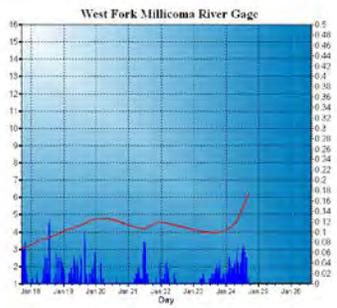


# The Coos Watershed Association Strategic Plan 2017-2027



**Developed by: The Coos Watershed Association Board and Staff**

**With assistance from Write to Know Consulting: December 2017**

## **The Coos Watershed Association Strategic Plan 2017-2027**

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## I. Introduction and Executive Summary

The Coos Watershed Association (Coos WA) is a local non-profit 501(c)(3) based in Coos Bay, Oregon. This grassroots organization was formed in 1993, by local people with a wide range of interests related to or affected by watershed health, creating a non-regulatory resource through which community members could work collaboratively to understand, restore and manage the watershed's natural systems. **Coos WA has built a strong reputation in the Pacific Northwest as an innovator in science-based adaptive watershed management.**

As noted by the Bonneville Environmental Foundation, **"the Coos is one of the most diverse watersheds on the Oregon coast-** comprised on 390,000 acres of estuary, uplands, and urban areas. It is unique for its high proportion of privately-owned land, at greater than 75%." Today's environmental, economic and community conditions in this watershed reflect a continuous interaction between humans and natural resources extending back for hundreds of generations: industrialization has shaped much of its landscape for more than 150 years.

We recognize that **restoration of ecological and economic connectivity across the watershed will support working lands and natural resources for the community and region long after our lifetimes.**

From its earliest days Coos WA has engaged in extensive surveys and data gathering to understand watershed conditions, and has systematically applied that data in partnership with willing landowners, colleagues, and scientists to select and implement effective restoration strategies. This work has to date included a particular focus on coho salmon habitat (i.e., the full range of aquatic and estuarine habitats within the watershed). As a result, the **Coos WA has developed a strong base of scientific knowledge, monitoring systems, and partnerships to allow it to expand strategic watershed-level restoration to improve watershed functioning** and support all the species, including humans that call the watershed home.

Collaboratively developed by the Coos WA Board and staff, the three goals for this strategic plan are to:

- **Goal A: Expand planning and action to increase watershed-system impact, including more attention to lowlands.**
- **Goal B: Broaden and reinforce the existing network of watershed advocates to connect watershed health with economic opportunity and community vitality.**
- **Goal C: Sustain and enhance our organization's capacity to foster watershed health.**

**Given the long-term nature of the Coos WA's work, this plan reflects a high degree of intentional continuity from the past strategic plan.** The mission and values are unchanged: a newly articulated vision statement makes our desired outcomes more visceral and concrete. The three goals are shaped by: vision, mission and values; the experience of the past ten years; and analysis of current strengths, weaknesses, opportunities, threats. These goals in turn inform a business model that connects the Coos WA's valuable products and services with existing and new funding streams.

## II. Mission, Vision and Values

### A. Mission:

The mission of the Coos Watershed Association (Coos WA) is to support environmental integrity and economic stability within the Coos watershed by increasing community capacity to develop, test, promote and implement management practices in the interest of watershed health.

### B. Vision for 2027

Through sound science and collaboration, the Coos watershed is a well-functioning ecosystem. Noticeably improved and restored habitats support native flora, fauna, and human health-- from upland wilderness to estuaries along the ocean's edge. The Coos River coho salmon population is no longer threatened, and other key species are bolstered by the salmon's resurgent presence. Our water resources are consistently high quality and abundant.

The Coos WA supports a modern, natural resource-based economy consistent with the organization's guiding values and principles. Its Port exports diverse value-added products, sustainably harvested and processed for local and global markets. Stable family-wage jobs in manufacturing, research/education and outdoor recreation are abundant. Furthermore, the Coos watershed is a hub for coastal ecosystem innovation: high quality education and training has built a workforce skilled in watershed restoration, as well as broader natural sciences. **These broad economic opportunities attract new residents, as well as returning young adults and families who had moved away seeking work.** They energize local communities, bringing much-needed skills and a love of the region's forest, rivers, and sea.

The visible benefits of Coos WA restoration work and community outreach and education have helped many landowners and community members understand that a healthy watershed is essential for water quality and economic vitality, and how human behavior affects watershed health. **Local people feel a common bond as watershed stewards and**

understand our common history and future: We trust each other and listen to each other. We act cooperatively to establish shared goals and standards for watershed health, and work together to meet those goals. Finally, our community demonstrates support through program participation, volunteering, donating, and advocating for this work.

The Coos WA is the “go-to” organization for technical expertise: state and federal agencies, other watershed organizations and the community, depend on us as a trusted, capable partner. Beyond technical expertise alone, the Coos WA has evolved into a leader in envisioning and implementing innovative activities that enhance our place on planet Earth now and for the long-term future.

## C. Values

The Coos WA Board of Directors adopted the following "Statement of Shared Values" in May 2014, and confirmed its continued validity as part of this Strategic Planning process.

1. It is possible to achieve both environmental integrity, economic stability and human well-being within the Coos watershed;
2. Natural products and processes of the watershed are indicators of watershed health, and are important to the economy and vitality of the community;
3. Human activities have a legitimate place in the watershed;
4. Our actions can affect the stability of the watershed and related economy;
5. Deliberate planning and action for watershed health are important and effectively achieved by the people who live and work within the watershed;
6. A watershed scale-perspective improves our ability to sustain the health of the watershed and related economic activities.
7. The coordination of our individual effects can achieve a synergistic, beneficial effect on the watershed.
8. Maintaining harmonious relationships with stakeholders, partners, landowners, clients, suppliers, employees and each other contributes to the organization's effectiveness in improving the health of the watershed.
9. Fostering and appreciating a diversity of opinion, background, and approach while supporting the mission of the Coos WA will ultimately strengthen the Board and further our efforts to advance the mission and sustain our organization.

## III. Accomplishments and Lessons from 2005–2015 Strategic Plan

### A. Priority Strategies in 2005–2015 Plan

The 2005-2015 Strategic Plan has functioned as a valuable planning tool for the Coos WA for more than 10 years. The majority of organizational principles and program categories identified in 2005 still hold true today, which is to be expected given the long-term nature of watershed work and testament to the strength of our approach. This continuity of focus is a strength, given the long-term nature of watershed improvement work. **More in-depth information and analysis of the prior plan period is included in Appendix A.**

#### Context

Key issues facing the watershed region and the organization in 2005 included:

- Coho salmon continued status as an endangered species
- The region's timber economy, and economy in general, was in freefall.
- Recognition of the need to focus its work in lowland environments and anticipated need to "evangelize watershed health" beforehand. Social and landownership complexities in the lowlands would make this goal challenging, so increased emphasis on outreach and education would be needed, setting up for future focus on human relationships and partnerships as keys to success.
- Desire to reduce our dependence on subsidies through market-based approaches to generate fee income.
- Need to professionalize the organization/ build its capacity at the Board and staff level for sustained action after its first decade of operation

The 2005 Strategic Plan included three focusing principles (called "programmatic areas" in the plan) and three program categories (called "program activity areas" in the plan) to shape the ten-year implementation period. Specific strategies were then articulated for 2006-2008, the first three years of implementation.

## **Focusing Principles and Program Categories**

- Market-Based: "Our market is expanding from upland large landowners (corporate and public) to now include lowland small land owners, (farmers, small businesses, rural municipalities.) This shift requires intensified outreach, education, and communication. In business terms, we must now focus on building and expanding our market. This should not be taken as a sign of retreating from our past focus on the uplands. There is still much work to accomplish in partnership with our upland landowners and we will retain and expand these efforts."
- Innovation: "Our lasting value to the watershed stewardship movement will be in demonstrating innovations in approaches, products, and techniques – and disseminating lessons learned (successes and failures), to peer institutions."
- Capacity: "Our long-term organizational health is dependent on efficient and high functioning operating systems, diversified sources of funding, mutually beneficial partnerships, and increased staff capacity to provide quality services."

## **Program Categories**

As noted in the 2005 plan, "The science of watershed restoration and conservation is constantly evolving. In response, the services and products offered by the Coos WA have grown and deepened. This strategy establishes an internal process for innovation through continuous research and development. Led at the Executive and Board level, this innovation process will feed ongoing program enhancements in our three program areas, keeping the Coos WA at the leading edge of its field. To lay the groundwork for implementing this strategic framework, we have organized our program activities under three areas: Education; Conservation Stewardship; and Information."

- Education & Outreach: "Outreach builds constituency and support – education builds skills, leadership, and Conservation Stewards."
- Conservation Stewardship: "Landowners and the broader community are the stewards of this watershed and our target market for restoration services and activities."
- Information: "Monitoring and information collection and analysis provides the framework to maximize impact of our efforts."

## **Organizational Structure**

In 2005, the Coos WA was a smaller organization with a more limited scope of work and aspirations to grow. In terms of staffing structure, it was led by its long-tenured director, and program management staff played comprehensive roles in securing funds, conducting work, and reporting. The 2005 plan aimed to free up program staff for direct restoration, management and educational work, by shifting significant fund development and reporting responsibilities to new senior administrative staff.

## **Business Model**

As noted in the 2005 plan, “the early work of the Coos WA was funded almost entirely by grant subsidies from state and federal government sources. As the Coos WA evolved, it became clear. . . that an entrepreneurial market-based approach would be required to ensure success and sustainability for the organization.” Thus, the 2005 business model emphasized the need “to diversify the base of funding that supports our operation.” The goal of this diversification was to reduce reliance on any one source of funding. This was to be achieved through positioning and marketing the Coos WA to a more diverse base of funding sources, combined with an emphasis on products and services that result in earned revenue.”

## **B. Accomplishments and Lessons Learned**

Appendix A includes detailed information on accomplishments and lessons learned. Overall, the organization achieved progress in the following focus areas.

- The Coos WA marginally reduced dependency on subsidies through fee-based income.
- The Coos WA achieved increased recognition as an innovative and expert partner.
- The Coos WA increased its capacity for science-based decision making, a long-standing principle.
- The Coos WA expanded outreach and community education despite limited funding for this work.
- The Coos WA gained somewhat more capacity for action as its organizational infrastructure matured.

## C. Implications for Goals and Strategies

- Much of our work is consistent over time, long term and ongoing. This continuity of focus is a strength, given the long-term nature of watershed improvement work.
  - At any given time, we may emphasize some aspects of work more than others depending where the focus is needed and funding is available, but the three program categories we established still have merit.
  - Oregon's "Focused Investment Partnership" is valuable, we need to continue with this so that we have shovel-ready projects in each basin.
  - We can hone specializations in tide gates, permitting, field monitoring design and data collection/storage/dissemination.
- We have become more collaborative, and codified our culture and stated values to support this.
  - There may be an opportunity to focus some of our outreach on state and agency staff and decision makers who don't buy into the working watershed concept that is central to us.
- The market-based approach still makes sense, with pricing that supports the range of Coos WA functions to improve the watershed. Fee income will not, however, generate the full amount of funding needed.
- We need a more systematic funding capacity for community outreach and education, which will grow in importance in the future.
  - Could also be an income-generating opportunity to provide outreach and training for fees, similar to Extension.
- Need continued focus on growing and diversifying funding
  - An annual fund mailing by itself will not generate sizable contributions. Board training is needed for the critical Board role of cultivating meaningful and substantial contributions to sustain our work.
  - Public Funds: While the past plan's intent was to reduce dependency on public funds, it is worth reconsidering this direction, because the public does derive both direct and indirect benefits. We need to explore how to better communicate this in the future.

- Next iteration of coffee-klatch style engagement: Important to pay more attention to interface with public: what do they understand, what do they want? Didn't do a lot of community outreach for the last plan relative to what is needed going forward
- Adding back a Deputy Director position may not be the most efficient or sustainable way to build the Coos WA's capacity. Explore how to build upon the successful structure that has evolved with program managers taking a holistic role in operating their programs: securing funding, conducting work, reporting, etc. with little or no recent oversight by the ED. Might the organization be better served by hiring technicians to assist program managers, creating a pipeline from which to promote from within?
- Our role as a job creator and skill builder for the natural resource economy is not well-recognized. This is something we would build into our future messaging.

## IV. Strengths, Weaknesses, Opportunities and Threats: Implications for Strategic Priorities

### A. SWOT

The following chart includes the critical strengths, weaknesses, opportunities and threats that will shape the Coos WA's work over the next ten years. Strengths and weaknesses refer to internal characteristics of the organization: opportunities and threats refer to external trends and conditions that affect the organization's effectiveness in meeting its mission. We recognize that this analysis represents a point in time, and will adapt to SWOT changes as needed during implementation.

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Positive reputation throughout communities: innovative, trusted</li> <li>• Long history of effective grass-roots collaboration and mission focus</li> <li>• Pro-active e.g. around emerging issues such as tide gates</li> <li>• Experienced, skilled staff and Board</li> <li>• Existing science knowledge and data and the ability to integrate new science knowledge</li> <li>• Skilled in project management, and grant writing</li> <li>• Recognized as non-partisan, politically neutral</li> </ul>	<ul style="list-style-type: none"> <li>• More outreach and education to more people</li> <li>• More training in positive youth development/leadership</li> <li>• Growing population of "recently retired newcomers" who could expand our capacity for action</li> <li>• Increase collaboration and learning between partners               <ul style="list-style-type: none"> <li>○ Tribal collaboration</li> <li>○ Oregon State University, UO and SWOCC</li> <li>○ Other education/youth-focused organizations and programs (e.g. SOWIB, SCBEC)</li> <li>○ Other watershed organizations (e.g. Coquille WA)</li> <li>○ Other environmental organizations (could do more with South Slough, OIMB, and ODFW when it comes to overlapping/mutually interesting topics like fish, education, climate change, etc.)</li> </ul> </li> <li>• More scientific voices and sharing message with broader public</li> <li>• Can address other parts of the eco-system more holistically               <ul style="list-style-type: none"> <li>○ Stormwater workshops, raingardens</li> <li>○ New tide gates and lowland restoration</li> <li>○ New science shows how important estuaries are to watershed health</li> </ul> </li> <li>• Can positively impact larger region</li> </ul>

	<ul style="list-style-type: none"> <li>• New staff, new perspectives</li> <li>• Natural resources that can continue to support quality jobs in new, high-tech and high-skill ways.</li> <li>• Expanded funding opportunities, including <ul style="list-style-type: none"> <li>○ OWEB small grants</li> <li>○ Fee for service mission-related opportunities in the lower watershed and outside the watershed boundaries</li> <li>○ Capacity building grants to strengthen our own organizational infrastructure</li> <li>○ Leverage new projects</li> <li>○ Nursery sales to project partners and the public</li> <li>○ Identify and attract new partners</li> <li>○ Lowlands work will lead to increasingly diverse funding given the smaller scale of many projects because there are many small landowners- TNC, NRCS could potentially fund</li> </ul> </li> <li>• Potential increase in foundation support nationally due to increased stock market returns.</li> </ul>
<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Staff (and Board?) skill sets don't fully align with some identified opportunities, especially lowlands</li> <li>• Staff turnover still an issue</li> <li>• Workload- increased staff demand and new skills needed with limited resources</li> <li>• Lack of funding diversity</li> <li>• Organizational structure</li> <li>• Capacity for info dissemination/outreach</li> <li>• Existing base of lowland engagement/name recognition</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Population shift and pressure on resources</li> <li>• Complexity of lowland projects- communicating underlying science and initiating community engagement</li> <li>• Regulatory processes and permitting</li> <li>• Lack of community/landowner understanding</li> <li>• Opposition or misunderstanding of the value of a healthy "working watershed" to the region</li> <li>• Risk of alienating original supporters and attracting opponents</li> <li>• Uncertainty regarding future management of the Elliott State Forest</li> <li>• Loss of hope among young people about their economic prospects if they want to work in the woods or on the water, and continued outmigration.</li> <li>• Federal/state funding uncertainty at best, greatly reduced funding for environmental projects and monitoring activities at worst.</li> </ul>

<ul style="list-style-type: none"> <li>• Limited local market for fee-based income</li> <li>• Some partnerships need to be repaired.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased competition for foundation grants</li> <li>• Competition for skilled staff</li> </ul>
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## B. Implications for Goals and Strategies

Given the SWOT assessment, the following are cross-cutting issues that need sustained attention.

- Communications and outreach, including thinking about incentives to engage more people in improving and maintaining the health of the watershed
  - In the long term, the “key beneficiaries” of a healthy watershed will be all the people and businesses here. As we work in more lowland, urbanized settings, we will be challenged to convey the benefits at an individual/business scale.
- Staff development and additions to bring new skills
- Technical Advisory Committee
- Education and advocacy (to the degree with our 501(c)(3) nonprofit status) on regulatory, permitting, and public funding issues- this will drive how we fund and implement our work
- Increased breadth of scientific expertise given range of issues
- Continued diversification of funding needed
  - Reconsider the specifics of our “no fee for service” policy? We could explore opportunities to partner with and/or complement businesses to provide income-producing services that are high quality, more comprehensive and locally based.
- Model for project selection- does it need to be reviewed, broadened, updated to move the organization toward watershed level impact and/or to reflect changing nature of community engagement in lowland projects?
  - A “Systems” approach to our strategic plan will allow the Coos WA to examine all of the components of the watershed, instead of primarily uplands locations and salmon species that have characterized our focus for our first twenty years.

- Need to strengthen key partnerships given our systems focus: higher education could be a critical one as Oregon State University's role in the Elliott Forest evolves.
- Board growth and development, especially for ambassador and fund development role.

## V. Goals and Strategies

### A. Overarching Goals

The Coos WA has three overarching goals for 2017-2027, and they are listed in no priority order. These priorities clearly reflect **continuity in approach from the last strategic plan**, as well as evolution of ideas based on the experience of the past decade. Most notably, the goals reflect **increased attention to lowland areas; opportunistic, yet also strategic watershed-level improvement and restoration projects including but not limited to salmon habitat; expanded application and dissemination of watershed data; and cultivating many more watershed stewards who recognize the connections between environmental, community, and economic vitality**. The focusing principles of “innovation” and “market-based approaches” from the last strategic plan are embedded in each goal as well.

#### Goal A.

##### Prioritize System Scale Focus to Increase Watershed-Level Impact

Recognizing the intricate connections between different habitats within the watershed we want to be even more strategic in addressing locations/factors that most affect watershed health and function.

To do this, we will increase emphasis on restoration, monitoring, scientific consultation, and education projects in the more densely populated lowlands, including urbanized areas and estuaries. These last miles between the relative wilderness of the uplands and the open ocean are critical to watershed health because they hold unique, diverse and productive habitats. Lowland work will require new types of communication, partnerships and scientific knowledge. Failing tide gates on private lands provide an example of emerging lowland project types with potential for highly beneficial impact on watershed health.

GOAL A- Focus for Innovation	GOAL A- Focus for Market-based approach
<ul style="list-style-type: none"><li>• Communication to build support and understanding of what makes</li></ul>	<ul style="list-style-type: none"><li>• Invasive species identification and control (we do this already without charging a fee)</li></ul>

<p>“working watersheds” work <b>and function at highly productive levels</b></p> <ul style="list-style-type: none"> <li>• Stronger partnerships with Tribes to benefit species critical to their heritage, e.g. lamprey.</li> <li>• Developing new stormwater management services.</li> </ul>	<ul style="list-style-type: none"> <li>• Scientific monitoring opportunities related to mitigation – for example, development projects such as Jordan Cove (or other development) may need services related to eel grass bed creation/monitoring, or mitigation area analysis/monitoring.</li> <li>• Partnering on services related to transportation maintenance and improvement projects – for example, Coos Bay Rail Link water-crossing and track restoration projects, assisting landowners with culverts, etc.</li> </ul>
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**Goal B:**

**Build a Network of Watershed Advocates through our Public Stewardship, Outreach and Education Programs**

The generation that launched the modern watershed movement is aging, and to continue this work, we need to engage younger members of our communities in active ways. As our work includes more densely populated areas, we also need to engage with small scale landowners, renters, residents, and new agency partners to work on watershed health. We want to build a broader multi-generational network of watershed stewards who understand how they benefit from a well-functioning watershed and how they can participate in this work. Our activities around this goal are aimed at building “ripple-effect stewardship” that engages more of our community in understanding and working toward watershed health.

<b>GOAL B: Focus for Innovation</b>	<b>GOAL B: Focus for Market-based approach</b>
<ul style="list-style-type: none"> <li>• Deepen partnerships with Southwest Oregon Community College, Oregon Institute of Marine Biology, and area high schools, with potential expansion to include education of younger age groups</li> <li>• Leverage other community-based groups (e.g. neighborhood watches) as places for watershed conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage in-kind support, e.g. communications by others (including Water Board) to provide watershed health information as part of their mailings.</li> </ul>

<ul style="list-style-type: none"> <li>Promotion of the concept of a "Working Watershed"</li> </ul>	
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**Goal C:**

**Sustain and Enhance our Organization’s Capacity to Foster Watershed Health:**

The Coos WA has built a strong reputation for innovation and expertise on a tenuous shoestring budget, cobbled-together technology, and overworked staff. Its recent staff growth reflects an increase in funding for project implementation, but not commensurate increases in administrative, outreach and education, applied research, or fund development capacity. Furthermore, state and federal funding is likely to shrink considerably in the next two years at least, which could destabilize the organization just as it is reaching economies of scale in its impact. We will continue to focus on diversifying our funding and the terms of that funding, as further outlined in the "Business Model" section of this document.

<b>GOAL C: Focus for Innovation</b>	<b>GOAL C: Focus for Market-based approach</b>
<ul style="list-style-type: none"> <li>Add key staff to build capacity for critical work in fund development, communications, and operations.</li> <li>Continue to flatten organizational structure and decentralize program management.</li> </ul>	<ul style="list-style-type: none"> <li>Allocate funds for critical operating investments (e.g. staff training, communications, etc.) across all project budgets.</li> <li>Adopt and implement clear business model, tying revenue streams to value-added provided.</li> </ul>

**B. Strategies and Objectives**

The Table that follows presents strategies and measurable objectives for each of the three goals. Moving these measures are the target of all our programs. Given the ten-year timeframe for this plan, we recognize that opportunities and challenges may change. The Coos WA embraces the concept of adapting our programmatic focus or capitalizing on new project and/or funding opportunities as long as they fit within our mission.

Goal A. Expand Program Focus from Salmon to System to Increase Watershed-Level Impact		Strategies
Years 1-3 (Short-Term) Objectives	Years 4-10 (Long-Term) Objectives	
<b>Sub-basin Scale Project Development</b>	<b>Sub-basin Scale Project Development</b>	<b>Sub-basin Scale Project Development</b>
<ul style="list-style-type: none"> <li>Target sub-basins identified during Coos River Coho Salmon Strategic Action Plan (see fisheries, below) are prioritized so that data collection focuses on places with potential for maximum impact on watershed health</li> </ul>	<ul style="list-style-type: none"> <li>Sub-basin data sets that capture baseline and changes in sub-basin watershed areas.</li> <li>Sub-basin watershed restoration projects generate positive changes in sub-basin watershed health</li> <li>Sub-basin level data is utilized to design and implement larger scale watershed restoration work that generates larger scale positive impacts</li> </ul>	<ul style="list-style-type: none"> <li>Secure SAP Grant (2018), which is a better fit for future Coos WA work than the FIP.</li> <li>Prioritize and secure funding for 1 - 2 sub-basin tide gate projects</li> <li>Implementation of 1-2 sub-basin FIPs</li> <li>Develop shovel-ready projects at 7<sup>th</sup> Level (sub-watershed) Hydrologic Unit, 12-digit HUC</li> <li>Secure additional funding for larger-scale watershed restoration work based on sub-basin data generated</li> </ul>
<b>Long-Term Environmental Trend Monitoring</b>	<b>Long-Term Environmental Trend Focus</b>	<b>Long-Term Environmental Trend Focus</b>
<ul style="list-style-type: none"> <li>Clear data collection plan in place to capture long term environment trends</li> <li>Partnerships developed or strengthened to gather and/or disseminate data about long-term environmental trends</li> </ul>	<ul style="list-style-type: none"> <li>The Coos WA adjusts management strategies based on trend analyses</li> <li>Other partners and organizations adjust management strategies based on trend analysis.</li> <li>Commitments in place to sustain monitoring/dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Poll partners and stakeholders about what data the Coos WA should be collecting</li> <li>Address long-term environmental trends by collecting and disseminating data (fish populations, water quantity and quality, invasive species, etc.)</li> <li>Share information with partners, watershed stakeholders and the public</li> <li>Determine if/how the Coos WA can further engage in better preparedness for climate disruption in populated areas</li> </ul>
<b>Millicoma Basin/ Elliott State Forest</b>	<b>Millicoma Basin/ Elliott State Forest</b>	<b>Millicoma Basin/Elliott State Forest</b>
<ul style="list-style-type: none"> <li>Current and new higher education and agency partners hire the Coos WA to continue working on the Elliott SF and its tributaries.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring, restoration activities and management of the entire Elliott State Forest tributary system</li> <li>Positive changes in watershed-health in the Elliott State Forest system</li> <li>Increase number of Coos WA-led projects undertaken with increased funding leveraged following completion of the Coos River Coho Salmon Strategic Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue strategic management plan implementation in the Millicoma Basin</li> <li>Assist in development of HCP and an MOU with new Elliott State Forest management to continue restoration and monitoring efforts</li> <li>Conduct model watershed study in the Elliott</li> </ul>

	<ul style="list-style-type: none"> <li>Enhanced connectivity for salmon between upland and lowland habitats</li> <li>Significant increases in coho rearing productivity and adult return numbers</li> <li>Increased agricultural productivity for producers in upland and lowland areas (faster growing trees and more productive pasture)</li> </ul>	
<b>Fisheries Program</b>	<b>Fisheries Program</b>	<b>Fisheries Program</b>
<b>Fish Passage Project Prioritization</b> <ul style="list-style-type: none"> <li>More streamlined process for project prioritization and decision-making in the Coos watershed, while maintaining scientific integrity and fairness</li> </ul> <b>Coho Population Improvement</b> <ul style="list-style-type: none"> <li>Strategic Plan for Coho Salmon completed</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of Coos WA-led projects with increased funding leveraged following completion of the Coos River Coho Salmon Strategic Action Plan</li> <li>Enhanced connectivity for salmon between upland and lowland habitats</li> <li>Significant increases in coho rearing productivity and adult return numbers</li> <li>Increased agricultural productivity for producers in upland and lowland areas (faster growing trees and more productive pasture)</li> </ul>	<ul style="list-style-type: none"> <li>Complete the Coos River Coho Salmon Strategic Action Plan</li> <li>Document increased coho smolt emigration and adult returns through seasonal and annual monitoring data from the Coos WA</li> <li>Refine the Opti-pass Model for project prioritization and decision making in the Coos watershed</li> </ul>
<b>Expand Priority Species Focus</b>	<b>Expand Priority Species Focus</b>	<b>Expand Priority Species Focus</b>
<ul style="list-style-type: none"> <li>Priority species and habitat improvement projects identified</li> </ul>	<ul style="list-style-type: none"> <li>Funded habitat improvement projects increase presence and/or link populations of priority species</li> </ul>	<ul style="list-style-type: none"> <li>Identify additional priority species for habitat improvement projects/efforts</li> <li>Coordinate resources in across time and space to increase efficiencies with partners and funders</li> <li>Conduct public outreach and awareness campaign about new or unfamiliar threats or opportunities</li> </ul>
<b>Invasive Species Management</b>	<b>Invasive Species Management</b>	<b>Invasive Species Management</b>
<ul style="list-style-type: none"> <li>The Coos WA's expertise and leadership regarding invasive species management is recognized by partners and mobilized regionally.</li> <li>New funding enables expansion of effort, including Coos/Curry counties collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Large-scale funding secured to expand funding for gorse control, prevention and removal activities across a three-county region</li> <li>Tri-County regional multi-species regional effort has reduced presence of invasive species that have a negative impact on the watershed</li> </ul>	<ul style="list-style-type: none"> <li>Launch and utilize EDDMapS for Coos watershed</li> <li>Coordinate Gorse Action Group and Cooperative Weed Management Area activities to: <ul style="list-style-type: none"> <li>pursue multi-million-dollar gorse control and prevention funding</li> <li>Implement full-scale gorse removal and worker housing</li> </ul> </li> </ul>

		development in the Bandon Donut Hole area
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<b>Moving Downstream</b>	<b>Moving Downstream</b>	<b>Moving Downstream</b>
<ul style="list-style-type: none"> <li>Increased development and implementation of lower estuarine projects</li> <li>Expanded project partnerships with lower estuarine businesses, landowners and residents</li> </ul>	<ul style="list-style-type: none"> <li>Lowland project expansion (numbers of acres, landowners, projects; % increase)</li> <li>Cooler water temps, decreased pollution in Coos Bay Note: This might be hard to track as we have done a substantial amount of work in the lowlands over the last decade. The lowlands aren't new and/or a forgotten place for restoration.</li> </ul>	<ul style="list-style-type: none"> <li>With partners, implement in-estuary native aquatic plant rehabilitation and restoration projects for habitat improvement of targeted species, such as: eelgrass</li> <li>Outreach to STEP/fishing advocates/sportsmen Coos WAs for partnership for the above</li> <li>Investigate the feasibility of addressing and funding projects to remove derelict structures in and around the estuary</li> <li>Work with local STEP program and ODFW to identify willing local landowners for potential lowland restoration projects</li> <li>Develop standards for the watershed as per Annual Meeting presentation on "strategic restoration"?</li> </ul>
<b>Tide Gates Initiative</b>	<b>Tide Gates Initiative</b>	<b>Tide Gates Initiative</b>
<ul style="list-style-type: none"> <li>Completed tide gate/culvert inventory for the Coos watershed</li> <li>Prioritized list of tide gate replacement or upgrade projects for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative, successful Winter Lake Project pilot project generates replicable model for scaled tide gate projects in the Coos.</li> <li>Significant number of tide gates/culverts from optimized list repaired or replaced</li> <li>Producer/landowner conservation programs, for application in estuary environments</li> </ul>	<ul style="list-style-type: none"> <li>Increase programmatic focus on tide gate and culvert upgrade and replacement projects, which also generate increased winter refugia.</li> <li>Work with government agencies to modify current producer/landowner conservation programs for application in estuary environment</li> <li>Rank tide gate replacement or upgrade projects based on prioritization model, and cost/benefit analysis</li> <li>Establish partnerships and secure funding for tide gate projects based on prioritization model and lessons learned from early pilots</li> <li>Collaborate with Beaver Slough Drainage District, Coquille WA, and ODFW on innovative tide gate projects; use as pilots for scaled tide gate projects and effectiveness monitoring in the Coos.</li> </ul>
<b>Stormwater Program</b>	<b>Stormwater Program</b>	<b>Stormwater Program</b>

<ul style="list-style-type: none"> <li>The Coos WA stormwater program launched, functioning well as information clearinghouse for local communities and residents</li> </ul>	<ul style="list-style-type: none"> <li>Ten new tools or techniques developed for stormwater management</li> <li>1-3 green infrastructure planting projects installed each year, incorporating new techniques and the use of Matson nursery stock</li> <li>Verifiable improvement in runoff</li> </ul> <p>Reduce point source pollution from impervious surfaces, much of which drains directly to our lower rivers and Coos Bay.</p>	<ul style="list-style-type: none"> <li>Maintain and enhance stormwater expertise and leadership through staff</li> <li>Assist communities in identifying stormwater and nonpoint-source pollution issues and needs through public outreach and education</li> <li>Take non-regulatory actions through community-based, demonstration projects</li> <li>Work with strong partners (such as, urban residents, local governments and businesses, etc.) to implement stormwater activities</li> <li>Secure long-term project funding for youth programs, such as long-term agreements with the Coos History Museum to plant and maintain parking lot beds</li> <li>Develop improved runoff testing methods, and monitor runoff</li> </ul>
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<b>Goal B: Build a Network of Watershed Advocates through our Public Stewardship, Outreach and Education Programs</b>		<b>Strategies</b>
<b>Years 1-3 (Short-Term) Objectives</b>	<b>Years 4-10 (Long-Term) Objectives</b>	
<b>Weave Outreach/Education into all Program Activities</b>	<b>Weave Outreach/Education into all Program Activities</b>	<b>Weave Outreach/Education into all Program Activities</b>
<ul style="list-style-type: none"> <li>Increased interest in learning about and volunteering for watershed health</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders and the general public are knowledgeable about and supportive of efforts to address long-term environmental trends.</li> <li>Outreach and education activities contribute to the quantity and quality of all the Coos WA's programs (measure)</li> </ul>	<p>For all programs annually, identify appropriate activities and goals for outreach and education as a core program component</p>
<b>Promoting Innovative, Science-Based Practices</b>	<b>Promoting Innovative, Science-Based Practices</b>	<b>Promoting Innovative, Science Based Practices</b>
<ul style="list-style-type: none"> <li>Local and regional recognition of the Coos WA's "Working Watershed" approach as</li> </ul>	<ul style="list-style-type: none"> <li>Community recognizes viability of a "Working Watershed" in providing resources for society's use, wildlife habitat and recreation; and employment tied to all three areas.</li> </ul>	<ul style="list-style-type: none"> <li>Develop/create outreach strategy around the "Working Watershed" concept for private citizens, organizations and officials- locally, regionally and statewide <ul style="list-style-type: none"> <li>Brand the Working Watershed concept</li> </ul> </li> </ul>

<p>exemplary and worthy of broad policy support</p> <ul style="list-style-type: none"> <li>Emerging partnerships with other watershed councils to develop model watershed programs and activities</li> </ul>	<ul style="list-style-type: none"> <li>More diverse and active local base of advocates for a working watershed as sound environmental, economic and community development policy.</li> <li>Expanded application of Model Watershed Programs within the Coos watershed and beyond generates positive impact on regional watershed health</li> <li>Increased local and state policy, regulatory and funding support for working watersheds and model watershed programs</li> </ul>	<ul style="list-style-type: none"> <li>Showcase “model watershed program to other local regional and state organizations as Bonneville Environmental Foundation effort is completed (2017-2018) <ul style="list-style-type: none"> <li>Mentor other watershed councils (Share lessons learned, potential new sources of revenue as well)</li> </ul> </li> <li>Continuously assess other innovative, science-based learning and develop appropriate dissemination strategies.</li> <li>Establish Technical Advisory Committee for complex and innovative science-based projects.</li> </ul>
<p><b>Community Support and Involvement</b></p>	<p><b>Community Support and Involvement</b></p>	<p><b>Community Support and Involvement</b></p>
<ul style="list-style-type: none"> <li>Increased public’s recognition of the Coos watershed and the Coos WA</li> <li>Identify additional avenues for expanding community support and involvement</li> </ul>	<ul style="list-style-type: none"> <li>Increased volunteerism</li> <li>Other organizations are embracing watershed health initiatives</li> <li>Increased unrestricted donations from community members and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Coos WA marketing plan/strategy focused on benefits to watershed residents: <ul style="list-style-type: none"> <li>Begin with a communications marketing survey to identify all potential market groups and their demographics, preferred communications media, and stated needs for watershed information and watershed stewardship assistance.</li> <li>Develop templates for news releases, social media postings, briefings, community presentations, and project signage</li> <li>Develop handout for placement in strategic locations and with strategic partners</li> <li>Identify and develop guidelines and strategies for communications with stakeholder groups</li> <li>Increased web communications and outreach to broader audience</li> <li>Produce five to 10 press releases per year, 12 community presentations annually; 52 social media postings annually</li> </ul> </li> <li>Install “Now Entering” and “Now Leaving the Coos Watershed” signs on US Highway 101 and 42</li> <li>Develop “Where does my water come from?” information and outreach <ul style="list-style-type: none"> <li>Water cycle diagram on the back of water bills</li> </ul> </li> <li>Publicly recognize landowners who have partnered on Coos WA restoration projects displayed as artwork on Coos Bay Boardwalk—designed and funded locally</li> <li>General Civic Outreach, including “recently retired newcomers to be stewardship leaders, participating in the Coos WA and/or related groups (Master Gardeners, SSNERR, etc.) MG Outreach to/engage local service groups for watershed projects</li> </ul>

		<ul style="list-style-type: none"> <li>○ Find ways to work with Shutter Creek Correctional Facility to engage inmates in Watershed Restoration/Habitat surveys for Coos watershed, while keeping in mind that some landowners do not want them on their properties.</li> <li>● Strengthen relationships with related natural resource groups—Master Gardeners, SSNERR, etc. Presentations by staff and/or board members, MOAs, collaborative projects (a series of programs at Coos History Museum on changes in natural resource uses in the watershed, for example).</li> <li>● Revive Annual “State of the Watershed” publication <ul style="list-style-type: none"> <li>○ Detail in the annual report on the measurable economic, environmental impact of Coos WA projects</li> <li>○ Clarify audiences and uses for different types of data, and to what degree the Coos WA data should be “translated” for general public.</li> </ul> </li> </ul>
<b>Urban/Lowland</b>	<b>Urban/Lowland</b>	<b>Urban/Lowland</b>
<ul style="list-style-type: none"> <li>● Increased focus on urban and lowland outreach efforts</li> </ul>		<ul style="list-style-type: none"> <li>● Revive “coffee klatch” process; staff outreach coordinator trains board members to assist. More general agenda than past project-focused meetings for abutters. Include a presentation on who we are, what we’ve done and where we intend to go. <ul style="list-style-type: none"> <li>○ Same presentations to local government and civic groups.</li> </ul> </li> <li>● Conduct public education tours (available at select times for lowland watershed restoration education)</li> <li>● Strengthen partnerships with local municipalities</li> <li>● Two-Phase Plan: Year 1: The Coos WA identifies key partners such as SOLVE/Surfrider/TU/Port and other groups to sponsor volunteer invasive weed and garbage cleanups at strategic locations in the lower watershed. Year 2: The Coos WA and partners write a plan for events including locations, dates, funding, marketing, and disposal</li> </ul>
<b>Youth Focus</b>	<b>Youth Focus</b>	<b>Youth Focus</b>
<ul style="list-style-type: none"> <li>● Increased enrollment in our youth programs</li> <li>● 10% of Summer Bridge participants enroll in natural resources certification program</li> <li>● Established internship program with SWOCC for science and natural resources skill areas</li> </ul>	<ul style="list-style-type: none"> <li>● A pipeline of Master “Watershedders” help manage the Coos WA Friends organization and projects, as part of their own career ladders</li> <li>● Multi-year participants are a special opportunity for value-added to the Coos WA’s mission. There is significant value to multi-year participation, and ~ 15% of our youth program</li> </ul>	<p>Increase support for and sustain/increase enrollment in youth programs: Natural Resources Summer Bridge, Harding Learning Center, Master Watershed Stewards, OYCC and others</p> <ul style="list-style-type: none"> <li>● Develop permanent funding and partnership with SWOCC for Summer Bridge and/or related program</li> <li>● Explore the Coos WA staff and board role in teaching/lectures as part of the SWOCC Natural Resources and Forestry program (forestry, fisheries, invasive species, ecology, geomorphology, etc.)</li> <li>● Establish a Tribes-sponsored summer internship program (fisheries, restoration, etc.)</li> <li>● Create formal internship program with SWOCC for students in science and business skill areas.</li> </ul>

	<p>participants have participated in another year or program.</p> <ul style="list-style-type: none"> <li>• The region has a high-quality skilled workforce and career opportunities in natural resource restoration, management and monitoring?</li> <li>• Schools view the Coos WA as the local entry to natural resource careers, and actively support these projects in their policies and curriculum decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Target existing organizations such as SAF, NRCS, USFS, BLM, BIA, Soil science society... for internship and grant funding to support the intern.</li> <li>• Deepen relationships with high schools, SWOCC, OIMB, and students of this age group to create pathways for students who want to pursue forestry, natural resources, chemistry, and biology transfer degrees. <ul style="list-style-type: none"> <li>◦ Review other curriculums (Oregon Forest Resource Institute, Oregon Forest Industries Council, Sierra Club, Audubon Society, Wilderness Society, Soil Science Society, etc. for adaptation and/or promotion).</li> </ul> </li> <li>• Investigate SWOCC interest in, and community need for, a natural resources certificate for high school students completing 16-20 hours of college credit.</li> <li>• Conduct specific outreach to School Boards and key middle and high school staff to build awareness of Master Watershed Stewardship Program- its focus on introducing high school students to natural resource-focused careers and internships. <ul style="list-style-type: none"> <li>◦ Explore specific opportunity with North Bend High School</li> </ul> </li> <li>• Add “leadership” component to program to build a cadre of watershed ambassadors who spread the word in their community networks</li> <li>• Explore opportunities for integrating watershed content into elementary school level curriculum—add local details and best practice content from others to currently used curriculum</li> </ul>
<b>Adult Focus</b>	<b>Adult Focus</b>	<b>Adult Focus</b>
<b>Adult Programs</b>		<ul style="list-style-type: none"> <li>• The Coos WA offers fee-based or grant-supported workshops in partnership with Master Gardeners, OSU Extension on pertinent topics: native plant cultivation, small bioswale projects in relation to rainwater, alternative driveway and sidewalk resurfacing, etc.</li> <li>• Investigate partnering with Extension to elevate the Master Watershed Certification program for adults in the Coos <ul style="list-style-type: none"> <li>• In partnership with the Coos WA, SWOCC offers Watershed Education class to educate landowners about salmon friendly and sustainable farm concepts</li> <li>• Seek to partner with city of North Bend for possible restoration/recreation area development of Graveyard Point area of upper Coos Bay</li> </ul> </li> <li>• Explore opportunities to target professional training for local engineers, foresters, wetland delineation, land use planners, etc. Offer certified training in accordance to their continuing education requirements for licensing and certifications. Team up with Portland State, OSU or any other entity who offers such training. Use SWOCC as the ‘communication tie’ between/among institutional education</li> </ul>
<b>Landowners</b>	<b>Landowners</b>	<b>Landowners</b>
		<ul style="list-style-type: none"> <li>• Connect the Coos WA’s natural resource management services more extensively to landowners and partners- Board session to plan this</li> </ul>

		<ul style="list-style-type: none"> <li>Develop Citizen Science/Private Landowner salmon spawning survey protocol to engage citizens to actively participate in Watershed Restoration progress and awareness (with suggestions for where to plan Coos WA restoration work for hire on their property, and how to conduct spawning surveys and complete paperwork online for the Coos WA)</li> </ul>
<b>Matson Wetland Reserve</b>	<b>Matson Wetland Reserve</b>	<b>Matson Wetland Reserve</b>
Matson Education Center and Native Plant Nursery completed	<ul style="list-style-type: none"> <li>Self-financed through plant sales and activities, highly visible and actively used by families, schools, and landscaping professionals</li> <li>Increase in use of native plants for watershed restoration in the Coos watershed</li> <li>Monitoring activity shows improved water or habitat quality</li> </ul>	<ul style="list-style-type: none"> <li>Hire nursery worker</li> <li>Team up with timber companies for funding and expertise? Consider seed collection and propagation from native cuttings.</li> <li>Collaborate with tribes to include culturally significant species.</li> <li>Conduct outreach to landscape architects and local engineers to use native plants in their designs</li> <li>Explore developing a school Watershed restoration/education program that culminates with field days at Matson Creek and local salmon spawning gravel beds</li> <li>Develop Summer native plant and nature hikes and winter salmon spawning observations for conservation organizations and a fee system for donations</li> <li>Develop goals for fee-for-services and programs at Matson Education Center; Center and native plant nursery self-financed through plant sales and activities by 2027</li> </ul>

<b>Goal C: Sustain and Enhance our Organization's Capacity to Foster Watershed Health:</b>		<b>Strategies</b>
<b>Years 1-3 (Short-Term) Objectives</b>	<b>Years 4-10 (Long-Term) Objectives</b>	
<b>Board of Directors</b>	<b>Board of Directors</b>	<b>Board of Directors</b>
<ul style="list-style-type: none"> <li>Strong mix of established and new Board members, all fully informed and engaged</li> <li>Active Annual Campaign and/or Annual Event \$20,000 goal</li> <li>All Board Committees are functioning effectively and meeting their goals</li> </ul>	<ul style="list-style-type: none"> <li>Assess and adjust strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Conduct strategic board development activities focusing on maintaining a strong mix of established and new Board members <ul style="list-style-type: none"> <li>Beef up and fine tune vetting and orientation for new Board members</li> </ul> </li> <li>Fill gaps in demographic constituencies who are no longer represented <ul style="list-style-type: none"> <li>Add a representative from Coos County, Water Board</li> <li>Create an "emeritus" status board position</li> <li>Cultivate board members with fundraising and communications expertise</li> </ul> </li> <li>Expand overall Board capacity to undertake fund development activities</li> </ul>

		<ul style="list-style-type: none"> <li>• Continue to expand/develop the Coos WA Annual Campaign standard protocols</li> <li>• Clarify, differentiate and coordinate roles of Board and Friends of the Coos WA to broaden awareness of the Coos WA and generate resources to sustain and grow its work</li> <li>• Board members participate in semi-annual review, brainstorming and update of strategic plan and goals</li> <li>• Ensure that Board committee structure is aligned with what is needed to advance strategic plan</li> <li>• Identify and implement enhanced Board development opportunities</li> </ul>
<b>Friends of Coos WA</b>	<b>Friends of Coos WA</b>	<b>Friends of Coos WA</b>
Friends of the Coos WA sponsors an annual Dinner Gala Fundraiser to raise money for the Coos WA program over the first three years of the plan period.	Friends of the Coos WA reliably generates funding to support core operating budget as well as select special (planning innovation) projects on an annual basis.	<ul style="list-style-type: none"> <li>• Revive and reorganize Friends of the Coos WA with a clear purpose and goals</li> <li>• Recruit additional members, including a core group who are committed to being Coos WA ambassadors and resource developers</li> <li>• Support the Friends to develop an annual workplan tied to the Coos WA's program opportunities and needs.</li> <li>• Build capacity of Friends to take key role in Annual Fund campaign</li> </ul>
<b>Staff Development and Retention</b>	<b>Staff Development and Retention</b>	<b>Staff Development and Retention</b>
<ul style="list-style-type: none"> <li>• Improved staff retention rate</li> <li>• Retention of institutional knowledge and networks when there is turnover</li> <li>• Demonstrable increase in skills applicable to the Coos WA mission</li> </ul>	Increase current staff retention rate of ~5.5 years (average)	<ul style="list-style-type: none"> <li>• Conduct an H.R. audit, using contracted expertise where helpful and cost-effective.</li> <li>• Develop and fund beneficial professional development plans for staff on an annual basis</li> <li>• Cultivate an operating environment where staff can share skills and expertise, and gain experience that qualifies them for internal promotion when possible.</li> <li>• Make benefits package more attractive (medical and vacation).</li> <li>• Implement an annual staff satisfaction survey, and address emerging opportunities and issues as appropriate.</li> <li>• Develop a sliding scale cost of living increase for all Coos WA staff with a 1-4% increase based on prior year's performance, and annual evaluations taking place between January and February each year.</li> </ul>
<b>Institutionalize Funding for Outreach and Education</b>	<b>Institutionalize Funding for O and E</b>	<b>Institutionalize Funding for Outreach and Education</b>
<ul style="list-style-type: none"> <li>• Sustainable funding strategy in place for outreach and education work</li> <li>• New dedicated funding secured for outreach and education</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholders and the general public are knowledgeable about and supportive of efforts to address long-term environmental trends.</li> </ul>	<ul style="list-style-type: none"> <li>• Hire a permanent Coos WA outreach coordinator</li> <li>• Establish operating policies that, when feasible, all the Coos WA grants must include outreach and education activities, and funding</li> </ul>

<ul style="list-style-type: none"> <li>Increased interest in learning about and volunteering for watershed health</li> </ul>	<ul style="list-style-type: none"> <li>Outreach and education activities contribute to the quantity and quality of all the Coos WA programs</li> </ul>	<ul style="list-style-type: none"> <li>Secure increased IDC rate to 30-35%, which includes 10-15% earmarked for Outreach and education.</li> <li>Pursue foundation/donation funding to stabilize O&amp;E program; emphasis on addressing our social and economic community needs, not just ecological</li> <li>Dedicated fundraising to create an investment fund with \$25,000 initially. Grow fund through new contributions and investment earnings to \$100,000 to generate \$7,000 in interest annually.</li> </ul>
<b>Expand and Continue to Diversify Revenue</b>	<b>Expand and Continue to Diversify Revenue</b>	<b>Expand and Continue to Diversify Revenue</b>
<ul style="list-style-type: none"> <li>Comprehensive Fund development strategy completed</li> <li>The Coos WA is funded by OSU to perform restoration work and stream monitoring</li> <li>New foundation funding secured for at least two of the target program purposes</li> <li>New fee-for-service funding secured for at least two of the target program purposes</li> <li>New unrestricted funding</li> <li>Landowners, partners, and the broader community engage in and pay the Coos WA for natural resource management services</li> </ul>		<ul style="list-style-type: none"> <li>Research and secure increased levels of foundation funding to build capacity and a sustainable business model; 5 to 10 new foundation grants by 2027</li> <li>Generate unrestricted funding for innovation and planning</li> <li>Sustain and seek new program-specific fee-for-service funding opportunities as described in Goals 1 and 2, including (to prioritize) <ul style="list-style-type: none"> <li>Storm Water program with focus on tide gates and winter refugia</li> <li>Seed funding for outreach and communications</li> <li>Funding for Youth programs</li> <li>Matson Nursery project</li> <li>Model watershed and other innovative projects</li> <li>Mentoring (see “Field Leadership” below)</li> </ul> </li> <li>Continuation of fee-based monitoring of mitigation projects, including evaluation, plans for and implementation of corrections for failed projects.</li> </ul>
<b>Field Leadership</b>		
<ul style="list-style-type: none"> <li>The Coos WA viewed as expert and valuable resource for partner organizations, researchers, and policy makers.</li> <li>New revenue and resources gained with this role.</li> </ul>	<ul style="list-style-type: none"> <li>The Coos WA leadership improves practices, resources and policies to support watershed health</li> </ul>	<ul style="list-style-type: none"> <li>Publish papers, guides, etc.</li> <li>Export expertise and leadership to local partners: Spearhead new working partnerships with the Coquille WA in the uplands and lowlands, and other sister organizations in the region (Curry WP, PCW, WP, TNC, South Coast CWMA, etc.) We will be available to help any other watersheds and conversely accept help and ideas from others too.</li> <li>Actively participate in appropriate local and regional natural resource groups</li> </ul>
<b>Infrastructure</b>	<b>Infrastructure</b>	<b>Infrastructure</b>
<ul style="list-style-type: none"> <li>Measurable gains in productivity and efficiency</li> </ul>		<ul style="list-style-type: none"> <li>Secure adequate office space for staff and Board needs (offices, conference room, tool storage, parking, etc.)</li> </ul>

		<ul style="list-style-type: none"><li>• Upgrade IT and database systems</li></ul>
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## VI. Implications for Business Model

A business model describes “how an organization creates, delivers and captures value.”<sup>1</sup> Business model development is “customer-centric” planning, driven by an understanding of what our audiences and stakeholders need and value, and how we meet those needs and fulfill those values. **For nonprofits, a business model provides a clear framework for linking value delivered (or in business model parlance, our “value proposition”) with those who derive value in return including, but far beyond, the feel-good value of altruism. It also helps us to see opportunities to better provide what our audiences and stakeholders value, and surface new sources of revenue as a result.** This is particularly important given the great uncertainty in future government funding for watershed work, and the potential increase in foundation funding given recent stock market performance as noted in the SWOT.

Having a business model in place does not imply that a singular quest for unfettered revenue will dominate the organization’s programs and strategies. The Coos WA has long been committed to a “triple bottom line” approach, giving equal consideration to:



The optimum focus for the Coos WA is the center triangle where benefits to people, planet, and profit are equally maximized and its work most sustainable.

<sup>1</sup> Osterwalder and Pigneur, Business Model Generation, 2009

Understanding and refining the Coos WA’s existing (default) business model is a critical part of its strategic plan to ensure that its future work can secure the revenue its needs to meet its “triple bottom line” mission.

### A. Existing Business Model

The current business model could be paraphrased like this: “The Coos WA supports environmental integrity and economic stability within the Coos watershed by *increasing community capacity to develop, test, promote, and implement management practices in the interests of watershed health* (value delivered). These actions are sustained through a *combination of state, federal and private foundation grants, fee for services, and private donations* (revenue sources).”

While this has served the Coos WA organization well in terms of flexibility and mission clarity, the organization has perennially struggled with underfunding. The following table is derived from Appendix B, a summary of the initial business model analysis conducted as part of this plan.

What does the Coos WA specifically do to create value for its audience and stakeholders?	How does the Coos WA currently generate revenue to pay for delivering this value?
<ul style="list-style-type: none"> <li>• Press/publicity about successful stewardship happening in community</li> <li>• Bring subsidies to support willing landowners/partners to solve problems (sometimes experimentally)</li> <li>• Small landowners and partners get (almost) free improvements to their properties</li> <li>• Build projects for restoration and monitoring that generate measurable results for coho salmon and drive innovative and adaptive management strategies</li> <li>• Eradicate noxious weeds around waterways as part of restoration work</li> <li>• Publish stream gauge data online with 24/7 access from anywhere</li> </ul>	<ul style="list-style-type: none"> <li>• Foundation grants that deliver benefits to key populations of interest to funder (e.g. Ford Family Foundation funding youth education): not currently a large source of revenue</li> <li>• Public grants (state/federal) for infrastructure and monitoring work, primarily on private lands. Have worked on BLM lands and Elliott state forest too.               <ul style="list-style-type: none"> <li>○ These grants are cost-reimbursement only.</li> </ul> </li> <li>• Fee-for-service contracts with landowners/partners for infrastructure and restoration projects.               <ul style="list-style-type: none"> <li>○ Generally priced below market rate, and aimed at filling only demands that</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• Apply innovative strategy so that people can feel good about supporting the ecosystem health</li> <li>• Provide jobs for at-risk students, interns, skilled professionals</li> <li>• Consensus building and effective collaboration</li> <li>• Project leadership; grant leadership; financial/operational facilitation;</li> <li>• Educational materials</li> <li>• Educating youth and community about their watershed</li> <li>• Partnership and volunteer opportunities to make a difference</li> </ul>	<p>cannot be met by private sector and gaps in agency capacity (ODFW)</p> <ul style="list-style-type: none"> <li>○ Policy issue- if higher quality services only available through the Coos WA, should it continue to avoid <i>any</i> competition?</li> </ul> <ul style="list-style-type: none"> <li>• Donations</li> </ul>
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**The Coos WA is positioned, from a business model perspective, as the low-cost and sometimes sole provider of diverse services to a wide range of end-users. It has few opportunities for earned income beyond the cost of providing such services:** some are free, many are cost-reimbursement only, and while some funding sources allow inclusion of indirect costs for administration, the indirect cost rate does not cover true costs of program support. **This business model makes it exceedingly difficult to provide even marginally competitive pay, or to frontload the costs of strategic and innovative projects with unrestricted revenue that have been the Coos WA’s hallmark.**

## **B. New Business Model**

After two decades of largely project-driven, state funding dependence, the Coos WA is strategically maneuvering itself to secure diversified funding from key, locally-based, nongovernmental partners. This step in our organization’s maturation is necessary if we are to remain relevant and sustainable for the next two decades. The goal of this diversification is to reduce reliance on any one source of funding. This will be achieved through positioning and marketing the Coos WA to a more diverse base of funding sources, combined with an emphasis on products and services that result in earned revenue.

Appendix B includes notes from preliminary Business Model planning to date. **It incorporates many assumptions about what the Coos WA’s audience and stakeholders value that should be further tested.** The strategic plan includes additional outreach to these groups, to identify specific programs, services and expertise that is valued to the point where it can generate additional, and particularly more unrestricted revenue. The Table below, excerpted from the appendix, shows a preliminary list of possibilities to explore, but more may emerge as a result of outreach.

<b>What value does the Coos WA create? What needs does the Coos WA fulfill?</b>	<b>How could the Coos WA derive more revenue from the values it delivers to its audience and stakeholders?</b>
<ul style="list-style-type: none"> <li>• Good P.R for partners</li> <li>• Stabilize stream banks</li> <li>• Underwrite, cost share improved infrastructure</li> <li>• Fulfill regulatory requirements</li> <li>• Measurable results for habitat improvement</li> <li>• Projects improve water quality</li> <li>• Healthy oyster beds for oyster farmers</li> <li>• More fish for fishermen and economy</li> <li>• Preservation of sacred fish (salmon)</li> <li>• Reduce dredging costs for deep water port of Coos Bay</li> <li>• Data and Information that informs adaptive management strategies</li> <li>• Analysis and interpretation of data</li> <li>• On-line access to stream gauge station</li> <li>• Youth Development (mentoring, employment, etc.</li> <li>• Skill building, employment, career building for community members</li> <li>• Fix damage to the environment</li> <li>• Community pride</li> <li>• Community improvement and connectivity to other community members</li> <li>• Participate/support a holistic, long-term approach</li> <li>• Opportunity to make match for project funding</li> </ul>	<ul style="list-style-type: none"> <li>• Rethink pricing on fee-for-service and state grant work- potential to increase?</li> <li>• Rethink parameters of competition</li> <li>• Ask users of stream gauge data to contribute to its cost</li> <li>• Expand base of foundation supporters specifically to support the Coos WA programs, not just targeted projects</li> <li>• Implement a Friends of the Coos WA’s program</li> <li>• Create an annual fund or sponsorship campaign, especially for internship programs</li> <li>• Build cost of community outreach and education into all programs</li> <li>• Build new fee-for-service or contribution relationships with entities who currently benefit but do not contribute to budget e.g. Port of Coos Bay.</li> <li>• Develop new fee-for-service work with other watershed councils as a technical assistance provider.</li> <li>• Offer classes/trainings for a fee</li> <li>• Solicit in-kind donations</li> <li>• Sell publications</li> <li>• Increase sales from Matson Nursery</li> <li>• Sell items (e.g., bird houses) built by youth program participants</li> </ul>

<ul style="list-style-type: none"> <li>• Getting disparate groups to work together</li> <li>• Improve agricultural production + improving coho habitat</li> <li>• Addressing potential impacts of climate change</li> </ul>	<ul style="list-style-type: none"> <li>• New marketing strategy: sell hats, bumper stickers, t-shirts, etc., while advertising organization to local community</li> </ul>
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### C. Implications for Organizational Structure, Key Partnerships and Budget

Since technical expertise is a key source of value added, the organization will increase investment in technical field staff. Currently, the organization employs three technical program leads, along with seasonal work crews made up of temporary employees. It will capitalize on existing multi-year relationships with skilled seasonal employees by elevating some to work crew supervision roles that expand the organization’s capacity to complete projects. **Addition of mid-level technical staff across all programs** will also allow program leaders to focus on higher level product development, analysis, fund development and work to strengthen partnerships.

**Communications** is another key component for success with the business model and the strategic plan in general, both in terms of **learning about stakeholder needs and values, and providing compelling evidence of needs met and value added**. While the cost of some of this work can be incorporated into grant proposals, additional unrestricted income will be needed to sustain effective communications.

In terms of **key partnerships**, some will become more apparent as the business model is further refined: see “Next Steps” below. Clearly, municipalities are a target as work expands in the urbanized lowlands. Oregon State University is another clear target, given the Coos WA’s interest in strategic restoration, and OSU’s key role in the Elliott State Forest.

The 2018 **budget** has already been completed and will not reflect business model changes because there is an unusual amount of carry over funding for 2017 projects in the new budget. This represents work that was deferred due to the active fire season on the South Coast. Staff will be occupied completing work on the funding committed last year before any major shift in focus.

## VII. Next Steps

The Coos WA Strategic Plan will serve as a **compass to guide annual operating plan development**, providing a flexible menu of possible actions based on funding opportunities, specific challenges, and partner interests each year. It will be **helpful to organize annual operating plans around the same overarching goals and strategy categories in the Strategic Plan**, to facilitate ongoing review of progress toward the ten-year goals.

The **measurable objectives** associated with specific strategies (pp. 12-21) are incomplete, but this in itself should not hold up plan adoption. This task needs **further work to both augment, and then narrow down measures to those that are most feasible and meaningful**. Strong outcome tracking will continue to be valuable in drawing the interest of new funding sources.

**Future budgets should reflect the refined business model to build diverse and unrestricted income that supports continued innovation, community engagement and demonstrable impact.** This includes outreach to diverse Coos WA stakeholders to validate (or invalidate) assumptions, and specific funding targets for various types of new earned income.

Finally, the plan includes **a number of critical shifts in the role of the Board and other volunteer leadership**. Given the small size of the Coos WA staff, as well as the complexity, scale and meaningfulness of the organization's work, **volunteer leaders are absolutely critical to meeting the real opportunities and challenges ahead.**

## APPENDICES

## APPENDIX A

### Detailed Accomplishments and Lessons Learned from Past Strategic Plan Implementation

#### First Three Years of Implementation

In the context of the issues, focusing principles and program categories described in Section III of this document, **the 2005 Plan included prioritized activities and specific desired outcomes for the first three years of implementation.** Table A1 describes specific outcomes related to these short-term priorities.

**TABLE A-1: ACCOMPLISHMENTS FOR FIRST 3 YEARS OF IMPLEMENTATION**

2006–2008 Priorities	2006–2008 Desired Outcomes as described in plan	Actual Outcomes
Building capacity: Building staff and institutional capacity as an on-going activity	Increased tenure of staff, Board development and training, enhanced operational capacity, and effective financial and grants management reporting systems.	<ul style="list-style-type: none"> <li>• One of the first envisioned steps was to hire a permanent deputy director whose responsibilities would include fund development, operations, and financial management. After the first 1.5 years, the Coos WA lacked funding to sustain this position.</li> <li>• The overall size of the Board and staff is relatively unchanged since 2006, despite the massive increase in workload.</li> </ul>

		<ul style="list-style-type: none"> <li>• Financial management capacity still in need of improvement</li> <li>• Continued to experience staff turnover: however, it is far less than in the past and the organization has a core of long term employees. Staff retention is exemplary by comparison with average rates for Oregon watershed councils.</li> </ul>
Expanding partnerships: New partnerships that leverage new resources.	Expanded partnership opportunities that provide mutual benefits and result in measurable impacts in our watershed.	<ul style="list-style-type: none"> <li>• Key roles in establishment of Partnership for Coastal Watersheds (2009-2017) and Stormwater Solutions group (2010)</li> </ul>
Enhancing communication, outreach, and education: Aggressive and consistent outreach that builds partnerships, markets, and a constituency of Conservation Stewards.	A comprehensive stewardship education program will be implemented that expands our constituency. A minimum of one publication focused on watershed stewardship will be published annually.	
Articulate return on investment: Demonstrate "rational self-interest" to constituency through restoration projects and activities.	Through publications and presentations, will articulate the "value" of conservation stewardship activities to all residents and users of the watershed in a way that connects with their personal motivations.	
Diversify base of funding: Position the organization for new sources of funding and continue expansion of revenue generating activities.	Increased cultivation of new funders, no more than 30% of total funding will be from one source Board members generate \$100,000 unrestricted funding/annually, at least half through donations.	<ul style="list-style-type: none"> <li>• Hired consultant in 2007 to craft a three-year Resource Development Plan.</li> <li>• Friends of the Coos WA established but not activated as a fund development entity.</li> <li>• Board fundraising goal was overly ambitious: 2006 Annual Fund campaign (the first) raised \$3,850.</li> </ul>
Supporting program innovation: Research and development on new restoration innovations, monitoring, science, and	One new research project focused on innovations in watershed stewardship will be initiated annually. Results will be evaluated	<ul style="list-style-type: none"> <li>• The Coos WA was selected as one of five "model" watersheds across Oregon, Washington and Idaho to participate in its inaugural 10-year program. The</li> </ul>

outreach/education will be prioritized and implemented through enhanced capacity.	and findings will be broadly disseminated to peer institutions and our local community.	funder, has concluded that model watershed restoration and monitoring activities require continuous review and long-term institutional support to thrive.
Measuring impact: Measuring our impact and sharing the lessons learned.	A metrics system will be implemented and performance results will be broadly disseminated.	

### Accomplishments and Lessons Learned over the Ten-Year Plan Period from 2006–2016

Specific measurable goals and strategies were not articulated for 2009-2016, but activities continued in line with the 2005 Strategic Plan’s focusing principles and broad program priorities.

**TABLE A-2: ACCOMPLISHMENTS OF PAST 10 YEARS, ORGANIZED BY BROAD PRIORITIES**

<p><b>The Coos WA somewhat reduced dependency on subsidies through fee-based income:</b></p>	<ul style="list-style-type: none"> <li>• The Coos WA hired Roi Crouch &amp; Associates in 2007 to craft a three-year Resource Development Plan. This plan included the following: strategic Board member recruitment; annual campaign; establishment of Friends of the Coos WA; expanded public outreach and communications; new foundation grants.</li> <li>• Small shift to more of a market-based approach and increased fee-based income, but state funding is still the largest source of revenue. It accounted for 57% of the Coos WA’s funding in 2015, down slightly from 63% in 2005. On a year by year basis, the sources of funds as a percentage of total funds varied significantly. As noted below, the Coos WA received two significant foundation grants during the plan period. <ul style="list-style-type: none"> <li>○ Timber companies and the Elliott State Forest were key sources of revenue; generally as match contributions</li> <li>○ Most fee-for-service income did not generate earned income over the cost of providing the contracted service.</li> <li>○ Much was structured as cost-reimbursement rather than fixed price.</li> <li>○ Much fee was generated by services provided at a below-market cost, usually for work that was not available from other local providers.</li> <li>○ Even though we strived to avoid competition with local vendors, fee-for-service was sometimes still perceived as competition.</li> </ul> </li> </ul>
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- Learned that there are limits to how much fee-for-service income we can generate for a profit, given limited local market, desire to avoid competition, and reimbursement-only contracts. Program management staff have worked to incorporate a level of cushion into more recent fee-for-service contracts.
- Still have not engaged key entities that benefit from our work (e.g. the Port of Coos Bay) as paying customers, though we have relationships now that we didn't have before
- We have developed a pipeline of scientifically-valid restoration projects, especially as a result of the Focused Investment Partnership (FIP) described below.
- The Coos WA increased the number of contracts and grants, but not their median size. FY2016 was an exception, with a one-time grant/contract for \$1 million.
  - Limited success in securing foundation funding
  - Bonneville Environmental Foundation- \$260,000 in funding as a Model Watershed Program (awarded in 2008, still active) These funds allowed for a multi-year monitoring study that utilized the EPA's Relative Bed Stability (RBS) protocol to evaluate sediment transport and gravel accumulation throughout much of the Bottom Creek sub-basin in and around our instream habitat structures in this sub-basin. BEF funding proved instrumental in leveraging inventory/assessment grants between 2008-2017 by providing staff training, supplies/equipment, and project management as match.
  - Laird Norton- Several grants: \$75,000 to support monitoring and analysis of impacts of CoosWA programs and projects following the model watershed protocol (2009-2011); General Support \$20,000 (2010-2011); final funding (\$15,000) spent in 2017. No longer funding in this geographic area.
- Donations: the Coos WA's initial goal was to raise \$50K per year with long-term goal of \$150K. This was very ambitious, given the lack of Board experience and the need to build long-term relationships with people and businesses who directly benefit from the Coos WA's work and/or share the organization's mission and passion.
  - 2006 Annual Fund campaign (the first) raised \$3,850
  - 2016 campaign generated approximately \$8,000.
- Friends of the Coos WA (2007) established in name, but not activated as a fundraising group. Board members have worked on the Annual Fund campaign, with support from AmeriCorps staff member.
  - A plan to develop the Board role in fundraising was created as noted above, but largely not implemented.

	<ul style="list-style-type: none"> <li>○ The organization needs a case statement to help tell our "story" and empower the Board to take on an active fundraising role.</li> <li>○ Board members also recognize the need to build long-term relationships</li> </ul>
<p><b>The Coos WA achieved increased recognition as an innovative and expert partner.</b></p>	<ul style="list-style-type: none"> <li>● Key roles in establishment of Partnership for Coastal Watersheds (2009-2017) and Stormwater Solutions group (2010), and more recently, county level planning partnerships (2016-2017) county level planning</li> <li>● While past ED disseminated information about the Coos WA Model Watershed beyond the region, few others in the Coos WA have done so, outside of the Coos watershed area.</li> <li>● Due to its expertise, the Coos WA was selected by the Oregon Water Enhancement Board for major new "Focused Investment Partnership" funding six years of restoration and monitoring work in the West and East Forks of the Millicoma Sub-basin.</li> <li>● The Bonneville Environmental Foundation funded the Coos WA through the Model Watershed Program <ul style="list-style-type: none"> <li>○ The Coos WA was selected as one of five "model" watersheds across Oregon, Washington and Idaho to participate in its inaugural 10-year program. BEF has concluded that Model watershed restoration and monitoring activities require continuous review and long-term institutional support to thrive.</li> </ul> </li> <li>● The Coos WA has demonstrated an ability to create and participate in large projects (with budgets exceeding \$1million) and done so successfully at East Fork Millicoma Oxbow, and Hodges Creek.</li> <li>● The Coos WA also worked on more projects in general. Between 2006 and 2016, its portfolio of projects nearly doubled, from 32 to 60. The total grant funds invested in watershed health more than tripled, from a cumulative total of \$2.2 million in 2006 to a nearly \$7 million cumulative total by 2016.</li> <li>● In 2011, the Coos WA established a Master Watershed. Stewards Youth program to instill a sense of the science and stewardship required to maintain natural, wild salmon and steelhead populations. Modeled on the Coos WA's Adult Stewardship program, it draws up to 40 high school students annually between Marshfield and the Harding Learning Center, in addition to variable numbers of elementary and middle school students who participate on a less regular basis (such as on a field trip led by the high school students). The program provides outdoor learning for youth, many of whom struggle socially and academically, who otherwise have little access to watershed education. <ul style="list-style-type: none"> <li>○ Many partners, including: Coos Bay School District #9; Harding Learning Center; Destinations Academy; Oregon Youth Conservation Corps, South Slough National Estuarine Research Reserve, The Wetlands Conservancy, United Communities Action Network (AmeriCorps), Friends of the Coos WA; Oregon Community Foundation</li> <li>○ Existing partnerships are strong but limited in scope. Funding is limited, schools are supportive but don't contribute financially, schools don't quite know what Coos WA does or what our programs</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Ongoing monitoring partnerships with University of Oregon- Monitoring at stream gauges as input into David Sutherland's Hydrodynamic Model to model bay circulation and sediment transport.</li> </ul>
<p><b>The Coos WA increased its capacity for science-based decision making, a long-standing principle.</b></p>	<ul style="list-style-type: none"> <li>• Additional stream monitoring stations have enabled the Water Quality Monitoring Program, to steadily increasing its income generation, capacity and worth to many watershed stakeholders.</li> <li>• Coos WA increased the cumulative impact of its work in the watershed.</li> <li>• We now have the sub-basin data to conduct work at the watershed scale, and can justify our funding proposals to do so. Assessment, Inventory, and Monitoring efforts related to Aquatic Habitat Inventory, Forest Road Assessments, and juvenile/adult salmon abundance and distribution surveys throughout the watershed have provided us with the framework needed to evaluate habitat limitations and anthropogenic alterations in the landscape so that we can begin taking a more holistic approach to full watershed and sub-basin restoration within the Coos watershed.</li> <li>• Above mentioned the Focused Investment Project (FIP) was a mixed blessing <ul style="list-style-type: none"> <li>○ 6 year workplan in place for key basin in the watershed, with "shovel-ready projects": did leg work for valid projects based on systematic data, monitoring, assessment</li> <li>○ Knowledge base as a template for other basins and project selection</li> <li>○ Work on this substantially grew the organization's budget and supported new hires for several years. It was an unanticipated opportunity- showed we can adaptive to new opportunities.</li> <li>○ Some at the Coos WA saw this large initiative was a gamble of sorts to gain stability, required some surrendering of control to OWEB in setting priorities. It consumed a lot of energy on one sub-area of the watershed, distracted from other parts of the watershed and other Coos WA program goals e.g. conservation education.</li> <li>○ Others saw it as a pathway to building more capacity and moving the Coos WA to a high level of stability for the Coos WA that the organization has never enjoyed</li> <li>○ It did not fully align with the Coos WA's orientation toward a "Working Watershed" that seeks common ground and partnerships with the natural resource-extracting timber industry. We encountered some resistance to this approach from agency staff and decision-makers outside our area who favored more focus on pristine environments.</li> </ul> </li> </ul>
<p><b>The Coos WA expanded outreach and community</b></p>	<ul style="list-style-type: none"> <li>• Costs for this has not been built into all project budget, although the work impacts all program areas. Opportunity to restructure funding requests and budgets?</li> <li>• Master Watershed Program (starting in 2011) as described above.</li> <li>• Natural Resources Internship (NDI) Youth "Bridge" Program (starting in 2012): The overall goal of the summer NRI program is to train and empower high school-aged youth in the field of natural resources through paid work and research in the Coos</li> </ul>

<p><b>education despite limited funding for this work.</b></p>	<p>watershed. In cooperation with Southwestern Oregon Community College (SWOCC), the program provides a well-rounded ecology and research based internship for high school-to-college “bridge” participants, who are interested in attending college in the field of natural resources.</p> <ul style="list-style-type: none"> <li>• Interns add capacity to the Coos WA organization and our projects through their labor, commitment to the community, and promoting our mission to improve watershed health <ul style="list-style-type: none"> <li>○ Partners: Southwestern Oregon Community College; BLM; ODFW; OIMB; National Fish and Wildlife Fund; South Slough National Estuarine Research Reserve; OSU; The Ford Family Foundation; Pacific Power Foundation; United Community Action Network</li> </ul> </li> <li>• Oregon Youth Conservation Corps (OYCC) Summer Riparian Stewardship Crew (every summer since 2012): OYCC crew of 6 to 8 youth (per year) works 40-hour weeks on riparian maintenance and invasive species removal at the Coos WA restoration project sites and on federal land while learning about field safety, construction, equipment maintenance, watershed restoration, ecology, and land management work/career options. <ul style="list-style-type: none"> <li>○ Partners: OYCC, BLM-Education and Employment Partnership, OWEB</li> </ul> </li> <li>• Coffee klatches- informal and informational meetings with neighbors in vicinity of Coos WA projects. The crisis we were in (regulatory and economic constraints) actually galvanized the community, fueled people to work together.</li> </ul>
<p><b>The Coos WA gained somewhat more capacity for action as its organizational infrastructure matured.</b></p>	<ul style="list-style-type: none"> <li>• The overall size of the Board and staff is relatively unchanged since 2006, despite the massive increase in workload.</li> <li>• Temporary increase in administrative capacity (Grant-funded deputy director for 1.5 years). Funding was not secured to sustain this position.</li> <li>• Critical staff capacity in the form of 1-year AmeriCorps positions make it difficult to retain all experience.</li> <li>• Financial management capacity still in need of improvement</li> <li>• Continued to experience staff turnover: however, it is far less than in the past and the organization has a core of long term employees. Staff retention is exemplary by comparison with average rates for Oregon watershed councils. <ul style="list-style-type: none"> <li>○ The organization is better positioned to hire from within the watershed community, but not competitive with respect to attracting employees from the job market as a whole.</li> </ul> </li> <li>• Clearer understanding of Board’s role, especially in board recruitment <ul style="list-style-type: none"> <li>○ Led to a strong and diverse board that is effective AND operates with a consensus decision-making model that fosters sharing, discussing and understanding critical and complex issues</li> <li>○ Expanded investment in Board training</li> <li>○ Established Board committees and policies for new/replacement Board members: have not yet implemented Board recruitment/replacement policies.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>○ Still some need to clarify Board role going forward, especially as ambassadors (given outreach and education needs, as well as donation needs)</li><li>○ Board/staff relationships are growing stronger and more productive in the past year or so during and after the executive transition process.</li><li>● Expanded efforts to increase employee retention through increased benefits (the CoosWA, SWOCC offers Watershed Education class to educate landowners about salmon friendly and sustainable farm concepts the Coos WA modeled its benefits package on what is offered by the Port of Coos Bay)</li><li>● Additionally, when the Deputy Director position was no longer funded, program managers have taken on responsibility for all aspects of their programs, from funding to implementation to reporting. While this has broadened their responsibilities, it has also fostered autonomy, which can contribute to job satisfaction However it has also led to large workloads and often employee burnout at the 3-5 year mark.</li></ul>
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## APPENDIX B

### Detailed Business Model Analysis Notes

What value does the Coos WA create? What needs does the Coos WA fulfill?	For Whom?	What does the Coos WA specifically do to deliver this value to its stakeholders? How are their needs met? (products, results, deliverables, etc.)
<ul style="list-style-type: none"> <li>• Good P.R for partners</li> <li>• Stabilize stream banks</li> <li>• Underwrite, cost share improved infrastructure</li> <li>• Fulfill regulatory requirements</li> <li>• Measurable results for habitat improvement</li> <li>• Projects improve water quality</li> <li>• Healthy oyster beds for oyster farmers</li> <li>• More fish for fishermen and economy</li> <li>• Preservation of sacred fish (salmon)</li> <li>• Reduce dredging costs for deep water port of Coos Bay</li> <li>• Data and Information that informs adaptive management strategies</li> <li>• Analysis and interpretation of data</li> <li>• On-line access to stream gauge station</li> <li>• Youth Development (mentoring, employment, etc.</li> <li>• Skill building, employment, career building for community members</li> <li>• Fix damage to the environment</li> <li>• Community pride</li> <li>• Community improvement and connectivity to other community members</li> <li>• Participate/support a holistic, long-term approach</li> <li>• Opportunity to make match for project funding</li> <li>• Getting disparate groups to work together</li> </ul>	<ul style="list-style-type: none"> <li>• Weyerhaeuser, other industries, partners, agencies, foundations, youth, grantors, schools, youth</li> <li>• Special districts, landowners, Tribes, municipalities, Water Board, agencies, commerce, nonprofits, partners, residents, oyster growers, commercial and recreational fisheries</li> <li>• USA citizens, US Army Corps of Engineers, private dock owners, maritime commerce</li> <li>• Everyone: universities, colleges, residents, agencies, recreationists, etc.</li> <li>• Youth, families, schools and colleges, community</li> <li>• Staff, community members, partners</li> <li>• Conservationists, nonprofits</li> <li>• Community</li> <li>• Agencies, public/private landowners, municipalities</li> <li>• Agricultural producers; local, federal and state agencies; community, tribes, visitors, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Press/publicity about successful stewardship happening in community</li> <li>• Bring subsidies to support willing landowners/partners to solve problems (sometimes experimentally)</li> <li>• Small landowners and partners get (almost) free improvements to their properties</li> <li>• Build projects for restoration and monitoring that generate measurable results for coho salmon and drive innovative and adaptive management strategies</li> <li>• Eradicate noxious weeds around waterways as part of restoration work</li> <li>• Publish stream gauge data online with 24/7 access from anywhere</li> <li>• Apply innovative strategy so that people can feel good about supporting the ecosystem health</li> <li>• Provide jobs for at-risk students, interns, skilled professionals</li> <li>• Consensus building and effective collaboration</li> <li>• Project leadership; grant leadership; financial/operational facilitation;</li> <li>• Educational materials</li> <li>• Educating youth and community about their watershed</li> <li>• Partnership and volunteer opportunities to make a difference</li> </ul>

<ul style="list-style-type: none"> <li>• Improve agricultural production + improving coho habitat</li> <li>• Addressing potential impacts of climate change</li> </ul>		
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<b>How does the Coos WA currently generate revenue to pay for delivering this value?</b>	<b>How could the Coos WA derive more revenue from the values it delivers?</b>
<ul style="list-style-type: none"> <li>• Foundation grants that deliver benefits to key populations of interest to funder (e.g. Ford Family Foundation funding youth education): not currently a large source of revenue</li> <li>• Public grants (state/federal) for infrastructure and monitoring work, primarily on private lands. Have worked on BLM lands and Elliott state forest too. <ul style="list-style-type: none"> <li>◦ These grants are cost-reimbursement only.</li> </ul> </li> <li>• Fee-for-service contracts with landowners/partners for infrastructure and restoration projects. <ul style="list-style-type: none"> <li>◦ Generally priced below market rate, and aimed at filling only demands that cannot be met by private sector and gaps in agency capacity (ODFW)</li> <li>◦ Policy issue- if higher quality services only available through CoosWA, should it continue to avoid <i>any</i> competition?</li> </ul> </li> <li>• Donations</li> </ul>	<ul style="list-style-type: none"> <li>• Rethink pricing on fee-for-service and state grant work-potential to increase?</li> <li>• Rethink parameters of competition</li> <li>• Ask users of stream gauge data to contribute to its cost</li> <li>• Expand base of foundation supporters specifically to support Coos WA programs, not just targeted projects</li> <li>• Implement a Friends of the Coos WA program</li> <li>• Create an annual fund or sponsorship campaign, especially for internship programs</li> <li>• Build cost of community outreach and education into all programs</li> <li>• Build new fee-for-service or contribution relationships with entities who currently benefit but do not contribute to budget e.g. Port of Coos Bay.</li> <li>• Develop new fee-for-service work with other watershed councils as a technical assistance provider.</li> <li>• Offer classes/trainings for a fee</li> <li>• Solicit in-kind donations</li> <li>• Sell publications</li> <li>• Increase sales from Matson Nursery</li> </ul>

	<ul style="list-style-type: none"><li>• Sell items (e.g., bird houses) built by youth program participants</li><li>• New marketing strategy: sell hats, bumper stickers, t-shirts, etc., while advertising organization to local community</li></ul>
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## APPENDIX C

### Guide to Terms and Acronyms

#### Acronyms:

- BLM – U.S. Bureau of Land Management
- BIA – U.S. Bureau of Indian Affairs
- CWMA – cooperative weed management area
- EDDMapS – Early Detection and Distribution Mapping System: a smartphone app and online system that tracks and maps invasive species; now covering 40 states and four Canadian provinces. EDDMapS West is specific to western United States.
- ESA – Endangered Species Act
- FIP – focused investment partnership
- HCP – habitat conservation plan
- HUC – hydrologic unit code
- MOA – memorandum of agreement
- MOU – memorandum of understanding
- NMFS – National Marine Fisheries Service
- NOAA – National Oceanic and Atmospheric Administration
- NRCS – Natural Resources Conservation Service
- OIMB – Oregon Institute of Marine Biology
- ODFW – Oregon Department of Fish & Wildlife
- OFRI – Oregon Forest Resources Institute
- OSU – Oregon State University
- OWEB – Oregon Watershed Enhancement Board

- SAF – Society of American Foresters
- SCBEC – South Coast Business Employment Corporation
- SOWIB – Southwestern Oregon Workforce Investment Board
- SSNERR – South Slough National Estuarine Research Reserve
- STEP – Salmon and Trout Enhancement Program
- SWOCC – Southwestern Oregon Community College
- TNC – The Nature Conservancy
- UO – University of Oregon
- USFS – U.S. Forest Service
- USFWS – U.S. Fish and Wildlife Service

### **Key Science Terms**

- Anadromous – fish that spawn in fresh water, migrate to sea as juveniles, grow to maturity, and return to their freshwater stream to reproduce.
- Basin – An area of land drained by a river and its tributaries, eventually leading to an estuary and the Pacific Ocean.
- Coho salmon – anadromous fish that are listed as threatened under the U.S. Endangered Species Act. The listing of this species prompted creation of The Oregon Plan in 1995 to address declining populations of coho salmon. Since then, state has expanded efforts into The Oregon Plan for Salmon and Watersheds to restore our native fish populations and aquatic systems to productive and sustainable levels.
- Estuary – A body of water where a river meets the sea.
- Endangered species - According to the ESA, this “means a species is in danger of extinction throughout all or a significant portion of its range.”
- Gorse Action Group – informal group of participants comprising public agencies, nonprofit organizations, industry and landowners working to control the spread of the invasive plant gorse.

- Invasive species – Non-native plants or animals in an ecosystem that are or likely will cause economic or environmental harm.
- Listed/de-listed – When the ESA has declared a species “Threatened” or “Endangered” – or - removed a species from listing.
- Lowlands – lower elevation areas in the lower watershed where there is more extensive land use and development, population and urban areas.
- Master Watershed Stewardship Program – introduces high school students to watershed stewardship and career pathways.
- Opti-pass Model – Windows-based program used for data input and management to assist with restoration project prioritization.
- Oregon Coast Coho Salmon Recovery Plan – provides guidance to improve the viability of the species to the point that it meets the delisting criteria and no longer requires ESA protection.
- Port – Includes economic activities related to the gathering, harvesting, processing and trade of products within the deep-draft Coos Bay harbor.
- SOLVE – A statewide Oregon nonprofit organization that brings Oregonians together to improve the environment and build a legacy of stewardship.
- Summer Bridge Program – A partnership between CoosWa and Southwestern Oregon Community College to introduce high school students to natural resource and outdoor-related career opportunities and sustainable living.
- Threatened species – According to the ESA, this “means a species is likely to become endangered within the foreseeable future.”
- Uplands – Higher elevation areas in the watershed where there is minimal land development, characterized by large tracts of public and privately owned forestland.

### Planning related terms

- **Vision:** A description of the future if the organization is successful in meeting its mission
- **Mission:** What your organization does, where (and sometimes why)
- **SWOT:** Analysis of strengths, weaknesses, opportunities and threats
  - **Strengths and weaknesses** refer to internal characteristics of the organization:

- **Opportunities and threats** refer to external trends and conditions that affect the organization's effectiveness in meeting its mission.
- **Goals:** An action statement of what you want to change/improve to achieve your vision
- **Strategies:** how you will do what you will do
- **Outputs:** measurable targets for what you will do e.g. 12 presentations, 3 workshops)
- **Measurable objectives:** changes in attitudes, behavior, knowledge, skills, status or condition as a result of your strategies e.g. measurable change in watershed health, increased employee retention, etc.

## **APPENDIX D**

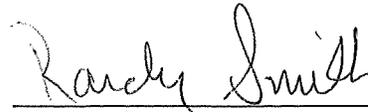
### **SIGNATURES AND ACKNOWLEDGMENT**

We the undersigned Board of the Coos Watershed Association accept commit to working together to bring this plan to reality, for the benefit of the people, businesses and natural environment of our community. The following Coos Watershed Association staff are acknowledged as participating in the strategic planning process: Liz Galli-Noble, Chris Bauman, Alexa Carleton, Dan Draper, Clea Harrelson, Ed Hughes, David Nelson, Freelin Reason and Allison Tarbox.

**Coos Watershed Association  
Strategic Plan 2017-2027**

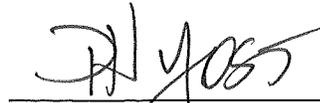
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Jason Richardson, President

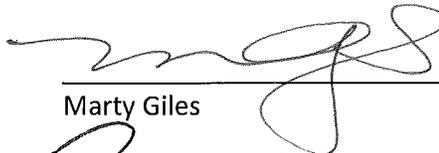
  
Randy Smith, Vice President

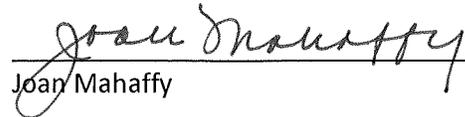
  
Elise Hamner, Treasurer

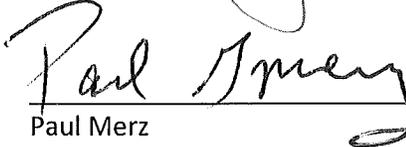
  
Jennifer Wirsing, Secretary

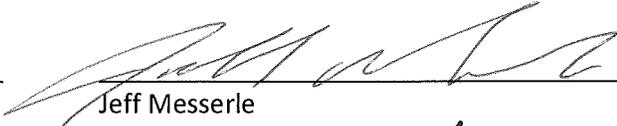
  
Don Yost, Past President

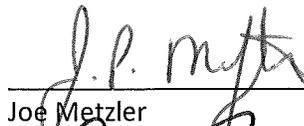
  
Reese Bender

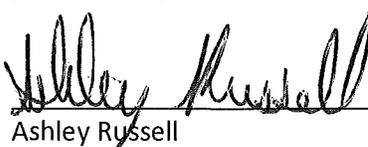
  
Marty Giles

  
Joan Mahaffy

  
Paul Merz

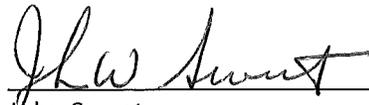
  
Jeff Messerle

  
Joe Metzler

  
Ashley Russell

  
Allen Solomon

  
Greg Stone

  
John Sweet

  
Bree Yednock