

Rogue Native Plant Partnership

5-Year Strategic Plan 2021 - 2026

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*Goal: To facilitate
diverse ecosystems in
tandem with a more
robust native plant
materials economy in the
Rogue Basin*



Partner Organizations

Federal

BLM Medford District
Fish and Wildlife Service
Forest Service
J. Herbert Stone Nursery
Natural Resources Conservation Service
US Army Corps of Engineers

State & Tribal

City Of Medford
Oregon Department of Agriculture
Oregon Department Of Transportation
Oregon State Parks
OSU Extension
Rogue Valley Sewer Services
Cow Creek Tribe

Private

Althouse Nursery
Hedgerow Farms
Kenagy Family Farms
Klamath-Siskiyou Native Seeds
NatureLee Inspired Nursery
Plant Oregon
Silver Springs Nursery

Non-Government

Applegate Partnership and Watershed Council
Butte Falls Charter School
Freshwater Trust
Illinois Valley Soil and Water Conservation District
Pollinator Project Rogue Valley
Lomakatsi Restoration Project
Rogue Basin Partnership
Rogue River Watershed Council
Rogue Valley Farm to Schools
Selberg Institute
Seven Basins Watershed Council
Southern Oregon Land Conservancy
Southern Oregon Monarch Advocates
Southern Oregon Seed Growers Association
SW Oregon Pollinator Collaborative
The Nature Conservancy

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Introduction

There is an increasing demand in the Rogue Basin for locally sourced native plant materials. These native species are needed to restore ecosystems after wildfire and other disturbance, provide habitat for pollinators and wildlife and deliver ecosystem services. Unfortunately, this growing demand is not always met with the appropriate supply of native plant materials. This deficit has negative impacts on wildlife, pollinators, recreation, and limits the pace and scale of restoration efforts.

Despite the growing need for native plant materials, land managers face numerous barriers to sourcing genetically appropriate native plant materials. The planning and coordination required to successfully source and produce appropriate native plant materials is complex and time consuming. In order to produce these plants and seeds, project plans and species priorities must be established, seed must be collected from the wild, and a contract must be drafted 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 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 grow speciose and genetically appropriate plants and seeds, which are required for effective restoration activities, small lots are often required. These small lots are less desirable to growers because of the added risk and complexity of managing many different species as opposed to a few common ones. Lastly, climatic shifts and unpredictability 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 right species for each site. It is becoming clear, however, that this simplistic approach, based on a few common species, does not adequately support pollinators and other wildlife, and may inadvertently reduce resiliency to future climate regimes and lower biodiversity on public and private lands.

About the RNPP

The Rogue Native Plant Partnership (RNPP) is composed of state and federal agencies, non-government entities, private growers, and members of the public. This partnership aims to simplify the native plant procurement process for its partner organizations through collaboration and information sharing.

Since August 2016, this diverse group of agencies, private growers, non-government entities, and individuals in the Rogue Basin have been working together to better meet native plant materials needs in the region.

Our Mission

To facilitate diverse resilient ecosystems in tandem with a more robust native plant materials economy in the Rogue Basin by taking on many of the challenges in the native plant procurement process.

Accomplishments Thus Far

Planning coordination & information sharing

1. Since its establishment in the fall of 2016, the Rogue Native Plant Partnership (RNPP) has developed into a diverse group of stakeholders with over 40 organizations regularly participating in meetings, seed collection, and planting events. The RNPP's many achievements are a testament to the dedication and vision of its founding partners. The combination of a growing ethic of collaboration among an increasingly diverse partner base, funding for group coordination and activities from the Bureau of Land Management, United States Forest Service, US Fish & Wildlife Service, The Nature Conservancy, Oregon State Parks, and fiscal sponsorship and technical support from Rogue Basin Partnership has allowed the Rogue Native Plant Partnership to become what it is today.
2. A Memorandum of Understanding (MOU) document was drafted, vetted, and distributed for signature among RNPP's members in spring of 2019. In sum, 32 organizations (9 city state and federal agencies, 3 tribal and educational institutions, 11 non-profits, and 10 private organizations and landowners) agreed to participate in the agreement. The last signature on this agreement was received in October of 2019. The purpose of this MOU is to formalize the cooperative effort among the Rogue Native Plant Partnership's member organizations and meet commonly held goals.
3. The RNPP has cultivated a growing email list of over 265 contacts (double from this time last year). This email list is used to inform member organizations and individuals about upcoming meetings, events, and relevant opportunities.
4. The RNPP's website (www.roguenativeplants.org) has been further developed and includes information about RNPP's mission, an up-to-date meeting and events calendar, a document library containing native plant related resources, meeting agendas, notes, and slideshows, as well as online marketplace to purchase native plants and seeds.

Habitat-specific species priorities

5. In order to better inform growers of local demand and advise land managers on appropriate species mixes, a sub-committee was formed to guide the development of habitat and species-specific priorities for the Rogue Basin. A species ranking system was developed to allow local experts to provide their recommendations for which species should be prioritized. The ranking system was developed by gathering historical species lists from within each of the ten level IV ecoregions delineated in the Rogue Basin, then organizing these species lists into habitat-specific tables. Each expert was asked to rank species on their importance for restoration, current commercial availability, storage life, ease of production and wild collection.

Facilitation of grow-out contracts

6. In March 2019 the RNPP created a system to support growers and restoration practitioners by providing bridge funding to buffer timing-related challenges during the plant procurement process. In order to provide fair and transparent access to RNPP discretionary funds (generated through plant and seed sales) a formal application and grading system was developed. Through this system, RNPP partner organizations could apply for a 1-year bridge loan in order to start the native plant propagation process while they waited for internal funding for their project to become available. The intent of this program is to allow for more long-term planning on the part of land managers and to provide growers with up-front payment for plant production costs.
7. RNPP's coordinator worked with several local growers and land managers to develop a new hybrid contracting model. This seed-increase contract was 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 a price per pound of seed produced. This hybrid style contract has already provided several novice growers with enough security to begin growing native species for the first time while also incentivizing the production of as much seed as possible. In addition to the hybrid contracting model, RNPP's coordinator is also available to provide each grower with technical assistance and access to RNPP's seed cleaning equipment.

Coordination of seed collection and cleaning efforts among partner organizations

8. For many RNPP partner organizations, wild seed collection is often too labor intensive and costly to manage in-house. In an effort to alleviate some of these challenges, RNPP's coordinator has organized and led several volunteer seed collection events, or "seed blitzes" aimed at reducing seed collection costs and increasing the availability and diversity of foundation seed in the Rogue Basin. Each year since 2018, three to five separate volunteer-led seed collection events were organized with an average attendance of 12 volunteers collecting 6 different native species per event. In addition to lowering wildland

seed collection costs for RNPP's partner organizations, these events also provided educational and networking opportunities for all attendees.

Seed Cleaning Protocol Development

9. Seed collected in the field contains stems, weed seeds, and other floral parts that need to be removed (cleaned) before the seed can be safely stored or used for propagation. Seed cleaning is a time consuming process because each species requires a multi-step process with different equipment and/or techniques to remove unwanted material from the collections. In order to make future seed cleaning efforts more efficient, specific information about the threshing techniques, sizes of screens used, and blower speed were recorded for each species cleaned. These data will be compiled into a user-friendly document that can be shared with other partner organizations and increase the effectiveness of local seed cleaning efforts. The publication of this document is planned for spring 2021.

RNPP Seed Library Creation

10. Another accomplishment was the creation of the RNPP's seed library. This library contains information about where each seed lot was collected, the date of collection, and the quantity of seed on hand. This seed library, in conjunction with seed lots made available by the Bureau of Land Management and other partner organizations, will provide a greater diversity of local seed sources for restoration projects.

Native plant and seed sales

11. The RNPP also successfully coordinates yearly native plant sales. These native plant sales allow members of the public to purchase a variety of native species from a number of local wholesale growers through a centralized online store. These sales have provided the public with access to over 33 different native species of forbs, grasses, shrubs and trees and allowed local growers to easily access a new retail market. Additionally, these sales have the benefit of encouraging more people to use native species in their landscaping, while providing a venue for educating the public about the importance of habitat restoration and native species conservation. These sales also have the benefit of generating income that the RNPP can use to fund its programming.
12. The RNPP annual fall seed sale has been equally successful. These seed sales have made many more species available to local restoration practitioners and private landowners in the Rogue Basin, while utilizing excess seed. These sales also have the benefit of generating income that the RNPP can use to fund its programming.

Technical assistance to land managers, growers, and the public

13. In January 2019, the RNPP launched an online resources library (www.roguenativeplants.org/rnpp-resources-library). This searchable online library is a curated collection of nearly 80 different documents covering topics such as ecological restoration, seed cleaning, native plant production, pollinators, invasive species management, and species specific fact sheets. Web visitors can easily browse the library, read document summaries, and download the full pdf. This library also hosts RNPP meeting notes and slideshows. It is anticipated that this library will continue to grow in the future.
14. In addition to the resources library, RNPP has also developed a blog with the purpose of describing the on-the-ground work being done and detailing lessons learned. This blog can be viewed here: www.roguenativeplants.org/rnpp-blog.

Identified Unmet Needs

The Rogue 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 to dialogue with stakeholders, we are also more clearly identifying the area in which more work is necessary.

1. Need for improvement in communication and coordination among local growers, land managers, and restoration practitioners. Without a forum for agencies and landowners to share information about their restoration needs, local seed growers may or may not produce an adequate quantity and diversity of native seeds to meet those needs.
2. Improved information on availability and sourcing options for genetically appropriate seeds and other plant materials for grow-outs.
3. 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 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.
4. Continued development of a centralized marketplace for local seeds and plant materials. Native seeds must be sold in a way that clearly identifies their harvest location and date so that restoration practitioners can determine the best seed genetics and seeding rate for their project. The Rogue Valley also sees a surplus of plant stock grown out for agency-led restoration projects, which can be sold to smaller landholders, with an organization such as RNPP acting as "middle man" so that the right plants get into the right hands.

5. More educational resources and opportunities about native plants and ecological restoration. Many land managers have a vague idea about the ways that native plants support native pollinators, wildlife and the unique ecology of the Klamath-Siskiyou region, 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 knowledge for ranchers, agency land managers, foresters, and other individuals who are responsible for many acres of land across the Rogue 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.
6. Ongoing organizational financial stability is needed to keep working towards these goals. The current agreements that fund the RNPP activities will end on or before October 1st of 2022. 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, Rogue Native Plant Partnership will develop and expand our capacity as an organization by encouraging collaboration between members, improving our library of locally available native plant materials, supporting local native plant and seed producers, and providing educational resources and opportunities to both growers and users of native plant materials.

Goal 1: Communication & Collaboration

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

Large group meetings, held twice per year, will invite all RNPP members, as well as members of the public, to discuss progress and opportunities for improvement in growing and utilizing native plant materials in the Rogue Basin. In addition, RNPP will host quarterly steering committee meetings, which will serve as a forum to develop new RNPP 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 public with measurable ways in which we are meeting our goals and objectives.

Our goal is to not only improve collaboration and communication among stakeholders, but also to broaden the reach of the RNPP's work. We will make an ongoing effort to actively seek out new stakeholder 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 RNPP.

Goal 2: Diverse Genetics

Increase the diversity and genetic appropriateness of locally available native plant materials.

For successful restoration projects to take place in the Rogue Basin, large amounts of native “workhorse” species are needed, as well as smaller amounts of less commonly available species that fill important niche roles in the ecosystem. In both cases, genetic diversity is vital, so that appropriate plant characteristics can develop that allow these plants to thrive in the diverse habitats of our region. RNPP 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. 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.

Another objective is to prioritize species for grow-out of “workhorse” species via a Species Priority Committee that includes the RNPP members with the largest demand for native plant materials in the region. To collect native seeds and build our RNPP Seed Library, we will engage volunteer teams as well as local botanists skilled in locating and collecting prioritized species. Finally, we will hold at least one online seed sale per year to allow agencies and other restoration practitioners to obtain locally sourced, genetically diverse seeds for their projects.

Goal 3: Support Local Growers

Provide technical and financial support to local native plant and seed producers.

Although all farming involves some speculation, RNPP seeks to minimize the risk for growers of native plants and seeds by performing ongoing research on the needs of restoration practitioners and projects. RNPP will make this information available to growers through meetings, publications and direct communication. To reduce growers’ financial risk, we will provide bridge funding via RNPP’s discretionary fund to cover upfront costs, while utilizing a hybrid contracting model that splits inherent production risks between RNPP and its growers.

By documenting and sharing propagation protocols, farming practices specific to native plants, and seed cleaning techniques, RNPP will lower the knowledge barrier that can prevent new native plant growers from entering the market. RNPP growers will also have access to shared seed cleaning equipment, training and storage.

Creating avenues for growers to sell their products to individuals and commercial outlets at fair price will reduce another major challenge that farmers face when entering the native plant materials business. While continuing regular plant and seed sales through its online store, RNPP will also work to reach out to commercial nursery and plant retailers to create additional sales channels for growers. RNPP will enhance seed sales by providing limited release seed mixes for specific habitats, and developing seed mixes that match current challenges in restoration. For example, a post-fire mix for riparian zones is currently in development that will fill a niche created by widespread 2020 fires.

Goal 4: 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, RNPP will continue to focus on outreach and development of resource materials. The RNPP's website, blog and resource library will continue to grow with articles and guides that approach native plant propagation and restoration from multiple levels of expertise. Offline, RNPP 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 RNPP is doing. By continuing to partner with local education centers such as OSU Extension, RNPP will provide public presentations as well as hands-on workshops and events. In addition, our regular native plant sales are structured to encourage discovery of new native plants that fit customers' eco-regions. RNPP will continue to seek opportunities to bring on new volunteers and connect our existing volunteer base with planting and seed collection events organized by our partners.

Goal 5: Organizational Sustainability

Establish financial stability through new funding agreements and revenue streams

While RNPP enjoys a high level of stability in terms of commitment of its partners, staff and customer base, 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. RNPP's strategy is three-pronged: To leverage partner participation for in-kind sharing of hours and funding, seek outside funding through federal and private grants, and develop its own revenue streams through the sale of native plants and seeds. Organizations such as Rogue Basin Partnership have a vision and mission similar to RNPP's, and the ability to provide financial and staff support to our programs. By tracking in-kind hours and donations, RNPP will bolster its applications for federal and private grant funding. While recognizing that native plant and seed sales should not be profit-motivated, RNPP will continue to price these materials to recuperate some of the costs involved in procurement, processing and resale.

Proposed Goals and Objectives Tables

Goal 1: Facilitate Cross-Partner Collaboration				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
objective 1.	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
objective 2.	Hold quarterly steering committee meetings with the goal of developing new RNPP initiatives, identifying funding mechanisms, and ensuring accountability and transparency.	Coordinator, Steering Committee	35 staff hours, steering committee participation	4 meetings per year with 6+ attendees
objective 3.	Provide transparency by preparing yearly progress reports with measurable goals and objectives.	Coordinator	25 staff hours, steering committee participation	Annual progress report presented to member orgs each year
objective 4.	Increase stakeholder diversity & involvement through educational talks & public presentations.	Coordinator	20 staff hours	20% annual growth in RNPP mailing list membership. 5+ new orgs added to member directory each year

Goal 2: Increase Diversity of Locally Available Plant Materials				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
objective 1.	Develop basin-wide habitat specific priorities for plant and seed production that take into account climate science, ease of production, ecological function, and value to pollinators and other wildlife.	Coordinator, Species Priorities Committee	40 staff hours, local expert participation	Prioritized species lists developed for 3-4 ecoregions in SW Oregon by summer 2020.
objective 2.	Coordinate volunteer based seed collection efforts with a focus on priority species.	Coordinator	40 staff hours, landowner participation	2+ seed collection events per year. Seed from 10+ species collected per year
objective 3.	Facilitate contracted seed collection efforts as needed to fill availability gaps in prioritized species	Coordinator	20 staff hours, \$3,000 seed collection budget, contractor participation	6-10 prioritized species collected every two years by contractor
objective 4.	Develop and maintain RNPP seed library	Coordinator, Selberg Institute	100 staff hours, grower participation, access to Sampson Creek Preserve facility	Seed lots properly cleaned, stored, and catalogued each fall/winter.
objective 5.	Host annual seed sale for partner organizations	Coordinator	30 staff hours, BLM and other partner participation, RBP administration	RNPP & BLM seed availability published to website annually
objective 6.	Facilitate the sale of native plant materials to agencies & other restoration practitioners as needed	Coordinator	20 staff hours, grower participation, land manager participation	Consistent supply of workhorse species for larger restoration projects and roadside projects
objective 7.	Seed collection tracking system & communication of seed collection best practices	Coordinator, Species Priorities Committee	20 staff hours, species priority committee participation	Distribution of annual seed collection report that includes species info, quantity collected, and population maps

Goal 3: Provide Support to Growers				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
objective 1.	Minimize the need for grower speculation by regularly surveying partner organizations about current and future plant material needs	Coordinator	20 staff hours, land manager participation	Publication of partner restoration plans and seed orders annually
objective 2.	Provide bridge funding via RNPP's discretionary fund to help solve timing related issues with native plant grow-outs	Coordinator, Steering Committee	10 staff hours, \$1,000 income from plant & seed sales, RBP administration	Applications for bridge funding reviewed and awarded as needed
objective 3.	Gather and share propagation protocols developed during RNPP grow-out activities	Coordinator, growers	20 staff hours, grower participation	Publish 1-3 new propagation protocols to Native Plant Network database & RNPP's website per year
objective 4.	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, RBP administration	1-3 new priority species put into production each year
objective 5.	Provide shared seed cleaning equipment, training on best practices for seed cleaning, and seed storage facility for growers and partner organizations.	Coordinator, Selberg Institute	20 staff hours, access to Sampson Creek Preserve facility, \$500 seed storage equipment budget	1+ seed cleaning training per year, ongoing partner access to equipment
objective 6.	Facilitate the development of more commercial outlets for native plants & seeds locally. Create interest by limited release seed mixes for different habitats that correspond to partner plant material needs.	Coordinator, growers	20 staff hours, grower participation, local retail outlet participation	Development of 1-2 new relationships with local retailers. Bulk habitat-specific seed mix developed and made available to various retail outlets on an annual basis

Goal 4: Provide Educational Resources and Opportunities				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
objective 1.	Maintain RNPP website. Continue to add content to the resources library and blog.	Coordinator, media intern	30 staff hours, RBP administration	50% growth in resources library and blog content
objective 2.	Host regular educational public presentations and hands-on workshops/events.	Coordinator	40 staff hours	1-3 public presentations per year. 1-3 hands-on events per year.
objective 3.	Host annual native plant sale aimed at educating the public about native plants and ecological restoration.	Coordinator, Illinois Valley SWCD, Vesper Meadow	30 staff hours, grower participation, IVSWCD & Vesper Meadow support, RBP administration	1 + plant sale per year, 20% growth in quantity of plants sold per year. Minimum of 20 different species available
objective 4.	Develop educational materials that can be used to promote the use of native plants for landscaping and other commercial uses.	Coordinator, media intern	20 staff hours, steering committee participation	1-3 handouts and/or signs developed per year
objective 5.	Facilitate the development of a local market for native plants and seeds through media campaigns, educational materials, and other publicity.	Coordinator, media intern	50 staff hours, local growers, retail outlets, and media outlet participation	Development of retail-oriented materials for consumer education. 1-3 new local retail outlets offering native seed and/or plants.

Goal 5: Organizational Sustainability				
Action		Accountable	Est. resources per year	Measurement
(what will be done?)		(who oversees it?)	(\$, people, cooperation)	(success = x)
objective 1.	Identify and apply for funding opportunities for part-time coordinator salary and associated overhead costs.	Steering Committee	30 staff hours, partner participation and in-kind hour sharing, fiscal sponsorship from RBP	Funding for 10-15 hrs per week of coordination in place through Sept 2022
objective 2.	Secure funds for website hosting.	Steering Committee	\$300 per year, RBP administration	Yearly generation of discretionary funding to cover web hosting costs
objective 3.	Develop & maintain a system for tracking partner organization in-kind hours for all RNPP meetings and events.	Coordinator	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 Rogue Basin.	Coordinator, steering committee	30 staff hours, partner participation and in-kind hour sharing, fiscal sponsorship from RBP	1-3 outside sources of funding leveraged to support RNPP plant & seed availability objectives

Proposed Budget Table

		* Funds not secured (estimate includes 1% per year inflation)								
Goal 1: Facilitate Cross-Partner Collaboration		Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
objective 1.	Hold twice-annual large group partnership meetings to discuss progress and opportunities for improvement.	25		\$688	\$688	\$694	\$701	\$708	\$715	\$723
objective 2.	Hold quarterly steering committee meetings with the goal of developing new RNPP initiatives, identifying funding mechanisms, and ensuring accountability and transparency.	35		\$963	\$963	\$972	\$982	\$992	\$1,002	\$1,012
objective 3.	Provide transparency by preparing yearly progress reports with measurable goals and objectives.	25		\$688	\$688	\$694	\$701	\$708	\$715	\$723
objective 4.	Increase stakeholder diversity & involvement through educational talks & public presentations.	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
Totals				\$2,888	\$2,888	\$2,916	\$2,946	\$2,975	\$3,005	\$3,035

		* Funds not secured (estimate includes 1% per year inflation)								
Goal 2: Increase Diversity of Locally Available Plant Materials		Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
objective 1.	Develop basin-wide habitat specific priorities for plant and seed production that take into account climate science, ease of production, ecological function, and value to pollinators and other wildlife.	40		\$1,100	\$1,100	\$1,111	\$1,122	\$1,133	\$1,145	\$1,156
objective 2.	Coordinate volunteer based seed collection efforts with a focus on priority species.	40		\$1,100	\$1,100	\$1,111	\$1,122	\$1,133	\$1,145	\$1,156
objective 3.	Facilitate contracted seed collection efforts as needed to fill availability gaps in prioritized species	20	\$3,000	\$3,550	\$4,100	\$4,141	\$4,182	\$4,224	\$4,266	\$4,309
objective 4.	Develop and maintain RNPP seed library	100		\$2,750	\$2,750	\$2,778	\$2,805	\$2,833	\$2,862	\$2,890
objective 5.	Host annual seed sale for partner organizations	30		\$825	\$825	\$833	\$842	\$850	\$858	\$867
objective 6.	Facilitate the sale of native plant materials to agencies & other restoration practitioners as needed	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
objective 7.	Seed collection tracking system & communication of seed collection best practices	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
Totals				\$10,425	\$10,975	\$11,085	\$11,196	\$11,308	\$11,421	\$11,535

		* Funds not secured (estimate includes 1% per year inflation)								
Goal 3: Provide Support to Growers		Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
objective 1.	Minimize the need for grower speculation by regularly surveying partner organizations about current and future plant material needs	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
objective 2.	Provide bridge funding via RNPP's discretionary fund to help solve timing related issues with native plant grow-outs	10	\$1,000	\$1,275	\$1,550	\$1,566	\$1,581	\$1,597	\$1,613	\$1,629
objective 3.	Gather and share propagation protocols developed during RNPP grow-out activities	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
objective 4.	Share inherent production risks by utilizing the hybrid contracting model developed by the RNPP to facilitate local seed production	30		\$825	\$825	\$833	\$842	\$850	\$858	\$867
objective 5.	Provide shared seed cleaning equipment, training on best practices for seed cleaning, and seed storage facility for growers and partner organizations.	20	\$300	\$850	\$850	\$859	\$867	\$876	\$885	\$893
objective 6.	Facilitate the development of more commercial outlets for native plants & seeds locally. Create interest by limited release seed mixes for different habitats that correspond to partner plant material needs.	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
Totals				\$4,600	\$4,875	\$4,924	\$4,973	\$5,023	\$5,073	\$5,124

		* Funds not secured (estimate includes 1% per year inflation)								
Goal 4: Provide Educational Resources and Opportunities		Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
objective 1.	Maintain RNPP website. Continue to add content to the resources library and blog.	30		\$825	\$825	\$833	\$842	\$850	\$858	\$867
objective 2.	Host regular educational public presentations and hands-on workshops/events.	40		\$1,100	\$1,100	\$1,111	\$1,122	\$1,133	\$1,145	\$1,156
objective 3.	Host annual native plant sale aimed at educating the public about native plants and ecological restoration.	30		\$825	\$825	\$833	\$842	\$850	\$858	\$867
objective 4.	Develop educational materials that can be used to promote the use of native plants for landscaping and other commercial uses.	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
objective 5.	Facilitate the development of a local market for native plants and seeds through media campaigns, educational materials, and other publicity.	50		\$1,375	\$1,375	\$1,389	\$1,403	\$1,417	\$1,431	\$1,445
Totals				\$4,675	\$4,675	\$4,722	\$4,769	\$4,817	\$4,865	\$4,913

Goal 5: Organizational Sustainability		Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
objective 1.	Identify and apply for funding opportunities for part-time coordinator salary and associated overhead costs.	30		\$825	\$825	\$833		\$842		\$850
objective 2.	Secure funds for website hosting.		\$500	\$500	\$500	\$505	\$510	\$515	\$520	\$526
objective 3.	Develop & maintain a system for tracking partner organization in-kind hours for all RNPP meetings and events.	15		\$413	\$413	\$417	\$421	\$425	\$429	\$434
objective 4.	Develop and maintain stable funding structure for native seed & plant production in the Rogue Basin.	20		\$550	\$550	\$556	\$561	\$567	\$572	\$578
Totals				\$2,288	\$2,288	\$2,310	\$1,492	\$2,348	\$1,522	\$2,387

* Funds not secured (estimate includes 1% per year inflation)

	Staff hours/yr	Other costs	2020	2021	2022*	2023*	2024*	2025*	2026*
Totals:	730	\$24,875	\$47,463	\$49,113	\$49,604	\$49,258	\$50,592	\$50,248	\$51,601

Proposed Timeline

Goal 1: Facilitate Cross-Partner Collaboration		2020				2021				2022				2023				2024				2025				2026			
		W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F
objective 1.	Hold twice-annual large group partnership meetings to discuss progress and opportunities for improvement.		A		A																								
objective 2.	Hold quarterly steering committee meetings with the goal of developing new RNPP initiatives, identifying funding mechanisms, and ensuring accountability and transparency.	A			A																								
objective 3.	Provide transparency by preparing yearly progress reports with measurable goals and objectives.																												
objective 4.	Increase stakeholder diversity & involvement through educational talks & public presentations.	A			A																								

Goal 2: Increase Diversity of Locally Available Plant Materials		2020				2021				2022				2023				2024				2025				2026			
		W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F
objective 1.	Develop basin-wide habitat specific priorities for plant and seed production that take into account climate science, ease of production, ecological function, and value to pollinators and other wildlife.		A																										
objective 2.	Coordinate volunteer based seed collection efforts with a focus on priority species.			A																									
objective 3.	Facilitate contracted seed collection efforts as needed to fill availability gaps in prioritized species		A																										
objective 4.	Develop and maintain RNPP seed library				A																								
objective 5.	Host annual seed sale for partner organizations		A																										
objective 6.	Facilitate the sale of native plant materials to agencies & other restoration practitioners as needed				A																								
objective 7.	Seed collection tracking system & communication of seed collection best practices	A																											

Goal 3: Provide Support to Growers		2020				2021				2022				2023				2024				2025				2026			
		W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F
objective 1.	Minimize the need for grower speculation by regularly surveying partner organizations about current and future plant material needs	A																											
objective 2.	Provide bridge funding via RNPP's discretionary fund to help solve timing related issues with native plant grow-outs			A																									
objective 3.	Gather and share propagation protocols developed during RNPP grow-out activities	A																											
objective 4.	Share inherent production risks by utilizing the hybrid contracting model developed by the RNPP to facilitate local seed production		A																										
objective 5.	Provide shared seed cleaning equipment, training on best practices for seed cleaning, and seed storage facility for growers and partner organizations.	A			A																								
objective 6.	Facilitate the development of more commercial outlets for native plants & seeds locally. Create interest by limited release seed mixes for different habitats that correspond to partner plant material needs.																												

Goal 4: Provide Educational Resources and Opportunities		2020				2021				2022				2023				2024				2025				2026			
		W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F
objective 1.	Maintain RNPP website. Continue to add content to the resources library and blog.	A	A	A	A																								
objective 2.	Host regular educational public presentations and hands-on workshops/events.																												
objective 3.	Host annual native plant sale aimed at educating the public about native plants and ecological restoration.		A																										
objective 4.	Develop educational materials that can be used to promote the use of native plants for landscaping and other commercial uses.																												
objective 5.	Facilitate the development of a local market for native plants and seeds through media campaigns, educational materials, and other publicity.																												

Goal 5: Organizational Sustainability		2020				2021				2022				2023				2024				2025				2026			
		W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F	W	Sp	Su	F
objective 1.	Identify and apply for funding opportunities for part-time coordinator salary and associated overhead costs.																												
objective 2.	Secure funds for website hosting.																												
objective 3.	Develop & maintain a system for tracking partner organization in-kind hours for all RNPP meetings and events.																												
objective 4.	Develop and maintain stable funding structure for native seed & plant production in the Rogue Basin.																												

Timeline Key	
	Task due date
A	Task Accomplished

Conclusion

Rogue Native Plant Partnership has spent the first four years of its existence establishing community visibility and trust, growing its partner base to over 40 participating organization, and creating avenues for native plant producers and customers to connect, share information, and support each others' goals. With investment in facilities, seed cleaning equipment, storage, and online retailing, RNPP is ready to scale up its efforts and expand its reach to new partners in the Rogue Basin. The goals outlined in this Strategic Plan will allow the continuation of RNPP's collaborative approach to intelligently planning the production and distribution 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. By focusing on genetic diversity, we will ensure that we can supply plant materials for the wide range of ecological 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, transparent in our operations, and stable as an organization going into the future.

Appendix I: Woody Species Seed Collection Priorities for Riparian Habitats

Woody Species Seed Collection Priorities for Riparian Habitats						
under contract 2020-2021	Species	Common Name	Plants needed per/yr	Est seed needed	Mean seeds/lb	lbs seed needed over 5 years
	<i>Pinus ponderosa</i>	Ponderosa pine	10,920	273,000	10,000	27.30
	<i>Fraxinus latifolia</i>	Oregon ash	8,320	208,000	75,000	2.77
	<i>Populus balsamifera v. trichocarpa</i>	Black cottonwood	7,510	187,750	425,000	0.44
	<i>Acer macrophyllum</i>	Bigleaf maple	6,445	161,125	3,350	48.10
X	<i>Symphoricarpos albus</i>	Common snowberry	6,280	157,000	76,000	2.07
	<i>Calocedrus decurrens</i>	Incense cedar	5,385	134,625	15,500	8.69
	<i>Mabonia aquifolium</i>	Oregon grape	4,485	112,125	40,000	2.80
	<i>Philadelphus lewisii</i>	Mock orange	3,685	92,125	5,750,000	0.02
X	<i>Physocarpus capitatus</i>	Pacific ninebark	3,510	87,750	875,000	0.10
X	<i>Crataegus douglasii</i>	Black hawthorn	2,700	67,500	22,000	3.07
X	<i>Prunus virginiana</i>	Chokecherry	2,510	62,750	5,000	12.55
X	<i>Sambucus cerulea</i>	Blue elderberry	1,935	48,375	22,500	2.15
X	<i>Cornus stolonifera</i>	Red Osier dogwood	1,840	46,000	18,000	2.56
	<i>Ceanothus cuneatus</i>	Buckbrush	1,500	37,500	49,000	0.77
	<i>Quercus garryana</i>	Oregon white oak	1,500	37,500	85	441.18
	<i>Salix sp.</i>	Shrub willow	1,175	29,375	2,500,000	0.01
	<i>Holodiscus discolor</i>	Oceanspray	1,125	28,125	5,000,000	0.01
	<i>Spiraea douglasii</i>	Douglas spirea	950	23,750	1,030,400	0.02
	<i>Alnus rubra</i>	Red alder	800	20,000	875,000	0.02
	<i>Garrya fremontii</i>	Silk tassel	750	18,750	25,000	0.75
	<i>Juniperus occidentalis</i>	Western juniper	750	18,750	2,633	7.12
	<i>Pinus contorta</i>	lodgepole pine	750	18,750	94,000	0.20
X	<i>Alnus rhombifolia</i>	White alder	605	15,125	508,000	0.03
X	<i>Ribes sanguineum</i>	Red-flowering currant	375	9,375	151,000	0.06
	<i>Rosa pisocarpa</i>	Clustered rose	375	9,375	71,520	0.13
X	<i>Rosa nutkana</i>	Nootka rose	200	5,000	32,234	0.16
	<i>Juglans hindsii</i>	Hind's walnut	30	750	55	13.64
	<i>Pinus jeffreyi</i>	Jefferey pine	30	750	4,000	0.19

Est seeds needed per/yr was calculated using plants needed per year x 5 years x 5 seeds per plant. Plant need data was gathered from local restoration practitioners and was based on their anticipated plant needs for the next five years beginning in 2021. These estimates were made prior to the 2020 wildfire season and may not reflect current needs.

Appendix II: Woody Species Seed Collection Contracted 2020-2021

Contracted Seed Collection 2020-2021					
Priority	Species	Common Name	Est seed needed	Mean seeds/lb	lbs requested
High	<i>Symphoricarpos albus</i>	Common snowberry	157,000	76,000	2.07
High	<i>Physocarpus capitatus</i>	Pacific ninebark	87,750	875,000	0.10
High	<i>Crataegus douglasii</i>	Black hawthorn	67,500	22,000	3.07
High	<i>Prunus virginiana</i>	Chokecherry	62,750	5,000	6.00
High	<i>Sambucus cerulea</i>	Blue elderberry	48,375	22,500	2.15
High	<i>Cornus stolonifera</i>	Red Osier dogwood	46,000	18,000	2.56
High	<i>Alnus rhombifolia</i>	White alder	15,125	508,000	0.30
Med	<i>Ribes sanguineum</i>	Red-flowering currant	9,375	151,000	0.06
Med	<i>Rosa nutkana</i>	Nootka rose	5,000	32,234	0.30
				TOTAL	16.60

These species were selected for seed collection by a local contractor in the spring of 2021. RNPP discretionary funds generated through previous native seed and plant sales will be used to pay for this service. These species/seeds were prioritized for their suitability for long-term storage, local restoration practitioner and grower demand, contractor knowledge of existing populations and relative difficulty of collection and seed processing.

Appendix III: Priority Wildflower & Grasses