

## **Tualatin River Watershed Council (TRWC)**

Interim Executive Director Role

March 8, 2017

The goal of the Interim Executive Director is to lead Tualatin River Watershed Council (TRWC) in developing core operational structures and procedures, strategic planning, and partnership building to guide the organization in a clear path forward, repositioning the Council as a leader on issues with watershed-level impacts.

The Interim Executive Director will transform the TWRC in five distinct areas.

### Operations Structure

- 1) Facilitate a common understanding of officer roles and responsibilities, bringing officers into greater ownership and understanding of their positions. Recommend changes, if needed, to structure and role of the following.
  - a) Steering Committee: Officers, Coordinator, Roving Member, Ex-officio
  - b) Officers: Chair, Vice Chair, Secretary and Treasurer
  - c) Staff: Council Coordinator
  - d) Committees: Education, Restoration, Capacity and Issues
  - e) Stakeholder Representatives (aka Members)
- 2) Set agenda for Steering Committee meetings under the guidance of the Officers and input from the TWRC Coordinator.
- 3) Provide an Executive Director's report, no less than monthly, informing the Officers of progress, problems, and needs.
- 4) Attend monthly Steering Committee meetings (2 hours each). As needed, attend monthly meetings of the TRWC (2 hrs. in evening) and Committees (1 hr. each) to understand the organization and stakeholders.

### Operating Procedures

- 1) Clarify responsibilities and authority of groups above. Clearly define who is responsible for doing what, when.
- 2) Define the role, responsibilities, and authority of a permanent Executive Director position for the TRWC
- 3) In concert with Steering Committee, review and modernize operational procedures and by-laws to reflect current and future demands on the organization.
- 4) Recommend improvements to the TRWC's system for developing and documenting budgets, work plans and project progress. Develop a planning schedule/calendar for the Steering Committee to ensure adequate timelines for development and review of budgets and work plans.
- 5) With the Steering Committee:
  - a) Prioritize and refine the current work plan.
  - b) Evaluate how time is currently spent on projects and identify changes to add value and take on new projects.

- c) Create measurable work plan goals and determine when and how to track progress against those goals.
  - d) Identify the gaps in resources needed to fulfill work plan goals.
  - e) Develop a method to track and communicate the level of effort required to accomplish tasks on the work plan.
  - f) Identify the skill sets needed to achieve TRWC goals. Determine if those skills are present with in the TRWC (i.e., Officers, Staff, and Members). If not, determine how to train or acquire those skills.
- 6) Plan and organize cost-effective and economic utilization of human and fiscal resources.

#### Strategic Planning

- 1) Funding strategy/proposals: Leverage the TRWC's resources to increase outside support. Review current funding structure and understand the restrictions associated with funding from Oregon Watershed Enhancement Board (OWEB) and U.S. Bureau of Reclamation.
- 2) Recommend potential new structures/funders to obtain increased financial security. Develop proposal/grant application as appropriate and as directed by the Officers.

#### Partner Relations

- 1) Review information on the TRWC's key partners for developing a landscape conservation strategy.
- 2) Understand how TRWC adds value to existing efforts. Better utilize the TRWC's resources to the mutual benefit of the TRWC and its key partners.
- 3) Serve as major communication pathway between the TRWC and key partners.
- 4) Establish and maintain an image that represents quality programs and professionalism.
- 5) Arrange and attend meetings with key partners and report on discussions.
- 6) Expand the TRWC's role in the community as a forum for discussion on issues.

#### Recruitment

- 1) Review and revise (if needed) current position description for Officers and Staff.
- 2) Begin recruitment process for permanent Executive Director, including the items below.
  - a) Develop position description.
  - b) Identify avenues to advertise position vacancy.
  - c) Identify minimum qualification requirements.
  - d) Recommend position's time demands (FTE amount required) and starting salary.
  - e) Execute strategies to fund the position.
  - f) Develop supplemental questions for application and questions for in-person interviews. Recommend/Identify who to include in application review and selection process.
  - g) Identify TRWC's approval process for hiring.
  - h) Advise Steering Committee on skills and abilities most needed in a successful applicant.