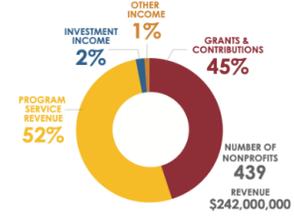


WWA Strategic Planning Sample: Sustainability – Development Plan – DRAFT -- 22 April 2024

	A	B	C	D	E	F	G	H	I	
1	VISION-MISSION SUB-SET									
2		GOAL		RESPONSIBILITY						
3		KPI			2023	2024	2025	2026	Strategy / Initiatives	
79	A ROBUST, SUSTAINABLE WWA									
80	Expand revenues sufficient to fund WWA quality programs and staff									
81		Increase GROSS PROFIT while maintaining a balanced portfolio of revenue							Annual financial review	
82		Increase GROSS PROFIT year-over-year by		Executive Director	\$ 460,298	\$ 501,133	\$ 594,247	\$ 666,077		
83		- Increase EVENT PROFIT (Chapter and state)		Regional Director	\$ 193,000	\$ 199,000	\$ 204,970	\$ 211,119	Maintain (or grow) event revenue at current level compensated for inflation at 3%; Establish one new chapter per year	
84		- Increase CLASS A PROFIT (Chapter and State)		Admin Director	\$ 55,000	\$ 55,000	\$ 58,000	\$ 63,000	Expand Class A raffles more broadly through the state; Revisit Calendar raffle structure to make more profitable; sell more calendars online	
85		- Increase EXPO PROFIT		EXPO Chairman	\$ 13,518	\$ 18,249	\$ 24,637	\$ 33,259	Grow EXPO profits at 35% per year by expanding sponsorships and attendance	
86		- increase MEMBER, DONOR revenue		Membership Chair	\$ 16,695	\$ 20,034	\$ 24,041	\$ 28,849	~20% growth per year based on Membership campaigns (x2 yearly) to new audiences; improve major donor results with increased program focus; improve ease of joining/donating thru website; improve outreach to likely donors by improving donor database; Recurring donor campaigns x1 year; Giving Tuesday program focus (Give Big Green Bay possibility in 2025)	
87		- Grow corporate sponsorship program		Executive Director	\$ -	\$ 12,000	\$ 24,000	\$ 34,000	Take advantage of 40th anniversary to build sponsorship opportunities; Develop and promote "Cause Marketing" with corporate sponsors; Leverage EXPO to connect to new sponsors; ; \$12K growth per year; Track in kind donations to allows KPI management (?)	
88		- Grow RESTORATION revenue (Private and Public)		Project Director	\$ 136,930	\$ 150,000	\$ 200,000	\$ 225,000	Fully implement NRCS monitoring program; Undertake additional restoration projects on DNR properties; Sustain Private Lands efforts; Apply for NAWCA, Duck Stamp, other on-the-ground restoration funds; Find new grant sources for sustaining the PLE program (Foundations/Corporate sponsors); Expand NRCS relationship; Sustain USFWS Partnership program	
89		- Increase OTHER PROGRAM revenue (R3, other)		Education Chair	\$ 16,500	\$ 16,500	\$ 21,000	\$ 26,000	Extend R3 grant into year 3; Seek additional grant sources to expand Education programs; Seek Administrative overhead-type grants; Explore crowdfunding opportunities for mission work	
90		- Increase OTHER (SALES) revenue		Administrative Director	\$ 24,805	\$ 23,000	\$ 25,000	\$ 27,000	Increase merchandise sales by offering more selection, increasing margin	
91		- increase Investment income		Executive Director	\$ 3,850	\$ 7,350	\$ 12,600	\$ 17,850	Continue Planned giving program, transitioning to home-grown version; Monitor return on endowment to sustain 7% annually; Develop endowment contribution program; Grow endowment by \$200 over 3 years	
92		Balance revenue sources towards a goal of...			Executive Director	100.0%	100.0%	100.0%	100.0%	
93		32% event (state, chapter)			41.9%	39.7%	34.5%	31.7%	calculated from above revenues	
94		9% Class A raffle (state, chapter)			11.9%	11.0%	9.8%	9.5%	calculated from above revenues	
95		5% EXPO			2.9%	3.6%	4.1%	5.0%	calculated from above revenues	
96		5% Member, Donor			3.6%	4.0%	4.0%	4.3%	calculated from above revenues	
97		5% corporate sponsorship			0.0%	2.4%	4.0%	5.1%	calculated from above revenues	
98		33% restoration			29.7%	29.9%	33.7%	33.8%	calculated from above revenues	
99		4% other programs			3.6%	3.3%	3.5%	3.9%	calculated from above revenues	
100		4% other (Sales)			5.4%	4.6%	4.2%	4.1%	calculated from above revenues	
101		3% investment income			0.8%	1.5%	2.1%	2.7%	calculated from above revenues	

Environment (e.g., Mississippi Valley Conservancy, Milwaukee Area Land Conservancy, Fox Valley Humane Association, Green Bay Botanical Garden, Manitowoc County Fish and Game Protective Association, Urban Ecology Center).



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3		KPI			2023	2024	2025	2026	Strategy / Initiatives
103		Exceed Better Business Bureau's standards for efficiency		Executive Director					
104		Program Expenses – Spend > 65% of expenses on programs			77%	79%	81%	83%	Calculated from program expenses divided by Total expenses;
107		Fundraising – spend < 35% of contributions on fundraising			29%	27%	25%	23%	Calculated from total fundraising expenses divided by related contributions; Reward net:gross at chapter level
110		Expand endowment fund's ability to sustain and expand WWA		Planned Giving Coordinator					
111		Annual endowment growth			\$ 55,000	\$ 50,000	\$ 75,000	\$ 75,000	Develop endowment contribution program; Continue planned giving program results
112		Total endowment			\$ 55,000	\$ 105,000	\$ 180,000	\$ 255,000	assume principal remains static; 2025 endowment campaign (?)
113		Interest income through endowment			\$ 3,850	\$ 7,350	\$ 12,600	\$ 17,850	Monitor return on endowment to sustain 7% annually; Grow endowment by \$200K over 3 years
114		Maintain or exceed NGO pay parity		Board of Directors					
115		Maintain staff compensation within 10% of comparable non-profit benchmarks (all compensation = Pay + Bonus), while maintaining WWA budget and year-end-results in the black. KPI is total compensation for ED, AD, RD, HRP, 1.5 PLE--adjust for additional staff if needed)			\$ 244,400	\$ 274,840	\$ 294,931	\$ 315,119	Follow planned staff compensation trajectory - targets represent total compensation required / year (ED, AD, RD, 1.5 PLE, HRP); Maximize indirect cost recovery in grants and applications
116		Integrated use of technology to support efficient management		Admin Director					
117		State-of market website that is attractive, easy-to-navigate, and maintain				x			Outsource website redesign
118		State-of market member database that is , easy-to-navigate, and maintain				x			Select and implement new database
119		State-of market project and grant management database that is easy-to-navigate, and maintain					x		Select and implement new database
120		Adjust Newsletter to optimize open rates					x		