



## 2018-2023 Strategic Plan

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## I. Introduction

The Coquille Watershed Association is a 501(c)(3) non-profit organization based in Coquille, Oregon. Formed in 1994 by a group of local citizens, the Coquille Watershed Association has grown to become a successful organization with Board membership that includes representation from a diverse range of stakeholders in the watershed (private landowners, timber companies, business owners, educators, community members, and the Coquille Indian Tribe). The Coquille Watershed Association serves as a non-governmental, non-regulatory resource that provides information and services to enhance the health of the Coquille watershed.

This five-year plan outlines the goals and strategies of the Coquille Watershed Association for 2018-2023. This plan is the culminating product of a yearlong process that the Board of Directors and staff engaged in throughout 2017-2018. Several sources were reviewed as part of this process including consultation with landowners, funders, and technical advisors. Our retreats were facilitated by the Network of Oregon Watershed Councils Executive Director, Shawn Morford. The plan was written by the Strategic Planning Committee, which included: Melaney Dunne (Executive Director), Brian Kraynik (Board member), and Dan Pennington (Board member). Staff, led by the Executive Director, will track accomplishments on the strategies, objectives, and goals listed in the Strategic Plan. On a semi-annual basis, staff will report out on the accomplishments to date and track the overall progress toward achieving the stated goals and objectives.

## II. Mission, Values, and Vision

### Mission Statement

To work collaboratively with communities and landowners to develop and implement voluntary watershed restoration, enhancement, and community engagement activities that promote healthy and resilient ecosystems and economies in the Coquille watershed.

### Core Values

- We believe that it is possible to achieve both environmental integrity and economic resiliency in the Coquille watershed.
- The natural products and processes of the watershed are indicators of watershed health and are important to the economy and vitality of communities.
- We believe that human activities have a legitimate place in the watershed.
- We recognize that our actions can affect the stability of the watershed and related economy.
- We recognize that a watershed-scale perspective improves our ability to sustain the health of the watershed and related economy.
- We recognize that native fishes are important to the economic, recreational, ecological, and cultural values of the communities in the watershed.
- We recognize that community education opportunities are key to achieving long term, sustainable, and positive change.
- We believe that the coordination of our individual efforts can achieve a synergistic and beneficial effect on the watershed.



## Five Year Vision

The Coquille Watershed Association (CoqWA) is a working collaborative with a diversity of stakeholders represented that lead to successful watershed restoration and outreach initiatives. Partly due to CoqWA's efforts, the habitats in the Coquille watershed are increasing in their capacity to support native fish and wildlife and water quality is improving. These outcomes enhance ecosystem services and the local economy. Citizens are aware and empowered to steward natural resources for the benefit of our ecosystems and economies. CoqWA is an exemplary leader in the field for natural resource professionals and other non-profit organizations. CoqWA serves as a liaison among organizations operating in the watershed and is engaged in stable, respectful relationships within and outside of the watershed that enhance our mission and work. Lastly, CoqWA is suitably staffed to handle its workload, has a diversity of funding sources, is financially sustainable, and has an engaged membership base, Board, staff, and other volunteers.



### III. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> <li>• Growing momentum and diversification on the Board</li> <li>• Staff are qualified and motivated with diverse range of skills (project management, communications, aquatic ecology, botany, forestry, fiscal administration, grant writing, etc.)</li> <li>• Current portfolio of projects are improving many facets of watershed health (watershed assessments, in-stream restoration, riparian restoration, noxious weeds, etc.)</li> <li>• Board members, technical advisors, landowners, other community members bring new ideas/projects and often assist in monitoring, restoration, and outreach initiatives</li> <li>• Strong relationships with the Coquille Indian Tribe, agencies, CoosSWCD, and other watershed organizations</li> <li>• Own equipment (Trimble GPS, noxious weed removal gear, etc.), software (QuickBooks, GIS), and have appropriate IT equipment and services to back up all digital data</li> <li>• Creating and implementing several new fiscal policies and procedures, will have an audit in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Do not own an organization vehicle</li> <li>• Do not have significant cash reserves</li> <li>• Do not have a Federally Negotiated Indirect Cost Rate</li> <li>• Staff turnover rate has been high over the last decade</li> <li>• Many policies and procedures are not up to date</li> <li>• Lack of presence/awareness in communities, lack of understanding about what the Coquille Watershed Association does and if it is a trustworthy organization</li> <li>• Weak relationships with cities and schools in the watershed</li> <li>• Board roles and responsibilities need more clarity</li> <li>• Need more unrestricted funding to support Office Manager, program staff time to visit with landowners and develop new projects, purchase and maintain an organization vehicle.</li> <li>• Overall legacy of past practices of the organization requiring a significant time investment on behalf of the Board and staff to improve</li> <li>• The current office and storage space is reaching its capacity.</li> </ul>
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> <li>• Enhance relationships with cities, schools, organizations, communities, and more landowners to leverage skills and bring in more funding</li> <li>• Continue to develop relationships with county commissioners and state and federal representatives</li> <li>• Diversify funding sources</li> <li>• Increase donor base and identify opportunities for fundraising</li> <li>• Seek out Board member and staff training opportunities on relevant topics</li> <li>• Seek out and implement high value, win-win projects using best available science and tech.</li> <li>• Human activities can be an opportunity to improve watershed health.</li> <li>• Population of individuals interested in volunteering.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding is consistently time consuming for staff to obtain and there is more competition for funds</li> <li>• Federal programs for funding are in jeopardy</li> <li>• We have a relatively small population base in the watershed from which to seek volunteers and stable, recurring donations</li> <li>• The effects of climate change may result in calamitous effects in the watershed beyond our ability to restore or mitigate including sea level rise inundating pastures and vital habitat and hotter and drier summers resulting in reduced flows and an increased likelihood of wildfires</li> <li>• Human activities can be a threat to the health and function of the watershed.</li> <li>• Regulatory processes and permitting</li> <li>• Lack of understanding of our role in the watershed and among landowners.</li> </ul>



#### IV. Goals, Objectives, and Strategies

<b>Goal 1: Restoration (Programmatic)</b>	
<b>“Increase and enhance native species habitats and working landscapes in the Coquille watershed.”</b>	
<b>Objectives</b>	<b>Metric</b>
Monitor watershed conditions in major sub-watersheds (6 <sup>th</sup> field HUC) to inform 1) restoration prioritization, 2) restoration effectiveness, and 3) adaptive management	# of sub-watersheds (6 <sup>th</sup> field HUCs) assessed. # of restoration effectiveness monitoring projects developed.
Eliminate fish passage barriers in the Coquille watershed through tide gate, culvert, and bridge replacement/removal projects.	# of barriers removed. # of miles/acres of habitat access restored.
Implement projects that improve instream and riparian habitat throughout the Coquille watershed.	# of projects implemented. # of landowners worked with.
Remove invasive noxious weeds from the Coquille watershed and restore treated areas with native plants.	# of acres of noxious weeds removed. # of acres surveyed.

#### Strategies:

- Use current publications and knowledge (eg. South Fork Action Plan) to develop a timeline and priorities for sub-watershed monitoring.
- Develop a Sampling and Analysis Plan that is approved by the DEQ for baseline sub-watershed monitoring.
- Send staff to conferences to present on monitoring and restoration projects to learn and improve on project implementation and strengthen network of support.
- Use sub-watershed assessment data, current publications, and information from landowners to prioritize barrier replacements/removals and restoration projects.
- Meet and communicate regularly with funders and partners to continue to diversify and secure funds for high impact projects.
- Apply for stakeholder engagement funding to initiate the development of on the ground projects.
- Identify areas of collaboration with the CoosSWCD and other groups to leverage individual organization strengths and collaborate on monitoring and restoration projects.
- Continue to secure funding for Early Detection and Rapid Response invasive species surveys in high traffic areas of the Coquille watershed.



- Maintain and expand partnerships with GAG and South Coast CWMA
- Communicate and collaborate regularly with Coos County Departments (Road, Parks, Planning, etc.) to develop projects and promote positive stewardship activities on county roads and parks.

**Goal 2: Education and Outreach (Programmatic)**

**“Elevate community awareness of local watershed science, stewardship, and restoration and monitoring activities.”**

<b>Objectives</b>	<b>Metric</b>
Reach landowners and community members through events/meetings/site visits that highlight the science and stewardship of our natural resources.	% of Coquille watershed population reached. # of people reached. # of events with a CoqWA booth. # of presentations given.
Identify and meet with interest groups and/or landowners that are uncertain of our community standing.	# of meetings held. # of groups/individuals met with.
Elevate student interest in natural resources in the Coquille watershed through programming for K-12 and SWOCC students.	# of programs implemented in schools. # of stream trailer demos. # of students reached. # of SWOC interns.
Regularly update the newsletter, website, facebook, and other social media accounts. Provide news releases to the local papers and invite the papers to tour projects or programs.	# of website hits. # of followers on social media. # of newspaper articles published.

**Strategies:**

- Staff and interested Board members attend a training workshop on communications and community relations.
- Develop and grow a network of professionals and volunteers in the area to leverage resources and assist in programming and event coordination.
- Continue to seek and secure a diversity of funding for environmental education programs for students.
- Reignite the planting programs with local schools and enhance native plant nurseries at high schools in the watershed.
- Partner with local businesses to reach a broader audience (bait and tackle, local food vendors/producers, etc.)



**Goal 3: Operational Capacity (Operational)**

**“Increase the capacity of CoqWA Board and staff that results in increased partnerships and projects implemented.”**

<b>Objectives</b>	<b>Metric</b>
Increase staff retention time for all positions to maintain organizational stability and function.	Average # of years at organization.
Update the Coquille Watershed Association Action Plan, bylaws, employee handbook, and Board handbook to ensure clear expectations and streamlined operations.	Updated bylaws and handbooks in <b>2018</b> . Updated action plan in <b>2019</b> .
Recruit new Board members that will strengthen the capacity of the organization and engage in Board meetings and training activities organized by the Executive Committee.	# of new Board members recruited. # of Board training activities.
Ensure that all staff have the equipment and facilities necessary to complete their job duties.	Work truck obtained by <b>2020</b> and funded stably. Long term storage solution for all gear resolved by <b>2020</b> .

**Strategies:**

- Increase compensation and benefits to be competitive with other career opportunities by securing more funding and submitting grant budgets that include higher wages and benefits.
- Provide trainings and other professional development opportunities to enhance operations and invest staff member’s skills.
- Communicate effectively among the Board, Executive Director, and staff to ensure a safe, productive, and fulfilling work environment.
- Identify current gaps/needs for the organization and staff regarding facilities and equipment (eg. ensure adequate office space/storage, obtain a truck, obtain appropriate gear/equipment for the office and field).
- Review the current Action Plan with a designated committee and identify gaps and/or necessary updates to reflect current science, regulations, and priorities (eg. tidegates, invasive species, etc.).
- Update the employee handbook to ensure that all policies meet the needs of the organization and support staff.
- Create a Board handbook to streamline orientation and facilitate the recruitment of new members.



- Identify gaps in representation/skills in the current Board roster and seek out possible candidates
- Identify key knowledge gaps for Board members and seek out training opportunities to enhance understanding.

**Goal 4: Financial Capacity (Programmatic and Operational)**

**“Develop a business model that sustains funding, an appropriate staffing level, and builds a reserve to manage cash flow and allow for growth.”**

<b>Objectives</b>	<b>Metric</b>
Seek out, apply for and secure at least \$400,000 in donations and capacity funds.	\$ raised. # of donors. Establishment of a three-month operational reserve by 2023.
Ensure that the organization is meeting all GAAP, legal and funder requirements and expectations.	# of audits completed. # of trainings attended. # of staff/Board members trained or experienced in fiscal policies and management.
Completed and vetted business model	Document completed by <b>2020</b> .

**Strategies:**

- The Board and staff will identify community members and businesses that support our mission and will contribute to the organization regularly through the membership program.
- The Board and staff will communicate and build rapport with foundations/companies to identify and secure additional capacity grants.
- Hold an annual fundraising event/annual meeting organized by the Board with a silent auction, donated food/beverages, etc.
- Send the Office Manager, Executive Director, and/or Board members to relevant trainings on non-profit financial topics.
- Continue to develop annual operating budgets and review actuals to budget to enhance forecasting and planning.

