



Greater Gallatin Watershed Council Strategic Plan 2007—2011 Final May 2007

1.0 EXECUTIVE SUMMARY

The Greater Gallatin Watershed Council (GGWC) is a locally led 501(c)3 nonprofit organization whose mission is to care for the water resources in the Gallatin Watershed.

GGWC is led by a Board of Directors consisting of up to 13 members representing diverse backgrounds. The Executive Committee includes the Chair, Vice-chair and Treasurer. The Board contracts with a part-time Watershed Coordinator to conduct overall operations of the organization. Most importantly, the GGWC Board is an active Board, serving on committees and taking a hands-on approach to running the organization.

GGWC strives to build consensus in all of its work. The organization prides itself in being able to bring diverse community stakeholders together for its educational tours and forums, and its overall water resources work. The organization works to network and communicate with diverse stakeholders through all of its promotions and programs.

Overall, GGWC's primary goals are:

- Recruit and maintain an engaged and active Board with full involvement of members at monthly meetings and educational/promotional events
- Foster and sustain a financially solvent organization
- Maintain adequate staff resources to provide for ongoing administration of the organization
- Provide local leadership for state-mandated water quality restoration planning
- Conserve and restore habitat and water quality in the Gallatin Watershed
- Facilitate collaborative water resources projects
- Implement a comprehensive water resources education, involvement and outreach program
- Promote watershed-wide involvement in water resource issues through financial and technical assistance

2.0 ORGANIZATIONAL DESCRIPTION

The Greater Gallatin Watershed Council began in 2004 with a concerned group of community volunteers wanting to address the water resource issues in the Gallatin Watershed.

Since its inception, GGWC has pulled together an unusually broad spectrum of collaborators to accomplish a wide range of goals. Below lists a sampling of accomplishments:

- 2007 Annual Meeting and Water Quality Public Forum
- 2006 Gallatin Valley Water Quality Tour
- GGWC selected to provide local leadership with the Montana Department of Environmental Quality (DEQ) for state-mandated water quality planning
- Completion of a comprehensive GGWC website housed at www.greatergallatin.org
- GGWC sponsored a meeting for community stakeholders on a Bozeman Creek integrated stormwater—wetland project
- 2005 “Changing Lands, Changing Waters” Tour
- 2005 GGWC Annual Meeting—over 60 residents attended to hear a diverse panel of experts provide their perspectives on ground water/surface water interaction
- Fundraising to hire a part-time Watershed Coordinator to oversee daily operations
- Community Focus Group Meeting—over 120 citizens from diverse backgrounds were asked to list what issues were important to them and rank them by priority. The #1 issue was surface water/ground water interaction
- Creation of bylaws, receipt of 501(c)3 status and formalization of a Board of Directors

3.0 MISSION, VISION and VALUES

Mission

The Greater Gallatin Watershed Council promotes conservation and enhancement of our water resources while supporting the traditions of community, agriculture and recreation.

Vision

We, as representatives and partners of the Greater Gallatin Watershed Council (GGWC), care about the water resources in the greater Gallatin Watershed. We also acknowledge, understand and appreciate the diversity of our community. Therefore, we strive to be a trustworthy source of information, research initiatives, technical assistance, educational resources, watershed-related expertise and general administrative support. We are action-oriented in our efforts to support the conservation and enhancement of the watershed’s resources. We are able to assist our partners by identifying and addressing their needs, finding opportunities for collaboration, leveraging money, and initiating or sponsoring projects as needed. Finally, the GGWC is a financially sustainable organization with diverse funding sources that support a paid staff and our operating and administrative expenses.

Values

As members of the Gallatin Watershed, the Greater Gallatin Watershed Council values:

- A community that recognizes the importance of conserving and enhancing the health of our watershed
- Holistic and proactive approaches to maintaining and improving the water quality of our watershed
- An integrated approach to resource management
- Effective land use planning that supports healthy water resources
- The development of a shared community vision of watershed health through a focus on citizen education and involvement
- The unique, diverse and shared values of the agricultural and urban communities within our region
- The achievement of a long-term, sustainable culture of resource stewardship that effectively implements watershed-wide practices of water quality monitoring, conservation, enhancement and restoration.

4.0 GOALS AND STRATEGIES

The Strategic Plan is a tool to help the Greater Gallatin Watershed Council Board and its partners affirm its mission, critical issues, program areas, and select goals and strategies that will be used to guide the activities of the organization over the next five years. It provides the framework within which the Board can develop its annual work program and seek financial support.

The 2007-2011 Strategic Plan is based on discussions and activities undertaken by the Board members at a Board Retreat in March 2007. The plan was reviewed, discussed and adopted by the Board of Directors May 9, 2007. The Watershed Coordinator and Board of Directors will be guided by the strategic plan in the preparation of its annual work plan.

4.1 COMMUNICATIONS, COORDINATION AND COOPERATION

Goal 1: Recruit and maintain an engaged and diverse Board of Directors with full involvement of members at monthly meetings and educational/promotional events to share information, discuss issues and coordinate efforts to achieve common objectives.

Strategy: Ensure communications at and between board meetings using agendas, meeting minutes, committee reports and Watershed Coordinator follow-up calls, email and meetings with members as tools to foster effective communication among the Board.

Goal 2: Foster and sustain a financially solvent organization.

Strategy: Implement a fundraising strategy that includes the development of concise and inspirational fundraising materials, a donor relations fundraising program, and a grant/funding source list with associated timelines.

4.2 ADMINISTRATION, PLANNING AND PROGRAM DEVELOPMENT

The Executive Committee of the Greater Gallatin Watershed Council serves as the finance committee, overseeing the budget, expenditures, fundraising, and the work of the Watershed Coordinator and Board activities. The Greater Gallatin Watershed Council contracts with a Watershed Coordinator to provide day-to-day administration of the organization, contracts for administrative assistance, bookkeeping, tax preparation, as well as program and project support.

The Watershed Coordinator, working with the Board of Directors, is responsible for updating and using the strategic plan to guide the annual work plan and funding requests. Other planning reports may be developed to meet special program needs to further the mission of the Council.

Goal 1: Maintain adequate staff resources to provide for the ongoing administration of the organization.

Strategy: Seek funding from multiple sources for program operations and programs through development and implementation of a fundraising strategy.

4.3 FACILITATION, PARTNERING AND PROJECTS

The Greater Gallatin Watershed Council works to leverage resources to collectively address issues of mutual interest between Board members and partners. Because of its neutrality and diverse membership, the Council often facilitates and hosts meetings on controversial issues. The Council also serves as a sounding board leading to actions and on-the-ground projects by its partners. The Council utilizes committees, composed of Board members, specialists, and technical experts and landowners to develop recommendations and action plans. The Council also initiates or coordinates projects to address issues

related to protection of water resources and the community, agricultural and recreational values of the Gallatin Watershed.

Committee Work

Current committees addressing water resource and organizational issues are: Fundraising Committee, Habitat and Water Quality Committee, and the Community Outreach, Involvement and Education Committee.

Other Issues & Committees. Over the coming years, the Greater Gallatin Watershed Council will probably form new committees to address emerging issues and needs. Rather than having permanent standing committees, the Council will create committees as needed to address short and long-term issues. When the Strategic Plan is updated for 2012-2016, the number and extent of committee work will be revisited to ensure a sustainable organization that can focus on priority water issues in the watershed.

Fundraising – See Goal 2 under Section 5.1.

Habitat and Water Quality

Goal 1: Provide local leadership for state-mandated water quality restoration planning.

Strategy: Involve local stakeholders in each phase of the process through the formalization of a technical advisory committee.

Strategy: Develop and implement a comprehensive stakeholder involvement plan that includes conducting public forums, issuing news releases, newsletter articles, special reports, etc. with each new data finding.

Goal 2: Conserve and restore habitat and water quality in the Gallatin Watershed.

Strategy: Develop and implement a comprehensive Watershed Management Action Plan for the Gallatin with the Blue Water Task Force (BWTF), Gallatin Conservation District (CD), Gallatin National Forest - U.S. Forest Service (GNF-USFS), Gallatin County Commission, local municipalities, Gallatin Local Water Quality District, Association of Gallatin Agricultural Irrigators (AGAI), and other partners.

Strategy: Explore opportunities to address surface water/ground water interaction in the Gallatin Watershed and incorporate information into growth policy discussions.

Goal 3: Facilitate collaborative water resources projects.

Strategy: Through networking with partner organizations, build a list of potential partnership projects.

Strategy: Assess partner priorities and develop a means for prioritizing projects through community involvement.

Community Outreach, Involvement and Education – See Goal 1 under Section 5.4.

4.4 COMMUNITY OUTREACH, INVOLVEMENT AND EDUCATION

Goal 1: Implement a comprehensive water resources education, involvement and outreach program.

Strategy: Develop and implement a Gallatin Streamkeeper Volunteer Monitoring Program.

Strategy: Develop and distribute a quarterly electronic newsletter, expand website as a resource for water issues, and issue news releases and special reports, etc.

Strategy: Hold public forums, tours, etc. on water resources.

4.5 FINANCIAL AND TECHNICAL ASSISTANCE

The Greater Gallatin Watershed Council, as a broad-based partnership organization, is well-positioned to solicit funds for its programs and its partnership activities. As previously stated, the Greater Gallatin Watershed Council works to leverage time and money to collectively address issues of mutual interest between Board members and partners. With sufficient staff resources, the Council can engage in a) grant writing; b) solicitation of donations from private/public sectors; c) cost-sharing projects with federal agency partners; d) sponsorship of projects and pass-through funds to other partner organizations for project implementation; and e) technical assistance to individuals and organizations through education, communication and facilitation activities.

Goal 1: Promote watershed-wide involvement in water quality and water resource issues, habitat restoration, conservation education, and other activities and programs of importance to the mission of the Greater Gallatin Watershed Council through financial and technical assistance.

Strategy: Provide grant writing support to partner organizations (i.e., BWTF, AGAI, GLWQD, Thompson Creek Watershed Group, Bozeman Watershed Council, etc.) for implementation of water resource projects.

Strategy: Respond to requests for financial and technical assistance as staff resources permit.

5.0 GUIDING PRINCIPLES

The guiding principles for the GGWC are concentrated on five focused action areas. These action areas keep the GGWC on track in guiding the organization toward achieving our mission. Each action area is further defined by identifying tools needed to successfully implement these action areas.

Focused action areas include:

◆ Coordination

- Provide a Watershed Coordinator to carry out GGWC objectives.
- Carry out actions necessary to develop, solidify and evolve the Council.
- Assist with start-up efforts for fledgling subwatershed groups.
- Assist established subwatershed groups with projects and coordination.
- Provide cohesive leadership.
- Promote cooperation to reduce duplication of effort.
- Encourage coordination among municipal and County entities with each other using the watershed as a planning unit.
- Develop a strategy for successful achievement of the GGWC goals and objectives.

◆ Communication

- Establish a solid communications base on water resource issues in the Gallatin Watershed.
- Encourage landowner communication on water resource issues important to them on their stream, with their neighbors and with local agencies.
- Promote a sense of a watershed community.

◆ Facilitation

- Promote and nurture local landowner buy-in and participation on water resource issues.
- Involve all partner agencies and the public through active participation in and support for watershed planning.
- Assist subwatershed groups with developing subwatershed plans.
- Promote and assist in the implementation of watershed plans.

◆ Education

- Provide public forums and tours to help educate the community and local landowners about local watershed issues.
- Develop outreach materials in coordination with the subwatershed groups.
- Participate in local watershed resource events.

◆ Research and Technical Assistance

- Identify the location, area, extent, present status, significance, function and sensitivity of the existing water resources within the watershed.
- Identify the location and type of development constraints within the watershed.
- Identify sources of surface water contaminants in urban, agricultural, rural and natural areas where there is a potential for rehabilitation and enhancement.
- Evaluate potential impacts on water quality and quantity, and on the natural environment associated with future development in the watershed.

6.0 WATERSHED ASSUMPTIONS

Successful implementation of the strategies identified to reach our watershed goals is based on the following assumptions: (a) Drought will persist in cycles, (b) development within the Gallatin Watershed will continue, (c) sound science provides a critical foundation for identifying and developing solutions, and (d) collaborative forums hold the highest potential for long-term, effective problem-solving within the watershed.

7.0 AUTHORIZATION

This Five-Year (2007-2011) Strategic Plan is approved by the Greater Gallatin Watershed Council Board of Directors on _____, 2007.

Executive Committee:

Tammy Crone, Chair

Kathleen Williams, Vice Chair

Candace Hamlin, Secretary-Treasurer

Board Membership:

Karin Boyd, member

Tom Milesnick, member

Susan Duncan, member

Steve Toohey, member

Tom Hinz, member

John Vincent, member

Mary Jane McGarity, member

Patrick Underwood, member

Bart Manion, member