

TILLAMOOK BAY WATERSHED COUNCIL ORGANIZATIONAL PLAN 2025-2035

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ACRONYMS

BLM – Bureau of Land Management

EPA – U.S. Environmental Protection Agency

IWRS – Integrated Water Resources Strategy

MOUs – Memoranda of Understanding

NOAA – National Oceanic and Atmospheric Administration

NRCS – Natural Resources Conservation Service

ODF – Oregon Department of Forestry

ODEQ – Oregon Department of Environmental Quality

ODFW – Oregon Department of Fish and Wildlife

OWEB – Oregon Watershed Enhancement Board

PCSRF – Pacific Coastal Salmon Recovery Fund

PUD – People’s Utility District

SWCD – Soil and Water Conservation District

SWOT – Strengths, Weaknesses, Opportunities, Threats

TBCC – Tillamook Bay Community College

TBWC – Tillamook Bay Watershed Council

TEP – Tillamook Estuaries Partnership

USFWS – U.S. Fish and Wildlife Service

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1 INTRODUCTION

The Tillamook Bay Watershed Council (TBWC) Organizational Plan (2025–2035) outlines the Council’s priorities for internal structure, governance, staffing, community engagement, and collaborative restoration strategies. This plan is rooted in TBWC’s long-standing role as a non-regulatory convener in the Tillamook Bay region and builds upon past planning efforts, including the Council’s 2015–2025 Action Plan. It also incorporates key findings from recent stakeholder interviews, a comprehensive Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis, and alignment with the Council’s Strategic Action Plan and Oregon Watershed Enhancement Board’s (OWEB) expectations for Council effectiveness.

This plan is intended to serve as a practical guide for TBWC leadership, partners, and the broader community. It aims to improve organizational efficiency, clarify roles and responsibilities, enhance engagement strategies, and support sustainable, community-driven watershed restoration. While the plan focuses primarily on organizational development and governance, it also identifies priority activities and operational benchmarks to be achieved between 2025 and 2027, laying a foundation for adaptive growth throughout the next decade.

2 MISSION, VISION, AND VALUES

2.1 VISION (CURRENT)

A healthy watershed that supports natural, functioning ecosystems while also providing a thriving economic base that supports viable communities.

2.2 MISSION (CURRENT)

To build collaborative, voluntary partnerships with communities and landowners to protect, maintain, and improve the health of the Tillamook Bay Watershed through on-the-ground restoration projects, community outreach programs, and other community-engagement activities.

2.3 ORGANIZATIONAL VALUES (PROPOSED)

The Council is guided by a set of values that shape its internal culture and external partnerships. These include *collaboration*, which reflects TBWC’s commitment to building respectful, voluntary partnerships with landowners, agencies, and communities. *Transparency* is another cornerstone, demonstrated through open communication, public accessibility, and clear accountability practices. The Council values *adaptability* by responding to ecological and organizational challenges with flexibility and innovation. *Inclusivity* ensures TBWC works to elevate diverse perspectives and encourages representation from across the watershed. Finally, *stewardship* underscores the Council’s dedication to science-informed restoration and the protection of watershed health.

Note: The Council may review and revise the vision and mission statements as part of the implementation of this plan.

3 COUNCIL STRUCTURE AND OPERATIONS

3.1 ORGANIZATIONAL OVERVIEW

The Tillamook Bay Watershed Council is a nonprofit organization recognized under 501(c)(3) status. It is governed by a volunteer Board of Directors and supported by a part-time staff member in the role of Council Coordinator. The Council serves the Tillamook Bay Watershed, an area spanning approximately 582 square miles that includes the Wilson, Trask, Tillamook, Kilchis, and Miami Rivers, along with surrounding lowlands and estuarine ecosystems.

3.2 BOARD AND STAFF ROLES

The Board of Directors typically consists of 5-11 representatives drawn from a wide array of sectors and interests. An Executive Committee, composed of officers and standing committee chairs, provides leadership continuity and administrative oversight between full Board meetings. The Council Coordinator manages the day-to-day operations of TBWC, including project development, partnership cultivation, outreach efforts, grant writing, and communication.

3.3 INTERNAL SYSTEMS AND OPERATIONS

In practice, Board members provide strategic guidance, approve budgets, participate in recruitment, oversee the Coordinator's performance, and help ensure the Council's work remains mission-aligned. The Executive Committee supports coordination and urgent decision-making when full Board convening is impractical. The Coordinator plays a pivotal role in advancing the Council's strategic goals and implementing its work plan. As part of this 10-year plan, TBWC will focus on refining its internal systems to ensure consistency and organizational strength.

4 STRATEGIC PRIORITIES AND GOALS (2025–2035)

The following strategic priorities are grounded in TBWC's SWOT Analysis (Table 4-2), Strategic Planning Assessment (Table 4-3), and stakeholder input (Appendix A). They are intended to guide the Council over the next decade, with specific short-term Specific-Measurable-Achievable-Relevant-Time Bound (SMART) goals for 2025–2027 and long-term outcomes extending through 2035.

4.1 PRIORITY 1: REBUILD ORGANIZATIONAL CAPACITY AND GOVERNANCE

During the first phase of plan implementation, the Council will focus on hiring, onboarding, and supporting a full-time Coordinator and updating its governance tools. Governance tools are the documents and practices that define how the Council operates (Table 4-1).

By Q3 2025, TBWC aims to complete the hiring and onboarding process. Revisions to bylaws and onboarding materials are expected by mid-2026. Over the long term, the Council will maintain

stable staffing, implement an annual governance review cycle (Appendix D), and work to cultivate Board leadership from underrepresented sectors.

Table 4-1. GOVERNANCE TOOLS TO UPDATE

Bylaws Revision (See Appendix F)

Align bylaws with current practices, sector-based representation goals, and modern nonprofit governance standards.

Include clearer language on roles, officer terms, quorum, conflict resolution, and decision-making protocols.

Develop and adopt position descriptions for Board officers (Chair, Vice Chair, Treasurer, Secretary) and general members.

Clarify responsibilities around meeting attendance, voting, fundraising, and committee participation.

Codify how decisions are made (consensus, majority vote, etc.).

Create a visual decision-making chart if helpful for newer members.

Require annual signing to reinforce awareness and alignment.

Board Member Onboarding Packet (See Appendix C)

Finalize and distribute the packet to all new Board members. Include the Organizational Plan, bylaws, meeting calendar, contact list, and expectations summary.

Meeting Templates

Create standard templates for agendas, minutes, and action items to improve meeting efficiency and consistency.

4.2 PRIORITY 2: ENHANCE VISIBILITY AND COMMUNITY ENGAGEMENT

Rebuilding the Council’s visibility is critical to restoring community trust and engagement. In the short term, TBWC will relaunch its website, issue regular newsletters, and organize quarterly community events beginning in 2026. Over time, the Council will expand its presence through local media and sustained outreach. By 2035, TBWC aims to have long-standing partnerships with local schools, civic organizations, and a growing base of volunteers. Additionally, each council member is expected to reach out to the community they represent about the affairs of the council.

4.3 PRIORITY 3: STRENGTHEN COLLABORATIVE PROJECT DELIVERY

To maximize its impact, TBWC will formalize new and existing partnerships through Memoranda of Understanding, where applicable, and align its work with regional funding priorities. By 2028, at

least three MOUs will be in place, and two collaborative proposals submitted. Longer-term goals include completing projects across all major tributaries by 2030 and positioning TBWC as a leader in regional watershed coordination.

4.4 PRIORITY 4: SECURE LONG-TERM FINANCIAL SUSTAINABILITY

Financial stability is essential for maintaining momentum and staffing. TBWC will begin by developing a funding strategy and grant calendar in 2025 (Appendix E), followed by securing new sources of revenue beyond OWEB by 2026. From 2028 onward, the Council aims to diversify revenue streams to include at least 30% unrestricted funds, establish an operating reserve, and increase annual income incrementally through 2032.

4.5 PRIORITY 5: INTEGRATE CLIMATE RESILIENCE AND RISK-INFORMED PLANNING

A changing climate presents a growing challenge to watershed health. TBWC will conduct a climate risk scan¹ and develop a project prioritization map by 2026. It also intends to pilot at least one resilience-focused project, such as floodplain reconnection or wetland restoration, by 2027. By the end of the planning period, the Council expects to embed climate adaptation across all restoration planning and partner actively in broader regional climate resilience efforts.

These strategic priorities will be reviewed annually by the Board of Directors to ensure alignment with community needs, partner priorities, and emerging restoration opportunities. Mid-point (2030) and final (2035) reviews will be used to evaluate long-term progress and adapt the plan as needed.

¹ A climate risk scan is a rapid assessment that identifies and summarizes the key climate-related threats to a specific geography, sector, or organization. It helps prioritize actions by answering: *What climate-related changes are most likely to impact our watershed, and where are we most vulnerable?*

Table 4-2. TBWC SWOT ANALYSIS

SWOT	Internal (Organizational) Factors	External (Environmental & Policy) Factors
Strengths	Long-standing history of impactful restoration work (e.g., culvert replacement, riparian planting)	Strong alignment with Oregon and federal policy trends (e.g., IWRS, EPA climate resilience goals)
	Broad and successful partnerships (TEP, SWCD, NRCS, USFWS, schools)	State and federal support for collaborative, community-based restoration (e.g., OWEB's strategy refresh)
	Consistent OWEB Council Capacity funding and successful grant history	Public interest in climate adaptation, habitat restoration, and water quality
	Deep local knowledge and trusted by longtime partners	Regional momentum around estuary, wetland, and fish passage restoration
	Interviewed stakeholders view TBWC as a vital non-regulatory convener	
Weaknesses	Limited staff capacity; brand new Coordinator; heavy reliance on a small Board	Competition for funding from SWCDs, TEP, other councils and agencies
	Lack of diversity in Board representation (dominated by forestry)	Landowner mistrust or disengagement due to past visibility gaps
	Outdated communication tools (website, newsletter) and low public visibility	Some landowners reluctant to engage due to historical regulatory confusion
	Historical lack of formalized governance tools (e.g., project framework, onboarding materials)	
	Mission and vision not clearly aligned with current priorities	
Opportunities	Empower new Coordinator as a community-facing leader	Climate funding from sources like NRCS RCPP, NOAA PCSRF, and OWEB
	Rebuild visibility with volunteer events, school engagement, and storytelling	Federal and state agency policies support watershed-scale, partner-driven restoration
	Formalize MOUs to strengthen grant applications and project delivery	Regional concern about coastal flooding, streamflow loss, and habitat impacts can drive new partnerships
	Expand outreach to underrepresented communities: Tribes, ag, youth, health, tourism	
Threats	Turnover in Board or partners could disrupt progress	Political shifts or funding cuts could reduce support for local restoration organizations
		Regulatory complexity or permitting delays could impede projects
		Climate risks: sea level rise, shellfish toxicity, wildfire, low streamflow, landslides
		Ocean acidification threatens fisheries and regional economy
		Habitat degradation from urbanization, agriculture, and forestry persists

Table 4-3. STRATEGIC PLANNING ASSESSMENT

SWOT Category	Operational Strategies	Actions
Strength	Leverage partnerships and restoration track record	Formalize MOUs with key partners (e.g., ODF, BLM, SWCD) Highlight successful projects in funding applications Engage in regional networks
Strength	Sustain operations through reliable and diversified funding	Maintain OWEB capacity funding eligibility Develop a funding strategy for unrestricted and indirect-recovery funds Track in-kind support
Weakness	Rebuild staff and Board capacity	Train new Coordinator in strong outreach skills Develop onboarding materials for new Board members Recruit diverse sector representation
Weakness	Modernize communications and increase visibility	Redesign website and update outreach materials Launch seasonal newsletters and social media Host quarterly community events
Opportunity	Align with emerging state and federal climate priorities	Reference IWRS, OWEB, and NRCS goals in proposals Focus projects on climate resilience and habitat restoration Apply for PCSRF, RCPP grants
Opportunity	Reintroduce TBWC as a community hub	Host informal gatherings and landowner meetings Restart school and youth engagement programs Recognize new community contributors
Threat	Plan and adapt for climate and environmental risks	Integrate climate data into project selection Collaborate with scientists and agencies on risk assessments Use adaptive management approaches
Threat	Stabilize funding and reduce grant dependency	Pursue a balanced grant portfolio Build an emergency/operational reserve Engage Board in donor strategy and local fundraising

5 GOVERNANCE AND DECISION-MAKING

5.1 DECISION-MAKING STRUCTURE

The Tillamook Bay Watershed Council operates under a cooperative, consensus-informed governance model as outlined in its bylaws. The Board of Directors is the primary decision-making body, tasked with setting the Council's strategic direction, approving financial matters, reviewing major projects, and ensuring adherence to its mission and organizational values. Although consensus is preferred, formal votes may be used in accordance with established quorum and voting thresholds.

5.2 BOARD MEETINGS AND PROCEDURES

The Board meets regularly throughout the year, monthly, bimonthly or, when necessary, at least quarterly. An annual meeting provides an opportunity to reflect on progress, elect officers, and affirm strategic direction. Board meetings are open to the public and conducted following Oregon's public meeting best practices, ensuring transparency and accountability.

5.3 BYLAWS

The Council's bylaws detail the structure, responsibilities, and procedures governing its work. These include membership eligibility, officer roles, committee structures, and decision-making rules. A key action item within this Organizational Plan is a full review and revision of the bylaws to improve clarity, incorporate sector-based representation goals, and align governance practices with evolving nonprofit standards. See Appendix F for proposed revisions to the Council's current bylaws.

5.4 CONFLICT RESOLUTION

When disagreements arise, TBWC strives to resolve them through open communication and informal dialogue. Should disputes persist, the Board may designate a neutral subcommittee² to facilitate resolution. The bylaws also provide formal procedures for addressing grievances or removing Board members. These conflict resolution tools will be reviewed and strengthened as needed to maintain a healthy and productive organizational culture.

6 MEMBERSHIP AND REPRESENTATION

6.1 MEMBERSHIP CATEGORIES

The strength of the Council depends on the breadth and diversity of its membership. TBWC is committed to creating a representative body that reflects the communities, land uses, and interests within the Tillamook Bay Watershed. Current membership primarily includes individuals affiliated with natural resource agencies, forestry, and conservation groups. To strengthen its role

² A neutral subcommittee for conflict resolution at TBWC should consist of 3–5 individuals who are not directly involved in the conflict and can approach the situation with fairness, confidentiality, and discretion.

as a neutral convener and better serve the broader community, the Council intends to expand membership across additional sectors including, but not limited to, agriculture, Tribes, youth, public health, local business, and recreation.

Membership will be organized into three general categories: general members who support the Council’s mission and may attend public meetings; Board members who serve as decision-makers and stewards of organizational direction; and advisory or ex officio members who contribute technical knowledge or institutional perspective but may not vote. These categories provide flexibility in engagement while ensuring clear lines of accountability.

6.2 REPRESENTATION GOALS

To improve representation, TBWC will adopt clearer criteria for Board composition. This includes setting expectations for geographic and sectoral balance, especially from underrepresented areas or interest groups. Outreach to potential members will emphasize the Council’s non-regulatory, collaborative approach and the opportunity to help shape restoration priorities at a community scale.

6.3 RECRUITMENT AND ONBOARDING

Recruitment strategies will include personal invitations, information sessions, peer referrals, and follow-up with stakeholders who participate in Council-led projects or events. Once members join the Board, TBWC will provide a consistent onboarding experience, including an introduction to Council operations, roles and responsibilities, and shared expectations for participation and conduct. See Appendix C for an example onboarding packet for new Board members.

6.4 RETENTION AND ENGAGEMENT

Retention will be supported through clear communication, inclusive meeting practices, and regular recognition of contributions. The Council also aims to create more opportunities for engagement outside of formal meetings, such as site visits, community workshops, and social gatherings. These efforts are designed to cultivate a sense of belonging and long-term investment in the Council’s work.

As TBWC implements this plan, membership development will remain a priority focus. The Council will track sectoral gaps and turnover trends and use this information to adapt recruitment approaches over time.

7 COMMUNITY ENGAGEMENT AND OUTREACH

As a place-based, community-rooted organization, the Tillamook Bay Watershed Council recognizes that successful restoration depends on strong community relationships. Over the next decade, TBWC will prioritize rebuilding and expanding its engagement efforts to foster trust, generate volunteer energy, and ensure that local voices shape watershed priorities.

7.1 OUTREACH STRATEGY

Historically, TBWC has relied on one-on-one relationships, educational presentations, and volunteer events to connect with the public. While these methods remain valuable, the Council intends to adopt a more proactive and strategic approach to outreach. This includes relaunching its website, establishing a consistent social media presence, and producing seasonal newsletters that highlight restoration projects, partner initiatives, and opportunities for involvement.

7.2 EVENTS AND PUBLIC PRESENCE

Community events will also play a central role. TBWC will host one-four events per year beginning in 2026, such as riparian planting days, water quality workshops, or guided tours with local experts. These events are designed to serve as gateways for deeper involvement and to highlight the tangible outcomes of watershed restoration. In addition to events, TBWC will explore informal venues for public engagement, such as community potlucks, pub talks, or school visits, which can increase the Council's visibility in low-barrier ways.

The Council will also refine its messaging to emphasize its non-regulatory, collaborative role and the relevance of watershed health to daily life—whether for recreation, farming, fisheries, or drinking water. Communication materials will be designed to be accessible and visually engaging, and TBWC will work with partners to share these stories through local newspapers, partner newsletters, and community radio stations.

7.3 INCLUSIVE ENGAGEMENT

Efforts will be made to better engage specific groups who have historically been underrepresented in watershed work, including youth, Tribal members, and Latinx community members. TBWC will seek input on culturally appropriate and linguistically inclusive engagement methods and will strive to build partnerships with trusted intermediaries to support relationship building.

7.4 MEASURING IMPACT

To assess progress, the Council will track engagement metrics such as event attendance, volunteer hours, social media interactions, and newsletter readership. Feedback mechanisms, such as post-event surveys or informal interviews, will help TBWC adapt and improve its outreach over time.

Ultimately, this work aims to deepen the community's connection to the watershed, empower residents as stewards, and ensure that TBWC's work reflects the diverse needs and values of the people who live and work within it.

7.5 BEST MANAGEMENT PRACTICES FOR COMMUNITY ENGAGEMENT AND OUTREACH

The following table outlines Best Management Practices (BMPs) TBWC will adopt to ensure effective, inclusive, and transparent community engagement:

Table 7-1. BEST MANAGEMENT PRACTICES FOR COMMUNITY ENGAGEMENT AND OUTREACH

PRACTICE	DESCRIPTION
EARLY AND TRANSPARENT COMMUNICATION	Notify stakeholders well in advance of projects, decisions, or events.
INCLUSIVE REPRESENTATION	Proactively reach out to underserved, Tribal, and culturally diverse groups.
ACCESSIBLE MATERIALS	Provide multilingual and plain-language resources in digital and printed form.
TRUSTED MESSENGERS	Partner with community leaders or organizations to build credibility.
VARIED ENGAGEMENT FORMATS	Use both formal and informal settings (meetings, potlucks, site tours).
CONSISTENT FEEDBACK LOOPS	Share outcomes from engagement efforts and explain how input was used.
CULTURAL SENSITIVITY AND RESPECT	Recognize and honor cultural norms, histories, and practices.
EVALUATION AND IMPROVEMENT	Regularly assess engagement efforts and adapt strategies based on feedback.

8 PARTNERSHIPS AND COLLABORATION

Partnerships are fundamental to the Tillamook Bay Watershed Council’s success. As a small, community-based nonprofit, TBWC depends on strong relationships with landowners, agencies, nonprofits, academic institutions, and community groups to design, fund, and implement restoration and engagement projects. Moving forward, the Council will focus on strengthening existing partnerships, formalizing roles where appropriate, and cultivating new collaborations that expand its reach and effectiveness.

8.1 KEY PARTNERS

TBWC’s core partners include entities such as the Tillamook Estuaries Partnership (TEP), Tillamook Soil and Water Conservation District (SWCD), Oregon Department of Forestry (ODF), Oregon Department of Fish and Wildlife (ODFW), Bureau of Land Management (BLM), Natural Resources Conservation Service (NRCS), and the U.S. Fish and Wildlife Service (USFWS). The Council has a long history of working alongside these organizations to coordinate outreach, co-develop grant proposals, and implement on-the-ground restoration activities.

8.2 FORMALIZING PARTNERSHIPS

To enhance collaboration, TBWC will work toward establishing Memoranda of Understanding (MOUs) with key partners. These documents will clarify shared goals, delineate responsibilities, and strengthen funding applications by demonstrating coordinated effort. MOUs may also help streamline project implementation by clarifying expectations around roles, timelines, and reporting.

8.3 EXPANDING COLLABORATION

As part of its broader collaboration strategy, TBWC also intends to increase engagement with schools, youth organizations, Tribal governments, environmental justice groups, and the private sector. This includes partnering with educators to offer watershed-related programming, inviting

Tribes to co-create culturally relevant projects, and exploring alignment with local businesses or tourism stakeholders on conservation messaging.

8.4 PARTNERSHIP EVALUATION

To ensure partnerships are effective and mutually beneficial, TBWC will periodically evaluate its collaboration portfolio. This will include assessing the frequency and quality of communication, the clarity of shared roles, the success of jointly implemented projects, and the degree to which collaboration supports strategic priorities. The Council may use tools such as partner surveys, collaborative work plans, and shared project evaluations to support this process.

A renewed focus on partnership will enable TBWC to scale its impact, avoid duplication of efforts, and contribute meaningfully to region-wide restoration and resilience initiatives. In a resource-limited environment, leveraging trusted relationships and pooling capacity will be essential to achieving shared outcomes for the watershed and the people who depend on it.

9 FINANCIAL MANAGEMENT AND SUSTAINABILITY

Financial health is a foundational component of TBWC's ability to deliver lasting impact. Over the next decade, the Council will focus on diversifying revenue, strengthening financial planning practices, and increasing financial resilience to support core operations, project implementation, and organizational growth.

9.1 CURRENT FUNDING LANDSCAPE

Currently, TBWC relies heavily on public grants, particularly Oregon Watershed Enhancement Board (OWEB) Council Support and Restoration grants. While these sources remain essential, the Council recognizes the need to broaden its funding portfolio. This includes pursuing competitive grants from agencies such as the Natural Resources Conservation Service (NRCS), U.S. Fish and Wildlife Service (USFWS), National Oceanic and Atmospheric Administration (NOAA), and private foundations. TBWC will also explore funding opportunities through local institutions such as the Tillamook PUD, community service grants, and partnerships with other watershed councils to pursue joint projects.

9.2 DIVERSIFICATION STRATEGY

In addition to seeking project-based grants, the Council will prioritize the development of unrestricted and flexible revenue streams. These may include individual donations, sponsorships, event-based fundraising, such as the Wild and Scenic Film Festival, and potential fee-for-service activities. Unrestricted funds will be key to covering administrative costs, maintaining continuity between grant cycles, and investing in organizational capacity.

9.3 FINANCIAL PLANNING TOOLS

To support this strategy, TBWC will develop a multi-year funding plan and grant calendar (Appendix E), with clear roles for staff and Board members in identifying and pursuing opportunities. The

Council will improve its systems for tracking in-kind match contributions, volunteer time, and leveraged partner investments to demonstrate value to funders and enhance competitiveness.

Financial planning will also be strengthened through more consistent budgeting practices, regular financial reporting, and the creation of an operational reserve. The reserve will serve as a buffer to help weather delays in grant reimbursements or unexpected expenses. The Board of Directors will receive periodic financial updates to inform decision-making and ensure transparency.

9.4 LONG TERM FUNDING GOALS

Long-term, TBWC's goal is to increase overall funding by at least 10% year-over-year between 2028 and 2032, and to secure at least 30% of its annual budget from unrestricted or flexible sources by 2035. Achieving these benchmarks will improve the Council's ability to respond to emerging opportunities and adapt to a changing funding landscape.

A financially stable and resilient TBWC will be better positioned to fulfill its mission, support its staff and Board, and serve as a consistent and trusted partner in watershed stewardship.

10 MONITORING, EVALUATION, AND ADAPTIVE MANAGEMENT

To ensure accountability, learning, and continuous improvement, the Tillamook Bay Watershed Council will adopt a structured approach to monitoring, evaluation, and adaptive management. These practices will support the Council in assessing organizational performance, tracking progress toward strategic goals, and making data-informed decisions in response to changing conditions.

10.1 PERFORMANCE MONITORING

Monitoring will be conducted at both the organizational and programmatic levels. At the organizational level, the Council will track indicators such as Board and committee participation, fundraising success, partner engagement, and the implementation of governance improvements. At the programmatic level, TBWC will assess metrics related to restoration project outcomes, community engagement reach, and volunteer involvement.

To guide this work, TBWC will develop a set of performance indicators aligned with each of the strategic priorities outlined in this plan. These indicators will be reviewed and refined annually to ensure relevance and usability. Key metrics may include the number of successfully implemented projects, geographic spread of restoration activities, event attendance and feedback, new partnerships formed, and unrestricted revenue growth.

10.2 EVALUATION TIMELINE

Evaluation will occur on a regular basis, including an internal mid-point review of the Organizational Plan in 2030 and a comprehensive evaluation in 2035. These formal reviews will involve both staff and Board members and may include interviews or surveys with community

partners to gather external perspectives. Results will inform updates to the plan, as well as changes in staffing, programs, or outreach strategies as needed.

10.3 ADAPTIVE MANAGEMENT PRACTICES

Adaptive management will be integrated throughout Council operations. This means TBWC will regularly reflect on what is working, what is not, and why. The Council will maintain a flexible posture that allows it to pivot when new opportunities arise, community priorities shift, or environmental conditions evolve. Staff will document lessons learned during project implementation and share them with the Board and partners to improve future planning.

10.4 TRANSPARENCY AND LEARNING

Transparency and community accountability are central to this approach. TBWC will share evaluation findings in its annual reporting, public meetings, and outreach materials, helping to demonstrate progress and invite public input on emerging needs and priorities.

Through robust monitoring, thoughtful evaluation, and adaptive learning, TBWC will ensure its work remains relevant, effective, and aligned with the values and expectations of the communities it serves.

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APPENDICES

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APPENDIX A. INTERVIEW SYNTHESIS REPORT

Tillamook Bay Watershed Council – Interview Synthesis Report

Key Themes and Strategic Takeaways

Based on interviews with Council Board Members and Community Organizations (TEP, OWEB, TCBOCC)

1. Vision and Organizational Identity

Common Themes:

- There is strong agreement that the Council must clarify and potentially revise its mission and vision to better reflect current realities and goals.
- Several interviewees emphasized the need to avoid “mission creep” by using this planning process to refocus on strategic priorities.
- The Council is well-positioned to serve as a **collaborative, non-regulatory hub** in the watershed—connecting landowners, agencies, and restoration projects.

Takeaways:

- Revisit and revise mission/vision statements as part of the bylaws review.
- Reinforce the Council’s niche as a relationship-builder, technical resource, and problem-solver, not a regulator.

2. Board Development and Representation

Common Themes:

- There is a clear need to **diversify the Board**, which currently leans heavily toward forestry professionals.
- Underrepresented sectors include: dairy and commercial agriculture, private forestry, fisheries, Tribes, youth/students, environmental groups, and tourism/health sectors.
- Recruitment should be targeted and intentional, with some advocating for **designated sector-based seats** to formalize representation.

Takeaways:

- Create sector-specific recruitment goals and onboard representatives from priority groups.
- Develop a new board member packet with clear expectations, roles, and time commitments.
- Consider a hybrid or Zoom format for meetings to increase accessibility.

3. Community Engagement and Visibility

Common Themes:

- Many noted the Council's **limited visibility** in recent years and the need to rebuild trust, particularly with landowners and the farming community.
- Suggested tactics included:
 - Reviving **guest speaker events**, volunteer work days, and school outreach.
 - Expanding outreach through **local media**, radio, newsletters, social media, and a refreshed website.
 - Hosting informal, non-intimidating **community gatherings** (e.g., dinners, pub talks).

Takeaways:

- Reframe the Council's identity with a public-facing narrative focused on service and shared values.
- Leverage partner channels (e.g., TEP, OSU Extension, SWCD) to broaden outreach.
- Identify opportunities to **engage second homeowners**, youth, and retired professionals as potential allies or volunteers.

4. Project Focus and Council Niche

Common Themes:

- Interviewees consistently agreed that the Council should **not compete** with partners like TEP or Salmon Superhighway, but instead focus on a well-defined niche.
- There was strong support for:
 - **Smaller, community-based restoration projects**, such as riparian plantings, bank stabilization, and stream cleanups.
 - Serving as a **clearinghouse and convener**, connecting landowners with technical or funding partners.

Takeaways:

- Define a project selection framework aligned with mission, partner capacity, and community benefit.
- Start with low-barrier, visible projects to rebuild momentum.
- Map where the Council fits within the broader landscape of restoration organizations.

5. Partnerships and Collaboration

Common Themes:

- Strong interest in **strengthening relationships** with:
 - Tillamook Creamery Association and progressive dairy farmers

- Soil and Water Conservation District (SWCD)
- Tribal entities
- Local businesses and landowners
- Formalizing partnerships (e.g., MOUs with ODF, BLM) was suggested to support grant match and project delivery.

Takeaways:

- Focus on rebuilding trust with agriculture and floodplain communities.
- Establish formal and informal pathways for partner engagement.
- Amplify shared goals through joint messaging and collaborative grants.

6. Coordinator Role

Common Themes:

- The absence of a Coordinator has severely limited Council capacity and visibility.
- The Coordinator is widely seen as the **face and relationship-builder** of the Council, with responsibilities spanning:
 - Outreach and communication
 - Partner coordination
 - Grant writing and project oversight
- Interviewees recommended hiring a **generalist** with community engagement strengths, not just technical restoration experience.

Takeaways:

- Finalize and distribute a clear job description with expectations and boundaries.
- Provide onboarding, training, and regular supervision through the Board.
- Position the Coordinator as a strategic leader, not just an implementer.

7. Financial Sustainability

Common Themes:

- There is a strong desire to **diversify funding sources** to sustain staffing and project work.
- Interviewees encouraged:
 - Seeking indirect-cost-generating projects

- Securing unrestricted funding
- Exploring joint grant applications with regional partners
- Learning from other councils with diverse portfolios (e.g., Siuslaw, Mid-Coast).

Takeaways:

- Develop a funding strategy with both project-based and flexible revenue streams.
- Identify and pursue shared funding opportunities with partners.
- Prioritize projects that help cover administrative costs.

8. Metrics for Success

Common Themes:

- Success in the first year should focus on:
 - Onboarding a Coordinator
 - Completing key governance updates (e.g., bylaws)
 - Hosting visible, inclusive community events
 - Re-establishing relationships with at least 3–5 strategic partners.

Longer-term metrics include:

- Completion of the OWEB self-assessment
- Growth in newsletter sign-ups and community engagement
- More representative and active Board
- Successful implementation of diverse, community-supported projects.

Conclusion

The interviews reveal a strong commitment to revitalizing the Tillamook Bay Watershed Council through thoughtful leadership, strategic collaboration, and authentic community engagement. While past challenges have left some relationships strained, there is shared optimism about the Council’s potential to rebuild trust and deliver meaningful, visible results. This synthesis offers a roadmap for the Council’s organizational planning and action framework, rooted in shared values and community priorities.

APPENDIX B. COUNCIL CONTACT LIST

Tillamook Bay Watershed Council Board				
Name	Position	Representing	Phone	Email
Board Members				
Melyssa Graeper	Chair		503 939- 5210	melyssa.graeper@gmail.com
Haakon Smith	Vice Chair	ODF	503 354- 7275	kingsmith99@hotmail.com
Nathan Atchison	Secretary	ODF	503 801- 3620	atchison9er@gmail.com
Joe Travers	Treasurer	Retired, ODF	503 812- 6593	travers.jr@gmail.com
Mark Harvey	Board Member	Ag	503 771- 1199	oldhousedahlias@gmail.com
Charlie Woldridge	Board Member	Community Member	503 842- 7013	seahux@pacifier.com
Harold Stevens	Board Member	ODF	541 399- 0192	harold.stevens.11@gmail.com
Joe Meyer	Board Member	TBCC	503 801- 3212	josephmeyer@mail.tillamookbaycc.edu
Zach Rabe	Board Member	ODF	503 381- 0866	zachariah.rabe@gmail.com
Liaisons/Technical Advisors				
Erin Skaar	Liaison	TCBOCC	503 812- 9877	eskaar@co.tillamook.or.us
Kristi Foster	Liaison	TEP	954 258- 5963	kristi@tbnep.org

APPENDIX C. EXAMPLE ONBOARDING PACKET

Welcome Letter

Dear [Board Member Name],

Welcome to the Tillamook Bay Watershed Council! We are thrilled to have you join our team of dedicated community members working to protect and restore the health of the Tillamook Bay Watershed. Your insight, leadership, and commitment to collaborative restoration will play a vital role in achieving our mission.

This onboarding packet contains helpful information about your role, our governance, and how to engage effectively as a Board member. We look forward to working alongside you.

Warm regards,

[Council Chair Name]

Chair, TBWC Board of Directors

About the Council

Mission:

To build collaborative, voluntary partnerships with communities and landowners to protect, maintain, and improve the health of the Tillamook Bay Watershed through on-the-ground restoration projects, educational outreach programs, and other community-engagement activities.

Vision:

A healthy watershed that supports natural, functioning ecosystems while also providing for a thriving economic base and viable communities.

Our Approach:

TBWC is a non-regulatory, community-based nonprofit that brings people together to solve watershed challenges through partnerships, science, and education.

Board Member Responsibilities

- Attend and actively participate in regular Board meetings (bi-monthly or quarterly)
- Serve on at least one committee or working group (optional)
- Contribute to strategic discussions and help shape the direction of the Council
- Support fundraising and outreach efforts when able
- Represent a key stakeholder sector, interest group, or geographic area
- Review meeting materials in advance and engage in informed decision-making
- Act in accordance with TBWC's mission, values, and bylaws

Time Commitment

- Regular Board meetings: 2–3 hours every other month

- Optional committee participation or event involvement
- Occasional strategy sessions, trainings, or site visits

Board Member Expectations

- Actively engage in respectful and collaborative discussions
- Communicate questions, ideas, or concerns openly with staff and peers
- Represent the Council in the community and help build connections
- Disclose any potential conflicts of interest
- Abide by the bylaws and conflict resolution procedures

Council Governance Overview

- TBWC is governed by a Board of 5-11 voting members
- Decisions are made by consensus when possible, with formal voting as needed
- The Executive Committee (officers + chairs) handles urgent decisions between meetings
- Bylaws guide structure, roles, and policies (provided separately)

Current Council Priorities

- Rebuilding visibility and public engagement
- Advancing small-scale, high-impact restoration projects
- Expanding partnerships with Tribes, landowners, and youth
- Integrating climate resilience into all restoration planning
- Strengthening Board diversity, governance, and sustainability

Key Contacts

- **Council Coordinator:** Mike Wendel – tillamookbaywatershedcouncil@gmail.com; (503) 389-0735
- **Board Chair:** Melyssa Graeper – melyssa.graeper@gmail.com; (503) 939-5210

Resources and Next Steps

- Review the TBWC Bylaws and Organizational Plan (2025–2035)
- Familiarize yourself with recent meeting minutes and strategic goals
- Attend an orientation with the Council Chair or Coordinator

- Introduce yourself at the next Council meeting

APPENDIX D. EXAMPLE ANNUAL GOVERNANCE REVIEW CYCLE

Establishing a formal cycle to evaluate and improve TBWC's governance practices ensures continuous improvement and accountability. The cycle could include:

1. Annual Self-Evaluation

- Use OWEB's Council Effectiveness Evaluation tool or a custom survey to assess:
 - Meeting effectiveness
 - Board engagement and participation
 - Understanding of roles and responsibilities
 - Progress on strategic goals
- Include both Board and staff perspectives.

2. Mid-Year Check-In

- Conduct an informal review at the midpoint of the year to check alignment with bylaws and adjust meeting schedules, committee assignments, or member roles as needed.

3. Board Retreat or Strategic Session

- Hold an annual retreat or planning session to:
 - Reflect on accomplishments and challenges
 - Reaffirm roles and commitments
 - Review governance tools and propose updates
 - Set goals for the next year

4. Governance Tool Review

- Assign a small Governance Working Group to review and propose updates to bylaws, onboarding materials, and policies annually (or every two years).

APPENDIX E. EXAMPLE FUNDING STRATEGY AND GRANT CALENDAR

Sample Funding Strategy Overview (2025–2030)

OBJECTIVE	STRATEGY
MAINTAIN CORE FUNDING	Continue to secure OWEB Council Capacity and Restoration Grants
EXPAND STATE AND FEDERAL PROJECT FUNDS	Apply for NRCS RCPP, NOAA PCSRF, and USFWS Partners grants
INCREASE UNRESTRICTED INCOME	Launch a small donor campaign and annual fundraiser
BUILD LOCAL PARTNERSHIPS	Pursue grants from Tillamook PUD, travel & tourism, and community foundations
IMPROVE MATCH TRACKING	Document in-kind volunteer time, partner contributions, and shared staffing
ESTABLISH OPERATIONAL RESERVE	Allocate 5–10% of unrestricted funds annually into reserve until target is reached

Sample Annual Income Goals

YEAR	TARGET REVENUE	% UNRESTRICTED	RESERVE GOAL
2025	\$150,000	10%	Begin building reserve
2026	\$165,000	15%	Reserve = 1 month ops
2027	\$180,000	20%	Reserve = 2 months ops
2028	\$198,000	25%	Reserve = 3 months ops
2029	\$215,000	30%	Reserve = 4–6 months ops

Sample Grant Calendar (2025–2026)

QUARTER	FUNDING SOURCE	TYPE	USE	NOTES
Q1 2025	OWEB Council Support	Operating (Biennial)	Core staffing, admin	Renewal due March 2025
Q1 2025	Tillamook PUD Community Support	Local Grant	Outreach materials, supplies	Great for events or printing
Q2 2025	OWEB Restoration	Project	Riparian or fish passage	Identify match needs and landowners
Q3 2025	USFWS Partners Program	Project	Habitat, private lands	Must partner with landowner
Q4 2025	Local Foundation (e.g., Spirit Mtn)	Unrestricted/Project	Youth or equity-focused work	Research foundation alignment
Q1 2026	NRCS RCPP	Project (Multi-Year)	Floodplain reconnection	Partner with SWCD or TEP
Q2 2026	NOAA PCSRF	Project	Fish habitat, coastal streams	Align with federal restoration goals
ONGOING	Individual Donors & Sponsors	Unrestricted	Operations, events	Begin building donor list and quarterly outreach

APPENDIX F. PROPOSED REVISIONS TO BYLAWS³

As part of this Organizational Plan, a focused set of revisions to the Council's bylaws is recommended to strengthen governance practices and improve functionality. First, the bylaws should clarify Board composition and expand guidance on sector-based representation. Currently, Board membership is not well-defined by stakeholder category. A revised structure should ensure that representatives from key watershed sectors—such as agriculture, forestry, fisheries, conservation, education, public health, and Tribes—are invited to participate and are consistently represented.

Second, term limits and succession planning should be addressed more explicitly. The bylaws should establish clear limits for Board service (e.g., two consecutive three-year terms) and provide procedures for recruiting, mentoring, and rotating new leaders into officer positions. These changes will support sustained engagement and guard against leadership fatigue.

Third, procedures for onboarding and removing Board members should be expanded. Onboarding should include a description of roles and responsibilities, expectations for meeting attendance and committee participation, and a commitment to the Council's mission and values (Appendix C). The process for removal of inactive or disruptive members should be updated to ensure fairness and transparency.

Fourth, decision-making and quorum rules should be modernized. While TBWC traditionally operates by consensus, the bylaws should provide more detailed protocols for when and how votes occur, what constitutes a quorum, and how tie votes are resolved. These clarifications will increase procedural clarity and reduce ambiguity during periods of conflict or transition.

Finally, the bylaws should introduce language that encourages regular review and amendment of the governance framework itself. For instance, the Council may adopt a standing practice of reviewing its bylaws every five years or following a major strategic planning process. This approach will ensure the bylaws evolve with the organization's needs.

Together, these revisions will help TBWC cultivate a diverse, engaged, and effective Board while promoting transparency, adaptability, and equity in all aspects of Council governance.