Components of a Strategic Action Plan
for participation in the
Focused Investment Partnership Program

Focused Investment Partnership Program Overview

Beginning with the 2015-2017 Biennium, the OWEB Board will establish Focused Investment Priorities that have clear significance to the state. This process will be revisited each biennium as new Priorities may be added and existing ones modified. Information on Priorities can be found here.

Based on the Board-identified Priorities, OWEB will solicit Focused Investment Partnerships biennially that meet the following criteria:

- Addresses a Board-identified Focused Investment Priority of significance to the state;
- Achieves clear and measurable *ecological outcomes*;
- Uses integrated, results-oriented *approaches* as identified through a *strategic action plan*;
- Is implemented by a high-performing *partnership*.

Groups may apply for **Capacity-Building** funding to acquire technical assistance to *develop a strategic action plan* or build their capacity to partner. Or, if the partnership is already established and has a valid strategic action plan, the partnership may apply for **Implementation** funding. If applying for the latter, *a comprehensive strategic action plan must accompany the application at the time of submission.*

Implementation proposals will be funded for no more than six years. This is referred to as the "current, proposed timeframe" through the remainder of this document. Additionally, each Implementation grant has a maximum funding of $4 million per biennium with a targeted average of $2 million per biennium over the course of the investment. Capacity-Building proposals are eligible for up to two years and $150,000 in funding. The Board may periodically revisit the timeframe and dollar amounts for amendments.

For more information about the Focused Investment Partnership program and applications, click here.

The Strategic Action Plan – Components

Regardless of whether a partnership is interested in OWEB's Focused Investment Partnership grant program, the OWEB Board encourages partners to develop and implement strategic approaches to restoration, using written plans as a guide.

If partners choose to apply for Focused Investment Partnership funding, a written plan must accompany the submission. The plan is the partnership's best articulation of your aspirations over the long term and what will be required to achieve ecological uplift in your area. In essence, the strategic action plan will serve as the road map, or blueprint, for the partnership's restoration activities.

Strategic action plans can be written in any format. If a partnership chooses to submit a proposal for OWEB's Focused Investment Partnership program, the plan will need to include the following components:

- Introduction
- Outcomes
- Scope and Vision
- Governance/Partnerships
- Context: Profile of the Focus Area
- Conservation Need
- Conservation/Restoration Targets
- (SMART) Goals and Objectives
- Funding Needs: Estimated Costs/Leverage Opportunities
- Evaluating Success
- Adaptive Management
- Sustainability
- Literature Citations

Partners may use this structure as the format for your plan; or, if the partnership already has one relevant, current, plan, it may be submitted through the process. If submitting an existing plan, the applicant must tab that plan or provide a supplemental contents page illustrating where it aligns with the various strategic action plan components.

Scale for The Strategic Action Plan and OWEB's Focused Investment Partnership program

A strategic action plan will cover a specific geography based on the outcomes the partnership seeks to achieve and the area the partnership aspires to restore over the long term. This area will likely be larger than the area addressed in an Implementation funding request to OWEB.

For instance, if restoring and conserving sage-steppe habitat in Eastern Oregon for the recovery of sage grouse is the outcome identified in the strategic action plan, the application submitted to OWEB might focus on just a few areas that are ripe for sage steppe conservation and restoration given that OWEB's funding is limited to six years and no more than $12 million. Subsequent application submissions could address remaining areas for similar recovery actions. However, in some cases, the specific geography will be small enough to address within the current, proposed timeframe. **Either way, the Implementation application will request funding for just the portion of the strategic action plan that the partnership feels it can accomplish in the current, proposed timeframe with the available funding.** OWEB Staff are available to help you and your partners in understanding the process for both the strategic action plan and Implementation funding application.

Conclusion

When developing a strategic action plan, there is no page limit on submissions, and that more is not necessarily better. A good plan can be completed in 20 pages or less. While relevant maps and plan guidance may be appended, other supporting information (e.g., technical documents, letters of support, etc.) is not necessary.

Contact Wendy Hudson at 503.986.0061; wendy.hudson@state.or.us with questions about strategic action plans. For general questions about the Focused Investment Partnership program, contact Wendy Hudson, Juniper Davis (juniper.davis@state.or.us) or Renee Davis-Born (renee.davis-born@state.or.us).

For those partnerships that do not yet have one cohesive strategic action plan, what follows is an example of what a plan can look like and what to include in each section…

1 INTRODUCTION

~ Provide a brief overview and summary of the plan
~ Briefly discuss the process used for developing the strategic action plan
~ Identify a process for updating the plan over time.

2 OUTCOMES

~ Identify outcomes for the focus area (see explanation and examples, below).
- Outcomes are the *expected results*, typically providing some specificity and worded in the future tense.
- Outcomes cover the *entire* focus area, even if some areas will not be the subject of the Focused Investment Partnership RFP.
- Outcomes need to be realistic and achievable, and typically will number no more than a handful.
- Outcomes should have both ecological and social components.

Examples:

- Outcome #1: By 2021, the abundance and productivity of Chinook salmon in the XYZ watershed will increase by 25 percent from current levels.
- Outcome #2: By 2021, community members will evidence increased awareness of issues affecting the viability of Chinook salmon, and local organizations will have a 15 percent increase in volunteer participation for habitat restoration work.

3 SCOPE AND VISION

~ Provide a statement of vision and guiding principles (see example below).
~ Identify the focus area (geographic boundaries) with justification
- Include a map of the entire focus area.
- Provide a breakdown of land ownership (public/private) in the focus area and how the partnership will involve each sector
- Discuss how the focus area complements partnership strengths, identified outcomes.
- Discuss how alternatives were considered

EXAMPLE (Excerpted from the Dolores River Riparian Action Plan, March 2010)

Vision – *A Dolores River watershed dominated by native vegetation, where the threats from tamarisk and other associated invasive species have been mitigated and the riparian areas of the watershed continue to become more naturally functioning, self-sustaining, diverse, and resilient over time*. This ecologically focused vision is a step toward the overarching vision of the Dolores River Restoration Partnership of . . . *a thriving Dolores River system that is ecologically, socially, and economically sustainable in a multiuse context.*

The **Guiding Principles** for the execution of the Vision include:

1. **A collaborative approach.** The restoration actions chosen will incorporate the knowledge and priorities of land owners, land managers (federal, state, local agencies), stakeholders, and action groups while maintaining adaptive management that will respond to lessons learned during the DR-RAP's implementation.

2. **Funding must sustain short-term monitoring & maintenance to a point of success.** Every project initiated will set aside enough funding to monitor and maintain the site in the short term to a point of success that can be maintained by the land owner or manager in the long term.

3. **Minimize harm to wildlife species**. While healthy, native vegetation communities create almost universally superior wildlife habitat for non-native plants, inferior or improperly restored native habitats can create a net loss of habitat. For this reason, DR-RAP recommends staging implementation activities to minimize impacts to key wildlife habitat, and where necessary, revegetating with a mixture of native plant species.

4. **Concurrent restoration work throughout the watershed.** Tamarisk seeds are likely dispersed as widely through wind as water and are as likely to affect restoration efforts upstream as downstream. Restoration should occur throughout the watershed at discrete sites likely to achieve succes.

5. **Educate the public and Dolores River stakeholders at every opportunity.** Informing the public will be important to: (1) explain ecological restoration and its goal of improving ecosystem function, (2) protect project areas from human disturbance, (3) limit noxious weed introductions.

4 GOVERNANCE/PARTNERSHIPS

~ Core implementation partners with a brief discussion of their experience/anticipated contributions (a table format is fine – see example below). Core implementation partners are those that bring substantial Staff and/or funding resources to the FIP.

EXAMPLE TABLE FORMAT

Implementation Partner	Experience	Anticipated Contributions
XYZ SWCD	The district has a strong relationship with the local ranching community, having implemented numerous small grants and regular grants.	District Staff will be handling most of the outreach and securing landowner agreements for restoration. The district office is also a suitable, central location for planning meetings.
USFWS	The USFWS brings much expertise in sage grouse recovery needs, having initiated a recovery program in 2010.	On-the-ground biological expertise, Staff support, some funding.

5 CONTEXT: PROFILE OF THE FOCUS AREA

Provide a very brief and general overview of each topic below:

Physical Geography

~ Overview of landforms and geology
~ A map of the focus area

Water Resources

~ Historic stream network
~ Existing stream network
~ Future trends

Biotic Systems

~ Historic vegetation/habitats, fish assemblages, wildlife
~ Current vegetation/habitats, fish assemblages, wildlife
~ Future trends

Local Communities/Human Population

~ Historic (native/non-native)
~ Current land uses
~ Future trends

Local Economy

~ Historic
~ Current economic base
~ Future trends

SOME EXAMPLES (Excerpted from *Restoring a River of Life: The Willamette Restoration Strategy*, February 2001; and *Willamette River Basin Planning Atlas*, 2002)

Physical Geography

The Willamette Basin is located in northwestern Oregon between the Cascade Mountains and the Coast Range. It is approximately 150 miles long and 75 miles wide, comprising about 12,000 square miles—almost one-eighth of Oregon's total area. Foothills and mountains up to 10,000 feet high border the basin to the south, east, and west. The Columbia River is the northern boundary.

The mainstem Willamette River is approximately 187 miles long. Based upon average annual flow, it is the 10th largest river in the continental United States. The mainstem is typically divided into four distinct sections, based on hydrologic and physical characteristics: *Tidal* (mouth to Willamette Falls), *Newberg Pool* (Willamette Falls to above Newberg), *Mid-Valley* (from above Newberg to Corvallis), and *Upper River* (upstream of Corvallis). Thirteen major tributaries feed the mainstem Willamette River within the basin. The mainstem Willamette and all its tributaries total approximately 16,000 stream miles.

Water Resources

In 1850, the Willamette River was physically more complex, particularly in the upstream reaches, and more than 85 percent of its length was forested. Today, the river is much changed from its braided, meandering features of the 19th and early 20th centuries. Urbanization, agriculture, gravel mining, and the construction of revetments along the mainstem and dams in the major tributaries have all contributed to the decline of the mainstem.

Today, the Willamette is largely disconnected from its floodplain, and in many places is a single-braid channel. Channel straightening and bank hardening, while protecting private property, tend to increase the energy of the river during floods, contributing to accelerated erosion. With population projected to double by 2050, pressures on the river will increase considerably. Water scarcity, which already exists in many subbasins, will worsen, impacting fish and wildlife resources. Preventing streams from running dry will require a combination of conservation, shifting water from out-of-stream uses to instream flows, and protecting in-stream flows.

Biotic Systems
Land and water uses over the past 150 years have dramatically changed patterns and composition of natural vegetation and fish and wildlife richness in the basin. More than 80 percent of the basin's bottomland hardwood forests and 90 percent of wetlands and natural grasslands have been converted to other, primarily agricultural, uses. Thirty-six fish and wildlife species are federally listed, including more than 20 percent of fish species and 60 percent of amphibians. Introduced species now make up almost half the fish assemblage of the basin and present potentially detrimental influences on native fish communities.

Future scenarios depict relatively minor changes in natural vegetation for the basin as a whole as distributions of major land uses are unlikely to change greatly. Current conservation measures could actually increase acres of wetlands and natural grasslands. Lowland stream and river systems support greater numbers of fish species than headwater streams and rivers. Thus management of lowland systems, as well as of publicly owned uplands, will be critical for restoring and maintaining the basin's fish and fauna.

Converting agriculture to urban/residential uses will not, by itself, cause additional stream degradation beyond levels observed today. Specific management practices employed on either agriculture or urban/residential lands are likely to be more important in determining stream condition than the type of land use.

Local Communities and Human Population
The Willamette Basin's population has grown steadily since the mid-1800s, most notably in the "flatlands" of the Willamette Valley. Today, approximately 2.3 million people—70 percent of Oregon's population—live in the basin. From 1990 to 1995, the basin's population increased by more than 205,000, almost twice the average national rate. The population is projected to nearly double by 2050, resulting in increased demands on land, water, and other resources.

The basin comprises 10 counties and about 100 cities. Large urban areas are concentrated along the Interstate 5 corridor, which forms a spine down the center of the valley. Most urban residents reside in the Portland metropolitan area at the lower end of the valley. The cities of Albany, Corvallis, and Salem are the urban centers of the mid-valley, and the Eugene-Springfield metropolitan area dominates the upper end of the valley.

Local Economy
The Willamette Valley accounts for the majority of Oregon's economic activity. During the 1990s, the region experienced rapid population and job growth, and its economic diversification has been a critical element in the state's overall economic growth. The high-tech manufacturing industry gained an important foothold in the Portland metropolitan area, where it now accounts for over 90 percent of the state's employment. Portland serves as the major seaport for trade between the western United States and the Pacific Rim. In 1993, the value of Oregon's total exports exceeded $6 billion.

Recreation is a growing form of economic activity in the basin, supporting thousands of jobs and generating millions of dollars in income. Outdoor recreational activity illustrates the link between quality of life and economic opportunities. There were an estimated 6.9 million outdoor visits to the valley in 1995, with a total expenditure of $202.6 million. These activities supported over 7,000 jobs and generated $175.9 million in employee compensation and proprietary income.

The "working landscape" (lands managed for commodity purposes, such as farmland and timberland) is a key component of the basin's economy. Agriculture is historically one of the region's principal industries and continues to play a major role in the economy. In a typical year, the Willamette Valley accounts for a little more than half of Oregon's $3 billion in agricultural sales. Over 100 commodities are grown in the valley, notably nursery and greenhouse plants, grass seed, wine grapes, Christmas trees, and fruits, nuts, and berries.

6 CONSERVATION NEED

In the general sense of the word, discuss the conservation needs for the focus area. Note changes that have occurred to the natural system that have impacted natural resource conditions within the identified focus area.

EXAMPLE (Excerpted from Business Plan for the Russian River Coho, March 24, 2009)

Coho salmon native to the Russian River in northern coastal California are on the brink of extinction. Historically, the Russian River contained the largest Coho population in the Central Coastal California ESU (NMFS, 2008A). Russian River Coho were once sufficiently abundant to sustain an estimated commercial harvest of over 13,000 annually (Steiner, 1996). Good et al., (2005) report a 95 percent decline from approximately 5,000 Coho in 1965 to fewer than 300 by the early 1990s. Despite its importance and its status as the largest watershed in the ESU, today the Russian River supports few adult Coho salmon. Freshwater habitat degradation resulting from land and water uses is a primary driver of this dramatic decline (NMFS, 2008A).

Changes in land use associated with human development in the Russian River watershed have placed many pressures on stream and riparian ecosystems throughout the basin. Common land use practices have **altered the hydrologic regime**, from headwater tributaries to the major waterways that drain the basin.
In Russian River tributaries, small instream diversions and riparian groundwater pumping for agriculture, rural residential, and municipal use can cause instream conditions to change suddenly, potentially halting streamflow and in some cases drying streams completely (Deitch et al., 2009A). These changes in streamflow tend to be most pronounced in summer, when streamflow recedes naturally and water need for agriculture is highest, but may also occur in spring and fall, depending on local climate conditions and water use. (Deitch et al., 2009B).

Other factors critical to Coho survival have been altered as well. **Riparian disturbance** has altered channel morphology and increased the possibility of bank failure. Removal of riparian vegetation associated with these activities reduces shade, causing stream temperature to increase while also eliminating important sources of material for instream cover, nutrients, and pool-forming. Similar to amplified runoff, bank failures caused by channel destabilization can **alter sediment transport** through the addition of fine sediment to the stream.

Human-caused alterations to channel morphology can have other negative effects. Road crossings, diversion dams, and rapid bed erosion have created **fish passage barriers** throughout the watershed by limiting the extent of habitat that Coho can access for spawning. **Channel modification** is common; streams are often armored and straightened to accommodate roads, driveways, or crops, increasing water velocity and eliminating the complexity of habitat types that would develop under natural processes. Land use practices such as forest harvesting and mining have also left legacy impacts on streams, most notably in the form of road crossings and fine sediment loading caused by landslides and poorly designed road networks.

7 CONSERVATION/RESTORATION TARGETS

Provide a rationale for the partnership's biota and ecological systems targets. Discuss whether they are related to current regional assessments (e.g., recovery plans, subbasin plans, *Oregon Conservation Strategy*). What alternative targets were considered?

EXAMPLE (Excerpted from the Methow Subbasin Model Watershed Program, February 2011)

The *Recovery Plan* provides the restoration and recovery framework within which the implementation of the MMWP will be carried out. As the *Recovery Plan* is focused on the recovery of Upper Columbia **spring Chinook salmon**, **summer steelhead** and **bull trout**, the MRC selected these as species level conservation targets for the MMWP. In addition to these ESA-listed species, the MRC determined the inclusion of **Pacific lamprey** as a

species target was warranted, primarily to address the differences in habitat required by lamprey. Additionally, although Pacific lamprey are considered a federal "species of concern", they lack the attention and funding mechanisms for monitoring and restoration that are available to salmonids. As such, the MMWP will directly support the monitoring necessary to track the status of these fish which will provide the baseline data necessary to implement restoration strategies that have included the needs of lamprey during their development.

Ecological systems targets for the MMWP were selected to include stream reaches that posses completed reach assessments. This approach serves to focus attention to areas within the watershed that have been evaluated as possessing a high potential for effective habitat restoration (USBR 2008). These reach assessments provide the blueprint for the implementation of a detailed aquatic and riparian habitat restoration program that addresses localized limiting factors. Target reaches (Figure 7) include the: 1) **Middle Methow River ("M2")**, 2) **Big Valley Reach (Upper Methow River)**, 3) **Lower Chewuch River**, **and** 4) **Lower Twisp River.** Although it lacks a reach assessment, **Beaver Creek** was included as a fifth system target based on the significant amount of past and on-going habitat restoration, survey and monitoring efforts as well as the potential for a comprehensive instream flow effectiveness monitoring program.

8 OUTCOMES AND SMART GOALS AND OBJECTIVES

In this section, you will attach SMART goals and objectives to each outcome you identified in Section 2. SMART goals and objectives are Specific, Measurable, Achievable, Results-oriented, and Time-based (SMART):

Specific: This stresses the need for a specific goal rather than a more general one. A specific goal usually answers the four W's: What, Why, Who, and Where.

Measurable: This stresses the need for concrete criteria for measuring progress toward attainment of the goal. A measurable goal is usually quantifiable, answering questions such as how much or how many.

Achievable: This stresses the importance of goals that are realistic and attainable.

Results-oriented: This stresses the importance of goals that are dynamic and proactive and geared toward achieving results.

Time-based: This stresses the importance of grounding goals within a time frame with a target date for completion.

EXAMPLE
Outcome (from Section 2): By 2021, the abundance and productivity of Chinook salmon in the XYZ Watershed will be increased by 25 percent from current levels.

SMART Goal: Restore floodplain connectivity along 24 miles of the XYZ River from its confluence with the Great Basin River to just north of Rural City.

Related SMART Objectives:

- Re-open 3 mainstem side-channels at river miles 6, 9, and 14 by 2018.
- Re-meander 2 miles of the mainstem, from RM 3-5 by 2019.

Putting it All Together

For each SMART goal the partnership identifies, provide a brief discussion of work that has already occurred in the focus area and any associated opportunities and threats. SMART

objectives and associated actions should be stated in measurable terms. For objectives, provide a year, or range of years, when the objective will be implemented. For actions, where feasible, state which partner, or partners, will take the lead for a particular action; if more than two, write "various". Do not identify private landowners by name. Format this section using the example below. Identifying specific projects is not required.

EXAMPLE

OUTCOME 1: By 2021, the abundance and productivity of Chinook salmon in the XYZ Watershed will be increased by 25 percent from current levels.

SMART Goal 1.1: Restore floodplain connectivity along 24 miles of the XYZ River from its confluence with Great Basin River to just north of Rural City. Over the course of the 19th and 20th centuries, urbanization and agricultural development greatly altered the XYZ River. Federal construction during 1960-66 of a regulating dam in the upper XYZ watershed further disconnected the river from its floodplain by creating regulated flows throughout most of the watershed. In a sense, all these alterations represent permanent threats, but that isn't to say that opportunities don't exist. While no specific floodplain reconnection activities have occurred to date, opportunity exists at several mainstem locations to support greater floodplain connectivity and improved habitat for Chinook salmon.

Objective 1A1: Re-open 3 mainstem side-channels at river miles 6, 9, and 14 by 2018.

Action 1A1: Acquire floodplain land from willing sellers at the three river mile locations (XYZ Land Trust)
Action 1A2: Modify or remove up to three intake/outlet water control structures (Various)
Action 1A3: Open up three blocked side channels (Grassroots WC)
Action 1A4: Remove or notch up to three failed or failing revetments (Various)

Objective 1A2: Re-meander 2 miles of the mainstem, from RM 3-5, which was straightened in the 1960's in an effort to control flooding by 2019.

Action 2A1: Acquire by conservation easement two private properties on the south side of the river.
Action 2A2: Develop an MOU with the county park on the north side of the river.
Action 2A3: Plant up to 4,000 hardwood trees and shrubs on both banks at an average riparian depth of 34 feet.

SMART Goal 1.2: Increase floodplain forest cover along 24 miles of the XYZ River from its confluence with Great Basin River to just north of Rural City.
This goal is heavily influenced by historic land conversions. Invasive species are widespread along the mainstem XYZ, and in many places have created monocultures that limit biological diversity. Because the river is a constant source of invasive seeding, frequently flooded riparian areas will always struggle with invasives. Aquatic invasives, such as aquatic primrose (*Ludwigia*) are especially challenging. The partnership is not proposing to address aquatic invasives at this time as the current science is inconclusive. However, opportunity exists to keep in check the spread of terrestrial invasives (e.g., Himalayan blackberry) to upper riparian benches and beyond, thereby augmenting plant diversity for the benefit of numerous species. To date, very little riparian restoration has occurred along the mainstem due to the challenging size of the system. That said, the ABC Land Trust purchased Gravel Island in 2005, and began floodplain reforestation the following year.

Objective 2B1: Restore riparian hardwood forests at up to eight large-scale public and private locations along the mainstem.

Action 2B1: Control floodplain invasive plants at the 8 priority large-scale sites (Various)

Action 2B2: Install densely planted native shrubs and trees - on average, 2,000 stems per acre at sites from 2A1 (Various)

Action 2B3: Conduct five years of plant establishment all eight sites (Various)

Outcome #2: By 2021, community members will evidence increased awareness of issues affecting the viability of Chinook salmon, and local organizations will have a 15 percent increase in volunteer participation for habitat restoration work.

SMART Goal 2.1 Expand awareness in the local community of issues affecting the viability of spring Chinook and winter steelhead. The XYZ River is home to spring Chinook salmon, an ESA-listed species, which has imperiled numbers, in part due to Run-of-River Dam, located at RM 21. Farmers rely on the dam to control winter and spring flooding and to provide stored water for irrigation in the summer and fall. Local citizens use the dammed river in the summer as a swimming hole, with little understanding of the hazards it poses to migrating salmonids. The dam is also a recreational hazard as it is essentially an inverted box with an air pocket underneath, which attracts daring behavior on the part of a few swimmers. The dam is failing in places with rebar sticking out and cement sloughing off.

Objective 2A1: Host three public meetings over the next nine months to raise public awareness of the ecological and recreational hazards of the dam, and prepare alternative restoration actions.

Action 2A1: Meeting #1 – Invite participants to talk about what the dam has meant to them over the decades, present the current issues of dam instability (recreational hazard and barrier to fish passage), introduce the contractors and describe their role.

Action 2A2: Meeting #2 – Recap the previous meeting, discuss alternatives to the dam and settle on three alternatives for the contractor to flesh out more for the next meeting.

Action 2A3: Meeting #3 – Recap the previous meeting, present three alternatives, settle on a final Preferred alternative.

SMART Goal 2.2 Provide additional opportunities for volunteers to participate in habitat restoration projects to improve participation rates by 15 percent.

Objective 2A1: Coordinate 20 community tree-planting events with community groups along RM 3-5 by 2016.

Action 2A1: Coordinate 3 spring tree-planting events with XYZ High School's biology class, inviting parental participation, as well along RM 3-5 each year beginning in 2016.

Action 2A2: Coordinate a twice-annual tree-planting and weed removal event along RM6-9, beginning in 2015.

9 FUNDING NEEDS: ESTIMATED COSTS/LEVERAGE OPPORTUNITIES

Provide an overall *estimate* of costs to the Focused Investment Program (FIP) by outcome and related actions (from Section 8). Use round numbers (numbers that end in zero). Identify existing and potential funding partners. See example below for just one outcome shown in Section 8:

Outcome 1. Reconnect the river to its floodplain, 2015-2021

Lead Group	Action	Potential Funding Partners	Estimated Cost to FIP
ABC Land Trust	1A1. Acquire floodplain land from willing	BPA/ODFW USFWS – Sec. 6	N/A[1]

	sellers at the three river mile locations		
Various	1A2. Modify or remove up to three intake/outlet water control structures	NOAA-NMFS Restoration Ctr.	$120,000
Various	1A3. Open up three blocked side channels	NOAA-NMFS	$800,000
XYZ NGO	1A4. Remove or notch up to three failed or failing revetments	USACOE	$300,000
Subtotal			**$1,220,000**

[i] Focus area acquisitions are funded primarily by ODFW's Willamette Wildlife Management Program, and therefore, are not anticipated as a cost to the Focused Investment Program.

10 EVALUATING SUCCESS

- Discuss in general terms a recommended approach for evaluating success, including an evaluation of socio-economic goals (e.g., landowner outreach).

- Create a table for each of the *ecological* SMART Goals identified in Section 8. Briefly describe an approach for baseline monitoring and effectiveness monitoring, where relevant. Indicate which partner, or partners, will take the lead for a particular action; if more than two, write "various". Partnerships may recommend conducting their own effectiveness monitoring; or, they may propose relying on contractors to conduct a "weight-of-evidence" approach to effectiveness monitoring (i.e., monitoring a representative sample of project types, or goals). Format this section using the example below.

SMART Goal	Baseline Monitoring	Effectiveness Monitoring
1 Reconnect river to floodplain	Monitor disconnected side channels and gravel pits for fish presence/absence (Various).	Monitor in years 1, 3, and 6 following imple-mentation for fish presence/absence in formerly disconnected side channels and gravel pits (Contractor, TBD).
	Enter baseline data in the Slices Framework (U of O).	Enter data in the Slices Framework; analyze and produce a report after the 6 years of EM (U of O)
2 Restore riparian hardwood forests	Create a baseline of soil type and vegetative communities at up to eight targeted large-scale sites. (Contractor, TBD).	Monitor for invasives recurrence and native plant survival in years 1, 2, 4 and 7 following implementation at half the targeted sites. Interplant where needed and document. (Contractor, TBD).
	Enter baseline data in the Slices Framework (U of O).	Enter data in the Slices Framework; analyze and produce a report after the 7 years of EM (U of O).

11 ADAPTIVE MANAGEMENT

Discuss how you will incorporate over time lessons learned and new information related to implementing the FIP.

12 SUSTAINABILITY

Provide a discussion of how the partnership will sustain the ecological outcomes and long-term funding over time. If several years or decades will pass before some of the ecological outcomes can be realized, discuss that situation.

13 LITERATURE CITATIONS

If your strategic action plan references specific documents, list them here. There is no particular format, but a standard convention is suggested below.

EXAMPLE

Cooper, R.M., 2002. Determining surface water availability in Oregon. State of Oregon Water Resources Department Open-File Report SW 02-002, 157 p.