

Association of Northwest Steelheaders
Strategic Plan

February 2007 through July 2010

Vision Statement:

Responsible and enjoyable sport angling with good access to healthy, abundant, and sustainable fisheries in healthy watersheds in the Pacific Northwest.

Mission Statement:

Anglers dedicated to enhancing & protecting fisheries & their habitats for today & the future.

Goal 1: Provide educational programs & materials to connect the public to fish, fish habitat, & fishing and the issues these subjects are facing.

Goal 2: Restore the form and function of natural watersheds to support restored wild coldwater fisheries in the Pacific Northwest as applied to the habitat and hydro of the “All H” principles.

Goal 3. Improved Sport fisheries through action and advocacy of harvest and hatchery management of the “All H” principles.

Goal 4: Grow the Association of Northwest Steelheaders membership, funding, and public awareness of our activities to allow us to be more effective toward our mission.

Goal 5: Cultivate the strengths of our form of organization & overcome its weaknesses to optimize our utilization of resources and maximize efficiency.

Goal 6: Insure the public right to use of the beds and banks of navigable rivers.

Association of Northwest Steelheaders

Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 1: Provide educational programs & materials to connect the public to fish, fish habitat, & fishing and the issues these subjects are facing.

Overview: People who feel a connection to fish want to protect them. The Steelheaders have been involved in a wide range of efforts to help Oregonians connect with fish and want them protected and managed for the public good. We also work to educate our members and the angling public of the issues affecting their sport.

Example: Steelhead chapters have over 100 Egg to Fry fish tanks (costing nearly \$1,000 each) in public schools as part of a study plan that includes social studies & economy as well as natural science. Each of these require many hours of volunteer support through out the school year.

Example: A Steelheader grant helped fund the US Forest Service’s fish life cycle board game, designed to teach children the wonders of Salmon & Steelhead migratory life history.

Example: Steelheader Chapters throughout the state participate in kids fishing events, to teach kids how to fish responsibly. This includes Free Fishing Weekend events, Fishing fairs, fishing instruction at youth camps, etc.

Example: The Steelheaders have provided scholarships & stipends designed to insure the future support of our fisheries.

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
1.1 Support the Egg to Fry education program with tanks and volunteer assistance.	Develop a program manual for volunteers Grow the program to include involvement by all chapters and 25 additional tanks to the total number available from the Steelheaders by 2010.	ExCom Education Director to assist chapters, develop the volunteer manual, and catalog the equipment and “hold harmless” agreements. Chapters establish a tank coordinator
1.2 Support other education materials events and activities that facilitate appreciation & respect for fisheries and their habitat	Provide financial, material, & volunteer support as our resources allow.	ExCom or chapter board review and approval for funding or materials. Chapter volunteers as requested.

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

<p>1.3 Support youth fishing and family fishing events.</p>	<p>Each chapter involved in at least one youth fishing event per year reported at a board meeting.</p> <p>Encourage ODFW youth and family fishing programs</p>	<p>ExCom Education Director to provide Association Support as needed. Regional Director to coordinate multi chapter volunteer events.</p> <p>Chapter Education Chairman or equivalent to support event and solicit volunteers.</p> <p>Volunteer incentives & material to support events. Use of Fish'N'Fun & ODFW Kids Fund dedicated funds with ExCom approval,</p>
<p>1.4 Educate the Public on issues affecting fisheries and habitat.</p>	<p>Public awareness and support of solutions to the issues affecting fisheries and habitat.</p>	<p>ExCom Review and approval for funding or materials. Chapter volunteers as requested.</p>
<p>1.5 Establish College scholarships that support fisheries</p>	<p>Scholarship programs documenting how they support our mission & fisheries as an application requirement and establishing a separate fund for long term stability of the program.</p>	<p>Chapter Officers work with ExCom Education Director to establish their program.</p> <p>Chapters must secure funding.</p>

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 2: Restore the form and function of natural watersheds to support restored wild coldwater fisheries in the Pacific Northwest.

Overview: The “All H” view of managing our fisheries cover Habitat, Harvest, Hatcheries, and Hydro (dams). The future of our fisheries lie within the management of each of these four elements. But first there is habitat which for fish, wildlife and mankind alike not only includes water but surrounding vegetation reaching up into the forests, the soils that provide the aquifers, to the air we breath and the climate that surrounds us. Global warming is driving fundamental changes in habitat that must be considered in all habitat activities. Habitat includes hydro and is dramatically affected by hydro projects within flowing systems.

The Steelheaders work toward improving the abundance, and quality of the fisheries and to protect sport fishing by insuring the long term viability and abundance for the future.

Example: Volunteers are heavily involved in local watershed councils and STEP (Salmon Trout Enhancement Project) activities including to remove trash & contaminants, to improve fish habitat by improving in stream structure, eliminating barriers to migration, & planting stream side trees to improve water temperature & quality.

Example: Rallies and letter writing campaigns to promote water spill over dams and involvement in dam relicensing processes.

Example: The Association providing technical support to local chapters represented as stake holders in hydro project FERC relicensing to insure adequate mitigation for fish and fisheries.

Example: ExCom members work closely with legislators and the ODFW Commission and Staff on allocation and regulatory issues as well as those same bodies in Washington & Idaho.

Example: Working with responsible agencies for the removal of culverts and other man made structures that block passage or degrade habitat.

Example: Scientific representation in multi agency stakeholder groups establishing water quality requirements and discharge limits effecting temperature, oxygen and carbon dioxide content, and other water quality metrics.

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
2.1 Involvement in watershed councils to protect fisheries & advocate projects & funding to improve fisheries	Each chapter to be represented on a watershed council of their chosen fishery by August 2009	A chapter resource director to work toward active council membership.

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

<p>2.2 River Cleanup</p>	<p>Association Membership in SOLV</p> <p>Chapter river clean-ups at least 2 times per year per SOLV Adopt A River guidelines</p>	<p>Funding & ExCom member involvement in SOLVE</p> <p>Chapter volunteer/event coordinator & member participation</p> <p>SOLV bags & funding for other expenses.</p>
<p>2.3 Fish Habitat improvements through work with local STEP and watershed biologists on projects to improve fish abundance & habitat quality.</p>	<p>Each chapters to be involved in at least one STEP approved habitat/propagation project per year (hatchery improvement projects, net pens, fish recycling, etc.).</p>	<p>Chapter volunteer/event coordinator & member participation</p> <p>Project funding.</p> <p>ExCom Regional Director to help coordinate larger projects involving volunteers from multiple chapters.</p> <p>ExCom Education Director to Coordinate involvement in Biannual STEP conference.</p> <p>Broodstock Rodeo dedicated funds with ExCom approval.</p> <p>Sandy Rendezvous dedicated funds with Jack Glass Approval. Hogs'N'Dogs dedicated funds with Greg Hublow approval</p>
<p>2.4 Remove and modify hydro dams and other barriers that degrade coldwater fisheries habitat or access to quality habitat, such as the Snake River, Savage Rapids, & Klamath River dams.</p> <p>Insure hydro and other water impoundment management actions incorporate fish recovery.</p>	<p>Improved fish passage and spawning success.</p> <p>Success of the Save Our Wild Salmon Coalition.</p> <p>Spill for salmon migration around turbines.</p> <p>FERC licensing agreements including appropriate fisheries support.</p> <p>Flow management providing adequate water and temperature for fish</p>	<p>Resource Director,</p> <p>Chapter representatives providing local representation and liaison with Association efforts.</p> <p>Executive Director on SOS board & SOS Staff</p> <p>NWF national level support</p>

Association of Northwest Steelheaders Policy & Procedures Manual

Section: **1004, Strategic Plan**

Issued: **2/3/07**

<p>2.5 Promote federal, state, and local initiatives that help curb global warming's impacts on coldwater fisheries</p>	<p>The passage of laws and regulations intended to actively deal with global warming.</p>	<p>Resource Director, local chapter advocates NWF Staff,</p>
<p>2.6 Promote initiatives that increase forest cover and buffers, while decreasing impermeable surfaces and roads, in critical watersheds</p>	<p>Involvement in forest management stakeholder groups. Management policy and regulation toward these objectives.</p>	<p>Resource Director, Local chapter advocates</p>
<p>2.7 Improve water quality in Northwest rivers to meet water quality standards and support healthy coldwater fisheries</p>	<p>Involvement in citizen advisory groups. Management policy and regulation toward these objectives.</p>	<p>Resource Director, local chapter advocates</p>
<p>2.8 Insure Federal & State legislation, government agency, and private concern actions favor fish habitat.</p>	<p>Monthly report of legislative activity listing pertinent legislation & action taken. Quarterly report on local actions by chapter at Board Meetings</p>	<p>ExCom Legislative Director & Lobbyist Chapter volunteers to contact leaders and participate in rallies NWF support at the National level</p>

Association of Northwest Steelheaders

Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 3: Improved Sport fisheries through action and advocacy of harvest and hatchery management of the “All H” principles.

Overview: The future of our fisheries lie within the management of each of these four elements. Steelheaders work to improve hatchery practices and propagation at the chapter level while the Association level advocates for improved hatchery and harvest management. The Association will often call upon its members for a show of support when this can be a tool for positive change. Even today with most Oregonians favoring the recovery and protection of our salmon & steelhead heritage, we need to protect them from individual interests that would continue old exploitation practices for their own reasons.

Our fisheries are a limited resource. The Steelheaders work toward improving the abundance, and quality of the fisheries and to protect sport fishing by insuring fair harvest allocations & regulations that optimize recreational opportunity and economic value to society while protecting the long term viability and abundance for the future.

Example: ExCom members work closely with legislators and the ODFW Commission and Staff on allocation and regulatory issues as well as those same bodies in Washington & Idaho.

Example: Working to insure commercial harvest does not cause loss of sport fishing opportunity through over-harvest, excessive by-catch, or methods harmful to habitat.

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
3.1 Adequate hatchery funding by the Legislature and Government Agencies to insure quality sport fisheries while minimizing adverse impacts on wild populations.	Government leaders dealing with “deferred maintenance” and hatchery reform to comply with HGMPs. Successful hatchery supplementation for wild fish recovery where appropriate.	ExCom Legislative, Resource, & Development Directors & Lobbyist. Chapter Watershed representatives.
3.2 Volunteer propagation projects providing quality sport fisheries while in compliance with HGMPs.	Volunteer hatcheries utilizing in basin wild broodstock operated with STEP oversight.	Chapter volunteers & ODFW STEP approval. Funding for site development, equipment, and operations.
3.3 Work with agencies and other groups to protect sport fishing from over-harvest and other forms of “take” that can limit sport fishing opportunity.	Adequate spill over dams. Restrictions on commercial harvest methods that are harmful to by catch and the habitat	ExCom Legislative & Resource Directors and Lobbyist. Chapter leaders and members for rallies and similar events. Financial resources for outreach materials and volunteer recognition

Association of Northwest Steelheaders Policy & Procedures Manual

Section: **1004, Strategic Plan**

Issued: **2/3/07**

<p>3.4 Work with agencies and other groups to insure fair allocation of fish harvest for sport anglers</p>	<p>Maintaining where sport allocations have not been degraded and gaining back where sport fishing has suffered losses in recent years.</p>	<p>ExCom Legislative & Resource Directors and Lobbyist. Chapter leaders and members for rallies and similar events.</p>
<p>3.5 Develop “The League Of Fishing Voters” to coordinate the common agenda of sport fishing & recreation industry, sport fishing, and conservation organizations</p>	<p>A coordinated and cooperative legislative effort in Oregon, Washington, & Idaho.</p>	<p>Legislative Director & Lobbyist. Select board members in a LOFV work group. LOFV staff position managed by NSIA</p>

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 4: Grow the Association of Northwest Steelheaders membership, funding, and public awareness of our activities to allow us to be more effective toward our mission.

Overview: The Association of Northwest Steelheaders is an effective voice for responsible sport anglers, but we are limited by funding and available volunteer membership. The size of the membership is also important to the acceptance of the organization as the sport angler’s voice in a public forum. The Organization needs to develop improved membership recruitment and retention. We also recognize the importance of family involvement to insure the development of the next generation.

Example: The Steelheader Association & Chapters participate in shows, fairs, festivals, and retailer’s fishing events to express our views & tell what we do as well as recruit membership and sell raffle tickets.

Example: A manual for starting a new chapter had been started but has never been completed.

Example: The Steelheaders developed a River Stewardship brochure to acquaint the public with the Steelheaders as well as educate them to proper use and protection of aquatic habitat.

Example: ExCom & Chapter officers have successfully applied for grants toward funding specific projects but these typically do not adequately fund the administration of the organization doing these activities.

Example: The Association’s annual raffle and auction provide most of the funds for Association administration.

Example: Steelheader events are to be publicized with press releases, etc. to show the public what we do for Oregon and give them the opportunity to get involved.

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
4.1 Grow membership through external outreach.	Effective recruitment as a component of all public events.	Membership Directors to assist with adding this component to show booths, fishing seminars, and other events.
4.2 Grow membership through internal recruitment incentives.	Prize incentives to members for sponsoring new applicants.	ExCom Membership Director & funds to cover cost incentive prizes for member sponsors. Chapter Membership Director to encourage participation with chapter’s own incentive program

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

<p>4.3 Create an easy and unimposing process for creating a new chapter and document it in an easy to follow guide</p>	<p>A complete process document by the 2008 Delegate Assembly that is a companion to the P & P manual, explaining the creation of a chapter and the manual itself. A draft by 2008 Delegate Assy.</p>	<p>ExCom and Regional Director input to draft the document and volunteer members with teaching backgrounds willing to guide and improve the draft.</p>
<p>4.4 Improve Retention by providing recreational opportunities and instruction</p>	<p>Several Chapter fishing and family events per year Magazine Articles on fishing techniques and destinations. Chapter meeting topics and instructional outings.</p>	<p>Chapter Committees to arrange social & recreational opportunities and volunteer instructors. ExCom Communications Director, Volunteers to submit articles and photos.</p>
<p>4.5 Improve retention through volunteer recognition</p>	<p>Member of year & Chapter of year award submissions by each chapter by established deadlines. Chapter recognition of their own members</p>	<p>Delegate Assembly vote on Hall of Fame inductions Association President to preside over Member & chapter of year judging and to determine and present President's award for service. Chapter officers to make nominations.</p>
<p>4.7 Improve Family involvement by insuring we facilitate the needs of women & children</p>	<p>Increase "Family" memberships to 25% by August 2010</p>	<p>ExCom & Chapter officers to include these needs in their event & program planning. Volunteer equipment and incentives aimed at women & children as well as men.</p>
<p>4.8 Find stable sources of funding through grant applications and contribution programs.</p>	<p>Double income from grants & contributions by August 2010 Matching funds for all dedicated fund expenditures. Grants with allocations to cover administrative costs and Development & capacity building grants.</p>	<p>ExCom Development Director and Executive Director working toward grants with all other ExCom members for funding specific activities and for administrative expenses. Chapter Development Directors and grant request writers to include Association administrative allocations to the extent possible.</p>

Association of Northwest Steelheaders
Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

<p>4.9 Grow the Raffle through more chapter involvement and award programs</p>	<p>20% increase in gross revenue for 2006/07 raffle. Have tickets available at August Delegate Assembly for 2007/08</p> <p>Second raffle to bridge between end and start of main raffle.</p>	<p>ExCom Raffle Chairman & Chapter Raffle chairmen.</p> <p>Donated prizes for raffles.</p> <p>Volunteer recognition/prizes to encourage performance.</p>
<p>4.10 Improve the Auction through greater chapter involvement and elimination of chapter competition for donations with the Association</p>	<p>Each chapter represented at the banquet. Larger chapters with whole tables. Competition is to be resolved by with chapters by August 2007.</p>	<p>ExCom Development & Auction Directors and Executive Director.</p> <p>Chapter Officers & volunteers</p>
<p>4.11 Improve income and visibility of the organization through sales of Steelheader merchandise.</p>	<p>A catalog of Steelheader merchandise including apparel, etc. and Chapter generated merchandise such as Tide Tables, Calendars, etc. This should be included as a page on the Association web site.</p>	<p>Web Master, Development Director with a merchandise Chairman to develop the program and coordinate with chapters.</p> <p>Chapter volunteers currently involved with merchandising.</p>
<p>4.12 Publish a magazine every three months presenting current accomplishments, issues, & goals, and future events.</p>	<p>Magazines mailed to members and available for public distribution the first week of September, December, March, and June.</p>	<p>Chapter Officers providing timely updates on their activities.</p> <p>Articles from members & member contacts on all pertinent subject matter.</p> <p>ExCom member and National Wildlife Federation submissions.</p>
<p>4.13 An up to date web site with chapter and association contact info, current issues, volunteer opportunities, and merchandising. Also links to chapter sites and other sites of interest to our members</p>	<p>A web site that is kept up to date on at least a quarterly basis with the latest chapter and event information</p>	<p>Web Master & merchandising chairs and all ExCom members to provide updates on a regular basis.</p> <p>Chapter officer review & update of their page on the Association web site.</p>

Association of Northwest Steelheaders Policy & Procedures Manual

Section: **1004, Strategic Plan**

Issued: **2/3/07**

<p>4.14 Utilize all opportunities to participate in Show, Festivals and other events involving fisheries</p>	<p>An up to date and appealing show exhibit, staffed to present our mission, recruit members, & sell merchandise & raffle tickets when appropriate.</p> <p>A new recruitment flier for hand out.</p>	<p>ExCom Regional Directors to coordinate multi chapter volunteers, and insure availability of Association equipment and materials. Other ExCom members depending on event.</p> <p>Chapter volunteer coordinator and volunteers.</p> <p>Volunteer incentives.</p>
<p>4.15 Media Exposure through press advisories and press releases</p>	<p>An up to date media distribution data base with emails.</p> <p>Standard formats for press advisories and press releases.</p>	<p>Executive Director & Communications Director with input from chapters for their local media contacts and their upcoming events.</p>

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 5: Cultivate the strengths of our form of organization & overcome its weaknesses to optimize our utilization of resources and maximize efficiency.

Overview: Both Chapters and the Association Executive Committee (ExCom) play distinct roles toward our mission. Chapters provide most member services and direct local activities. The Association tackles state wide issues and can draw the resources of all the chapters together when needed to support the over all association or a given chapter. Rotation of volunteers into various responsibilities on a frequent basis creates a learning curve that can be shortened by training and detailed printed instructions.

Example: The Association “Blue Book” provided to all board members includes our bylaws and general information but does not detail processes or provide instruction.

Example: Chapter fish tank come under new volunteer management frequently. There are specific requirements for maintenance, school coordination and liability that are not apparent to the new volunteer. The past Education Director and volunteer ExCom members initiated the development of a Volunteer Coordinator manual and a Tank Maintenance manual but these were never completed.

Example: Our previous Business manager developed a business plan many years ago when the Association of Northwest Steelheaders Corporation was in a much different situation. The plan no longer fits our needs.

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
5.1 Develop a new business plan recognizing the current business climate & in compliance with the strategic plan.	A business plan through August 2010 that is approved by the 2007 delegate assembly	ExCom Treasurer, Business Manager, and Executive Director to write the new plan with assistance of the rest of the ExCom. Call for Board input at February Board Meeting & Draft Approval at June Board meeting.
5.2 Complete the P&P instruction manual designed to allow new ExCom & Chapter officers and volunteers to get up to speed as quickly as possible.	The manual sections will be released as each is completed and approved by the ExCom. The first should be done by August 2007, providing a general format for subsequent sections. The bulk of the manual should be complete by August 2008.	Executive Director to assist ExCom members in contact with their chapter counterparts to document overall process flow and detailed instructions for each position involved.

Association of Northwest Steelheaders Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

Goal 6: Insure the public right to use of the beds and banks of navigable rivers.

Overview: The beds and banks of navigable rivers are state land available for public use. Oregon never established which rivers are navigable under federal standards, leading to confrontation and wrongful prosecution of river users. The Steelheaders have worked with the Legislature, the Division of State Lands, and the Courts to protect the rights of Oregon's citizens to legitimate use of navigable river beds and banks.

Example: There are 7 rivers with sections petitioned for navigability study by the Steelheaders. The Sandy River and the John Day River have been declared navigable with study requests from the Steelheaders. The Land Board is expected to approve navigability of the Rogue River in 2006.

Example: The Steelheaders successfully fought legislation that would have forfeited state rights to adjacent land owners and proposed alternate legislation to insure the public right.

Example: The Steelheaders have won a lawsuit in defense of multiple river users accused of trespass while on the bed of a navigable river. We got a judgment forcing an expeditious resolution of navigability of the John Day River. Appeals against this judgment were successfully defeated all the way to the Federal Supreme Court!

Example: There are now two rivers, the John Day and the Sandy that have been declared navigable through navigability study requests filed with the state by the Steelheaders. Several more have been filed by Steelheaders and the Steelheader filings are being used as boiler plate by others to create requests for other rivers. They are being processed one at a time by Oregon's Division of State Lands.

Association of Northwest Steelheaders
Policy & Procedures Manual

Section: 1004, Strategic Plan

Issued: 2/3/07

OBJECTIVE	MEASUREMENT	REQUIRED RESOURCES
6.1 Work with the legislature to protect the public right to use navigable rivers.	Prevention of anti-public rights legislation from passing. Passing legislation that protects the public right to use of navigable rivers or that streamlines the navigability study process.	ExCom River Rights & Legislative Directors and Lobbyist.
6.2 Work within the Navigability Study process to have rivers declared navigable.	Documentation of conflicts or wrongful trespass citations. Additional navigability study requests as conflicts on other navigable rivers arise.	ExCom River Rights Director Chapter volunteers to research facts on specific rivers.
6.3 Help Common Waters of Oregon become the lead organization in this effort	Common Waters becomes well known as the leader this effort with declared successes and the Steelheaders become less know for this effort and more for fisheries activities.	Support their efforts with volunteer effort, technical expertise, and guidance. Provide financial support from the river rights dedicated fund with ExCom approval.

(End)