






CLARK FORK COALITION
**STRATEGIC
PLAN**
2018-2022





On the cover: The gravel-bed river systems of the Clark Fork watershed, like the Bitterroot River (pictured on the cover), are among the most ecologically important habitats on the continent. By protecting these ribbons of life, the Clark Fork Coalition is safeguarding our region's biodiversity, preserving our shared quality of life, and fostering a healthier environment for us all.



Photo: Randy Beacham

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CANADA

Montana

Seattle

Washington

Portland

Oregon

Columbia

Snake

Willamette

Columbia

Lake Pend Oreille

Kalispell

Flathead Lake

Missoula

Blackfoot

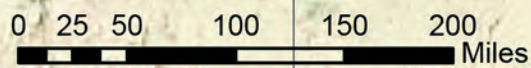
Bitterroot

Clark Fork

Butte

Idaho

Snake





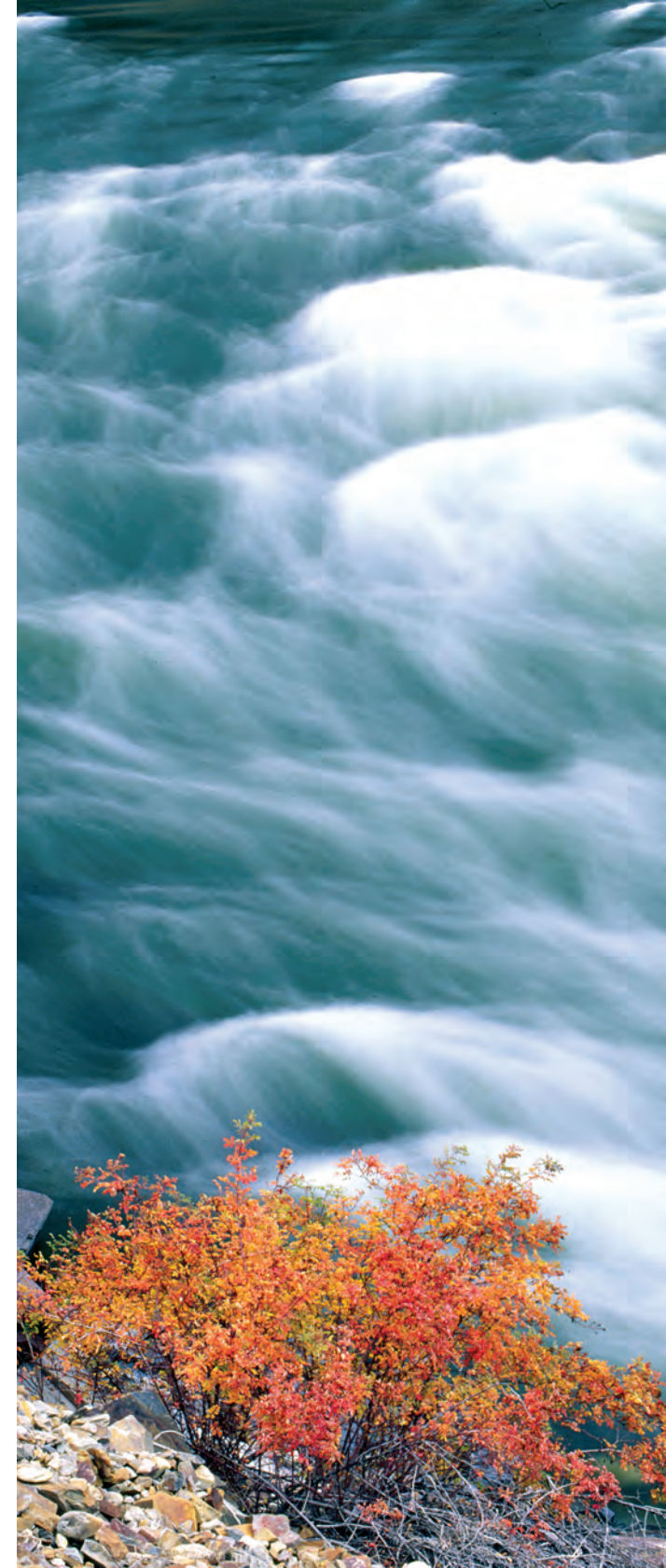
OUR WATERSHED

THE COALITION FORMED IN 1985 to protect and restore the Clark Fork River basin—a 14 million acre area spanning nearly all of western Montana and a portion of northern Idaho. The Clark Fork is Montana’s largest river by volume and is the easternmost headwaters of the Columbia Basin. It rises out of mountains along the Continental Divide and captures water from 28,000 miles of creeks and streams on its 320-mile journey to Idaho’s largest natural lake, Lake Pend Oreille.

Flowing through a landscape that sits at the junction of two of the last remaining large and intact ecosystems—the Greater Yellowstone and the Crown of the Continent—the Clark Fork and its tributaries supply some of the richest and wildest habitat in the lower 48. These waterways provide food, shelter, and vital pathways for myriad native species, including grizzly bears, elk, wolverines, lynx, and cutthroat trout. They also connect people, sustain human communities, and are the engines of the region’s burgeoning outdoor economy.

During the previous century, the Clark Fork was the backbone of other industries: mining and smelting, logging and agriculture, pulp and paper making. Many of these were large-scale and intensive enterprises that left a legacy of pollution and ecological damage that the Clark Fork Coalition is tackling to this day.

Photo: Clark Fork Coalition



OUR MISSION

THE CLARK FORK COALITION is dedicated to protecting and restoring the Clark Fork River basin.

OUR VISION

THE COALITION STRIVES to improve and maintain the Clark Fork River and its tributaries so that they flow with clean, cold, and abundant water, ensuring the people, fish, and wildlife of the region flourish for generations to come. We envision a world where policies and practices fully support this vision and that the basin's residents are engaged in active caretaking of their local rivers and streams.

OUR VALUES

OUR VALUES form the foundation of the Coalition's existence. They represent what we stand for and how we behave in the world.

- ▶ **Commitment:** Protecting and caring for the Clark Fork and all its moving parts is central to everything that we do. We err on the side of protecting too much rather than too little of the Clark Fork watershed's clean water and wild habitats.
- ▶ **Scientific integrity:** Recognized science and best practices that respond to the needs of the watershed are what guide our work.
- ▶ **Awareness of connections:** People and water are interconnected parts of a greater whole, and we promote solutions that satisfy human needs while accommodating the ecological requirements of the river.
- ▶ **Optimism:** We believe that by focusing on clean water and healthy rivers, we can ensure the best possible future for the Clark Fork and its people.
- ▶ **Authenticity:** We strive for honesty, consistency, and transparency, and we build relationships based on mutual benefit and trust.
- ▶ **Collaboration:** We seek input from diverse stakeholders, and value inclusive, collaborative efforts with partners whose lives and livelihoods are linked to the river.



OUR ORGANIZATION

LIKE ELSEWHERE IN THE U.S. water is central to everything we care about in the Clark Fork watershed. The rivers that carry this essential element are what define our landscape, drive our economies, and provide for people and wildlife in countless ways. In addition to supplying drinking water, flood control, crop irrigation, and food, these ribbons of life give our towns cohesion and character, a focal point for civic and outdoor life, and a connection to wild nature and each other.

Simply put: healthy rivers are what make our communities resilient, and allow people and nature to thrive.

This link between community vitality and watershed health is the primary organizing principle behind everything we do at the Clark Fork Coalition. For more than three decades, the Coalition has protected clean water and restored historically hard-working rivers for the benefit of people, nature,

and the diversity of life in the Clark Fork watershed.

Our track record of success is built on science, advocacy, education, outreach, and partnerships in on-the-ground conservation. We bring all of these activities together by seeking out diverse interests, applying the best science, adopting a watershed-wide view, and building community around the rivers that sustain life in our part of the world. This combination of expertise and community engagement makes the Coalition a unique and trusted force for conservation in the region.



Photo: Paul Queneau



KEY ACCOMPLISHMENTS

Spearheaded the removal of Milltown Dam and millions of tons of mining waste stacked behind it, restoring the Blackfoot-Clark Fork confluence to a clean, free-flowing state



Helped secure \$300 million in settlement funds to clean up toxic wastes and restore 56 river miles in the heavily-polluted headwaters of the Clark Fork basin



Pioneered successful Superfund cleanup of mine waste on an active cattle ranch in the Deer Lodge Valley, which is providing a crucial roadmap for other ranchers whose lands are next in line for cleanup



Re-watered, reconnected, and revitalized dozens of streams, returning 45 billion gallons of water to trout strongholds



Won key legal victories and shaped policies that protect clean water and prevent degradation of Montana's rivers and streams



Created education and volunteer programs that engage 2,000 youth and adults each year in active care for the river



TRENDS ON OUR RADAR

Accelerating climate impacts



Diminished regulatory frameworks for protecting and managing water



Underfunded state and federal environmental agencies



Increasing population in western Montana



Uptick in riverside growth and development



More pressure on our life-sustaining waterways

LOOKING BACK AND FORGING AHEAD

IN 2018, THE COALITION enjoys wide respect from diverse sectors, a 33-year track record of conservation success, deep loyalty among its supporters, and the clarity that springs from working for the benefit of the Clark Fork River system—a living symbol of all the life it sustains, nourishes, and connects.

Our previous strategic plan set forth an integrated framework for coordinating our stream restoration efforts in the field, our advocacy work in the policy arena, and our water education and river stewardship activities within local communities. It helped us achieve significant progress toward our vision of a clean, healthy, whole watershed. And it taught us essential lessons to apply to our work going forward.

In developing our 2018 - 2022 Strategic Plan, we sought the advice and perspectives of many leaders, partners, and supporters. This input, plus our own review, revealed several macro-level trends that are converging on our watershed and calling on the Coalition to adjust our thinking, raise our sights, and scale our conservation impact. Climate change is accelerating. Regulatory frameworks for managing water are not responsive to current realities on the ground. Protections for water and natural places are in jeopardy. And people are moving to western Montana at a rapidly increasing rate, with growth and recreation focused intensively along rivers.

Adding to the pressures, large-scale pollution from our river's hard-working mining past still plagues the watershed and the pace of cleanup is slow. Meanwhile, new scientific research shows that rivers like those flowing out of the heavily glaciated mountains of the Clark Fork watershed are among the most ecologically important habitats on the continent for their life-sustaining dynamics. Alter them, and we see far-reaching effects, leading to long-term ecosystem decline.

At the same time, we are constantly awed by the resilience of nature. The Clark Fork functioned as a waste receptacle and a work horse for industrial development in Montana for over a century. Some reaches of the watershed were left for dead. Yet in our 33 years of work to reverse the decline, clean up pollution, remove obsolete dams, reconnect streams, enhance flows, improve water policies and practices, and create a culture of stewardship, we're seeing the vital signs of our river bounce back. **One project at a time, the Coalition and our partners are writing a new story for the Clark Fork.**



THE NEXT FIVE YEARS

THE CHALLENGES FACING OUR WATERSHED call on the Coalition to consider bolder solutions that go straight to the heart of what the watershed needs most, namely: intact and resilient streams; clean water; strong water policies and effective river-smart planning; active and knowledgeable stewards; and a durable conservation constituency that supports the cause for a healthy river. In response, the Coalition has developed a new Strategic Plan that sets the course for the next five years and pursues five inter-connected strategic goals, using diverse tools for maximum watershed-wide impact.

Our five goals:

1. HEALTHY, RESILIENT STREAMS

Improve flows, function, and water quality of degraded streams, as well as the regulatory processes guiding the work.

2. A CLEANED UP WATERSHED

Press for cleanup of contaminated sites, prevent new sources of pollution, and protect clean water strongholds.

3. STRONG WATER POLICIES AND PLANNING

Advocate for, and defend clean water policies, rules, and regulations at the local, state, and federal level.

4. ACTIVE, KNOWLEDGEABLE CITIZENS

Reach youth, teachers, and community members with watershed education and stewardship projects that empower and motivate people to care for their rivers.

5. STRONG CLARK FORK COALITION

Strengthen the Coalition’s capacity to carry out its mission, achieve its long-term vision, and serve as responsible stewards of streams under its care.

LESSONS WE’RE CARRYING FORWARD

Develop a clear, shared understanding among diverse stakeholders of a problem, and go after root causes



Focus on solutions that can be built to scale



Set concrete, winnable milestones to keep people motivated for the long haul



Learn, adapt, and embrace course corrections



Pursue targeted, rather than ad hoc, conservation using integrated, complementary approaches to achieve solutions that will last



LIVING OUR VALUES AND OUR PLAN

We view challenges and opportunities through a wide-range lens and in a holistic manner. To improve the health of the waters we all share, the Coalition emphasizes collaborative partnerships and the involvement of our 3,000 members, business supporters, and volunteers.

Our methods are:

Grounded in science



Enriched by diverse viewpoints



Geared toward results



Informed by the belief that the health of our waterways and the health of our communities are inextricably linked



Water is the basis of life, and our stewardship of it will decide the future of our region

OUR APPROACH

WE BELIEVE THAT ACTIONS IN SUPPORT OF OUR 5 STRATEGIC GOALS can be successfully applied and will deliver results throughout our 14-million acre watershed. Specific reaches present particularly timely and unique openings for impact these next 5 years, because resources invested can be leveraged for maximum basin-wide impact. Although this plan may focus on specific sub-basins to take advantage of partnerships catalyzed by existing programs, the Coalition will remain alert and responsive to threats, opportunities, and requests from citizens that arise elsewhere within the basin.

This Strategic Plan incorporates feedback and ideas from Coalition members, partners, and stakeholders interviewed during our planning process. As a result, the board and staff of the Coalition believe the plan reflects what our constituents look to us to provide, and sets a positive and proactive conservation agenda focused on clean water and the rivers that are the living symbol of all life in our watershed. Furthermore, we believe this plan will allow us to expand our impact for the benefit of people, fish, and wildlife now and into the future.



Left: Pat Clayton; Opposite page: Jason Fitzgibbon





TACKLING COMPLEX, INTERACTING CHALLENGES

The Coalition annually adds 5 billion gallons of water to thirsty streams through the water rights we acquire, lease, and manage for instream flow. As of 2018, we rely on 47 monitoring stations to give us real-time data on 22 of our project streams, allowing us to track how they respond to our flow and habitat improvement efforts. We'll need to double down and expand on this work these next 5 years. Decades of data point to tough times ahead for our climate-stressed watershed:



20% decline in snowpack since 1950;
60% decrease predicted by 2099



2.5°F increase in average air temperatures since 1950; 4°- 8°F increase predicted by mid-century



70° average water temperature projected for the Clark Fork through Missoula by mid-century

GOAL #1: HEALTHY, RESILIENT STREAMS

THE CLARK FORK RIVER SYSTEM'S VAST NETWORK OF TRIBUTARIES provide drinking water and irrigation, fish and wildlife habitat, and recreational opportunities—all vital elements of the rural economy and natural heritage of the watershed. But the life-sustaining dynamics of many streams and riparian corridors, particularly in the basin's headwater sub-basins, have been compromised by mine wastes, dewatering, sediments, fish barriers, and temperature impacts exacerbated by climate change. These compounding problems limit the Clark Fork's ecological functioning and overall contributions to community health and vitality. Moreover, cumbersome administrative processes slow essential work to repair the damage.

KEY ACTIONS: The Coalition will focus on the urgent need to improve flows, function, and water quality of degraded streams, and to simplify regulatory processes constraining the work.

STRATEGIES

- ▶ **Restore flows:** Execute our integrated aquatic restoration strategies for a high-priority network of streams in the Upper Clark Fork and Bitterroot and develop high-impact instream flow projects in other priority sub-basins, including the Blackfoot and Middle Clark Fork.
- ▶ **Improve regulatory processes:** Advocate for changes in Montana's instream flow policies to remove administrative hurdles and create a robust, yet flexible framework for moving water into the river system where it matters most for fish, wildlife, and recreation, while meeting demands for out-of-stream uses that enrich local economies and ranching communities.
- ▶ **Rehabilitate priority streams:** Develop effective fish passage and habitat enhancement projects to bolster aquatic ecosystem resiliency and improve stream corridor health in targeted urban, suburban, and rural reaches of the watershed.
- ▶ **Build dynamic partnerships:** Strengthen and expand our network of established partners by connecting with new stakeholders and engaging researchers, scientists, and technical experts from complementary fields, agencies, and organizations to help address the needs of the watershed.
- ▶ **Responsibly steward our water projects:** Create a strategy to secure sustainable funding to steward our growing portfolio of projects. Refine and add biological elements to our monitoring protocols and ecological reporting so that we have a more complete snapshot of the river's response to our work and a better understanding of the health of project streams.

GOAL #2: A CLEANED UP WATERSHED

THE CLARK FORK SERVED AS THE BACKBONE of Montana's economic development during the last century. The river played an integral role in large-scale mining and smelting, logging, agriculture, road and rail building, pulp- and paper-making, and the growth of our cities and towns. This sustained, intensive use of the Clark Fork had profound impacts on the river and surrounding communities, and left vast amounts of pollution behind. Complex contamination sites still threaten several reaches of the watershed and threats of risky new mines loom.

KEY ACTIONS: The Coalition will press for clean up of contaminated reaches of the Clark Fork, prevent new sources of pollution, and protect clean water strongholds.

STRATEGIES

- ▶ **Clean up pollution:** Catalyze agencies and convene diverse stakeholders to remove contamination sources that impair water quality and limit the Clark Fork's ability to achieve its ecological and socio-economic potential. Supply technical, scientific, and legal expertise to solve cleanup challenges, especially at the following sites: Upper Clark Fork River corridor, Beal Mountain Mine, Butte and Anaconda Superfund sites, Warm Springs Ponds, Flint Creek, Mike Horse, and Smurfit-Stone.
- ▶ **Restore the mining-damaged Upper Clark Fork:** Ensure action, accountability, and access to all available tools to revitalize the riverine ecosystem of the Upper Clark Fork and to bring about ecological and socio-economic recovery on a scale that matters and in a way that endures.
- ▶ **Prevent activities that degrade the river:** Protect the basin's waters from damaging impacts of new mineral development at the Rock Creek and Montanore mines proposed for the Cabinet Mountains wilderness and the Copper Cliffs site in the Blackfoot Valley, and promote legal, regulatory, and financial solutions that prevent future pollution problems.
- ▶ **Reduce nonpoint source pollution:** Pursue legislative efforts to adequately fund and tackle nonpoint source reduction strategies in communities statewide.



TAKING ON A LEGACY OF CONTAMINATION

Starting in the mid-1800s, prospectors burrowed into almost every nook and cranny of the Clark Fork watershed looking for paydirt. Sometimes their work paid off; more often it did not. But whether they were successful or not, they left behind the spoils of mining.

Here in the Clark Fork basin, we have:



2,425 abandoned mines, ranging from shallow pits in the ground to fully developed, defunct mines with waste rock and contaminated tailings



106 abandoned mines that are classified as high-priority because the threats they pose to human health and the environment



66 high-priority abandoned mines in the mineral-rich Upper Clark Fork that cover 1,200 acres



BEING A VOICE FOR THE RIVER

Nearly 50 years ago, Congress passed the Clean Water Act to protect the public's waters. It is one of the nation's most popular laws, and—along with other environmental policies—it helps ensure the right relationship between society and the waters we all share.

The Coalition relies on these laws to raise the bar on that relationship. In 33 years of advocacy, we have used these tools to:



Protect Montanans' right to a clean and healthful environment, and to participate in government



Stop metals and industrial contamination of our waterways



Preserve strong water quality standards



Require river-sensitive road construction practices



Protect wilderness waters



Safeguard flows and groundwater supplies

GOAL #3: STRONG WATER POLICIES & PLANNING

WATER IS THE BASIS OF LIFE and the foundation of every human enterprise. It has a strong hold on our imagination and our culture in the Clark Fork basin, and dictates how our communities build and grow. Water—its control, ownership, and management—also dominates political and economic discourse in our region. Montanans are fortunate to have some of the most protective water laws in the country, including a constitutional guarantee to a clean and healthful environment. Nonetheless, political winds can shift in anti-regulatory directions and laws can evolve in ways that limit citizens' ability to safeguard and steward our life-giving rivers, creeks, and wetlands.

KEY ACTIONS: The Coalition will advocate at every level of government for water policies, rules, regulations, and planning that serve our abiding need for clean water and healthy rivers.

STRATEGIES

- ▶ **Defend federal clean water laws and policies:** Fight to protect foundational federal water laws, such as the Clean Water Act, stop efforts to dismantle clean water regulations, and advocate for adequate federal funding for environmental cleanup and restoration efforts in the basin.
- ▶ **Promote sensible state groundwater use policies:** Push for and defend forward-thinking, science-based Montana groundwater use policies that eliminate easily exploitable permitting exemptions, protect senior water rights and water supplies, and uphold the Montana Constitution.
- ▶ **Encourage river-smart actions at the community level:** Shape local land use practices, plans, and policies so that they can accommodate growth while maintaining or restoring adequate water supplies, clean water, intact riverine ecosystems and their native habitats, continued agricultural uses, public access and appropriate recreation infrastructure, and wild open spaces.
- ▶ **Promote climate resiliency:** Champion federal, state, and local policies that acknowledge the effects of climate change on our water resources and take steps to reduce impacts, build ecosystem resiliency, combat drought, conserve water resources, and put human and natural communities on the path to a climate-healthy future.

GOAL #4: ACTIVE, INFORMED RIVER STEWARDS

AFTER DECADES OF CITIZEN-DRIVEN ADVOCACY, policy-making, and on-the-ground initiatives to clean up and restore the Clark Fork, the river is turning the corner toward recovery. Protecting these gains and maintaining the restoration momentum will require enduring support for river conservation and a network of informed stewards, engaged in active care for the river.

KEY ACTIONS: The Coalition will expand the circle of care by reaching youth, teachers, and community members with watershed education and hands-on stewardship opportunities that empower and motivate people to care for their rivers.

STRATEGIES

- ▶ **Educate and activate youth:** Deliver dynamic, action-oriented youth education programs that are grounded in science, designed around state education standards, based in unique local environments, connected to real-life situations, and form lasting connections to the river.
- ▶ **Build watershed literacy:** Increase watershed literacy and stewardship by providing educational tools and programming for community leaders, teachers, resource managers, realtors, landowners, water users, and other professionals, enabling them to incorporate conservation concepts into their fields and share within their networks.
- ▶ **Form bonds around river care:** Inspire and facilitate action to care for the river through an engaged corps of volunteers that conducts river cleanups, rehabilitates degraded streams, collects scientific data, and helps educate the next generation of river stewards.
- ▶ **Activate and empower citizens:** Use diverse communications tools and community events to raise awareness of the central importance of clean water and a healthy Clark Fork, develop a deeper understanding of river ecology, highlight trends affecting the watershed health, foster a shared identity and ethic around rivers, and advance solutions to complex water problems that work with nature's rhythms.
- ▶ **Expand the reach:** Identify and cultivate new partnerships that expand our network and increase the collective impact of our watershed education and stewardship efforts.



FOSTERING AN ETHIC OF RIVER CARE

As a society, we are quick to assume rights to use water, but slow to recognize our obligations to protect it. The Coalition aims to foster a strong water ethic among the basin's residents—fueled by passion, interest, and desire to do the right thing by the river. To this end we help people connect with their rivers and learn how the watershed functions through action-oriented water education programs and stewardship offerings, including:



Snow & Tell, Creeks in the Classroom, Hands on the Ranch, and Riparian Rx elementary and secondary curricula



River cleanups and stream restoration workdays



Water Walks & Talks lecture series



Briefings and workshops for professionals



POSITIONING FOR LONG TERM IMPACT

In many ways, western Montana's future depends on the Clark Fork. The river and its feeder creeks and streams give our towns character, cohesion, and a focal point for civic life. As the Clark Fork River system recovers, it has also become a major driver of top-tier economic sectors, including outdoor recreation, real estate, agriculture, and the restoration economy.

But maintaining a trajectory of recovery is not automatic. It requires advocates, stewards, and supporters pitching in together to pull society onto the higher ground of river care. In the end, we're all connected, and we're all in this together.

GOAL #5: A STRONG COALITION

THE COALITION HAS A LONG TRACK RECORD of achievement protecting and restoring the Clark Fork—a living symbol of all life in our watershed. With many and diverse threats facing our river, it is more important than ever for us to apply our leadership, expertise, and commitment to fulfill the vision of a clean, healthy, whole watershed. Going forward, we are mindful of the need to design solutions that we can build to scale and that will endure. These concepts apply to organizational health and well-being, too. While we have grown considerably since 1985, we have done so sustainably, and will continue to do so to ensure the best possible future for our river and its people.

KEY ACTIONS: The Coalition will continue to strengthen our capacity to carry out our mission and achieve our long-term vision.

STRATEGIES

- ▶ **Finance the vision:** Pursue integrated fundraising strategies and campaigns to attract the resources required to achieve our goals and provide for long-term stability.
- ▶ **Increase constituent support and commitment:** Grow the Coalition's membership base and deepen commitment to the cause by providing opportunities for donors to connect directly with our programs.
- ▶ **Communicate for success:** Use multiple communication platforms to tell the Coalition's story of positive impact, and make the case to more people to engage, give, and get involved in protecting clean water and restoring rivers and streams.
- ▶ **Provide for our permanent commitments to the river:** Establish a Stewardship Fund to bolster the Coalition's ability to protect and manage our growing portfolio of water rights and serve as a responsible steward of the streams under our care.
- ▶ **Ensure organizational excellence:** Build our organizational capabilities to achieve ever-greater impact on behalf of the watershed, with a focus on strengthening our board's engagement in governance, providing top-notch resources for a committed staff, and continuing our commitment to excellence in financial management, internal controls, and compliance with laws and regulations.

ONE WATERSHED

To leverage the capabilities of the Coalition from 2018 to 2022, we will pursue five strategic goals, using diverse tools for maximum watershed-wide impact.

GOALS	LEAD TEAM AND PRIMARY TOOLS	PRIORITY PROJECTS						
		Upper Clark Fork	Blackfoot	Bitterroot	Middle Clark Fork	Flathead	Lower Clark Fork	Whole Watershed
<p>Healthy, Resilient Streams</p> <p>Improve flows, function, and water quality of degraded streams, as well as the regulatory processes guiding the work.</p>	<p>Restore</p> <ul style="list-style-type: none"> ▶ On-the-ground projects: flow, habitat, stream reconnections ▶ Monitoring and stewardship ▶ Policy advocacy ▶ Legal action ▶ Science 	<ul style="list-style-type: none"> ▶ 8GR8 streams: Cottonwood, Peterson, Dempsey, Racetrack, Dry Cottonwood, Warm Springs, Modesty, Galen Spring, Lost creeks ▶ UCF main stem river ▶ Silver Lake ▶ Drought planning ▶ DCCR ranch house as research hub 	<ul style="list-style-type: none"> ▶ Poorman Creek ▶ Keep Cool Creek ▶ Stonewall Creek ▶ Headwaters flow project opps 	<ul style="list-style-type: none"> ▶ North Bitterroot: Lolo, O'Brien, Miller creeks ▶ Westside: Tin Cup, Lost Horse, Blodgett creeks ▶ Eastside: Burnt Fork, Skalkaho, Sleeping Child, Rye creeks 	<ul style="list-style-type: none"> ▶ Butler Creek ▶ Ninemile Creek ▶ Missoula Water Co. water rights: Rattlesnake, Miller 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Beaver restoration ▶ Stream monitoring ▶ Fish surveys ▶ Water quality monitoring ▶ Exempt well loophole ▶ Instream flow reform ▶ Data and experience sharing
<p>A Cleaned Up Watershed</p> <p>Press for clean up of contaminated sites, prevent new sources of pollution, and protect clean water strongholds.</p>	<p>Protect</p> <ul style="list-style-type: none"> ▶ Agency support/pressure ▶ Policy advocacy ▶ Lobbying ▶ Legal action 	<ul style="list-style-type: none"> ▶ Beal Mountain Mine ▶ Warm Springs Ponds ▶ UCF River Corridor ▶ Flint Creek ▶ Milltown I-90 Bridges 	<ul style="list-style-type: none"> ▶ Mike Horse Mine ▶ Copper Cliffs 	<ul style="list-style-type: none"> ▶ Respond to and support partners ▶ Riverside development and planning 	<ul style="list-style-type: none"> ▶ Smurfit-Stone cleanup 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Cabinet Mountains Mines ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Mining laws
<p>Strong and Effective Water Policies and Planning</p> <p>Advocate for clean water policies, rules, regulations, and plans at the local, state, and federal level.</p>	<p>Protect</p> <ul style="list-style-type: none"> ▶ Agency support/pressure ▶ Policy advocacy ▶ Planning processes ▶ Community engagement ▶ Lobbying ▶ Legal action 	<ul style="list-style-type: none"> ▶ Rural river planning 	<ul style="list-style-type: none"> ▶ Development and planning ▶ Respond to and support partners 	<ul style="list-style-type: none"> ▶ Development and planning ▶ Respond to and support partners 	<ul style="list-style-type: none"> ▶ Urban river vision ▶ River recreation infrastructure ▶ Riverside development, planning and design ▶ Milltown I-90 Bridges ▶ Knife River ▶ Max Wave ▶ Smurfit-Stone vision 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns ▶ Development and water use proposals 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Clean water protection laws ▶ Mining laws ▶ AIS regulations ▶ Rail safety rules ▶ Climate resiliency policies
<p>Active, Informed River Stewards</p> <p>Reach youth, teachers, and community members with watershed education and stewardship projects that empower and motivate people to care for their rivers.</p>	<p>Engage</p> <ul style="list-style-type: none"> ▶ Youth education ▶ Community education ▶ Citizen science ▶ Landowner workshops 	<ul style="list-style-type: none"> ▶ Snow & Tell ▶ Riparian Rx ▶ Hands on the Ranch ▶ DCCR ranch house as education hub ▶ Respond to and support partners 	<ul style="list-style-type: none"> ▶ Teacher training ▶ Respond to and support partners 	<ul style="list-style-type: none"> ▶ Adopt-a-Stream ▶ Water exhibits ▶ Creeks in the Classroom 	<ul style="list-style-type: none"> ▶ Creeks in the Classroom ▶ Snow & Tell ▶ Riparian Rx ▶ Adopt-a-Stream ▶ CF Kids Float ▶ River cleanups ▶ Volunteer River Corps 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ AIS prevention ▶ Citizen Science ▶ Report on timely topics ▶ Curriculum and water exhibit development
<p>Strong Coalition</p> <p>Strengthen CFC's capacity to carry out its mission, achieve its long-term vision, and serve as responsible stewards of streams under its care.</p>	<p>Sustain</p> <ul style="list-style-type: none"> ▶ Fundraising ▶ Active donor engagement ▶ Communications ▶ Endowment or similar fund 	<ul style="list-style-type: none"> ▶ Project tours ▶ Presentations ▶ Communications ▶ DCCR ranch house as field station ▶ Ranch acquisition and conservation 	<ul style="list-style-type: none"> ▶ Project tours ▶ Presentations ▶ Communications ▶ Donor engagement opportunities 	<ul style="list-style-type: none"> ▶ Project tours ▶ Presentations ▶ Communications ▶ Donor engagement opportunities 	<ul style="list-style-type: none"> ▶ Project tours ▶ Presentations ▶ Communications ▶ Donor engagement opportunities 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Respond to and support partners and member interests and concerns 	<ul style="list-style-type: none"> ▶ Stewardship Fund ▶ Donor advised funds ▶ Project tours ▶ Presentations ▶ Communications ▶ Science Advisory Committee

FUNDING

Clark Fork Coalition

Organizational Budget, 2018-2022



Budget Information	2018	2019	2020	2021	2022
PROJECTED INCOME					
Consulting	\$70,000	\$45,000	\$50,000	\$52,500	\$55,000
Contributions	186,000	188,000	192,000	196,000	200,000
Fundraising Events	15,500	16,000	17,000	18,000	19,000
Grants - Foundation	369,600	425,000	450,000	465,000	475,000
Grants - Government	653,110	450,000	475,000	500,000	500,000
Interest & Dividends	350	500	500	500	500
Memberships	125,000	128,000	135,000	145,000	155,000
Misc. Income	1,000	1,000	1,000	1,000	1,000
Outreach Event Sponsorships	23,200	24,000	26,000	30,000	35,000
Product Sales	250	250	250	250	250
Rental	5,400	5,400	5,400	- 0	- 0
TOTAL INCOME	\$1,449,410	\$1,283,150	\$1,352,150	\$1,408,250	\$1,440,750
PROJECTED EXPENSES					
Advertising & Promotion	13,250	13,600	13,900	14,250	14,500
Bank Fees	500	525	550	580	605
Condo Fees and SID	7,890	8,000	8,200	8,400	8,600
Consultants & Contractors	519,582	120,000	113,000	116,000	119,000
Dues, Fees, Subscriptions	3,768	3,850	4,000	4,100	4,200
Equipment	4,935	5,000	7,500	9,000	9,250
Fundraising Events	500	550	600	650	700
Gifts & Recognition	1,350	1,400	1,450	1,520	1,600
Information Technology	16,932	17,625	18,100	18,799	19,263
Insurance	10,000	10,250	10,500	10,750	11,000
Legislature	--	2,000	--	2,000	--
Meetings & Conferences	6,800	7,000	7,200	7,400	7,600
Mortgage Interest	15,000	14,500	14,000	13,500	13,000
Postage & Shipping	8,650	8,750	9,000	9,250	9,500
Printing & Reproduction	20,475	21,000	21,500	22,000	22,500
Professional Development	3,250	3,350	3,400	3,500	3,580
Professional Services	16,720	22,000	22,500	23,000	23,500
Repairs & Maintenance	6,600	6,800	7,000	7,200	7,400
Salaries, Benefits, Taxes	917,016	945,000	1,019,000	1,066,000	1,092,600
Supplies	16,750	17,200	17,600	18,000	18,500
Taxes, Licenses, Fees	6,704	6,900	7,000	7,200	7,500
Telephone & Internet	12,500	12,800	13,000	13,200	13,500
Travel, Meals, Lodging	21,372	23,000	24,000	24,600	25,900
Utilities	3,800	3,900	4,000	4,100	4,200
TOTAL EXPENSE	\$1,634,344	\$1,275,000	\$1,347,000	\$1,405,000	\$1,438,000
Restricted Grant Carry-over	\$194,824				
NET	\$9,890	\$8,150	\$5,150	\$3,250	\$2,750

Photos: Clark Fork Coalition

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