



PROPOSED SCOPE OF WORK

Lighthouse Consulting Group, Inc.

Dates: July 2016

Background: The Wood Pawcatuck Watershed Association (WPWA) was established in 1983 in response to a groundswell of interest generated by a National Park Service study conducted that year, which identified the Wood and Pawcatuck Rivers as "...unique and irreplaceable resources." WPWA plays an ongoing role in public policy formulation and debate within the watershed. As watershed council for the Pawcatuck, WPWA has legal standing to advocate on behalf of the Wood-Pawcatuck Watershed. When necessary to serve the best interest of the watershed resource and the general public, WPWA takes positions on matters of land use, surface and groundwater use, water quality, threats to habitat, growth issues, and river corridor concerns. WPWA works in partnership with local, state, and federal agencies, to encourage the watershed approach to environmental management, and works on the local level with regard to specific aspects of watershed protection.

Through its organizational evolution, WPWA is shifting its financial model from large scale grants to one supported by membership, donations and small grants. This model requires a robust and active board that understands and is able to support this model through active engagement and leadership.

This process will work directly with the Board to understand what changes need to be made to their governance processes, structure, and planning systems so that they can effectively follow the described strategic direction.

What we will achieve

A 2016-2018 play book (to align with the WPWA organizational strategic plan timeframe) outlining goals and objectives for achieving fiscal stability and longer term sustainability of WPWA. This is not meant to be a full scale strategic plan, but one that focuses on the actions necessary to develop a sustainable funding trajectory.

Develop a "board policy book" codifies how the board will discuss, debate and take action on key operational elements. These will likely include:

- Review and revise existing long range budgeting process that defines goals and objectives, timeframes, evaluation checkpoints, and that is tied to the WPWA Annual

Plan of Work and the WPWA Annual Operating Budget, and that reflects the WPWA mission and vision.

- A process for tracking, and responding to gains and losses in the WPWA annual budget.
- A process for identifying, vetting and mentoring board membership in a way that will compliment and support fund development and organization's overall strategy. This should also include a plan for dealing with board turnover, particularly officers;
- A plan of response in the event of sudden/planned Executive Director loss.
- Actions related to the existing governance structure and operations —both board and committees—to ensure that they have the necessary guidance available to attain its desired fiscal goals and objectives and capture any changes in the board policy book.
- Other items identified as part of this process.

Tasks to get there

- Initial phone call with this project's manager(s) to confirm the process' agenda and deliverables as outlined here. During this initial phase we will also develop an outline of the policy book. We will also review the organization's existing strategic plan and annual work plan and budget. The project managers will consist of two individuals that have a clear sense of what needs to be achieved by this process. The WPWA Executive Director and Executive Committee will select these individuals. These will be conducted by phone. Scheduling will be done by WPWA.
- Ninety to a 120 minute meeting with the entire board to review initial draft of the policy book developed with the project managers. This can be a regularly scheduled meeting or at another time that is mutually convenient. The goal of this meeting is to ensure that chapters in the playbook are correct and to begin hashing out the specific issues that are present and need to be resolved.
- Individual phone calls with selected WPWA trustees to talk about elements of the policy book to which they expressed a particular view or interest. This may not include all the Trustees. These calls will last generally 30 minutes or less and be focused on specific information and idea gathering.
- Work with project managers to develop and finalize agenda and session plan for workshop outlined in next step.
- Facilitate a workshop from 9am until 2pm for the WPWA's directors and organization's leadership (up to 20 people) following the established meeting agenda. Generally, the workshop will flesh out the items that have been captured in the draft policy book. The workshop will be designed to work through this draft, identify areas of agreement and disagreement and capture the specific follow-up necessary to ensure forward progress.
- Prepare a final draft of the policy book that incorporates the outcomes of the workshop.
- Provide an immediate debrief with the project managers to review the draft policy book and allow for one set of changes to be made.

Deliverables: The deliverable for this contract is the successful facilitation of the two Trustee meetings and a final Policy Book that captures the outcomes of the conversation and provides the necessary guidance to the Trustees to make progress on the issues identified throughout the process.

BUDGET

Professional Fees: \$9,500, not to exceed. Wood Pawcatuck Watershed Association (WPWA) will provide any food and supplies necessary for delivery of workshop.

Total: \$ 9,500 (not to exceed)

Payable net 30 upon invoice