla, Monument, Grant) and the NRCS are critical partners for projects and volunteers. Local producers groups such as the Stockgrowers, Cattlemen's Associations, and county Farm Bureaus could be more involved. Local schools, teachers, and students could benefit from, and contribute to the success of the Council.

People outside the watershed also have an interest in the success of the Council. We would like to reach out to the Lower John Day Working Group to explore what they have developed with their Special Investment Partnership. The Oregon State University Extension Service, private foundations, and other non-profit groups may be able to help as well.

The Council can develop a wider base of support by identifying potential projects, maintaining a calendar of events, and extending Council membership positions to represent new constituents.

North Fork John Day Watershed Council --- Strategic Position



Section III – Goals and Objectives

Restoration Program Goal: *Improve upland range conditions, instream, and riparian habitats.*



Restoration Program Measurable Objective #1: Support landowners and land management agencies in the North and Middle Fork Watersheds with implementation of the North Fork John Day Agricultural Water Quality Management Area Plan.

Our strategy is to work to improve water quality through planning and implementation of technically sound and economically feasible conservation practices. We will do this by encouraging adequate funding to achieve systematic, long range planning and focus of coordinated efforts on full-scale, watershed-based approaches, identifying needs, developing projects, actively seeking funding, and ensuring successful implementation of funded projects.

Benchmarks and Activities

Year One (2011)

1. Establish potential funding opportunities to assist landowners in meeting goals specified in the Agricultural Water Quality Management Area Plan
2. Participate with Monument SWCD on the biennial review of the North Fork John Day River Agricultural Water Quality Management Plan.

Year Two (2012)

1. Assist landowners with long range planning.
2. Develop collaborative relationship with DEQ, ODA, and other pertinent agencies/groups/landowners to develop a proactive strategy to address potential water quality issues on private land.
3. Develop and implement 2-3 landowner driven water quality improvement projects.
4. Conduct assessment of water quality improvement needs.
5. Focus on staff training needs to recognize and address water quality issues.
6. Conduct riparian/instream workshop.

Years Three (2013)

1. Continued collaboration with agencies and landowners.

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2. Continued development and implementation of water quality improvement projects.
3. Conduct field tour on successful collaboration and project implementation.
4. Develop public message on how water quality is related to other improvement projects (e.g., riparian and upland health).

Year Four (2014)

1. Continued collaboration with agencies and landowners.
2. Continued development and implementation of water quality improvement projects.
3. Continued outreach (field tours/workshops) on successful projects and how water quality improvement relates to other resource concerns.
4. Begin staff focus and development of whole farm/ranch/forest management plans to address multiple resource needs including water quality improvements.

Year Five (2015)

1. Continuation and expansion of collaboration, outreach, and project implementation.
2. Staff development of a whole farm/ranch/forest management plan to address multiple resource concerns including water quality improvements.
3. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Restoration Program Measurable Objective #2: Maintain and improve upland forage conditions for stock and wildlife.

The past focus of the Council has not been as strong in upland forage conditions and improvements as in other areas. We will be successful in this area when upland range conditions are sustainable, there is a reduction in noxious weed populations, and when landowners recognize the Council as a place to go for assistance with upland projects.

Our strategy is to work with landowners and funding agencies to implement projects that assist with effective grazing management, water developments, and treatment of noxious weeds and juniper encroachment that impact upland forage.

Benchmarks and Activities

Year One (2011)

1. Implement Rudio Creek Ranch Upland Watershed Restoration Project.
2. Complete Jarvis Ranch Project and Grazing Plan.
3. Work with partners on Rudio Basin Enhancement Partnership and develop watershed-scale noxious weed treatment project, involving all stakeholders.
4. Train staff to write grazing management plans.

Year Two (2012)

1. Highlight uplands project for press release and landowner tours.

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2. Conduct landowner workshop on rangeland and upland improvements emphasizing economic returns witnessed from improvements.
3. Work with agencies on developing opportunities for upland improvement projects.
4. Conduct assessment with Council and stakeholders to determine a priority focus for the Council on projects relating to upland forage and juniper.

Year Three (2013)

1. Implement 3-5 successful private landowner upland improvement projects.
2. Staff development of 3-5 grazing management plans in conjunction with upland improvement projects.
3. Implement a federal allotment improvement project focused on upland improvements.
4. Develop priorities and timeline from upland forage and juniper resource assessments.
5. Focus staff training on additional upland management issues (e.g., prescribed burning, forest management)
6. Expand on landowner workshops/field tours based on feedback from Year 2 event.
7. Highlight collective projects in media outlet.

Year Four (2014)

1. Continue implementation of private and public upland improvement projects focusing on priorities and timeline from upland forage assessment.
2. Conduct an upland forage health and needs assessment in collaboration with other watershed partners.
3. Begin project implementation based on prioritization of juniper resource assessment.
4. Conduct field tours and workshop with landowners and interested parties on successful projects highlighting new and integrated approaches to upland forage improvement (e.g., prescribed burning, alternative grazing strategies and/or livestock).
5. Implementation of additional grazing management plans based on landowner requests.
6. Begin staff focus and development of whole farm/ranch/forest management plans to address multiple resource needs including upland forage.

Year Five (2015)

1. Continue implementation of upland improvement projects including 3-5 juniper projects that can show economic returns.
2. Staff development of a whole farm/ranch/forest management plan to address multiple resource concerns including upland forage.
3. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Restoration Program Measurable Objective #3: Improved overall instream and riparian conditions, and the reduction of impacts to fish habitat.

The Council is currently working to improve overall stream conditions by taking a broad approach through improvements to fish passage barriers, riparian habitats, vegetation, and improvements to floodplain connectivity. We will be successful when we have a more

strategic focus in concentrated areas and have defined the Council's niche in instream improvement efforts.

Our strategy is to work cooperatively to implement priority actions from the Fox Creek Assessment, effectively utilize the prioritization planning tool developed through the NFF Mid-Capacity funding grant, prioritize and phase allotment improvements with stakeholders, and identify fish passage barriers to prioritize projects. We can do that through focused education and outreach on the importance of proper riparian, floodplain, and stream hydrologic function to the health of surrounding meadows and uplands in order to bring together the concept of whole system health/function (i.e., move focus beyond just instream barriers and habitat). Relate this to economic returns for permittees/landowners.

Benchmarks and Activities

Year One (2011)

1. Develop overall priorities and timeline for actions outlined in the Fox Creek Assessment.
2. Grazing Allotment Improvements: prioritize and phase; work with Forest Service, interested stakeholders, and permittees.
3. Complete Upper Middle Fork, Meadowbrook, Bruin, Morsay, Taylor, and Sugarbowl Allotment Fencing Projects.
4. Complete National Forest Foundation North Fork Allotment Project.
5. Schedule Council meeting to use the prioritization planning tool, developed through the NFF Mid-Capacity Grant to identify priority areas of the watershed.
6. Submit proposals for allotment improvement project funding in partnership with Umatilla and Malheur National Forests.

Year Two (2012)

1. Initiate process to identify fish passage barriers for prioritization of project implementation.
2. Identify funding sources and implementation timeline for fish passage barrier projects.
3. Continue allotment improvement projects.
4. Conduct riparian/instream workshop.

Year Three (2013)

1. Project selection and implementation of three additional Fox Creek Projects.
2. Continue allotment improvement projects.
3. Revisit Fox Creek Assessment to acknowledge accomplishments and identify projects still needing implementation.
4. Determine need for and conduct additional stream assessments.
5. Conduct field tours/workshops on successful projects highlighting the relationship between healthy riparian and instream habitats to surrounding upland habitats.

Year Four and Five (2014-2015)

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1. Prioritize projects and timeline for instream and riparian improvement projects based on new stream assessments.
2. Train staff to identify potential fish habitat issues when developing new projects.
3. Explore more collaborative partnerships to address fish habitat improvements.
4. Staff development of a whole farm/ranch/forest management plan to address multiple resource concerns including instream and riparian habitats.
5. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Weed Program Goal: *Meet the policy goals of the Oregon Dept of Agriculture Noxious Weed Plan.*



Weed Program Measurable Objective #1: Create and maintain up to date database of all noxious weed locations within the watershed, so that land management agencies have the survey information they need and can work efficiently to distribute funds and implement on-the-ground actions to control noxious weeds in the watershed.

Current projects include large-scale surveys and monitoring of Bureau of Land Management lands for noxious weeds, contributions from the Forest Service for treatments on private land, and surveys within the Umatilla National Forest Wilderness Areas for noxious weeds. We will be successful when we are the organization that federal and state land management agencies working in the watershed regularly come to for assistance with noxious weed surveys, inventory, and monitoring.

Our strategy is to develop a comprehensive noxious weed inventory for the Bureau of Land Management within the North Fork John Day River corridor, continue to foster effective partnerships through the NFJD Cooperative Weed Management Area (CWMA), have a demonstration project with successful treatment and revegetation, and serve as the clearinghouse of information for federal land weed locations, treatments, and priorities.

Benchmarks and Activities

Year One (2011)

1. Complete quality weed surveys and distribute data to the BLM with high priority areas in the North Fork John Day River corridor.

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2. Utilizing the CWMA, develop a strategy to gather and share weed site information between agencies and all other user groups.
3. Expand the membership and collaborative function of the CWMA.
4. Begin concerted, organized process of gathering, electronically storing, mapping, and sharing all known weed locations and treatment efforts between agencies and cooperating private landowners.

Year Two (2012)

1. Ask agencies to evaluate and document success of our programs to share with supporters and community members.
2. Continue to gather, store, map, and share all known weed locations and treatment efforts between agencies and cooperating private landowners.
3. Explore staffing needs to accommodate weed database and mapping needs.
4. Utilizing CWMA, discuss information and funding gaps within and between agencies to address weed management, prevention, and control needs.

Year Three (2013)

1. System to organize and share weed information between agencies and user groups is in place.
2. Field tour/workshop highlighting successful weed treatments and revegetation efforts.
3. Complete Leafy Spurge Control/Monitoring Project on Cottonwood/Fox Creek.
4. Establish project and site to be used as long term demonstration project.
5. Increased requests from agencies for the Council to conduct surveys, inventories, and monitoring.
6. Seek funding opportunities to implement landscape level weed control and prevention projects with a focus on IPM and EDRR.
7. Expansion of collaborative weed treatments across jurisdictional boundaries.

Year Four (2014)

1. Recognition by agencies and public of CWMA as the go-to-group for effective collaborative processes to address weed issues.
2. Increase cooperation between private landowners and public agencies in order to work on weed control and prevention on a landscape level.
3. Secure funding and implementation of landscape level weed control and prevention projects with a focus on IPM and EDRR.
4. Secure funding and implementation of long term demonstration project.
5. Quantifiable reduction in noxious weed presence within the watershed.

Year Five (2015)

1. Sufficient funding and implementation of weed control and prevention projects by agencies.
2. Increased voluntary weed control by private landowners in a collaborative effort towards landscape level effectiveness.
3. Working database of weed information and sharing of information between agencies and other user groups.

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4. Tours of demonstration project highlighting the importance of collaborative planning and the economic, as well as ecological benefit of weed control and revegetation efforts.
5. Ask agencies to evaluate and document the value of our programs to them.
6. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Weed Program Measurable Objective #2: Increase private landowner participation in cooperative noxious weed control efforts.

In 2008, the Council developed a Cooperative Weed Management Area (CWMA), used to focus efforts on projects in specific areas and on targeted weed species. We will be successful when we have an established landowner cost-share program that services the majority of landowners, strategically located throughout the watershed.

Our strategy will focus on developing a message to use with landowners about our noxious weed treatment program, develop a process by which to prioritize weed treatments, hold two yearly CWMA meetings, and implement a 5 year treatment/funding plan for Priority Noxious Weeds as included on the State of Oregon and Grant County Noxious Weed lists.

Benchmarks and Activities

Year One (2011)

1. Establish message to be used with landowners.
2. Utilize CWMA meetings to incorporate planning, priorities, and treatments.
3. Continued implementation of OWEB funded leafy spurge project on Cottonwood/Fox Creek.
4. ODA Rudio Creek Treatment Project implemented with high resolution weed mapping.
5. Establish protocols to include weed treatments as part of any Council restoration project.
6. Work to develop watershed scale weed control project in conjunction with the Rudio Basin Enhancement Partnership.
7. Develop and seek funding for large-scale weed monitoring and treatment project along the Middle Fork John Day River.

Year Two (2012)

1. Develop a process by which to prioritize weed species, locations, and treatment methods.
2. Expand function of, and participation in the NFJD CWMA, especially from private landowners.
3. Start landowner recruitment for implementation of a large-scale weed monitoring and treatment project along the Middle Fork John Day River.
4. Field tours/workshops highlighting successful weed treatment projects and the relationship of weed encroachment with other resource concerns, particularly long-term economic costs and water quality impacts.
5. Develop 3-5 years treatment/funding plans for priority noxious weeds: Medusahead, Perennial Pepperweed, White Top, Leafy Spurge, Mediterranean Sage, and Knapweeds.
6. Make sure staff training needs are addressed in areas of weed identification and control.

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Year Three (2013)

1. Development and implementation of projects based on established prioritization process.
2. Continue function and expansion of CWMA.
3. Continue outreach/education on weed issues focusing on successful projects and economic returns (e.g., improved range health, higher stocking rates, and increased livestock weight gains) witnessed from weed control and prevention efforts.
4. Refine weed treatments by establishing a landscape level focus.
5. Seek funding opportunities to implement landscape level weed control and prevention projects with a focus on Integrated Pest Management (IPM) tools and Early Detection/Rapid Response (EDRR) efforts.

Year Four (2014)

1. Show a quantifiable reduction in noxious weed presence within the watershed.
2. Public recognition of CWMA as the go-to group for weed management concerns within the watershed.
3. Secure funding and implementation of landscape level weed treatments utilizing EDRR and IPM.
4. Secure funding to implement landowner cost-share for weed treatment on private land.
5. Continue public outreach and education.
6. Continue staff training.
7. Begin staff focus and development of whole farm/ranch/forest management plans to address multiple resource needs including control of noxious weeds.

Year Five (2015)

1. Established landowner Cost-Share Program in place.
2. Continue reduction in noxious weed presence within the watershed.
3. Using the CWMA, collaborate with the Council, landowners, agencies, and other groups interested in weed control/prevention.
4. Develop strong public understanding of the social, economic, and ecological impacts of noxious weeds.
5. Staff development of a whole farm/ranch/forest management plan to address multiple resource concerns including noxious weed control.
6. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Monitoring Program Goal: *Long-term, standardized water quality monitoring plan throughout the basin.*



Monitoring Program Measurable Objective #1: Participate in and coordinate the Upper Middle Fork John Day River Intensively Monitored Watershed (IMW) to determine the effectiveness of restoration efforts.

We are currently working with multiple partners to monitor temperature, macro-invertebrates, and meteorological data within the project area. We will be successful after completion of Year 10 of the IMW project, compilation of all data in a useable and accessible database, analysis of data, and dissemination of results on the effectiveness of restoration efforts.

Our strategy is to continue successful coordination of temperature, macroinvertebrate, and meteorological monitoring, and overall IMW monitoring efforts, as well as successful and statistically viable sampling efforts.

Benchmarks and Activities

Year One (2011)

1. Populate the temperature database with all data in Middle Fork IMW boundaries.
2. Statistical analysis of macroinvertebrate locations to confirm effective monitoring plan.
3. Work on weather station permitting to allow data transfer to Dunstan Preserve.
4. Obtain funding to begin riparian vegetation monitoring.
5. Refine sampling between partners to assure consistency and defensibility of samples.

Year Two (2012)

1. Engage students and/or community members in ongoing monitoring activities and analysis.
2. Begin riparian vegetation monitoring to complement overall data set.
3. Ask agency partners to evaluate our program and document our results.
4. Obtain weather station permitting and begin data transfer/sharing with Dunstan Preserve.

Year Three (2013)

1. Establish program with local school(s) to participate in monitoring efforts.
2. Incorporation of agency feedback into focus, techniques, efforts, etc.

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3. Hold public field tour/workshop on IMW efforts and outcomes.
4. Fully engage public on current IMW outcomes and ask for feedback.

Year Four and Five (2014-2015)

1. Continue program with schools and expand to include other volunteers.
2. Incorporate public feedback into focus, techniques, efforts, etc.
3. Produce summary of results and lessons learned that we can share more widely with supporters and community members.
4. Continue to gain insight from agencies and public.
5. Offer suggestions to agencies, partners, and funders on any needs for modification of current conservation efforts based on IMW results.
6. Continued collaboration and funding of IMW, particularly to address any data gaps not currently monitored.
7. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Education & Outreach Program Goal: *Provide broad economic and social benefits to our community and gain community support needed for successful implementation of our programs.*



Education & Outreach Measurable Objective #1: The Council has direct interaction and/or communications with the majority of the residents in the watershed, through projects, newsletters, and workshops.

The Council currently has 238 contacts on our email list and 215 contacts on our direct mail list for a total of about 400 contacts. These contacts currently receive four newsletters a year, but only about 150 of them live within the watershed. If in five years we have 450 people in the watershed on these lists and regular contact with them, we will be reaching the majority of households within the watershed.

In the past, most new project ideas have come to the Council through land managers and landowners. The more people that know about our work, the more we can match resources to projects and bring money into the community. Our strategy is to continue our printed newsletter, add more publications and online resources, produce yearly summaries

focused on educational and organizational highlights, and develop key community events for outreach to residents of the watershed.

Benchmarks and Activities

Year One (2011)

1. Identify 12 weeds to profile throughout the year and determine venues for posting them each month.
2. Distribute Rancher's Guide to Watershed Restoration.
3. Identify key dates and format for future Council event calendar.
4. Publish one article in the Blue Mountain Eagle.
5. Publish calendar for landowners and community with projects and reminders of grant deadlines.
6. Collect and organize data necessary to report economic/community enhancement.
7. Annual report on Council activities and economic benefits to community.
8. Conduct invasive plant and allotment workshops; involve FFA and 4H students.
9. Strengthen and expand student monitoring workshop.

Year Two (2012)

1. Develop Education and Outreach Plan.
2. Coordinate public relations with SWCD; meet with Monument SWCD to discuss joint outreach efforts.
3. Develop topic for Coffee Time interview.
4. Select project(s) for press release topics.
5. Annual report on Council activities and economic benefits to community.
6. Publicize the Council's website and continue website development as an outreach tool.
7. Conduct riparian and upland workshops; involve FFA and 4H students in workshops.

Year Three (2013)

1. Start educational opportunities for landowners about benefits of upland improvements, fish passage, riparian improvements, grazing management, and noxious weed control that stress the economic as well as ecological importance of each.
2. Hold one open house.
3. Create schedule of Stockgrower's and Farm Bureau meetings and determine who will attend.
4. Develop list of stories for upcoming newsletters geared toward educating landowners about benefits of fish passage.
5. Annual report on Council activities and economic benefits provided to the community.

Year Four (2014)

1. Expand education and outreach activities for landowners stressing importance of whole farm/ranch/forest management and how this relates to water quality improvements, reduced environmental scrutiny, and increased economic returns.
2. Hire full time Education and Outreach staff member.

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3. Obtain feedback from current project participants, partners, and volunteers on current outreach efforts.
4. Annual report on Council activities and economic benefits provided to the community.

Year Five (2015)

1. Well recognized and attended field days and workshops that stress the importance of whole farm/ranch/forest management.
2. Increased participation from private landowners in NFJDWC meetings.
3. Mailing list with over 450 contacts from within watershed.
4. Annual report on Council activities and economic benefits provided to the community.
5. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Education & Outreach Measurable Objective #2: The Council has an active list of at least twenty landowners interested in projects and has increased the number of active landowner projects by 25%.

The council currently works with four or five landowners a year on projects on their lands. We anticipate expanding that to 10 projects a year within five years. To generate those projects we need at least twenty specific landowners with open files in our office that detail their interest in projects.

Our strategy is to continue having land managers and landowners refer projects to us, but also to publicize specific financial opportunities to landowners, especially at public events. We anticipate increasing the number of our Board Members and having the Board actively recruit landowners throughout the watershed to participate in Council activities.

Benchmarks and Activities

Year One (2011)

1. Sponsor an annual community event or field trip that highlights successful projects.
2. Host two landowners workshops focused on invasive species and allotment improvements.
3. Recruit and train landowners who participated in successful projects to conduct new landowner outreach activities.

Year Two (2012)

1. Sponsor an annual community event or field trip that highlights successful projects.
2. Help market or add value to local products/services that meet Salmon-friendly production standards.
3. Host two landowner workshops focused on upland/range improvements and fish habitat/instream work.

Years Three, Four, and Five (2013-2015)

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1. Sponsor an annual community event or field trip that highlights successful projects.
2. Conduct at least two trainings per year for staff, Board Members and other interested partners.
3. Develop materials and become a clearinghouse for information about the success of our landowner programs.
4. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Education & Outreach Measurable Objective #3: A volunteer leadership for school programs that engage students in science education and increases our volunteer base for on-the-ground projects.

The Council currently does not have an education program with the local schools. In five years we want to have a solid program for the approximately 150 students in grades K-12 throughout the schools in Long Creek, Monument, and Ukiah, and provide at least one field day per year for students. Each year we expect to have two or three school visits and approximately 20 students in the field.

Our strategy is to partner with other agencies and organizations involved with education programs, develop a summer monitoring program using student volunteers, and hire a staff person or utilize current staff to develop a school program and act as liaison between the Council and schools.

Benchmarks and Activities

Year One (2011)

1. Partner with other agencies and organizations involved in educational programs.
2. Determine if and how students might become involved in existing monitoring efforts.
3. Invite students and teachers to attend Council meetings.
4. Send Council representative to 4H or FFA meetings to discuss opportunities for parent-sponsored involvement of school children.
5. OWEB/DEQ 319 proposals to involve 4H and FFA and expand student monitoring program.
6. Look at funding opportunities and potential to share AmeriCorps/RARE position with TNC and the Dunstan.

Year Two (2012)

1. Develop summer monitoring program using student volunteers.
2. Conduct trainings and field trips for students in mapping, GPS, weed identification, etc.
3. Obtain funding and submit application for AmeriCorps/RARE position.

Years Three (2013)

1. Written plan for student monitoring program.

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2. Continue to expand trainings and field trips for students; utilize feedback from teachers to refine program.
3. Sponsor a student field day.

Year Four (2014)

1. Hire full time Education and Outreach staff member.
2. Obtain funding for AmeriCorps/RARE volunteer and fill this position.
3. Implement student monitoring program.
4. Continue trainings and field trips for students.
5. Sponsor student field day.
6. Offer summer intern program to local high school students.

Year Five (2015)

1. Successful implementation of student monitoring program.
2. Continued trainings, field trips, and field days for students.
3. Continued and expanded summer intern program.
4. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Internal/Organizational Goal: *Support the mission of the Council with adequate funding, human resources, and administrative systems.*



Internal/Organizational Measurable Objective #1: Meet general operating expenses of \$200,000 and 6 month operating reserve of \$100,000.

The council's \$750,000 annual budget comes primarily from project grants that allow just 10% for administrative overhead and another 5% for project management expenses. This does not cover the costs needed to develop new programs, conduct community outreach, and raise additional funds for the organization. To generate a \$100,000 surplus in five years will require a major effort to develop a relationship with community members in the watershed who are able to contribute personally. To accomplish this, we will need to generate \$50,000 a year of general operating funds for five years and set aside at least \$20,000 of reserves each year.

Our strategy is to apply for grants as soon as they become available, allowing the Council to conduct new community events. We will appoint a board fund raising team (or lead) to

work with the Network of Oregon Watershed Councils over the next year on a fund raising plan to diversify our funding sources and look for other opportunities for support. We will establish a database and administrative system, with the help of the River Network, to track financial donations. Then, over several years, we will launch successive outreach efforts to raise our profile and engage new constituents.

Benchmarks and Activities

Year One (2011)

1. Work with the River Network to establish software and a data base to track information on volunteer hours and contributions.
2. Work with the Network of Oregon Watershed Councils to develop a 5 year Fund Raising Plan.
3. Develop five year fundraising plan.

Year Two (2012)

1. Begin sponsorship opportunities for businesses such as project sites, miles of fence line, adopt-a-sub-watershed, or other opportunities with tangible results of support.
2. Identify the top five donors who have already given to the organization and meet with each to thank them. Publicize their support and the Council's appreciation in local newspapers and/or radio spots.
3. Provide publicized community appreciation such as a donor event, plaque, Public Relations campaign to stress the private, non-profit status of the Council (non-governmental) and how donations are tax deductible.
4. Research means of increasing on-line donations.

Year Three (2013)

1. Offer donors at least three opportunities to give over the course of the year including direct sponsorship requests, major event participation, and newsletter mailings.
2. Continued publicized appreciation of donors.
3. Offer site-specific sponsorship opportunities to individuals as well as businesses.
4. Publicly thank private property cooperators who may in turn make donations to the Council.
5. Continue PR campaign on private, non-profit structure of the Council.
6. Strategy developed to increase on-line donations via website.

Year Four (2014)

1. Seek renewals from at least 100 "Friends" that have donated money in the past.
2. Continue major event and sponsorship opportunities.
3. Continued publicized appreciation of donors and project cooperators.
4. Continued outreach on non-profit Council structure.
5. Increase in on-line donations via website realized.
6. Conduct major donor campaign to reach 15 targeted landowners, friends, sponsors, and others with the potential to donate \$200 or more.

Year Five (2015)

1. Continue major event and sponsorship opportunities.
2. Continued publicized appreciation of donors and project cooperators.
3. Continued outreach on non-profit Council structure.
4. Increased level of on-line donations via website.
5. Seek renewals from major donors and provide incentives to increase contributions.
6. Update 5 year Fund Raising Plan.
7. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Internal/Organizational Measurable Objective #2: Develop recruitment and retention plans for board and staff members.

The Council currently has six Board Members. We have listed in our by-laws that the number of Council Directors may vary between a minimum of five and a maximum of thirteen, the exact number to be fixed from time to time by resolution of the Board of Directors. However, we want to bring in new ideas, retain current members, and grow our resources and staff. For this we will need at least two new board members, especially to help with landowner outreach within the first year of this plan. We will then need a regular process for nominating and electing board members from amongst interested community members.

Our strategy is utilization of a nominations chair from the Board and development of a recruitment and retention strategy for Board members.

Benchmarks and Activities

Year One (2011)

1. Establish Manual for Council Board Members.
2. Establish nominations lead.
3. Interview Council supporters to get referrals of potential board members.
4. Elect two new board members.
5. Define training needs of staff, board members, and other interested partners in connection with Board recruitment and retention. Develop a list of educational opportunities.

Year Two (2012)

1. Secure a volunteer coordinator (staff person or volunteer) to help fund raising committee implement new “friend-building” events and track contributions of time and money.
2. Input information on at least 100 potential donors in the data base and track their contribution histories.
3. Determine how many additional board members will be nominated and elected.
4. Conduct at least two trainings per year for staff, board, and other interested partners.
5. Encourage staff and board members to seek additional, outside training opportunities

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Years Three, Four, and Five (2013-2015)

1. Choose the most successful “friend-building” event and recruit new committee members to maximize annual fund raising potential.
2. Set aside “seed funds” for subsequent events.
3. Determine how many additional board members will be nominated and elected.
4. Encourage board members and staff to identify training needs and seek additional training opportunities.
5. Evaluate success with identification of strengths and weaknesses, with recommendations for improvement.

Section IV – Plan Implementation

The Council's Board of Directors maintains fiduciary control of the Council and the responsibilities of hiring, supporting, and supervising the Coordinator. The Board will be primarily responsible for six decisions each year that sets the direction of the organization:

1. Adopting/Reviewing the Strategic Plan
2. Setting annual priorities
3. Program evaluation
4. Preparing and adopting a budget
5. Adopting and implementing a Fund Raising Plan
6. Adopting and implementing a Education and Outreach Plan
7. Board elections
8. Staff evaluation

Individual Board members will support and represent the mission of the organization to the public and the citizens of the watershed.

The guidelines listed in the beginning of this plan will be used in the annual work-planning process. Work plan development will be led by the staff and submitted for Board approval along with an annual budget each year (or on another time-frame as determined by the Board). Board members will help implement the annual work plan as their skills and availability allow.

The staff, supervised by the Coordinator, will take the lead in the following areas:

- Coordinating grant writing
- Writing work plans
- Asking for input/ program evaluation
- Representing the Council/ speaking on behalf of the Council
- Convening the fund raising committee
- Coordinating Board meetings
- Preparing the budget
- Coordinating and managing projects

Board and other non-staff volunteers will be asked to participate in the following ways:

1. Serving on the fund raising committee
2. Representing the Council in public outreach assignments
3. Writing project grants
4. Critique and monitoring of projects and developing new project ideas
5. Recruiting new Board members and landowners interested in working with the Council

Section V – Acknowledgements

Plan Approved by: December 21st, 2010

External Stakeholders Interviewees:

- Jeremiah Armstrong – NRCS
- Caty Clifton – Umatilla National Forest
- Brian Cochran – Confederated Tribes of the Warm Springs Reservation of Oregon
- Jason Kehrberg – Grant SWCD
- Steve Namitz – Malheur National Forest
- Jeff Neal – Oregon Department of Fish and Wildlife
- Carl Scheeler – Confederated Tribes of the Umatilla Indian Reservation
- Tom Straughan – Oregon Department of Agriculture
- Jim Webster – Confederated Tribes of the Umatilla Indian Reservation
- Brian Wolcott – Walla Walla Basin Watershed Council

Planning Committee Members:

- Rick Henslee, Chairman
- John Zakrajsek, Vice Chairman
- Ed Farren, Secretary/Treasurer
- Thom Bruce, Board Member
- Reiba Smith, Board Member
- Mark Rietmann, Board Member
- Steph Charette, Board Member
- Steve Namitz, USFS
- Jerry Ebeltoft, TNC
- Tom Straughan, ODA
- Jason Kehrberg, Grant SWCD
- Ashley Mund, Monument SWCD
- Caty Clifton, USFS
- Jeff Neal, ODFW
- Mark Webb, Grant County Court
- Patti Hudson, NFJDWC Staff
- Valeen Madden, NFJDWC Staff
- Amy Charette, NFJDWC Staff

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Staffing Roles:

- River Network Staff – Wendy Wilson (Lead on process, addressing strategic questions, Board retreat facilitation)
- Alethea Gallman (Internal assessment and 1st Board Planning Mtg)
- Amy – Planning committee coordination, key strategic questions, writing up details after retreat

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