



*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 MEEETING  
FRIDAY, SEPTEMBER 6, 2019**

Development committee 9:30 – 11:00 (agenda & packet as separate item)  
Board meeting 11:00 – 2:30

**MEETING LOCATION:**

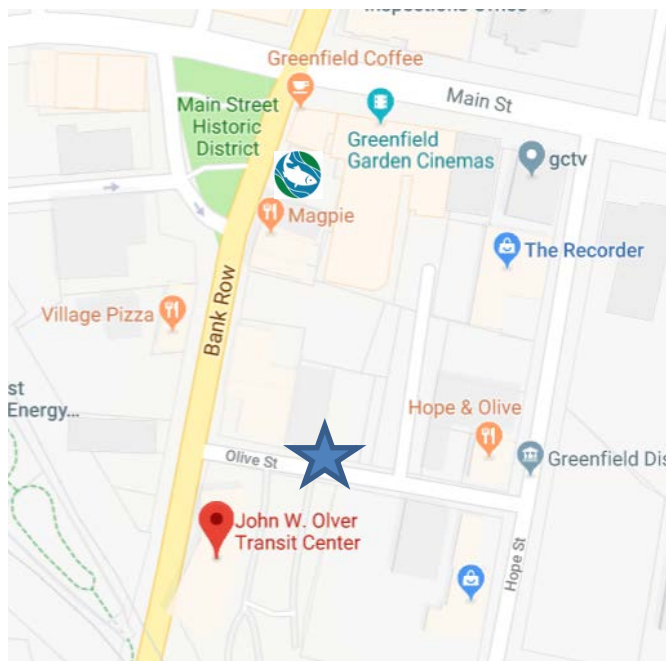
15 BANK ROW  
Greenfield, MA



**NOTE ON LOCATION – We are 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.**



## 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; introductions (5)</u>	DISCUSSION	No	Melody
<u>B. Consent Calendar (5)</u>	DECISION	Yes	Melody
<ul style="list-style-type: none"> <li>• Minutes of May board and June annual meeting</li> <li>• Contracts signed / fiscal sponsorship</li> <li>• Grants report</li> <li>• Land Conservation Program report</li> </ul>			
<u>C. Finance &amp; Development Report (45)</u>	DECISION	No	Kate/Andy/Corey
<ul style="list-style-type: none"> <li>• FY 19 year-end report</li> <li>• FY 20 YTD report</li> <li>• Working capital for cash flow – status of line of credit expansion</li> <li>• <i>Campaign For Our Rivers</i> – status and update</li> <li>• Fall campaign – timeline, next steps, and roles</li> <li>• Endowment report</li> <li>• Annuities program – status</li> <li>• Audit status</li> </ul>			
<u>D. Administration &amp; Policy (20)</u>	DISCUSSION	No	Andy/Kate
<ul style="list-style-type: none"> <li>• Personnel manual creation</li> <li>• Family Medical Leave changes &amp; new MA law</li> <li>• Cybersecurity risk assessment – what are our risks?</li> </ul>			
<u>E. Lunch (30)</u>	INFORMATION	No	Kelsey
<ul style="list-style-type: none"> <li>• Introduction of Kelsey Wentling, River Steward in CT</li> <li>• Presentation on polystyrene advocacy &amp; docks</li> </ul>			
<u>F. Strategic Plan (60)</u>	DISCUSSION	Yes	Andy
<ul style="list-style-type: none"> <li>• Overview of long term vision</li> <li>• Affiliations, partnerships, and alternative revenue sources: let's work on how we decide on these initiatives</li> </ul>			

<u>G. Source to Sea Cleanup 2019 (20)</u>	SIGNUP	No	Stacey
<ul style="list-style-type: none"> <li>We'll review where we could use your help to support cleanup groups</li> </ul>			
<u>H. CT River Museum collaboration (10)</u>	INFORMATION	No	Andy
<ul style="list-style-type: none"> <li>Where are things heading since our field trip? Lots percolating!</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. Aliko will confirm who is calling in prior to the meeting. Please make every effort to attend in person where practicable. We appreciate the time and travel commitment that our meetings take and recognize that in-person is not always possible, however.

### CONFERENCE CALL-IN

712-770-5505

119111#

### C. Finance & Development Report

**NOTE – YOU DO NOT HAVE FINANCIALS IN THE BOARD PACKET THIS MONTH.** They will be available at the meeting and will be made available to those receiving the board packet either by email or delivery prior to the meeting.

We will have both the year-end report from last fiscal year as well as year-to-date to discuss. This year's budget has another increase in staffing capacity and ambitious (but doable) revenue targets. We'll review how we are doing as we head into the end of Q1. We will also update folks on the cash flow management changes, the ongoing audit, and the status of the annuities program. You approved a change to the annuities program earlier this year and that has been implemented.

We will also talk about the *Campaign for Our Rivers* and the progress we've made and how we see the work moving forward.

### D. Administration & Policy

As ever you all are great about engaging in your governance roles as Trustees. At the Executive Committee level we have been discussing some changes to MA law regarding family medical leave and how that relates to our current benefit. This has reminded us that we do have a task of creating a personnel manual, so I'll briefly review what that means and some next steps. We have 9 full-time and 9 part-time or seasonal positions, so it's well time for us to continue to develop our HR tools.

Another item for a brief introduction is an overview of where we have cybersecurity risks in the organization. We'll describe what kinds of personal data we have, what the law requires, and our current procedures. This topic also includes an evaluation of where our IT network might be vulnerable as well. We'll leave this discussion with some follow up work and come back in December with some thoughts and recommendations.

### F. Strategic Plan

At our May meeting we had an initial conversation about the strategy in our strategic plan about affiliations and partnerships. At this meeting I will be recapping the broad strokes of the current strategic plan and its visions, then we'll dive into more detail and discussion about possible future partnerships. Corey and Andy will present a range of possible partnerships of different size and scope and we can talk through how our first formal affiliation with the Deerfield River Watershed Association is working both in numbers and purpose. Staff will be requesting a small ad hoc committee to work on the question of adding additional partnerships between now and the December board meeting. In December we will need to be making some decisions as we have at least two small watershed groups seeking affiliations.

**CONTRACTS SIGNED**  
**May 2019 – August 2019**

<b>Contractor</b>	<b>Service</b>	<b>Amount</b>	<b>Funding</b>	<b>Type</b>	<b>Term</b>
Redstart Inc	Material Sourcing	\$10,000.00	NFWF FY19.04	Service	10/01/2020
SumCo Eco	Building Stabilization * Dam Removal	\$335,000.00	NHCF FY17.30, FY19.23; USFWS FY19.03	Construction	12/01/2019
Virtuous	Donor Relation Software	\$9,528.00 annually	Operating	Service	11/01/2022
Field Geology Services	Engineering	\$23,150.00	NRCS FY17.11	Service	12/01/2019
GZA	Engineering Change Order 2	\$15,000.00	NFWF FY19.12	Service	
Horizons Engineering	Engineering Change Order 5	\$21,300.00	NHCF FY19.23	Service	
Horizons Engineering	Engineering	\$3,500.00	NHCF FY		
Wanner Earthmoving	Dam Removal	\$5,000.00	NHCF FY19.24	Construction	09/01/2019
Interfluv	Engineering	\$90,000.00	NHCF FY19.23	Service	10/01/2019
Tarrant, Gilles & Richardson	Hydropower – Legal Retainer	\$5,000.00	Lintilhac FY18.31; Canaday FY18.06	Service	
Public Archaeology Laboratory	Consulting	\$10,421.00	NHCF FY19.23	Service	
DeWolfe Engineering Associates	Engineering	%2,500.00	NHCF FY19.23	Service	
CT Fund for the Environment/Save Our Sound	Equipment	\$1.00	General Fund – Water Quality	Renta;	11/30/2019
Canonica Farm & Forest Services	Dam Removal	\$15,000.00	FY19.33	Construction	10/01/2019

**ACTIVE FISCAL SPONSORSHIPS**  
**As of November 2018**

<b>Project</b>	<b>Balance</b>	<b>Term of sponsorship</b>	<b>Notes</b>
Friends of the Silvio O. Conte Nat'l Wildlife Refuge		9/2011 -	
Mill River Greenway		3/2017 – 3/2019	
Greenfield Tree Committee		6/2014 -	
Chicopee4Rivers Watershed Council / Keith Davies		3/2015 -	
Lyme Biodiversity Working Group		3/1/2019 – 3/1/2020	

**GRANT STATUS REPORT - MAY 2019 to SEPTEMBER 2019**  
**CONNECTICUT RIVER CONSERVANCY**

CURRENT GRANTS		Requested	Awarded	
Building project - roof replacment	Astrid & Fred Hanzalek Fund II - Hartford Foundation for Public Giving	5,000	5,000	<i>new</i>
Phase 2 of building improvements - roof repair, insulation, expansion	Beveridge Family Foundation, The	50,000	20,000	
Stop the Spread! Water Chestnut Chestnut Monitoring and Removal in the Matt	Community Foundation of Middlesex County	3,500	2,500	
Water chestnut community science	Community Foundation of Western Massachusetts	23,910	23,190	<i>new</i>
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	
Improving digital infrastructure for bacteria and water quality monitoring staff	DES Foundation - David Sundell	45,700	45,700	
Dam Removal Engineering (Match: 06120FY16374)	Dextra Baldwin McGonagle Foundation	29,615	29,615	
Collaborative Citizen Science for Healthier Rivers - 10K	Hartford Foundation for Public Giving	10,000	7,500	
Water chestnut control in the Holyoke Pool	Holyoke Gas & Electric	17,150	14,000	
LCP property transfers	Jane's Trust	120,000	100,000	
VT Advocacy	Lintilhac Foundation	24,350	10,000	
Hydropower advocacy in Vermont	Lucy Downing Nisbet Charitable Fund	20,000	10,000	
Riparian restoration on farms - MA, VT, NH	Lydia B Stokes Foundation	10,000	10,000	
Bacteria Monitoring in Massachusetts	Massachusetts DEP	14,865	14,865	
Hepburn Dune Living Shoreline - Fenwick	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	250,000	250,000	
WQ Monitoring - LIS and nutrients in CT River Basin	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	65,283	39,532	
NE Forests and Rivers Fund - Riparian, instream habitat, and water quality proje	Nat'l Fish & Wildlife Foundation	199,672	151,565	
Clark Brook dam removals - Part 2	NHCF - Mitigation & Enhancement Fund	169,661	169,661	
Buffer Planting - Cloke, Ompom River, Strafford VT	NHCF - Mitigation & Enhancement Fund	7,426	7,426	
Harvey's Lake dam removal - 100% Engineering design & permitting	NHCF - Mitigation & Enhancement Fund	109,108	109,108	
Dam Removals - Lyman Falls and Wyoming Paper Co	NHCF - Mitigation & Enhancement Fund	6,950	6,950	
Clark Brook dam removals	NHCF - Mitigation & Enhancement Fund	149,500	149,500	
Restoration & Monitoring post East Burke dam removal	NHCF - Mitigation & Enhancement Fund	25,300	25,300	
Riparian Restoration, Jacobs Brook, Orford, NH	NHCF - Mitigation & Enhancement Fund	9,597	9,597	
Is your Dock River Friendly? The Impact of Styrofoam Dock Floats on Marine Del	Ocean Conservancy - ICC Small Grants	7,500	7,500	
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	
Fenwick Living Shoreline project - implementation funding	Robert F. Schumann Foundation	75,000	75,000	<i>new</i>
TNC Brunault Floodplain Forest Restoration	The Nature Conservancy - NH	22,905	22,905	<i>new</i>
Building Watershed Understanding and Capacity in Brattleboro	Thomas Thompson Trust	20,000	20,000	
Long Island Sound Regional Conservation Partnership Program	USDA/NRCS	1,250,000	638,438	
CT River Watershed RCPP	USDA/NRCS	855,000	63,750	
Long Island Sound RCPP - TA funding for resiliency projets	USDA/NRCS	100,000	100,000	
Long Island Sound RCPP - TA funding for resiliency projets	USDA/NRCS	440,000	440,000	<i>new</i>
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
Partnership work in VT on adaptation and advocacy - CLF and VNRC	Vermont Community Foundation - High Meadow Fund	50,000	40,000
Aquatic Organism Passage in VT	Vermont Fish & Wildlife	26,000	86,000
Norwich Reservoir Dam Removal	VT ANR ERP funding	287,545	287,545
Green River Guilford VT restoration & easement	VT ANR ERP funding	31,200	8,140
Lull's Brook Buffer, Hartland, VT	VT ANR ERP funding	15,113	15,113
Deerfield River Restoration - project development	VT ANR ERP funding	5,737	5,737
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
Harvey's Lake 100% Design	VT DEC/ANR	92,225	92,225
Kidder Hill Dam Removal	VT DEC/ANR	16,632	16,632
		=====	=====
	<b>TOTAL ACTIVE</b>	<b>\$ 3,916,080</b>	<b>\$ 2,665,774</b>

**PENDING GRANTS**

2019 Eversource Technology Grant Program	Eversource		1,000
Water chestnut and fish migration website development	DES Foundation - David Sundell		8,000
Invited grant - Stop Trash & S2S Cleanup 2020	Newell Brands Corporate Foundation - Rubbermaid, Yankee Candle, et al		15,000
Hepburn Dune Living Shoreline	Community Foundation of Middlesex County		35,000
Deerfield River Habitat Projects	VT DEC/ANR		28,800
Harvey's Lake Dam Removal	Nat'l Fish & Wildlife Foundation		200,000
Living shoreline design/permitting, Sequassen Ave Fenwick	Nat'l Fish & Wildlife Foundation - LIS Futures Fund		72,369
Henne dam removal 100% engineering design	VT ANR ERP funding		29,705
Crosby Brook dam removal	VT DEC/ANR		85,800
Stonecipher Farm Bioengineering Restoration	VT DEC/ANR		75,000
Henne dam & culvert in Perkinsville	VT DEC/ANR		153,565
East Putney Brook dam removal & culvert replacement	VT DEC/ANR		232,000
Magic Mtn. Dam Removal	VT DEC/ANR		67,850
Partner grant with Ask the River for community/ arts engagement in Brattleboro	Windham Foundation		10,000
Engineering for Harvey Lake dam removal	VT DEC/ANR		90,000
Species Conservation project - 2 year	deCoizart Article TENTH Perpetual Charitable Trust, Sarah K.		149,668
Continued Hydropower work with experts - 2 year project	Canaday Family Charitable Trust		61,124
Unrestricted Operating Support - NH and Upper Valley	NHCF - Community Grants Program, Unrestricted Grant (New Hampshire Charitable Foundati		60,000
Harvey's Lake dam removal	Eastern Brook Trout Joint Venture		50,000
CT Advocacy	Gryphon Fund		15,000
			=====
	<b>TOTAL PENDING</b>	<b>\$</b>	<b>1,439,881</b>

**GRANT APPLICATIONS IN PROGRESS OR PLANNED OVER NEXT 12 MONTHS**

Community Science Collaborations in Lower CT River	Community Foundation of Eastern Connecticut		25,000
Water Chestnut Monitoring	American Canoe Association - LL Bean		1,000

TBD - helping Vermonters?	ANTONIO B AND RITA M POMERLEAU FOUNDATION INC	20,000
Community Science - Sea lamprey nest surveys in CT	Community Foundation of Middlesex County	5,000
Battery/advanced energy storage at hydropower facilities - how to get it done	Energy Foundation	75,000
2020 Source to Sea Cleanup Sponsorship	Enterprise Holdings Foundation	2,500
Vermont Farm, Forest, Water protection?	Freeman Foundation	10,000
HFPG Grants Express - tbd	Hartford Foundation for Public Giving	10,000
TBD - climate, hydro, or transformational program	High Meadows Foundation	25,000
TBD - program support	Ittleson Foundation	25,000
FERC Videos and showing in the upper valley?	Jack and Dorothy Byrne Foundation	7,500
Clean Water Advocacy - Keeping sewerage out of our communities	Jessie Smith Noyes Foundation	30,000
New Boating Guide / Paddlers' Trail maps	Leo S Walsh Foundation	7,500
Mascoma - Citizen Science (Invasives/ Mussels Water Quality?)	Mascoma Bank Foundation	10,000
Trash Solutions Advocacy	Moore Charitable Fdn	25,000
Holding and reminder for NH DES Watershed Assistance grant	NH DES Watershed Assistance Grants	15,000
NH water quality improvement, erosion and/or habitat work	NH Moose Plate Grant	24,000
Wellborn Ecology Fund	NHCF - Wellborn Ecology Fund	5,000
NRG Source to Sea Sponsorship Grant	NRG	10,000
FERC Recreation and Battery Storage?	Patagonia - Corporate Grants	20,000
2020 P&W Source to Sea Sponsorship	Pratt and Whitney	5,000
Hydropower advocacy - support for battery storage / closed loop	Putnam Foundation	10,000
Water chestnut removal 2020	Suez Foundation	7,500
Environmental justice for urban river recreation	The Larsen Fund	5,000
Environmental Advocacy in Vermont / New Hampshire - TBD	The Larsen Fund	10,000
Conservation TA in MA - riparian, instream, and dam removal projects	USDA/NRCS	80,000
Climate Change Adaptation and Diversity Integration	Vermont Community Foundation - High Meadow Fund	40,000
SeVWA Brattleboro Storm Drain Stenciling	Vermont Community Foundation - Place-Based Grant Program	1,000
SEVWA Brattleboro Storm Drain Stenciling	Vermont Community Foundation - Place-Based Grant Program	500
Farm Capital Improvement Projects	Vermont Housing Conservation Board (VHCB)	40,000
TBD - NH Restoration Habitat Restoration work?	Virginia Cretella Mars Foundation	20,000
Fenwick Living shoreline - implementation funding	Wiederhold Foundationi, John T and Jane A	250,000
		=====
	<b>TOTAL PLANNED / IN-PROGRESS</b>	<b>\$ 796,500</b>

**DENIED GRANTS**

Harvey's Lake Dam Removal	Conservation Alliance, The	50,000
LaRosa Org Support Grant - Brattleboro Area Restoration Monitoring	VT DEC/ANR	12,000
Dartmouth College: Ruckerfeller Center: Hydro- dam Relicsensing Recreation Ad	Dartmouth College	5,000
Living Shoreline design and implementation - Fenwick CT	CT Audubon - in lieu fee grant program	100,000
Enhancing water chestnut network w staffing and digital infrastructure	Long Island Community Foundation	24,106
		=====
	<b>TOTAL DENIED</b>	<b>\$ 191,106</b>





## LAND CONSERVATION PROGRAM REPORT MAY – SEPTEMBER 2019

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**

Several associated with easement transfers to SPNHF and UVLT

### **Completed transfers / sales**

None.

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

Spaulding Pond, Norfolk, CT: We are presently actively working with the Northeast Wilderness Trust and the Norfolk Land Trust to structure a possible sale of the property to both of these entities. The majority of the property would be conveyed to Northeast Wilderness Trust with the pond, 80 acres of adjacent forest and fields conveyed to Norfolk Land Trust. This division of the property is allowed per the easement and an initial conversation with the CT AG's office confirms our understanding. The current work is now to decide the purchase price for the properties and how to allocate the stewardship endowment between the two organizations. The easement holder – Aton Forest – is aware of the possible transfer and needs to provide their consent. They are in question mode at this point. We should have an idea of this transaction will fly by October. It will take another 12 months to likely consummate any deal.

Easement transfer project – Jane's Trust funding: Currently we have seven easements that are being worked on for transfer to other organizations. These are the Society for Protection of NH Forests, Vermont River Conservancy, and the Upper Valley Land Trust.

We were successful in March in getting the Town of Lyme to endorse removing their executory interest in any easements that were being amended and transferred, which will clear the path to transfer ideally 3 easements to Upper Valley Land Trust.

Cloke easement, Stafford, VT: transfer to VT River Conservancy

- Terms agreed upon, needs boundary survey completed
- Aiming for 2019 year end

Smith easement, Dalton, NH: transfer to Society for Protection of NH Forests

- Approved by board; needs survey and title opinion; baseline completed
- Aiming for 2019 year end transfer

Metz, Lyme, NH: transfer to Society for Protection of NH Forests

- Approved by board; needs survey and title opinion; baseline completed
- Aiming for 2019 year end transfer

Soper, N. Charlestown, NH: transfer to Society for Protection of NH Forests

- Approved by board; surveyed; baseline completed; needs title opinion
- Needs boundary line agreement between adjacent landowners
- Unclear when this transfer can happen, landowner not responding

Carmichael (13 acre), Lyme, NH: transfer to UVLT

- Approved by board, surveyed, title opinion completed, baseline completed
- Transfer sometime in fall 2019

Crossroads Academy, Lyme, NH: transfer to UVLT

- Tentative approval, surveyed, needs title opinion and baseline
- Title needs more work unclear on ownership of land subject to easement
- Unclear when this transfer can happen

Carmichael (30 acre), Lyme, NH: transfer to UVLT

- Uncertain whether they still want to assume the easement given one residual houselot is retained in the easement

Stevenson/Trout Brook, Lyme, NH: transfer to UVLT

- Tentative approval, needs survey and baseline, title opinion completed
- Uncertain timing for when this might transfer

**CONNECTICUT RIVER CONSERVANCY GIVING REPORT****August 29, 2019**

Please note: These numbers are approximate, as additional gifts are processed on an ongoing basis.

**CRC Donations Fiscal Year to Date**

	<b>Total FYTD Received</b>	<b>Total FY Goal</b>	<b>Remaining to Goal</b>	
4010 - Membership	\$ 2,670			
4010 - Membership-New	\$ 689			
<b>Membership</b>	<b>\$ 3,359</b>	<b>\$ 80,500</b>	<b>\$ 77,141</b>	
4015 - Major Donor	\$ 18,694			
4015 - Major Donor-New	\$ 500			
<b>Major Donors</b>	<b>\$ 19,194</b>	<b>\$ 200,000</b>	<b>\$ 180,806</b>	
4014 - Capital Campaign	\$ 6,000	\$ 120,000	\$ 114,000	(have \$64,169 in outstanding pledges due this FY)
<b>Total</b>	<b>\$ 28,553</b>	<b>\$ 400,500</b>	<b>\$ 371,947</b>	

	<b>Total FYTD Received</b>	<b>Total FY Goal</b>	<b>Remaining</b>	
<b>Trustee Annual Giving (includes honorary)</b>	\$ 1,070	\$ 35,000	\$ 33,930	(not including campaign giving)

**Membership Growth: 13 new members FYTD****Total Campaign to Date (incl. pledges): \$712,600**

# CONNECTICUT RIVER CONSERVANCY

## Strategic Plan 2017 – 2022

### MISSION STATEMENT

We are the voice for the Connecticut River watershed, from source to sea. We collaborate with partners across four states to protect and advocate for your rivers and educate and engage communities. We bring people together to prevent pollution, improve habitat, and promote enjoyment of your river and its tributary streams. Healthy rivers support healthy economies.

### VISION STATEMENT

We envision a river full of life, ecological and economic abundance, and engaged communities from source to sea with CRC as the voice for the Connecticut River watershed.

### GOALS & OBJECTIVES

**LEADERSHIP:** Become recognized as the most reliable source of expertise on and leading advocate for all things involving the Connecticut River watershed ecosystem.

**ENVIRONMENTAL HEALTH:** Improve the resiliency and connectivity of aquatic habitat that results in increased and healthy populations of fish and other aquatic life that depend on riverine ecosystems in the watershed through voluntary action as well as enforcement of requirements and standards.

**ACCESSIBILITY & ENGAGEMENT:** Create meaningful and accessible opportunities for people to recreate and appreciate the inherent beauty and conservation values of the Connecticut River and its tributaries in ways that are consistent with our environmental goals.

**GROWTH & MANAGEMENT OF ORGANIZATIONAL RESOURCES:** Substantially increase both annual revenue and capital endowment through fund raising, grant solicitation, membership expansion, and enterprise innovations to provide the financial reserves and stability that assures sustainable program execution both currently and into the foreseeable future.

**GOVERNANCE & ADMINISTRATION:** Achieve an organizational governance & administrative structure that (1) provides staff with compensation and benefits and the tools and resources to do their job that reflect and support their high levels of professionalism and commitment to our mission; and (2) assures that the board of directors executes its fiduciary and policy oversight duties using best governance practices.

## **PRIMARY STRATEGIC TOOLS**

While the Connecticut River Conservancy uses every opportunity and avenue to achieve its objectives, it relies on the following strategic initiatives for its success: (1.) advocacy before government and regulatory authorities; (2.) ecological education of those living in the watershed; (3.) providing recreation opportunities on the River and its tributaries; (4.) habitat restoration & climate adaptation; (5.) partnership & collaboration with other conservation organizations, government and private entities, landowners, and individuals; and (6.) continual review & improvement of its governance, administrative, and management practices and procedures.

## **STRATEGIES & TACTICS**

### ***LEADERSHIP:***

#### ***Strategies:***

- **L-1:** Develop and maintain a regional and national reputation as the most reliable source of expertise on the Connecticut River watershed ecosystem through sophisticated and creative outreach and advocacy strategies that communicate credible technical information, compelling stories, and motivating opportunities for action.
- **L-2:** Advocate for ambitious and consistent environmental goals throughout the watershed and work to support their implementation through collaboration, compliance assistance, enforcement, and public engagement.
- **L-3:** Rebrand and promote the name and logo of the organization to reflect more effectively the organization's mission and role in the watershed and to better communicate to target audiences, conservation partners, government, funders, donors, and the public at large.
- **L-4:** Enhance longstanding collaborative focus by Initiating a new program that creates new types of partnerships and affiliations with local conservation organizations within the watershed.
- **L-5:** Analyze and implement, if feasible, a new program in which CRC assumes management of recreational facilities in the watershed.

#### ***Tactics:***

- Implement a rebranding of the organization using the taglines, ideas, and strategies developed by the Board, staff, and consultants.
- Establish a set of goals and guidelines in anticipation of developing partnership/affiliation relationships with local conservation groups
- With Board oversight and approval, conduct a feasibility analysis of CRC operating public recreational facilities in the watershed, including assessment of various alternatives of how the CRC could engage in recreation facility management and how to assess opportunities to do so.
- With Board involvement, develop a set of specific actions or programs that will enhance our presence in targeted areas of the watershed where our increased presence would result in better outcomes for the watershed and the organization.

**ENVIRONMENTAL HEALTH:*****Strategies:***

- **EH-1:** Develop the financial and personnel capacity to annually implement at least one dam removal / passage project, as well as multiple culvert replacements, multiple riparian and instream restoration projects that occur in all four watershed states.
- **EH-2:** Enhance and improve our citizen science programs to create opportunities for over 100 volunteers to engage in work including fisheries and mussel restoration, tree planting, water quality, and invasive plants in all four watershed states.
- **EH-3:** Improve and expand our marquee event, the Source to Sea Cleanup, so that it increases participation and membership, includes new cleanup initiatives, and creates solutions to trash and debris pollution.
- **EH-4:** Engage through comments, testimony, appeals, and legal proceedings in all relevant permits, licenses, regulations, policies, plans and legislation that have bearing on our mission and goals.

***Tactics:***

- Through the hydropower relicensing process, consider taking over the recreational programs and facilities on the mainstem river currently managed by the hydropower companies as part of their license obligations.
- Improve and expand the “Is It Clean?/Está Limpio?” bacteria monitoring network to include more locations, particularly in unserved areas, and increase its exposure and reach to diverse communities using both Spanish and English languages.
- Continue to instigate and implement monitoring initiatives, such as Samplepalooza, that develop new and credible information to solve environmental problems.
- Monitor and engage with all relevant federal, state, and local dockets in all four watershed states by program staff according to established advocacy priorities.

## **ACCESSIBILITY & ENGAGEMENT:**

### ***Strategies:***

- **AE-1:** Create both new watershed-scale and local events that reinforce our role as the main organization working across the entire watershed and that produce meaningful outcomes for participants and the organization.
- **AE-2:** Offer a variety of recreational events in all areas of the watershed that provide members and the general public diverse opportunities to experience the river and its tributaries on both land and water as well as understand the scientific, legal, political, cultural, and historical issues of the watershed.
- **AE-3:** Maintain and enhance our social media presence on existing channels while anticipating new digital outlets and engagement strategies.
- **AE-4:** Enhance our video capacity and presence in both short and longer-form pieces generated by staff and outside contractors.
- **AE-5:** Generate increased exposure for all our programs and events through traditional, new, and earned digital, social, and traditional media by consistent, creative, and accessible news releases and personal relationships with outlets and individuals.

### ***Tactics:***

- In coordination with partners, complete the expansion of the Connecticut River Paddlers' Trail by creating new campsites and access locations.
- Implement an effective volunteer stewardship program for the Paddler's Trail in MA and CT in coordination with our partners.
- Improve our outreach and events capacity through the use of interns, volunteers, and a paid staff or contract person as identified in annual budgets.
- Create tools that allow for direct registration of individual Source to Sea Cleanup participants, follow-up actions for participants to take on solutions, and parties and celebrations associated with the event.
- In coordination with partners, conceive, plan, and implement the next-generation *Boating Guide to the Connecticut River* watershed in multiple interactive platforms.
- Increase the exposure and revenue of the Store through an engaging range of products and services; by January 2018, evaluate continued existence of store given results of work.
- Transition *River Currents* column to a watershed-scale distribution and consider how the print version can complement a blogging version of the column.
- Support the ***River of Words Along the Connecticut River*** and develop a variety of school-based programs for staff to deliver.
- Maintain and improve the website so that it remains fresh and engaging.

**GROWTH & MANAGEMENT OF ORGANIZATIONAL RESOURCES:*****Strategies:***

- **OR-1:** Implement a user-friendly organization-wide database that serves all organizational constituents.
- **OR-2:** Create an overall revenue structure that increases the categories of unrestricted operating revenue from members, business sponsors, and foundations to 50% of total revenues.
- **OR-3:** Expand organizational capacity in the areas of fundraising, event and project management, and financial and administrative management.
- **OR-4:** Monitor the use of digital currency and electronic payment systems in the non-profit industry and consider opportunities to implement use of these payment systems as appropriate.
- **OR-5:** By 2018, increase grant revenue so that it supports at least 85% of program staff salary and operating expenses on an on-going basis.
- **OR-6:** By 2020, build and maintain a cash reserve that can support six months of operational expenses.
- **OR-7:** Maintain a Land Conservation Program that responsibly divests properties and easements from the CRC land conservation portfolio and stewards all remaining properties.
- **OR-8:** Over time, build an organization of 5,000 members through annual net increase of 250 members and supporters all of whom will have meaningful opportunities to implement our mission.
- **OR-9:** Increase all forms of revenue so that the organization is sustained more fully by unrestricted operating support and an endowment of \$5,000,000.
- **OR-10:** Expand CRC capabilities in the areas of events, development, project management, and financial management/administration.

***Tactics:***

- Promote bequests and other planned giving revenue to increase Long River Society membership to 50 households by 2020.
- Plan, implement, and complete a multi-million dollar capital campaign by 2020.
- Evaluate whether annuities should remain a component of planned giving as well as determine if a community foundation would be better long-term fiduciary agent for the organization's annuities.
- Enhance the development program by improving the culture of appreciation, routinely engaging all donors with meaningful and inspiring information and stories, and involving all staff and trustees in development.
- First undertake membership and recruitment initiatives that engage the several thousand individuals who are not yet supporters but participate in events, sign up as volunteers, request emails, or purchase store items.
- As a secondary step, create membership and recruitment strategies that engage people not on our lists or events but who have other affiliations with the river and watershed as a result of engaging with our social media, attending our events, or learning of us through media.



Land Conservation Program

- By Decembers 2017, divest the remaining fee-owned property in Vermont through sale to the abutter and easement to a land trust.
- By 2017, complete the remaining transfers underway in Holyoke.
- By 2017, complete the dam rehabilitation in Norfolk, CT and convey the fee interest in Spaulding Pond and the dam to the in-holding property owners.
- By 2017, transfer by bargain sale the Hibbs and deForest properties to the State of Connecticut or other eligible entity.
- Transfer all remaining easements in NH to eligible organizations including Upper Valley Land Trust, SPNHF, and the town of Lyme where transaction costs are negligible or less.
- Create a plan to fund the transfer of all remaining easements that require substantial stewardship endowments and transaction costs in order to complete a transfer. This could cost anywhere from \$50,000 to \$75,000.
- Maintain annual easement inspections on all of our remaining holdings using staff and trained volunteers.

**GOVERNANCE & ADMINISTRATION:**

***Strategies:***

- **GA-1:** Implement the CRC Five Year Staffing Strategy Plan to improve employee compensation and benefits.
- **GA-2:** Reward staff tangibly and intangibly with fair compensation and provide the support and tools for them to excel in their jobs.
- **GA-3:** Employ best practices for all financial and administrative systems.
- **GA-4:** Maintain facilities that are energy efficient, in good repair, and support our staff, tenants, and our mission.
- **GA-5:** Adhere to best practices of Board operations, leadership and oversight.
- **GA-6:** Develop Board recruitment strategy with emphasis on new board members with the skills and experience to implement this plan.

***Tactics:***

- Support the creation of a Board of Trustees with a diversity of experience, backgrounds and heritage that actively supports the growth of the organization.
- As part of annual budgeting, create program budgets for outreach, development, restoration, advocacy, monitoring, citizen science, land conservation, and other specific projects as needed.
- Support and continually improve efficiency and effectiveness of all current financial and administrative controls with focus on state and federal funding requirements.
- Create and utilize multi-year budgets to guide the growth of the organization.
- Maintain a five-year work plan for the maintenance and operation of 15 Bank Row that overhauls the HVAC, allows for renewable energy generation, reduces energy usage, and stays current with all routine maintenance.
- Appoint an ad hoc committee of the Board to review the Board's operations and effectiveness and recommend changes designed to improve the Board's effectiveness and its ability to execute its fiduciary duties.
- Conduct a review of the CRC By-Laws to assure that the CRC is meeting all the requirements set forth in the By-Laws and to recommend proposed changes to the By-Laws.
- Conduct a Board of Directors self-evaluation annually.
- Fully repay the Shaub loan by June 2018.
- Using the result of its recent self-analysis survey, the Board will complete a review of its operations and effectiveness and propose ways in which it can improve its governance and fiduciary practices.

**CRC Five-Year Staffing Strategy Plan 2017 – 2023**

In order to implement this plan effectively the following staffing strategies will be continually evaluated and implemented as funding is realized:

- **S-1:** Improve the salary and benefits for staff in line with a salary schedule and job descriptions.
- **S-2:** Continue reliance on contract staff across the organization for specific projects and tasks.
- **S-3:** Enhance the use of paid interns through area colleges.
- **S-4:** Continue the use of the Senior Aide program to provide in-office administrative and program support.
- **S-5:** Hire a full time coordinator to manage all outreach events, monitoring, and citizen science programs.
- **S-6:** Hire a full time restoration manager to oversee the fundraising and project management of all types of restoration work (dams, culverts, tree planting, instream restoration) throughout the watershed.
- **S-7:** Expand development staff (contract or otherwise) to improve major donor development work.
- **S-8:** Engage contract development staff to support capital/endowment campaign.
- **S-9:** Hire a part time accounting clerk to support Finance Manager.
- **S-10:** Expand Finance Manager position to full time.