



## Connecticut River Conservancy

*Since 1952, we have worked to protect your rivers from source to sea so everyone can enjoy them. Our rivers belong to all of us. We are their voice. This means we find environmental problems and fix them, across all four river states. We run community river cleanups. We remove deadbeat dams. We plant trees. We protect and restore wildlife. We speak up on behalf of your rivers.*

### BOARD OF TRUSTEES MEETING FRIDAY, DECEMBER 14, 2018

Board meeting 10:30 – 2:30

#### MEETING LOCATION:

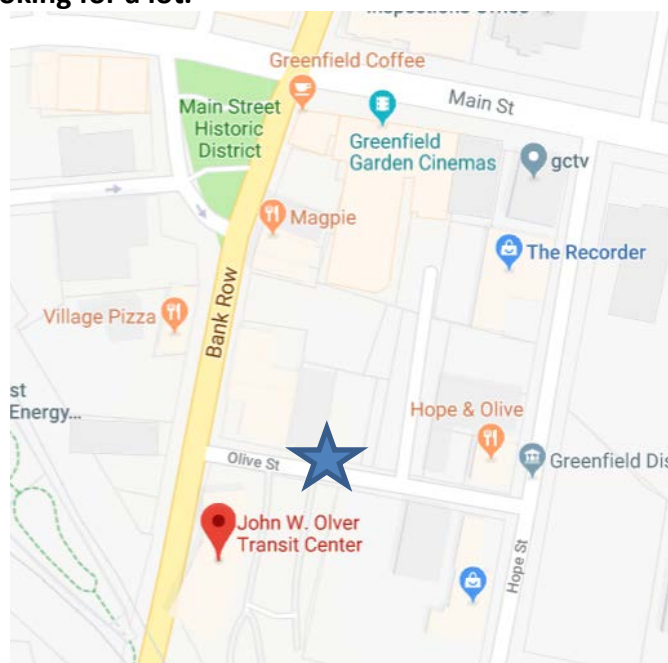
15 BANK ROW  
Greenfield, MA



**NOTE ON LOCATION & TIME – We are starting a half-hour earlier and meeting at our offices at 15 Bank Row this month.**



**NOTE ON PARKING – The parking garage is open! The entrance is across from the Olver Transportation Center where we have met in the past. The BLUE STAR below marks the spot. And parking is free in December, so you should not have the problem of driving around town looking for a lot.**



## Board Meeting 11:00 – 2:30 AGENDA & MEETING DETAILS

### LUNCH

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- Buffet lunch provided. Let Aliko know if you have any preferences or limitations not otherwise on file. We are happy to accommodate any and all requests. Aliko can be reached at [afornier@ctriver.org](mailto:afornier@ctriver.org) / 413-772-2020 x207

### Board of Trustees meeting

11:00 – 2:30

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<u>AGENDA ITEM</u>	<u>TYPE</u>	<u>MATERIAL IN PACKET</u>	<u>PERSON</u>
<u>A. Welcome &amp; meeting overview (5)</u>	DISCUSSION	No	Melody
<u>B. Annual Audit and Tax Forms (20)</u>	DECISION	Yes	Auditor
<u>C. Consent Calendar (5)</u>	DECISION	Yes	Melody
<ul style="list-style-type: none"> <li>• Minutes of September 7, 2018 annual meeting</li> <li>• Contracts signed / fiscal sponsorship</li> <li>• Grants report</li> <li>• Land Conservation Program report</li> </ul>			
<u>D. Election of New Trustees (5)</u>	DECISION	Yes	Lora
<ul style="list-style-type: none"> <li>• Amy Tran (CT) &amp; Robert Sproull (MA)</li> </ul>			
<u>E. Advocacy – Stop Trash Before it Starts (15)</u>	INFORMATION	No	Angie
<ul style="list-style-type: none"> <li>• Status of initiatives in each state</li> </ul>			
<u>F. Critter connections &amp; citizen science (20)</u>	INFORMATION	No	Andy
<ul style="list-style-type: none"> <li>• Eels, lampreys, and (yes) salmon</li> </ul>			
<u>G. Lunch (30)</u>			
<u>H. Development report (45)</u>	DISCUSSION	No	Corey
<ul style="list-style-type: none"> <li>• Membership report</li> <li>• Fall campaign – getting to the finish line</li> <li>• Campaign for our Rivers – it's flowing along!</li> </ul>			
<u>I. Finance report (20)</u>	DECISION		
<ul style="list-style-type: none"> <li>• Finance report – YTD FY 19</li> <li>• Insuring annuities to guarantee returns</li> </ul>		Yes No	Kate/Andy Melody
<u>J. Strategic Plan implementation (10)</u>	DISCUSSION	Yes	Andy
<ul style="list-style-type: none"> <li>• Dashboard check-in – focus on staff changes &amp; affiliations</li> </ul>			

<u>K. Hydropower relicensing - UPDATE (15)</u>	DISCUSSION	No	Andy
<ul style="list-style-type: none"> <li>Understanding the recreational opportunities in relicensing</li> </ul>			
<u>L. Executive Session (20)</u>	DISCUSSION	No	Board

## BOARD AGENDA DETAIL

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We will have conference call-in capacity for those who cannot make the meeting. Alike will confirm who is calling in prior to the meeting.

### CONFERENCE CALL-IN

641-715-3580

119111#

### B. ANNUAL AUDIT & TAX FORMS

Joe Wolkowicz will be attending to review the draft financials and tax forms which have been reviewed by the Finance Committee and presented here at their recommendation for adoption.

### C. CONSENT CALENDAR

These are all familiar items this month.

### D. ELECTION OF NEW TRUSTEES

The newly constituted Governance Committee, headed by Lora, has continued to work engaging new Trustee candidates using the priorities developed over the last year by the committee. There are two resumes for your vote, both of whom are being recommended by the Committee for your endorsement. Amy and Bob will be great additions to your team.

### E. & F. PROGRAM UPDATES

Staff will present the status of the work around trash advocacy and talk about our developing work in coordination with federal and academic research on eels and salmon, as well as a unique plan for loving our favorite migratory friend, the sea lamprey.

### G. LUNCH

Provided as usual and a time to just chat and engage your fellow Trustees.

### H. DEVELOPMENT REPORT

This item will report on how far we have come so far this calendar year in our membership and annual fund work, and what Trustees can do to help get us across the finish line. We will also have time to talk about the **Campaign For Our Rivers** and the terrific progress we have made as we have begun work in earnest toward our ultimate goal of \$5MM.

### I. FINANCE REPORT

Beside the usual finance report there is a follow-up item from last meeting. Melody will be providing detail on the proposal to secure the returns on our annuities by purchasing an insurance policy. There was some general conversation about this at our September meeting and it was deferred to December for your consideration and possible vote.

### J. STRATEGIC PLAN IMPLEMENTATION

The dashboard report is in your packet and Andy will be focusing on two specific items – staffing changes and the affiliation agreement with the Deerfield River Watershed Association.

#### K. HYDROPOWER RELICENSING

Settlement talks have stalled with FirstLight on the MA facilities because the company continues to stonewall on what will be ultimately legally mandated changes. Their choice. In the meantime we continue to advance data on revenue, expenses, and electricity generation along with ideas to break loose the logjam. One of the new pieces of data relates to recreation – Andy will review with you.

#### L. EXECUTIVE SESSION

There is a time slot here for your use if you decide. This is a standard item and a good opportunity to debrief on things you've heard, questions you may have, or just listen.

## CONNECTICUT RIVER CONSERVANCY

Board of Trustees Meeting  
September 7<sup>th</sup>, 2018  
11am – 2:30pm  
Olver Transportation Center  
Greenfield, MA

### ATTENDEES

Trustees: Liz Austin, Melissa Ocana, Dave Hewitt, Ron Poltak, Annette Spaulding, Astrid Hanzalek (phone), Melody Foti, John Sinton, Payton Shubrick, Tom Ciardelli, Kate Putnam, Neftali Duran, Lora Wondolowski.

Absent: Tim Keeney, Ron Poltak, David Mears, Bob Moore.

Staff: Andy Fisk, Corey Kurtz, Aliko Fornier, Colleen Bent, Angela Chaffee.

A board orientation session was held for an hour prior to the full Trustees meeting for the newly elected Trustees.

#### A. WELCOME & MEETING OVERVIEW

MOTION: to accept Tony Judge's election to the board of trustees, put forward by the Nomination Committee. Poltak/Moore on the motion; unanimous

#### C. CONSENT CALENDAR

MOTION: To remove the Annual meeting minutes from the consent calendar. Putnam/Austin on the motion; unanimous.

Liz Austin made corrections to the Annual meeting minutes, on the attendance section.

MOTION: To accept the minutes as amended with the corrected attendance. Putnam/Wondolowski on the motion; unanimous

MOTION: To accept the remaining consent calendar items as submitted. Putnam/Austin on the motion; unanimous

#### D. 2018 SOURCE TO SEA CLEANUP

Angela Chaffee gave the board an update on the Source to Sea Cleanup, including sites scouted, registrations, supplies, cleanup groups, and member recruitment. We also went over our plans for after the cleanup: our "Stop Trash Before It Starts" campaign, including the petition, photo contest, and Trash Talks. We discussed our plans to go to businesses, manufacturers, and legislators, and find alternatives to plastics. We also discussed the tire dumping issues, and how to date the tires. Trustees signed up to visit cleanup groups in their areas.

**E. LUNCH: SOURCE TO SEA JUMP-IN JOURNEY 2017**

The movie was played and we received great feedback from board members.

**F. FINANCIAL AND INTERNAL CONTROLS**

Melody Foti generally discussed the current financial controls so the Board is aware of their workings. Kate Putnam in her role as Treasurer noted how she will be working with the staff to review the current financial procedures and controls as well as an evaluation of financial and IT risks and will report back to the Board. Melody introduced a conversation about the charitable gift annuities held by the Conservancy and the inherent financial risks they entail. She will present a proposal to the finance committee at its next meeting that considers insuring the annuities in return for a guaranteed return to the CRC while maintaining the donor's guaranteed return.

**G. FINANCE REPORT**

Andy Fisk presented the financial report with a discussion of how last fiscal year closed out in June as well as the current year to date budget and a year on year comparison. He reviewed the dashboard indicators and discussed how we expect attainment of these key metrics to occur over the coming fiscal year.

MOTION: to adopt the Finance report as submitted. Austin/Wondolowski on the motion;  
unanimous

**H. DEVELOPMENT REPORT**

Corey Kurtz and Colleen Bent gave a quick overview of the Fall Campaign, being the Lyme to Lyme Initiative. Corey also explained a matching campaign for the end of year gift from members, the details of the gift matching haven't been finalized yet. They gave the trustees a brief talk about contacting their donors, visiting their local donors, and recruiting new members. Colleen assigned the trustees to think of someone they might know, who could be a new potential donor.

Corey reviewed the current status on the rollout of the *Campaign for Our Rivers*, and what it means to the organization, to the staff members and what it could mean to the trustees and other potential donors. She noted that staff will be visiting with all the Trustees to secure their pledges toward the campaign as we dive into the quiet phase.

**I. LAND CONSERVATION PROGRAM REPORT**

Dave Hewitt went over the status of the Spaulding Pond property sale, what it would mean to sell it, and the endowments involved. The involved organizations were mentioned and their roles in the acquisition process were briefly explained.

**J. STRATEGIC PLAN IMPLEMENTATION**

Andy went over the strategic plan monitoring management review, and helped the trustees understand the color and letter codes. We went over the different department tasks and projects, and pointed out the progress of most of them.

**K. HYDROPOWER RELICENSING (UPDATE)**

Andy discussed the progress of hydropower relicensing, especially with First Light, with a particular focus on the status of settlement discussions. He discussed CRC's consultant report that outlined FirstLight's current revenue and generation trends which showed – despite FirstLight's refusal to confirm or deny these numbers – that the company makes significantly more revenue than stated in public filings.

**B. EXECUTIVE SESSION**

MOTION: to enter into executive session. Foti/Wondolowski on the motion; unanimous

The meeting was adjourned at 2:30pm

Prepared by: Aliko Fornier and Andrew Fisk  
Reviewed by: Lora Wondolowski



## CONNECTICUT RIVER WATERSHED COUNCIL

*The River Connects Us*

15 Bank Row, Greenfield, MA 01301 crwc@ctriver.org www.ctriver.org

### CONTRACTS SIGNED September 2018 - November 2018

Contractor	Service	Amount	Funding	Type	Term
Ravenmark	Kiosk Signage	\$1,600.00	NHCF FY18.32	Service	
Chief Crushing & Excavation	Dam Removal	\$236,185.00	NHCF FY18.32; VTANR FY18.26	Construction (Norwich Dam)	12/01/2018
Paula Sagerman	Consultant (Historic Resources)	\$4,640.00	VTANR FY18.26	Service (Norwich Dam)	
Horizon Engineering	Engineering	\$6,500.00	NHCF FY17.30	Change Order 2	
Paula Sagerman	Consultant (Historic Resources)	\$3,500.00	deCroizart FY17.29	Service (Johnson Dam)	
DeWolfe Engineering Associates	Consultant (Structural Enigneers)	\$4,700.00	USFWS FY19.03	Service (Pine Mill Dam)	
Canonica Farm & Forest Service	Dam Removal	\$47,915.00	VTANR FY18.26	Construction (Norwich Dam)	
Horizon Engineering	Engineering	\$10,000.00	NFWF FY17.05	Service (Clark Pond Dam)	12/31/2018
Chief Crushing & Excavation	Dam Removal	\$187,500.00	NRCS FY18.14 NFWF FY17.05 NHCF FY17.30	Construction (Clark Pond Dam)	12/31/2018
Stone Environmenta;	Engineering	\$6,500.00	NFWF FY17.05	Service Pine Mill Dam	

### ACTIVE FISCAL SPONSORSHIPS As of November 2018

Project	Balance	Term of sponsorship	Notes
Friends of the Silvio O. Conte Nat'l Wildlife Refuge	\$48.12	9/2011 -	
Mill River Greenway	\$3,147.63	3/2017 – 3/2019	
Greenfield Tree Committee	\$4,973.77	6/2014 -	
Chicopee4Rivers Watershed Council / Keith Davies	\$2,862.27	3/2015 -	

MASSACHUSETTS  
413-772-2020

LOWER VALLEY  
860-704-0057

UPPER VALLEY  
802-869-2792

NORTH COUNTRY  
802-457-6114



**GRANT STATUS REPORT - MAY 2018 to AUGUST 2018**  
**CONNECTICUT RIVER CONSERVANCY**

CURRENT GRANTS		Requested	Awarded
Phase 2 of building improvements - roof repair, insulation, expansion	Beveridge Family Foundation, The	50,000	20,000
Hydropower relicensing - technical expertise support: 2 year award	Canaday Family Charitable Trust	62,475	62,475
Dam removal planning & implementation	Conservation Alliance, The	50,000	45,000
SEP - Oxbow Marina	Conservation Law Foundation - SEP payments	15,000	15,000
Bill Willard SEP for MA restoration or wq projects	Conservation Law Foundation - SEP payments	25,000	25,000
Supplemental environmetnal project funding - Chicopee River watershed	Conservation Law Foundation - SEP payments	22,000	22,000
Restoration in VT & NH: dams and mussels	deCoizart Article TENTH Perpetual Charitable Trust, Sarah K.	99,960	100,000
Dam Removal Engineering (Match: 06120FY16374)	Dextra Baldwin McGonagle Foundation	29,615	29,615
2018 Water Chestnut Strategy	Environmental Professionals' Organization of Connecticut (EPOC)	3,000	3,000
Advocacy Support in Connecticut 2017	Gryphon Fund	10,000	10,000
Water chestnut removal in Log Pond Cove 2018	Holyoke Gas & Electric	10,000	10,000
LCP property transfers	Jane's Trust	120,000	100,000
VT advocacy work 2018 - hydropower and pollution solution	Lintilhac Foundation	24,580	24,490
SeVWA & DRWA work in southern VT to find & fix environmental problems	Lintilhac Foundation	11,125	5,000
Collaborative Citizen Science for Healthier Rivers	Mascoma Bank Foundation	10,000	4,000
Mussel Restoration - Year 3	Massachusetts Environmental Trust	40,000	30,000
Mussel Restoration & Citizen Science - Year 2	Massachusetts Environmental Trust	40,500	40,500
WQ Monitoring - LIS and nutrients in CT River Basin	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	65,283	39,532
Habitat connectivity and resiliency in Haverhill, NH	Nat'l Fish & Wildlife Foundation	98,456	65,000
7 Dam Removals opening 140 miles of Brook trout habitats	Nat'l Fish & Wildlife Foundation	199,165	199,165
Water Quality Monitoring in on CT River Tribs - Equipment support	New England Water Environment Association	1,500	1,500
Hydropower relicensing in NH - full proposal	NHCF - Community Grants Program, Unrestricted Grant	20,000	20,000
Clark Brook dam removals	NHCF - Mitigation & Enhancement Fund	149,500	149,500
NRCS cost-share project	NHCF - Mitigation & Enhancement Fund	129,375	59,225
Norwich Reservoir Dam Removal	NHCF - Mitigation & Enhancement Fund	247,802	247,802
Restoration & Monitoring post East Burke dam removal	NHCF - Mitigation & Enhancement Fund	25,300	25,300
30% engineering design for Harvey's Lake dam removal	NHCF - Mitigation & Enhancement Fund	5,000	5,000
Product Stewardship work - Tires	Patagonia - Corporate Grants	20,000	12,000
Improve 15 Bank Row durability, functionality, and air quality	Peabody Charitable Fund, Amelia	75,000	50,000
Hydropower relicensing	Putnam Foundation	83,700	40,000
Citizen science - river herring and nutrient monitoring	Robert F. Schumann Foundation	5,000	5,000
Water Chestnut Event and Pulls	Rockfall Foundation	5,000	3,500
Long Island Sound RCPP - TA funding for resiliency projets	USDA/NRCS	100,000	100,000
Clark Pond dam removal via EQIP	USDA/NRCS	99,000	99,927
Long Island Sound Regional Conservation Partnership Program	USDA/NRCS	1,250,000	638,438
CT River Watershed RCPP	USDA/NRCS	855,000	425,000
Lanata dam removal, East Putney Brook, Westminster, VT	USFWS / Partners for Fish & Wildlife Program	137,000	137,000

new

USFWS Cooperative Agreement F13AAC00693	USFWS / Partners for Fish & Wildlife Program	40,000	190,566	
Beaver Brook Wilmington VT riparian restoration project development	Vermont Agency of Natural Resources - DEC Watershed Grants	3,500	3,500	
CLIMATE CHANGE ADAPTATION ADVOCACY	Vermont Community Foundation High Meadows Fund	90,000	88,000	
Aquatic Organism Passage in VT	Vermont Fish & Wildlife	26,000	86,000	
Lull's Brook Buffer, Hartland, VT	VT ANR ERP funding	15,113	15,113	<b>new</b>
Green River Guilford VT restoration & easement	VT ANR ERP funding	31,200	8,140	
Prelim Engineering for Harvey Lake dam removal	VT ANR ERP funding	31,978	31,978	<b>new</b>
Norwich Reservoir Dam Removal	VT ANR ERP funding	287,545	287,545	
Karlan- Mason Riparian buffer planting	VT ANR ERP funding	2,165	2,165	
Deerfield River Restoration - project development	VT ANR ERP funding	5,737	5,737	
WQ Monitoring - Whetstone Brook VT	VT DEC/ANR	8,290	8,290	
Regional Collaboration in SE Vermont	Windham Foundation	10,000	5,000	<b>new</b>
		=====		
<b>TOTAL ACTIVE</b>		<b>\$ 4,224,234</b>	<b>\$ 3,134,423</b>	

**PENDING GRANTS**

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3 year unrestricted for program and operations	NHCF - Community Grants Program, Unrestricted Grant	60,000
Habitat Restoration - CT and Western MA	Wiederhold Foundationi, John T and Jane A	250,000
NE Forests and Rivers Fund - Riparian, instream habitat, and water quality project	Nat'l Fish & Wildlife Foundation	199,672
Fenwick Living Shoreline - design and permitting	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	56,739
2019 Citizen Science Programs for Connecticut	The Hoffman Foundation - Maximilian E and Marion O	20,000
2019 Citizen Science Programs in Connecticut	The Bydale Foundation	5,000
Norwich Reservoir dam removal, Charles Brown Brook, Norwich, VT	Patagonia - World Trout Initiative	6,000
Citizen Science Work in Connecticut	Hartford Foundation for Public Giving - Donor Advised Invitation	25,000
		=====
<b>TOTAL PENDING</b>		<b>\$ 622,411</b>

**GRANT APPLICATIONS IN PROGRESS OR PLANNED**

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Water Chestnut Monitoring	American Canoe Association - LL Bean	1,000
TBD - helping Vermonters	Antonio & Rita Pomerleau Foundation	20,000
Transforming Connecticut River hydropower - closed loop, advanced battery stor:	Barr Foundation	150,000
Angler and Boater Survey - European Water Chestnut	Bass Pro Shops	5,000
DRWA - Shunpike Sanitary Facilities development	Beveridge Family Foundation, The	20,000
TBD - Invasives or some river education project for 2018	Community Foundation of Middlesex County	5,000
Mission grant - TBD	Community Foundation of Western Massachusetts	25,000
DRWA - Shunpike Sanitary facilities proposal	Community Foundation of Western Massachusetts	20,000
VT Dam Removals	Conservation Alliance, The	25,000
2019 Watershed-Wide Citizen Science Support	Dreyfus Foundation, The Max and Victoria	20,000
EBTJV TBD - MA restoration projects?	Eastern Brook Trout Joint Venture	25,000
CT Advocacy	Gryphon Fund	15,000
TBD - Hartford area program	Hartford Foundation for Public Giving	10,000
TBD - invited 25K project around conservation in CT	Hartford Foundation for Public Giving	25,000

Clean Water Advocacy - Keeping sewerage out of our communities	Jessie Smith Noyes Foundation	30,000
Restoration project, water quality monitoring, or River of Words	Lucy Downing Nisbet Charitable Fund	5,000
Restoration on farms or Recreation infrastructure planning	Lydia B Stokes Foundation	15,000
NH water quality improvement, erosion and/or habitat work	NH Moose Plate Grant	24,000
Landowner outreach / education for RCPP	Riverledge Foundation	10,000
TBD - restoration for aquatic habita and birds	Robert F. Schumann Foundation	25,000
Water chestnut removal 2018	Suez Foundation	7,500
Environmental justice for urban river recreation	The Larsen Fund	5,000
Working with small watershed groups in collaboration/ collaborating around hon	Thomas Thompson Trust	20,000
USFWS Invasives Funding	USFWS - Regional office	2,500
VT Ecosystem Restor(ERP)	Vermont Agency of Natural Resources - DEC Watershed Grants	20,000
East Burke follow-up	Vermont Community Foundation - Northeast Kingdom Fund	5,000
Clean Water Cafes in Brattleboro? Dunham-Mason Fund	Vermont Community Foundation - Place-Based Grant Program	500
Enviroscape for Public Education? Crosby-Gannett Fund	Vermont Community Foundation - Place-Based Grant Program	1,000
TBD - NH Restoration Habitat Restoration work?	Virginia Cretella Mars Foundation	20,000
		=====
	<b>TOTAL PLANNED / IN-PROGRESS</b>	<b>\$ 556,500</b>

**DENIED GRANTS**

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WQM, Swimming Hole and fish advisories public education	Thomas Thompson Trust	19,068
CT River oil platform removal	NOAA Marine Debris	65,000
Restoration and climate resiliency in MA / VT - Deerfield River watershed	Wildlife Conservation Society Climate Adaptation Fund	250,000
		=====
	<b>TOTAL DENIED</b>	<b>\$ 334,068</b>

**GRANT STATUS REPORT -SEPTEMBER 2018 to DECEMBER 2018**  
**CONNECTICUT RIVER CONSERVANCY**

CURRENT GRANTS		Requested	Awarded	
Phase 2 of building improvements - roof repair, insulation, expansion	Beveridge Family Foundation, The	50,000	20,000	
Hydropower relicensing - technical expertise support: 2 year award	Canaday Family Charitable Trust	62,475	62,475	
Dam removal planning & implementation	Conservation Alliance, The	50,000	45,000	
SEP - Oxbow Marina	Conservation Law Foundation - SEP payments	15,000	15,000	
Bill Willard SEP for MA restoration or wq projects	Conservation Law Foundation - SEP payments	25,000	25,000	
Supplemental environmetnal project funding - Chicopee River watershed	Conservation Law Foundation - SEP payments	22,000	22,000	
Restoration in VT & NH: dams and mussels	deCoizart Article TENTH Perpetual Charitable Trust, Sarah K.	99,960	100,000	
Dam Removal Engineering (Match: 06120FY16374)	Dextra Baldwin McGonagle Foundation	29,615	29,615	
LCP property transfers	Jane's Trust	120,000	100,000	
VT advocacy work 2018 - hydropower and pollution solution	Lintilhac Foundation	24,580	24,490	
Riparian restoration on farms - MA, VT, NH	Lydia B Stokes Foundation	10,000	10,000	new
Mussel Restoration & Citizen Science - Year 2	Massachusetts Environmental Trust	40,500	40,500	
Mussel Restoration - Year 3	Massachusetts Environmental Trust	40,000	30,000	
WQ Monitoring - LIS and nutrients in CT River Basin	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	65,283	39,532	
Habitat connectivity and resiliency in Haverhill, NH	Nat'l Fish & Wildlife Foundation	98,456	65,000	
NE Forests and Rivers Fund - Riparian, instream habitat, and water quality project	Nat'l Fish & Wildlife Foundation	199,672	151,565	new
7 Dam Removals opening 140 miles of Brook trout habitats	Nat'l Fish & Wildlife Foundation	199,165	199,165	
Water Quality Monitoring in on CT River Tribs - Equipment support	New England Water Environment Association	1,500	1,500	
Hydropower relicensing in NH - full proposal	NHCF - Community Grants Program, Unrestricted Grant (New Hampshire Chari	20,000	20,000	
Norwich Reservoir Dam Removal	NHCF - Mitigation & Enhancement Fund	247,802	247,802	
Clark Brook dam removals	NHCF - Mitigation & Enhancement Fund	149,500	149,500	
NRCS cost-share project	NHCF - Mitigation & Enhancement Fund	129,375	59,225	
Restoration & Monitoring post East Burke dam removal	NHCF - Mitigation & Enhancement Fund	25,300	25,300	
30% engineering design for Harvey's Lake dam removal	NHCF - Mitigation & Enhancement Fund	5,000	5,000	
Product Stewardship work - Tires	Patagonia - Corporate Grants	20,000	12,000	
Norwich Reservoir dam removal, Charles Brown Brook, Norwich, VT	Patagonia - World Trout Initiative	6,000	6,000	
Improve 15 Bank Row durability, functionality, and air quality	Peabody Charitable Fund, Amelia	75,000	50,000	
Collaborative Citizen Science in Connecticut	Richard P Garmany Fund - Hartford Foundation for Public Giving	25,000	25,000	new
Clark Pond dam removal via EQIP	USDA/NRCS	99,000	99,927	
CT River Watershed RCPP	USDA/NRCS	855,000	425,000	
Long Island Sound Regional Conservation Partnership Program	USDA/NRCS	1,250,000	638,438	
Long Island Sound RCPP - TA funding for resiliency projects	USDA/NRCS	100,000	100,000	
Lanata dam removal, East Putney Brook, Westminster, VT	USFWS / Partners for Fish & Wildlife Program	137,000	137,000	
USFWS Cooperative Agreement F13AAC00693	USFWS / Partners for Fish & Wildlife Program	40,000	190,566	
Beaver Brook Wilmington VT riparian restoration project development	Vermont Agency of Natural Resources - DEC Watershed Grants	3,500	3,500	
CLIMATE CHANGE ADAPTATION ADVOCACY	Vermont Community Foundatio High Meadows Fund	90,000	88,000	
Aquatic Organism Passage in VT	Vermont Fish & Wildlife	26,000	86,000	

Norwich Reservoir Dam Removal	VT ANR ERP funding	287,545	287,545
Karlan- Mason Riparian buffer planting	VT ANR ERP funding	2,165	2,165
Green River Guilford VT restoration & easement	VT ANR ERP funding	31,200	8,140
Deerfield River Restoration - project development	VT ANR ERP funding	5,737	5,737
Lull's Brook Buffer, Hartland, VT	VT ANR ERP funding	15,113	15,113
Prelim Engineering for Harvey Lake dam removal	VT ANR ERP funding	31,978	31,978
WQ Monitoring - Whetstone Brook VT	VT DEC/ANR	8,290	8,290
Regional Collaboration in SE Vermont	Windham Foundation	10,000	5,000
		=====	=====
	<b>TOTAL ACTIVE</b>	\$ 4,259,581	\$ 3,188,988

## PENDING GRANTS

Hatchery & wild salmon energetics study - Conte Lab	Department of Fisheries & Oceans - Canada	41,750
Harvey's Lake dam removal	Eastern Brook Trout Joint Venture	50,000
Collaborative Citizen Science for Healthier Rivers - 10K	Hartford Foundation for Public Giving	10,000
2019 Watershed-Wide Citizen Science Support	Dreyfus Foundation, The Max and Victoria	20,000
2019 Citizen Science Programs in Connecticut	The Bydale Foundation	5,000
Enviroscape for Public Education - Crosby-Gannett Fund	Vermont Community Foundation - Place-Based Grant Program	1,000
Enviroscape for Public Education - Dunham-Mason Fund	Vermont Community Foundation - Place-Based Grant Program	500
Water Chestnut Chestnut Monitoring & Removal in Mattabesset River	Community Foundation of Middlesex County	3,500
CT Advocacy	Gryphon Fund	15,000
		=====
	<b>TOTAL PENDING</b>	\$ 146,750

## GRANT APPLICATIONS IN PROGRESS OR PLANNED

Water Chestnut Monitoring	American Canoe Association - LL Bean	1,000
TBD - helping Vermonters?	ANTONIO B AND RITA M POMERLEAU FOUNDATION INC	20,000
Transforming Connecticut River hydropower - closed loop, advanced storage	Barr Foundation	150,000
Angler and Boater Survey - European Water Chestnut	Bass Pro Shops	5,000
Mission grant - TBD	Community Foundation of Western Massachusetts	25,000
DRWA - Shunpike Sanitary facilities proposal	Community Foundation of Western Massachusetts	20,000
VT Dam Removals	Conservation Alliance, The	25,000
Stop Trash Before It Starts - Plastic Advocacy	Cornell Douglas Foundation	10,000
Clean Water Advocacy - Keeping sewerage out of our communities	Jessie Smith Noyes Foundation	30,000
VT Advocacy	Lintilhac Foundation	24,000
Restoration project, water quality monitoring, or River of Words	Lucy Downing Nisbet Charitable Fund	5,000
Endangered species? Mussels - river steward support?	Lucy Downing Nisbet Charitable Fund	20,000
Mascoma - Citizen Science (Invasives/ Mussels Water Quality?)	Mascoma Bank Foundation	10,000
Water Chestnut Control in CT River Greenway Park	Massachusetts DCR	25,000
MA Water Quality Monitoring Grant TBD	Massachusetts DEP	20,000
Massachusetts project TBD	Massachusetts Environmental Trust	20,000
Trash Solutions Advocacy	Moore Charitable Fdn	25,000

NFWF Five Star and Urban Waters Restoration Grant - multiple projects	NFWF - Pulling Together Initiative	50,000
2019 NH Source Water Protection Grant	NH DES - Source Water Protection Grants	15,000
NH water quality improvement, erosion and/or habitat work	NH Moose Plate Grant	24,000
Riparian Buffer replantings in VT & NH	NHCF - Mitigation & Enhancement Fund (New Hampshire Charitable Foundation)	30,000
Harvey Lake dam removal, 100% design	NHCF - Mitigation & Enhancement Fund (New Hampshire Charitable Foundation)	85,500
Landowner outreach / education for RCPP	Riverledge Foundation	10,000
TBD - restoration for aquatic habita and birds	Robert F. Schumann Foundation	25,000
Plastics Advocacy in CT River Watershed	Roy A. Hunt Foundation	10,000
Water chestnut removal 2018	Suez Foundation	7,500
Environmental Advocacy in Vermont / New Hampshire - TBD	The Larsen Fund	10,000
Environmental justice for urban river recreation	The Larsen Fund	5,000
Working with small watershed groups in collaboration	Thomas Thompson Trust	20,000
USFWS Invasives Funding	USFWS - Regional office	2,500
Storm drain stenciling with Mother UP in Brattleboro	Vermont Community Foundation - Place-Based Grant Program	1,000
Woody Buffers in VT	Vermont DEC Block Grants	50,000
Project Development	Vermont DEC Block Grants	45,000
Cost-share for Stonecipher farm buffer planting project	Vermont Housing Conservation Board (VHCB)	10,000
TBD - NH Restoration Habitat Restoration work?	Virginia Cretella Mars Foundation	20,000
Harvey Lake dam removal, 100% design	VT ANR ERP funding	85,500
Fenwick Living shoreline - implementation funding	Wiederhold Foundationi, John T and Jane A	200,000
		=====
	<b>TOTAL PLANNED / IN-PROGRESS</b>	<b>\$ 1,141,000</b>

**DENIED GRANTS**

Habitat Restoration - CT and Western MA	Wiederhold Foundationi, John T and Jane A	250,000
Fenwick Living Shoreline - design and permitting	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	56,739
3 year unrestricted for program and operations	NHCF - Community Grants Program, Unrestricted Grant	60,000
2019 Citizen Science Programs for Connecticut	The Hoffman Foundation - Maximilian E and Marion O	20,000
		=====
	<b>TOTAL DENIED</b>	<b>\$ 386,739</b>



## LAND CONSERVATION PROGRAM REPORT Calendar year 2018

As of December 2018, CRC owns or holds conservation easements on 3,313 acres in the watershed.

	<u>Properties</u>	<u>Owned (acres)</u>	<u>Easement (acres)</u>	<u>Total (acres)</u>
New Hampshire	13	0	637	637
Vermont	2	0	48.5	48.5
Massachusetts	8	10	191.5	202
Connecticut	7	984	1429.3	2411.3

### **ACTION ITEMS FOR BOARD MEETING:**

None.

### **Site visits / stewardship inspections**

Two windshield inspections conducted in 2018 – Holyoke, MA (2 easements) and Lyme, NH (4 easements)

### **Completed transfers / sales**

None in 2018

### **Current issues / updates / concerns / violations**

Spaulding Pond, Norfolk, CT: Property is listed for sale and appears on the MLS. Our real estate agent has received calls from listing agents and has continued to pursue several strategies for the property to be purchased by a philanthropist and transferred to any one of several conservation organizations that are interested in holding title.

NH Attorney General's Office: They have requested some more detail on how we plan to implement our plan of recruiting volunteers and inspecting all of our properties. *No action on this since March 2017.*

Easement transfer project – Jane's Trust funding: SPNHF has agreed in concept to take over 3 easements in NH on which they are the backup holder. Work is just beginning to engage landowners, establish baselines, and secure all needed documents for their board to take a final vote. Costs presently exceed estimates submitted with the grant – approx \$23,000 per easement at this point.

UVLT has not yet responded from an initial meeting in June where they were seeking information on some legal questions about how easement transfers would happen where Town of Lyme is backup holder. Several inquiries have not been responded to re state of their Lands Committee's deliberations on giving preliminary approval to pursuing between 4 and 5 easement transfers that staff has expressed interest in obtaining. The June meeting laid out a preliminary strategy for conducting surveys, baselines, etc. in coordination with staff of UVLT.

The one remaining easement in VT (Strafford) continues to slowly move forward. VT River Conservancy is eager to accept the transfer and the landowner has agreed to the transfer. However the assumption was the landowner would agree to an updated easement that would make the transfer costs (survey, legal) eligible for funding. The landowner did not want an upgraded easement, so this project now will assume survey and legal costs. The landowner is interested in improving the riparian buffer on her property and that has become a separate project that we are managing and have found funding to support.



# Amy Tran

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## SUMMARY

A passionate young leader and exceptionally hard worker with a strong foundation in project management, customer service, multicultural marketing and diversity & inclusion

- *Leader:* Lead by example - driven by helping others succeed
- *Innovator:* Provide outside the box ideas for solutions to business problems, unafraid to offer contrarian view, challenges the status quo through effective communication – while remaining true to core values & principles
- *Team Player:* Continuously focused on creating innovative and effective ways to better the team, company and culture through collaboration

## EDUCATION & PROFESSIONAL DEVELOPMENT

PUBLICATIONS: 2018 PROACTIVELY MANAGING LIFE INSURANCE RISKS – SOCIETY OF ACTUARIES

- 2017- PRESENT                      **ASIAN BRG LEADERSHIP TEAM**                      MASSACHUSETTS  
*Strategically planned BRG's mission and successfully executed on events and initiatives*
- 2017- 2018                              **LEADERSHIP PIONEER VALLEY**                      MASSACHUSETTS  
*Collaborated with leaders in the Pioneer Valley to provide help for the Fostercare Population in this region*
- 2009 – 2013                              **STATE UNIVERSITY OF NEW YORK AT GENESEO**                      NEW YORK  
*BACHELOR OF ARTS IN SOCIOLOGY*  
ACADEMIC AWARDS: W.E.B. DUBOIS AWARD, COMMUNITY SERVICE AWARD, (2) CHARLES BAILEY SERVICE AWARDS

## WORK EXPERIENCE

### MASSMUTUAL FINANCIAL GROUP

- *Multicultural Marketing 2017 – Present*
  - Special request – 4 hrs/wk to provide unique support and guidance for the Asian American segment
- *Project Manager 2017 – Present*
  - Successfully managed the reprice of UL Guard that deployed April of 2018
  - Partnered with MassChallenge to create start-up & corporate relationship through FinTech Program Pilot increasing MM's presence within the innovation hub in Boston
  - Currently managing VUL, SUL, UL track for 2017 CSO Reprice program which is a regulatory requirement and necessary to stay in the life business. This track includes enhancements to product in order to stay in line with key competitors and fulfil commitments to the field to strengthen our product portfolio.
  - Preparing for the launch of onboarding a National Account, Merrill Lynch, to increase distribution capacity as well as MassMutual's presence in the financial institution brokerage marketplace

*For each project, expectations include but not limited to -*

  - Single accountable party responsible for the day to day execution, management, and reporting of moderate to large projects, including managing resources, costs, scope, and deadlines.
  - Accountable for all aspects of business deliverables & readiness including support being in place before production implementation (people, process & automation)
  - Facilitate risk/issue resolution and remove obstacles to ensure quality results are achieved
  - Confirm achievement of objectives, verify and document project results to formalize acceptance of business & readiness deliverables by the sponsor
  - Facilitate lessons learned for business team and retain information in a central location (SharePoint) for future use
- *Account Manager 2015 – 2017*
  - Fulfilled client expectation regarding service requests, resolve service, processing and administrative issues, deliverables and time frames
  - Served as key client, day to day contact for ~30 plans in the Growth Sector (\$5M to \$15M)
  - Drove projects/procedure changes specific to improving client satisfaction/processes

### MERRILL LYNCH WEALTH MANAGEMENT

- *Client Associate 2014 – 2015*
  - Provided solutions for daily client inquiries and requests within a timely manner and conducted performance reviews for vendor services
  - Researched technological advances to maximize efficiency with Salesforce, Outlook, and Wealth Management Station; and assisted clients with online services (ex: MyMerrill, Edelivery, My Financial Picture)
  - Executed "Business management future forecast" project to keep company goals and metrics on track

LANGUAGES: ENGLISH, CHINESE, AND VIETNAMESE

**Robert F. Sproull**

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 Leeds, MA 01053-9773  
 (413) 584-8108

## PROFESSIONAL EXPERIENCE:

2012– Adjunct Professor, Computer Science, University of Massachusetts,  
 Amherst  
 2010–2011 Vice President and Director of Oracle Labs, Oracle  
 1990–2010 Vice President, Sun Fellow, Sun Microsystems Laboratories, Inc. Di-  
 rector of Sun Labs, February 2006–February 2010.  
 1981–2008 Technology Partner, Advanced Technology Ventures  
 1983–1993 Adjunct Associate Professor, Computer Science Department, Carnegie  
 Mellon University  
 1980–1991 Vice President and Director, Sutherland, Sproull, and Associates, Inc.  
 1980–1983 Associate Professor, Computer Science Department, Carnegie Mellon  
 University  
 1977–1980 Assistant Professor, Computer Science Department, Carnegie Mellon  
 University  
 1972–1977 Member Research Staff, Xerox Palo Alto Research Center, Xerox Cor-  
 poration  
 1972 Consultant, Evans and Sutherland Computer Corporation  
 1970–1972 Computer Specialist, Division of Computer Research and Technology,  
 National Institutes of Health  
 1968–1970 Research Assistant, Systems Programmer, Artificial Intelligence Project,  
 Stanford University

## ACADEMIC DEGREES:

1968 A.B., Physics, Harvard College  
 1970 M.S., Computer Science, Stanford University  
 1977 Ph.D., Computer Science, Stanford University

## BOARDS AND COMMITTEES:

Committee on Science, Engineering, Medicine and Public Policy (COSEMPUP), Na-  
 tional Academies of Sciences, Engineering, and Medicine, 2016–  
 Advisory Committee, Computer and Information Science and Engineering Directorate,  
 National Science Foundation, 1990–1997; chair 1995–1997; 2015–  
 National Research Council, Report Review Committee, 2014–; co-chair, 2016–  
 National Research Council, Committee on Responding to Section 5(d) of Presidential  
 Policy Directive 28 (PPD-28): The Feasibility of Software to Provide Alternatives  
 to Bulk Signals Intelligence Collection, chair, 2014.  
 National Research Council, Committee on Review of the Enterprise Architecture, Soft-  
 ware Development Approach, and Safety and Human Factor Design of the Next  
 Generation Air Transportation System, 2013–2015.  
 University of Massachusetts, Amherst, Amherst Campus Council, 2013–

American Academy of Arts and Sciences, Committee on New Models for U.S. Science and Technology Policy, 2013–2014. Report *Restoring the Foundation: The Vital Role of Research in Preserving the American Dream* at <http://www.amacad.org/restoringthefoundation/>

Visiting Committee, Harvard University Information Technology, 2012–

Applied Micro Circuits Corporation, Board of Directors, 2011–2017

Computer Science and Telecommunications Board (CSTB), National Research Council, 2008–; chair 2009–2015

Computing Community Consortium (CCC), Council, 2007–2015. Executive committee 2014–2015.

National Academy of Engineering, Council, 2006–2012. Audit Committee, 2007–2013; chair 2009–2012.

Charles River Watershed Association, Board of Directors, 2002–2017; President, 2005–2011. Board of Advisors, 2017–

Visiting Committee, University of Virginia Computer Science Dept., 1996–

Co-chair, “Role of Information Sciences and Engineering in Sustainability (RISES),” workshop sponsored by NSF and CCC, 2011

Chair, National Research Council Review committee, 2011

President’s Council of Advisors on Science and Technology (PCAST), “Designing a digital future: federally funded research and development in networking and information technology (NITRD),” working group, December 2010

Board of Directors, Computing Research Association, 2006–2009

DARPA Information Science and Technology Study Group (ISAT), 2002–2005

National Research Council, Committee on Digital Archiving and the National Archives and Records Administration, chair, 2002–2005

National Research Council, Committee to assess the capacity of the U.S. engineering research enterprise, 2005

Visiting Committee, New York University Computer Science Dept., 2002, chair

Board of Directors, Alphatech, Inc., Burlington, MA, 2000–2004

Visiting Committee, Division of Engineering and Applied Sciences, Harvard University, Fall 2001, Spring 2005

National Academy of Engineering, Impact of Academic Research on Industrial Performance, 1997–2001

National Research Council, Committee on Information Technology Research in a Competitive World, 1997–2000. Published the report “Making IT Better.”

Business Advisory Board, Webline Communications Corp., Burlington, MA, 1997–1999

U. S. Air Force Scientific Advisory Board, 1997–1999. Participant in “Joint Battlespace Infosphere” (JBI) studies.

Visiting Committee, Stanford University Computer Science Dept., 1988–1990

Advisory Committee, Microelectronic Information Processing Systems, National Science Foundation, 1988–1990

Associate Editor, Transactions on Graphics, 1987–1993

Technical Advisory Council, R.R. Donnelley & Sons, Co., 1981–1989

Board of Directors, Data Acquisition Systems, Inc., 1985–1987

Technical Advisory Board, Sperry Corp., 1984–1987

Technical Advisory Committee, Metagraphics, Inc. 1983–1986

Technical Advisory Committee, Silicon Graphics, Inc., 1983–1986

Associate Editor, VLSI Systems and Computations, 1982–defunct

CMU Design Research Center, September 1979–1983

Consultant, Xerox Corporation, Palo Alto Research Center 1977–1985

Consultant, Compunetics, Inc., 1978

Consultant, New York Institute of Technology, Computer Graphics Laboratory, 1978

Advisory Committee, Computer Graphics Laboratory, Univ. of California San Francisco, 1977–1981

National Institutes of Health; occasional site visits and study section meetings for Computer Science Study Section, 1974–1983

#### OTHER APPOINTMENTS:

Visiting Associate Professor, Computer Science Department, California Institute of Technology 1978

Visiting Assistant Professor, Computer Science Department, California Institute of Technology 1976–1977

#### HONORS AND AWARDS:

Fellow, American Association for the Advancement of Science, 2006

Fellow, American Academy of Arts and Sciences, 2002

Decoration for Exceptional Civilian Service, U. S. Air Force, 1999.

National Academy of Engineering, 1997

Forsythe Lectures, Stanford University, 1996

Best technical paper, 1968 Fall Joint Computer Conference (I.E. Sutherland, co-author)

National Science Foundation Graduate Scholarship, 1968

1964 Westinghouse Science Talent Search, first place

#### PUBLICATIONS:

##### Books:

Ivan Sutherland, Bob Sproull, and David Harris, *Logical Effort: Designing Fast CMOS Circuits*, Morgan Kaufmann, 1999.

R.F. Sproull, W.R. Sutherland, and M.K. Ullner, *Device-Independent Graphics, with examples from IBM personal computers*, McGraw-Hill, 1985.

H.T. Kung, R.F. Sproull, and G.L. Steele, Jr., eds., *VLSI Systems and Computations*, Computer Science Press, October 1981.

W.M. Newman and R.F. Sproull, *Principles of Interactive Computer Graphics*, McGraw Hill, 1973. Second edition, 1979. (The second edition is almost an entirely new book.)

##### Book chapters:

R.F. Sproull, “Parallel Computation,” in S. Kleiman, D. Shah, and B. Smaalders, *Programming with Threads*, Prentice-Hall, 1996.

R.F. Sproull, “A Lesson in Electronic Mail,” appendix in L.S. Sproull and S. Kiesler, *Connections: New Ways of Working in the Networked Organization*, MIT Press, Cambridge, Mass., 1991.

R.F. Sproull, “Frame-Buffer Display Architectures,” *Annual Reviews of Computer Science*, Vol. 1, 1986.

R.F. Sproull, “Computer Graphics,” in *Fundamentals Handbook of Electrical and Computer Engineering III*, S.S.L. Chang, ed., Wiley, 1983.

C.P. Thacker, E.M. McCreight, B.W. Lampson, R.F. Sproull, and D.R. Boggs, “Alto: A Personal Computer,” in *Computer Structures: Principles and Examples*, D.P. Siewiorek, A. Newell, and C.G. Bell, second edition, McGraw-Hill, 1981.

R.F. Sproull, R.F. Lyon, R.W. Hon, and C.H. Séquin, “A CIF Primer,” in *A Guide to LSI Implementation*, R.W. Hon and C.H. Séquin, Xerox Palo Alto Research Center,

second edition, 1980.

- R.F. Sproull and R.F. Lyon, “The Caltech Intermediate Form for LSI Layout Description,” section in *Introduction to VLSI Systems*, C.A. Mead and L.A. Conway, Addison-Wesley, 1979.

Journal and conference articles:

- R.F. Sproull, “Publishing A Computer Graphics Book With Prototype Desktop Publishing Tools,” *IEEE Annals of the History of Computing*, 40(4):xxx, Oct-Dec 2018.
- R.F. Sproull, “The Xerox Alto Publishing Platform,” *IEEE Annals of the History of Computing*, 40(3):38-54, Jul-Sep 2018.
- R.F. Sproull and Jim Waldo, “The API Performance Contract,” *Comm. ACM*, 57(3):45–51, March 2014.
- R.F. Sproull, I.E. Sutherland, and C.E. Molnar, “The Counterflow Pipeline Processor Architecture,” *IEEE Design and Test of Computers*, 11(3):48–59, Fall 1994.
- R. F. Sproull and I.E. Sutherland, “A Comparison of Codebook Generation Techniques for Vector Quantization,” *Proc. Data Compression Conference*, 1992.
- I.E. Sutherland and R.F. Sproull, “Logical Effort: Designing for Speed on the Back of an Envelope,” *Advanced Research in VLSI*, C. Séquin, ed., MIT Press, 1991.
- R.F. Sproull, “Refinements to Nearest-Neighbor Searching in k-d Trees,” *Algorithmica*, 6:579–589, 1991.
- R.F. Sproull, “Parts of the frontier are hard to move,” (abstract of keynote talk at 1990 Symposium on Interactive 3D Graphics, Snowbird, Utah) *Computer Graphics*, 24(2):9. (March 1990)
- E.L. Brunvand and R.F. Sproull, “Translating Concurrent Communicating Programs into Delay-Insensitive Circuits,” ICCAD 1989. (Unabridged version available as CMU-CS-89-126, Technical report, Computer Science Dept., Carnegie Mellon Univ., April 1989.)
- D.L. Dill, S.M. Nowick, and R.F. Sproull, “Automatic Verification of Speed-Independent Circuits with Petri Net Specifications,” *Proc. IEEE Conf. on Computer Design*, 1989.
- N. Gharachorloo, S. Gupta, R.F. Sproull, and I.E. Sutherland, “A Characterization of Ten Rasterization Techniques,” SIGGRAPH 89, August 1989.
- R.F. Sproull, I.E. Sutherland, A. Thompson, S. Gupta, and C. Minter, “The 8 by 8 Display,” *Transactions on Graphics*, 2(1): 32–56, 1983. (Also available as CMU-CS-82-105, Technical report, Computer Science Dept., Carnegie Mellon Univ., December 1981.)
- E.H. Frank and R.F. Sproull, “A Self-Timed Static RAM,” *Third Caltech Conference on VLSI*, R. Bryant, ed., Computer Science Press, 1983, pp. 275–285.
- R.F. Sproull, “User’s Models,” “Programming the User Interface,” and “Challenges in Graphical User Interfaces,” *Proc. Joint IBM/Univ. of Newcastle upon Tyne seminar*, M.J. Elphick, ed., 6–9 Sept., 1983.
- R.F. Sproull, “Using Program Transformations to Derive Line-Drawing Algorithms,” *Transactions on Graphics*, 1(4):259–273, October 1982. (Also available as CMU-CS-81-117, technical report, Computer Science Dept., Carnegie Mellon University, April 1981.)
- Lee S. Sproull and R.F. Sproull, “Managing and Analyzing Behavioral Records: Explorations in Non-numeric Data Analysis,” *Human Organizations*, 41(4):283–290, Winter 1982.
- A. Newell and R.F. Sproull, “Computer Networks: Prospects for Scientists,” *Science*, 215(4534):843–852, 12 February 1982.

- E.H. Frank and R.F. Sproull, "Testing and Debugging Custom Integrated Circuits," *Computing Surveys*, 13(4):425–451, December 1981.
- R.F. Sproull, "Simple Color Checkplots," *VLSI Design*, 2(2):49, August 1981.cd
- Satish Gupta and R.F. Sproull, "Filtering Edges for Gray-Scale Displays," *Computer Graphics*, 15(3):1, August 1981.
- Satish Gupta, R.F. Sproull, and I.E. Sutherland, "A VLSI Architecture for Updating Raster-Scan Displays," *Computer Graphics*, 15(3):71, August 1981.
- E.H. Frank and R.F. Sproull, "Two Timing Samplers," 1981 Caltech VLSI Conference.
- B.W. Lampson and R.F. Sproull, "An Open Operating System for a Single-User Machine," *Proc. Seventh Symp. on Operating Systems Principles*, December 1979.
- R.F. Sproull, "Interactive Control," in *Methodology of Interaction*, Guedj et al, eds., (Proceedings of IFIP Workshop, Seillac II, May 1979), North-Holland, 1980.
- R.F. Sproull, "Raster Graphics for Interactive Programming Environments," *Computer Graphics*, 13(2):83–93, August 1979.
- C.E. Molnar, I.E. Sutherland, R.F. Sproull, and J.C. Mudge, "The TRIMOSBUS," 1979 Caltech VLSI Conference.
- R.F. Sproull and D. Cohen, "High-Level Protocols," *Proceedings of the IEEE*, 66(11):1371, November 1978.
- J.A. Feldman and R.F. Sproull, "Decision Theory in Artificial Intelligence: II, The Hungry Monkey," *Cognitive Science*, 1(2), April 1977. Also appeared as University of Rochester Computer Science Dept., Technical Report 2, 1974.
- R.F. Sproull and W.M. Newman, "The Design of Gray-scale Graphics Software," Conference on Computer Graphics, Pattern Recognition and Data Structure, 1975.
- W.M. Newman and R.F. Sproull, "An Approach to Graphics System Design," *Proceedings of the IEEE*, 62(4):471, April 1974.
- I.E. Sutherland, R.F. Sproull, and R.A. Schumacker, "A Characterization of Ten Hidden Surface Algorithms," *Computing Surveys*, 6(1):1, March 1974.
- I.E. Sutherland, R.F. Sproull, and R.A. Schumacker, "Sorting and the Hidden Surface Problem," *Proceedings 1973 National Computer Conference*.
- J.A. Feldman and R.F. Sproull, "System Support for the Stanford Hand-Eye Project," Second International Joint Conference on Artificial Intelligence, Sept. 1971, pp 183-189.
- J.A. Feldman, et al, "The Use of Vision and Manipulation to Solve the Instant Insanity Puzzle," Second International Joint Conference on Artificial Intelligence, 1971.
- R.F. Sproull and I.E. Sutherland, "A Clipping Divider," *Proceedings 1968 Fall Joint Computer Conference*.

Other technical publications:

- R.F. Sproull, I.E. Sutherland, and C.E. Molnar, "Counterflow Pipeline Processor Architecture," TR-94-25, Sun Microsystems Laboratories, 1994.
- R. F. Sproull and I.E. Sutherland, "A comparison of codebook generation techniques for vector quantization," technical report, Advanced Technology Group, Apple Computer, 1992.
- D.L. Dill, S.M. Nowick, and R.F. Sproull, "Specification and Automatic Verification of Self-Timed Queues," CSL-TR-89-387, Computer Systems Laboratory, Stanford University, August 1989.
- I.E. Sutherland and R.F. Sproull, "Asynchronous Systems," course notes, Spring 1985.
- R.F. Sproull, B.K. Reid, "Introduction to Interpress," Xerox Corporation, June 1983.
- R.F. Sproull, B.W. Lampson, J.E. Warnock, "Interpress Electronic Printing Standard," XSYS 048201, Xerox Corporation, January 1982. Revised June 1983.

- E.H. Frank and R.F. Sproull, "Testing and Debugging Custom Integrated Circuits," CMU-CS-81-105, Technical report, Computer Science Dept., Carnegie Mellon Univ., February 1981. Abridged version in 1979–1980 Research Review, Computer Science Department, Carnegie Mellon Univ.
- C.P. Thacker, E.M. McCreight, B.W. Lampson, R.F. Sproull, and D.R. Boggs, "Alto: A Personal Computer," Xerox Palo Alto Research Center, CSL-79-11, August 1979.
- R.F. Sproull, "Raster Graphics for Interactive Programming Environments," Xerox Palo Alto Research Center, CSL-79-6, 1979.
- R.F. Sproull, "Interlisp Display Primitives," Xerox Palo Alto Research Center, 1977.
- R.F. Sproull, "Strategy Construction Using a Synthesis of Heuristic and Decision-Theoretic Methods," Ph.D. Thesis, Stanford Computer Science Department. Printed as report CSL-77-2, Xerox Palo Alto Research Center.
- R.F. Sproull, "Constructive Descriptions of Images," Workshop on Standards for Image Pattern Recognition, National Bureau of Standards, Special Publication 500-8, May 1977.
- R.F. Sproull, "Network Graphics Isn't Networking," Berkeley Workshop on Distributed Data Management and Computer Networks, May 1976.
- R.F. Sproull and E.L. Thomas, "A Network Graphics Protocol," August 1974, also in *Computer Graphics*, Fall 1974.
- R.F. Sproull, "Omnigraph—Simple Terminal-Independent Graphics Software," Xerox Palo Alto Research Center, CSL-73-4, 1973.
- R.F. Sproull, "Topics in Interactive Computer Graphics," course notes prepared for Division of Computer Research and Technology, National Institutes of Health, 1972.
- R.F. Sproull, "PDP-10 Display Systems," Division of Computer Research and Technology, National Institutes of Health, 1972.
- D.C. Swinehart and R.F. Sproull, "SAIL Manual," Stanford Artificial Intelligence Project, SAILON 57.2.

PATENTS:

- U.S. Patent 9,146,789: Method and apparatus for generating and using location-independent distributed object references, J.H. Waldo, T. Blackman, D.J. Ellard, R.F. Sproull, J.A. Loizeaux, M.P. Warres, September 29, 2015
- U.S. Patent 8,117,443: Method and apparatus for generating location independent unique identifiers, J.H. Waldo, T. Blackman, and R.F. Sproull, February 14, 2012.
- U.S. Patent 6,360,288: Method and Modules for Control of Pipelines Carrying Data using Pipelines Carrying Control Signals, I.E. Sutherland, W.S. Coates, C.E. Molnar, and R.F. Sproull, March 19, 2002.
- U.S. Patent 6,038,646: Method and Apparatus for Enforcing Ordered Execution of Reads and Writes Across a Memory Interface, R.F. Sproull, March 14, 2000.
- U.S. Patent 5,943,491: Control Circuit of Mutual Exclusion Elements, I.E. Sutherland, R.F. Sproull, and W.S. Coates, August 24, 1999.
- U.S. Patent 5,748,539: Recursive Multi-channel Interface, R.F. Sproull and I.E. Sutherland, May 5, 1998.
- U.S. Patent 5,682,493: Scoreboard Table for a Counterflow Pipeline Processor with Instruction Packages and Result Packages, R. Yung and R.F. Sproull, October 28, 1997.
- U.S. Patent 5,600,848: Counterflow Pipeline Processor with Instructions Flowing in a First Direction and Instruction Results Flowing in the Reverse Direction, R.F. Sproull and I.E. Sutherland, February 4, 1997.

U.S. Patent 5,572,690: Cascaded Multistage Counterflow Pipeline Processor for Carrying Distinct Data in Two Opposite Directions, I.E. Sutherland, C.E. Molnar, R.F. Sproull, and I.W. Jones, November 5, 1996.

U.S. Patent 4,485,472: Testable Interface Circuit, R.F. Sproull and E.H. Frank, November 27, 1984.

U.S. Patent 4,203,154: Electronic Image Processing System, B.W. Lampson, R.F. Sproull, S.M. Ornstein and J.Y. Leung, May 13, 1980.

PERSONAL DATA:

Date of Birth: June 6, 1947

Place of Birth: Ithaca, New York

Citizenship: U.S.A.

Military Service: Senior Assistant Health Services Officer, U.S. Public Health Service.  
August 24, 1970 to September 24, 1972.

November 18, 2018



## BIOGRAPHY (SHORT):

Robert F. Sproull recently retired as Vice President and Director of Oracle Labs, an applied research group that originated at Sun Microsystems. Since undergraduate days, he has been building hardware and software for computer graphics: clipping hardware, an early device-independent graphics package, page description languages, laser printing software, and window systems. He has also been involved in VLSI design, especially of asynchronous circuits and systems. Before joining Sun Microsystems in 1990 (acquired by Oracle in 2010), he was a principal with Sutherland, Sproull and Associates, an associate professor at Carnegie Mellon University and a member of the Xerox Palo Alto Research Center. He is a coauthor with William Newman of the early text, "Principles of Interactive Computer Graphics." He is also an author of the book "Logical Effort," which deals with designing fast CMOS circuits. He is a member of the National Academy of Engineering, a fellow of the American Academy of Arts and Sciences, and has served on the US Air Force Scientific Advisory Board and as a technology partner of Advanced Technology Ventures. He is currently a co-chair of the National Research Councils Report Review Committee, a member of the NRC Committee on Science, Engineering, Medicine, and Public Policy (COSEMPUP) and an adjunct professor of computer science at University of Massachusetts, Amherst.

## BIOGRAPHY (LONGER):

Robert F. Sproull recently retired as Vice President and Director of Oracle Labs, an applied research group that originated at Sun Microsystems. Prior to joining Sun in 1990 (acquired in 2010 by Oracle), he was a principal in the consulting firm of Sutherland, Sproull, and Associates, an Associate Professor at CMU and a Research Scientist at the Xerox Palo Alto Research Center (1972-1977). He also served for twenty-five years as a technical advisor to Advanced Technology Ventures, a venture-capital partnership. He is a member of the National Academy of Engineering, a fellow of the American Academy of Arts and Sciences, and has served on the US Air Force Scientific Advisory Board. He received a Ph.D. degree in computer science from Stanford in 1977, and an AB in physics from Harvard College in 1968.

While at Sutherland, Sproull, and Associates, Sproull and Ivan Sutherland pursued new designs and design techniques for asynchronous systems. They also developed and refined the method of logical effort, a technique for designing fast CMOS integrated circuit hardware, described in a book, "Logical Effort."

Sproull's other interests are in computer graphics, the design of large hardware/software systems, and electronic publishing. He has worked on real-time display hardware, line-drawing and hidden-surface algorithms, device-independent graphics packages, display system design, and network graphics. He is co-author with William Newman of the early computer graphics textbook "Principles of Interactive Computer Graphics."

Sproull's interests in electronic publishing grew from graphics applications. His work at Xerox involved the design of hardware and software for page-imaging systems that print high-resolution images on laser printers. He has served on the Technical Advisory Council of R.R. Donnelley and Sons, the largest commercial printer in the United States.

Sproull has a long-standing interest in science and technology policy. He is a co-chair of the National Research Council's Report Review Committee, a member of the NRC Committee on Science, Engineering, Medicine, and Public Policy (COSEMPUP) and an adjunct professor of computer science at University of Mas-

sachusetts, Amherst.

## PHD STUDENTS:

- Erik L. Brunvand, "Translating Concurrent Communicating Programs into Asynchronous Circuits," 1991.
- Andreas Nowatzky, "A Communication Architecture for Multiprocessor Networks," August 1989.
- Carl Ebeling, "All the Right Moves: A VLSI Architecture for Chess," April 1986.
- Edward H. Frank, "A Data-Driven Multiprocessor for Switch-Level Simulation of VLSI Circuits," May 1985.
- James Gosling, "Algebraic Constraints," May 1983.
- Robert Hon, "Hierarchical Artwork Analysis," May 1983.
- Pradeep Sindhu, "Distribution and Reliability in a Multiprocessor Operating System," Dec. 1982.
- Satish Gupta, "Architectures and Algorithms for Parallel Updates of Raster-Scan Displays," Dec. 1981.
- Bruce J. Nelson, "Remote Procedure Call," May 1981.
- Brian K. Reid, "SCRIBE: A Document Specification Language and its Compiler," September 1980.
- Also served on committees for Michael Hawley (MIT), Todd Rockoff, Michael Gleicher, Henry Massalin (Columbia), Bob Gray (Dartmouth), Matt Becker (MIT).

## TEACHING EXPERIENCE:

- |             |                                                                                                                                                                                                                                                                                      |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1992        | Causes and Cures of Performance Anxiety in Graphics Systems, SIGGRAPH '92 tutorial. With E. McGinnis, D. Cooper, P. Maillot, and K. Weiler.                                                                                                                                          |
| 1986        | Industrial courses on asynchronous circuits and logical effort                                                                                                                                                                                                                       |
| 1977-1985   | Carnegie Mellon University: Introduction to VLSI Systems (Spring 1978, 1979, 1980, 1981); Interactive Computer Graphics (Fall 1978, 1980); Fundamental Structures of Computer Science (Spring 1980); Advanced Programming Methods (Spring 1978); Asynchronous Systems (Spring 1985). |
| Fall 1976   | California Institute of Technology: Introduction to Computer Graphics                                                                                                                                                                                                                |
| Spring 1976 | Tata Institute of Fundamental Research, Bombay, India: Interactive Computer Graphics and Computer Aided Design, sponsored by United Nations Development Program with W.M. Newman, B. Herzog and A.R. Forrest                                                                         |
| Summer 1973 | UCLA Short Course, Interactive Computer Graphics, with W.M. Newman                                                                                                                                                                                                                   |
| Spring 1973 | Assistant instructor for CS 105, Stanford introductory programming course with C. Floyd                                                                                                                                                                                              |
| Spring 1972 | Instructor, National Institutes of Health : Computers in Clinical Medicine, an elective offered to fourth-year medical students                                                                                                                                                      |
| 1971, 1972  | Division of Computer Research and Technology, National Institutes of Health: Computer Graphics                                                                                                                                                                                       |

-----Original Message-----

From: Bob Sproull [mailto:rfsproull@gmail.com]

Sent: Monday, November 19, 2018 5:50 AM

To: Andy Fisk

Cc: Bob Sproull

Subject: Resume and possible blurb

Andy,

The Toasted Owl chat was very pleasant. Sounds like you have a fine board.  
Here's some stuff:

Bob Sproull is a computer scientist, retired from running a research lab for Sun Microsystems and Oracle. For over twenty years, he lived in Boston and rowed on the Charles River. He served on the board of directors of the Charles River Watershed Association for 15 years and helped them launch a capital campaign. He lives in Leeds, MA, is the coordinator of the Friends of Mineral Hills Conservation Area, and is a member of the Yankee Rowing Club. He tries to row on the Connecticut as often as possible and enters an occasional race.

# Capital Budget Funding Plan

	18-19 Capital Actual	18 - 19 Capital Budget
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## Development Revenue

NOTES

4000 - Operating Revenue		\$ -	Operating funds needed to pledge for identified grant opportunity for building projects
4014 - Campaign For Our Rivers - Bldg	\$ 38,500	\$ -	From lead pledge at End of FY18
6700 - Realized Gain on Investment			
4200 - Grants and Contracts	\$ 14,333	\$ 50,000	Planned value of identified grants for capital projects
5411 - Sale of Tangible Property		\$ -	No sales projected
4900 - Assets released from restrictions	\$ 45,320	\$ 75,000	Amelia Peabody Charitable Fund (FY18.20) The Beveridge Family Foundation (FY18..36) Campaign For Our Rivers Lead Pledge

## Dividends, Interest & Endowments

### Spaulding Pond

1521.01 Spaulding Pond Fund (2/3)	\$ -	\$ 200,000	Amount available to be released for dam reconstruction that leaves a balance for ongoing stewardship
1521.02 Land Acquisition Fund (1/3)	\$ -	\$ -	
<b>Total Funds</b>	<b>\$ 98,153</b>	<b>\$ 325,000</b>	

## Capital Projects

### Facilities

Costs

NOTES

		\$ -	Information Technology Improvement (New Server & Client Licenses: \$5,000)
	\$ 48,500	\$ 217,627	Energy efficiency, new roof, solar system
	\$ -	\$ 200,000	Spaulding Pond Dam
<b>1630 - Property Improvements</b>	<b>\$ 48,500</b>	<b>\$ 417,627</b>	

### Debt Reduction

	\$ -	\$ -
	\$ -	\$ -

### Special Funds

Strategic Initiatives  
Opportunity Funds

	\$ -
<b>Total Cost</b>	<b>\$ 48,500 \$ 417,627</b>

<b>Balance</b>	<b>\$ 49,653</b>	<b>\$ (92,627)</b>
<b>Change in Operating Reserve</b>	<b>\$ 49,653</b>	<b>\$ (92,627)</b>

Projected Change in Operating Reserve \$ (42,974)

Connecticut River Conservancy.  
Budget vs. Actual  
July 2018 through June 2019

11:14 AM  
12/06/2018  
Accrual Basis

	Jul '18 - Jun 19	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	25,898.37	80,500.00	32.17%
4015 · Major Donor Campaign			
4015.01 · Board of Trustees	0.00	25,000.00	0.0%
4015 · Major Donor Campaign - Other	60,149.31	145,000.00	41.48%
Total 4015 · Major Donor Campaign	60,149.31	170,000.00	35.38%
5825 · Project Appeal/Underwriters	24,000.00	110,000.00	21.82%
Total 4000 · Contributions	110,047.68	360,500.00	30.53%
4014 · Capital Campaign	5,500.00	200,000.00	2.75%
4080 · Management Fee Income	4,450.80	10,682.00	41.67%
4200 · Grants and Contracts	241,833.00	1,323,200.00	18.28%
5180 · Fees	31,383.06	26,060.00	120.43%
5330 · Rental Income	13,050.00	18,420.00	70.85%
5440 · Sales	1,996.64	4,000.00	49.92%
Total Income	408,261.18	1,942,862.00	21.01%
Gross Profit	408,261.18	1,942,862.00	21.01%
Expense			
7000 · Grant & contract - pass thru	637,011.02	1,048,955.00	60.73%
7200 · Payroll	346,006.29	881,475.00	39.25%
7510 · Professional Fees	60,552.41	227,579.00	26.61%
8110 · Supplies	33,743.61	77,492.00	43.55%
8130 · Telephone and internet service	4,322.29	9,220.00	46.88%
8140 · Postage and Delivery	13,479.68	23,890.00	56.42%
8170 · Printing	11,085.81	33,450.00	33.14%
8170.1 · Maintenance	8,067.26	20,570.00	39.22%
8200 · Occupancy	8,514.17	24,187.00	35.2%
8300 · Travel	9,387.14	17,266.00	54.37%
8320 · Conferences, convention,meeting	2,867.22	13,960.00	20.54%
8520 · Insurance	0.00	9,324.00	0.0%
8529 · Dues, Fees and Publications	1,125.00	745.00	151.01%
8570 · Publicity and outreach	3,056.53	14,925.00	20.48%
8650 · Taxes & Bank Fees	3,226.76	2,700.00	119.51%
Total Expense	1,142,445.19	2,405,738.00	47.49%
Net Ordinary Income	-734,184.01	-462,876.00	158.61%
Other Income/Expense			
Other Income			
4900 · Assets released from restrictio	835,096.70	1,012,306.00	82.49%
5320 · Investment Income	10,520.31	8,078.00	130.23%
6700 · Realized gain on investments	-1,073.86	81,458.00	-1.32%
6800 · UnrealizedGain(Loss)-Investmnt	6,133.61	94,187.00	6.51%
6999 · Transfer In	18,756.00	44,204.00	42.43%
Total Other Income	869,432.76	1,240,233.00	70.1%
Other Expense			
8100 · Net Income Xfer to Temp Restrict	0.00	573,360.00	0.0%
8590 · Annuity Distribution	0.00	12,888.00	0.0%
8591.1 · Investment Expenses	8,276.84	19,000.00	43.56%
8999 · Transfer Out	5,329.31	13,000.00	41.0%
Total Other Expense	13,606.15	618,248.00	2.2%
Net Other Income	855,826.61	621,985.00	137.6%
Net Income	121,642.60	159,109.00	76.45%

Connecticut River Conservancy.  
 Financial Report - Profit & Loss Prior Period Comparison  
 July 1 through December 6, 2018

12:54 PM  
 12/06/2018  
 Accrual Basis

	Jul 1 - Dec 6, 18	Jul 1 - Dec 6, 17	% Change
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	25,898.37	24,458.57	5.89%
4015 · Major Donor Campaign			
4015 · Major Donor Campaign - Other	60,149.31	70,790.00	-15.03%
Total 4015 · Major Donor Campaign	60,149.31	70,790.00	-15.03%
5825 · Project Appeal/Underwriters	24,000.00	8,350.00	187.43%
Total 4000 · Contributions	110,047.68	103,598.57	6.23%
4014 · Capital Campaign	5,500.00	7,000.00	-21.43%
4080 · Management Fee Income	4,450.80	4,998.00	-10.95%
4200 · Grants and Contracts	241,833.00	488,850.65	-50.53%
4400 · In-kind Contributions	0.00	437.50	-100.0%
5180 · Fees	31,383.06	27,071.56	15.93%
5330 · Rental Income	13,050.00	11,450.00	13.97%
5440 · Sales	1,996.64	1,579.74	26.39%
Total Income	408,261.18	644,986.02	-36.7%
Gross Profit	408,261.18	644,986.02	-36.7%
Expense			
7000 · Grant & contract - pass thru	637,011.02	520,652.09	22.35%
7200 · Payroll	346,006.29	301,124.50	14.91%
7510 · Professional Fees	60,552.41	12,493.61	384.67%
8110 · Supplies	33,743.61	44,449.56	-24.09%
8130 · Telephone and internet service	4,322.29	3,680.26	17.45%
8140 · Postage and Delivery	13,479.68	9,284.90	45.18%
8170 · Printing	11,085.81	10,143.37	9.29%
8170.1 · Maintenance	8,067.26	9,985.70	-19.21%
8200 · Occupancy	8,514.17	10,198.34	-16.51%
8300 · Travel	9,387.14	15,143.93	-38.01%
8320 · Conferences, convention,meeting	2,867.22	7,300.29	-60.73%
8520 · Insurance	0.00	4,009.05	-100.0%
8529 · Dues, Fees and Publications	1,125.00	490.00	129.59%
8570 · Publicity and outreach	3,056.53	619.79	393.16%
8650 · Taxes & Bank Fees	3,226.76	3,377.18	-4.45%
Total Expense	1,142,445.19	952,952.57	19.89%
Net Ordinary Income	-734,184.01	-307,966.55	-138.4%
Other Income/Expense			
Other Income			
4900 · Assets released from restrictio	835,096.70	326,397.31	155.85%
5320 · Investment Income	10,520.31	10,128.67	3.87%
6700 · Realized gain on investments	-1,073.86	5,643.54	-119.03%
6800 · UnrealizedGain(Loss)-Investmnt	6,133.61	127,532.96	-95.19%
6999 · Transfer In	18,756.00	18,756.00	0.0%
Total Other Income	869,432.76	488,458.48	78.0%
Other Expense			
8100 · Net Income Xfer to Temp Restrict	0.00	10,006.99	-100.0%
8590 · Annuity Distribution	0.00	3,284.53	-100.0%
8591.1 · Investment Expenses	8,276.84	7,601.47	8.89%
8999 · Transfer Out	5,329.31	21,402.00	-75.1%
Total Other Expense	13,606.15	42,294.99	-67.83%
Net Other Income	855,826.61	446,163.49	91.82%
Net Income	121,642.60	138,196.94	-11.98%

Connecticut River Conservancy.  
Statement of Financial Position  
As of December 6, 2018

1:23 PM  
12/06/2018  
Accrual Basis

	Dec 6, 18	Dec 6, 17	% Change
<b>ASSETS</b>			
Current Assets			
Checking/Savings			
+ · GSB-Checkng (4971)	60,273.84	39,798.11	51.45%
1016 · GSB-Capital Fund (2479)	2,134.55	7,000.07	-69.51%
1018 · GSB-Savings (9966)	2,966.17	15,259.06	-80.56%
1019 · GSB-Flexible 6 Month CD (2588)	7,896.48	53,027.00	-85.11%
1030 · Other cash	510.51	315.48	61.82%
Total Checking/Savings	73,781.55	115,399.72	-36.06%
Accounts Receivable			
1110 · Accounts Receivable	15,600.80	7,025.00	122.08%
1111 · Pledges Receivable	66,950.11	0.00	100.0%
1113 · Grants Receivable 2	1,256,043.02	1,183,617.75	6.12%
Total Accounts Receivable	1,338,593.93	1,190,642.75	12.43%
Other Current Assets			
1455 · LaRosa Lab Credits	19,840.00	17,872.00	11.01%
1299 · Undeposited Funds	8,228.24	3,365.40	144.5%
1410 · Inventory	10,540.71	8,261.95	27.58%
1450 · Prepaid Parking	1,220.00	1,220.00	0.0%
1452 · Prepaid Insurance	5,244.00	2,895.26	81.12%
Total Other Current Assets	45,072.95	33,614.61	34.09%
Total Current Assets	1,457,448.43	1,339,657.08	8.79%
Fixed Assets			
1510 · Other Long-Term Assets			
1515.2 · Endowment Acct	149,969.47	145,715.59	2.92%
1519.7 · The Mary S Shaub Fund	1,115,719.57	1,126,544.42	-0.96%
1519.2 · Loan to CRWC from Shuab Fund	0.00	145,936.89	-100.0%
1521 · Spaulding Pond Stewardship Fund	251,960.29	247,478.56	1.81%
1520 · TrustCo of VT AnnuityInvestment	163,995.47	161,285.84	1.68%
Total 1510 · Other Long-Term Assets	1,681,644.80	1,826,961.30	-7.95%
1620 · Plant, Property and Equipment	501,965.98	492,714.98	1.88%
Total Fixed Assets	2,183,610.78	2,319,676.28	-5.87%
<b>TOTAL ASSETS</b>	<b>3,641,059.21</b>	<b>3,659,333.36</b>	<b>-0.5%</b>
<b>LIABILITIES &amp; EQUITY</b>			
Liabilities			
Current Liabilities			
Accounts Payable	429,472.26	244,093.61	75.95%
Credit Cards	2,163.20	1,936.97	11.68%
Other Current Liabilities	47,782.27	51,209.11	-6.69%
Total Current Liabilities	479,417.73	297,239.69	61.29%
Long Term Liabilities			
2600 · Debt	68,915.05	226,537.62	-69.58%
2800 · Deferred Revenue	3,075.00	2,500.00	23.0%
Total Long Term Liabilities	71,990.05	229,037.62	-68.57%
Total Liabilities	551,407.78	526,277.31	4.78%
Equity			
3000 · Unrestricted net assets	81,347.88	88,150.68	-7.72%
3050 · Unrestricted - Board Designated	-91,491.43	-91,491.43	0.0%
3100 · Temporarily restr net assets	934,388.63	1,453,095.01	-35.7%
3200 · Permanently restrict net assets	1,195,489.93	1,195,489.93	0.0%
3900 · Earnings	848,273.82	349,614.92	142.63%
Net Income	121,642.60	138,196.94	-11.98%
Total Equity	3,089,651.43	3,133,056.05	-1.39%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>3,641,059.21</b>	<b>3,659,333.36</b>	<b>-0.5%</b>



# Connecticut River Conservancy

## Financial Report - Performance Metrics

### July 2018 through November 2018

INTERIM GOAL	FINAL GOAL (FY)	CURRENT STATUS	Prior Report 08/31/2018	Change	% of Final Goal
New grants awarded in FY 18	\$ 1,323,200	\$ 241,833	\$ 167,000	\$ 74,833	18%
Salary raised from new grants in FY 18	\$ 175,619	\$ 80,708	\$ 80,708	\$ -	46%
Percentage of program payroll funded by grants	85%	63%	60%	3%	74%
Total amount of indirect expensed YTD	\$ 172,591	\$ 52,672	\$ 1,437	\$ 51,235	31%
Cash reserve (Unrestricted endowment)	\$ 204,046	\$ 149,969	\$ 153,293	\$ (3,324)	73%
Borrowed against Temporarily Restricted-Cash	\$ -	\$ -	\$ 54,390	\$ (54,390)	

Connecticut River Conservancy  
 Financial Report: - Endowment Report  
 As of November 30, 2018

	11/30/2018	07/31/2018	\$ Change	% Change
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ASSETS

Fixed Assets

1510 - Other Long-Term Assets

1515.2 - Endowment Acct	149,969	153,293	-3,324	-2.17%
1519.7 - The Mary S Shaub Fund	1,118,846	1,152,861	-34,015	-2.95%
<b>1521 - Spaulding Pond Fund</b>	<b>251,960</b>	<b>256,545</b>	<b>-4,585</b>	<b>-1.79%</b>
Spaulding Pond Fund	109,052	109,811	-759	-0.69%
Land Acquisition Fund	142,908	146,733	-3,825	-2.61%
<b>1019.01 Spaulding Pond Cash</b>	<b>176,764</b>	<b>179,434</b>	<b>-2,670</b>	<b>-1.49%</b>
Spaulding Pond Fund	176,764	179,434	-2,670	-1.49%
Land Acquisition Fund	0	0	0	0.0%
UBS Portfolio (Shaub & Spaulding)	1,875	1,599	275	17.22%
1520 - TrustCo of VT AnnuityInvestment	163,995	160,278	3,717	2.32%

	Target vs Actual Distribution Comparison							
	Equity		Fixed		Cash		Other	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1515.2 - Endowment Acct	50% - 70%	61.16%	30% - 50%	32.04%	5% - 20%	6.80%	0.00%	0.00%
1519.7 - The Mary S Shaub Fund	50% - 70%	62.29%	30% - 50%	33.11%	5% - 20%	4.59%	0.00%	0.00%
1521 - Spaulding Pond Fund	50% - 70%	60.62%	30% - 50%	30.92%	5% - 20%	8.46%	0.00%	0.00%
1520 - TrustCo of VT AnnuityInvestment		68.99%		26.51%		4.50%		0.00%

## Connecticut River Conservancy Strategic Plan Monitoring Management Review December 14, 2018

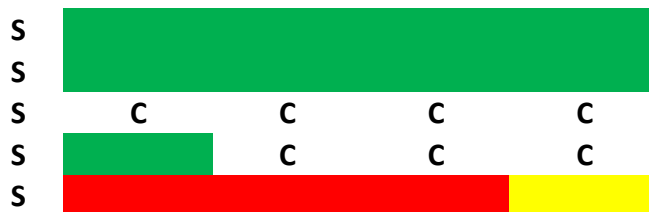
### Strategy

S = Staff Review B= Board Review

#### Leadership

- L-1: Develop Expertise Reputation
- L-2: Advocate for enviromental goals
- L-3: Rebrand organization & logo
- L-4: New partnerships & affiliations
- L-5: Research recreational facilities management

2017 Q3 2017 Q4 2018 Q1 2018 Q2 2018 Q3 2018 Q4



#### Environmental Health

- EH-1: Dam removal & passage clearance annual goals
- EH-2: Expand citizen science programs  
100 Volunteers
- EH-3: Source to Sea Expansion
- EH-4: Engage & comment on permits & lisences



#### Accessibility & Engagement














- AE-1: Create new events
- AE-2: Offer new recreational events
- AE-3: Expand social media reach
- AE-4: Enhance video capacity
- AE-5: Increased public exposure using PR









Green: On track Yellow: In process Red: Not done; off track Blank: Not Due Yet C: Complete

## Connecticut River Conservancy Strategic Plan Monitoring Management Review December 14, 2018

### Organizational Resources

<b>OR-1:</b> Implement single organization-wide database	S	
<b>OR-2:</b> Increases revenue categories	S	
Goal: 50% of total revenues	S	
<b>OR-3:</b> Expand organizational capacity	S	
<b>OR-4:</b> Monitor new payment systems	S	
<b>OR-5:</b> Increase grant revs to 85% goal	S	
By end of 2018	S	
<b>OR-6:</b> Build and maintain cash reserve goal	S	
By end of 2020	S	
<b>OR-7:</b> Divest land & easements	S	
<b>OR-8:</b> Achieve goal of 5,000 members;	S	
Annual increase of 250	S	
<b>OR-9:</b> Increase revenue; increase endowment to \$5M	S	
<b>OR-10:</b> Expand CRWC capabilities	S	

### Governance & Administration

<b>GA-1:</b> Implement 5 Year Staffing Plan	S	
<b>GA-2:</b> Staff compensation & tools goals	S	
<b>GA-3:</b> Best practices for finance & admin	S	
<b>GA-4:</b> Maintain facilities	S	
<b>GA-5:</b> Best practices of Board operations	B	
<b>GA-6:</b> Develop Board recruitment strategy	B	

### 5 Year Staffing Strategy

<b>S-1:</b> Improve the salary and benefits	S	
<b>S-2:</b> Continue reliance on contract staff	S	

**Green:** On track   **Yellow:** In process   **Red:** Not done; off track   **Blank:** Not Due Yet   **C:** Complete

## Connecticut River Conservancy Strategic Plan Monitoring Management Review December 14, 2018

S-3: Enhance the use of paid interns	S			
S-4: Continue Senior Aide program	S			C
S-5: Hire events, monitoring, citizen science coordinator	S			
S-6: Hire a full time restoration manager	S			
S-7: Expand development staff	S			C
S-8: Engage contract staff for endowment campaign	S			
S-9: Hire a part time accounting clerk	S		C	C
S-10: Expand Finance Manager position to full time	S		C	C

**Green:** On track **Yellow:** In process **Red:** Not done; off track **Blank:** Not Due Yet **C:** Complete