

WPWA draft notes
October 28, 2016

WPWA has undergone some recent changes at the board level, with members leaving because of term limits and others leaving because of differing opinions on how the organization should be operationalized. To ensure its financial stability, the organization has been run like a “corporation,” staying focused on work plan priorities and avoid getting distracted from agreed upon goals. However, this focus has created a sense by some directors that they have no power and are not able pursue work that is important for the watershed but not grant funded. WPWA continued to depend on grant money to deliver work and support the core of its operations. The organization has made positive strides in increasing membership dollars, which are applied to overhead costs and is enjoying small amount of residual income from investments.

To address both of these concerns and the overall structural issues of the organization, WPWA would like to develop long term financial plan that creates enough unrestricted funds to pay for core overhead core expenses (ED and facilities) and some level of funding for non-grant funded work.

These are the expected topics for discussion:

- 1) Budgeting
 - a) Define core overhead costs. How can these be released over the short term.
 - b) How can these be increased over the next ten years, such as maximizing investments or continuing to increase membership dollars.
 - c) Create a grid that captures ideas for lowering overhead or increasing unrestricted dollars, measured by impact and most (versus least) like to succeed.
- 2) How much is needed and what is the process for deciding how to use Non-restricted funds to implement non-grant money projects?
 - a) How would the role of staff and the ED change (i.e., what additional work could they take on)?
 - b) What would the priorities be or how would they be decided; create decision making criteria.
- 3) What changes need to be made to the existing governance structure and process to support these targets and goals?
 - a) Succession planning and skill building needs
 - b) Review and revise roles and responsibilities
 - c) Consider changes to board meeting agenda and approach
 - d) Changes to budget format to more clearly track expenses against projects

Next Steps:

- 1) Draft notes from first meeting, review and revise. These will serve as basis for draft playbook and workshop.
- 2) Develop workshop agenda and session plan
- 3) Conduct workshop, target dates are January 7th or January 21th. This will be an all-day event at the WPWA headquarters
- 4) Revise draft of playbook with core team
- 5) Review with board as part of a regular board meeting
- 6) Final revisions to playbook; submit.