



Executive Directors' Report

23 January 2023

- **Organization: *Fun, Focused, Funded***

- Waukesha's Christmas bash well-received and above goal.
- "Hangover Bash did well enough to subsidize annual meeting.
- Current state "remember when " raffle sold out. Four other class A running or planned shortly.
- Board authorized staff to move forward with placing WWA's \$70K reserve fund in interest bearing Fidelity Money Market account. Paperwork has been completed, funds transferred. Current yield close to 4%.
- With timing of annual meeting, and election of directors, it became clear we should review bylaws for practicality and adherence to bylaws wrt to timely nominations—or change the bylaws. Secretary Elwing to provide proposal.
- Ad hoc Staff compensation committee met in Dec and subsequently pulled some wage comparable information. While committee has not fully formed a recommendation for board, it's clear from those comparables that WWA staff is currently undercompensated and adjusting to market rates will take a couple years. Committee will provide a report with recommendations at the March board meeting.

- **Habitat: *Creating the environment for better waterfowling experiences***

- Public lands Ecologist contract with DNR signed by DNR; Resumes coming until 27 Jan; selection by Ziegler/Ross by mid-Feb. WWA will start billing against this contract in Feb.
- Blackwell school has withdrawn from decade long fabrication of wood duck boxes; Looking for Plan b, but volunteers will fabricate kits for sale this winter to provide for sale as chapters have already received their allotment. Unfortunate development but we'll survive the winter and build a new approach.
- The long developing Pines project looks like it's becoming more of a reality. This project would be WWA's most significant and visible private lands project we've undertaken in years. Plus it brings other benefits of connections to Aldo Leopold Foundation as partner; DNR Mitigation office partnership and future funding; Connecting to potential private foundation in its early days – tentatively being established by landowner to promote ecological restorations; SER (Society for Ecological Restoration) visit site in which WWA will be co-leader in April. An offering of making a potential video of the project seems to have been what endeared WWA to the landowner, making our leadership possible.
- Planned attendance (Grassmann, Ziegler, Ross) at the Wetlands conference in February to promote WWA services, network, share knowledge—unexpected and usually good, opportunities arise from this conference of practitioners, NGOs, and agencies.

- **Advocacy: *Respected as responsible users of WI natural resources***

- Senator Cowles' office reached out to WWA for our perspective on whether hunting opportunity should be a requirement for lands that are restored with DNR's wetland mitigation funds. Good to be asked, and our answer gave them some pause that they will consider in revising the proposal. Perspective adopted was that the proposal should result in no net loss of hunting land.

- Knowles-Nelson funding has been approved by DNR and NRB for acquiring an easement to allow recreation, including hunting, on the 56,000 acre Pelican River Forest tract in Oneida County. JFC has stalled the advancement of this funding, Sen Felzkowski objecting. We sent Exec Comm-approved letter to all members of the JFC, encouraging them to move forward; and have engage in subsequent communications, including capital visits to break it free. Still pending, but good visibility for WWA as a facilitator of such issues in the capital and in the conservation community.
- Next Committee meeting will focus on developing detailed planning for goals this year, including survey of legislators, educating legislators on SHC and promoting WWA within the community of hook and bullet orgs.
- **Education: *Passing a waterfowling ethic to the next generation***
 - R3 grant initiative preparing for formal kickoff in early Feb. Leadership list and initial high-level plan has been developed and being refined. WWA will start billing grant/DNR starting in Feb.
 - WWA “Waterfowlers Academy” concept envisioned as a marketing brand that brings all learn to hunt and educational offerings under one umbrella, including traditional and grant-funded. Will need some marketing material developed and consistently used to realize benefit.
- **Development: *A Sustainable WWA***
 - Chapters did well financially this year, with the vast majority making super goal and contributing substantially to year end “profit”, and growing “state unrestricted” funds.
 - Committee meeting to review goals yielded a stretch goal of finding donors to supplement overhead costs of WWA. Will review opportunity to potentially hire part time/contract grant finder. Pending further research.
 - EXComm meeting triggered analysis of sources of WWA funds and the trends over the past 20 years. This analysis—provided as a part of the board package--provides a cause for optimism in diversifying WWA revenue sources but requires an informed board to commit to the course of action implicit in the document: Conduct expanded program offerings now with heavy volunteer support to attract greater donor / philanthropic support in near term future to sustain WWA and incrementally professionalize worthwhile programs in long term future. All directors should read that analysis for understanding and to provide guidance as it describes the underlying financial strategy for building the impact of WWA.
 - No UTV raffle planned for 2023, but Seibert is developing a 5-gun raffle to be marketed in such a way as to not conflict with chapters’ gun board raffles. Will require EXPO sales opportunity. Goal is to net \$10K, greater than the UTV net last year of \$8500+/-.
 - 2023 calendar raffles sold more than ever before at 4750+/-, and netted nearly twice what it did 4 years ago based on sales volume and cost control. A gift that will keep on giving in 2023 as we will be auctioning off the featured decoys to gain another [budgeted estimate of] \$3600.
 - Ad hoc calendar committee met as directed by the board. If deeply interested, see attached analysis that determined that calendar nets have been steadily rising since 2019, nearly doubling from \$21.4 K (FY19) to \$41K (FY22) given current success of calendar, changes do not need to be urgently applied. With that, committee will continue with similar designed raffle for 2024, with minor recommendations and actions included in the analysis.

- **EXPO**
 - Begun planning for EXPO3. Presenting sponsors are beginning to renew. Will be following up on WWA asks of these sponsors. Plan to draw \$6500 from EXPO account to support the PLE position (in March) scholarship/Science funding of \$5000 in June.

Attachment: Calendar Raffle Analysis

WWA Ad Hoc Calendar Committee

As discussed at the last board meeting, the following individuals met 1/2/23 to discuss opportunities to improve the calendar: Depies, Banaszak, Monett, Elwing (Dave and Kathy!), Ross.

Agreed that the primary purpose of the calendar is to optimize the net returns. To that end, we discussed the interplay between price, expenses, number sold, and net profit. The following chart shows the last few years of calendar finances:

	A	B	C	D	E	F
			2020	2021	2022	2023
1						
2	Revenue					
3	Calendars sold (number)		3931	4535	4557	4900
4	Price of calendar		\$ 20	\$ 20	\$ 20	\$ 20
5	Online shipping receipts		\$ 2,095	\$ 3,000	\$ 2,728	\$ 2,929
6	Calendar Ads			\$ 650	\$ 850	\$ 850
7	Gross Sales (\$\$)		\$ 80,715	\$ 94,350	\$ 94,718	\$ 101,779
8	Expense					
9	Base calendar expenses: layout, printing		\$ 5,500	\$ 5,591	\$ 5,575	\$ 5,575
10	Calendar Merchandise Costs		\$ 50,897	\$ 56,534	\$ 42,871	\$ 46,000
11	Additional Expenses: seller prizes		\$ 175		\$ 200	\$ 400
12	Additional Expenses: Facebook ads		\$ -	\$ -	\$ 400	\$ 508
13	Additional Expenses: Mailing		\$ 2,700	\$ 2,900	\$ 3,000	\$ 3,200
14	Additional Expenses: Data entry		\$ -	\$ -	\$ 3,080	\$ 4,000
15	Total Expenses		\$ 59,272	\$ 65,025	\$ 55,126	\$ 59,683
16						
17	NET		\$ 21,443	\$ 29,325	\$ 39,592	\$ 42,096
18						
19			<i>italicized numbers are estimates</i>			

This chart shows the Calendar net profits have been increasing—nearly doubling over 4 years--as a result of the number of calendars sold and the control of expenses. This situation allows our consideration of possible changes to be methodical... and not urgent driven by a failing model.

- Number sold: It was generally agreed that our current distribution

system is about max'd out—we won't be able to significantly increase sales with current chapter network and digital efforts.

- Expenses: the only truly variable expense is the merchandise that is raffled, with guns comprising nearly \$37,000 of that \$43-53K expense. Gun prices are expected to be steady, and some are decreasing slightly currently.

To better understand the interplay between these factors, we considered various scenarios shown in the chart below:

- Status quo pricing selling 4,900 calendars and current expense;
- Double the price to \$40, selling 4,000 calendars while proportionally increasing expense;
- Increase price to \$50, selling 3,500 calendars, while proportionally increasing expenses for better prizes .

Not that these were the only options, or that all the underlying assumptions are absolutely correct, but just to better understand the ramifications of changing one or more of the controllable factors (noted in green below).

Pricing Decision: discussion, we the current model is appropriate: that the WWA calendar is not on the absolute quality but that \$20 is an easy year-long raffle with strong prizes similar to While there may be an opportunity of greater the downside risk to numbers to our is too significant to changing the model noted that in the WWA chapter strength our digital sales more robust, the risk may be sufficiently warrant a different

	A	B	H	I	J
			<i>Scenario A</i> <i>Status quo</i>	<i>Scenario B:</i> <i>double price</i> <i>to \$40</i>	<i>Scenario C</i> <i>Price of \$50</i>
1					
2	Revenue				
3		Calendars sold (number)	4900	4000	3500
4		Price of calendar	\$ 20	\$ 40	\$ 50
5		Online shipping receipts	\$ 3,000	\$ 3,000	\$ 3,000
6		Calendar Ads	\$ 850	\$ 850	\$ 850
7		Gross Sales (\$\$)	\$ 101,850	\$ 163,850	\$ 178,850
8	Expense				
9		Base calendar expenses: layout, printing	\$ 5,600	\$ 5,600	\$ 5,600
10		Calendar Merchandise Costs	\$ 49,076	\$ 98,151	\$ 107,178
11		Additional Expenses: seller prizes	\$ 1,000	\$ 1,000	\$ 1,000
12		Additional Expenses: Facebook ads	\$ 508	\$ 1,016	\$ 1,270
13		Additional Expenses: Mailing	\$ 2,950	\$ 3,800	\$ 2,950
14		Additional Expenses: Data entry	\$ 4,000	\$ 4,100	\$ 3,600
15		Total Expenses	\$ 63,134	\$ 113,667	\$ 121,598
16					
17		NET	\$ 38,717	\$ 50,183	\$ 57,253

After concluded currently sale of the truly based of the prizes, “ask” for a sufficiently today’s. upside net profit, sales demographic warrant now. It was future, as grows, and platform is downside reduced to model. [Not

considered was incrementally growing the number of calendars sold—should we print more calendars, and change the raffle rules to, say, a maximum of 5,500 tickets sold. This would only marginally increase expenses, and give an upside opportunity of up to \$10,000].

We specifically discussed the idea of including a ATV/UTV in the calendar, but we could not see a simple way to make the numbers work.

We concluded that to get more margin under the current model, we would need to reduce merchandise expenses, and the committee agreed:

- **ACTION: Each committee member should each explore our corporate/business contacts seeking steeply discounted or gifted merchandise of value greater than \$50 and in quantity of 12;**
- **ACTION: Ross should solicit chapters accordingly and give them credits for bringing those donations to the state table; Need to have a specific timeline in order to get any donations into the calendar planning schedule—Feb, nlt March is optimal.**
- **ACTION: Each Committee member should sell ads at \$150/ad, or 3 ads/\$350**

Related topics

Calendar Design: We considered the planned “design” of the graphics for the calendar.

- 2024’s Habitat theme will require specific design of the calendar with what scenes/pics are wanted in what months; The calendar delivery to chapters can be delayed to 1 August without significant impact to allow springtime pictures of projects. **ACTION: Peter/Bruce/ Rob will propose a month-by-month schema.**

- The idea of double dipping as we are doing this year by selling the featured decoys is desirable (adding an estimated \$4000 to the calendar net profit), but we didn't see a way to do that this year. However, the Habitat theme may lend itself to selling a corporate "Calendar Presenting Sponsorship" that may bring some revenue. **Ross for action.**

Statewide raffle (not calendar): We discussed a replacement for the statewide UTV raffle that would require less effort and bring a greater ROI. Mike Alaimo's raffle netted \$10K from an expense of \$23K gross (with no carrying costs and less energy/hassle). **ACTION: Ross reach out to Alaimo to understand his intent for 2023 and this raffle.**

Committee will continue to meet as necessary to keep incremental calendar decisions timely; and to look to future years so as to better plan the design of the raffle and the calendar.