

PRIORITY: RECOVERY

GOAL: Reverse the decline of salmonoid species and their habitat in the Upper Columbia Region

OBJECTIVES:

- Increase viable habitat
 - Continue to collate, synthesize, maintain and validate local, regional, state, and national science data
 - Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal
 - Maintain technical support for partners performing salmon recovery work
 - Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout
 - Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery
- Reduce barriers to fish migration
 - Continue to collate, synthesize, maintain and validate local, regional, state, and national science data
 - Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal
 - Maintain technical support for partners performing salmon recovery work
 - Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout
 - Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery
- Reduce predation of fish during migratory seasons
 - Continue to collate, synthesize, maintain and validate local, regional, state, and national science data
 - Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal
 - Maintain technical support for partners performing salmon recovery work
 - Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout
 - Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery
- Decrease competition between hatchery raised and wild salmon
 - Continue to collate, synthesize, maintain and validate local, regional, state, and national science data
 - Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal
 - Maintain technical support for partners performing salmon recovery work
 - Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout

- Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery
- Reduce the exploitation of ocean and freshwater fisheries
 - Continue to collate, synthesize, maintain and validate local, regional, state, and national science data
 - Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal
 - Maintain technical support for partners performing salmon recovery work
 - Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout
 - Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery

PRIORITY: SUSTAINABILITY

GOAL: Create an organization that is vibrant, flexible, responsive, and durable

OBJECTIVES:

- Increase organizational effectiveness
 - Engage in clear and direct communication
 - Create a cohesive team dynamic
 - Build a positive and supportive work environment
 - Build an engaged, collaborative, inclusive culture of work
 - Identify opportunities that provide value added support to regional recovery activities
 - Demonstrate time and task management skills
- Increase organizational efficiency
 - Engage in clear and direct communication
 - Provide relevant professional development
 - Build an engaged, collaborative, inclusive culture of work
 - Foster a culture of reasonable risk taking
- Increase opportunities to revitalize the organization
 - Regularly review of organizational values, vision, and mission
 - Identify relevant, current issues
 - Identify clear workstream activities and processes
 - Assure team members' priorities are aligned with the strategic plan
 - Reinvigorate community interest in recovery efforts
- Increase organization funding level each year
 - Apply for more grants
 - Seek funding from more sources
 - Seek higher levels of funding from current agencies
- Increase diversity of funding sources
 - Explore donor-, corporate- and events-based funding
 - Register at grants.gov

- Register for Washington State grants at des.wa.gov
- Subscribe to at least one additional grant search engine
- Work with sponsors and partners to determine fundable needs
- Apply for local, regional, state, federal grants
- Seek additional sponsor and partner support

PRIORITY: ENGAGEMENT

GOAL: Build and maintain connections, relationships, and integrated efforts with partners, tribal and regional communities, public officials, and government agencies

OBJECTIVES:

- Increase strategic opportunities for leadership, advocacy, and engagement
 - Identify and attend the most relevant meetings of partners and sponsors
 - Bring selected regional executive directors and CEOs together at least bi-annually
 - Intentionally invite at least one organization or agency representative to every board meeting
- Increase and maintain opportunities for partners to engage and collaborate with one another
 - Revitalize/restructure the IT
 - Meet with sponsors, partners, tribal members to discuss current projects and plan for new projects
 - Engage UCSRB staff in projects that involve two or more partners or sponsors
- Increase direct interactions with stakeholder representatives
 - Communicate with and inform multiple audiences regarding salmon recovery
 - Develop strategies that improve external communication with regional, state, and federal agencies
 - Engage with public officials and agency employees about salmon recovery

PRIORITY: LEADERSHIP

GOAL 1: Strengthen the role of the UCSRB as the regional leader for Salmon Recovery Plan implementation

OBJECTIVES:

- Increase involvement of the UCSRB in strategic leadership activities relevant to Habitat, Hatcheries, Harvest, and Hydroelectric
 - Attend relevant meetings
 - Meet with Executive Directors and CEOs
 - Support additional projects related directly to the 4Hs

- Renew and increase the interest of the public in salmon recovery
 - Engage staff and board members in a public information campaign to educate and mobilize citizens
 - Develop communications/outreach projects that support salmon recovery
 - Increase UCSRB presence on social media
 - Promote and enhance volunteer resources to implement recovery
- Decrease barriers to implementation of the Salmon Recovery plan
 - Ensure projects are designed to be fish friendly
 - Ensure permit decisions are made efficiently
 - Lead coordination and oversight efforts to provide specific guidelines for salmon habitat protection and restoration
 - Using the best science available, integrate monitoring and research with planning and implementation
 - Develop a clear adaptive management process

GOAL 2: Build a collaborative workplace culture

OBJECTIVES:

- Increase opportunities for the co-creation of projects
 - Search for funding opportunities to support collaborative projects
 - Bring partners and sponsors together monthly to discuss potential projects
 - Explore ways UCSRB staff can be involved in collaborative projects
- Increase the number of team-based projects
 - Explore ways UCSRB staff can be involved in collaborative projects
 - Set project goals collaboratively
- Increase the number of hours (days) staff are working together
- Strengthen the efficacy and efficiency of UCSRB staff and working teams
 - Create time for team building activities
 - Highlight individual and team successes
- Increase communication between staff and the Board of Directors
 - Restructure board meetings
 - Increase frequency of board meetings
 - Streamline board meeting presentations by staff
 - Include project summaries/updates in the UCSRB newsletter
 - Highlight a different project in each newsletter and/or on social media
 - Get staff and board members connected to social media accounts