



2014 WPWA Plan of Work

The Challenge

WPWA's highest level goal is to maintain and restore the ecological health of the watershed. We have made great strides over almost three decades in achieving this goal, including over the past several years through our work opening the watershed to migratory fish. As the dam reconstruction/fish passage projects come to completion, the large grants that have been a mainstay of the WPWA funding stream will likewise come to completion. As a result, WPWA must diversify its revenue stream to improve long-term financial stability.

To successfully move in this direction, WPWA must better develop its existing members and donors to maximize potential giving by building strong, long-lasting relationships with each. The current body of knowledge suggests that a "Donor Centric" approach that provides highly personalized services is a mechanism by which to build these lasting relationships. WPWA will embrace a donor centric approach, configuring its fund and membership development goals and activities accordingly.

It is recognized that a significant amount of time by the Executive Director will need to be spent in successfully making the shift from grant/project funding reliance to donor/member funded sustainability. In order to ensure that the Executive Director has sufficient time and capacity to focus on this critical area of work, the following goal becomes a primary mechanism for success:

\$20,000 in unrestricted funds must be immediately raised to provide a "salary bridge" that will allow the Executive Director to focus on non-grant/project fund development.

- The November 2013 Annual Appeal direct mail fundraising campaign is being restructured to maximize revenue potential for this purpose as well as to raise funds for Water Quality Monitoring and Campus Building Renovations.
 - High gifting members (e.g., those traditionally giving \$500 or more in the Annual Appeal) will be targeted with a request to provide a "special gift" of \$1,000 to support WPWA's annual \$10,000 water quality monitoring expense. A goal of \$10,000 is set for this effort (10 members gifting \$1,000 each)
 - Mid level gifting members (e.g., those traditionally giving \$250 or more in the Annual Appeal) will be targeted with a request to provide a "special gift" of \$500 to support WPWA's 2014 Building Renovations. A goal of \$5,000 is set for this effort (10 members gifting \$500 each).
 - Low level gifting members (e.g., those traditionally giving \$250 or less in the Annual Appeal) will be targeted to contribute to the general operating expenses of the Association as is traditionally done. A goal of \$5,000.
 - If these funding goals are reached, WPWA will realize a one-time increase in Annual Appeal revenue of \$7,500.



- To supplement the remaining shortfall, a proposal to the Rhode Island Foundation for \$12,500 to provide “bridge” funding will be developed and submitted, playing upon the progress made with the previous \$10,000 organizational grant and inviting WPWA participation in the INE program. The pitch will be that this funding will allow WPWA to make the leap into a donor-centric, more financially sustainable future enabled by them.

In moving towards a new model for fiscal and operational sustainability, the following longer-term goals are set forth, and by which progress will be measured through 2019.

5 Year Goals:

1. 60% of income is derived from non-grant/non-project directed sources.
2. 350 new members are added to the WPWA membership roster.
3. 30 businesses support WPWA activities on an annual basis.
4. The WPWA campus becomes a vibrant center for member and watershed conservation related activities.
5. WPWA will be designated a nationally recognized Wild and Scenic River.
6. A plan for river restoration that opens complete access for migratory fishes is developed and implemented.

At its March 2013 organizational planning retreat, WPWA recognized the following service areas as its core areas of activity and service:

- Outreach and Education
- Advocacy
- Conservation and Preservation

As a test of the validity and robust nature of these core areas of service, each element of the FY14 WPWA Plan of Work has been put into the context of and directly linked back to the core areas of service. Note that for the 2014 Plan of Work every task links back to all three service areas.



REMOVED **ADDED** **CHANGED** **PROGRESS STATUS**

MISSION DEVELOPMENT

Water Quality Monitoring

Responsible Staff: Denise & Chris

FY14 GOALS:

- Complete 27th Year of Water Quality Monitoring At 42 Sites **IN PROGRESS**
Number of sites may be reduced if all volunteers do not return
- Seek Stable Funding to Ensure NO Sites Will Be Sacrificed **IN PROGRESS**
\$1900 RIRiversCouncil (confirmed)+ \$1000 RI Senate (pending)
- Conduct first year monitor of temp in low order streams in the watershed. **IN PROGRESS**
Data loggers purchased with funds from TU. Deployment I n May

FY14 ACTIONS:

- Retain 25 Volunteer Samplers **IN PROGRESS**
- Explore & Secure Federal & State Level Grants to Offset \$10-\$14K Expense **COMPLETED**
US Delegates were unable to find funding opportunities
- Targeted Fundraising Event or Mailing to Supplement Annual Cost **COMPLETED?**
Raised \$3,825 from Members TOTAL Raised \$6725 (\$3275-\$7275)
- Work with volunteers and interns to acquire, deploy, retrieve loggers. **IN PROGRESS**
- Download and analyze data using GIS. **NO PROGRESS**

Outreach & Education

Advocacy

Conservation & Preservation

River Restoration & Flood Mitigation

Responsible Staff: Chris

FY14 GOALS:

- Successfully Complete Upper Pawcatuck River Restoration Projects **IN PROGRESS**
- Engage In Lower Pawcatuck Project (USFWS, CTDEEP, RITNC, RIDEM) **IN PROGRESS**
- Pursue Future Restoration Projects & Grant Opportunities **Jay Cronan Grant App 2015**
- Continue to Clear Rivers for Navigation (Funding from RITAC & Kimball) **IN PROGRESS**
- Facilitate Municipalities to Fund USGS Streamgage at Wood River Junction **NO PROGRESS**

FY14 ACTIONS:

- Close Out Shannock Project (Construction, Events, Grant Reporting, Audit) **IN PROGRESS**
- Assist in Implementation of Lower Pawcatuck Fish Passage Restoration & Flood Mitigation Project **IN PROGRESS No WPA Contract with TNC yet**
- Pursue USFWS Sandy Relief Funding **COMPLETED**



\$800K proposal submitted, response due in June

• Hire Contractor to Assist in Tree Removal on Wood & Pawcatuck Rivers **IN PROGRESS**

RITAC \$3K Grant App Due 5/9 Kimball \$3K Grant App Due 5/31

• Organize Flood Prediction Stakeholder Meetings to Discuss Streamgage Funding **NO PROGRESS**

Outreach & Education

Advocacy

Conservation & Preservation

Wild & Scenic Designation

Responsible Staff: Denise

Vision: *The Wild and Scenic study phase will be completed, sections of rivers will have permanent NPS W&S status, annual congressional funding will support a WPWA staffer to carry out the recommendations of the management plan created during the initial 3 year (pre-designation) study phase.*

WAITING FOR PASSAGE BY SENATE

If the passage of the “Wood-Pawcatuck Watershed Protection Act” occurs in 2013 or 14, an immediate shift in staffing will need to occur, appropriate to the level of anticipated annual funding from the NPS. Realistically, WPWA’s current program director would become the Wild and Scenic coordinator, the program coordinator would move up to program director, and a new hire sought to fill the vacant program coordinator slot. This effort would trigger a scaling down or deferment of some 2014 actions and goals.

FY14 ACTIONS:

- Complete Staff Reorganization, Candidate Search, & Partner Engagement
- WPWA Staffing Logistics Will be Addressed & Resolved
- W&S Coordinator Will Identify What Existing Reports, Studies & Data Exist
- Determination Made as to What Additional Research Must be Conducted
- Partner Planning Meeting Will be Held & Roles Will be Defined
- Draft Management Plan Will be in Early Development

Outreach & Education Advocacy Conservation & Preservation

PROGRAM DEVELOPMENT

Education, Recreation, & Service

Responsible Staff: Denise

FY14 GOALS:

- WPWA Programs Become Profitable **IN PROGRESS**, will become more profitable

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- Engage Volunteers in Program Implementation to Reduce Staff Burden **SLOW PROGRESS**
- Improve Customer Satisfaction **IN PROGRESS**
Survey participants during 2014
- Participate in final year of EPA Urban Waters Project **IN PROGRESS**

FY14 ACTIONS:

- Assess Past, Current, & Potential Programs for Profit & Sustainability **IN PROGRESS**
- Implement a Suite of Programs That Evenly Serves Interest Groups **IN PROGRESS**
WILL TRY TO PARTNER WITH OTHER ORGS FOR 2 HIKES.
- Programs Will be Planned With Rain Dates (If Weather Dependent)
INSTEAD, MOVE FEE TO ANOTHER PROGRAM OR LEADER WILL DO A SPUR OF THE MOMENT EVENT.
- Volunteer Program Coordinators Will be Cultivated to Reduce Program Costs **SLOW PROGRESS**
- Test Market Programs & Assess Success & Profit at Year's End **IN PROGRESS**
AUDUBON JOINT PADDLE IS A TEST MARKET, SURVEY RESPONSES & PROGRAM COMMITTEE WILL HELP GUIDE
- Urban Waters Project: **IN PROGRESS**
Conduct trainings, 6 fish sampling surveys, final report

Suite of Recreational Programs

Summer Programs

3 Full Moon paddles **SCHEDULED**

4 Saturday Paddles **SCHEDULED**

3 Kayak Instruction Classes. **SCHEDULED**

4 Southern New England Paddlers (SNEP) Training Nights **TO BE SCHEDULED**

4 Programs for Wheeler **SCHEDULED**

School or Summer Camp Program

2 All Day Kayaking Programs for Operation Military Kids (OMK) **TO BE SCHEDULED**

11 Kayaking Programs for Urban Youth **SCHEDULING**

Events Partnered with Other Environmental Organizations

4 Events with Other Environmental Organizations **3 MORE TO BE SCHEDULED**

1 Map & Compass Workshop (Co-Sponsored by Narragansett AMC) **SCHEDULED**

1 Family Fun Fishing Event **SCHEDULED**

4 Fly Tying & Fly Fishing (Led by Volunteers) **COMPLETED**

National Land Trust Rally Field Trip **SCHEDULED**

Hikes

6 Bird Hikes **COMPLETED**

4 Hikes **TO BE SCHEDULED FOR FALL**

Other

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1 Earth Day Cleanup (12 river access sites) **COMPLETED**

4 Free Programs, Not Directly Related to Water That Will Captivate a Wider Audience
WAITING FOR SURVEY RESULTS

Suite of Educational Programs

Continue Lead Role as Project Wet Coordinator for RI **IN PROGRESS**

Host 1 Project Wet & Growing Up Wild Workshops **IN PROGRESS**

8 School Field Trips 3 Scheduled (160kids) 5 More To Be Scheduled

2 In-Classroom Programs Reduced due to school budgets and WPWA Commitments

Continue to Assist NEMO in Storm-Water Education **ONGOING**

10 Schools Utilize WPWA Educational & Field Equipment **ONGOING**

Chair, Train & Judge the Aquatic Section for the RI Envirothon Competition **ONGOING**

Mentor a URI Coastal Fellows Intern. Welcome Center Intern Instead

Serve as Science Mentor for GEMS-Net Have not contacted WPWA yet

Serve on RIEEA Board **ONGOING**

Outreach & Education

Advocacy

Conservation & Preservation

ORGANIZATIONAL DEVELOPMENT

Fund

Responsible Staff: Chris, Board & Volunteers

FY14 GOALS:

- Engage 10 New Businesses & 5 New Families Who Contribute Over \$500 Each **NO PROGRESS**
- Revitalize Existing Donors to Maximize Their Long Term Revenue Potential **IN PROGRESS**

FY14 ACTIONS:

- Establish & Enable a Standing Fund Development Committee, with Clear Guidance for Their Work, that Will: **NO PROGRESS**
 - Design a Process & a Plan of Work to Guide WPWA's Efforts in Annual Fundraising & Long Term Fund Development
 - Define Annual Donor Development Goals/Targets
 - Develop & Implement a Plan to Achieve Goals & Reach Targets

Suggested Committee Members: Pete A. (chair), Kim C., Alan D., + at least 2 non-board participants
- Continue (Year 2) Participation in RIF's INE Capacity Building Program **IN PROGRESS**
- Identify, Approach & Sell WPWA to New Corporate & Family Donors **NO PROGRESS**
- Identify & Cultivate Select Members as Prospects For Higher Giving **NO PROGRESS**

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- Replace “Annual Appeal” with “Fund Drives” in the 1st & 3rd Quarters **IN PROGRESS**
- Research & Design a Legacy Giving Program for Launch in 2015 **NO PROGRESS**
- Develop & Strictly Follow a Calendar of Donor Related Activities **NO PROGRESS**

Outreach & Education

Advocacy

Conservation & Preservation

Membership

Responsible Staff: Chris, Board & Volunteers

FY14 GOALS:

- Foster Ownership of WPWA by the Membership **NO PROGRESS**
- Increase Membership Size by 10% **IN PROGRESS (marginal)**
- Increase Membership Revenue by \$2,000 **IN PROGRESS**

FY14 ACTIONS:

- Establish & Enable a Standing Membership Committee, With Clear Guidance for Their Work, That Will: **NO PROGRESS**
 - Plan & Implement the Annual Meeting **COMPLETED BY STAFF**
 - Standardize Database Input of Needed Member & Donation Data, & Include Mechanisms by Which to Efficiently Track & Report on Membership & Giving Status & Trends **NO PROGRESS**
 - Define Annual Membership Development Goals/Targets **NO PROGRESS**
 - Develop & Implement a Plan to Achieve Goals & Reach Targets **NO PROGRESS**

Suggested Committee Members: Alisa M (chair), Tom B., Walt G., + at least 2 non-board participants

- **Quarterly Newsletter Redesign & Content Revision**
- **Website** & Membership Database Reformat **NO PROGRESS RUSTY M.**

DATABASE?

- **Develop Top Donor Newsletter with a Personalized Communication Approach**
- Develop Improved Methods for Obtaining New Members & Volunteers with Attention Toward Long Term Retention **NO PROGRESS NEED VOLUNTEER COORDINATOR & MEMBERSHIP SERVICES PERSON**
- Query Membership to Secure Volunteers to Assist in Program & Event Staffing **IN PROGRESS (MEMBERSHIP SURVEY)**
- Develop & Strictly Follow a Calendar of Membership Related Activities **IN PROGRESS**

Outreach & Education

Advocacy

Conservation & Preservation



Campus

Responsible Staff: Heather & Volunteers

FY14 GOALS:

- Better Serve Members Who Typically Use the Campus on the Weekends **IN PROGRESS**
- Increase Sales & Membership Revenue by Increasing Opportunities to Interact with Non-Member Patrons **PENDING**
- Define What Draws People to the Campus & What WPWA Can Provide to Them **PENDING SURVEY RESULTS (to be developed)**

FY14 ACTIONS:

- Perform Renovation of the Conference Room & Morphing of the Education Center Into an Information Center (for education, sales, member relations) **IN PROGRESS, Behind**
- Develop a Schedule of Weekend Staffing, Focused on Use of Board & Other Volunteers, to Man the New Information Center **SCHEDULE DEVELOPED, WAITING FOR BOARD**
- Survey Patrons for Interest in Existing & Potential Services & Items **NO PROGRESS**
- Set Seasonal Office Hours **COMPLETED**
 - **MON-TUES** **WPWA CLOSED TO MEMBERS & PUBLIC**
 - **WED-FRI** **10AM-4PM**
 - **SAT-SUN** **9AM-2PM**

Outreach & Education

Advocacy

Conservation & Preservation

Digital, Print, & Presentation Outreach

Responsible Staff: Chris

*****The bulk delayed due to RIF Grant or canceled and in exchange for funded Lower Pawcatuck Dam Project consulting for RI TNC*****

FY14 GOALS:

- Reach Out to Children & Their Families at a Layman's Level to Engage & Educate, So the Average Resident of the Watershed Learns To Care Even More About Water Through Their Own Positive Experience of the Watershed. **NO PROGRESS except Welcome Center outreach tools**

FY14 ACTIONS:

- **Modernize Outdated Digital & Printed Advertising/Outreach Resources**
- **Website & Newsletter Reformatting**
- **Creation of a Top Donor Monthly Newsletter (digital only?)**
- **Research Digitizing Existing WPWA Brochures**
- **2 Shannock Presentations** **1 BOOKED**
Organize Delegate Ribbon Cutting Event **IN PROGRESS JUNE 30th**



- Provide Wild & Scenic Update Presentations to Various Towns
- Provide Several Civic & Educational Group Presentations **IN PROGRESS** “ADAPTING THE WATERSHED”

Outreach & Education

Advocacy

Conservation & Preservation

Major 2014 Partnerships

- RI TNC: Wild & Scenic Partner, Recreational Programs, Habitat Restoration
- RIDEM Aquatic Education Program: Project Wet, Recreational Programs
- Woonasquatucket River Watershed Council: Urban Rivers Project
- URI Watershed Watch
- Narragansett Chapter Trout Unlimited: Rec. & Ed. Programs, Research Project
- Save The Bay: Wild & Scenic Partner
- RIDEM: Wild & Scenic Partner, Recreational Programs, Restoration Projects
- Explore HopArts Offer To Organize a WPWA 2014 Fundraiser

Outreach & Education

Advocacy

Conservation & Preservation