



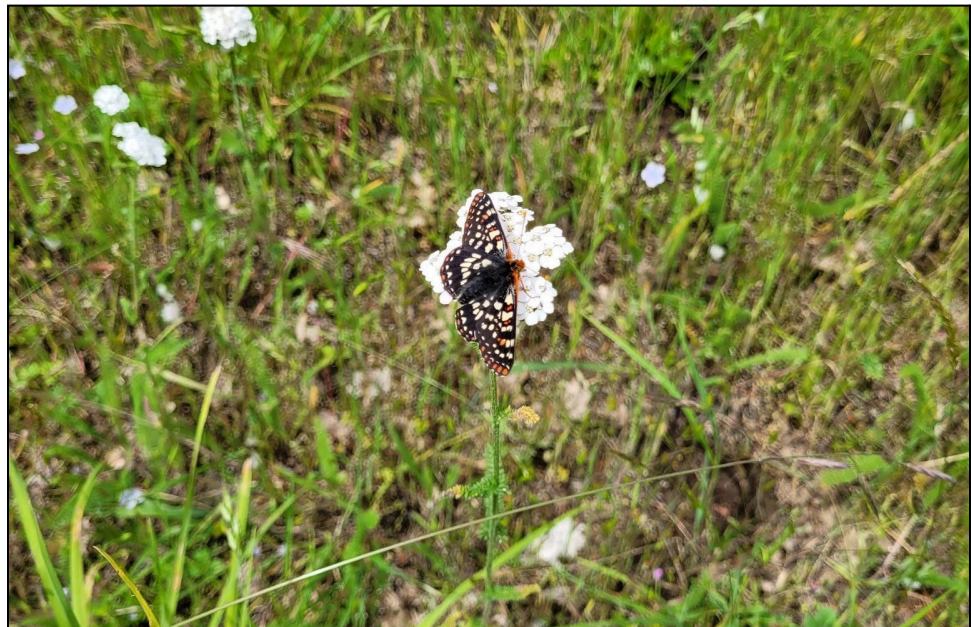
5 - Year Strategic Plan

2023 - 2028

# Umpqua Native Plant Partnership

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*Goal: To grow a robust native  
plant materials economy  
in tandem with  
promoting the ecological  
restoration of diverse  
ecosystems in the  
Umpqua Basin*



# Partner Organizations

## Federal

U.S. Fish and Wildlife Service  
U.S. Forest Service  
Veterans Pollinator Garden Roseburg VAMC

## State, County, & Tribal

Umpqua Soil & Water Conservation District  
Douglas Soil & Water Conservation District  
City of Drain

## Private

Elder Oaks Farm & Nursery, LLC  
Gravens Gardens  
Ben More Mountain Nursery, LLC  
Bunyard's Barnyard  
Steven Edmonds

## Non-Government

Native Plant Society Oregon - Umpqua Chapter  
Elkton Community Education Center  
Umpqua Watersheds  
Douglas Small Woodlands Association  
Yew Creek Land Alliance, Inc.  
The Understory Initiative  
Friends of Ford's Pond  
Phoenix School - Oregon Youth Corps  
Umpqua Oaks Partnership

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## Introduction

The Umpqua Basin has seen an increased demand for locally sourced native plant materials, which are needed for diverse applications from post-wildfire restoration to pollinator habitat creation. It is anticipated that climate change will increase the severity, frequency, and intensity of natural disturbances to public and private lands, and impact the ecological systems we rely on to provide ecosystem goods and services. Therefore, there is a growing need to develop a sustainable native plant economy “green infrastructure” to support ecological restoration in the Umpqua Basin. Healthy, functioning systems rich in biodiversity provide greater resistance and resilience to anthropogenic and natural disturbances. According to the latest National Seed Strategy Report (Appendix A), without native seeds, we do not have the ability to restore functional ecosystems after natural disasters and mitigate the effects of climate change. The deficit of native plant materials has negative impacts on wildlife, pollinators, recreation, and ecological function and limits the pace and scale of ecological restoration efforts.

Despite the growing need, land managers and landowners face numerous barriers to sourcing genetically appropriate native plant materials. The planning and coordination required to successfully source and produce appropriate native plant materials are complex and time-consuming. Project plans and species priorities must be established, seeds must be collected from the wild, and a contract must be developed to have the plants grown out. This production cycle can take two to three years to complete and is often outside the scope or timing requirements of many funding sources and grant programs. In addition, many restoration practitioners see year-to-year fluctuations in their budgets, while severe drought, fire, and flooding events make multi-year planning difficult.

Native plant materials production similarly presents unique challenges to growers. The grow-out phase often requires a multi-year commitment from growers and a willingness to experiment with propagation protocols for new species. In addition, to propagate a broad variety of plants and seeds from native plant species that are genetically appropriate (and are required for effective restoration activities), small lots are often required. Climatic shifts and environmental stochasticity increase the risks of failure in the production setting. These challenges often make it difficult for growers to achieve a stable business strategy and may also deter new farms from expanding into the native plant production business.

Because of this intricacy, it is often far easier for land managers and growers to rely on a few workhorse species that are moderately appropriate in a wide range of scenarios than it is to source and grow the appropriate species for individual plant communities. This simplistic approach does not adequately support pollinators, ecosystem function, and fish and wildlife habitats. Reduced biodiversity impacts the ability of ecosystems to be resistant to future climate regime changes happening across the landscape on both public and private lands, which underscores the need for collaborative cross-jurisdictional restoration strategies.

## **About the Umpqua Native Plant Partnership (UNPP)**

For many years in the Umpqua Basin, land managers, and restoration practitioners have struggled to consistently source genetically appropriate and diverse native plant materials for their projects. In an attempt to begin solving this problem, the Partners for Fish and Wildlife Program provided funding in early 2020 to The Understory Initiative (TUI); a 501 (c)(3) nonprofit operating in the Rogue Basin, to develop a partnership template based on the successes of the Rogue Native Plant Partnership (RNPP). This template would then be adapted to the specific plant material needs in the Umpqua Basin and used to guide the development of the Umpqua Native Plant Partnership (UNPP).

In the spring of 2022, the UNPP sought out a fiscal sponsor with a non-profit status that could form new Cooperative Agreements with agency funding partners to secure future coordination dollars for the emerging partnership. After meeting with core partnership members and encouraging local non-profits to step into this role, it was determined that TUI was best positioned to serve as a fiscal sponsor, providing administrative support with experience in partnership coordination and ecological expertise. Over the next few months, TUI developed proposed Cooperative Agreements to fund the coordination of the UNPP with the US Forest Service, US Fish & Wildlife Service, and Bureau of Land Management.

Collectively, UNPP members have further developed the Partnership by establishing a Steering Committee that includes local specialists and botanists, developing an MOU to formalize shared goals and commitments, and initiating a Strategic Planning process to define goals for the next five years of the Partnership. The UNPP Coordinator will continue to facilitate regular stewardship meetings, organize seed collection and cleaning, manage cooperative agreements, and develop outreach materials including the UNPP website. These activities support the core mission of improving access to and developing native plant materials for the Umpqua Basin.

## **Our Mission**

To grow a more robust native plant materials economy in tandem with promoting the ecological restoration of diverse ecosystems in the Umpqua Basin by supporting partner restoration projects, developing a network of growers, connecting landowners to resources and opportunities, and taking on many of the challenges in the native plant procurement process.

## Accomplishments Thus Far

### Planning coordination & information sharing

1. Under the leadership of TUI, the Rogue Native Plant Partnership, and the US Fish & Wildlife Service, the UNPP was formed in the spring of 2021 and quickly grew to include 34 individuals from 17 public and private agencies and organizations, all involved in native plant materials development or restoration work. Since spring 2021, regular meetings among UNPP members have been held to facilitate collaboration and to understand shared needs and goals in the region.
2. In the early summer of 2022, TUI hired an Umpqua-based UNPP Partnership Coordinator. Financial support from the U.S. Fish & Wildlife Service and the US Forest Service was awarded shortly after to support the position. As of the drafting of this document, the Bureau of Land Management is making a final determination on whether to fund a three-year agreement for UNPP coordination beginning in 2023.
3. A UNPP Steering Committee has been formed consisting of the Bureau of Land Management, U.S. Fish & Wildlife Service, U.S. Forest Service, Oregon Native Plant Society, Phoenix School, and Douglas Soil and Water Conservation District to facilitate collaborative decision-making for the UNPP. The Steering Committee meets on a quarterly basis or more frequently as needed to guide the UNPP through its formative stages.
4. A Memorandum of Understanding (MOU) document has been drafted and reviewed by the Steering Committee. It will be distributed among UNPP's members for signatures in the spring of 2023. The purpose of this MOU is to formalize the cooperative effort among the UNPP's member organizations and articulate their commonly held goals.
5. The UNPP has cultivated a growing email list of 74 contacts with federal, state, and local agencies, NGOs, and local volunteers and growers. This email list is used to inform member organizations and individuals about upcoming meetings, events, and relevant opportunities.
6. The UNPP's website ([www.umpquanativeplants.org](http://www.umpquanativeplants.org)), currently under development, includes information about UNPP's mission, a seed library, an events calendar, restoration and native plant resources for landowners, partner updates and meeting notes, and a community blog.

### Coordination of seed collection and cleaning efforts among partner organizations

7. For many UNPP partner organizations, wild seed collection is often too labor-intensive and costly to manage in-house. To alleviate some of these challenges, the UNPP Coordinator has organized and led several volunteer seed collection events aimed at increasing the availability and diversity of locally-adapted seed in the Umpqua Basin. In 2022, there were seven

volunteer-supported seed collection events organized with an average attendance of 8 volunteers collecting 4-8 native species per event. In addition, these events provided community outreach, education, and networking opportunities for attendees.

### **UNPP Seed Library Creation**

8. Another accomplishment was the creation of the UNPP's seed library, currently housed at the Selberg Institute in Ashland, Oregon, and managed via a cloud-based inventory system. The library contains information about where each seed lot was collected, the date of collection, raw (uncleaned) and clean weights, and the quantity of seed currently available.

### **Promote Pollinator Habitat**

9. In the fall of 2022, the UNPP coordinator facilitated the logistics to supply and plant 400 *Asclepias speciosa* (showy milkweed) plugs for a local ecological restoration project at The Elkton Reserve. Milkweed plugs were available at no cost to the project as part of the Wings Across America Grant through the Native Plant Nursery at the Elkton Community Education Center, planting coordination by Ecologically Speaking and Walama Restoration Project, and the plug installation completed by Phoenix Youth Corps. This successful collaboration supported pollinator habitat development in the Umpqua Basin.

### **Technical assistance to land managers, growers, and the public**

10. In January 2023, the UNPP began building an online resource page containing native plant-related resources for landowners. This searchable resource page will provide technical assistance for native seed and container grow-out; restoration and funding opportunities; partner contacts for landowners; and native plant sourcing. This page can be viewed here: <https://www.umpquanativeplants.org/landowner-support>.
11. UNPP has developed a blog to collaborate, communicate, and share information about seed collection, plant growth, and on-the-ground ecological work being done. The blog can be viewed here: <https://www.umpquanativeplants.org/blog>.

## Identified Unmet Needs

The Umpqua Native Plant Partnership was formed after identifying several unmet needs in the region around the procurement, development, and distribution of native plant materials. Although our work thus far has begun to address these needs, as we continue dialogue with partners we are more clearly identifying areas in which more work is necessary. Our current understanding highlights the following eight unmet needs in the Umpqua:

1. Improved communication and coordination among local growers, land managers, and restoration practitioners. A forum for agencies and landowners to share information about their restoration needs empowers local seed growers to produce an adequate quantity and diversity of native seeds to meet those needs.
2. A framework to grow a sustainable public-private native plant economy that diversifies the availability of native plant materials and ensures the ecological and genetic appropriateness of these materials. A system to coordinate, facilitate, and support native material grow-outs with local nurseries, farmers, educational institutes, partners, and other grass-root restoration initiatives in the Umpqua Basin.
3. Facilitation of native plant materials production to allow long-term planning on the demand side and encourage new farmers to increase the supply of native plants and seeds. Potential solutions include:
  - a. **Bridge funding:** Develop a system to support growers and restoration practitioners by providing bridge funding to buffer timing-related challenges during the plant procurement process. To provide fair and transparent access to UNPP discretionary funds (should they become available through plant and seed sales and/or donations) there is a need to develop a formal application and grading system. Through this system, UNPP partner organizations could apply for a 1-year bridge loan to start the native plant propagation process while they wait for internal funding for their project to become available. This program intends to allow for more long-term planning on the part of land managers and provides growers with up-front payment for plant production costs.
  - b. **Hybrid contracting:** UNPP Coordinator may work with local growers and land managers to adapt the RNPP hybrid contracting model to cater to the needs of local growers in the Umpqua. Seed-increase contracts would be crafted in a way that guarantees each farmer a portion of their bid upfront to cover the costs of bed prep and plot maintenance, in addition to receiving payment for seed produced on a per-pound basis. This hybrid-style contract has provided several novice growers in the Rogue with enough security to begin growing native species for the first time while also incentivizing high yields.



4. Habitat-specific species priority list and improved information on availability and sourcing options for functionally and diverse appropriate local seeds and other plant materials for grow-outs. A local supply of native plant materials for ecological restoration to increase biodiversity and resilient systems for climate mitigation, post-disturbance restoration to meet current and future needs, and support assisted migration projects.
5. Additional technical and financial support to local native plant and seed producers. Putting new fields into production for native species is expensive, and growers are often not familiar with the best cultivation techniques for less common species. For many growers, the start-up costs may be too large to grow a species that could otherwise be profitable in the long term, especially for plants that don't produce seeds for several years. Growers also need support and training in seed harvesting, cleaning, and finding appropriate markets for their products.
6. Development of centralized access to local native seeds and plant materials. Native seed lots must be sold in a way that clearly identifies their harvest location, date, and "pure live seed" ratio so that restoration practitioners can determine the best seed genetics and seeding rate for their project. The UNPP will work with local producers to ensure that up-to-date information about seed lots and foundation seed sources is available and easy to access.
7. Development of more educational resources and opportunities for native plants and ecological restoration. Many land managers have some general knowledge about the ways that native plants support native pollinators, wildlife, and the ecological function of the diverse ecosystems that make up the Umpqua Basin but lack comprehensive and readily available educational resources. While much academic research has been devoted to the study of habitat restoration, that knowledge doesn't consistently make its way into practical guidance for land owners, land managers, foresters, ranchers, and other individuals who are responsible for many acres of land across the Umpqua Basin. In addition, educational opportunities are needed for native plant growers so that they can best meet the needs of land managers by providing high-quality seeds and starts for a range of projects.
8. Ongoing organizational financial stability is needed to keep working towards these goals. The current agreements that fund UNPP activities will end on or before December 2025. The Bureau of Land Management is currently making a final determination on whether to fund a three-year agreement for UNPP coordination beginning in 2023. New funding agreements and revenue streams must be established to continue our progress.

## Five-Year Goals to Meet Identified Needs

Over the next five years, Umpqua Native Plant Partnership will develop and expand organizational capacity by encouraging collaboration between members; supporting partners’ ecological restoration projects; building a network of local native plant and seed producers; increasing locally available native plant materials; and providing educational resources and opportunities to landowners, growers and users of native plant materials to restore ecological function in the Umpqua Basin.

### Goal 1: Communication & Collaboration

*Facilitate improved communication among local partners in order to identify opportunities for information and resource sharing.*

Our goal is to not only improve collaboration and communication among partners but also to broaden the reach of the UNPP’s work including Tribal Partners. We will make an ongoing effort to actively seek out new stewards / members and reach out in innovative ways to involve groups that do not typically have a voice in discussions about habitat restoration. At native plant-related talks and presentations that are open to the public, we will offer participants ways to get involved and stay in touch with UNPP.

Large group meetings held twice per year will invite all UNPP members, as well as members of the public, to discuss progress and opportunities for improvement in growing and utilizing native plant materials in the Umpqua Basin. In addition, UNPP will host quarterly Steering Committee meetings, which will serve as a forum to develop new UNPP initiatives, identify funding mechanisms, and ensure accountability and transparency in meeting Partnership goals. To that end, the organization will also produce annual progress reports, updating the membership and the public with measurable ways in which we are meeting our goals and objectives.

Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
<b>Objective 1.</b>	Hold twice-annual large group partnership meetings to discuss progress and opportunities for improvement.	Coordinator	25 staff hours, partner participation	2 meetings per year with 10+ attendees
<b>objective 2.</b>	Hold quarterly steering committee meetings to develop new UNPP initiatives, identify funding mechanisms, and ensure accountability and transparency.	Coordinator, Steering Committee, TUI Staff	35 staff hours, steering committee participation	4 meetings per year with a respective from each agency (quorum)

<b>objective 3.</b>	Provide transparency by preparing yearly progress reports with measurable goals and objectives including seed inventory.	Coordinator	25 staff hours, TUI Staff	Annual progress report presented to funders, MOU signers, and displayed on the UNPP website
<b>objective 4.</b>	Increase stakeholder diversity & involvement through partnership engagement & public presentations.	Coordinator	25 staff hours	5% annual growth in UNPP mailing list membership. 3 new orgs added to member directory each year

## Goal 2: Identify & Collect Locally Sourced Native Plant Materials

*Select priority species from wild populations of locally diverse, ecologically and genetically appropriate native plants for post-disturbance, ecological restoration, and assisted migration projects.*

For successful restoration projects to take place in the Umpqua Basin, large amounts of native workhorse species are needed, as well as smaller amounts of less commonly available niche species that fulfill important functional roles in ecosystems. In both cases, local genetic diversity is vital to allow these plants to thrive in the diverse habitats of our region to support current and future supply needs for climate change adaptation, post-disturbance rehabilitation, ecological restoration, and assisted migration projects on the Umpqua. We will create a seed collection tracking system so that in-demand populations are not over-harvested, and produce an annual seed collection report that includes species information, quantity collected, and population maps. Permits will be acquired as necessary for collections on public lands.

Another objective is to prioritize species for collection and grow-out of the workhorse, pollinator, drought tolerant, climate-adapted, and niche species via an analytical approach vetted by local experts and partners who generate the bulk of demand for native plant materials in the region. Species lists will be based on the unique plant communities of the 11 - Level IV ecoregions of the Umpqua Basin, focusing on ecologically and culturally important species considering elevation, soil, hydrology, geology, climate, land use, and blooming periods. To grow and maintain the UNPP Seed Library the UNPP coordinator will organize volunteer seed collection and seed cleaning events and support local contractors. To support identifying new populations on public-private lands UNPP will engage landowners as well as local botanists skilled in locating and identifying prioritized species. Finally, we will hold seed sales as needed to allow agencies and other restoration practitioners to obtain locally sourced, genetically diverse seeds for their projects. UNPP MOU partners will have the first pick of available seed lots. All revenue from seed sales will be used as partnership discretionary funds and support future small lot contracts.

<b>Goal 2: Identify &amp; Collect Locally Sourced Native Plant Materials</b>				
<b>Action</b>		<b>Accountable</b>	<b>Est. resources per</b>	<b>Measurement</b>
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
<b>objective</b>	Develop basin-wide habitat-specific priorities for plant and seed production that take into account locally diverse genetics, climate science, ease of production, tribal knowledge, ecological function, workhorse and pollinator species, ESA, and other wildlife.	Coordinator, Species Priorities Committee Staff	200 staff hours, local expert participation	Prioritized species list developed for 2 - 3 level ecoregions in the Umpqua Basin by summer 2023 and 8 by summer 2025.
<b>objective</b>	Coordinate volunteer-based seed collection efforts with a focus on priority species.	Coordinator	200 staff hours, landowner participation	7 + seed collection events per year. Seed from 10+ species collected per year
<b>objective</b>	Coordinate with partners, landowners, and locals to identify native seed collection sites for priority species.	Coordinator	60 staff hours, landowner participation	3+ new seed collection sites per year
<b>objective</b>	Facilitate contracted seed collection efforts needed to fill availability gaps in prioritized species.	Coordinator	100 staff hours, \$30,000 seed collection budget, contractor participation	6-10 prioritized species collected every two years
<b>objective</b>	Develop and maintain UNPP seed library	Coordinator, Selkirk Institute, TUI Station	100 staff hours, grant participation, access to Sampson Creek Preserve or closer seed storage facility	Seed lots are properly cleaned, stored, and cataloged each fall/winter. Invite 2-3 local volunteers to seed cleaning events per year.
<b>objective</b>	Host annual seed sale for UNPP MOU signatory groups.	Coordinator	50 staff hours, BLM and other partner participation	UNPP/Partners seed availability is published on website
<b>objective</b>	Develop and maintain a consistent supply of workhorse and niche species for multi-scale restoration, climate adaptation, assisted migration, and post-disturbance rehabilitation	Coordinator	100 staff hours, grant participation, land manager participation	Facilitate the sale of native plant materials to agencies and other restoration practitioners as needed.
<b>objective</b>	Develop and maintain a collection tracking database to include GPS locations, population data, and eco-system type.	Coordinator, Species Priorities Committee	75 staff hours, species priority committee participation	Distribution of annual collection report with geospatial references and multi-media format

### **Goal 3: Develop a Framework to Build a Public-Private Native Plant Economy**

*Build a sustainable native plant materials economy, and support local growers by providing technical and financial support.*

Coordinate, facilitate, and support native material grow-outs with local nurseries, farmers, educational institutes, partners, and grassroots restoration initiatives in the Umpqua Basin. To reduce growers' financial risk, we will adopt the RNPP model to provide bridge funding via UNPP's discretionary fund to cover upfront costs, while utilizing a hybrid contracting model that splits

inherent production risks between UNPP and its growers. To better inform growers of local demand and advise land managers on appropriate planting/seeding mixes, TUI ecologists, with the help of local experts and partner input, will prioritize native plant species for production/seed increase based on their ecological function, current commercial availability, storage life, ease of production, and ease of wild collection. UNPP will work to prioritize seed harvests, plant and seed production, and distribution so that each of our ecoregions can be supplied with appropriate plant material.

Although all farming involves some speculation, UNPP seeks to minimize the risk for growers of native plants and seeds by performing ongoing research on the needs of restoration practitioners and projects. UNPP will make this information available to growers through meetings, publications, and direct communication. By documenting and sharing propagation protocols, farming practices specific to native plants, and seed-cleaning techniques, UNPP will lower the knowledge barrier that can prevent new native plant growers from entering the market. UNPP growers will also have access to shared seed-cleaning equipment, training, and storage. Develop a shared seed cleaning equipment protocol, training on best practices for seed cleaning, and seed storage facility in the Umpqua for growers and partner organizations.

<b>Goal 3: Develop Framework to Build a Public-Private Native Plant Economy</b>				
<b>Action</b>		<b>Accountable</b>	<b>Est. resources per year</b>	<b>Measurement</b>
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
<b>objective 1.</b>	Minimize the need for grower speculation by regularly researching and surveying partner organizations about current and future plant material needs.	Coordinator	20 staff hours, land manager participation	Post peer-reviewed ecological restoration and applied science resources on the UNPP website
<b>objective 2.</b>	Develop a discretionary funding program to fill regional gaps.	Coordinator, Vote by Steering Committee Quorum	10 staff hours, \$1,000 income from plant & seed sales	Applications for bridge funding reviewed and awarded as needed
<b>objective 3.</b>	Gather and share propagation protocols developed during UNPP/RNPP grow-out activities.	Coordinator, Growers	20 staff hours, grower participation	Publish 1-3 new propagation protocols to Native Plant Network database & UNPP's website per year
<b>objective 4.</b>	Share inherent production risks by utilizing the hybrid contracting model developed by the RNPP to facilitate local seed production.	Coordinator, Growers	30 staff hours, grower participation	1-3 new priority species put into production each year

<b>objective 5.</b>	Purchase seed cleaning equipment and develop a shared seed cleaning equipment protocol, training on best practices for seed cleaning, and seed storage facility in the Umpqua for growers and partner organizations.	Coordinator, Selberg Institute or closer seed storage facility	75 staff hours, access to Sampson Creek Preserve facility, \$500 seed storage equipment budget	1+ seed cleaning training per year, ongoing partner access to equipment, UNPP to establish their own seed processing setup with augmentation from the RNPP's library
<b>objective 6.</b>	Coordinate, facilitate, and support native plant material grow-outs with local nurseries, farmers, educational institutes, partners, and other grass-root restoration initiatives in the Umpqua Basin.	Coordinator	150 staff hours	Include collaborative partnership projects in annual report

#### Goal 4: Outreach & Education

*Provide educational resources and opportunities*

To provide land managers, ranchers, foresters, gardeners, commercial landscapers, and other individuals with information about the value and importance of native plants, UNPP will continue to focus on outreach and development of resource materials. The UNPP’s website, blog, and resource library will contain articles and guides that approach native plant propagation and restoration from multiple levels of expertise. Offline, UNPP will reach new audiences by developing educational materials (signs, handouts, etc.) to encourage the use of native plants in private and commercial landscaping. This effort will be paired with a media campaign to provide more visibility to the work that UNPP is doing. By partnering with local environmental education organizations such as Phoenix School, Native Plant Society of Oregon Umpqua Chapter, Elkton Community Education Center, Umpqua Watersheds, and OSU Extension, UNPP will provide public presentations as well as hands-on workshops and events. In addition, regular native plant sales will be structured to encourage the discovery of new native plants that fit customers’ ecoregions and share ecological restoration knowledge. UNPP will continue to seek opportunities to bring on new volunteers and connect our existing volunteer base with planting, seed collection, and seed cleaning events.

Goal 4: Outreach and Education				
	Action	Accountable	Est. resources per year	Measurement
	(what will be done?)	(who oversees it?)	(\$, people, cooperation)	(success = x)
<b>objective 1.</b>	Maintain UNPP website. Continue to add content to the resources library	Coordinator	100 staff hours	5% growth in resources library and blog content

	and blog.			
<b>objective 2.</b>	Develop and support ecosystem-based educational presentations, hands-on workshops, youth activities, events and native plant sales.	Coordinator	75 staff hours	1-3 public presentations per year. 1-3 hands-on events per year.
<b>objective 3.</b>	Engagement via multi-media tools to develop educational materials through video, social media, geospatial, and other platforms to connect with a wider audience.	Coordinator	75 staff hours, steering committee participation	1-3 outreach tools on native plants, seed collection & cleaning, propagation, and ecological restoration.

### Goal 5: Organizational Sustainability

*Maintaining ongoing financial stability through new funding agreements and revenue streams.*

While UNPP enjoys a high level of commitment from its partners, staff, and community, financial stability is essential not only for the internal running of the organization but also to maintain the ability to support native plant materials production throughout the region.

UNPP’s strategy is three-pronged: (1) To leverage partner participation for in-kind sharing of hours and funding, (2) to seek outside funding through federal and private grants, and (3) to develop revenue streams through the sale of native plants and seeds. By tracking in-kind hours and donations, UNPP will bolster its applications for federal and private grant funding.

Goal 5: Organizational Sustainability				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
<b>objective 1.</b>	Identify and apply for funding opportunities to maintain coordinator's salary and associated overhead costs.	Coordinator, TUI Staff	50 staff hours, partner participation and in-kind hour sharing	Funding for 20-25 hrs per week of coordination in place through December 2028
<b>objective 2.</b>	Secure funds for website hosting.	Steering Committee, TUI Staff	\$300 per year	Yearly generation of discretionary funding to cover web hosting costs
<b>objective 3.</b>	Develop & maintain a system for tracking partner organization in-kind hours for all UNPP meetings and events.	Coordinator, TUI Staff	15 staff hours	Summary of in-kind hours included in annual report

objective 4.	Develop and maintain stable funding structure for native seed & plant production in the Umpqua Basin.	Coordinator, Steering Committee, TUI Staff	50 staff hours, partner participation, and in-kind hour sharing	1-3 outside sources of funding leveraged to support UNPP plant & seed availability objectives
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## Conclusion

The Umpqua Native Plant Partnership has spent the first two years of its existence establishing community visibility and trust, growing its partner base to 17 participating organizations, supporting partner collaboration, hiring a coordinator, developing an MOU, building a website, conducting seed collection events, and building a seed library with partners and volunteers. The UNPP is now ready to face regional challenges to grow a robust native plant materials economy in tandem with promoting the ecological restoration of diverse ecosystems in the Umpqua Basin.

UNPP is positioned to scale up its efforts and expand its reach to new partners in the Umpqua Basin, utilizing the RNPP’s investment in facilities, seed cleaning equipment, storage, and retailing experience. The goals outlined in this Strategic Plan will allow the continuation of UNPP’s collaborative approach to effectively plan the production, distribution, and use of native plant materials.

By supporting growers, we will ensure that native plant and seed production is a personally and financially rewarding endeavor for local farmers, fostering the local native plant materials economy. By focusing on genetic diversity, we will ensure that we can supply plant materials for the wide range of environmental conditions that our region is known for, as well as the unknown future of changing climate conditions. By prioritizing education and outreach, we will increase public support and knowledge about the need for ecological restoration and the benefits of native plants, which will in turn support our organizational sustainability. Finally, by continuing to function as a partnership, we can maintain flexibility to current needs, be transparent in our operations, and work from a position of strength as a stable organization going into the future.



## Appendices

- A. Proposed Budget Table
- B. Priority Wildflower & Grasses
- C. Sources Cited