



Financial Plan 2026-2031

Approved by ICWP Board of Directors: September 28, 2026

Summary of Trends FY2021-2025 (see Attachment 1 Graphs)

- ✓ Revenue grew earlier but has stalled
- ✗ Expenses have grown steadily
- ⚠ Net results are weakening over time
- 📉 Events add volatility, not reliability
- 🏛 Reserves are cushioning deficits but being drawn down

Key Takeaways:

1. Revenue growth has been modest and uneven, with a recent plateau and expenses show a strong upward trend that outpaces revenue.

- ✓ Core revenue sources (primarily dues and sustaining partners) are not growing fast enough to offset rising expenses.
- ✓ Event-related revenue adds volatility rather than stability.
- ✓ ICWP has shifted into a higher fixed-cost structure with compressing expense-to-revenue margins.

2. Net results are deteriorating over time.

- ✓ FY2025 is the first full-year deficit in the 5-year series.
- ✓ FY2023 appears to be an outlier positive year, not a sustained improvement.
- ✓ The longer-term trend is shrinking surpluses into a deficit.

3. Reserves are being used to absorb structural imbalance

- ✓ Reserves are functioning as a buffer, not a long-term solution.
- ✓ Structural alignment between revenue and expenses has not yet been restored.

The core issue – Expenses have shifted from **variable to fixed**, while revenue has remained **flat and volatile**. The imbalance is driven by:

1. Rising executive services costs (structural, fixed)
2. Event expenses with inconsistent net returns
3. Accumulation of new subscription/contract costs

ICWP Financial Goals

Recommendations (in order of priority):

1. Stabilize fixed costs = Tie future increases in fixed expenses to tangible outcomes, such as reducing meeting costs or securing new dues-paying members.
2. Impose financial discipline on events – i.e.- strict no net loss.
3. Slow the creep of recurring contracts and subscriptions.
4. Align the budget explicitly to a break-even or modest-surplus target.

If only one action is taken: cap and restructure fixed costs, because they are the primary structural driver of deficits.

Revenue Strategy

1. Recuperate income sources – focus on regaining lost income from dues revenues
2. Set target revenue for the next 5 years at or above FY2023 dues income levels (see Table 1)

Table 1: Actual Revenue vs Expenses FY2023-2026 (no events)

	FY23	FY24	FY25	FY26	FY27 (proposed)
Revenue	\$111,709.71	\$ 135,674.80	\$ 107,500.00	\$ 101,200.36	\$ 101,200.00
Expenses	\$ (84,854.43)	\$(105,922.87)	\$(118,097.05)	\$(106,551.24)	\$ (99,867.00)
Total	\$ 26,855.28	\$ 29,751.93	\$ (10,597.05)	\$ (5,350.88)	\$ 1,333.00

Net Overall Performance (4 years) \$ 40,659.28

Expense Strategy

1. Control events expenses -- Understanding that events have variable revenue and expenses, set a cap for event losses
 - a. Target = No greater than average net loss for each event (see green in Table 2)
2. Reformat budget to highlight program vs. administrative costs and aim to keep overhead low (i.e.- 80/20 rule)

Table 2: Average Event Performance (losses) – FY2023-2026

	FY23	FY24	FY25	FY26
Annual Meeting	\$ (124.00)	\$ (9,422.00)	\$ (2,326.00)	\$ (4,392.00)
Roundtable	\$ (1,060.00)	\$ (7,821.00)	\$ (4,693.00)	\$ (1,727.00)
Total	\$ (1,184.00)	\$ (17,243.00)	\$ (7,019.00)	\$ (6,119.00)

Average losses	2023-2026
Annual Meeting	\$ (4,066.00)
Roundtable	\$ (3,825.25)

Action Plan & Accountability

Priority Area	Action	Owner	Timeline	Success Measure
Fixed cost stabilization	- Review executive services and other fixed-cost commitments - Freeze new fixed-cost increases unless tied to measurable outcomes such as lower meeting costs, member growth, or improved revenue retention	Executive Director and Treasurer	Complete by end of Q2 FY2027	- Documented cost review completed - No new recurring fixed costs approved without board-reviewed business case
Break-even budget target for future budgets	- Recast the FY2027 budget to target at least break-even, with a preference for a modest surplus - Explicitly show how expense reductions and revenue assumptions support that goal	Executive Director and Treasurer	Complete for FY2027 budget approval cycle	Board adopts budget with break-even or better projected result
Revenue recovery	Develop a dues recovery plan to restore core revenue toward FY2023 levels, including member retention,	Membership Committee Lead, Executive Director,	Launch by end of Q1 Fy2027; review quarterly	Quarterly progress toward annual dues target; retention and renewal rates

	lapsed member outreach, and sustaining partner renewal goals	Board Chair and 2 nd Vice Chair		improve year over year
Event financial discipline	Adopt event budgeting rules requiring each event to be approved with a cost cap and target net result; set maximum acceptable losses using historical averages as ceilings.	Executive Director and Treasurer	Effective immediately for all new event planning	- No event exceeds approved loss cap - Actual event performance is reported within 30 days after each event
Subscriptions and recurring contracts	Inventory all subscriptions and recurring contracts, eliminate low-value items, and require annual renewal review for every recurring commitment.	Executive Director and Treasurer	Complete by end of Q1 FY2027	- Recurring cost inventory completed - Unnecessary contracts reduced or removed before next renewal cycle
Budget transparency	- Reformat financial reporting to separate program costs from administrative overhead - Track progress toward an 80/20 program-to-overhead discipline	Executive Director and Treasurer	Begin Q1 FY2027, continue for monthly reporting cycles	Monthly reports clearly show program vs. administrative costs and trendlines against targets

Reserve protection	• Establish a board policy limiting the use of reserves to exceptional situations • Require a replenishment plan when reserves are used to cover deficits	Board Chair, Treasurer	End of Q2 FY2027	1. Reserve policy adopted and referenced in future budget decisions
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Monitoring & Review

ICWP will review financial performance against the approved budget on a regular and timely basis, with monthly internal monitoring and formal quarterly review by board leadership.

These reviews should:

- Compare actual revenue to expenses
- Outline net results to budgeted expectations
- Identify emerging variances early
- Require corrective action when trends indicate rising fixed costs, recurring deficits, or underperforming events.

The Treasurer and Executive Director should provide clear budget-to-actual reporting that highlights material deviations, explains their causes, and recommends any needed adjustments so that ICWP remains aligned with its break-even or modest-surplus objective.

Attachment 1: ICWP Financial Trends 2023-2027

