WEF/MA Leader Workshop
February 16, 2021
2:00 – 4:00
It’s Not a Challenge….It’s an Opportunity

What a year it was…….

The COVID effect was unavoidable
COVID Impacts…

In-person events all pivot to virtual

Historical revenue streams no longer reliable

The need for rainy day funds more important than ever!
### ZOOM MEETING BINGO

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<tbody>
<tr>
<td>Dog Starts Barking</td>
<td>Uses The Word Pivot</td>
<td>Video Freezes</td>
<td>Muted While Talking</td>
<td>Joins Late &amp; Wants A Recap</td>
</tr>
<tr>
<td>Touches Their Face</td>
<td>Disappears Into A Virtual Background</td>
<td>Talking the whole time</td>
<td>Laughing &amp; People Freaking Out</td>
<td>Can You See My Green Screen?</td>
</tr>
<tr>
<td>Forehead On the WebCam</td>
<td>Bed Head Not On</td>
<td>Someone eats something</td>
<td>Mentions Tiger King</td>
<td>Fixing Hair/Makeup On Webcam</td>
</tr>
<tr>
<td>Phone Alarm Rings</td>
<td>Private Message Sent To All</td>
<td>No Pants!</td>
<td>Eating and Drinking</td>
<td>Creepy Lighting</td>
</tr>
<tr>
<td>Obvious Texting On The Side</td>
<td>Yawn</td>
<td>Awkward Backdrop</td>
<td>Eating and Drinking</td>
<td>Creepy Lighting</td>
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**WWW. THEBDX.COM**

Water Environment Federation
the water quality people
ZOOM POLL #1

Zoom meeting, audio only

Zoom meeting with video

Hire Write Talent
Share What You Have Learned
Cash Flow Forecasting

Cashflow forecasting essential when revenue generating events canceled/decreased

Historical cashflow trends not reliable indicator of cash available

Allows management to determine if programs need to be paused until cash inflows increase
Okay, But How Do I Forecast?

1. Use your bank balance at end of prior month.
2. What cash was coming in at this time last year?
3. Are we expecting any one-time payments?
4. What were we paying out last year at this time?
5. Do we expect to pay them this year?
6. Are there any new payments coming up?

**ADD**
- Registrations
- Memberships
- PPP funds
- Conference Facility Deposits
- Travel Expenses
- Utility Payments
- Loan Repayments
- Increased Insurance Premiums

**SUBTRACT**
- Conference Facility Deposits
- Travel Expenses
- Utility Payments
- Loan Repayments
- Increased Insurance Premiums
# Cashflow Forecast Sample

<table>
<thead>
<tr>
<th></th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash at Start of Month</strong></td>
<td>150,000</td>
<td>100,450</td>
<td>72,470</td>
<td>43,770</td>
<td>19,370</td>
<td>26,640</td>
</tr>
<tr>
<td><strong>Cash Inflows (Hist. Avg.)</strong></td>
<td>63,000</td>
<td>53,000</td>
<td>53,000</td>
<td>26,000</td>
<td>79,000</td>
<td>63,000</td>
</tr>
<tr>
<td><strong>Discount factor</strong></td>
<td>75%</td>
<td>70%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Estimated Cash Inflows</strong></td>
<td>47,250</td>
<td>37,100</td>
<td>31,800</td>
<td>15,600</td>
<td>47,400</td>
<td>37,800</td>
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</table>

**Other:**
- One-time Cash Receipts
- Loan Proceeds

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</thead>
<tbody>
<tr>
<td><strong>Estimated Cash Balance before outflows</strong></td>
<td>197,250</td>
<td>137,550</td>
<td>104,270</td>
<td>59,370</td>
<td>66,770</td>
<td>64,440</td>
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**Cash Outflows**

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<tbody>
<tr>
<td><strong>Payroll</strong></td>
<td>5,000</td>
<td>5,200</td>
<td>5,000</td>
<td>5,000</td>
<td>5,200</td>
<td>5,000</td>
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<tr>
<td><strong>Operating Expenses (Hist Avg.)</strong></td>
<td>153,000</td>
<td>99,800</td>
<td>111,000</td>
<td>100,000</td>
<td>99,800</td>
<td>153,000</td>
</tr>
<tr>
<td><strong>Discount factor</strong></td>
<td>60%</td>
<td>60%</td>
<td>50%</td>
<td>35%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Estimated operating expense outflow</strong></td>
<td>91,800</td>
<td>59,880</td>
<td>55,500</td>
<td>35,000</td>
<td>34,930</td>
<td>53,550</td>
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**Other:**
- Conference Registration Refunds
- Other Special Payments
- Loan Repayment

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<tbody>
<tr>
<td><strong>Estimated Cash Outflows</strong></td>
<td>96,800</td>
<td>65,080</td>
<td>60,500</td>
<td>40,000</td>
<td>40,130</td>
<td>58,550</td>
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<td>100,450</td>
<td>72,470</td>
<td>43,770</td>
<td>19,370</td>
<td>26,640</td>
<td>5,890</td>
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Forecasting – It’s an Art

Forecasting is not a science, but an art

It is fluid, varies and can be adjusted if new information presents itself

Science  Art  Luck  Experience

If you KNOW what’s going to happen, you are a gem and should play the Lotto!
How has the pandemic affected your MA?

- What did you learn and what are you doing differently?
- How will this affect your future?
AND NOW, OVER TO LISA RUANE
... FOR BREAKING NEWS
NEED A BREAK?
FUNDING MATTERS

Where Should Your Revenue Be Coming From?
Revenue Diversification…

Are you relying on a single revenue source?

Event insurance can help but pandemics no longer covered
Revenue Diversification…

Are there untapped revenue possibilities?

Can you take your great idea and expand it?
Finding the Right Balance

WEF Operating Revenue

- Certification: $204, 0.8% ($97, 0.9%)
- Other: $400, 1.5% ($167, 1.6%)
- Interest/Dividends: $442, 1.6% ($463, 4.5%)
- Sponsorships: $1,051, 4.0% ($653, 6.3%)
- Pubs/Subs: $1,197, 4.5% ($975, 9.4%)
- Spec conf/Educ: $1,649, 6.2% ($1,703, 16.5%)
- Advertising: $2,755, 10.5% ($1,810, 17.5%)
- Member Dues: $3,894, 14.8% ($3,230, 31.3%)
- WEFTEC: $1,230, 11.9% ($14,783, 56.1%)

5 Year Ave. FY16-FY20, $26.4M
FY 2021 Budget, $10.3M

Water Environment Federation
the water quality people®
Share What You Have Learned
REVENUE GENERATING VIRTUAL CONFERENCES WITH CLARA SHEA
Open For Discussion
THE END – THANK YOU!!