



Glenn - Gibson Watershed Council

Strategic Program and Action Plan

Update

July 9, 2019

Contents

Introduction.....	1
Purpose.....	1
Mission.....	1
Vision.....	1
Broad Goals.....	1
Watershed Health.....	1
Citizen Engagement.....	2
Organizational Health.....	3
Assessment.....	2
Watershed Assessment.....	1
Outreach Assessment.....	2
Organizational Assessment.....	3
2019-2021 Work Plan.....	4

Introduction

The Glenn-Gibson Watershed Council (GGWC) produced this strategic plan to guide the council in selecting and carrying out projects in line with long-term thematic goals of watershed health, citizen engagement, and organizational health. The Strategic Plan was originally adopted in 2010 and is updated and combined with an action plan for the coming two years (2019-2021). The council will review and update this plan every two years to update the action plan portion and to review the strategic approach portion.

Purpose

The plan is designed to provide both a clear description of the goals and objectives of the GGWC and to provide a document to share information, reduce duplication of activities, and help address watershed management issues in the Glenn-Gibson Creeks watersheds and to provide for coordination and cooperation among key interests. The document will help the council select partners, projects, and identify opportunities to pursue.

Mission

The GGWC envisions a pattern of land use and management practices that support a healthy watershed and provides for clean water and healthy habitats within an agriculturally and urban developed landscape.

Vision

A balanced ecosystem that supports a healthy watershed and provides for an economic base and viable community.

Goals, Objectives and Work Plan

The GGWC has broad goals of watershed health, citizen engagement, and organizational health. Within each goal are objectives that lead to projects or activities that the watershed council seeks to perform to meet the goals. The work plan is developed to address the goals and objectives of the GGWC.

Watershed Health

Watershed health is generally accepted to be the degree to which natural precipitation is captured, filtered and stored. The amount and condition of natural habitat that supports fish and wildlife is critical to the health of the watershed.

Watershed Assessment: Much of the Glenn and Gibson Creeks watersheds is either urbanized or in agricultural uses, compromising both the current state of health of the watershed and the potential for restoration. The GGWC plans to take actions to protect and, where possible, restore those elements of the landscape that capture, store and slowly release precipitation to create the conditions of watershed health. Within the relatively developed context of the watersheds of Glenn and Gibson Creeks, focus of

conservation efforts shall be on riparian, stream, wetland, and native upland (especially oak and prairie) habitats. An assesment of watershed conditions was completed in 2002. The Watershed Assessment needs to be updated to identify and prioritize current needs and to guide the composition of the GGWS's biennial work plan.

Objectives for Watershed Health are:

- Protection of existing riparian, wetland and native upland habitats
- Restoration of native species in altered wetland, riparian, and upland habitats where possible
- Sound environmental policies at all levels of government to ensure policy choices and land use decisions that promote watershed health.

Activities to achieve the objectives include:

- Cooperation with the City of Salem to address urban water quality.
- Participation in riparian planting along all streams on public and private properties.
- Participating in invasive species removal projects on public and private properites.
- Providing testimony at City and County hearings concerning actions that could impact watershed health.
- Participating with City and County agencies to address water quality requirements under the Clean Water Act.
- Providing information through published newspaper and newsletter articles.
- Offering tours of project sites.
- Providing explanatory signage at publicly-accessible project sites.

Citizen Engagement

To be a useful member of the community, GGWC must engage the citizens of the watershed. Our goal is to be a recognized voice for watershed health in the community and to be a source of information and input on the health of the Glenn and Gibson Creeks watersheds. We seek to develop opportunities for citizens of the watershed to become involved and to obtain information about watershed conditions and efforts to address watershed health.

Outreach Assessment: We are a small organization with limited resources that seeks partnerships and communication tools to increase our community impact.

Objectives for Citizen Engagement are:

- Active participation in relevant community and organization calendars, newsletters, and meetings.
- Education. Engage youth in activities that provide information on watershed conditions.
- Inclusion. Involvement of all residents in achieving watershed health.

Activities to achieve the objectives include:

- Creation and maintenance of a GGWC website; making available meeting agenda and minutes, reports, plans, assessments, and other documents, advertising the website address on published material.
- Offering volunteer opportunities on various projects and activities including training citizen scientists to gather information about watershed conditions through use of electronic applications such as iNaturalist or eBird.
- Public presentations sponsored by the council and partners
- Partnerships (e.g. Straub Outdoors, Salem Audubon Society, City of Salem, etc.) to create opportunities for citizen engagement in watershed health issues.
- Seek partnerships with the Salem schools in the watershed

Organizational Health

Organizational health is defined as the ability to function effectively, to cope adequately, to change appropriately, and to grow from within.

Organizational Goals: The GGWC endeavors to be an inclusive organization that has broad representation from the community, is recognized in the community as a voice for watershed health, and provides assistance and support for activities that lead to watershed health. The GGWC wishes to be a vibrant organization that speaks to the community of West Salem and Polk County. Efforts to renew and strengthen the organization by building the membership and diversifying the opportunities to participate are important to the GGWC.

Objectives for Organizational Health are:

- The watershed council seeks to have an efficient organization with an inclusive and diverse active membership and a working technical advisory committee.
- Goal Focus - The ability to have clarity, acceptance, support, and advocacy of our goals and objectives.
- Communication Adequacy - Information is relatively distortion free and travels both vertically and horizontally across the organization. Communication is clear and inclusive.

- Optimal Power Equalization - The ability to maintain a relatively equal distribution of influence between leadership and all GGWC directors.
- Effective Resource Utilization - The ability to coordinate and maintain all available resources including staff time and financial resources with a minimal sense of strain.
- Cohesiveness – All people interested in watershed health have a clear sense of their connection to the watershed, are attracted to participation in activities for improving watershed health, want to stay connected to the watershed council, and are willing to influence watershed council decisions and to be influenced by watershed council discussion and decisions.
- Morale – People associated with GGWC have feelings of security, satisfaction, well-being, and pleasure.
- Innovativeness – We have the ability to be and allow others to be inventive, diverse, creative, and risk-taking.
- Autonomy - All persons in the GGWC and the organization as a whole have the freedom to fulfill roles and responsibilities.
- Adaptation - The ability to tolerate stress and maintain stability while changing to meet the unique needs of the stake holders.
- Problem-Solving Adequacy – GGWC has the ability to perceive problems and to solve them with minimal energy. Problems get solved, stay solved and the problem solving procedures are strengthened.

Activities to achieve the objectives for the goal of organizational health are:

- The watershed council seeks to improve organizational health by planned self evaluations.
- Biannual creation of work plans.
- Biannual review of the Council Bylaws and Strategic Action Plan.
- Participation in workshops and trainings designed to improve organizational health.
- Periodic external and internal evaluations and review of organizational health.

2019-2021 Work Plan

1. Task: Update Watershed Assessment (Watershed Health)

Description: Hire a contractor to update the 2002 Glenn and Gibson Creekwatershed assessment with recent information on stream and riparian

habitats, water quality and restoration opportunities. Ensure the update includes the City of Salem data.

Connection to the Strategy: An accurate assessment helps to provide a foundation for both problem identification, targeting resources needing to be obtained, and identifying relevant partners for actions to address the Goal of watershed health. Ideally the assessment will be able to identify the priority issues faced in protecting and restoring watershed health.

Partners: Work with City of Salem on Water Quality, riparian and stream condition data. Add Urban canopy information and other information gathered and developed since 2002.

Work with ODFW to update 1998 fish survey. Coordinate fish passage information with Salem Public Works Department.

Work with Oregon Department of Agriculture and Polk Soil and Water Conservation District to identify agricultural conditions and limiting factors for watershed health.

Work with the Oregon Department of Geology and Mineral Industries to identify mining operations within the watershed and limiting factors for watershed health.

Work with Oregon Water Resources Department to identify ground water conditions within the watershed.

Schedule: This will be an ongoing effort dependent upon resources within GGWC and our ability to leverage those resources. Completion is expected by the end of the year 2021 with the realization that this watershed is changing rapidly and continual assessment of changing conditions will be necessary.

Funding: Grant applications to the City of Salem and OWEB with use of Habitat Improvement Funds to provide any necessary grant match.

2. Task: Evaluation and identification of restoration opportunities for the Willamette River and associated floodplain between the Willamette Mission/Windsor island and Hayden Island (Watershed Health)

Description: Hire a contractor to assess conditions and restoration opportunities for the Willamette River and floodplain between the Willamette Mission/Windsor Island and Hayden Island.

Connection to the Strategy: This project will help GGWC to work toward the goal of watershed health by better understanding the current conditions of this area, project development and prioritization.

Partners:

Rickreall WSC: This is a potentially shared concern and task if RWC decides to extend this study to include its border with the Willamette River.

City of Salem: This reach study includes the City's waterfront and the Salem Willamette River Greenway. We hope the City will encourage and support this project.

Polk County and Marion County: This reach study includes the Counties' waterfronts and the Polk and Marion Willamette River Greenway. We hope the Counties will encourage and support this project.

Oregon Department of Parks and Recreation: This reach study includes the waterfronts of Mission Bottom State Park and some Willamette River Water Trail stops. We hope ODPR will encourage and support this project.

Oregon Department of Fish and Wildlife: This reach study has the potential to add to current data sets and to improve river and floodplain habitats. We hope ODFW will encourage and support this project.

Schedule: completion by June 30, 2021.

Apply for Funding from: OWEB grant, Meyer Memorial Trust grant, City of Salem Watershed Stewardship grant.

3. Task: Maintenance, enhancement and project development for three adjoining projects along Turnage Brook (Watershed Health, Citizen Engagement)

Description: A. Maintenance of Woodhaven Detention Basin wetland by periodic removal of invasive weeds and trash; adding signage to explain the project and the natural values. B. Maintenance of restoration of Turnage Brook riparian zone through the Eola Ridge Park by periodic removal of invasive weeds and trash. C. Project development for the Whitney property downstream from Eola Ridge Park.

Connection to the Strategy: This project contributes to the goal of watershed health by improving riparian habitat and water quality within this reach of Turnage Brook. The project contributes to the goal of citizen engagement by providing signage to inform and engage the neighbors and passers-by.

Partners:

City of Salem: The City provides crews to weed the Woodhaven detention basin as well as park maintenance in Eola Ridge Park.

Woodhaven Home Owners Association(HOA): The Woodhaven HOA appreciates the natural values and beauty of the Woodhaven detention basin and is willing to help with funding for the signage to publicly explain the project.

Schedule: completion by June 30, 2021.

Funding: Signage funded partially by Woodhaven HOA, balance by Habitat Improvement Program fund (HIP).

4. Task: Pollinator Gardens in West Salem Parks

Description: To partner with the City of Salem as they plant pollinator gardens in the city parks of West Salem.

Connection to the strategy: To work toward the goal of watershed health by providing funding for native pollinator plant seed through the HIP fund.

Partners: Ellen Lane Community Garden, City of Salem, Friends of West Salem Watersheds, City of Salem.

Schedule: According to the City of Salem Parks Operations need.

Funding: HIP Fund.

Staff time: Project coordination with City of Salem and local park stakeholders.

5. Task: Maintain two current projects A. Orchard Heights Oak Savannah. B. Wallace Marine Park Demonstration Rain Garden (Watershed Health and Citizen Engagement).

Description: A. Annual mowing of the Orchard Heights Oak Savannah is required maintenance per our MOU with the City of Salem, property owner. The cost of mowing is \$800.00-\$900.00 and is paid from the HIP fund. B. Weeding of the Wallace Marine Park Demonstration Rain Garden is done as needed by volunteers at no cost.

Connection to the strategy: These two projects contribute to the goal of watershed health by providing improved habitat and improved water quality. They contribute to the goal of citizen engagement because they are in public places. Volunteers participate by planting native plants and removing invasive weeds. Citizen scientists record bird, animal and plant life in these areas.

Partners: City of Salem, the property owner of both projects; neighbors of the project who help with weeding, project observation and noting changes and security; Jim Scott, Audubon Society volunteer who helps lead and teach birding trips on this project; Institute of Applied Ecology that provides native plant seed and plant starts for planting; volunteers to weed and plant to maintain both projects.

Schedule: Ongoing.

Funding: HIP.

6. Task: SOLV September event (Watershed Health and Citizen Engagement)

Description: Act as a sponsor for this annual event to “clean up” Wallace Marine Park and to help with trail maintenance.

Connection to the Strategy: This project contributes to the goals of citizen engagement and watershed health by recruiting volunteers to join the effort to remove trash and debris from the riparian corridor of the Willamette River within Wallace Marine Park

Partners: SOLV, City of Salem Parks Operations, community volunteers.

Schedule: Annual event taking one Saturday morning a year.

Funding: None required.

7. Board Development Workshop (Organizational Health)

Description: Participation in training sessions by Solid Ground consultants to improve organizational skills, communication, and to clarify governing strategies and improve the decision making process

Connection to the strategy: Development of these organizational skills will contribute to the goal of organizational health by increased scrutiny of the organization and increased skills in addressing weaknesses.

Partners: Rickreall WSC.

Funding: OWEB Council Collaboration grant

Schedule: Completion by June 19, 2019

8. GGWC Finance Committee formation (Organizational Health)

Description: A committee to work with the fiscal agent to improve grant reporting.

Connection to the strategy: To improve organizational health by increasing communication and understanding of the grant administration and reporting process between the GGWC and the fiscal agent, Cascade Pacific RC&D.

Partners: CPRC&D, volunteer committee members.

Funding: None needed.

9. GGWC Staff Oversight Committee formation (Organizational Health)

Description: A committee to provide staff oversight.

Connection to the strategy: To improve organizational health by providing direction and oversight to staff.

Partners: CPRC&D, Rickreall WC, volunteer committee members.

Funding: None needed.

10. GGWC Board recruitment committee formation (Organizational Health)

Description: A committee to recruit board members

Connection to the strategy: To improve organizational health by providing the fresh insight and vision provided by new board members.

Partners: Community connections and interactions.

Funding: None needed.

11. Task: Organizational Assessment (Organizational Health)

Description: To regularly review the core values and beliefs of organization including:

- Annual review of Mission, Purpose and Vision statements.
- Projects and efforts -- Planned self evaluations, biannual creation of work plans, and annual review of the Council Bylaws and Strategic Action Plan.
- Membership -- Annual inventory of interests within the watershed and representation of each interest on the GGWC.
- Decision making -- procedures clearly stated in the bylaws
- Finances -- Annual budget submitted and reviewed monthly

Connection to the strategy: To improve organizational health by regular scrutiny of all organizational goals, policies, actions and processes.

Partners: Grantors, interested community members, GGWC directors.

Funding: As needed for consultants, workshop fees. Look for grants and donations to provide necessary funding.

12. Outreach Assessment

Description: To regularly review the effectiveness of outreach to the community.

- Issues and barriers -- Identification of effective avenues of outreach; limitations of staff and volunteer time and funding.
- Target audiences -- Residents of the watershed, governing bodies within the watershed, advocacy groups, all entities that affect watershed health.
- Suggested projects -- Social media, website, presence at public events, participation in workshops to improve skills of staff and volunteers e.g., Solid Ground consulting workshop participation in spring of 2019.

Connection to the strategy: To reach the goal of community engagement by evaluating the effectiveness of community outreach.

Partners: Other organizations that will help promote the GGWC.

Funding: None needed.

13. Rapid Response for Natural Resource policy issues

Description: development and presentation of watershed council response to natural resource policy issues as they arise.

Connection to the strategy: To meet the goals of watershed health, citizen engagement.

Partners: Project coordination by E.M. Easterly and Linda Bierly. Partners include the West Salem Neighborhood Association, watershed residents, technical advisory council members as needed.

Funding: None necessary.

Staff time: None is anticipated.

14. Review and renewal of watershed council interest representation (Board Development)

Description/Work Scope: Identification of watershed interests and recruitment of representation of those interests.

Goals: Watershed health, citizen engagement and organizational health.

Project Coordination: GGWC directors.

Partners: Watershed interests including Salemtowne, small woodlot owners, winery organization, Capital Manor, West Salem Business Association, other interest groups as identified.

Funding: None necessary.

Staff Time: None is anticipated.

15. Develop/Maintain GGWC Website

Description / Work Scope: Hire contractor to design, build and maintain the council's website. Submit to the contractor a collection of current watershed information, events and activities to be integrated into the website.

Goals: Citizen Engagement, Organizational Health

Project Coordination: GGWC directors.

Funding: to be determined

16. Salemtowne Dam Removal

Description / Work Scope: Salemtowne dam removal, wetland restoration, restoration of adequate fish passage.

Goals: Watershed health, fish passage barrier removal, citizen engagement.

Partners: City of Salem, Salemtowne Community, Mark Gehring, property owner, close neighbors, ODFW.

Funding: Habitat Improvement Fund (HIP), grants.

Note: This project is both long term and emerging. It is left as a placeholder for the present.

17. Development and Strengthening of Partnerships/Leveraging resources

Work Scope: Working with other organizations toward common goals, looking for ways to pool time and funding to maximize efficiency and effectiveness of existing resources. Examples: Working with Salem Electric to increase participation in the Habitat Improvement Fund, looking for watershed restoration project partner participation.

Goal: Organizational Health

Partners: Polk SWCD, Rickreall WC, Salem Electric, West Salem Business Association, Woodhaven Home Owners Association, West Salem Neighborhood Association, Audubon Society, Friends of West Salem Watersheds

18. Task: Shared staff and OWEB grant coordination between GGWC, RWC and Cascade Pacific RC&D (fiscal agent)

Work scope: Communication and coordination among RWC, GGWC and CPRC&D for shared staff and OWEB Council Capacity Grant. Work with existing MOUs to clarify shared resources agreement, reporting and supervisory responsibility. Each Council and CPRD&D should clarify job description and priorities for shared staff. Partners will draft a procedures and policies for staff supervision including a schedule for periodic staff review. The MOU between RWC-GGWC and CPRC&D should include clarification of goals and responsibilities between all parties.

Goal: Organizational Health.

Partners: RWC, Cascade Pacific RC&D (fiscal agent).