



Wood-Pawcatuck Watershed Association

Board of Trustees

RESPONSIBILITIES AND EXPECTATIONS (behavior and practice)

1. Determine mission and purpose of the organization
 - a. review and amend as appropriate
2. Select an executive director
 - a. keep a job description listing responsibilities and expectations
3. Support and evaluate the executive director
 - a. ensure adequate moral and professional resources are available
 - b. conduct annual performance reviews
4. Ensure effective planning
 - a. have a strategic plan, and revisit it often
 - b. have an annual plan of work
5. Monitor and strengthen programs and services
 - a. annually evaluate programs and services for their effectiveness and consistency with WPWA mission
6. Ensure adequate financial resources
 - a. approve an annual budget and monitor it quarterly
 - b. plan, through fund raising and grant writing, for fiscal sustainability
 - c. ensure proper spending, and use of financial assets
7. Build a competent board
 - a. have a process by which to vet board candidates
 - b. have clear expectations and responsibilities, in writing, for board candidates to assess and reflect upon in considering becoming a trustee
 - c. have an orientation process for new trustees
 - d. annually evaluate board performance
8. Ensure legal and ethical integrity
 - a. ensure adherence to legal standards and ethical norms
9. Enhance WPWA's public standing
 - a. clearly articulate the organization's mission, accomplishments, and goals to the public to garner community-based support

ESSENTIAL PRACTICES (formal, written, policies and procedures)

1. It is a priority to attend all board meetings, missing meetings only under exceptional circumstances
2. There are term limits for board members, and we adhere to them
3. We are strategic about trustee recruitment, defining an ideal board composition based on the organization's priorities and needs
4. We meet often enough to ensure we meet our responsibilities as a board in sustaining the fiscal health of the organization and in achieving its mission
5. We have a formal process for setting appropriate compensation for the executive director
6. Form 990 is reviewed by the full board before it is filed

7. We comply with federal laws of document destruction and retention
8. We have a written process to deal with whistleblower complaints and prevent retaliation
9. We use a consent agenda
10. We have regular executive sessions
11. We review bylaws periodically and amend as needed
12. The executive director is an ex officio member of the board of trustees
13. We have written job descriptions for:
 - a. acting as a full board—the board operates solely as a group, taking official action at board meetings
 - b. acting as individual board members—individuals who serve on the board have no special powers except at board meetings, or unless they are also officers who have clearly defined (in writing) responsibilities
14. We have a conflict-of-interest policy and board members sign it annually
15. Every board member makes an annual, personal contribution to the organization to the fullest amount possible based on their ability to give
16. Every board member serves on at least one active committee and/or task force [Desbonnet]
17. Every board member participates in some aspect of fund raising activities [Fox]
18. Every board member brings at least five (5) new memberships to the association each year [Walsh]
- 19.