# CWEA BUSINESS PRACTICES AND SUCCESSION PLANNING

Care and Feeding of a WEF MA

## CWEA Business Practices - What Made This a Concern?

- Just like the general workforce, our membership is aging
- Traditional practices are no longer adequate to our current purposes
- We are handling more dollars
- We are delivering more services
- Technology tools available have changed
- Volunteer time has become a more precious commodity

# Business Practices and Succession Planning

- Getting off auto-pilot means replacing traditions with planning and procedures
- Improved practices and procedures need to be documented and recorded
- These living documents become an effective communication tool to convey to new leaders what is expected and needed from them
- They can also be used by you to identify good candidates for future leadership positions

#### What Are Areas of Concern?

- Money Getting It, Handling It, Dispensing It
- Contracts and Agreements
- Leadership Roles and Responsibilities
- Partnerships
- Who is in line for key leadership positions?
- Insurance and bonding
- Liability
- Are we ready for an emergency or major setback?

### The CWEA Experience

- Ancient good intentions In 2006 began to outline a plan of action
- Produced a comprehensive document outlining areas for development and improvement
- Provisions made to assign areas to individuals with specific deliverables
- Everyone breathed a sigh of relief,
- And then....

#### What Did CWEA Look At?

- Financial Practices and Procedures
- Roles and Responsibilities Board of Directors
- Roles and Responsibilities Committees and Committee Chairs
- Succession Planning and Continuity
- Reporting and Recordkeeping
- Relationship with WEF
- Relationship with Other Associations

## Financial Practices and Procedures

- Annual Budget
- Accounting Procedures
- Approval of Expenditures
- Contracts and Agreements
- Insurance, Bonding, and Liability

#### Board of Directors

- Fiduciary Responsibilities and Liabilities
- Oversight of Committees
- Procurement and Administration of Professional Services

#### Committees and Chairs

- Recruitment and Removal of Committee Members
- Following Board Guidelines and Directives
- Planning and Staging Events and Programs
- Reporting on Committee
   Activities and Events

# Continuity and Succession Planning

- Identifying and Training
   Future Leadership
- Replacing Board Members
- Replacing Committee Chairs
- Bridging Generational Gaps

## Reporting and Record Keeping

- Financial Records
- Annual Reports
- Archives
  - Activities

## Relationship With WEF

- Making Use of WEF Resources
- House of Delegates
- WEF Committees
- WEFMAX Sessions
- Contributions to WERF

## Relationship With Other Associations

- Joint Committees
- Joint Activities
- Shared Resources
- MOU's and Other Agreements

# What Did CWEA Look At? (Reprise)

- Financial Practices and Procedures
- Roles and Responsibilities Board of Directors
- Roles and Responsibilities Committees and Committee Chairs
- Succession Planning and Continuity
- Reporting and Recordkeeping
- Relationship with WEF
- Relationship with Other Associations

#### What Can We Do?

- Have patience, but keep pushing
- Outline an ambitious program, then choose your top priorities to tackle first
- Assign a champion to each priority area
- Agree upon specific deliverables and dates
- Be determined, but flexible
- Keep a sense of humor, but above all.....
- GET STARTED!

## Questions? Contact Alan Will

awill@jmt.com or 443-834-4432

