



Organizational Development Grant Narrative

Organization Name: Wood-Pawcatuck Watershed Association

Organization's Mission Statement:

To preserve and protect the lands and waters of the Wood-Pawcatuck watershed for natural and human communities.

Contact Person and Title: Alan Desbonnet; President/Board Chair

Telephone number: 860-912-4720 401-874-6813 Extension:

Email address: alandesbonnet@gmail.com aland@uri.edu

1. Please describe the organizational need for which you are seeking funds.

We are interested in understanding what kind of organizational development you need and how you have determined that need.

While great strides have been made in a positive direction from recent organizational planning activities, the board continually finds itself challenged by the specter of developing a sustainable fiscal environment for WPWA. Fund development, fund raising, member development, and building the board to be able to profitably work in these areas are all priorities. The complexities that exist—all are intimately linked and intertwined, each with elements that need to be accomplished so that elements in other priorities can be effectively worked on, makes for a daunting landscape to work through. The board, in collaboration with staff, feel that some assistance, by way of facilitated workshops, would, as it has in the past, help us clarify the true priorities and devise a process for us to work through issues in a logical, effective and efficient fashion that we simply cannot seem to find working among ourselves.

Specifically, we need assistance in identifying and prioritizing those things that most need to be done in order to arrange our actions to build towards the holy grail of fiscal sustainability for WPWA. We understand that fund development and member development are two critical aspects of this, and we have nascent committees in action. We also understand that these two efforts are tightly coupled and rife with both opportunity to combine actions and to create conflict and confusion. We need help thinking through, and developing a plan for, how best to approach fund development and member development through committee work. We also realize we need to build board membership in a way that will compliment these efforts; we need some assistance in sorting through the possibilities of building the board and laying out a strategy to get there. We also need assistance in identifying a governance structure—policies for board and committees—that will help ensure that the board has better guidance available to attain its desired fiscal goals and objectives.

2. Please explain why this is the appropriate time for you to undertake this work.

We are interested in understanding why this need is particularly urgent for you at this time. We would like to know how you assess your organization's readiness and commitment to engage in new practices. If you are an established organization, please explain how this project fits into your current strategic plan. Please explain how this proposed project will strengthen the current work of board and/or staff.

WPWA is moving from having a multi-million dollar a year budget supported by major grants—largely federal funds targeted specifically at restoring migratory fish access into the watershed—to one supported by memberships, donations and small grants. Making this funding stream transition offers significant challenges for WPWA board and staff. During the period of large grants for ecological restoration, the population of the board was, and rightly so, dominated by scientists, and the focus of much board work was providing oversight and input to the restoration process. The shift from mega-grants to grassroots support and small grants requires a repopulation of the board to be broader, especially in areas of fund raising, fund development and board governance.



Several years ago the RI Foundation provided assistance to the WPWA board to bring on a consultant who helped reorganize how the association functions so that it could organizationally adapt to this new manner of funding flow. The outcomes of that assistance were instrumental in getting on the right path. Now, WPWA needs a strong governance structure to provide the framework within which to work to build the board to be more successful at fund development and member development so it can achieve the long-term fiscal sustainability of the organization. We need assistance, right now, laying out the processes by which to attain this. Previous assistance of the RI Foundation provided the opportunity for WPWA to develop the tools it needed to reorganize itself so that staff could function successfully within a new funding stream framework. That reorganization has led to a next step in organizational building at WPWA, which is to organize the board and its activities and framework of guidance so that it can work more effectively with staff, and within itself, to attain greater fiscal stability and sustainability for the organization. The "refreshed" WPWA board of trustees is ready, willing, and anxious to find solutions, so now is the time to facilitate the opportunity to get rolling on a profitable path forward.

3. How will you define success in this project?

We are interested to know what success will look like for your organization. What do you expect will have changed at the conclusion of this project? How do you expect you will grow or change as a result of undertaking this project?

The WPWA board of trustees will have a board membership that is nearly double current size, populated with broad expertise, but with emphasis in fund development, fiscal planning, and marketing/public relations. The board will have a "policy document" containing a governance framework and policies that guide its' actions, which will be outlined in an "internal WPWA strategic plan" which objective is fiscal sustainability of the organization. Fund development and member development committees are populated with a mix of board and volunteer members, and each committee is working off of an annual plan of work tied to WPWA internal and organizational strategic plans.

4. What are the anticipated deliverables?

Tell us about the new plans, processes, or systems you expect to have in place after undertaking this project. What tools, resources or newly-acquired expertise will you have?

1. A "Board Action Plan" ("playbook") for the board, developed in consultation with an external consultant (e.g., Lighthouse Consulting), charting a path for building the board of trustees and their ability govern the organization more effectively, with a focus on ensuring WPWAs fiscal health.
2. A "Board Policies Book", developed in consultation with an external consultant (e.g., Lighthouse Consulting) that will formalize various board behaviors/duties, such as: process for developing, tracking, and responding to shortfalls/boons in the WPWPA annual budget; a succession plan for board turnover, particularly officers; a plan of response in the event of sudden/planned ED loss; a process for identifying, selecting and vetting board membership;
3. An internal "strategic plan" developed by the board, stemming from the Action Plan, that will set longer-term goals and objectives for developing a more sustainable approach to fiscal management of the organization, balanced between fund development (fund raising, higher giving), membership development (new members, donations) and grant writing.



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

12-Month Proposal Budget

Organization/agency name: **Wood-Pawcatuck**

Project Title: **Board of Trustees Orga**

Total Amount requested from The Rhode Island Foundation: **\$9,700**

Project Period: **Sep 2016 - Aug 2017**

Project Income

Anticipated

Contributed Income

Local Government	
State Government	
Federal Government	
The Rhode Island Foundation	\$9,700.00

Other Foundation/Corporations

<u>Name</u>	<u>Decision Date</u>	
Board Contributions		
Individual Contributions		

Other Contributed Income (Please Specify)

Earned Income

Client Fees	
Membership Dues	
Contract Services	
Publications and Products	
Ticket Sales	
Organization Income	

Other Earned Income (Please Specify)

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<hr/> Total Project Income <hr/>	
\$9,700.00	



Project Expenses
Personnel Expenses

Requested to Rhode
Island Foundation

Salaries and Wages (break down by
Individual position and indicated
% of time to be spent on this project)

Fringe Benefits and Payroll Taxes	

Non-Personnel Expenses

Consultant and professional Fees	\$9,500.00
Consultant and professional Fees	
Consultant and professional Fees	

Specify Other Expenses

workshop materials	\$200.00

Fiscal Agent fee/Overhead if applicable

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Total Project Expenses **\$9,700.00**

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<u>Committed</u>	<u>Total</u>
	\$0.00
	\$0.00
	\$0.00
	\$9,700.00

	\$0.00
	\$0.00
	\$0.00
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	\$0.00
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	\$0.00
	\$0.00
\$0.00	\$9,700.00



<u>Paid/Donated by your organization</u>	<u>Other Funding</u>	<u>Total</u>
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		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00

		\$9,500.00
		\$0.00
		\$0.00

		\$200.00
		\$0.00
		\$0.00
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		\$0.00
		\$0.00

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\$0.00	\$0.00	\$9,700.00
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Wood-Pawcatuck Watershed Association
FY 2016 Budget (1/1/16-12/31/16)
with past performance variances

Ordinary Income/Expense	Jan - Dec 14	Budget	Variance	Jan-Oct 2015	2015 Budget	Variance	2016 Budget
Income							
4010 - Donations							
4010-01 - Annual Appeal	9,036.00	18,000.00	-8,964.00	0.00	0.00	0.00	0
4010-02 - Corporate & Non-Profit	1,512.00	4,000.00	-2,488.00	200.00	0.00	200.00	0
4010-04 - Restricted	1,050.00			0.00		0.00	0
4010-06 - Program Sponsorship							
Lecture Series	1,000.00			0.00		0.00	0
Total 4010-06 - Program Sponsorship	1,000.00			0.00		0.00	0
4010-07 Gateway Preservation	0.00			1,000.00		1,000.00	0
4020 - Facility Usage	573.62			1,644.00	1,000.00	644.00	2,500
4040 - In Memory	125.00	500.00	-375.00	100.00	0.00	100.00	0
4045 - Bequests	0.00	2,000.00	-2,000.00	10,000.00	0.00	10,000.00	0
4047 - Salomon Fund	1,525.00			650.00			0
4050 - Individual Gifts							
Military Family	104.00			0.00			
4050 - Individual Gifts - Other	9,214.10	3,000.00	6,214.10	4,596.36	0.00	4,596.36	20,000
Total 4050 - Individual Gifts	9,318.10	3,000.00	6,318.10	4,596.36	0.00	4,596.36	20,000
4060 - Land	307,000.00			0.00			
4070 - Matching Gift	262.19	150.00	112.19	269.49	0.00	269.49	0
4090 - Securities	463.94			0.00			
4095 - Water Quality Assessment				1,570.00		1,570.00	0
4010 - Donations - Other	4,105.06			0.00	31,000.00	-31,000.00	0
Total 4010 - Donations	335,970.91	27,650.00	308,320.91	20,029.85	32,000.00	-12,620.15	22,500
4100 - Fiscal Agency Fees							
4110 - Hop Arts	286.25	250.00	36.25	294.25	250.00	44.25	0
Total 4100 - Fiscal Agency Fees	286.25	250.00	36.25	294.25	250.00	44.25	0
4200 - Fund Raiser Events							
4210 - Annual Meeting	0.00	875.00	-875.00	0.00	0.00	0.00	0
Total 4200 - Fund Raiser Events	0.00	875.00	-875.00	0.00	0.00	0.00	0
4300 - Gain (Loss) on Securities	13,583.20			1,991.25		1,991.25	0
4400 - Grants							
Strategic Planning Grant	0.00	10,000.00	-10,000.00	0.00	0.00	0.00	0
4420 - Charitable Foundation							
4420-01 - Champlin Foundation					10,000.00	-10,000.00	
Capital Revolving Fund Balance				149,128.35		149,128.35	
4420-02 - Latner Foundation	40,000.00	80,000.00	-40,000.00	0.00	40,000.00	-40,000.00	75,000
4420-03 - RI Foundation	4,000.00	4,000.00	0.00	10,000.00	0.00	10,000.00	15,000
4420-05 - Kimball Foundation	0.00	3,000.00	-3,000.00	0.00	10,000.00	-10,000.00	0
Total 4420 - Charitable Foundation	44,000.00	87,000.00	-43,000.00	159,128.35	60,000.00	99,128.35	90,000
4440 - Federal Agencies							
EPA (RINHS)	21,390.74	14,863.00	6,527.74	0.00	0.00	0.00	0
Total 4440 - Federal Agencies	21,390.74	14,863.00	6,527.74	0.00	0.00	0.00	0
4440-04 - USFW Sandy Grant				269,383.51	37,750.00	231,633.51	400,000
4440-06 - NPS Wild & Scenic Rivers Study				10,000.00	14,000.00	-4,000.00	60,000
4500 - Municipal Government	250.00			0.00		0.00	
4600 - State Government							
4610 - RI Trail Advisory Committee	3,205.10	3,000.00	205.10	2,860.00	3,000.00	-140.00	3,000
4620 - River Council	1,900.00	1,900.00	0.00	2,200.00	2,100.00	100.00	1,900
4630 - Water Quality Monitoring	1,000.00			1,000.00	1,000.00	0.00	1,000
4600 - State Government - Other	0.00	1,000.00	-1,000.00	0.00	0.00	0.00	1,000
Total 4600 - State Government	6,105.10	5,900.00	205.10	6,060.00	6,100.00	-40.00	6,900
4611 - CI Leveraging Grant					12,000.00	-12,000.00	
Total 4400 - Grants	71,745.84	117,763.00	-46,017.16	444,571.86	129,850.00	314,721.86	556,900
4700 - Interest & Dividends							
4710 - Endowments	13,992.40			9,671.20	9,400.00	271.20	
4700 - Interest & Dividends - Other	1,041.01	80.00	961.01	21.88	1,000.00	-978.12	1,000
Total 4700 - Interest & Dividends	15,033.41	80.00	14,953.41	9,693.08	10,400.00	-706.92	1,000
4800 - Investment/Endowment Revenue	0.00	8,500.00	-8,500.00	0.00	0.00	0.00	8,500
4900 - Membership Dues							
4910 - Corporate & Non Profit	1,150.00	2,000.00	-850.00	800.00	2,000.00	-1,200.00	500
4930 - Individual & Family	22,400.06	20,000.00	2,400.06	26,147.00	20,000.00	6,147.00	25,500
Total 4900 - Membership Dues	23,550.06	22,000.00	1,550.06	26,947.00	22,000.00	4,947.00	26,000
5000 - Program Fees							
5010 - Educational Programs	2,470.00	500.00	1,970.00	6,001.00	2,500.00	3,501.00	3,000
5020 - Other							
Speakers Fees	60.00			150.00	0.00	150.00	0
5020 - Other - Other	0.00	2,000.00	-2,000.00	0.00	0.00	0.00	0
Total 5020 - Other	60.00	2,000.00	-1,940.00	150.00	0.00	150.00	0
5030 - Recreational Programs							
5020 - Seasonal Event					2,000.00	-2,000.00	
5030-10 - Fishing							
5030-12 - Fly Rod Building	50.00	300.00	-250.00	85.00	50.00	35.00	50
5030-13 - Fly Tying	375.00	200.00	175.00	80.00	375.00	-295.00	50

Wood-Pawcatuck Watershed Association
FY 2016 Budget (1/1/16-12/31/16)
with past performance variances

	Jan - Dec 14	Budget	Variance	Jan-Oct 2015	2015 Budget	Variance	2016 Budget
5030-14 - Fly Fishing				90.00	0.00	90.00	75
Total 5030-10 - Fishing	425.00	500.00	-75.00	255.00	425.00	-170.00	175
5030-20 - Hikes	420.00			0.00	400.00	-400.00	
5030-30 - Kayaking							
5030-32 - Paddles	3,573.80	4,500.00	-926.20	2,678.71	4,500.00	-1,821.29	1,000
5030-30 - Kayaking - Other	2,920.00			3,385.00	3,000.00	385.00	1,000
Total 5030-30 - Kayaking	6,493.80	4,500.00	1,993.80	6,063.71	7,500.00	-1,436.29	2,000
5030-40 - Map & Compass Workshop	220.00	100.00	120.00	175.00	200.00	-25.00	100
5030-45 - Project WET Workshop	75.00			0.00		0.00	
Total 5030 - Recreational Programs	7,633.80	5,100.00	2,533.80	6,493.71	8,525.00	-2,031.29	2,275
Total 5000 - Program Fees	10,163.80	7,600.00	2,563.80	12,644.71	13,025.00	-380.29	5,275
5200 - Sales							
5210 - Clothing	15.00	100.00	-85.00	95.00	15.00	80.00	100
5220 - Hiking Guide	45.00	70.00	-25.00	55.00	25.00	30.00	45
5230 - Maps	48.80	70.00	-21.20	45.80	50.00	-4.20	45
5240 - Other	48.95	75.00	-26.05	37.00	50.00	-13.00	0
5250 - River Guides	70.00	125.00	-55.00	130.00	70.00	60.00	0
5260 - Wholesale	515.00	700.00	-185.00	420.00	500.00	-80.00	150
5270 - Shipping & Handling	61.60	50.00	11.60	106.00	50.00	56.00	50
Total 5200 - Sales	804.35	1,190.00	-385.65	888.80	760.00	128.80	390
5500 - Special Project Revenues							
5530 - Shannock Fish Passage Project							
USDA NRCS WHIP Program Funding	813.95			0.00		0.00	
5560 - Kenyon						0.00	
5560-01 - Engineering	5,510.65			0.00		0.00	
5560-02 - Construction	223,837.26			0.00		0.00	
5560 - Kenyon - Other	0.00	278,443.00	-278,443.00	0.00	0.00	0.00	0
Total 5560 - Kenyon	229,347.91	278,443.00	-49,095.09	0.00	0.00	0.00	0
5570 - Lower Shannock Falls							
5570-03 - Engineering	3,952.00			0.00		0.00	
5570-06 - Pest Control	0.00	1,000.00	-1,000.00	0.00	0.00	0.00	0
Total 5570 - Lower Shannock Falls	3,952.00	1,000.00	2,952.00	0.00	0.00	0.00	0
5590 - WPWA Project Oversight	6,685.00	13,360.00	-6,675.00	0.00	2,000.00	-2,000.00	0
5530 - Shannock Fish Passage Project - Other	168.70			186.72		186.72	
Total 5530 - Shannock Fish Passage Project	240,967.56	292,803.00	-51,835.44	186.72	2,000.00	-1,813.28	0
5610 - White Rock Dam Removal	1,600.00			4,277.48	26,000.00	-21,722.52	1,500
Total 5500 - Special Project Revenues	242,567.56	292,803.00	-50,235.44	4,464.20	28,000.00	-23,535.80	1,500
9010 - PY Adjustments				7,972.42		7,972.42	
Total Income	713,705.38	478,711.00	234,994.38	529,497.42	236,285.00	293,212.42	622,065
Cost of Goods Sold							
6000 - Add Beginning Inventory	6,071.05			0.00		0.00	
6020 - Less Ending Inventory	-5,723.90			0.00		0.00	
Total COGS	347.15			0.00		0.00	
Gross Profit	713,358.23	478,711.00	234,647.23	529,497.42	236,285.00	293,212.42	622,065
Expense							
7000 - Administration							
7010 - Accounting							
Less accounting charged to grants				-1,625.00		-1,625.00	
7010-02 - Tax Return	1,625.00	2,000.00	-375.00	1,500.00	2,000.00	-500.00	2,500
7010 - Accounting - Other	12,562.50	10,000.00	2,562.50	10,433.75	12,000.00	-1,566.25	14,000
Total 7010 - Accounting	14,187.50	12,000.00	2,187.50	10,308.75	14,000.00	-3,691.25	16,500
7030 - Bank & Credit Card	732.87	700.00	32.87	604.63	700.00	-95.37	900
7050 - Contributions (Cash)	50.00			1,000.00		1,000.00	0
7070 - Depreciation	17,389.00	14,500.00	2,889.00	14,301.70	14,500.00	-198.30	14,500
7090 - Dues/Fees	568.00	500.00	68.00	418.00	500.00	-82.00	500
7100 - Electric	906.51	800.00	106.51	1,279.87	1,000.00	279.87	1,500
7110 - Equipment	0.00	1,000.00	-1,000.00	0.00	2,000.00	-2,000.00	2,000
7140 - Heat	537.87	2,000.00	-1,462.13	1,259.87	1,000.00	259.87	1,500
7150 - Insurance	4,487.00	4,000.00	487.00	5,052.00	4,000.00	1,052.00	5,500
7160 - Internet/Website							
7160-10 - Internet	0.00	300.00	-300.00	505.23	300.00	205.23	660
7160-20 - Website Design	255.00	1,000.00	-745.00	255.00	1,000.00	-745.00	1,000
7160 - Internet/Website - Other	1,223.88	1,300.00	-76.12	200.99	2,500.00	-2,299.01	150
Total 7160 - Internet/Website	1,478.88	2,600.00	-1,121.12	961.22	3,800.00	-2,838.78	1,810
7170 - Licenses & Permits	191.00	30.00	161.00	20.00	200.00	-180.00	50
7180 - Meeting Refreshments	70.62			0.00	100.00	-100.00	0
7190 - Misc.	0.00	550.00	-550.00	9.00	0.00	9.00	100
7200 - Office Expense	2,327.48	1,500.00	827.48	1,948.41	3,500.00	-1,551.59	2,500
7210 - Payroll Service	972.31	800.00	172.31	1,021.09	1,000.00	21.09	1,040
7220 - Postage & Shipping	755.83	800.00	-44.17	819.31	900.00	-80.69	1,000
7230 - Printing	0.00	1,800.00	-1,800.00	177.20	0.00	177.20	300
7240 - Professional Services	336.00	300.00	36.00	28.00	336.00	-308.00	0
7250 - Property Maint	1,432.12	1,000.00	432.12	2,008.70	1,000.00	1,008.70	2,000
7270 - Staff Expenses	1,113.32	2,000.00	-886.68	802.99	2,600.00	-1,797.01	2,000

Wood-Pawcatuck Watershed Association
FY 2016 Budget (1/1/16-12/31/16)
with past performance variances

	Jan - Dec 14	Budget	Variance	Jan-Oct 2015	2015 Budget	Variance	2016 Budget
7285 - Taxes	35.25			12.05	50.00	-37.95	15
7290 - Telephone	1,235.15	900.00	335.15	1,312.88	1,200.00	112.88	1,500
7300 - Training & Certification	0.00	500.00	-500.00	0.00	500.00	-500.00	500
7310 - Travel & Conferences	45.00	1,000.00	-955.00	230.00	1,000.00	-770.00	500
7320 - Equipment Expenses	0.00			0.00		0.00	
Total 7000 - Administration	48,851.71	49,280.00	-428.29	43,575.67	53,886.00	-10,310.33	56,215
7020 - Board of Trustees							
7020-03 - Miscellaneous	0.00	500.00	-500.00	0.00	0.00	0.00	150
7020-04 - Monthly Meetings	663.34	600.00	63.34	452.20	700.00	-247.80	0
Total 7020 - Board of Trustees	663.34	1,100.00	-436.66	452.20	700.00	-247.80	150
7105 - Endowment Management Fee	110.51			0.00	1,000.00	-1,000.00	125
7400 - Educational Programs							
7410 - Annual Meeting	1,294.65			622.50	1,500.00	-877.50	0
7425 - Map & Compass Workshop	14.40			30.91	15.00	15.91	35
7450 - Newsletter	303.90	2,000.00	-1,696.10	1,068.58	1,000.00	68.58	500
7460 - Public Outreach	259.79	500.00	-240.21	150.00	500.00	-350.00	500
7460 - Youth Outreach					1,500.00	-1,500.00	
7400 - Educational Programs - Other	0.00			0.00		0.00	
Total 7400 - Educational Programs	1,872.74	2,500.00	-627.26	1,871.99	4,515.00	-2,643.01	1,035
7500 - Fund Raising							
7510 - Annual Meeting	0.00	2,000.00	-2,000.00	220.63	0.00	220.63	0
7530 - Fund Drives					500.00	-500.00	
7520 - Appeal	400.96	1,000.00	-599.04	1,196.78	0.00	1,196.78	3,000
Total 7500 - Fund Raising	400.96	3,000.00	-2,599.04	1,417.41	500.00	917.41	3,000
7600 - Grant Expenses							
Champlin Grant - Bldg. Rehab	120.78			0.00		0.00	
CI Leveraging Grant					200.00	-200.00	
Champlin Capital Revolving Fund						0.00	
Campus Public Signage				1,013.87		1,013.87	1,986
Campus Renovation Overages				8,946.00		8,946.00	0
Equipment Storage Shed				4,114.59		4,114.59	0
Jay Cronin Access Area				0.00		0.00	121,330
Kayak Acquisition				16,411.04		16,411.04	0
Public Kiosk Rehabilitation	0.00			949.19		949.19	0
Champlin Capital Revolving Fund Total	0.00	0.00	0.00	31,434.69	0.00	31,434.69	123,316
Lattner Grant Expenses	0.00	2,500.00	-2,500.00	0.00	0.00	0.00	0
NPS Wild & Scenic Rivers Study				10,000.00	0.00	10,000.00	60,000
RI Trail Advisory Committee	2,940.00	3,000.00	-60.00	2,850.37	3,000.00	-149.63	3,000
RINH/EPA Grant - Watershed Coun	41.52			0.00		0.00	0
Trout Unlimited	275.00			0.00		0.00	0
Urban Waters Grant	11,277.90			0.00		0.00	0
USFW Sandy Grant Expenses				265,950.13	7,000.00	258,950.13	400,000
7610 - River Council Grant Expenses	0.00	1,900.00	-1,900.00	0.00	2,100.00	-2,100.00	0
7715 - BVTC Water Quality Assess Exp				42.95		42.95	0
Total 7600 - Grant Expenses	14,655.20	7,400.00	-4,460.00	310,278.14	12,300.00	329,412.83	586,316
7700 - Membership & Volunteers							
7650 - Meals & Entertainment	96.42	200.00	-103.58	161.24	200.00	-38.76	600
7720 - Annual Meeting Awards	0.00	350.00	-350.00	471.00	350.00	121.00	500
7730 - Membership Renewal	39.33	300.00	-260.67	200.16	300.00	-99.84	1,500
Annual Meeting							1,500
7735 Bloomerang						0.00	1,500
Marketing				297.00		297.00	3,000
7740 - Volunteer Recognition	141.30	250.00	-108.70	75.83	250.00	-174.17	150
Total 7700 - Membership & Volunteers	277.05	1,100.00	-822.95	1,205.23	1,100.00	105.23	8,750
7760 - Outreach Expenses							
Land Trust Rally	498.02			0.00		0.00	0
7765 - Earth Day	31.71			0.00	50.00	-50.00	0
7760 - Outreach Expenses - Other	215.07			0.00	250.00	-250.00	0
Total 7760 - Outreach Expenses	744.80			0.00	300.00	-300.00	0
7800 - Payroll & Benefits							
7810 - Executive Director	57,740.88	55,724.00	2,016.88	45,007.62	57,395.43	-12,387.81	59,117
7820 - Program Director	42,195.27	40,722.00	1,473.27	32,890.20	41,942.84	-9,052.64	0
7825 - Program Coordinator							43,201
7830 - Program Staff	25,353.90	26,255.00	-901.10	18,085.04	27,034.80	-8,949.76	0
7835 - Program Specialist						0.00	25,900
7850 - Interns	2,607.00			3,761.25	3,000.00	761.25	3,000
7855 - Welcome Center Staff						0.00	3,000
7860 - Payroll Taxes	10,972.35	10,746.00	226.35	8,742.31	11,780.34	-3,038.03	12,604
7870 - Health Insurance	-4,809.63			1,685.28		1,685.28	0
7880 - Benefit Allowance	6,213.24	6,500.00	-286.76	4,832.52	5,983.12	-1,150.60	5,983
7890 - Workers Comp	508.92	1,200.00	-691.08	513.96	550.00	-36.04	1,200
7898 - Less Expenses Alloc. to Grants	-1,627.90			-25,729.69		-25,729.69	-40,000 NPS Wild & Scenic
7899 - Less Special Project Oversight	-10,795.00	-13,360.00	2,565.00	0.00	0.00	0.00	-29,000 NFWF Sandy Grant (will now pay for Scientific Monitoring)
Total 7800 - Payroll & Benefits	128,359.03	127,787.00	572.03	89,788.49	147,686.53	-57,898.04	85,006

Wood-Pawcatuck Watershed Association
FY 2016 Budget (1/1/16-12/31/16)
with past performance variances

	Jan - Dec 14	Budget	Variance	Jan-Oct 2015	2015 Budget	Variance	2016 Budget
7900 - Recreational Programs							
Bird Hike	36.07			0.00		0.00	
7915 - Fly Rod Building	236.60	300.00	-63.40	0.00	0.00	0.00	250
7920 - River & Trail Maintenance	1,636.00			0.00	1,000.00	-1,000.00	4,000
7925 - Hiking Expense				27.29	0.00	27.29	50
7930 - Kayak Maintenance	417.04	150.00	267.04	0.00	500.00	-500.00	150
7970 - Recreational Events	285.26			426.25	300.00	126.25	
Total 7900 - Recreational Programs	2,610.97	450.00	2,160.97	453.54	1,800.00	-1,346.46	4,450
7995 - Scientific Monitoring							
7999 - Water Quality	10,109.80	14,000.00	-3,890.20	0.00	9,000.00	-9,000.00	9,000
Total 7995 - Scientific Monitoring	10,109.80	14,000.00	-3,890.20	0.00	9,000.00	-9,000.00	9,000
8000 - Special Projects Expenses							
8500 - Shannock Fish Passage Project							
White Rock Dam Removal				200.00		200.00	
USDA NRCS WHIP Grant	1,627.90			0.00		0.00	
WPWA Project Oversight	10,795.00	13,360.00	-2,565.00	0.00	0.00	0.00	0
8510 - Audit	24,112.75	6,000.00	18,112.75	0.00	0.00	0.00	0
8600 - Horseshoe				0.00		0.00	
8630 - Engineering	2,502.41			0.00		0.00	0
Total 8600 - Horseshoe	2,502.41			0.00	0.00	0.00	0
8700 - Kenyon							
Construction	222,947.79			0.00		0.00	
Cultural Resources	2,244.40			0.00		0.00	
8700 - Kenyon - Other	0.00	272,443.00	-272,443.00	0.00	0.00	0.00	0
Total 8700 - Kenyon	225,192.19	272,443.00	-47,250.81	0.00	0.00	0.00	0
8800 - Lower Shannock							
8830 - Engineering							
FEMA	6,778.42			408.75		408.75	0
Total 8830 - Engineering	6,778.42			408.75	0.00	408.75	0
Total 8800 - Lower Shannock	6,778.42			408.75	0.00	408.75	0
8500 - Shannock Fish Passage Project - Other	90.00			0.00		0.00	0
Total 8500 - Shannock Fish Passage Project	271,098.67	291,803.00	-20,704.33	608.75	0.00	608.75	0
8000 - Special Projects Expenses - Other	-90.00			0.00		0.00	0
Total 8000 - Special Projects Expenses	271,008.67	291,803.00	-20,794.33	608.75	0.00	608.75	0
Total Expense	479,664.78	498,420.00	-18,755.22	449,651.42	232,787.53	216,863.89	754,047
Net Ordinary Income	233,693.45	-19,709.00	253,402.45	79,846.00	3,497.47	76,348.53	-131,982
Other Income/Expense							
Other Income							
4350 - Unrealized Gain/Loss on Securit	-5,742.29			-27,320.21			0
Disposition of Assets	200.00			0.00			0
Total Other Income	-5,542.29			-27,320.21			0
Other Expense							
9520 - In-Kind Donations				360.00			
9700 - Foreign Tax	109.89			31.29	100.00		110
Total Other Expense	109.89			391.29	100.00		110
Net Other Income	-5,652.18			-27,711.50	-100.00		-110
Net Income	228,041.27	-19,709.00	247,750.27	52,134.50	3,397.47	48,737.03	-132,092
Add back depreciation							14,500
Champlin Expenses to be paid by Grant Received in 2015							123,316
Net Expenses over Revenue							5,724

Pass-through funds

Internal Revenue Service

Department of the Treasury

District
Director

P.O. Box 1680, GPO Brooklyn, N.Y. 11202

Date: **AUG 15 1986**

Wood Pawcatuck Watershed
Association
P.O. Box 61
Hope Valley, RI 02832

Employer Identification Number:
22-2504648
Our Letter Dated:
December 16, 1985.
Person to Contact:
R. Jones
Contact Telephone Number:
(718) 780-6138

Dear Gentlemen:

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

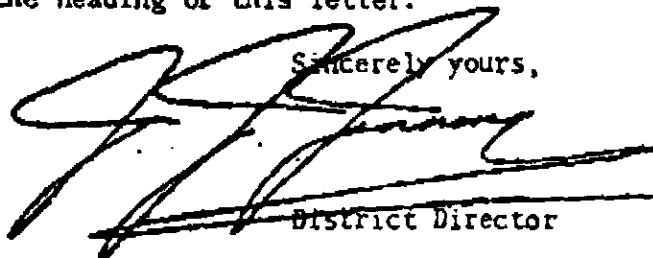
Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section 509(a)(1) & 170(b)(1)(A)(vi). Your exempt status under section 501(c)(3) of the Code is still in effect.

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section 170(b)(1)(A)(vi) status, or acquired knowledge that the Internal Revenue Service has given notice that you would be removed from classification as a section 170(b)(1)(A)(vi) organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

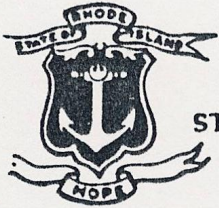
Sincerely yours,



District Director

cc:

Letter 1050(DO)(7-77)



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

Department of Administration
DIVISION OF TAXATION
289 Promenade Street
Providence, R. I. 02908

CERTIFICATE OF EXEMPTION

WOOD-PAWCATUCK WATERSHED ASSOCIATION
PO Box 61
Hope Valley, Rhode Island

This is to certify that the above-named institution, being either a religious, educational or charitable institution, has qualified for exemption pursuant to the provisions of the Rhode Island Sales and Use Tax Act, Chapter 18, Title 44, of the General Laws of 1956, as amended, and is accordingly exempt from the payment of the sales tax on sales made to it and from the use tax on the storage, use or other consumption of tangible personal property by it.

JOHN H. NORBERG
TAX ADMINISTRATOR

BY: Maurice M. Lariviere
Maurice M. Lariviere
Chief Revenue Agent
Excise Tax Section

Certificate #2859
Date of Issuance 7/18/84