



Long Tom Watershed Council

Strategic Plan & Work Focus

2009 – 2014

Contents

Introduction	4
Vision.....	4
Mission.....	4
Purpose	4
Goals	4
Founding Goals	4
Ecological Goals	5
STRATEGIES & OBJECTIVES	6
1. PLANNING. Plan Strategic Actions.....	6
1.1. 10–Year Plan for 3 sub-watersheds	6
1.2. Long Tom River Floodplain Function.....	6
1.3. Upper Willamette Floodplain Function.....	6
2. MONITORING. Assess and Monitor Watershed Conditions.....	7
2.1. Regional monitoring.....	7
2.2. Fish Barrier Assessment	7
2.3. Project Effectiveness Monitoring.....	7
2.4. Rapid Bio-assessment.	8
2.5. Model Watershed Monitoring.	8

2.6. Fish Distribution and Migration.	8
2.7. Project Stewardship Program.	9
3. AQUATIC RESTORATION PROJECTS.....	9
3.1. Fish passage enhancement projects	9
3.2. Riparian and water quality enhancement projects.....	9
3.3. Instream habitat and wetland enhancement projects	10
3.4. Wet prairie enhancement projects	10
4. UPLAND RESTORATION PROJECTS	10
4.1 Oak Savanna and Oak Woodland enhancement projects	10
5. SUBWATERSHED ENHANCEMENT PROGRAM.....	11
5.1. Subwatershed outreach and project development	11
5.2. Amazon sub-watershed strategy and implementation	11
6. CITIZEN LEARNING	12
6.1. Education and Outreach Strategy	12
6.2. Council meetings, tours and newsletters.....	12
6.3. Member and volunteer involvement and learning.....	13
6.4. Understand and communicate through existing social networks (new 8/10)	13
7. COLLABORATION ON OTHER WATERSHED PRIORITIES.	13
7.1. TMDL with small cities	13
7.4. Invasive Plants and Animals.....	14
7.2. Agriculture Water Quality Management Plan (SB1010)	14
7.3. Rivers to Ridges Partnership	15
7.4. Groundwater	15
8. RESOURCE DEVELOPMENT	15
8.1. Grant Funding.	15

8.2. Increase Unrestricted Funding	15
8.3. Office Space and Physical Resources	16
9. EVALUATE & ENSURE EFFECTIVENESS	16
9.1. Self-evaluations.....	16
9.2. Risk Management and Fiscal Diligence	16
DRAFT – Not for Circulation	17
Threats to Watershed Health	17
A. Development – urbanization and fragmentation	17
DRAFT – Not for Circulation	18
B. Invasive Plants and Animals	19
C. Chemical Toxics.....	20
D. Groundwater pollution	21
E. Dams	22
F. Long term protection	23
NOTES.....	24

Introduction

This document is intended to express goals and strategies for a 3-5 year time period and was last reviewed by Steering Committee (a.k.a. LTWC Board of Directors) in July of 2010. Measures for tracking progress are included where appropriate. This plan will be reviewed and updated every two years, and referenced during the Council's biennial self-evaluation process.

Vision

A healthy watershed that ensures water quality and riparian and wetland habitat for fish, wildlife, and native plants while recognizing the importance of people's economic livelihood and quality of life.

Mission

The Long Tom Watershed council serves to improve water quality and watershed condition in the Long Tom river basin through education, consultation, and cooperation among all interests, using the collective wisdom and voluntary action of our community members.

Purpose

The Council will provide opportunities for people who live, work, play, derive benefits from, or are affected by the Long Tom watershed to cooperate in promoting the health of the watershed and communicating the social and economic benefits to the community.

Goals

Founding Goals

1. Maintain and improve water quality.
2. Enhance habitat, especially riparian and wetland habitat, for fish and wildlife.
3. Encourage communication, learning, and participation among people with interests in the watershed.
4. Promote continued benefits from a healthy Long Tom River Watershed.
5. Help people get the assistance they need for watershed enhancement plans and projects (educational, technical, financial, etc.).
6. Gather, verify, and share information on current and past watershed conditions.
7. Recommend ways that citizens, organizations, and local, state, and federal governments can help achieve the goals of the Long Tom Watershed Council.

8. Educate, motivate and provide feedback to all interested persons in the watershed working toward these goals.

Ecological Goals. Stated in the Conservation Strategy.

1. Aquatic passage

Unrestricted passage for a variety of aquatic species to stream reaches that include breeding and rearing habitat and summer and winter refuge. Note: this excludes natural barriers.

2. Instream Habitat

Streams with sufficient channel complexity to support native fish and other aquatic species.

3. Water Quality

Water quality and quantity conditions, including groundwater, that support viable populations of native aquatic life.

4. Riparian Zones

Riparian zones that provide a high degree of ecological function with an absence of invasive non-native species.

5. Wetland habitat

Sufficient acreage and variety of wetlands to support stream hydrologic functions and viable populations of native wetland dependent species, and an absence of invasive non-native species.

6. Upland habitat

Sufficient acres of threatened habitat types (especially oak savanna, upland prairie, and bottomland hardwood forests) to support viable populations of species dependent on these habitats, and an absence of invasive non-native species.

Appropriate management of conifer or mixed-conifer forested landscapes to support viable wildlife populations dependent on these habitats and an absence of invasive non-native species.

7. Hydrology

Streams that exhibit a natural hydrologic regime, such that they interact with their floodplains to reduce peak flows, increase base summertime flows, exchange nutrients, promote groundwater recharge, and provide off-channel habitat.

8. Sediment Supply

Sediment delivery to streams that is within natural range of variation in both timing, character, and amount so that no adverse effects occur to native aquatic organisms.

STRATEGIES & OBJECTIVES

1. PLANNING. Plan Strategic Actions

1.1. 10-Year Plan for 3 sub-watersheds

Develop a 10-year plan addressing specific ecological objectives for 3 priority subwatersheds – Coyote, Bear, and Ferguson. Set targets and monitoring strategies for each objective resulting in a comprehensive narrative and detailed restoration/conservation matrix with maps and photos to indicate current and desired conditions. Commence baseline monitoring, outreach, and formulation of priority restoration projects.

- *Measure: Included in objective.*
- *Board Leadership: Peg Boulay, Jim Pendergrass*
- *Technical Team Interface: Full Technical Team*
- *Staff Lead(s): Dana Dedrick and Cindy Thieman*

1.2. Long Tom River Floodplain Function

Continue to cultivate emerging Long Tom floodplain conservation and restoration activities by the Army Corps: develop and submit conservation studies and proposals. Including Coyote Creek hydrology, lower Long Tom revetments, confluence area.

- *Measure: Has the Council done everything within reason to get the Corps to create better floodplain functions? Riparian areas? Are those conditions trending positive or negative?*
- *Board Leadership: Kat Beal*
- *Technical Team Interface: Kat Beal, Steve Smith*
- *Staff Lead(s): Cindy Thieman, Dana Dedrick*

1.3. Upper Willamette Floodplain Function

Document a collaborative floodplain restoration strategy to address the Upper Willamette Basin (upper mainstem and confluence areas of major tributaries), engaging adjacent watershed councils, the University of Oregon, government agencies and others to identify, define and develop relevant projects. Seek funding as a collaborative. Postpone. Council Support Grant not fully funded.

- *Measures: Are people of key organizations communicating about ways to address upper Willamette floodplain issues and is some funding and landowner participation happening? Has a strategy been crafted? Do we see a way to participate in moving things forward?*
- *Board Leadership: open*
- *Technical Team Interface: Dave Hulse, MRT staff*
- *Staff Lead(s): Dana Dedrick, Cindy Thieman*

2. MONITORING. Assess and Monitor Watershed Conditions

2.1. Regional monitoring.

This is a collaborative project to monitor the water quality around small towns in the Upper Willamette basin to support Water Quality Management Plan (TMDL) implementation. Collaborators are area councils, cities, and DEQ with DEQ funding for 2009-11. Middle Fork Willamette WS Council is lead entity and, along with Coast Fork, has most of the monitoring sites. LTWC sites are Veneta and Junction City. LTWC role is to provide technical support to fulfill agreed-upon grant objectives. Goal is to present relevant LT Watershed data locally and identify next steps.

- *Measure: Monitoring complete? Have results been produced in a report and shared? Have next steps been identified?*
- *Board Leadership: Deborah Saunders-Evans*
- *Technical Team Interface: Ric Ingham*
- *Staff Lead(s): Aryana Ferguson (Mid Fork Contractor), Cindy Thieman*

2.2. Fish Barrier Assessment.

Assess, prioritize, map & document fish barriers in western portion of watershed, including western portion of Coyote Creek (coming out of Coast Range where best fish habitat is).

- *Measure: Is the information sufficient to prioritize barriers and apply for grants to fix known problems? What % of barriers have been surveyed? What % of landowners participated by allowing access? Have all landowners been given the findings? Is report accepted by grantors? Is all information retrievable in database with query capability?*
- *Board Leadership: Jim Pendergrass, Rich Reeves*
- *Technical Team Interface: Rebecca Flitcroft, Leo Poole, Karen Hans*
- *Staff Lead(s): Jed Kaul*

2.3. Project Effectiveness Monitoring.

Assess effects of restoration and enhancement activities at selected project sites, e.g measure responses of species after a 100-acre oak savanna/woodland restoration project. Increase the percentage of monitored projects to broaden scope, number of sites, and application of monitoring results. Collaborate with Meyer/BEF, U of O and OSU, TNC, BLM, City of Eugene and Upper Willamette Watershed Councils to increase all partners' understanding of certain restoration treatments.

- *Measure: How many barriers were assessed and how many landowners participated by allowing access? How many have we shared information with and how? Is the mapping and information summary of high quality and presented in useful format? Is all information retrievable in database with query*

capability? Is the information sufficient to prioritize barriers and apply for grants to fix known problems?

- *Board Leadership: Peg Boulay, Brad Taylor*
- *Technical Team Interface: Pat McDowell*
- *Staff Lead(s): Jed Kaul*

2.4. Rapid Bio-assessment.

Gather summer field data to assess which habitats the trout are seeking cooler water refuge in. Document fish presence and riparian conditions. Map results. Use this information to describe habitat use and to update restoration area priorities.

- *Measure: Do we understand enough about trout habitat to prioritize riparian and instream habitats and apply for grants? Is all information retrievable in GIS/dbase?*
- *Board Leadership: Steve Cole, Chad Stroda. From Council: Tony Stroda, Patti Little, Andy & Maryrae Thomson, project landowners*
- *Technical Team Interface: Andy & Maryrae Thomson*
- *Staff Lead(s): Jed Kaul*

2.5. Model Watershed Monitoring.

For 2010 – 2019, monitor model watersheds in collaboration with Model Watershed Program. In conjunction with ABR consultant in 2010. Parameters: flow, temperature, riparian vegetation structure, macroinvertebrates.

- *Measure: Does the data provide a clear benchmark of conditions so we have the best chance of seeing change within 7 years? Are there enough sites to cover diversity of our priority area? Are controls established? Is all information retrievable in GIS/dbase?*
- *Board Leadership: Jim Pendergrass, Deborah Saunders Evans, Steve Cole*
- *Technical Team Interface: Becky Flitcroft, ABR*
- *Staff Lead(s): Cindy Thieman, Jed Kaul*

2.6. Fish Distribution and Migration.

Assess the cutthroat trout distribution in the watershed. Applied for grant June 2010 to accomplish this with pit tagging method. Map results. Use this information to describe fisheries in Long Tom Watershed, and to update restoration area priorities.

- *Measure: Do we understand fluvial cutthroat migration for the Willamette cutts using the Long Tom River?*
- *Board Leadership: From Council - Kate Widmer*
- *Technical Team Interface: Karen Hans, Army Corps crew, Becky Flitcroft*
- *Staff Lead(s): Jed Kaul*

2.7. Project Stewardship Program.

Evaluate post-project conditions (e.g. plant survival) at selected completed restoration projects. Document findings and use to evaluate potential of projects proposed in future and to create helpful policies aimed at preventing problems encountered in the future. Conduct project maintenance and discuss stewardship with landowners. (see also 2.4 Effectiveness Monitoring). Desired strategy - Incorporate volunteers, interns.

- *Measure: Did we learn from completed projects and is the organization's learning put to good use (for example, policies and potential project evaluation tools and others).*
- *Board Leadership: Carl Harrison. From Council - Patti Little*
- *Technical Team Interface: all*
- *Staff Lead(s): Josh Harrison*

3. AQUATIC RESTORATION PROJECTS – Implement projects to achieve specific

objectives to practice restoration and to provide examples. Identify, develop and implement fish passage, riparian and water quality enhancement, wet prairies, and instream habitat enhancement projects in priority subwatersheds. These projects include significant volunteer participation for technical review of projects and Council volunteers on riparian enhancement projects. Partners include the Corps of Engineers for fish passage on the Lower Long Tom, ODFW for technical assistance, landowner match for projects on private lands, and TNC, USFWS, and BLM on wet prairie restoration.

3.1. Fish passage enhancement projects in priority subwatersheds.

Specific projects include: replacing a fish passage barrier on Deck property on Owens Creek (pending funding); using the completed design for the Stroda Drop Structure to pursue Corps 1135 funding and other grants to restore fish passage at this site; currently seeking funding (Army Corps Planning Assistance to States) to assess fish passage and design alternatives at the Monroe dam on the lower Long Tom. Results from the fish barrier inventory will provide a prioritized list of sites. Other plans include developing and completing 7 additional fish passage projects.

- *Measure: Is significant progress being made in opening up key corridors for the free passage of all aquatic organisms at all life stages and flows.*
- *Board Leadership: Chad Stroda, Tony Stroda*
- *Technical Team Interface: entire Technical Team, Leo Poole*
- *Staff Lead(s): Jed Kaul*

3.2. Riparian and water quality enhancement projects in priority subwatersheds.

Pursue grassed waterway projects at agricultural sites; 2 farmers have expressed an interest in developing a project this year. Complete 15 other priority riparian enhancement and livestock exclusion projects to address widespread interest and need

in this area. Continue discussions regarding large-scale collaboration opportunities with the Corps on riparian zone enhancement for the lower Long Tom River.

- *Measure: Are we completing riparian revegetation on 3 miles per year?*
- *Board Leadership: Jason Hunton, Kim Carson, Chad Stroda*
- *Technical Team Interface: entire Technical Team*
- *Staff Lead(s): Jed Kaul, Josh Harrison, Cindy Thieman*

3.3. Instream habitat and wetland enhancement projects in priority subwatersheds.

Pursue 2 large woody placement and historic channel restoration projects as outreach and landowner connections produce priority project locations.

- *Measure: Are at least 2 priority projects being completed per year?*
- *Board Leadership: Carl Harrison, Chad Stroda*
- *Technical Team Interface: entire Technical Team*
- *Staff Lead(s): Cindy Thieman, Jed Kaul*

3.4. Wet prairie enhancement projects in priority subwatersheds.

Restore 30 acres of wet prairie at Erickson's (pending funding). This site is significant for its large population of Bradshaw's lomatium. Non-native species and encroaching shrubs currently threaten these plants. The project will remove competing woody vegetation enabling the landowner and partners to maintain the site through mowing and burning. Pursue 1 other priority site.

- *Measure: Are at least 2 priority projects being completed per year?*
- *Board Leadership: Jason Hunton*
- *Technical Team Interface: Steve Smith, Ed Alverson*
- *Staff Lead(s): Cindy Thieman*

4. UPLAND RESTORATION PROJECTS – Implement projects to achieve priority

objectives, practice restoration and provide examples to others. Enhance upland prairie, oak savanna, and oak woodland. Partners include USFWS, the McKenzie River Trust, TNC, City of Eugene, and others.

4.1 Oak Savanna and Oak Woodland enhancement projects

Restore 62 acres oak savanna/floodplain forest along the Lower Long Tom River. This will include eradication of invasive plant species and thinning trees in savanna and woodland areas to enhance understory conditions.

Continue development of 2 projects, one oak woodland and savanna enhancement on a 60-acre parcel, and one upland prairie and savanna enhancement at a 140-acre site.

Complete 5 other high quality upland priority projects, developed from the NFWF-funded, multi-partner outreach and project development work as described in Strategy 5, below.

- *Measure: Are at least 2 priority projects being completed per year?*
- *Board Leadership: Steve Cole. From Council - Eric Wold, Peg Boulay*
- *Technical Team Interface: Ed Alverson, Steve Smith, Bruce Newhouse*
- *Staff Lead(s): Cindy Thieman, Josh Harrison*

5. SUBWATERSHED ENHANCEMENT PROGRAM – Utilize subwatershed approach to bring relationships, projects and practices to local creek level and leverage neighbor relations.

5.1. Subwatershed outreach and project development

Provide education and technical assistance to landowners in the Coyote Creek subwatershed, a key native species recovery area of oak savanna and prairie, to develop restoration projects and stewardship actions that address critical water quality and habitat issues. Carry out outreach to landowners. Form 2 groups of 7-10 landowners and co-host meeting with key landowners. Host tours for each group through multiple private and public sites to see reference conditions on some and evaluate where restoration is needed on others. Direct landowners to project partners most appropriate to their needs (Council, TNC, SWCD, NRCS, USFWS, etc.). Partner with TNC to share landowner contacts and provide interpretation on habitat tours. McKenzie River Trust will share landowner contacts and participate to bring acquisition tools to bear. Produce parcel maps and a habitat and water quality profile; prepare and submit reports to funding agency. Expand and repeat for Ferguson and Bear Creek. Start one of those by 2011.

- *Measure: How many landowners responded to our outreach, and how many would like to work with the Council either now or in the future? What outreach methods were most effective in receiving a favorable response? How is the information being tracked in the database? How many project starts or stewardship actions resulted?*
- *Board Leadership: Peg Boulay, Steve Cole*
- *Technical Team Interface: Ed Alverson, Steve Smith*
- *Staff Lead(s): Dana Dedrick, Bruce Newhouse*

5.2. Amazon sub-watershed strategy and implementation

Utilize Settlement funds and the interests of the City and other potential partners to focus on stormwater retrofitting for key businesses that wouldn't otherwise fall under new development or re-development code requirements. Explore hiring urban restoration/outreach/marketing staff. First step likely, Amazon toxics monitoring (proposal submitted). Engage landowners, DEQ and others in Pesticide Stewardship

Partnership to assess conditions, implement BMP's, and do follow-up monitoring. Expertise developed here is related to opportunities to work with small local jurisdictions in water and habitat planning and management a la Stoneybrook Millstone (New Jersey) example.

- *Measure: Has vision for Initiative been outlined esp. Phase I. Has Committee formed, person hired/contracted. Then, have all landowners been contacted and BMP grants applied for? Have we been able to ensure that the Settlement and MMT funds won't be spent out without more coming in to continue the program? Have opportunities to expand to other urban challenges in small towns been identified and documented?*
- *Board Leadership: Jason Hunton, Therese Walch, Deborah Saunders Evans, A.I. Committee*
- *Technical Team Interface: Kevin Masterson and Chris Bayham (DEQ), Rachel Burr & Ron Morrow (City of Eugene), Hank Johnson (USGS), Jared Rubin (EWEB)*
- *Staff Lead(s): Dana Dedrick, new hire (2011)*

6. CITIZEN LEARNING – Increase public learning via targeted involvement and education programs.

Increase the natural resource knowledge base of council members, local government officials, landowners and other citizens on watershed science and issues.

6.1. Education and Outreach Strategy

Document a strategy that targets specific issues and audiences and outlines objectives for educational endeavors. Document an Outreach Strategy for same. Identify 1-2 volunteer speakers for basic council presentation.

- *Measure: Do we have a strategy that is actionable? Is it communicated to other partner organizations to find commonalities/synergies?*
- *Board Leadership: Kim Carson*
- *Technical Team Interface: open (poss. partners: Councils, MRT, OSU Ext, UWSWCD, WREN)*
- *Staff Lead(s): Rob Hoshaw, Dana Dedrick*

6.2. Council meetings, tours and newsletters

Produce bi-monthly newsletters and coordinate bi-monthly presentations, tours and/or panel discussions. Respond to requests for speaking engagements, and update and enhance website based on findings from the education strategy.

- *Measure: Is the newsletter/website effective in spreading the message of the Council's work, mission, and upcoming events? How much website traffic is there? How many new members does the Council reach out to each year? Are Council meetings and tours covering a range of topics and allowing time for*

questions/discussion. Do they spark interest and productive conversations among stakeholders about improving water quality and fish & wildlife habitat? How many people attend Council meetings and tours?

- *Board Leadership: Jim Pendergrass, meeting hosts*
- *Technical Team Interface: Ric Ingham*
- *Staff Lead(s): Rob Hoshaw*

6.3. Member and volunteer involvement and learning

Solicit members at presentation, send packets, track information. Involve volunteers and school groups in tree plantings and mulching as well as in research, action and business. Support Steering Committee, Council committees and Tech Team: keep them organized with leadership, membership, work plans, timelines and staff time. Recruit and train 5-8 new board members and 8-10 officers. Reward volunteers regularly.

- *Measure: Is member information easily accessible in a database? Is the data updated frequently? Is the institutional memory of communication with members/landowners captured? Has the Council been able to recruit volunteers as needed? How many active volunteers participate and in what programs? Do the volunteer positions provide meaningful opportunities for volunteers to enhance their knowledge while maximizing productivity and minimizing staff time? What is range and average volunteer tenure? Do volunteers come back?*
- *Board Leadership: David Turner, Max Nielsen-Pincus*
- *Technical Team Interface: Max Nielsen-Pincus*
- *Staff Lead(s): Rob Hoshaw*

6.4. Understand and communicate through existing social networks (new 8/10)

Document the social connections between landowners in areas of interest that we know of know by “downloading” institutional memory into new dbase and continuing to document connections as new contacts or information are gained. Identify the key connectors in the watershed.

- *Measure: Do we know the pathways to connect with the next set of people we want to establish relationship with?*
- *Board Leadership: Max Nielsen-Pincus*
- *Technical Team Interface: Max Nielsen-Pincus*
- *Staff Lead(s): Rob Hoshaw*

7. COLLABORATION ON OTHER WATERSHED PRIORITIES. Participate in projects that are driven by others.

7.1. TMDL with small cities – Veneta and Junction City, TMDL. Cities in the area wrote their Water Quality Management Plans in March of 2009 and are responsible for annual progress reporting to DEQ.

- *Measure: Are the cities making progress on their water quality management plans? Are any not in compliance according to DEQ? If not, is the Council doing everything it can to encourage and assist them?*
- *Board Leadership: open, Council member Ric Ingham*
- *Technical Team Interface: Chris Bayham (DEQ)*
- *Staff Lead(s): Dana Detric*

7.4. Invasive Plants and Animals.

Remove invasives when present at restoration project sites and replant native cover. Seek ways to document locations of invasives to build watershed inventory and decide where to keep and how to share data. Stay abreast of other entities' work on this subject. Utilize Early Detection Rapid Response (EDRR) system to prioritize and target invading species that have not yet established and can be eradicated from watershed or subwatershed areas. Participate in building EDRR program by supporting funding attempts, advertising trainings, providing data, and communicating with other entities. For EDRR, identify 1-3 species and practices to address them. False Brome and Knotweed are probably not yet established. Meadow Knapweed and Shiny Geranium are established in some areas but can be eradicated in others. The goal is to use GPS units and the fact that we have field staff to start creating GIS layers on the fly for a few target species and start sharing that information. Opportunity may exist in collaboration with other Meyer model watershed program participants. *Note: The council recognizes this is an inadequate response to solve the issue. Please see discussion in Intractable Issues section.*

- *Measure: Have we built and shared data layers for the three most invasive species in our watershed from an EDRR standpoint?*
- *Board Leadership: Steve Cole*
- *Technical Team Interface: Tania Siemens, Vern H., Ed Alverson*
- *Staff Lead(s): Cooperative – Rob Hoshaw & Josh Harrison*

7.2. Agriculture Water Quality Management Plan (SB1010).

(Upper Willamette SWCD; ODA). Support agriculture community in learning its purpose, goals, prohibited conditions for this basin. Support lead organization in using this tool. Include this subject in education program.

- *Measure: Are the standards set out in the Plan being met? Are there violations in the LT watershed? (Do we have access to this info)? How does ODA think the area is progressing? Is the Council doing everything within reason and capacity to assist in progress on this issue?*
- *Board Leadership: Jason Hunton, Chad Stroda*
- *Technical Team Interface: SWCD, Kevin Fenn (ODA)*
- *Staff Lead(s): Jed Kaul, Cindy Thieman*

7.3. Rivers to Ridges Partnership.

Utilize collaboration with Ridgeline partners to achieve habitat and water quality objectives in “Ridgeline Area” Spencer Creek, part of Coyote Creek, Fern Ridge.

- *Measure: Is the Council using this partnership to further its goals? How?*
- *Board Leadership: From Council - Eric Wold*
- *Technical Team Interface: R2R Implementation Team*
- *Staff Lead(s): Dana Dedrick (exec team), Cindy Theiman (implementation team)*

7.4. Groundwater. (DEQ, LCOG).

Support lead organization as possible. Steering liaison participate in GWMA. Include this subject in education program. *Note: The council recognizes this is an inadequate response to solve the issue. Please see discussion in Intractable Issues section.*

- *Measure: Is groundwater protection being addressed? Is the Council doing everything within reason and capacity to assist in progress on this issue?*
- *Board Leadership: Jim Pendergrass. From Council - Tony Stroda, Rich Margerum*
- *Technical Team Interface: LCOG, DEQ, ODH*
- *Staff Lead(s): Dana Dedrick*

8. RESOURCE DEVELOPMENT

8.1. Grant Funding. Steady or increase.

- *Measure: Are priority programs and projects supported? Do we have fluctuating staff levels such that institutional memory is lost or relationships, programs or projects are interrupted or significantly delayed?*
- *Board Leadership: All, especially officers*
- *Technical Interface: consultant in partnership with MRWC?*
- *Staff Lead(s): Dana Dedrick, Cindy Theiman, Jed Kaul*

8.2. Increase Unrestricted Funding. Bring in a steady or increasing amount of unrestricted funding from major and small private and organizational donors in the community. Set fundraising targets annually.

- *Measure: Does the council have enough funds to be flexible, and approach work in steady fashion, and plan and reflect? If this is not working we'll see cash flow problems, or seeking grants that don't match plans, priorities, and/or skills of staff.*
- *Board Leadership: Deborah Saunders Evans, Jim Pendergrass, Patti Little*
- *Technical Interface: consultant in partnership with MRWC?*
- *Staff Lead(s): Rob Hoshaw, Dana Dedrick*

8.3. Office Space and Physical Resources. Address as necessary.

- *Measure: Can council staff and members work effectively, hold meetings, involve volunteers. Is there a good balance between economy of “free space” and room to support staff and volunteers in performing and achieving work?*
- *Board Leadership: Jim Pendergrass. From Council - Eric Wold*
- *Technical Interface: none*
- *Staff Lead(s): Rob Hoshaw*

9. EVALUATE & ENSURE EFFECTIVENESS. Evaluate programs, spending and involvement.

9.1. Self-evaluations.

Use biennial council self-evaluations, council and members included, to share thoughts and identify things to continue and things to change. Evaluate business practices

- *Measure: Does the self-evaluation prompt meaningful conversation and reflection about our progress toward the Council’s goals? Do we have some actionable items to address to improve the work and mission of the Council? Have these been written up for OWEB report?*
- *Board Leadership: Chair (Brad Taylor, 2010)*
- *Technical Interface: John Moriarty, Peg Boulay*
- *Staff Lead(s): Rob Hoshaw, Dana Dedrick*

9.2. Risk Management and Fiscal Diligence.

Fiscal and employee insurance, external audits, etc. Conduct business effectively. Address risk. Keep proper policies in place.

- *Measure: Is an annual audit or review preformed? Are the findings “unqualified” (clean) or are steps in place to correct problems? Are there any consistent complaints about our business practices we need to address?*
- *Board Leadership: Treasurer (Jim Pendergrass, 2010)*
- *Technical Interface: Anne White, CPA. Auditors Muller Larson...Co.*
- *Staff Lead(s): Amanda Wilson*