

Redsides TU Chapter #678

Strategic Plan

July 2014

I. Environmental Scan (Organizational):

Redsides TU Chapter #678 recently reorganized after a period of inactivity when a leadership vacuum occurred. It now has an engaged 8 member board. The chapter is one of six active in Oregon. The original territory identified the McKenzie and Upper Willamette watersheds, but consolidation of chapters within the state has expanded the territory to include much of western Oregon from the Cascades to the coast, and from north of Eugene nearly to the California border. The chapter roster is estimated to be over 600 dues paying members.

II. SWOT Analysis:

A. Strengths: The chapter resides within a portion of Oregon with high valued trout, salmon and steelhead fisheries. Like many TU chapters, Redsides is populated with ardent flyfishers who 'get it' with respect to the necessity of habitat, clean water, and proper fisheries management to foster a robust wild fishery. The chapter enthusiastically embraced a trout study on the Mckenzie with Oregon Department of Fish and Wildlife (ODFW) by obtaining grant funding and volunteers to monitor the population size and movement of wild trout in the river. The study was terminated when another entity sued ODFW regarding stocking policies on the river. The chapter has had successful fundraisers over the years, including a 'Wine and Waders' event and a 'Two Fly' contest.

B. Weaknesses: Like many TU chapters with a volunteer board, successful leadership and leadership succession are an ongoing issue. Part of the problem may stem from a lack of strategic planning in the past, where issues rise and then dissipate without successful resolution. Part of this has to do with the expanse of territory. In many ways, the chapter covers an expanse that seems too big to have a meaningful effect with the efforts that can be put forth by a volunteer organization. The recent chapter hiatus may be indicative of the uneven leadership and stewardship the chapter has experienced. Chapter finances are at the low end of healthy, though by no means dire. At this point in time no individual has stepped forward to chair the Resources Development committee (fundraising, membership development). Regularity of cash infusion is an issue the chapter has to address. (

C. Opportunities: The chapter rests within the second largest population center in Oregon (Eugene/Springfield). The two major rivers that converge just north of the cities contain both wild and stocked trout, salmon, and steelhead. There is fairly good environmental awareness and appreciation within the local community. This bodes well for membership size, ancillary volunteers, and general public participation in educational and fundraising events. There are three watershed councils within the immediate service area. A local flyshop (Caddis Fly) has been very supportive in the past. A Flyfishing Federation chapter (McKenzie Flyfishers) is very active in this region, as is the McKenzie River Trust. Oregon Wild and Waterwatch of Oregon are strong statewide organizations with similar interests and some resources to challenge regulations, dam licenses, water distribution, and government policies.

D. Threats: Oregon is a state with a relatively weak economy. Natural resource extraction (logging) and water appropriation (dams for flood control and hydropower, irrigation for agriculture) are powerful interests within the state, and can command much political power that may not be in the best interests of wild trout and salmon. Reliance on hatchery stocks by the greater recreation fishers can sometimes be an impediment to advancing the wild fishery cause.

III. Strategic Issues

A. The chapter covers a very large service area. Relative to its size, many of the issues facing the chapter cannot be addressed or remediated through chapter efforts alone (i.e. adequate buffers strips for logging within proximity to streams, dam re-licensing and water releases). It appears necessary that the chapter develop strategic partners in the areas of stream restoration, education, policy advocacy, and where necessary, litigation. Some of these partnerships may come in the form of cooperative working relationships, and sometimes there may be the necessity of direct financial support.

B. Ideally, the chapter will become a highly visible organization within the local community with wide influence in public policy, public education, and native fish restoration. The chapter should likely reflect previous TU CEO Charles Gauvin's portrayal of the national organization as 'the hook and bullet of the Greens, and the greenest of the Hook and Bullets'. This may mean reaching out and having conversations with perceived adversaries.

C. The chapter needs to have a healthy financial foundation. One of the foremost activities of the chapter should be the development of a financial plan that raises significant funds from one or more events, while engaging the community beyond the chapter roster. It is the experience of many chapter members that they are constantly being contacted by the national, state or local TU organizations for contributions beyond their original membership dues. Expanding fundraising to the broader community lessens the burden on individual members while expanding the visibility and branding of the chapter.

D. The chapter should always have a 'signature' project. Projects may change over the years, but activities that add to the restoration or scientific landscape in our service area or the state of Oregon will invariably add to the chapter's recognition as an important player in the conservation community.

IV. Mission and vision statements

Mission:

To conserve, protect and restore the coldwater fisheries and watersheds of Western Oregon as designated by Oregon Council Trout Unlimited (OCTU).

Vision

By the next generation, the McKenzie-Upper Willamette Trout Unlimited will ensure that robust populations of native and wild coldwater fish once again thrive within their Western Oregon range, so that our children can enjoy healthy fisheries in their home waters.

IV. Core Values:

- **Restoring and protecting native fisheries shall be the ideal advocacy model whenever possible.**
- **Wherever possible, decisions are based upon the best available science.**
- **Chapter affairs will be conducted with the highest level of integrity and transparency.**
- **In meetings and public gatherings, respect opinions of all and conduct relations with all in a civil and professional manner.**
- **Exercise frugality and efficiency when conducting chapter business.**
- **Advance the concepts of sustainability in actions and deeds.**
- **Leverage chapter resources in a way that maximizes returns on financial and human assets.**

V. Organizational Goals

- 1. Financial**
- 2. Advance the importance of education to the fishing community and the general public**
- 3. Engage with the community and strategic partners**

Action Plan

Organizational Goals	Strategies	Timeline	Metrics
<p>Financial:</p> <ol style="list-style-type: none"> 1. Raise \$10,000 per year in discretionary funds, 80% of which to be dispersed strategically to conservation partners. 2. Offer an annual conservation raffle each fall to the membership to raise 1000 for chapter operating expenses. 3. Acquire \$2500 per year in grant funding. 	<ol style="list-style-type: none"> 1. Develop an event with multiple profit centers open to the public, which would then be offered annually. 2. Offer an annual 'conservation raffle' to the membership. 3. Apply for Embrace a Stream and other grants. 	<ol style="list-style-type: none"> 1. March 2015 and yearly thereafter. 2. October 2014 3. October 2014 and yearly thereafter. 	<ol style="list-style-type: none"> 1. Net revenues. 2. Net revenues. 3. Dollar amounts of grant awards.
<p>Education</p> <ol style="list-style-type: none"> 1. Host a minimum of one event per year for public education about native coldwater fisheries. 2. Participate in at least public education event in partnership with another non-profit. 	<ol style="list-style-type: none"> 1. Develop a portion of the above referenced event to host education displays and activities for public education related to the habitat requirements of native coldwater species. 2. Seek to partner with at least one other non-profit entity to offer an educational display or activity. 	<ol style="list-style-type: none"> 1. March 2015 and yearly thereafter. 2. October 2015 and yearly thereafter. 	<ol style="list-style-type: none"> 1. Number of partner displays at the Redsides event. 2. Number of events Redsides has participated in.
<p>Conservation:</p> <ol style="list-style-type: none"> 1. Develop a 'signature project which either advances the habitat requirements of native coldwater species or advances the science of said species. 2. Develop a 'conservation corps' within and external from the chapter (Redsides Warriors?) 	<ol style="list-style-type: none"> 1. Seek the assistance of ODFW or another watershed entity to develop a signature project driven by TU volunteers. 2. Compile a list of volunteers who are willing to be called upon to assist with projects. 	<ol style="list-style-type: none"> April 2015 2. September 2015 	<ol style="list-style-type: none"> 1. Successful networking attempts. 2. Number of volunteers in corps and number of hours contributed.
<p>Membership</p> <ol style="list-style-type: none"> 1. Fill all the positions of the nine seat Board of Directors. 	<ol style="list-style-type: none"> 1. Fill all board positions, increase the responsibility of board chairs and officers to grow and develop a 	<ol style="list-style-type: none"> 1. January 2015 	<ol style="list-style-type: none"> 1. Number of board positions filled.

<p>2. Increase leadership support and membership development.</p> <p>3. Activate the entire Redsides membership to participate in chapter activities.</p>	<p>succession sequence.</p> <p>2. Add volunteers to the board committees to participate in board activities and have a chance to seek leadership positions.</p> <p>3. Encourage members to attend meetings by offering monthly programs, encouraging volunteering, responding to action alerts and/or donating to a yearly raffle.</p>	<p>2. January 2015</p> <p>3. December 2015</p>	<p>2. Number of volunteers under each chair.</p> <p>3. Attendance sign-ins for meetings, Volunteer sign-ins for projects, and number and amount of donations from the membership for the chapter's annual conservation raffle.</p>
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VI. Amendments; The board of directors of the chapter reserves the right to review and amend this plan as needed at any time.

Approved by the board of directors on 7/7/14.