

NOWC Strategic Plan FY 2024-2026

July 1, 2023 - June 30, 2026

Mission: The Network of Oregon Watershed Councils supports the work of watershed councils by increasing council capacity, representing councils with key partners and funders, and convening council staff and board members to learn from each other.

NOWC Goals (our desired condition)

1. NOWC is known and trusted by watershed council staff and boards
2. NOWC provides consistent, high-quality information, resources and services that add value, encourage efficiency and best practices among watershed councils
3. NOWC effectively represents the mission of watershed councils to local, state/federal agencies, organizations, and elected officials.
4. Watershed Council staff and board members participate and lend expertise to the NOWC Board and leadership committees
5. The longevity of the organization and its operations are guaranteed through financial resilience, consistent staffing, continuity of programs, and a functional board of directors
6. NOWC retains professional and productive employees through competitive compensation and benefits, and a safe, inclusive, and comfortable workplace

Assessment Plan: Progress on these objectives and strategies will be measured quarterly through regional member meetings, and annually through a member satisfaction survey.

Aligned with Goal... 1 2 3 4 5 6	Program Deliverables	Priority Levels:			Led by	Supported by
		High	Med	Low		

Committees: MSC = Member Services; BDC = Business Development; GRC = Government Relations

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Objective 1: Support watershed council organizational development (board support, coordinator support)

Strategies:

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- A. Reach out to/onboard new WC Coordinators/Executive Directors
- B. Assist individual WCs with organizational/logistic issues, according to needs/requests
- C. Conduct or partner to offer training on DEI, leadership development, and fundraising for staff and boards.
- D. Provide and maintain a statewide jobs board through the OrCP
- E. Disseminate tools/guides on board and organizational best practices.
- F. Provide new coordinators' handbook; provide training specific to new coordinators at remote and/or conference events
- G. Establish formalized mentoring structure between experienced and newer council coordinators

NOWC ED	Board
NOWC ED	Board
MSC	NOWC ED
NOWC ED	MSC
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MSC	NOWC ED

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Objective 2: Provide and maintain a resource hub for information relevant to watershed councils (information, templates, expertise)

Strategies:

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- A. Provide and maintain a useful website, including a member facing page that has a clear structure that is searchable and easily accessible (i.e. a tag system) for the template library, resources/benefits; articulate incentives for membership dues
- B. Provide regular webinars through the "NOWC Insider" series and the OrCP, Maintain links to the recordings on the NOWC website
- C. Disseminate emerging information, policy changes, summaries of regional/state/federal funding opportunities, DEI and other relevant trainings from other organizations.

NOWC ED	MSC
MSC	NOWC ED
NOWC ED	Exec Cmte

<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	D. Provide & maintain template library of vetted, "sanitized" documents to support administrative capacity & promote best practices among WCs	Board	NOWC ED
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	E. Provide a vetted list of professionals who provide services outside of NOWC's purview (i.e. interim directors, bookkeepers, accountants, website developers, facilitators, strategic plan consultants, contractors, etc.)	NOWC ED	Exec Cmte
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	F. Provide and maintain email listservs for all Coordinators/Directors, also grouped by regions	NOWC ED	Board

Objective 3: Effectively connect watershed councils with one another

Strategies:

<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	A. Co-sponsor the biennial OrCP CONNECT+ conference; participate in the planning for technical, administrative, leadership and DEI sessions; coordinate on-site WC meetings and events	MSC	NOWC ED
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	B. Organize and coordinate four affinity groups on technical niche topics through the OrCP	NOWC ED	Board
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	C. Organize "Watershed Management Camp", a biennial in-person networking and educational event for watershed Coordinators / Executive Directors and staff	MSC	NOWC ED
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	D. Hold remote quarterly meetings with each of six regions; send brief regional reports after each NOWC Board meeting	Board	NOWC ED
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	E. Provide and maintain a Google group for Coordinators/Directors to connect with one another	NOWC ED	MSC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	F. Maintain a Google group for WC Board members; forum for staff members	NOWC ED	MSC
<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	G. Continue to reach out to engage councils not affiliated with NOWC	NOWC ED	Exec Cmte

Objective 4: Add value to watershed council organizational, education and outreach endeavors

Strategies:

<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	A. Provide an annual NOWC newsletter	NOWC ED	Exec Cmte
<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	B. Produce an annual report: NOWC's impact + WCs impact	NOWC ED	Exec Cmte
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	C. Maintain an engaging social media calendar, plan and presence, work with OWEB on dissemination of stories	NOWC ED	MSC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	D. Arrange organizational discounts/group rates for relevant expert services (i.e. bookkeeping, tax prep, financial review/audit, legal counsel, insurance, software)	NOWC ED	MSC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	E. Coordinate and promote communications/media support from Gard Communication, through the OrCP	Board	NOWC ED
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	F. Provide in-house coordination and assistance for obtaining federal funding, through the OrCP	NOWC ED	Exec Cmte
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	G. Provide and maintain a statewide jobs board through the OrCP	NOWC ED	Exec Cmte

Objective 5: Represent and advocate for watershed councils (with state agencies and elected officials)

Strategies:

<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	A. Meet regularly with OWEB leadership	NOWC ED	Exec Cmte
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	B. Identify and select WCs to host annual legislative tours that showcase statewide projects and concerns; plan and facilitate tours	NOWC ED	GRC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	C. Meet with state legislators; work to proactively draft bills before they reach committees	NOWC ED	GRC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	D. Recommend reps to statewide RACs and other advisory groups as necessary.	NOWC ED	GRC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	E. Track legislation, provide testimony on relevant issues, report back to councils	NOWC ED	GRC
<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	F. Organize WCs and provide verbal and written testimony to the OWEB Board	NOWC ED	GRC

G. Advocate to OWEB for the need to add capacity support for specific high-performing watershed councils that are not currently eligible.

H. Monitor commissions and agencies (i.e. ODFW, ODF, BLM, NOAA fisheries) for issues and potential actions to comment upon

NOWC ED	GRC
GRC	NOWC ED

Aligned with Goal...

1 2 3 4 5 6

Organizational Growth

Priority Levels:

High	Med	Low
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Committees: MSC = Member Services; BDC = Business Development; GRC = Government Relations

Led by Supported by

Objective 1: Leadership Development: Expand the NOWC Board and Committees to bring desired skillsets, capacity to contribute time/expertise, and/or identify as a member of an underrepresented/underserved community

Strategies:

A. Establish a board committee to develop a matrix for additional board roles based on expertise, such as legal or financial, recruit/engage retain colleagues and outside experts

B. Establish a board committee to gather/develop regional stories for earned media, interface with Gard Communications

C. Recruit/retain board members representing or from underresourced/ underserved members of Oregon's watershed council community

D. Develop more intentional plan for filling regional representative positions on the NOWC Board

E. Review committee charters to ensure they align with this strategic plan

F. Appoint ad hoc committees from broad WC membership as needed (i.e. management camp planning committee)

Exec Cmte	NOWC ED
Board	NOWC ED
Board	NOWC ED
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Exec Cmte	NOWC ED
Exec Cmte	NOWC ED

Objective 2: Funding: Seek and obtain funding from a variety of sources to ensure long-term organizational stability

Strategies:

A. Continue to strengthen the Business Development Committee, integrate with the Member Services Committee

B. Maintain current funding: collaborate on admin and program planning through the OrCP; Evaluate funding, role, and relationship of OrCP in relation to NOWC goals

C. Pursue grant/sponsorship/donation funding from agencies/foundations/companies to support NOWC staff capacity/FTE; support training for WC members; operating reserve

D. Assess the membership fee structure to ensure optimal fee structure is in place.

E. Establish an affiliate membership structure, website presence and recruitment campaign.

F. Advocate to OWEB for the need for additional capacity support for NOWC staff salaries

BDC	NOWC ED
NOWC ED	Board
NOWC ED	BDC
Exec Cmte	Board
NOWC ED	BDC
Exec Cmte	BDC

Objective 3: Ensure that NOWC is advancing according to this Strategic plan, effectively serving Watershed Councils

Strategies:

A. Conduct review of strategic plan

B. Establish firm structure/calendar for admin tasks/long-range planning based on this strategic plan; develop an operations manual (companion document to the Bylaws; how decisions are made and work happens)

C. Conduct thorough staff evaluations/self evaluations.

D. Annually review salary/benefits package to ensure comparable/competitive with similar organizations.

Exec Cmte	NOWC ED
NOWC ED	Exec Cmte
Exec Cmte	NOWC ED
Exec Cmte	NOWC ED

E. Survey WCs to assess satisfaction with NOWC services, inventory emerging needs; review and incorporate feedback into strategic plan, committee charters, ED work plan as appropriate.

F. Reach out to other, similar statewide watershed council organizations to explore their approach and practices.

G. Appoint the Executive Director position at a full FTE to engage and retain qualified organizational leadership

Exec Cmte

NOWC ED

NOWC ED

Exec Cmte

Exec Cmte

Board

Assessment Plan: Progress on these objectives and strategies will be measured quarterly through regional member meetings, and annually through a member satisfaction survey.