



# Strategic Plan 2009–2012



**Institute  
for  
Applied  
Ecology**

# STRATEGIC PLAN 2009–2012

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## Institute for Applied Ecology

Our natural landscape faces challenges that require innovative solutions. Habitat loss, invasive species, climate change and other factors put much of our biological heritage at risk. Engaging people of all ages in solutions is vital to conserving our natural world. The Institute for Applied Ecology fills a unique niche among nonprofit organizations and agencies because of its joint focus on restoration, research and education. Located in Corvallis, Oregon, we work with a diverse group of partners to accomplish our mission. This strategic plan is the result of a five-month effort to review our mission, vision, and programs, conduct a self-evaluation in the form of a SWOT analysis, and plan our near-term future. With this plan in place, we have a solid set of goals, objectives, and tasks to guide our activities through 2012. Our board and staff work together through four programs, Habitat Restoration, Ecological Education, Conservation Research, and the Native Seed Network, to implement this plan and keep it updated as a living document.



This document contains our updated mission and vision, a summary of the SWOT analysis from 2009, a review of our first 10 years, and our strategic plan for 2009-2012. It was approved by our Board of Directors on 14 October 2009.

If you have any questions about the Institute for Applied Ecology, please contact us: Phone: (541)753-3099; Email: [info@appliedeco.org](mailto:info@appliedeco.org); or visit us on the web at [www.appliedeco.org](http://www.appliedeco.org).

## Mission

Conserve native species and habitats through restoration, research, and education.

## Vision

- We serve public and private agencies and individuals by conducting research and communicating information on native species, ecosystems, and effective management strategies.
- We foster stewardship through youth and community education, internships, and by connecting people with native species and their habitats.
- We coordinate and conduct on-the-ground restoration of habitats.
- We are a coordinating force for high quality genetically appropriate native seed collection and production.
- We create a working environment that is healthy, collegial, responsible, respectful, and encourages professional development and growth to ensure long-term sustainability of our programs and support the passionate and enthusiastic individuals that contribute to its success.

## A SWOT Analysis

### An analysis of internal and external factors that affect our programs

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#### Strengths and Opportunities

Our staff is passionate, knowledgeable, and enthusiastic, with diverse skill sets that create opportunities to contribute to large-scale planning efforts as well as on-the-ground restoration work. Staff creatively solves problems, using its skills and technological know-how to further the goals of the organization. Staff understands and supports the need for strategic planning as a way to manage growth and enhance accountability.

Our organization is located in the environmental, conservation-minded communities of the Pacific Northwest, Benton County, and Corvallis, Oregon, creating great potential for strong partnerships, connections with these communities, and a source for a robust volunteer program.

IAE has an established reputation and record of accomplishment in the natural resource community and is sought out to coordinate and partner with numerous conservation-minded entities.

IAE has a diversity of public funding and is not burdened by excessive overhead. It has exemplary nonprofit accounting practices.

IAE has the potential to expand and become diverse in the types of research and educational opportunities it provides.

Existing strong partnerships create opportunities for funding as well as the potential to consider new ideas, such as co-locating with another nonprofit organization with similar interests. Capacity-building grants, corporate sponsorships, and improving the profitability of incoming funds could provide for IAE's financial health.



#### Weaknesses and Threats

IAE does not have a rainy day fund, and because of success in securing funding in the public arena, IAE has not pursued substantial private funding. This increases vulnerability and long-term risk.

The brisk pace at which the Institute has grown and the willingness to assume small grants and grants with minimal overhead charges has strained the Institute, creating a need both to hire a development director and to establish protocols to assess new grant or funding opportunities. Rapid growth, particularly in the last few years, has created a need to establish and implement more structured human resource protocols.

The Institute has maintained low overhead by minimizing investments in facilities. Because of its recent and rapid growth, there is a need to develop a facilities plan to support the long-term vision and mission. New funding goals, facilities expansion, and the need to create new partnerships demand an increase and diversity of Board members with business connectivity.

A thorough succession plan for the Institute is needed to ensure long-term employee retention and program stability. IAE has developed a separate Organizational Management Plan for 2009-2012 to address many of the specific challenges identified in this SWOT to ensure our long-term sustainability.

## Our First 10 Years

The Institute for Applied Ecology was incorporated in 1999 and received formal confirmation as a 501(c)(3) organization from the IRS in 2004. We have grown from one full-time staff and three seasonal employees in 2000 to 17 full-time staff and over a dozen seasonal employees in 2009. During this time, IAE has developed four programs to achieve its mission: **Habitat Restoration, Ecological Education, Conservation Research, and the Native Seed Network.**

Our contributions to wildlife and habitat conservation have been substantial and diverse, and were supported by our Board of Directors and partners. Here are some examples of accomplishments from our first 10 years:

### Restoration

- Reintroduced populations of a dozen endangered or at-risk species (Willamette daisy, Kincaid's lupine, Bradshaw's desert parsley, Cook's desert parsley, Nelson's checkermallow, Henderson's checkermallow, tall bugbane, wayside aster, shaggy horkelia, clustered goldenweed, Umpqua green gentian, pink sandverbena, and golden paintbrush). Our work with Nelson's checkermallow represents the first large-scale reintroduction of a threatened species in Oregon.
- Developed a model system for native seed production using principals of conservation genetics, and produced over 4,000 pounds of seeds from 28 species.
- Managed the restoration of 600 acres of wet prairie habitat for the Wetland Reserve Program.



- Received the 2004 **West Eugene Wetlands Award** “in appreciation of outstanding contributions, dedication, and efforts in support of the West Eugene Wetlands Program.”

### Research

- Pioneered rearing, cultivation, and reintroduction techniques for over 12 rare and endangered species.
- Initiated research on effective control methods for several invasive species, including false brome and meadow knapweed.
- Developed restoration techniques for prairies in the western United States and Canada to reduce weeds and increase native species, and evaluated the importance of seeding with native species.
- Initiated research on management of the sensitive vernal pools of southern Oregon's Table Rocks.
- Completed long-term research on Snake River goldenweed, a rare plant in eastern Oregon, to evaluate the effects of cattle grazing, climate, and insects on its populations and improve management.
- Identified habitat requirements for nesting Western Pond Turtles to improve restoration for this species.

- Conducted original research to determine patterns of genetic variability of seven common plants of Willamette Valley prairies to identify seed transfer zones and make seed production for restoration more efficient.

### *Education and Outreach*

- Made presentations at over 80 professional conferences, workshops, and academic institutions, and to local groups.
- Since 2005, engaged over 1,400 middle and high school students in our RARE Partnership, a year-long program that partners school children with on-the-ground rare species habitat restoration through inquiry projects.
- Received the 2007 **Natural Resources Award** from the Oregon Recreation and Parks Association for our RARE program success in Benton County, Oregon.
- Worked with three elementary schools and 17 teachers to pilot a cooperative program of ecosystem restoration projects on school grounds — the RESTORE project. Engaged 161 K-5 students in the 2008–09 school year (first year of pilot project).
- Initiated the development of a curriculum for Oregon Native Plants and created a model that can be implemented nationwide.
- Conducted field tours of research and restoration sites to engage practitioners and the public in conservation.
- Co-founded the False Brome and Meadow Knapweed Working Groups to promote awareness and information sharing about these invasive species.
- Launched and updated the innovative Native Seed Network website to promote use of native plant materials in restoration,

improve the marketplace for native seeds, and provide information on plant resources.

- Employed 50 current and recent college students as IAE/Native Plant Society of Oregon interns, including two as “Weed Warriors” in 2009 to control invasive species at habitat restoration sites.
- Published the first comprehensive weed guide for the general public in western Oregon (now in its second printing).
- Held a 2003 conference on Native Plant Restoration and Management on Public Lands in the Pacific Northwest, which was attended by over 250 people, and published online proceedings of the presentations.
- Coordinated a 2005 genetics workshop on addressing consensus among practitioners. Results were published online.
- Developed and printed informational brochures for the general public about conservation and management of eight threatened and endangered species of prairies and grasslands of western Oregon and Washington.
- Initiated a comprehensive Habitat Conservation Plan for threatened and endangered prairie species in Oregon’s Benton County, holding several public meetings and conducting face-to-face outreach to over 250 private landowners.
- Completed habitat management plans for four Research Natural Areas and Areas of Critical Environmental Concern.

**Field Guide to Weeds of the Willamette Valley**



## The Next Three Years . . .

At IAE, we achieve our mission through four Programs: Habitat Restoration, Conservation Research, Ecological Education and the Native Seed Network. Our strategic plan is built around these programs, listing the program goal, strategies and measureable tasks for each. These activities are scheduled where appropriate, but the plan will remain flexible to respond to our changing needs and funding environments. This Plan also lists strategies for IAE's administration.



### Habitat Restoration

*We initiated our Habitat Restoration Program in 2008 to expand our capacity to improve conditions for plants, wildlife, and ecosystems. This program formalizes our commitment to conducting on-the-ground restoration and allows our staff to focus on this topic. We partner with federal agencies, such as the US Fish and Wildlife Service, and nonprofits, such as The Nature Conservancy, to enable restoration at large scales.*

**Goal: Restore Pacific Northwest habitats by conducting on-the-ground restoration, developing ecologically appropriate seed mixes, cultivating partnerships that promote regional conservation, and advancing innovative and research-based restoration techniques.**



## Strategies

### 1. Restore Pacific Northwest habitats, emphasizing priorities established in regional conservation strategies.

- a. Develop management plans for habitat restoration. Eleven Wetland Reserve Enhancement Program plans for the Natural Resource Conservation Service, 10 Cardwell Hills habitat plans, 17 plan syntheses for Marys River Watershed Council (MRWC), and 1 mitigation plan for Bonneville Power Administration (BPA) will be completed by the end of 2009.
- b. Conduct restoration of wildlife habitat on 600 acres of wetland and upland prairie through 2010.
- c. Complete our *Oregon 150* grant from the State of Oregon to restore habitat for Western Meadowlark and other grassland birds by 2010.
- d. Complete restoration of 10 acres of habitat for rare species at McGowan Meadow and begin work on three other prairies hosting sensitive species for Eugene District Bureau of Land Management in 2010.
- e. Develop partnership and initiate restoration of a coastal estuary project site by 2011.
- f. Partner with the Confederated Tribes of Grand Ronde and Siletz to restore cultural plants for their use by 2010.



### 2. Further develop the Willamette Valley Seed Increase Program.

- a. Increase seed availability by adding larger production fields, 2–3 additional partners in the seed cooperative, and prioritizing species by 2010.
- b. Continue collection efforts to refresh genetics in production fields, and provide 2–3 new species to the program annually to enhance diversity and help create resiliency to climate change at restoration sites.

- c. Collect seeds of 10 high-priority nectar species and initiate production of 2–3 by 2009.
- d. Assess the potential to site a propagation facility on existing public or private easements to expand in-house production of plant materials (e.g., Luckiamute State Natural Area), and evaluate the best way to partner with the BLM Horning Nursery by 2010.
- e. Expand our common garden research to better understand seed transfer needs for five additional valley forbs by 2012.

### 3. Restore imperiled species following recovery plans.

- a. Work with the Conservation Research Program to develop tactical plans for implementing recovery actions for five endangered species in each recovery zone as identified in the Recovery Plan for Prairie Species of Western Oregon and Southwestern Washington by 2011.
- b. Meet population recovery criteria for Nelson’s checkermallow by late 2012 for Salem West and Corvallis West recovery zones.
- c. Initiate recovery of Nelson’s checkermallow in remaining recovery zones in 2012.
- d. Secure two additional project locations in Corvallis West and three in Eugene West recovery zones to begin recovery efforts for Fender’s blue butterfly and Kincaid’s lupine throughout 2011–2013.
- e. Move forward with seed collection and plug production for Bradshaw’s lomatium and Willamette Daisy during 2009–2011. Collaborate with Conservation Research to initiate research and monitoring activities associated with the introduction of these species into key habitats on protected land beginning in 2010.

### Restoring Butterflies and Lupines

IAE is pioneering conservation of Fender’s blue butterfly and its host plant, Kincaid’s lupine, by developing management techniques to improve population sizes and habitat conditions. IAE’s research has demonstrated that mowing grasslands frequently can improve conditions for these species, and burning prairies dramatically increases lupine abundance. In addition, we have developed propagation methods for Kincaid’s lupine to enhance small populations and establish new ones. We involve school children in growing and planting lupines and nectar plants, as well as research to improve cultivation protocols. Our restoration program collects seeds of the lupine and nectar flowers, increases them through agricultural production, and uses them in large scale habitat restorations. We’re also assisting local governments with long-term planning to promote habitat connectivity and engage communities in prairie conservation. We’ve partnered with the US Fish and Wildlife Service, the Oregon Community Foundation, National Fish and Wildlife Foundation, and Bureau of Land Management to achieve this success.



**4. Restore and enhance habitat for pollinators and other beneficial insects.**

- a. Partner with the Xerces Society, Oregon State University Integrated Plant Protection Center, and USDA Natural Resources Conservation Service to initiate at least one pollinator conservation project by mid-2010.
- b. Integrate techniques for enhancing nesting and foraging resources into restoration and agricultural practices. By 2011, provide nesting habitat for invertebrates (i.e., bee blocks, snags, bare earth) at three Wetland Reserve Program sites and increase the quantity and diversity of forbs in seed mixes.
- c. Help three vegetable farmers incorporate native nectar species into their plantings to support pollinators by 2010.

**5. Provide appropriate techniques for the control of invasive plant species.**

- a. Create a working integrated pest management plan for our restoration project areas and track its effectiveness in a database.
- b. Compare and document different techniques on the most troublesome species (i.e., reed canary grass and pennyroyal).

**6. Develop a monitoring program and adaptive management plan for long-term restoration sites.**

- a. Work with the Conservation Research Program on the protocol and installation of permanent vegetation monitoring plots at all WREP sites by 2012. .
- b. Continue to use photopoints to document changes in habitat structure over time.

**7. Market our restoration and seed services.**

- a. Promote our identity with potential partners and funders by 2010.
- b. Complete the Restoration Program portion of the IAE web page by 2010.

- c. Maintain and develop partnerships with conservation leaders in the state from ODOT, USFW, OWEB, ODFW, NRCS, BPA, BLM, USFS, NGOs, etc.
- d. On an ongoing basis, assist land managers with species conservation on public and private property. Conduct rare plant surveys and censuses to document and protect remnant populations.

**8. Expand education and outreach network.**

- a. Continue to work with the Northwest Weed Management Partnership to develop and implement best management practices and share our successful practices.
- b. Teach policy makers about the need for ongoing funding to maintain prairie habitats. Visit with the NRCS State Conservationist and other agency leaders by 2010.
- c. Host three workshops per year for private landowners to expand conservation opportunities and improve regional habitat connectivity.
- d. Help host one Pacific Northwest conference on plant conservation and restoration by mid-2012.
- e. Present at four conferences per year.
- f. Reach out to watershed councils through presentations and partnerships annually.





## Conservation Research

*As LAE's original program, Conservation Research has worked throughout the Pacific Northwest to enhance the restoration and conservation of native habitats and species. This program conducts rigorous research and communicates results to land managers and others. Our partners include federal agencies, such as the USDI Bureau of Land Management and US Fish and Wildlife Service, state agencies, such as Oregon Parks and Recreation Department, and NGOs like The Nature Conservancy and Native Plant Society of Oregon. Our projects range from short-term experiments to decade-long studies.*

**Goal: Conduct research leading to efficient, long-term conservation and restoration of native species and habitats and communicate our knowledge through planning and outreach.**

### Strategies

#### 1. Conduct research on rare species, introduction, propagation, ecology, and life history.

- a. Develop management techniques for endangered species to document best management practices for species such as Willamette daisy, wayside aster, Kincaid's lupine, and Fender's blue butterfly.
- b. Evaluate effects of climate change on rare species populations using a variety of techniques including analyzing long term monitoring records and forecasting future dynamics, e.g.:
  - Continue long-term projects with Cook's desert-parsley and Gentner's fritillary in southern Oregon.
  - Initiate research on integrating carbon sequestration with native habitat restoration and conservation by mid-2012.

- Initiate project to explore the effects of climate change in the Willamette Valley, late 2011.

#### 2. Conduct research on invasive species life history, ecology, and control.

- a. Complete experiment to determine allelopathic properties (production of chemicals that inhibit neighboring species) of meadow knapweed by mid-2010.
- b. Initiate study of the effects of false-brome invasion on meadow and forest soil biochemistry and ecology. Submit proposal to federal agency by 2010.
- c. Continue long-term projects comparing non-herbicide (e.g., grazing, mowing, hand-pulling) vs. chemical methods to control false-brome and meadow knapweed.
- d. Complete RESIST (Rare and Endangered Species and Invasive Species Threats), including submission of one peer-reviewed paper and website development by April 2010.

#### 3. Conduct research on effective and cost-efficient methods for habitat restoration.

- a. Conclude 5-year project to develop upland prairie restoration methods in Oregon, Washington, and British Columbia by mid-2010.
- b. Initiate research into factors that affect community resilience to climate change and resistance to invasive species by mid-2010. Complete project in 2012.
- c. Continue research on restoration in mid-elevation, xeric meadows (e.g., Horse Rock Ridge and Maxfield Meadows).



**4. Develop implementation and management plans based on current research.**

- a. Complete Implementation Plan for Oak Basin Area of Critical Environmental Concern by 2010.
- b. Complete Restoration Plan for Horse Rock Ridge Area of Critical Environmental Concern/Research Natural Area by 2010.

**5. Communicate results of our research with the scientific community, land managers, and general public.**

- a. Publish all annual project reports to the IAE website within two weeks of report completion date.
- b. Submit at least one article to a peer-reviewed journal each year.
- c. Conduct an assessment of desired content for a fee-based workshop on conservation and restoration in the Willamette Valley by March 2010. Plan and conduct the workshop by August 2010.
- d. Conduct or partner with others to lead a field tour of research sites at least once annually.
- e. Present research to at least one community group annually.
- f. Present the results of research at one or more conferences by 2012.
- g. Participate in and provide leadership to the False-Brome and Meadow Knapweed Working Groups.

**6. Provide experiential and mentoring opportunities.**

- a. Train and involve at least two committed volunteers in our research annually.
- b. Provide at least two internship opportunities annually for recent college graduates to participate in conservation and restoration research.
- c. Provide partial support for at least one graduate student by 2012.

**Seeds of Habitat**

Restoring habitats is crucial to conserving threatened ecosystems like Willamette Valley prairies. IAE has developed innovated strategies for seed collection and production to manage genetic diversity and maximize project success. Working with the Oregon Watershed Enhancement Board, US Fish and Wildlife Service and Natural Resource Conservation Service, IAE has restored over 600 acres of wetland prairies and is continuing to add biodiversity to these sites. Research into the genetic variability of these species is helping us protect local genetic types while improving efficiency of seed production at large scales. Lessons learned through seed collection, production and planting are incorporated into our education program. We leverage our seed production capacity by partnering with local governments, municipalities and other NGOs.





## Ecological Education

*The Ecological Education Program offers opportunities for K-12 students, teachers, and community members to engage in place-based stewardship education through school programs, teacher workshops, and volunteering. Our programs are experiential, hands-on, and inspire inquiry and action. We engage the future stewards of Oregon in the study of native plants and habitat restoration through service-learning and curriculum development. Our partners range from the Oregon Community Foundation and Spirit Mountain Foundation to the National Fish and Wildlife Foundation and the Environmental Protection Agency.*

**Goal: Connect people with nature and a sense of place through ecological education, stewardship, and citizen science.**

### Strategies

**1. Continue to develop RARE (Restoration and Recovery of Endangered species) Partnership, an ground-breaking project that links ecological restoration and inquiry-based education by engaging local middle and high school students in endangered species reintroduction.**

- a. Engage 300–500 students annually in service learning through habitat restoration and species reintroductions off school grounds, including 6–8 outplantings of rare species.
- b. By 2010, begin a nectar species bulb production program to grow plant materials for use with our students to support butterfly habitat.



- c. Work with students and teachers on inquiry projects to develop written propagation protocols for rare, nectar, and matrix species. Contribute one per year to the online Native Plants Propagation Protocol database, including publishing a protocol for the threatened Kincaid's lupine in a printed journal by 2011.

**2. Continue to represent the RESTORE (Restoration-Education, Science Training and Outreach for Regional Educators) Institute in Oregon to promote school yard restoration and empower teachers in Linn and Benton counties to engage students in outdoor classrooms.**

- a. Engage 3–5 schools by mid-2011 in ecological restoration on school grounds to create outdoor classrooms.



- b. Hold RESTORE Institute teacher workshop in summer of 2010.
- c. Work with teacher teams at RESTORE schools to provide regular outdoor education experiences for students by mid-2011.
- d. Continue supporting teachers by providing curriculum, grant writing assistance, and links to restoration experts.

**3. Provide resources for teachers in ecological education.**

- a. Complete and distribute the Oregon Native Plant Curriculum, with high school level completed August 2010, middle school completed by early 2011, and elementary completed by 2012.
- b. Partner with the Oregon Natural Resource Education Program to conduct professional development workshops for teachers on the use of Native Plants Curriculum in each of Oregon's eight eco-regions beginning in mid-2011 and continuing through mid-2013.

**4. Host community education workshops.**

- a. Conduct an assessment to determine the need for a community ecological education program in the mid-Willamette Valley by mid-2011.

**5. Continue to broaden the diversity of the community served by the ecological education program.**

- a. Partner with local tribes and/or tribal community at Oregon State University to create a student-led ethnobotanical restoration demonstration site. Initiate tribal contact by 2010 and start joint restoration by 2012.
- b. Seek opportunities to engage the Latino community in our RARE program, e.g., work with at least one bilingual class by 2012.

**Stopping the Invasion**

Invasive species are among the top threats to ecosystems worldwide. IAE has taken a leadership role in research and public outreach to control invasive plants in our region. We helped establish the False Brome Working Group as a model for information-sharing to solve invasive species problems – and we host the group's web page. By partnering with federal and state agencies, universities, private timber companies, and watershed councils we help target outreach, research and control activities for this species where they are most urgently needed. Our research has helped develop accurate maps of the species' distribution and effective integrated control methods that emphasize cost-effective and environmentally appropriate techniques. We have produced alerts, posters and brochures and presented our work at conferences to spread the word about the species and how to prevent its spread. Finally, we are conducting restoration in natural areas to remove this species and replace it with desirable vegetation.



- c. During the 2009–2010 school year, and in subsequent years, work with at least one class of at-risk students.

**6. Provide mentoring opportunities within the Ecological Education program.**

- a. Sponsor one AmeriCorps position per year.

**7. Work closely with community partners to further the mission of the Institute for Applied Ecology and the missions of our partner organizations.**

- a. Represent IAE at appropriate community outreach events, such as daVinci Days, Earth Day, and other festivals.
- b. Maintain educational partnerships with the City of Corvallis, Benton County, Greenbelt Land Trust, Mary's River Watershed Council, Luckiamute Watershed Council, Oregon Department of Fish and Wildlife, US Fish and Wildlife Service, Benton County Soil and Water Conservation District, OSU Extension 4H Wildlife Stewards Program, Earth Partnership for Schools, Oregon Natural Resource Education Program, Confederated Tribes of the Grand Ronde, and others as opportunities arise.



## Native Seed Network

*The Native Seed Network supports habitat restoration by providing access to information about plant materials.*

*Since 2002, the Native Seed Network has been an online resource supporting the use of native seed in habitat restoration and developing a market for seed producers. The Native Seed Network website allows producers to list their products for sale and consumers to select seeds based on species, habitat and regional source. The Native Seed Network operates primarily through its website, which currently hosts a vendor database, ecoregional species lists, and profiles of plant materials. Our restoration activities were developed under this program and were spun-off to form the Habitat Restoration Program in 2008.*

**Goal: Promote and support the use of native plants in habitat restoration.**

### Strategies

**1. Continue to facilitate development of a native plant marketplace through the Native Seed Network website.**

- a. Update species lists for five ecoregions each year to facilitate selection of appropriate plant materials throughout the United States.
- b. Add 20 plant material profiles to the existing data base by 2013.
- c. Increase seed vendor participation in the website by 50% by 2011.
- d. Continue to increase the visibility of native seed vendors by hosting their profile and products on the website.

**2. Expand the services of the website to include explanations of why native seeds are useful and how to choose them.**

- a. Publish four website articles and 10 links by 2011 to:
- organizations advocating the use of native seed.
  - resources on genetics and seed zones.

- b. Publish an online white paper on procurement approaches and special considerations for specifying native seed by 2011.
- c. Develop a geography-based tool to identify local resources and information for website users. By 2011, select software and programmer.
- d. Explore the feasibility of a “social network” aspect of the website to promote relationships and communication among professionals by 2011.

- d. Deliver one oral presentation and display exhibit twice at regional or national conferences each year.

**3. Document successful use of native seed on large-scale projects to showcase the effectiveness of habitat restoration with native species.**

- a. Publish six accounts on the web by mid-2010.

**4. Demonstrate the demand for native seed by federal agencies and track native seed use on public land.**

- a. Explore the feasibility of the following by December 2009:
  - Track public land seed buys through [www.fbo.gov](http://www.fbo.gov).
  - Develop reporting system and post on website monthly by early 2010.
  - Post quarterly review of activity, trends beginning April 2010.

**5. Conduct outreach to promote native plants in habitat restoration through conferences and publications.**

- a. Organize a national conference to be held May 2010 for native plant materials researchers, developers, producers, and land managers.
- b. Publish an article comparing native plant materials programs (such as the USFS Region 6, BLM, and Iowa Ecotype Project) in *Native Plants Journal* by 2011.
- c. Continue direct support of native seed industry by responding to inquiries from land managers, seed producers, and other interested parties.





## IAE Administrative Strategies

**Goal:** Create a viable and sustainable organization with committed staff and adequate facilities to meet our mission.

### Strategies

1. Engage our board and staff in the implementation of IAE's recently developed Organizational Management Plan with detailed tasks for 2009-2012.
2. Initiate a Financial Development Plan by mid-2010 to increase IAE's capacity and sustainability.
3. Increase administrative staff by one person to add capacity for grant processing and overall administrative duties.
4. Ensure IAE has adequate office space and parking by developing and implementing a facilities plan.
5. Update IAE's small vehicle fleet.
6. Merge existing volunteer programs into one program for the Institute.
7. Analyze the feasibility of incorporating a for profit corporation owned by IAE to produce native seeds and plant materials for restoration.
8. Initiate a strategic plan update for 2012-2015 by Feb. 2011.





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