

Strategic Plan 2021-2025



BOISE RIVER
ENHANCEMENT NETWORK

BOISE RIVER ENHANCEMENT NETWORK

STRATEGIC PLAN

2021-2025

ADOPTED DECEMBER 2020



ACKNOWLEDGEMENTS

STRATEGIC PLANNING COMMITTEE

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BOARD OF DIRECTORS

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Cover and back photos by Kiah S. Evans

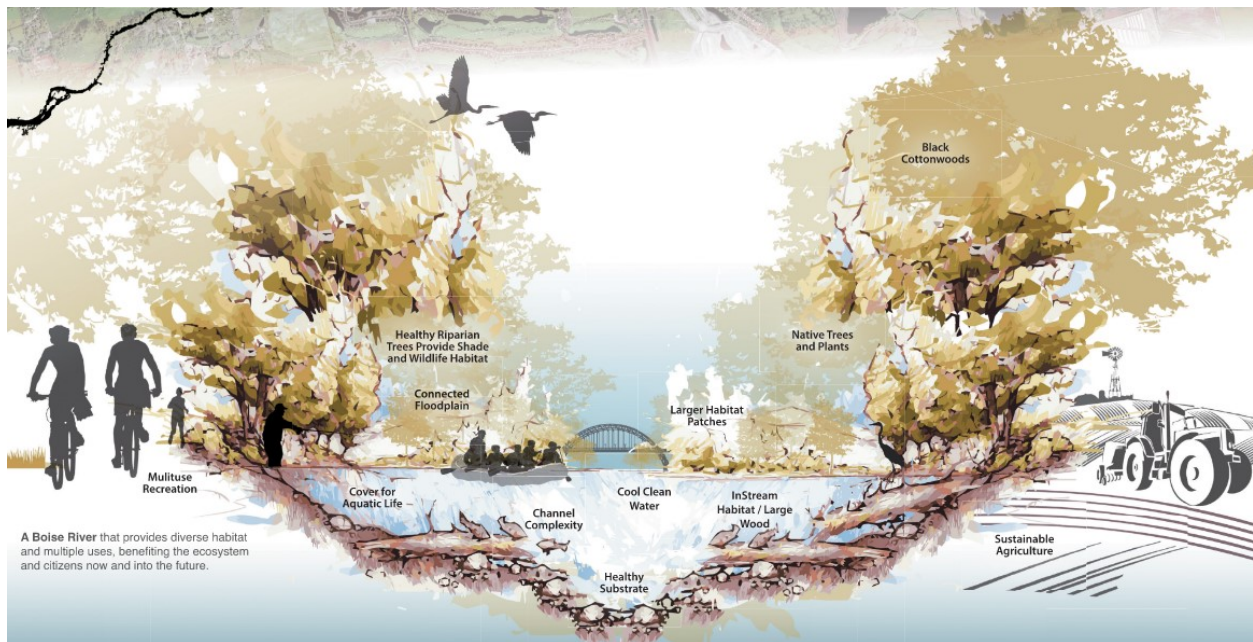
Other photos by Liz Paul

Graphics by Ecosystem Sciences Foundation

A special thanks to all stakeholders that provided feedback for this Strategic Plan.

MISSION

WE ARE A NETWORK OF PEOPLE THAT LIVE, WORK AND PLAY IN THE BOISE RIVER WATERSHED AND ARE DEDICATED TO PROMOTING THE ECOLOGICAL ENHANCEMENT OF THE RIVER.



VISION

The Boise River is recognized as a valuable resource by all communities in the Treasure Valley. Boise River Enhancement Network participants envision a healthy Boise River that enriches the Valley's quality of life.

Imagine a Boise River that:

- Helps meet our communities' desire for outdoor recreation and economic vitality;
- Provides irrigation and drinking water to communities;
- Flows through natural and restored fish and wildlife habitat;
- Offers clean water for swimming and fishing;
- Inspires people to better understand and appreciate the river and engage in stewardship efforts.

STRATEGIC GOAL #1

PROTECT, RESTORE, AND ENHANCE THE ECOLOGICAL HEALTH OF THE LOWER BOISE RIVER BY IMPLEMENTING THE BOISE RIVER ENHANCEMENT PLAN.

STRATEGIC OBJECTIVE #1

MOBILIZE COMMUNITY RESOURCES INCLUDING VOLUNTEERS, CITIZEN SCIENTISTS, AND NATURAL RESOURCE PROFESSIONALS.

ACTIONS

- Recruit, organize, and deploy community resources to assist in the planning, design, implementation, and management of on-the-ground projects.
 - Examples include but are not limited to: Expo Idaho (Ada County), Barber Park/Barber Pool (Ada County), Woods Park (City of Eagle), Willow Lane Athletic Park (City of Boise), and unnamed properties (Cities of Middleton and Caldwell).
- Establish and strengthen relationships with other non-profit and non-government organizations.
 - Examples include but are not limited to: Land Trust of the Treasure Valley, Idaho Conservation League, Idaho Rivers United, Golden Eagle Audubon Society, Boise State University Intermountain Bird Observatory, Idaho Smart Growth, Trout Unlimited, Boise Valley Fly Fishers, Idaho Weed Awareness Campaign, Ada Soil and Water Conservation District, Ducks Unlimited, and Lower Boise Watershed Council.
- Establish and strengthen relationships with the academic and research communities.
 - Examples include but are not limited to: Boise State University, University of Idaho, The College of Idaho, Idaho State University, US Geological Survey, and Idaho Department of Fish and Game.
- Establish and strengthen relationships with local, State of Idaho, and Federal officials and government agencies.
 - Examples include but are not limited to: city departments including Public Works, Idaho Department of Environmental Quality, US Army Corps of Engineers, and taxing districts recognized by the State of Idaho (e.g. Flood Control Districts No. 10 and 11).

MEASURES OF SUCCESS

PRODUCTS

- Community Resources Plan that describes the means and methods of recruiting and deploying volunteers and citizen scientists.
- Annual Report tracking items below and evaluating results.

ANNUAL TRACKING

- Number and list of on-the-ground projects, along with description of the work completed.
- Number and list of individuals and organizations engaged, along with description of how this was accomplished.
- Monetary value (e.g. dollar value of professional services) and non-monetary contributions (e.g. volunteer hours)

STRATEGIC OBJECTIVE #2

INFORM AND ASSIST LOCAL GOVERNMENTS BY PROVIDING A SCIENTIFIC BASIS FOR THEIR DEVELOPMENT OF COMPREHENSIVE PLANS, LAND USE ORDINANCES, AND DEPARTMENT POLICIES.

ACTIONS

- Remain available and provide technical expertise to local governments when invited by elected and appointed officials, and their staff.
- Engage with elected and appointed officials, and their staff to learn of their interest in our knowledge, skills, and abilities.
- Request to be informed by public notice of all land use decisions within the jurisdiction of local governments and, when appropriate, respond.
- Maintain a current list of all local, State of Idaho, and Federal officials and government agencies with interest in the lower Boise River and contact information for their personnel.
- Participate in the public process as directed by Boise River Enhancement Network Coordinating Team and Board.

STRATEGIC OBJECTIVE #3

INCREASE COMMUNITY SUPPORT OF AND INVESTMENT IN ENHANCEMENT ACTIVITIES THROUGH EDUCATION AND OUTREACH.

ACTIONS

- Promote best practices and share knowledge with the public by sponsoring workshops and field trips, and publishing web based information that grows community awareness.
- Promote the availability and provide links to new and emerging technologies (e.g. LiDAR 3-D River Management Tool, Green Infrastructure Mapping) and peer reviewed, published research.
- Share the Boise River Enhancement Plan with stakeholders and the public.
- Serve as a clearinghouse of past and developing BREN-related information on the Boise River and related issues.
- Publicly recognize individuals and organizations who have made contributions that support the Boise River Enhancement Plan.
- Conduct public outreach and education.

MEASURES OF SUCCESS

PRODUCTS

- A compilation of correspondence, memos, meeting minutes, and formal reports that document sharing of technical expertise.
- A compilation of announcements and summaries of workshops and field trips, and a library of published blogs, newsletters, and fact sheets that document education and outreach activities.
- Publication on the Boise River Enhancement Network website past and emerging information on the Boise River and related issues.
- Annual Report tracking items below and evaluating results.

ANNUAL TRACKING

- Number and list of local entities engaged, along with description of how this was accomplished.
- Monetary value (e.g. dollar value of professional services) and non-monetary contributions (e.g. volunteer hours)

STRATEGIC GOAL #2

INCREASE THE CAPACITY AND SUSTAINABILITY OF THE BOISE RIVER ENHANCEMENT NETWORK BY IMPLEMENTING SOUND ORGANIZATIONAL PRACTICES.

STRATEGIC OBJECTIVE #1

ENACT POLICIES AND PRACTICES THAT SUPPORT COOPERATIVE ORGANIZATIONAL DECISION MAKING AND LEADERSHIP.

ACTIONS

- Update the governance structure of the Boise River Enhancement Network to streamline roles, responsibilities, and decision-making between the Coordinating Team and Board of Directors.
- Develop a decision-making process (i.e. Go/No-Go) to evaluate new project opportunities.
- Develop a post project evaluation process to inform future decision-making.
- Develop a plan and process to ensure uninterrupted leadership and consider changes to terms limits.
- Develop a transparent process for determining the policy positions of the Boise River Enhancement Network and our investment of time and money in projects.
- Develop guidelines to identify who represents the Boise River Enhancement Network to the public.



MEASURES OF SUCCESS

PRODUCTS

- Organizational Chart for both the Coordinating Team and Board of Directors with their roles, responsibilities, and authorities fully described.
- Formal decision-making process for both the Coordinating Team and Board of Directors that includes evaluation of new project opportunities (i.e. Go/No-Go process).
- Post project evaluation process
- Leadership Succession Plan
- Guidelines for determining the policy positions of the Boise River Enhancement Network
- External Communications Policy

STRATEGIC OBJECTIVE #2

INCREASE THE BOISE RIVER ENHANCEMENT NETWORK'S CAPACITY TO PROVIDE TECHNICAL ADVICE.

ACTIONS

- Create a system to recruit, manage, and deploy a multi-disciplinary team of experts.
- Request advice and support from relevant professional organizations on how best to vet and qualify technical experts.
- Create a form or other method for stakeholders to request assistance.



STRATEGIC OBJECTIVE #3

INCREASE INCOME TO RELIABLY SUPPORT OVERHEAD OPERATIONS AND PROJECT-RELATED ACTIVITIES.

ACTIONS

- Develop an annual budget that includes overhead and project-related monetary needs to set fundraising goals.
- Develop a Fundraising Plan that fully describes strategies to generate revenue (e.g. sponsorships, planned-giving, charitable IRA roll-overs, paid membership, general support grants, and fee-for-service opportunities).
- Increase participation of members of the Coordinating Team and Board of Directors in fundraising and provide training and support.
- Solicit and gather fundraising advice from Boise River Enhancement Network members, our partners, and professional fundraisers.

MEASURES OF SUCCESS

PRODUCTS

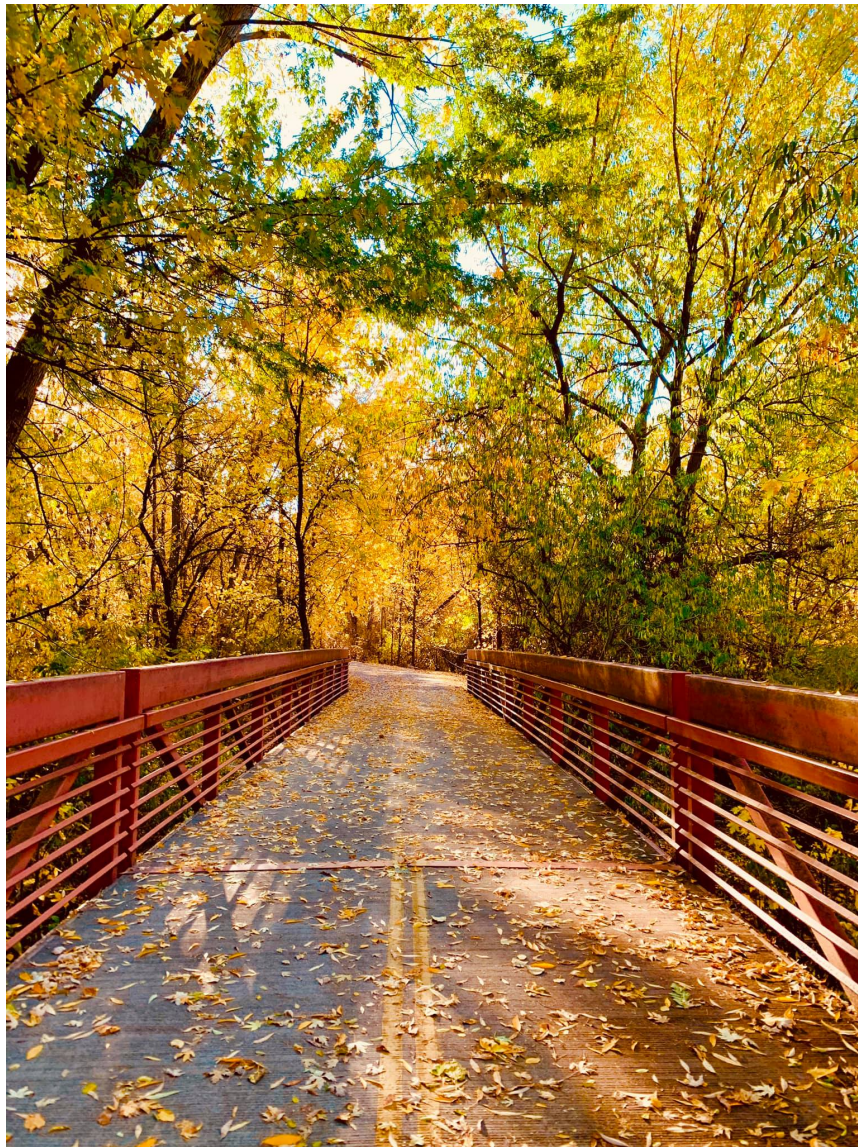
- Oversight Policy that describes vetting process, guidelines for engagement, guidance for technical experts, and a code of ethics
- Identification of person(s) responsible for recruiting and managing technical experts
- List of technical experts and professional organizations assisting
- A form, or other method of requesting assistance, published on website
- Annual Budget, updated quarterly
- Annual Fundraising Plan
- A compilation of fundraising advice from members, partners, and professional fundraisers

ANNUAL TRACKING

- Number of Coordinating Team and Board of Directors in Fundraising
- Number of fundraising programs and trainings for Fundraising Team
- Amount raised by fundraising source
- Profit & Loss and budget performance

“BREN has no agenda other than being an advocate for the river, and that’s a great benefit to the entire Treasure Valley. BREN fills a niche for the Boise River that is needed.”

- Marie Callaway Kellner, Program Director, Idaho Conservation League



“While others offer passion alone, BREN backs it up with technical expertise ”

- One of our Partners in Public Works
