



The River Exchange Vision 2020

Strategic Plan 2011-2021

Adopted June 4, 2011

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1. Executive Summary

The River Exchange is a 501(c)(3) non-profit organization located in Dunsmuir, California, that promotes healthy watersheds through community involvement in stewardship, restoration and education. Over the decade and a half since our inception, the River Exchange has come to be recognized as a regional leader in these areas. Our work is focused in and around the Upper Sacramento, McCloud and Lower Pit River watersheds, that together form the Upper Sacramento River Hydrologic Unit and comprise the approximately 2,026 square mile *Upper Sac* Integrated Regional Water Management (IRWM) region.

The River Exchange Vision2020 sets forth a long-term strategic plan that will provide for organizational stability and sustainability, plus maximize the effectiveness of our mission in the next decade and beyond. The vision detailed in the plan extends the reach of our current successful programs and projects, while simultaneously structuring our development, expanding our resource base, and building our capacity to take on new challenges proactively in order to adapt to the dynamic needs of the watershed and its communities.

The core strategic components of the plan include:

- Organization Mission statement
- Organization Purpose statement
- Strategic Goals – Six goals addressing the four components of our mission, as well as organizational capacity
- Specific Objectives – Prioritized, specific, and measurable objectives towards the realization of our six strategic goals, organized in terms of short (0-2 year), medium (2-5 years), long (5-10 year) and ongoing timeframes.

Core strategic components of the plan and their relationship to the mission are summarized in Figure 2.

The River Exchange Vision2020 Strategic Plan was approved and adopted by the Board of Directors in June 2011.

2. The River Exchange: Origins and Accomplishments

The River Exchange is a 501(c)(3) non-profit organization located in Dunsmuir, California that promotes healthy watersheds through community involvement in stewardship, restoration and education. Established in 1996, and originally named the *Upper Sacramento River Exchange*, the organization began as a project of the City of Dunsmuir. In the aftermath of the disastrous Cantara Loop railroad spill that destroyed all plant and animal life along a thirty-six mile stretch of the Upper Sacramento River, The Upper Sacramento River Exchange was established to provide a base for the exchange of information and ideas about river stewardship and education. It also acted as a catalyst for community action to promote and sustain the health of the river and watershed.

In its early years, the Upper Sacramento River Exchange was funded primarily through restitution funds from the 1991 Cantara Loop railroad spill. In the wake of the spill, a more engaged, communicative, and participatory approach to watershed stewardship blossomed in the region. As this culture of active and organized watershed stewardship continued to grow, the Upper Sacramento River Exchange adapted and diversified its leadership, education, facilitation, and on-the-ground work to maximize support for community efforts and benefits to the watershed. In the process, the organization transitioned to an independently funded, self-sustaining non-profit with an active membership and expanded its range to

include the McCloud and Pit River Watersheds -- historic tributaries to the Upper Sacramento River and critical components of the greater Upper Sacramento Watershed complex. In accordance with the organization's more diverse and inclusive focus, in May of 2009, the Board of Directors voted to officially change the organization's name to simply *The River Exchange*.

Over the decade and a half since our inception, the River Exchange has come to be recognized as a regional leader in community-based watershed stewardship, restoration, and education. Along the way, we have organized dozens of community events around watershed stewardship, participated in numerous restoration projects throughout the region, and developed conservation partnerships with federal, state and local agencies, as well as other non-profits, Native American tribes, business groups, and private landowners. Our specific efforts include Water Forums, the Sustainable Watershed Information Series, spring restoration projects, river and lake clean-ups, trail creation, watershed assessments and management strategy development, and most recently, integrated regional watershed planning. We have also taught thousands of schoolchildren about the importance of rivers, and how to be good stewards of their watersheds.



Mossbrae Falls, Upper Sacramento River

In addition to individual projects and events, the River Exchange maintains a constant flow of support and dedication to the health of the region and its watersheds through a range of ongoing efforts related to our mission. Each year the River Exchange hosts the Great River Clean-up in the fall, and the River Celebration in late spring. Additionally, through involvement in local communities as well as cultivation of relationships with regional partners, we constantly track needs and opportunities related to regional watershed health, and work to define and implement appropriate solutions. Across all of our work, we strive to facilitate truly collaborative processes grounded in cooperation among diverse stakeholders and building towards common-interest-based solutions for watershed health and stewardship.

The River Exchange has a highly experienced staff consisting of an executive director, research director, administrative director, and finance director as well as project specific support staff and seasonal interns. We have an involved Board of Directors that includes both new participants and long standing members. River Exchange supporters live within the region as well as throughout California and in other parts of the country. Common to all our diverse staff, board, and membership is a desire to see the spectacular rivers and watersheds of far northern California remain healthy, productive, and sustained for future generations to enjoy.

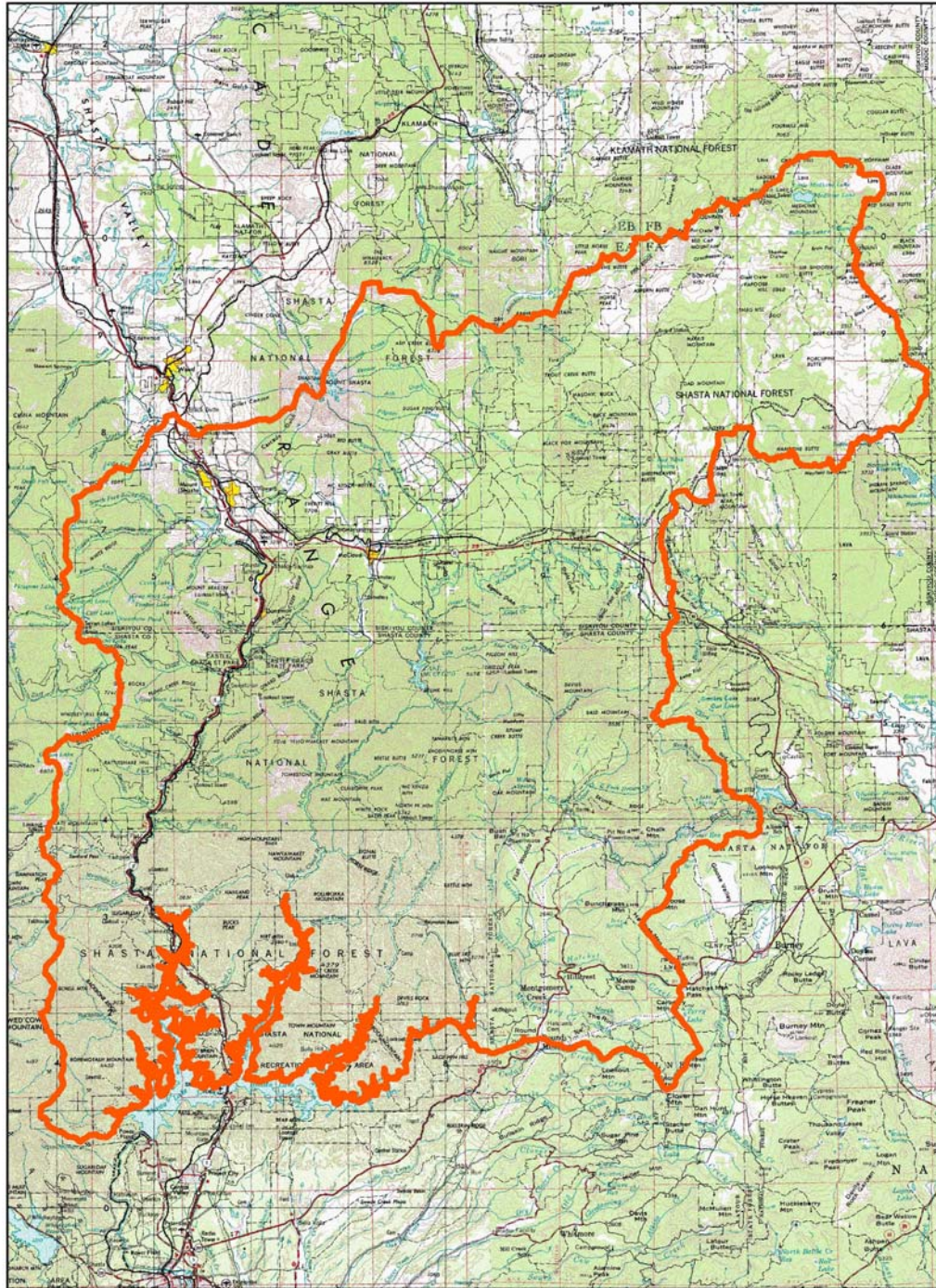
3. Region Description

Straddling the Klamath-Siskiyou Mountains of Northern California, and the southern end of the Cascade volcanic range, the Upper Sacramento River watershed is home of the headwaters of the Sacramento River. The complex terrain, with its highly dissected topography and numerous and abrupt changes in geology, soils, elevation, slope, aspect, and moisture, has evolved into 215 distinct biophysical zones, that are home to over twenty-two State and Federally listed threatened or endangered species of concern, as well as being designated by the World Conservation Union as an "area of global botanical significance." The region is dominated by fractured rock (volcanic) geology and groundwater emerges as springs that feed the region's rivers. Also contributing to the Upper Sacramento watershed hydrology are over twenty

five sub-alpine lakes, a reservoir, and as numerous wet-meadows, fens, and streams both perennial and ephemeral. Along with its historic tributary watersheds, the McCloud and the Pit, the Upper Sacramento River provides a critical water supply for the State generally and the San Francisco Estuary and Bay Delta specifically. All three of these river systems are characterized by spring flow at their origins, the Upper Sac and the McCloud receiving significant contributions from glacial and snowmelt driven runoff from Mt. Shasta, and the Pit from the Medicine Lake Aquifer. In addition to their significance as habitat for sensitive species and critical water for the state, all three of these major rivers support rainbow trout fisheries that are unique in number and size, and are highly-prized by the sport fishing community.

The Upper Sacramento, McCloud and Lower Pit River watersheds are part of the Sacramento River Hydrologic Unit and comprise the approximately 2,026 square mile *Upper Sac* Integrated Regional Water Management (IRWM) region. The Upper Sac IRWM region spans a very rural, sparsely populated area of southern Siskiyou County and northern Shasta County. The majority of the estimated 13,000 people in the region reside in Siskiyou County. The region is relatively unpopulated but encompasses the headwaters of the Sacramento River and provides the critical resources of water supply; high quality drinking water; hydroelectric power; and watershed, forest, and fisheries management to a large portion of California via the Sacramento River and Shasta Lake reservoir, keystone of the Central Valley Project.

Just under one-half of the land in the region is owned and managed by the U.S. Forest Service and is part of the Shasta-Trinity National Forest. The majority of the remaining land in the region is owned by Roseburg Forest Products (family owned corporation), Sierra Pacific Industries (family owned corporation), Union Pacific Railroad (publicly held corporation), Pacific Gas and Electric (publicly held investor owned utility) and the Hearst Corporation (publicly held corporation). Several other non-corporate entities also own and manage large tracts of land in the region, including Westlands Water District, The Nature Conservancy and California State Parks (Castle Crags State Park). There are two incorporated cities in the region (Mt. Shasta and Dunsmuir), and one significant area covered by a Community Services District (McCloud). There are numerous other community service areas (Lakehead, Castella, etc.), but these are all quite small, as the population of the entire region is only a little more than 13,000 people. The IRWM region and greater Upper Sacramento Watershed complex also encompasses ancestral lands as well as being the present home of multiple Native American tribes including the Winnemem Wintu Tribe, The Wintu Tribe, the Pit River Tribe, the Modoc Tribe, the Shasta Nation and others.



Upper Sacramento, McCloud, Lower Pit IRWM Region

Figure 1 – Map of the Upper Sac IRWM region, encompassing the historic Upper Sacramento Watershed complex including the Upper Sacramento, McCloud, and Lower Pit River Watersheds.

4. Challenges and Opportunities

Though still not fully recovered from the devastating effects of the Cantara spill, the Upper Sacramento River is once again alive and thriving, and neither it, nor its historic tributary watersheds, the McCloud and the Pit contain water bodies currently listed as impaired. The resilience of these watersheds has and continues to hinge on participatory collaborative stewardship efforts by regional stakeholders and community members. During the decade and beyond, the River Exchange will continue to pro-actively and collaboratively identify and innovate the next evolution in regional stewardship approaches, while cultivating stakeholder relationships and community involvement to benefit the region for generations to come.

We recognize that we are fortunate to live and work in a healthy region, the maintenance of which, hinges on our ability to sustainably interact with the ecosystems that support us. Accomplishing this requires that we dynamically address challenges to watershed health that may arise from a range of both anthropogenic and non-human factors including:

1. **Pressures from human development of the landscape** including dams and hydroelectric development, water diversion, roads, railroads, impervious surface, inefficient water treatment infrastructure, and sewage discharge;
2. **Other anthropogenic impacts** from recreation, unsustainable resource extraction, management practices, and power generation;
3. **Biological and ecological disturbance** from species invasions, species introductions, and habitat modification; as well as
4. **Multi-scale effects from physical processes and drivers** such as fire, erosion and mass wasting, and climate change.

In many cases, complicating and compounding these factors are cumulative effects as well as mounting pressure from increasing water demands, a looming state energy crisis, and an increasingly complex economic context. In each of the challenges confronting the health of our watersheds is an opportunity for improved stewardship. Moving forward, the River Exchange will continue to look to this suite of challenges for information and guidance to focus our efforts in pursuit of our mission.

5. Strategic Plan Purpose and Development Process

Plan Purpose

The Purpose of the River Exchange Vision2020 is to set forth a long-term strategic plan that will provide for organizational stability and sustainability, plus maximize the effectiveness of our mission in the next decade and beyond. The plan will extend the reach of our current successful programs and projects, while simultaneously structuring our development, expanding our resource base, and building our capacity to take on new challenges proactively and adapt to the dynamic needs of the watershed and its communities. Specifically, the plan:

1. establishes a suite of six overarching organizational goals in the context of our purpose and mission, organized in terms of the four elements of our mission (community involvement, stewardship, restoration, and education) and a fifth element, organizational capacity, overarching and intersecting with the other four; and
2. lays out a prioritized suite of specific and measurable short-term (0-2 year), mid-term (2-5 year), long-term (5-10 year) and ongoing objectives toward the realization of those goals.

Plan Development

Shortly after the organization's formation, with support from the staff and membership, the River Exchange Board established the organizational mission and outlined a set of strategic priorities in pursuit of that mission. Throughout the organization's continued evolution over the following years, the Board continued to ratify those priorities on an as needed basis, primarily in response to the pressing issues that arose in the watershed. In the winter of 2009, after almost a decade and a half of service to the watershed, faced with the demands of an increasingly diverse suite of regional stewardship needs and opportunities, the River Exchange Board elected to embark on a new, more robust strategic planning process.

The River Exchange Vision2020 was designed to maximize the organization's contribution to the region over the decade to come. Development of the plan was overseen by a Vision2020 steering committee selected by the Board and made up of two board members and one staff member. The organizational purpose, goals, and objectives were developed collaboratively by the Board and staff. Additionally, as a core component of this development process, River Exchange members and partners were surveyed for feedback concerning organizational performance, priorities, and future focus, and their responses were incorporated. All core components of the plan (mission, purpose, goals, and prioritized objectives – Figure 2) were approved and adopted by the Board prior to the assembly of the complete planning document. The plan was officially adopted by the Board in June 2011.



Figure 2 – Overview of the River Exchange strategic approach and flow described by the Vision2020 Strategic Plan; includes organizational Mission, Purpose, Strategic Goals, Objectives and how these interrelate.

6. Organization Mission and Purpose

Mission

The Mission of the River Exchange is promoting healthy watersheds through community involvement in stewardship, restoration and education.

Purpose

The purpose of the River Exchange is to proactively support and improve the health of the watershed ecosystem, educate and empower the community to be effective watershed stewards, and facilitate cooperation of stakeholders in collaborative watershed management by:

1. providing the vehicle and tools to obtain and coordinate resources for restoration, investigation, conservation, and education;
2. acting as a regional catalyst for development and implementation of large-scale watershed planning and management; and
3. fostering the next generation of watershed stewards.

7. Strategic Goals

*This section identifies and describes the **six primary goals** the River Exchange will be working to achieve. These goals address the four elements of our mission: community involvement, stewardship, restoration, and education; as well as a fifth element, organizational capacity. While the goals are grouped under the element they address most directly, they are designed to work synergistically, often addressing multiple if not all of the related components of our mission to some extent. Associated with each goal is a summary of some key approaches that the organization will employ in pursuit of that goal. These goals and their associated approaches form the basis for the specific objectives detailed in section 7.*

Community Involvement

- 1. Seek opportunities to develop regional cooperative watershed relationships** among government entities, non-profit organizations, landowners, and other community members.

As a component of our efforts to engage stakeholders and the community in watershed care and collaborative stewardship, the River Exchange will work to seek, develop new, and foster existing regional cooperative relationships based on common interest with:

- Local/regional governments
- Private landowners and land managers
- The USFS, CDFG, CVRWQCB, USFWS and other state and federal agencies
- Other non-governmental organizations
- Regional Native American tribes
- Citizens groups and other centers of influence

- 2. Increase the organization's visibility, expand our network, and engage the community** more deeply.

To facilitate the development of cooperative relationships and expand our potential to serve the watershed, we will expand our network, visibility, and level of community engagement by:

- Increasing and diversifying membership
- Involving community in organizational focus and initiatives
- Promoting community health/well being through watershed health
- Fostering a sense of community ownership in watershed health

Stewardship

- 3. Develop and facilitate research, assessments, strategies, planning projects, and collaborative stewardship approaches** that support the health and sustainability of the watershed and ecosystems.

To ensure that the region has the information, organizational structures, and relationships in place necessary to support the long-term health of the watershed, we will work in collaboration with other watershed stakeholders to:

- Track the state of our region through research and assessment
- Develop collaborative management plans
- Participate in stewardship partnerships

Restoration

- 4. Identify, design, and implement site-specific watershed restoration, enhancement, and planning projects**, based on a collaborative process.

To affect direct change to the watershed and its landscape that promote long-term resilience, we will continue to identify and implement watershed restoration projects in cooperation with partners, including local and regional governments, private landowners, the USFS and other federal agencies, other non-profits, regional Native American tribes, relevant business enterprises, and community members.

Education/ Awareness

- 5. Expand education and outreach programs in local communities** to create “ownership” of watershed health and stewardship

To raise the level of awareness about critical issues in the watershed, foster active engaged watershed stewards, and generally promote community involvement in watershed care, we will expand and diversify our education and outreach programs including:

- Sustainable Watershed Series
- Relationships with regional community colleges, colleges, and universities
- Curriculum development for local schools K-12
- Education initiatives targeting private landowners

Organizational Capacity

- 6. Build the organization’s capacity** by developing and strengthening the skills, abilities, processes, personnel, third-party relationships, and resource base (including financial support) that the River Exchange needs to survive, adapt, and thrive.

To enable us to achieve our other primary goals in pursuit of our mission and continue serving the watersheds of our region, we will develop our organization and build capacity through:

- Active board recruitment

- Strategic hiring
- Adaptive management of staff time
- Cultivation and diversification of financial support base

8. Specific Objectives

*This section describes the measurable, achievable, results-oriented and time-specific **objectives** that, through meeting them, will enable the River Exchange to achieve our broader goals relative to the components of our mission. The objectives listed below are loosely grouped in the five categories based on our mission and used to organize our goals. Many of the objectives, however, address multiple goals. The objectives captured in this list represent the **two highest priority levels** (Critical (1) and High (2)) of the four established during the objective approval and prioritization process. Priority is indicated in parentheses after each objective. A complete list of approved objectives and their corresponding prioritization is provided in **Appendix 1**.*

Ongoing Objectives – To be completed on an ongoing basis

Stewardship

- ❖ Continue the tradition of the Annual Great River Clean-up. (1)

Community Involvement

- ❖ Continue to maintain existing collaborative relationships with regional watershed stakeholders while cultivating new ones. (1)
 - Cultivate at least one new relationship per year via targeted outreach or a presentation.
- ❖ Leverage regional relationships to collaboratively identify ongoing needs of the watershed and its communities and develop projects to address those needs. (1)

Short-term (0-2 year) Objectives – To be completed by June 2013

Community Involvement

- ❖ Establish and facilitate a collaborative regional watershed management group (via the IRWM structure) (1)
 - Based on collaboration established during the Upper Sac. Watershed Assessment
 - Incorporating a wide variety of stakeholders
 - Including an organizational structure and decision making process that maps out an approach for ongoing collaborative work in the region.
- ❖ Engage with regional districts, governments and municipalities (City of Mt. Shasta, City of Dunsmuir, McCloud Community Services District, other service districts within our IRWM region, County of Siskiyou, etc.) around watershed planning (both within and outside the context of the IRWM process). (1)
 - Help identify needs and opportunities for more effective planning and management
 - Provide information and facilitation towards collaborative watershed planning
 - Complete initial outreach and engagement to establish relationships by end of 2011 and maintain ongoing participation thereafter
- ❖ Continue to organize, participate in and support community forums on important watershed issues (1)
 - Sustainable Watershed Series (by REX)
 - Water Talks (by CalTrout)
 - Siskiyou Water Network (by Meadow Barr Industries)

- ❖ Complete and install exhibit on effects of Cantara spill as a component of the Sisson Museum water exhibit (due to launch April 2011) and in honor of the 20-year anniversary of the spill (2)
- ❖ Organize and participate in a series of seminars and outings designed to introduce watershed stakeholders to each other (by June 2013) (2)
 - Provide an opportunity for all IRWM stakeholders to educate each other about their respective values, and perspectives, in an effort to identify common interests and goals
- ❖ Identify the top three proactive needs to support and improve the health of the Upper Sac. Watershed based on collaborative input from the community (could also be drawn out of the Watershed Assessment) (by March 2012) and seek funding to implement a project that meets one of the three needs (by March 2013) (2)
 - Identification of projects would be a completely collaborative process. Logically, this would result in projects the community would feel engaged in and want to participate in
 - Informational needs identified would fall under and help define measurable results for the selected projects
- ❖ Invite regional watershed stakeholders to present at River Exchange Board meetings (with a goal of a minimum two presentations per year) (2)
- ❖ Grow River Exchange Membership by 2% (annually) (2)
 - Focus on membership outreach in less represented geographic regions
 - Reach out to residents of watershed communities which are not well-represented in current membership

Education/ Awareness

- ❖ Provide watershed education opportunities for grade school and high school levels for a minimum of two outdoor trips per year at each level (four total) (1)
 - Continue building relationships with regional K-12 schools
 - Perform outreach to additional schools about the possibility of field or classroom presentations by REX on regional watershed science, policy, and stewardship
- ❖ Continue tradition of Sustainable Watershed Series (2)
 - With more formal program offerings for the summer and fall of 2011
 - Diversified to include a wider variety of talks, films, outings, and workshops

Organizational Capacity

- ❖ Redesign REX website (by March 2012) (1)
 - to better reflect and support the organizational purpose, mission, and strategic goals
 - to present and educate viewers about completed, ongoing, and future projects and their relation to strategic goals
 - to support broader access to project documents
 - to highlight our collaboration with a wide range of regional stakeholders
 - to serve as an educational tool about our regional watersheds
- ❖ Develop a major donor program (1)
 - Design presentation for new, potential, major donors, based on the strategic plan, and the recent accomplishments of the organization (by March 2012)
 - Develop a list of potential major donors for the initial campaign
 - Give presentation to at least two, new, potential, major donors (annually)
 - Recruit one major donor (by Dec. 2012)
- ❖ Develop and implement a planned giving campaign directed at the current donor base (1)
- ❖ Initiate planned giving program with \$10,000 in planned giving committed (by Dec. 2012) (2)

- ❖ Expand the training and travel budget specifically for enhancing skill-set of existing staff (trainings, workshops, conferences etc.) by including training in general costs and indentifying a specific percentage of general grant funds to be allocated to training (by June 2014) (2)
 - Training and travel budgets should be expanded beyond the existing 750/yr (respectively) to a minimum 750/yr, per employee

Restoration

- ❖ Work collaboratively with the Shasta-Trinity National Forest using funding from the Siskiyou County RAC, to restore Bear Springs in the Upper McCloud Watershed (by Dec. 2012) (2)
- ❖ Work collaboratively with partners (Department of Fish and Game, California Trout, the University of Nevada, Reno, etc.) on a proposal to revisit impacts of the Cantara spill, performing surveys to assess long-term (20 year) recovery of species (2)
 - Submit proposal (by Dec. 2011)
 - Receive funding and begin research (by Dec. 2012)

Mid-term (Two-Five Year) Objectives – To be completed by June 2016

Stewardship

- ❖ Manage the completion of an Integrated Regional Water Management Plan for the Upper Sac Region (by Dec. 2013) (1)

Community Involvement

- ❖ Identify the top three proactive needs to support and improve the health of the McCloud Watershed based on collaborative input from the community (by Dec. 2013) and seek funding to implement a project that meets one of the three needs (by Dec. 2014) (2)

Restoration

- ❖ Fund and implement two of the three projects or information needs identified collaboratively with the community (by Dec. 2015) (2)
- ❖ Identify pressing site-specific watershed restoration, enhancement, and planning needs (by Dec. 2013) (2)
 - Develop a prioritization system to organize and address them
 - Develop a digital map capturing prioritized restoration needs and representing them along with completed restoration projects in a color scheme, providing a geographic representation of regional needs and conditions

Education and Awareness

- ❖ Develop a series of educational initiatives targeting private landowners and specific opportunities for improved stewardship on private lands (e.g. spring, stream and river stewardship; noxious and invasive species management; habitat and wildlife corridor creation) (2)
- ❖ Develop a grade school outdoor classroom curriculum and provide a minimum of four presentations per year to regional schools (by June 2015) (2)

Organizational Capacity

- ❖ Cultivate two new major donor relationships at an incremental rate of one every two-years through 2015 (2)
- ❖ Develop adequate financial base to support full-time staff positions at competitive wages and benefits (2)

- ❖ Reinststitute health benefits for employees by, at a minimum, developing an optional, subsidized, health savings plan, with plan administration and subsidy costs incorporated into overhead costs (by July 2014) (2)

Long-term (5-10 Year) Objectives – To be completed by June 2021

Organizational Capacity

- ❖ Over ten years, secure a minimum of five large, private supporters at an incremental rate of one every two years (2)
- ❖ Update the Vision2020 Strategic Plan as needed (by June 2020) (2)

Restoration

- ❖ Continue to develop the regional list of prioritized restoration needs and associated map (2)
 - Through direct action, collaboration, and effective planning, observe net decline in regional restoration needs relative to the addition of new needs to the list by June 2020
- ❖ Complete an average of at least one major restoration project per year, towards the organization's strategic goals, and based on the prioritized regional list (2)

Stewardship

- ❖ Continue ongoing coordination and project management of integrated regional watershed management and planning in the context of the IRWM process (2)
- ❖ Develop new collaborative project ideas and partner with stakeholders on specific project proposals (a minimum of one per year, beginning once the plan is completed) (2)

9. REX Board and Staff

Board Members during plan development

Mellen Colberg
Mike Dean
David Filipello
Mark Gibson
April Gray
Fred Gordon
Gene O'Rourke
Chris Stromsness
Rico Tinsman
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Staff Members during plan development

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Thank you to Rene Henery for his tireless efforts to develop Vision 2020 for adoption. Thanks also to Gene O'Rourke for his assistance on the Vision 2020 Committee.

Appendix 1 – Objectives details

Keys to Objectives

Scoring Key		
Mean Score Range	Ranking	Priority
1-1.49	1	Critical
1.5-1.9	2	High
2.0-2.49	3	Medium
Abbreviation Key		
CI	Community involvement	
EA	Education/ Awareness	
R	Restoration	
S	Stewardship	
OC	Organizational Capacity	

Complete list of approved objectives, ranked in order of priority

Proposed objectives were prioritized and ranked by the River Exchange Board of Directors. Objectives were initially ranked (1-5) based on prioritization and the three top ranked groups (presented here) were selected for inclusion into the strategic plan. The complete list of these objectives, presented below, is sorted and listed by a) by priority ranking (highest to lowest) and b) by specific prioritization score (highest to lowest) within each priority ranking.

#	Objective	Mission Component	Timeframe	Ranking
1	Establish and facilitate a collaborative regional watershed management group (via the IRWM structure)	CI	0-2y	1
2	Redesign REX website (by January 2012)	OC	0-2y	1
3	Develop a major donor program	OC	0-2y	1
4	Manage the completion of an Integrated Regional Watershed Management Plan for the Upper Sac Region (by end of 2013)	S	2-5y	1
5	Engage with regional districts, governments and municipalities (City of Mt. Shasta, City of Dunsmuir, McCloud Community Services District, other service districts within our IRWM region, County of Siskiyou) around watershed planning (both within and outside the context of the IRWM process).	CI	0-2y	1
6	Continue to organize, participate in and support community forums on important watershed issues	CI	0-2y	1

7	Continue the Annual Great River Cleanup on the watershed	S	Ongoing	1
8	Identify data gaps/critical research needs for ongoing watershed conservation and stewardship in the region and develop an approach and/or partnership (University, State or Federal agency, etc.) as the basis for addressing that research.	S	0-2y	1
9	Continue to maintain existing collaborative relationships with regional watershed stakeholders while cultivating new ones.	CI	Ongoing	1
10	Leverage regional relationships to collaboratively identify ongoing needs of watershed and its community and develop projects to address those needs.	CI	Ongoing	1
11	Develop both grade school and high school field trip curriculum (via Castle Lake lab or other community resources) for a minimum of two field trips per year at each level (four total)	EA	0-2y	1
12	Develop and implement a planned giving campaign directed at the current donor base	OC	0-2y	1
13	Transition to a mode where general operations, project selection, staff development, and board recruitments, are guided by the strategic plan.	OC	0-2y	1
14	Participate in the development and establishment of a collaborative management group for regional springs	S	0-2y	1
15	Fund and implement two of the three projects or information needs identified collaboratively with the community (by Dec. 2015)	R	2-5y	2
16	Complete and install exhibit on effects of Cantara spill as a component of the Sisson Museum water exhibit (due to launch April 2011) and in honor of the 20 year anniversary of the spill.	CI	0-2y	2
17	Continue tradition of sustainable watershed series:	EA	0-2y	2
18	Over ten years, secure a minimum of five large private supporters at an incremental rate of one every two years.	OC	5-10y	2
19	Identify and collect new and pressing site-specific watershed restoration, enhancement, and planning needs (by Dec. 2013)	R	2-5y	2

20	Continue to develop the regional list of prioritized restoration needs and associated map	R	5-10y	2
21	Continue ongoing coordination and project management of integrated regional watershed management and planning in the context of the IRWM process.	S	5-10y	2
22	Organize and participate in a series of seminars and outings designed to introduce watershed stakeholders to each other. (By June 2013)	CI	0-2y	2
23	Initiate program with \$10,000 in planned giving committed by the end of 2012	OC	0-2y	2
24	Complete an average of at least one major restoration project per year, towards the organization's strategic goals, and based on the prioritized regional list	R	5-10y	2
25	Identify the top three proactive needs to support and improve the health of the Upper Sac. Watershed based on collaborative input from the community (could also be drawn out of the WA) (by Dec. 2011) and seek funding to implement a project that meets one of the three needs (by Dec. 2012).	CI	0-2y	2
26	Invite regional watershed stakeholders to present at board meetings (with a goal of a minimum two presentations per year)	CI	0-2y	2
27	Grow River Exchange Membership by 2% (annually)	CI	0-2y	2
28	Develop a series of educational initiatives designed for private landowners and specific opportunities for improved stewardship on private lands (e.g. stream and river stewardship, noxious and invasive species management, habitat and wildlife corridor creation) (Education / Awareness 2-5 years)	EA	2-5y	2
29	Cultivate a set of five new major donor relationships (one/ year) through 2016	OC	2-5y	2
30	Develop adequate financial base to support full time staff positions at competitive wages and benefits	OC	2-5y	2
31	Update the Vision2020 Strategic Plan as needed (by June 2020)	OC	5-10y	2

32	Develop new collaborative project ideas and partner with stakeholders on specific project proposals (a minimum of one per year, beginning once the plan is completed)	S	5-10y	2
33	Reinstitute health benefits for employees by, at a minimum, developing an optional, subsidized, health savings plan, with plan administration and subsidy costs incorporated into overhead costs (by June 2014).	OC	2-5y	2
34	Develop a grade school outdoor classroom curriculum and provide a minimum of 4 presentations per year to regional schools (by June 2015)	EA	2-5y	2
35	Identify the top three proactive needs to support and improve the health of the McCloud Watershed based on collaborative input from the community (by Dec. 2013) and seek funding to implement a project that meets one of the three needs (by Dec. 2014).	CI	2-5y	2
36	Expand the training and travel budget specifically for enhancing skill-set of existing staff (trainings, workshops, conferences etc.) by including training in overhead costs and indentifying a specific percentage of overhead specific grant funds to be allocated to training (by June 2014).	OC	0-2y	2
37	Work collaboratively, through funding from the RAC with the US Forest Service to restore Bear Springs in the Upper McCloud Watershed (by Dec. 2012).	R	0-2y	2
38	Work collaboratively with partners (Department of Fish and Game, California Trout, the University of Nevada, Reno, etc.) on a proposal to revisit impacts of the Cantara spill, performing surveys to assess long-term (20 year) recovery of species.	S	0-2y	2
39	Increase Board involvement in membership development, fundraising, financial oversight, accountability and their individual areas of expertise.	OC	0-2y	3
40	Update the Vision2020 Strategic Plan as needed (by June 2016)	OC	2-5y	3

41	Continue to identify, design, and implement collaborative spring restoration projects towards the goal of watershed conservation and stewardship that begins at the source.	R	2-5y	3
42	Begin process of cultivating relationships and a support base in regional community colleges, colleges, and universities	EA	0-2y	3
43	Increase staff time dedicated to development by 50% (10% annually for five years) through increased dedication of existing staff and/or hiring of staff dedicated specifically for development and fundraising.	OC	2-5y	3
44	Build organizational skill base by creating opportunities for staff to participate in a diverse range of activities (e.g. cross-training, seminars, conferences, etc.) and develop skills beyond those required for their specific position.	OC	2-5y	3
45	Work collaboratively with a private landowner to restore one spring on private land	R	2-5y	3
46	Develop rapport with the Union Pacific Railroad so potential threats to the watershed are communicated to REX (and vice versa), and allowing REX to work more effectively with UPRR to achieve operation of the rail line with minimal impact on the watershed (Stewardship 2-5 years)	S	2-5y	3
47	Continue Sustainable Watershed Series, expanding its reach to other areas within the greater Upper Sac IRWM Region and beyond.	EA	2-5y	3
48	Survey REX supporters and update the Vision2020 Strategic Plan as needed (by June 2013)	OC	0-2y	3
49	Receive donations for REX's endowment fund: \$2,000 in FY 2011/12, \$4,000 in 2013, \$6,000 in 2014, \$8,000 in 2015, \$10,000 in each 2016, 2017, 2018, 2019 and 2020 for at least \$70,000 added over 9 years	OC	5-10y	3
50	Create and fund an annual summer internship (in partnership with other watershed stakeholders if necessary) for at least one local high school or COS student as part of an effort to cultivate the next generation of watershed stewards within our community	S	0-2y	3

51	Institute a practice (approximately four total per year) of informal get-togethers and/ or presentations to provide updates on River Exchange projects to key stakeholders	CI	0-2y	3
52	Continue to capture and respond, whenever and however possible/ appropriate, to community concerns related to watershed health and protection	CI	2-5y	3
53	Develop in-house Board member training guide or session on Concepts of Grassroots Fundraising to be completed by all current and new Board members by the end of 2011.	OC	0-2y	3
54	Institute a compulsory volunteer, educational or participatory, public outreach component to all restoration projects going forward to increase awareness and instill a sense of ownership and responsibility.	CI	0-2y	3
55	Increase organization's visibility by hosting 30% more tables/ booths at regional community events (10% increase annually through 2013)	CI	2-5y	3
