



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 13, 2019

Development committee 9:30 – 11:00
Board meeting 11:00 – 2:30

MEETING LOCATION:

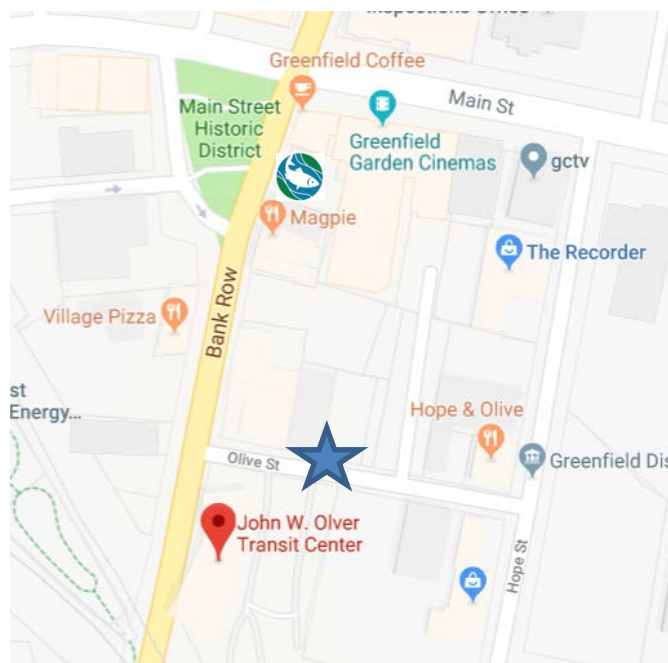
15 BANK ROW
Greenfield, MA



NOTE ON LOCATION – We are meeting at our offices at 15 Bank Row this month.



NOTE ON PARKING – Parking in Greenfield is FREE at parking meters and lots on Fridays and Saturdays for the rest of the year! The parking garage is open but not free.



DEVELOPMENT COMMITTEE MEETING
9:30 – 11:00 am

AGENDA

Materials provided at the meeting

- I. Welcome and Introductions – 5 min
- II. Brief update on FY19-20 fundraising progress – 10 min
- III. Report back and evaluation from Giving Tuesday subcommittee - 20 min
- IV. Update on major donor and campaign work – 15 min
- V. Fall Fundraising Campaign and Membership – 30 min
- VI. Next Steps - 10 min

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

LUNCH

- 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 / 413-772-2020 x207

BOARD OF TRUSTEES MEETING

11:00 – 2:30

<u>AGENDA ITEM</u>	<u>TYPE</u>	<u>MATERIAL IN PACKET</u>	<u>PERSON</u>
<u>A. Welcome & check ins (10)</u>	DISCUSSION	No	Melody
<u>B. Consent Calendar (5)</u>	DECISION	Yes	Melody
<ul style="list-style-type: none"> • Minutes of September meeting • Contracts signed / fiscal sponsorship • Grants report • Land Conservation Program report 			
<u>C. Annual audit (30)</u>	DECISION	Yes	Joe / Kate
<ul style="list-style-type: none"> • Review of audit / tax filings • Review of management letter and findings 			
<u>D. Finance & Development Report(30)</u>	DECISION	No	Kate/Andy/Corey
<ul style="list-style-type: none"> • FY20 YTD report – budget, endowment, cash flow • Giving Tuesday campaign recap – go Amy & Payton! • Status: fall campaign & <i>Campaign For Our Rivers</i> • Status - annuities program & line of credit increase 			
<u>E. Lunch (30)</u>	INFORMATION	No	Gabriel/Andrea
<ul style="list-style-type: none"> • Migratory fish on the web! • Brief issue updates – PFAS, sewage discharges, CSO notification bill 			
<u>F. Administration & Policy (10)</u>	DISCUSSION	No	Andy/Kate
<ul style="list-style-type: none"> • Updates: personnel manual, FMLA, and cybersecurity risk assessment • Diversity, equity, and inclusion training 			
<u>G. Affiliations and partnerships (45)</u>	DECISION	Yes	Andy
<ul style="list-style-type: none"> • Evaluation criteria for developing new working relationships • Connecticut River Paddlers' Trail – fiscal sponsorship proposal • Next steps for the board and staff 			
<u>H. CRC & CLIMATE CHANGE (10)</u>	DISCUSSION	No	All

- What is the process to evaluate our current position on climate mitigation?

I. Executive Session (20)

DISCUSSION

No

Board

BOARD AGENDA DETAIL

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#

B. Consent calendar

This includes the usual items, but please note that the Land Conservation Report is a bit more detailed this month and includes updates on the Spaulding Pond sale, some new issues that have arisen on our CT easements, and the status of the easement transfers to VT River Conservancy, Upper Valley Land Trust, and Society for Protection of NH Forests.

C. Review of audit

As usual our auditor will be present to review the findings of the audit. This year you will see there is a management letter in the packet. You will also see a memo from staff in response to the management letter that proposes changes to address the findings. The audit and management letter have been reviewed by the Finance Committee and staff has discussed our response with The Treasurer and the Executive Committee. I am very pleased at how the Finance Committee has worked directly with the auditor on this year's audit and am comfortable that staff have proposed a sound near term solution to the problems identified. As we have known that as we grow we will need to upgrade and expand our finance and administrative capacity.

D. Finance and Development Report

We will touch base on how we are doing year-to-date overall and discuss both the remaining time in the fall campaign and the *Campaign For Our Rivers*.

E. Lunch

We will be giving you an early preview of our work to create a dynamic public-facing website that tells the story of migratory fish restoration. And you have asked for some issue updates on toxics and sewage spills. Yes I know not typical lunchtime discussion – but that's the crap we deal with!

F. Administration & policy

This will be a brief update so you can follow where we are with the development of the Personnel manual and some training on diversity, equity, and inclusion that some staff have been participating in thanks to a VT Community Foundation grant.

G. Affiliation & partnerships

The Ad hoc committee on affiliations and partnerships has had two conversations since September to talk through the way we currently work with other organizations and groups and evaluate decision criteria for guiding us in our future work.

There are two discrete items in this section:

- Request approval to negotiate a fiscal sponsorship (our basic partnership strategy) with the Connecticut River Paddlers' Trail (CRPT). CRPT is currently sponsored by VT River Conservancy and they would like another entity to take this on. The CRPT steering committee has approved of this proposed transition.
- Review of decision criteria for affiliations (advanced partnership strategy) where the newly formed Fort River Watershed Association is presented in your board packet as a prospect. Following review of the criteria and discussion staff are requesting approval to negotiate terms of affiliation with Fort River and bring a proposal back to the Executive Committee for their final approval.

H. CRC & Climate change

Big topic, short ten minutes. What's going on? This is a brief spot to highlight that staff is recommending the Board visit the current ways that CRC engages in climate change and evaluate whether we need to be engaging in different advocacy, restoration, community science, or engagement efforts. Let's talk about how we might want to walk through this in the coming months.

I. Executive Session

As always this is here for your use. Please continue to avail yourself of this time to talk without staff present.

CONNECTICUT RIVER CONSERVANCY

Board of Trustees Meeting
September 6th, 2019
11am – 2:30pm
15 Bank Row
Greenfield, MA

ATTENDEES

Trustees: Melissa Ocana, Tim Keeney, Annette Spaulding, Melody Foti, Amy Tran, Bob Sproull, Neftali Duran, Liz Austin, Bob Moore, Lora Wondolowski, Kate Putnam (phone), Tony Judge.

Absent: Dave Hewitt, David Mears, Ron Poltak

Staff: Andy Fisk, Phil Girton, Corey Kurtz, Aliko Fornier, Brett Morrison, Angela Chaffee, Brett Morrison.

Meeting begun at 11:05am

A. WELCOME & INTRODUCTIONS

Minute of silence of Astrid Hanzalek, honorary trustee of the CRC and active member of the community.

B. CONSENT CALENDAR

The meeting minutes from the May Board meeting were not included in the packet. The board will have to accept said minutes at the next board meeting in December.

MOTION: To accept the items as submitted. Wondolowski/Austin on the motion; unanimous.

C. Finance and Development Report

Andy Fisk gave the board the finance report, starting with the last FY 19 report. To summarize, we hit our grant target. Earlier this fiscal year, we did fall \$40,000 short for grant revenue for salary, but caught up as more grant money came in. Over the course of the fiscal year, we saw 50 grants coming in. We are still pulling in indirect revenue from our capital projects, and we are using all the available cash to meet our cash needs. Overall, the net income and expenses from last fiscal year are where we expected them to be.

Corey Kurtz gave the development results for FY 18-19. The annual giving goal was \$250,000 and we raised \$285,000. When we financially struggled in early 2019, we raised our giving goal and ended up matching that goal. Trustees exceeded their goal by \$17,000. New member retention wise, there is an increase retention rate of 58% (58% of new donors stay and become annual or monthly donors). The repeat donor retention rate was 70% (donors who have been members for a while and are loyal). How can we increase the retention rate? The organization, and

especially the development team, are constantly adjusting their methods and adapt to the membership's conditions. That includes changing communication strategies, flagging contact preferences, and growing relationships with donors. Corey concluded with a brief report on where most of our new members come from.

Andy presented the current FY 20 report. He confirmed that we're on pace with revenue, and as a matter of fact, it looks better than last year at this time. We're where expected on expenses, and predict an increase in incoming costs with the three upcoming dam removals. There is another increase in expenses in terms of payroll; the CRC staff share a number of different skills that the organization is incorporating into the work by bringing said staff into full time.

MOTION: to accept finance and development report. Keeney/Austin on the motion; unanimous.

A topic the board also discussed is increasing the line of credit from the organization's bank account at the Greenfield Savings Bank. The increase will help manage all our cash flow needs, including during times when the revenue is lower than the expenses. The executive committee approved the change. Input from the board is needed to fill the paper work at the bank.

Some board members are concerned that this will open the liberty to spend money to the limit, with less restrictions and control over paying back the money. Andy assured them that the performance metrics and finance report will be presented at every board meeting as they always have.

MOTION to approve the increase in line of credit to \$250,000: Putnam/Moore on the motion; unanimous

Corey presented the giving report on this fiscal year to date. She began by explaining why it's important of having a 100% donating board. She then gave the fall fundraising timeline: dam removal appeal, thank-a-thon, year-end appeal, giving Tuesday, year-end final push. Tony pushed the board to be involved in this fall's appeal. He motivated the board to take on connecting and solicitation/thanking at least 5 members. They can choose to solicit or thank. Corey introduced the "Boom! Bam! Demolish the dams!" appeal.

The board was updated on the *Campaign for our Rivers*, including our progress on outreach and development effort to reach 5 million dollar goal. Brett and Corey have been doing a great job growing relationships with major donors and get an understanding of what members expect out of the organization.

Legacy giving of the long River Society update; the goal is to reach 1million dollars in legacy gifts. The development team is communicating more to the membership about long term commitments to the river.

Andy briefly updated the board on the annuities program. At a prior meeting, the board had approved changes to the annuities program, and that has been now implemented.

At this time, the audit is underway and on pace.

D. Administration & Policy

Andy let the board know how fast the organization is growing; with 9 full-time and 9 part-time staff, we need to keep thinking about how we develop our human resources tools. With internal changes, and new MA laws regarding family medical leave and CRC staff's current benefits, we are reminded the implementation of a personnel manual is overdue.

The board also discussed the potential of cybersecurity risks within the organization. The CRC staff is not trained in cyber security, and it is apparent that there is a lot of personal data within our network that may be vulnerable to hacks. Payton Shubrick, Amy Tran and Bob Sproull have offered their services in advising and/or training the organization and the staff in cybersecurity. Further discussion on this topic, including arranging an initial conversation with staff and board is in order for after the meeting.

E. Lunch

Kelsey Wentling, the new River Steward based in CT, presented herself to the board. She gave a presentation on our "Swap your Dock" campaign, put into place to work with dock owners to switch their dock material from polystyrene (a pollutant), to enclosed foam or air-filled plastic containers.

F. Strategic Plan

At our May meeting we had an initial conversation about affiliations and partnerships. At this meeting Andy 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.

Andy started the ongoing conversation about our affiliations and partnerships. This topic was initially brought up to the board at the May Board Meeting. Today's tactic is to establish goals and guidelines in anticipation of developing partnership/affiliation relationships with local conservation groups. Andy reported on the status of our current affiliation with the Deerfield River Watershed Association, and a brief history on CRC's affiliation and partnership with other groups. He mentions that we are constantly adjusting and developing our relationship with others, and the main purpose of this tactic is to combine conservation and advocacy effort, and spread by regions and thrive with increased support. Today, the board considered if CRC wants to take over recreational assets, and have CRC supervise a facility by the river. The board discussed the pros and cons of a partnership/affiliation. Andy also mentioned other on-going

relationships we have with groups, and how those might develop as well. Finally, Andy brought up Holyoke Rows, and how it could be a recreational management opportunity for the organization. Holyoke Rows is a 501(c) 3 community based recreation facility in Holyoke, MA.

G. Source to Sea Cleanup 2019

Angela updated the board on our progress with organizing the clean up this year. At the time these minutes were written, 102 groups had registered, which is a more than last year at this time. Angela encouraged the board to participate in the event. She also gave the board an update on our trash advocacy Campaign and how we are connecting it to the cleanup this year. She included our work on Swap your Dock advocacy and the Tire EPR. Finally, she told the board how we were doing on our Stop Trash Before it Starts petition, and how much longer we will run it to reach the 1000 signatures goal.

H. Executive session

The board discussed the committee rosters. The following committees were added:

- Partnerships and affiliations
 - Neftali Duran,
 - Tony Judge
 - Melody Foti
 - Amy Tran
 - Lora Wondolowski
- Cybersecurity
 - Payton Shubrick
 - Amy Tran
 - Bob Sproull
 - Tim Keeney
 - Annette Spaulding
- Personnel material
 - Liz Austin
 - Phil Girton.

At a different time, additional committee chairs will have to be picked

MOTION: To create the proposed subcommittees: Wondolowski/Putnam on the motion;
approved

The meeting was adjourned at 2:20pm

Prepared by: Aliko Fornier
Reviewed by: Andrew Fisk

GRANT STATUS REPORT - SEPTEMBER 2019 to DECEMBER 2019
CONNECTICUT RIVER CONSERVANCY

CURRENT GRANTS		Requested	Awarded
USFWS Cooperative Agreement F13AAC00693	USFWS / Partners for Fish & Wildlife Program	190,566	190,566
Aquatic Organism Passage in VT	Vermont Fish & Wildlife	86,000	86,000
Long Island Sound Regional Conservation Partnership Program	USDA/NRCS	1,250,000	638,438
Improve 15 Bank Row durability, functionality, and air quality	Peabody Charitable Fund, Amelia	75,000	50,000
Hydropower advocacy in Vermont	Lucy Downing Nisbet Charitable Fund	20,000	10,000
WQ Monitoring - Whetstone Brook VT	VT DEC/ANR	8,290	8,290
Green River Guilford VT restoration & easement	VT ANR ERP funding	31,200	8,140
Clark Brook dam removals	NHCF - Mitigation & Enhancement Fund (New Hampshire Charitable Foundati	149,500	149,500
CT River Watershed RCPP	USDA/NRCS	855,000	63,750
Dam Removal Engineering (Match: 06120FY16374)	Dextra Baldwin McGonagle Foundation	29,615	29,615
WQ Monitoring - LIS and nutrients in CT River Basin	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	65,283	39,532
Deerfield River Restoration - project development	VT ANR ERP funding	5,737	5,737
Fenwick Living Shoreline project - implementation funding	Robert F. Schumann Foundation	75,000	75,000
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
Prelim Engineering for Harvey Lake dam removal	VT ANR ERP funding	31,978	31,978
Phase 2 of building improvements - roof repair, insulation, expansion	Beveridge Family Foundation, The	50,000	20,000
Norwich Reservoir Dam Removal	VT ANR ERP funding	287,545	287,545
Beaver Brook Wilmington VT riparian restoration project development	Vermont Agency of Natural Resources - DEC Watershed Grants	3,500	3,500
SEP - Oxbow Marina	Conservation Law Foundation - SEP payments	15,000	15,000
LCP property transfers	Jane's Trust	120,000	100,000
Water chestnut community science	Community Foundation of Western Massachusetts	23,910	23,190
Restoration & Monitoring post East Burke dam removal	NHCF - Mitigation & Enhancement Fund	25,300	25,300
Lull's Brook Buffer, Hartland, VT	VT ANR ERP funding	15,113	15,113
Riparian, instream habitat, and water quality projects in NH, VT & MA	Nat'l Fish & Wildlife Foundation	199,672	151,565
Building Watershed Understanding and Capacity in Brattleboro	Thomas Thompson Trust	20,000	20,000
Long Island Sound RCPP - TA funding for resiliency projets	USDA/NRCS	440,000	440,000
Lanata dam removal, East Putney Brook, Westminster, VT	USFWS / Partners for Fish & Wildlife Program	137,000	137,000
Collaborative Citizen Science for Healthier Rivers - 10K	Hartford Foundation for Public Giving	10,000	7,500
Harvey's Lake dam removal	Eastern Brook Trout Joint Venture	50,000	100,000
Collaborative Citizen Science in Connecticut	Richard P Garmany Fund - Hartford Foundation for Public Giving	25,000	25,000
Riparian restoration on farms - MA, VT, NH	Lydia B Stokes Foundation	10,000	10,000
Fenwick Living shoreline - implementation funding	Wiederhold Foundati, John T and Jane A	250,000	150,000
Riparian Restoration, Jacobs Brook, Orford, NH	NHCF - Mitigation & Enhancement Fund	9,597	9,597
Clark Brook dam removals - Part 2	NHCF - Mitigation & Enhancement Fund	169,661	169,661
VT Advocacy	Lintilhac Foundation	24,350	10,000
Buffer Planting - Cloke, Ompom River, Strafford VT	NHCF - Mitigation & Enhancement Fund	7,426	7,426

new

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	
2019 Source to Sea Sponsorship	Enterprise Holdings Foundation	1,500	1,500	
Is your Dock River Friendly?	Ocean Conservancy - ICC Small Grants	7,500	7,500	
Partnership work in VT on adaptation and advocacy - CLF and VNRC	Vermont Community Foundation - High Meadow Fund	50,000	40,000	
Hepburn Dune Living Shoreline - Fenwick	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	250,000	250,000	
Bacteria Monitoring in Massachusetts	Massachusetts DEP	14,865	14,865	
Water chestnut control in the Holyoke Pool	Holyoke Gas & Electric	17,150	14,000	
Improving digital infrastructure for bacteria and water quality monitoring	DES Foundation - David Sundell	45,700	45,700	
Henne dam removal 100% engineering design	VT ANR ERP funding	29,705	29,705	
TNC Brunault Floodplain Forest Restoration	The Nature Conservancy - NH	22,905	23,257	
Building project - roof replacment	Astrid & Fred Hanzalek Fund II - Hartford Foundation for Public Giving	5,000	5,000	
Harvey's Lake 100% Design	VT DEC/ANR	92,225	92,225	
Kidder Hill Dam Removal	VT DEC/ANR	16,632	16,632	
Deerfield River Habitat Projects	VT DEC/ANR	28,800	28,800	
Hepburn Dune Living Shoreline	Community Foundation of Middlesex County	35,000	35,000	
Invited grant - Stop Trash & S2S Cleanup 2020	Newell Brands Corporate Foundation	15,000	7,500	<i>new</i>
Water chestnut and fish migration website development	DES Foundation - David Sundell	8,000	8,000	
Hydropower advocacy - support for battery storage / closed loop	Putnam Foundation	10,000	10,000	<i>new</i>
Study on the effectiveness of fish passage structures for American eel	USGS	17,250	17,250	<i>new</i>
NEGEF Seed Grant - Fort River Festival 2019	New England Grassroots Environmental Fund	750	750	<i>new</i>
Harvey Lake dam removal	National Fish Passage Program	100,000	100,000	
Paddlers Trail phone app	Vermont River Conservancy	10,000	10,000	
Pine Mill dam removal	National Fish Passage Program	50,000	50,000	
		=====	=====	
	TOTAL ACTIVE	\$ 2,361,069	\$ 2,225,094	

PENDING GRANTS

NH Restoration work with Farmers	Virginia Cretella Mars Foundation	15,000	
Species Conservation project - 2 year	deCoizart Article TENTH Perpetual Charitable Trust, Sarah K.	149,668	
Partner grant with Ask the River for community/ arts engagement in Brattleboro	Windham Foundation	10,000	
FERC Videos and showing in the upper valley	Jack and Dorothy Byrne Foundation	8,100	
FERC Recreation and Battery Storage	Patagonia - Corporate Grants	20,000	
2019 Eversource Technology Grant Program	Eversource	1,000	
Water chestnut control in CT	Rockfall Foundation	5,000	
Support for Source to Sea cleanup	VSECU	10,000	
Tired of Tires? A plan to address tire waste in the CT River	Rockfall Foundation	5,000	
VT Buffer Plantings	Watersheds United Vermont	15,000	
		=====	
	TOTAL PENDING	\$ 238,768	

GRANT APPLICATIONS IN PROGRESS OR PLANNED OVER NEXT 18 MONTHS

Water Chestnut Monitoring	American Canoe Association - LL Bean	1,000
Environmental justice for urban river recreation	The Larsen Fund	5,000
Water chestnut removal 2020	Suez Foundation	7,500
NH water quality improvement, erosion and/or habitat work	NH Moose Plate Grant	24,000
TBD - helping Vermonters?	ANTONIO B AND RITA M POMERLEAU FOUNDATION INC	20,000
Mascoma - Citizen Science (Invasives/ Mussels Water Quality?)	Mascoma Bank Foundation	10,000
2019 NH Source Water Protection Grant	NH DES - Source Water Protection Grants	10,000
Trash Solutions Advocacy	Moore Charitable Fdn	25,000
Environmental Advocacy in Vermont / New Hampshire - TBD	The Larsen Fund	10,000
Crosby Gannett Fund - Brattleboro Storm Drain Stenciling	Vermont Community Foundation - Place-Based Grant Program	1,000
Dunham Mason Fund - Brattleboro Storm Drain Stenciling	Vermont Community Foundation - Place-Based Grant Program	500
New Boating Guide / Paddlers' Trail maps	Leo S Walsh Foundation	7,500
Wellborn Ecology Fund	NHCF - Wellborn Ecology Fund	5,000
2020 Source to Sea Cleanup Sponsorship	Enterprise Holdings Foundation	2,500
Battery/advanced energy storage at hydropower facilities	Energy Foundation	75,000
TBD - climate, hydro, or transformational program	High Meadows Foundation	25,000
Vermont Farm, Forest, Water protection?	Freeman Foundation	10,000
TBD - program support	Ittleson Foundation	25,000
NRG Source to Sea Sponsorship Grant	NRG	10,000
2020 P&W Source to Sea Sponsorship	Pratt and Whitney	5,000
Farm Capital Improvement Projects	Vermont Housing Conservation Board (VHCB)	40,000
Holding and reminder for NH DES Watershed Assistance grant	NH DES Watershed Assistance Grants	15,000
Climate Change Adaptation and Diversity Integration	Vermont Community Foundation - High Meadow Fund	40,000
Green Power Grant	Pratt and Whitney	5,000
Collaborative proposal on avian riparian habitat restoration	Robert F. Schumann Foundation	50,000
RCPD for wood	USDA/NRCS	100,000
VT/NH buffer plantings	NHCF - Mitigation & Enhancement Fund	10,000
Community science and engagement	Community Foundation of Eastern Connecticut	10,000
Advocacy work - combined sewers, nutrients, and tires/docks	Gryphon Fund	15,000
Green River berm removals and East Branch North River Berm design	Southern Windsor County Regional Planning Commission	20,000
EPOC Grant Program	Environmental Professionals' Organization of Connecticut (EPOC)	4,000
Patagonia - FERC and Recreation?	Patagonia - Corporate Grants	20,000
VT dam removal	VT DEC/ANR	35,000
Program Grant	Connecticut Health Foundation	2,500
TBD: Long Island Sound Stewardship Fund	Long Island Community Foundation	25,000
Coastal and Marine Habitat Restoration Grants	NOAA Marine Debris	50,000
TBD - Vermont projects around species conservation	Canaday Family Charitable Trust	75,000
2020 Bacteria Monitoring in Massachusetts	Massachusetts DEP	15,000
TBD CT	Panoram Foundation	10,000
Upper CT River dam removals	NHCF - Mitigation & Enhancement Fund	40,000
Root Wad project on Ammo River in Lisbon, NH	NHCF - Mitigation & Enhancement Fund	50,000
Dam Removals	NHCF - Mitigation & Enhancement Fund	100,000
Environmental Literacy Grants	NOAA - Office of Education	250,000

VT dam removal	Vermont Agency of Natural Resources - DEC Watershed Grants	9,999
Mission grant : TBD - program work in western MA	Community Foundation of Western Massachusetts	25,000
		=====
	TOTAL PLANNED / IN-PROGRESS	\$ 1,294,499

DENIED GRANTS

Continued Hydropower work with experts - 2 year project	Canaday Family Charitable Trust	61,124
Living shoreline design/permitting, Sequassen Ave Fenwick	Nat'l Fish & Wildlife Foundation - LIS Futures Fund	72,369
Hickory Ridge Golf Course pre restoration data- LOI	Willaim P Wharton Trust	14,555
Unrestricted Operating Support - NH and Upper Valley	NHCF - Community Grants Program, Unrestricted Grant	60,000
		=====
	TOTAL DENIED	\$ 208,048



LAND CONSERVATION PROGRAM REPORT SEPTEMBER - DECEMBER 2019

As of December 2019, CRC owns or holds conservation easements on 3,528 acres in the watershed. See the detail table at the end of the report for a breakout by type and location.

ACTION ITEMS FOR BOARD MEETING:

None.

Site visits / stewardship inspections

Several associated with easement transfers to SPNHF, UVLT, and VT River Conservancy

Completed transfers / sales

None.

Current issues / updates / concerns / violations

Spaulding Pond, Norfolk, CT: There is a pending deal to transfer the property in two parcels to the Norfolk Land Trust and the Northeast Wilderness Trust. Norfolk LT would acquire 50 acres of fields and an area around Spaulding Pond as well as the dam. NWT would acquire the remaining approximately 940 acres. NWT's board has approved the acquisition. Norfolk Land Trust's board is evaluating the proposed acquisition. We are in the process of negotiating the purchase price and how our Spaulding Pond funds would be transferred to the two organizations.

There have been two private individuals interested in acquiring the property, but they have not pursued their interest.

Easement violations/issues: We were informed that a landowner (Zacher) in Marlborough/Hebron CT where we have a number of easements on just over 900 hundred acres of land has sold a parcel. The owner of this parcel has established a camper and seasonal campsite on the property which is in conflict with the terms of the easement. The new owner is also an avid ATV user, which is not a violation of the easement but has caused the neighbors to complain and reach out to us. This requires sending a certified letter to the new owner informing him of the issue. This has not happened yet.

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

- Survey completed, baseline underway, legal work begun
- To be completed in Q1 2020

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

- Survey underway; title opinion obtained; baseline completed
- To be completed in Q1 2020

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

- Survey underway; title opinion obtained; baseline completed
- To be completed in Q1 2020

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

- Existing survey sufficient; baseline completed; title opinion due 12/9
- Needs boundary line agreement between adjacent landowners
- We have hired a surveyor to research boundary question, results will give us a path forward; I've met with adjacent land owner who is amenable to creating a solution.

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

- Existing survey sufficient, title opinion completed, baseline completed, new easement drafted
- New easement under review at NH AG's office; then needs Town of Lyme approval; Lyme Con Comm; and then landowner
- Need to negotiate stewardship fee with UVLT
- Closing in Q1 of 2020

Crossroads Academy, Lyme, NH: transfer to UVLT

- Existing survey sufficient, title opinion completed; needs baseline
- Easement held by a homeowners association, so transfer is complicated as it needs all parties to sign off, including banks.
- UVLT is hesitant to work on this considering the work involved
- Unclear when this will happen.

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

- Have engaged new landowner; need a site visit to document the homestead area including locating a ground mounted solar array.
- UVLT unclear about whether they want this easement as the parcel apparently has a residual houselot, but easement language is unclear.
- Uncertain whether this will proceed.

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

- Tentative approval, needs homestead area survey and baseline, title opinion completed
- Current landowners want to transfer easement to UVLT; need to get UVLT to do a site visit.

Properties in Land Conservation and Protection Program				
STATE	TOWN	PROJECT	ACRES	
CONSERVATION RESTRICTIONS				
CT	East Hampton	Magee Tract	70.0	
	Hebron	Holcombe Tract 1990	10.3	
	Marlborough	Holcombe Tract 1987(B)	20.0	
	Marlborough	Holcombe Tract 1988(A)	17.0	
	Marlborough	Holcombe Tract 1988(C)	6.0	
	Marlborough	Zacher Tract 1988	135.0	
	Marlborough;Hebron	Holcombe Tract 1980	25.0	
	Marlborough;Hebron	Holcombe Tract 1981	25.0	
	Marlborough;Hebron	Holcombe Tract 1982	8.0	
	Marlborough;Hebron	Holcombe Tract 1983	25.0	
	Marlborough;Hebron	Holcombe Tract 1983(B)	11.5	
	Marlborough;Hebron	Holcombe Tract 1984	35.0	
	Marlborough;Hebron	Holcombe Tract 1986	29.0	
	Marlborough;Hebron	Holcombe Tract 1987(A)	35.0	
	Marlborough;Hebron	Holcombe Tract 1988(B)	6.5	
	Marlborough;Hebron	Holcombe Tract 1991	43.0	
	Marlborough;Hebron	Zacher Tract 1981	55.0	
	Marlborough;Hebron	Zacher Tract 1984	48.0	
	Marlborough;Hebron	Zacher Tract 1994	825.0	
		Total CT Conservation Restrictions		1429.3
MA	Gill	Kaufhold Tract	29.0	
	Holyoke	Broad Brook Tract - #1	78.0	
	Holyoke	Broad Brook Tract - #2	26.5	
	Plainfield	Kortschak Tract	42.0	
	South Hadley	Titan's Pier	16.0	
	Barre	Gallway	44.0	
		Total MA Conservation Restrictions		235.5
NH	Dalton	Smith Farm Tract	18.0	
	East Lempster	Dodge Hollow Tract	36.0	
	Lyme	A. Reed Hayes	3.0	
	Lyme	Braasch Tract	1.6	
	Lyme	Crocker Tract	1.6	
	Lyme	Hewes Brook Restrict.	18.0	
	Lyme	Metz Tract - Trout Brook	6.0	
	Lyme	Nichols Wetland	20.0	
	Lyme	Pout Pond Tract - #2	421.3	
	Lyme	Trout Pond - Stevenson	27.0	
	Lyme	Trout Pond/Carmichael D.	13.5	
	Lyme	Trout Pond/Carmichael M.	30.3	

	North Charlestown	Soper Tract	40.4	
		Total NH Conservation Restrictions		636.7
VT	Bondville	Winhall River Tract (deNormandie)	18.5	
	Strafford	Hemenway Tract	30.0	
		Total VT Conservation Restrictions		48.5
		Total All CRWC Conservation Restrictions	2350.0	
PROPERTIES OWNED				
CT	Haddam	DeForest Tract 3, CRWC, CT	50.0	
	Hebron	Hibbs Property, CRWC, CT	128.0	
	Norfolk	Spaulding Pond, CRWC, CT	990.0	
		Total CT Properties Owned		1168.0
MA	Gill	Bassett Tract	10.0	
		Total MA Properties Owned		10.0
		Total NH Properties Owned		0.0
VT				
		Total VT Properties Owned		0.0
		Total All CRWC Properties Owned	1178.0	
		Total Acres in CRWC's LCP Program		3528

December 6, 2019

To: Board of Trustees, Joe Wolkowicz

From: Andrew Fisk, Executive Director

Re: Response to November 20, 2019 Management letter

CC: Phil Girton

Staff have reviewed the management letter (attached) and provide the following responses for your review and consideration. These have been discussed generally with the Treasurer and the Executive Committee.

Timely Reconciliation of Bank Accounts

Marion Griswold has agreed to continue working, in a limited capacity (3-4 hours/week), to reconcile bank statements, and receipts between donor management and accounting software on by the middle of the following month. Marion started in this role soon after it was brought to our attention in September.

Review of Monthly Bank Reconciliations

While the Finance and Operations Director reviews all bank accounts on a daily basis, there is need for a review of the monthly reconciliations that are completed by accounting staff.

For the next six months, the Executive Director will initial and review the monthly bank reconciliations. Any comments or questions will be resolved by the Finance Director. After this time staff will work with the Treasurer to designate a review process for the reconciled statements.

Improved Controls Over Cash Receipts

The Cash Receipt Process:

1. Mail is opened daily, date stamped and a report summarizing the receipts is distributed to the Development Team and Executive Director.
2. Data Ranger enters cash receipts into Donor Management software and an itemized batch report is created.
3. Finance Associate enters receipts into accounting software and prepares and delivers the deposit to the bank within 1-2 days of receipt.
4. Bank deposits, donor receipts and accounting transactions are reconciled monthly.

New Accounting Software

Because part of the basis for the management letter related to the significant finance and administrative workload, we will be accelerating the acquisition of new accounting software that will provide for better

and more efficient management of the grant docket. We currently have between 50 and 60 active grants and the current system we have built is straining the finance staff's resources.

Accounting Policies and Procedures Manual

The Finance & Grant Associate is assembling a Training Manual as a start to the Policies and Procedures Manual. Current financial policies have been assembled in a notebook. The following policies are documented:

The following policies need written documentation:

- Investment Policy Statement and Guidelines
 - Statement of Spending Policy
 - Fiscal Sponsorship Policy
 - Expense Reimbursement Instructions
 - Procurement Procedures
 - Document Management & written Information Security Policy
-
- Accounting Procedures
 - Basis of Accounting
 - Journal Entries
 - Bank Reconciliation
 - Recordkeeping
 - Internal Controls
 - Lines of Authority
 - Conflict of Interest
 - Segregation of Duties
 - Physical Security
 - Financial Planning & Reporting
 - Budgeting Process
 - Internal Financial Reports
 - Audit
 - Tax Compliance
 - Revenue & Accounts Receivable
 - Invoice Preparation
 - Revenue Recognition
 - Cash Receipts
 - Deposits
 - Expense & Accounts Payable
 - Payroll
 - Purchases & Procurement

- Independent Contractors
- Invoice Approval & Processing
- Cash Disbursements
- Petty Cash
- Employee Expense Reimbursements
- Expense Allocation
- Asset Management
 - Cash Management and Investments
 - Capital Equipment
 - Employee Retirement Accounts
 - Operating Reserve

Connecticut River Conservancy.
Budget vs. Actual
July through October 2019

9:42 AM
12/06/2019
Accrual Basis

	Jul - Oct 19	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	14,457.04	80,000.00	18.07%
4015 · Major Donor Campaign	53,032.12	235,000.00	22.57%
4070 · Legacies & bequests	96.67		
5825 · Project Appeal/Underwriters	9,350.00	125,000.00	7.48%
Total 4000 · Contributions	76,935.83	440,000.00	17.49%
4014 · Campaign for Our Rivers	18,000.00	120,000.00	15.0%
4080 · Management Fee Income	3,560.64	10,970.00	32.46%
4200 · Grants and Contracts	729,646.84	1,224,286.00	59.6%
5180 · Fees	145,295.37	59,465.00	244.34%
5330 · Rental Income	10,300.00	26,100.00	39.46%
5440 · Sales	1,675.59	4,000.00	41.89%
5800 · Special events	567.00		
Total Income	985,981.27	1,884,821.00	52.31%
Gross Profit	985,981.27	1,884,821.00	52.31%
Expense			
7000 · Grant & contract - pass thru	153,752.54	1,077,008.00	14.28%
7200 · Payroll	325,562.72	924,395.00	35.22%
7510 · Professional Fees	102,034.23	426,020.00	23.95%
8110 · Supplies	31,769.71	72,127.00	44.05%
8130 · Telephone and internet service	3,538.83	9,750.00	36.3%
8140 · Postage and Delivery	7,669.76	31,168.00	24.61%
8170 · Printing	10,848.80	23,075.00	47.02%
8170.1 · Maintenance	29,867.31	24,803.00	120.42%
8200 · Occupancy	5,295.60	24,100.00	21.97%
8300 · Travel & Meals	8,620.68	27,424.00	31.44%
8320 · Conferences, convention,meeting	3,123.37	5,010.00	62.34%
8500 · Misc expenses	(367.09)	3,200.00	-11.47%
8510 · Interest expense	149.04		
8520 · Insurance	5,451.00	10,600.00	51.43%
8529 · Dues, Fees and Publications	200.00	1,155.00	17.32%
8570 · Publicity and outreach	2,893.16	8,700.00	33.26%
8650 · Taxes & Bank Fees	1,651.36	8,126.00	20.32%
Total Expense	692,061.02	2,676,661.00	25.86%
Net Ordinary Income	293,920.25	(791,840.00)	-37.12%
Other Income/Expense			
Other Income			
4900 · Assets released from restrictio	397,451.84	1,279,431.00	31.07%
5320 · Investment Income	10,849.80	1,681.00	645.44%
6700 · Realized gain on investments	9,044.34	16,956.00	53.34%
6800 · UnrealizedGain(Loss)-Investmnt	26,156.36	19,605.00	133.42%
6999 · Transfer In	12,504.00	46,929.00	26.65%
Total Other Income	456,006.34	1,364,602.00	33.42%
Other Expense			
8100 · Net Income Xfer to Temp Restrict	-	507,073.00	0.0%
8590 · Annuity Distribution	3,222.00	12,888.00	25.0%
8591.1 · Investment Expenses	8,647.26	19,000.00	45.51%
8999 · Transfer Out	4,210.28	13,000.00	32.39%
Total Other Expense	16,079.54	551,961.00	2.91%
Net Other Income	439,926.80	812,641.00	54.14%
Net Income	733,847.05	20,801.00	35.27941

Connecticut River Conservancy.
 Financial Report - Profit & Loss Prior Period Comparison
 July through October 2019

9:32 AM
 12/06/2019
 Accrual Basis

	Jul - Oct 19	Jul - Oct 18	% Change
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	14,457.04	15,254.62	-5.23%
4015 · Major Donor Campaign	53,032.12	42,599.31	24.49%
4070 · Legacies & bequests	96.67	0.00	100.0%
5825 · Project Appeal/Underwriters	9,350.00	24,000.00	-61.04%
Total 4000 · Contributions	76,935.83	81,853.93	-6.01%
4014 · Campaign for Our Rivers	18,000.00	5,500.00	227.27%
4080 · Management Fee Income	3,560.64	3,560.64	0.0%
4200 · Grants and Contracts	729,646.84	314,287.00	132.16%
5180 · Fees	145,295.37	30,153.82	381.85%
5330 · Rental Income	10,300.00	10,300.00	0.0%
5440 · Sales	1,675.59	1,832.42	-8.56%
5800 · Special events	567.00	0.00	100.0%
Total Income	985,981.27	447,487.81	120.34%
Gross Profit	985,981.27	447,487.81	120.34%
Expense			
7000 · Grant & contract - pass thru	153,752.54	593,297.52	-74.09%
7200 · Payroll	325,562.72	276,313.20	17.82%
7510 · Professional Fees	102,034.23	54,990.65	85.55%
8110 · Supplies	31,769.71	32,771.17	-3.06%
8130 · Telephone and internet service	3,538.83	3,393.37	4.29%
8140 · Postage and Delivery	7,669.76	13,299.68	-42.33%
8170 · Printing	10,848.80	8,421.81	28.82%
8170.1 · Maintenance	29,867.31	7,897.26	278.2%
8200 · Occupancy	5,295.60	6,250.83	-15.28%
8300 · Travel & Meals	8,620.68	7,711.12	11.8%
8320 · Conferences, convention,meeting	3,123.37	2,770.57	12.73%
8500 · Misc expenses	-367.09	0.00	-100.0%
8510 · Interest expense	149.04	0.00	100.0%
8520 · Insurance	5,451.00	0.00	100.0%
8529 · Dues, Fees and Publications	200.00	900.00	-77.78%
8570 · Publicity and outreach	2,893.16	1,727.16	67.51%
8650 · Taxes & Bank Fees	1,651.36	2,421.28	-31.8%
Total Expense	692,061.02	1,012,165.62	-31.63%
Net Ordinary Income	293,920.25	-564,677.81	152.05%
Other Income/Expense			
Other Income			
4900 · Assets released from restriction	397,451.84	835,096.70	-52.41%
5320 · Investment Income	10,849.80	9,825.03	10.43%
6700 · Realized gain on investments	9,044.34	1,180.04	666.44%
6800 · UnrealizedGain(Loss)-Investmnt	26,156.36	-9,401.46	378.22%
6999 · Transfer In	12,504.00	12,504.00	0.0%
Total Other Income	456,006.34	849,204.31	-46.3%
Other Expense			
8590 · Annuity Distribution	3,222.00	3,284.53	-1.9%
8591.1 · Investment Expenses	8,647.26	8,276.84	4.48%
8999 · Transfer Out	4,210.28	4,261.67	-1.21%
Total Other Expense	16,079.54	15,823.04	1.62%
Net Other Income	439,926.80	833,381.27	-47.21%
Net Income	733,847.05	268,703.46	173.11%

Connecticut River Conservancy
Statement of Financial Position
As of October 31, 2019

9:11 AM
12/06/2019
Accrual Basis

	Oct 31, 19	Oct 31, 18	% Change
ASSETS			
Current Assets			
Checking/Savings			
+ · GSB-Checkng (4971)	99,626.44	17,309.77	475.55%
1016 · GSB-CampaigForRiver (2479)	2,136.69	2,134.55	0.1%
1018 · GSB-Savings (9966)	2,105.82	14,966.17	-85.93%
1019 · GSB-Flexible 6 Month CD (2588)	200,674.28	8,004.10	2,407.14%
1020 · Cap[ital Projects (5340) FlexCD	147,623.48	0.00	100.0%
1030 · Other cash	505.53	355.51	42.2%
Total Checking/Savings	452,672.24	42,770.10	958.39%
Accounts Receivable			
1110 · Accounts Receivable	40,946.37	9,454.95	333.07%
1111 · Pledges Receivable	40,434.35	64,950.11	-37.75%
1113 · Grants Receivable 2	1,514,090.60	1,473,285.22	2.77%
Total Accounts Receivable	1,595,471.32	1,547,690.28	3.09%
Other Current Assets			
1455 · LaRosa Lab Credits	18,384.00	19,840.00	-7.34%
1299 · Undeposited Funds	9,840.96	9,668.50	1.78%
1410 · Inventory	6,673.04	10,380.56	-35.72%
1450 · Prepaid Parking	1,220.00	1,220.00	0.0%
1452 · Prepaid Insurance	5,244.00	5,244.00	0.0%
Total Other Current Assets	41,362.00	46,353.06	-10.77%
Total Current Assets	2,089,505.56	1,636,813.44	27.66%
Fixed Assets			
1510 · Other Long-Term Assets			
1515.2 · Endowment Acct	144,835.98	147,762.59	-1.98%
1519.7 · The Mary S Shaub Fund	1,221,195.68	1,110,024.64	10.02%
1521 · Spaulding Pond Stewardship Fund	281,473.24	248,745.50	13.16%
1590 · Annuity			
1590.01 · Mass Mutual Retireease	113,634.22	0.00	100.0%
1590.02 · STIFEL FDIC Insured	28,996.09	0.00	100.0%
1520 · TrustCo of VT AnnuityInvestment	0.00	163,224.47	-100.0%
Total 1590 · Annuity	142,630.31	163,224.47	-12.62%
Total 1510 · Other Long-Term Assets	1,790,135.21	1,669,757.20	7.21%
1620 · Plant, Property and Equipment	522,515.41	491,761.98	6.25%
Total Fixed Assets	2,312,650.62	2,161,519.18	6.99%
TOTAL ASSETS	4,402,156.18	3,798,332.62	15.9%
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2010 · Accounts payable	192,466.59	460,366.00	-58.19%
Total Accounts Payable	192,466.59	460,366.00	-58.19%
Credit Cards			
2056 · Visa	794.21	-587.63	235.16%
2050 · Visa (7903)	153.27	153.27	0.0%
2051 · Staples (9602)	15.93	-28.89	155.14%
Total Credit Cards	963.41	-463.25	307.97%
Other Current Liabilities			
2100 · Accrued Expenses	1,462.78	70.81	1,965.78%
2150 · Accrued Services Payable	1,139.37	939.92	21.22%
2200 · Other Accrued Expenses	23,560.47	26,845.00	-12.24%
2550 · Line of credit payable	68,000.00	0.00	100.0%
2920 · Fiscal Sponsorships	20,538.17	9,038.53	127.23%
2921 · DRWA - Agency Funds	14,891.56	14,891.56	0.0%
Total Other Current Liabilities	129,592.35	51,785.82	150.25%
Total Current Liabilities	323,022.35	511,688.57	-36.87%
Long Term Liabilities			
2600 · Debt	106,878.98	68,915.05	55.09%
2800 · Deferred Revenue	3,075.00	3,075.00	0.0%
Total Long Term Liabilities	109,953.98	71,990.05	52.74%
Total Liabilities	432,976.33	583,678.62	-25.82%
Equity			
3000 · Unrestricted net assets	66,495.91	67,346.48	-1.26%
3050 · Unrestricted - Board Designated	-90,657.43	-90,657.43	0.0%
3100 · Temporarily restr net assets	1,361,700.06	1,769,485.33	-23.05%
3200 · Permanently restrict net assets	1,195,489.93	1,195,489.93	0.0%
3900 · Earnings	702,304.33	847,625.26	-17.14%
Net Income	733,847.05	-574,635.57	227.71%
Total Equity	3,969,179.85	3,214,654.00	23.47%
TOTAL LIABILITIES & EQUITY	4,402,156.18	3,798,332.62	15.9%

Connecticut River Conservancy Financial Report - Performance Metrics July 2019 through June 2020

INTERIM GOAL	FINAL GOAL (FY)	CURRENT STATUS 10/31/2019	Prior Report 04/30/2019	Change	% of Final Goal
New grants awarded in FY	\$ 1,224,286	\$ 729,647		\$ 729,647	60%
Salary raised from new grants in FY 19	\$ 157,532	\$ 104,590		\$ 104,590	66%
Percentage of program payroll funded by grants	85%	66.00%		66%	78%
Total amount of indirect expensed YTD	\$ 140,036	\$ 22,505		\$ 22,505	16%
Cash reserve (Unrestricted endowment)	\$ 203,308	\$ 144,836		\$ 144,836	71%
Borrowed against Temporarily Restricted-Cash	\$ -	\$ -		\$ -	
Line of Credit Utilization	\$ 100,000	\$ 68,000		\$ 68,000	68%

Connecticut River Conservancy
 Financial Report: - Endowment Report
 As of October 31, 2019

	10/31/2019	08/31/2019	\$ Change	% Change
ASSETS				
Fixed Assets				
1510 · Other Long-Term Assets				
1515.2 · Endowment Acct	144,836	144,534	302	0.21%
1519.7 · The Mary S Shaub Fund	1,221,196	1,201,850	19,345	1.61%
1521 · Spaulding Pond Fund	281,473	277,444	4,029	1.45%
Spaulding Pond Fund	130,906	127,928	2,978	2.33%
Land Acquisition Fund	150,567	149,516	1,051	0.7%
1019.01 Spaulding Pond Cash	166,972	167,862	-890	-0.53%
Spaulding Pond Fund	166,972	167,862	-890	-0.53%
Land Acquisition Fund	0	0	0	0.0%
UBS Portfolio (Shaub & Spaulding)	1,539	1,521	17	1.12%
1590 Annuities				
1520 · TrustCo of VT AnnuityInvestment	0	145,561	-145,561	-100.0%
1590.01 Mass Mutual Retireease	113,634	0	113,634	100.0%
1590.02 STIFEL FDIC Insured	28,996	0	28,996	100.0%

	Target vs Actual Distribution Comparison							
	Equity		Fixed		Cash		Other	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1515.2 · Endowment Acct	50% - 70%	62.08%	30% - 50%	27.69%	5% - 20%	8.67%	0.00%	1.56%
1519.7 · The Mary S Shaub Fund	50% - 70%	64.52%	30% - 50%	32.47%	5% - 20%	1.47%	0.00%	1.53%
1521 · Spaulding Pond Fund	50% - 70%	63.60%	30% - 50%	32.06%	5% - 20%	2.86%	0.00%	<u>1.49%</u>
1520 · TrustCo of VT AnnuityInvestment		0.00%		0.00%		100.00%		0.00%

PARTNERSHIPS AND AFFILIATIONS CRITERIA

CRC's work has been successful in part due to our partnerships with many other organizations over the years. Our strategic plan envisions continuing to develop partnerships with local organizations and groups in order to do more good work at a local scale, grow our organization's membership and impact, and sustain the commitment of the individuals working at the local scale throughout the watershed.

These criteria do not apply to fiscal sponsorships.

It is assumed that all prospective partnerships or affiliations will mean that the partnering organization will consolidate its finances, database, and membership with CRC. CRC will then be responsible for the administrative and financial support for the partner/affiliate, with specific programmatic responsibilities or support by CRC to be determined in developing the contractual relationship.

ORGANIZATION / GROUP BEING CONSIDERED: **FORT RIVER WATERSHED ASSOCIATION**

MISSION / PURPOSE OF ORGANIZATION: **ADVOCACY, RESTORATION, COMMUNITY ENGAGEMENT IN FORT RIVER WATERSHED IN WESTERN MA**

AREA IN WHICH THEY WORK: **FORT RIVER WATERSHED – Amherst, Pelham, Belchertown, MA**

OTHER SIMILAR GROUP(S) WORKING IN SAME AREA: ___ Yes No
NAMES:

LOCATED WITHIN WATERSHED: Yes ___ No

ORGANIZATIONAL STATUS: ___ 501(c)(3) No formal status ___ Other:

WILL ORGANIZATION RETAIN ITS CURRENT STATUS: Yes ___ No

NOTE: **THEY HAVE NO CURRENT PLANS TO OBTAIN NON-PROFIT STATUS**

HOW LONG IN EXISTENCE: 1 Year(s)

LEVEL OF BOARD ENGAGEMENT: High ___ Medium ___ Low

NOTE: **NOT A FORMAL BOARD, BUT STEERING COMMITTEE INCLUDES ACADEMICS AND ENVIRONMENTAL PROFESSIONALS. VERY COMPETENT AND ENERGETIC**

AFFINITY TO CURRENT ORGANIZATIONAL IDENTITY: Strong ___ Moderate ___ Low

NOTE: **THEY QUICKLY DEVELOPED A NAME, URL, LOGO, TAG LINE, AND MERCH. BUT ARE VERY INTERESTED IN BEING AN AFFILIATE**

CURRENT PARTNER: Yes ___ No

NOTE: **WE WORKED TOGETHER ON THEIR SOURCE TO SEA CLEANUP AND ARE FUNDING A WATERSHED PLAN BEING DEVELOPED BY THE CONWAY SCHOOL OF LANDSCAPE ARCHITECTURE**

WORK SIMILAR TO CRC? Yes ___ No

PROGRAMMATIC COLLABORATIONS? Current Proposed Potential

NOTE CURRENT: SOURCE TO SEA CLEANUP REGIONAL CLEANUP GROUP LEADER

NOTE PROPOSED: WQ MONITORING; SEA LAMPREY NEST SURVEYS; RIPARIAN RESTORATION;
COMMUNITY ENGAGEMENT

CURRENTLY FUNDRAISING? Yes No

NOTE: THEY ARE EAGER TO BEGIN RAISING FUNDS; HAVE SOLICITED SMALL BUSINESS
DONATIONS – CASH AND IN KIND.

EXPERIENCE WITH FUNDRAISING: Extensive Moderate Little

NOTE: SEVERAL CORE GROUP MEMBERS UNDERSTAND FUNDRAISING; NO MAJOR DONOR
EXPERTISE / EXPERIENCE THAT WE KNOW OF

NUMBER OF RECORDS IN DB: 66

NUMBER OF MEMBERS / DONORS: 0

NUMBER OF OVERLAPPING MEMBERS W CRC: 17

AMOUNT OF MONEY IN BANK: (\$124) – overspent their award for S2S CLEANUP

ADMINISTERING GRANTS: Yes No

DETAIL ON ACTIVE GRANTS: RECEIVED A \$750 NE GRASSROOTS FUND AWARD FOR S2S
CLEANUP WORK

CURRENT ON-GOING RELATIONSHIPS

	Deerfield River Watershed Association	CT River Paddlers' Trail	Chicopee 4 Rivers (approx #)	Fort River Watershed Association	Southeast VT Watershed Association (approx #)	TOTAL
Relationship	Affiliation	Informal	Fiscal sponsor	Pending	Contract for services	
Year relationship began	2017	2018	2016	2019	2010	
Number of contacts	596	2,453	100	66	80	3,295
Overlap with existing CRC donors	80	82	3	17	20	202
New donor prospects for CRC's network	516	2,371	97	49	60	3,093
Number of donations	168	52	27	1	N/A	248
Amount of funding / donations received	\$9,063	\$3,206	\$7,133	\$200	N/A	\$19,602