



## 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, MAY 1, 2020

Development committee 10:00 – 10:50  
Board meeting 11:00 – 12:30

#### **MEETING LOCATION:**

Somewhere on the Internet

#### **ZOOM CONFERENCE INFO:**

<https://zoom.us/j/93241507140?pwd=UkFNMTY3ME55SUIVVFZmK0M5NGRUUT09>

Meeting ID: 932 4150 7140

Password: 5161952

One tap mobile

+16465588656,,93241507140#,,#5161952# US (New York)

Dial by your location

+1 646 558 8656 US (New York)

## DEVELOPMENT COMMITTEE MEETING

10:00 – 10:50 am

- I. Welcome – 5 min
- II. Fiscal Year-End Look Ahead and Contingency Planning – 15 min
- III. Campaign for Our Rivers and Restoration Expansion – 10 min
- IV. Committee Member Outreach to Donors – 10 min
- V. Virtual Events and Socially Distant Volunteering – 5 min
- VI. Next Steps - 5 min

### Ongoing/Future Items:

Spring Online Giving Day – postponed

Advocacy/communications work on federal environmental rollbacks

Membership outreach materials

Business memberships

Board Meeting 11:00 – 12:30  
AGENDA & MEETING DETAILS

BOARD OF TRUSTEES MEETING

11:00 – 12:30

<u>AGENDA ITEM</u>	<u>TYPE</u>	<u>MATERIAL IN PACKET</u>	<u>PERSON</u>
<u>A. Welcome &amp; check ins (10)</u>	DISCUSSION	No	Melody
<u>B. Consent Calendar (5)</u>	DECISION	Yes	Melody
<ul style="list-style-type: none"> <li>• Minutes of March meeting</li> <li>• Contracts signed / fiscal sponsorship</li> <li>• Land Conservation Program report</li> </ul>			
<u>C. Finance &amp; Development Report (40)</u>	DECISION	Yes	Kate/Andy/Corey
<ul style="list-style-type: none"> <li>• FY20 YTD report – EOY projections</li> <li>• Fundraising strategy thru EOY</li> <li>• Establishment of cash reserve and working capital</li> <li>• Broad strokes on FY 20-21 budget priorities</li> <li>• Looking around the corner at economic recovery – our role</li> </ul>			
<u>D. Investment policy review(15)</u>	DECISION	Yes	Kate
<ul style="list-style-type: none"> <li>• Adopt investment policy and spending policy statements for 2020</li> <li>• Review of social investment screens on our portfolio</li> </ul>			
<u>E. CRC &amp; CLIMATE CHANGE (20)</u>	DECISION	No	Andy
<ul style="list-style-type: none"> <li>• Policy positions on climate adaptation &amp; mitigation</li> <li>• We're positively going negative!</li> </ul>			
<u>F. EXECUTIVE SESSION (15)</u>	DISCUSSION	No	Board

BOARD AGENDA DETAIL

B. Consent calendar

This includes the usual items, but please continue to note the Land Conservation Report.

C. Finance and Development Report

As noted we will not have a budget proposal in front of you at this meeting, but we will discuss the broad strokes of budget initiatives under consideration. We will lead this section by going over the YTD financials and forecasting how we think EOY will finish up. We do have a decision item as there will be a specific

recommendation on the creation of a dedicated cash reserve and working capital fund. The finance committee and Kate and Melody have been working on this since the last Board meeting.

#### D. Investment policy review

You asked to bring the investment and spending policies back to the next board meeting so they could be evaluated in light of any budget proposals. There were also some follow up questions about getting a recap of what the actual social investment screens that are applied to our portfolio by NorthStar.

#### E. CRC & Climate change

As Andy noted in December, staff are bringing forward advocacy positions on climate change that will better communicate our work and position the organization more clearly in regard to this critical work. As well Andy will bring forward a proposal for the organization to walk the walk and go climate negative now that we have almost finished the building renovations.

#### F. Executive Session

As always this is here for your use. The end of the year is coming up so it is time to think about Trustee recruitment and your slate of officers for the coming year.

# CONNECTICUT RIVER CONSERVANCY

Board of Trustees Meeting Minutes

March 13<sup>th</sup>, 2020

11:00 – 2:30

Conference Phone Meeting

## ATTENDEES

Trustees on the phone: Liz Austin, Tom Ciardelli, Melody Foti, David Hewitt, Tony Judge, Bob Moore, Melissa Ocana, Annette Spaulding, Bob Sproull, Amy Tran, Lora Wondolowski, Tim Keeney, Ron Poltak, Kate Putnam,

Absent: Payton Shubrick, Neftali Duran, David Mears

Staff: Andrew Fisk, Corey Kurtz, Brett Morrison, Aliko Fournier, Angela Chaffee

Guest: Julie Goodridge (Northstar Asset Management)

Due to the rising concerns of the COVID-19 pandemic, the March board meeting was held entirely remotely, by conference phone. The meeting was convened at 11:00.

## B. CONSENT CALENDAR

MOTION: To accept the items as submitted. On the motion Poltak/Moore; unanimous.

David Hewitt updated the board on the progress of the transfer of our ownership at Spaulding Pond in Norfolk, CT. Overall, we are confident that a proposed deal is coming together.

## C. INVESTMENT POLICY REVIEW

Julie Goodridge, our investment advisor from Northstar Asset Management, was on the line, and discussed investment performance and the sustainability screens she uses. Given the volatility in the market she pointed out some areas where our performance was good all things considered.

Additionally, the new investment and spending policies are up for review and approval by the board. After much discussion, the board has decided bring the investment and spending policies back to the May meeting for adoption in conjunction with the annual budget.

MOTION: to leave the investment and spending policies unchanged and bring them back for consideration at the May meeting. Wondolowski/Keeney on the motion; unanimous.

## D. FINANCE & DEVELOPMENT REPORT

Andy presented the finance report. Overall, he confirmed that at this pace, we'll hit budget by the end of the Fiscal Year. He gave the year-on-year comparison and pointed out that significant differences are expected, based on grant application and fee timelines. Andy also added that we are watching cost centers more closely this fiscal year. He briefly went over the revenue section relating to grants: nothing major to report, we'll hit budget as expected. Fees on the other hand come from different sources and programs, including water quality monitoring, land owners for restoration projects, and hence are harder to predict. We estimate that fee revenue yields about a 10% profit after expenses, where expenses are used for restoration programs. We haven't been budgeting for this, just working on them as they come. As of now, we haven't decided if we will budget for this category of fees or not in the coming fiscal year. This fiscal year, we are not earning as much indirect, and might not hit target. Andy reported that Brewster's annuity payout has been put in the cash reserve. Finally, he gave an update on our annuities where Hooker Talcott's is the only remaining one and it is being managed by CRC and is held as part of the Board restricted endowment.

**MOTION:** To accept the year-to-date financial report. Putnam/Hewitt on the motion; unanimous

Corey gave the board a fiscal year to date giving report. For membership donations we have just under \$30,000 left to raise. For major donors, we have under \$60,000 left to raise. Corey lets the board know that we are well on track of our overall goal, and with continued outreach, we expect to hit it. She then reported on the trustee annual giving; our goal is 100% participation from the board, and if trustees haven't given yet, they are asked and encouraged to give before June 30<sup>th</sup>. Corey presented the retention rate trends by giving level. Overall, high rates of retention across the board. The range is from 54% to 90% retention rate, with larger donations on the higher end of the spectrum. We've been looking at the sources of our new members, from mail appeals, to events, to online store and communications. Based on this information, we can better focus our outreach strategies.

Finally, the board was informed of Astrid's estate gift of \$1.1MM. Corey, Andy and Brett briefly went over our plans with this gift and how it will be implemented in the campaign, as well as our plans to honor Astrid. Andy reviewed the proposal for programming Astrid's bequest, included in the additional documents of the board packet. The board briefly discussed how to process this gift, and it was agreed that more discussion is necessary with the finance and executive committee.

## **F. CRC & CLIMATE CHANGE**

Andy briefly reminded the board on CRC's staff work driving an organizational position on climate change and how the organization's inaction over time may affect our work and our community. There is also the ongoing work of going carbon neutral with building upgrades and programs, such as solar panels on the roof and tree plantings.

Prior to concluding the meeting Melody asked Trustees to let her know about new Trustee candidates, as well as their willingness to be considered for officer slots next year.

This concluded the March board meeting. Due to the unfortunate circumstances of COVID-19, the remaining topics will be brought up at a future meeting.

MOTION: to conclude the March meeting. Spaulding/Putnam on the motion; unanimous.

The meeting was adjourned at 12:15 pm

Prepared by: Aliko Fornier

Reviewed by: Andrew Fisk

**CONTRACTS SIGNED**  
December 2019 – February 2019

<b>Contractor</b>	<b>Service</b>	<b>Amount</b>	<b>Funding</b>	<b>Type</b>	<b>Term</b>
Field Geology	Engineering	\$10,500	LIS RCPP	Consulting	10/31/2020
Horixon Engineering	Engineering	\$33,000	NHCF MEF	Consulting	

**ACTIVE FISCAL SPONSORSHIPS**  
As of February 2020

<b>Project</b>	<b>Balance</b>	<b>Term of sponsorship</b>	<b>Notes</b>
Friends of the Silvio O. Conte Nat'l Wildlife Refuge	\$48.12	9/2011 -	
Mill River Greenway	\$10,033.45	3/2017 – 3/2019	
Greenfield Tree Committee	\$5,788.22	6/2014 -	
Chicopee4Rivers Watershed Council / Keith Davies	\$2,826.33	3/2020 – 3/2022	
Lyme Biodiversity Working Group	\$4,992.13	3/1/2019 – 3/1/2020	



## LAND CONSERVATION PROGRAM REPORT MARCH 2020 – MAY 2020

As of May 2020, 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**

None.

### **Completed transfers / sales**

None. Although 2 are limping along as we try and sign, notarize and file in these times.

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

Spaulding Pond, Norfolk, CT: Current status of deal is that Northeast Wilderness Trust will acquire the entire property as Norfolk Land Trust is not interested in acquiring the fields, pond, and dam. Executive Committee has been following outlines of the proposed deal with Dave Hewitt working with Andy and an ad-hoc group of Trustees to evaluate how to finalize any deal. The fulcrum is the dam on Spaulding Pond, no one wants to own it, so it is being evaluated for removal. Ad hoc committee has met and endorsed several steps in re to removal of dam, that work is underway.

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. I conducted a site visit on February 26 and will be sending the letter in the next two weeks. I will also schedule an inspection with the prior owner (Zacher) on the easements on land he still owns.

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, draft easement created
- VRC gone radio silent during pandemic – unclear of status
- To be completed in Q2 2020

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

- Survey completed; title opinion obtained; baseline completed
- Issue recently identified with very minor encroachment of a mailbox that needs to be addressed before assignment happens.
- To be completed in Q2 2020

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

- Survey completed; title opinion obtained; baseline completed
- Assignment documents signed and routed to SPNHF
- To be completed in Q22020

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

- Existing survey sufficient; baseline completed; title opinion done
- Needs boundary line agreement between adjacent landowners.
- Survey report completed, indicates existing survey of easement boundary is correct, but the length of time with the conflicting adjacent survey being unchallenged means a boundary agreement is still needed.
- Boundary report sent to owner claiming land, still need to set up a meeting to discuss his interest in relinquishing his claim.

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

- Existing survey sufficient, title opinion completed, baseline completed, new easement completed and approved by NH AG
- Signatures on revised easement done; need baseline signed and notarized; assignment signing next. Stuck due to pandemic
- Closing in Q2 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.
- HOA is fine with transferring the easement to UVLT. Draft easement being reviewed by HOA's attorney, next step is then board endorsement. Have to then obtain all 29 owners and three banks separate approvals for transfer. HOA's management agency is handling the logistics but this will take a long time.
- Tentative agreement to complete this by June 30, 2020; unlikely to happen by then.

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.
- We will be holding on to this easement. I have established a working relationship with the new owners. UVLT is not overly interested in this easement.

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

- Tentative approval, needs homestead area survey and baseline, title opinion completed
- Have met with the landowners and they have agreed to transfer to UVLT.

- Landowner meeting not happening during pandemic due to their work constraints as therapists. UVLT staying in touch to see if they can schedule a meeting.
- Tentative agreement to complete this by June 30, 2020; unlikely to happen.

<b>Properties in Land Conservation and Protection Program</b>				
<b>STATE</b>	<b>TOWN</b>	<b>PROJECT</b>	<b>ACRES</b>	
<b>CONSERVATION RESTRICTIONS</b>				
<b>CT</b>	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	
		<b>Total CT Conservation Restrictions</b>		<b>1429.3</b>
<b>MA</b>	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	
		<b>Total MA Conservation Restrictions</b>		<b>235.5</b>
<b>NH</b>	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	

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

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

INTERIM GOAL	FINAL GOAL (FY)	CURRENT STATUS 01/31/2020	Prior Report 10/31/2019	Change	% of Final Goal
New grants awarded in FY	\$ 1,224,286	\$ 949,525	\$ 897,986	\$ 51,539	78%
Salary raised from new grants in FY 19	\$ 157,532	\$ 122,840	\$ 113,965	\$ 8,875	78%
Percentage of program payroll funded by grants	85%	68.09%	66.18%	2%	80%
Total amount of indirect expensed YTD	\$ 140,036	\$ 117,072	\$ 69,782	\$ 47,290	84%
Cash reserve (Unrestricted endowment)	\$ 203,308	\$ 236,907	\$ 260,500	\$ (23,593)	117%
Borrowed against Temporarily Restricted-Cash	\$ -	\$ -	\$ -	\$ -	
Line of Credit Utilization	LOC: \$250,000	\$ 83,339	\$ 133,339	\$ (50,000)	

	Jul '19 - Mar 20	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	54,333.22	80,000.00	67.92%
4015 · Major Donor Campaign	208,278.87	235,000.00	88.63%
4070 · Legacies & bequests	877,096.67		
5825 · Project Appeal/Underwriters	31,050.00	125,000.00	24.84%
4000 · Contributions - Other	0.00	25,000.00	0.0%
Total 4000 · Contributions	1,170,758.76	465,000.00	251.78%
4014 · Campaign for Our Rivers	121,508.00	120,000.00	101.26%
4080 · Management Fee Income	8,011.44	10,970.00	73.03%
4200 · Grants and Contracts	949,524.93	1,224,286.00	77.56%
5180 · Fees	206,422.06	59,465.00	347.13%
5330 · Rental Income	21,175.00	26,100.00	81.13%
5440 · Sales	3,042.49	4,000.00	76.06%
5800 · Special events	562.00		
Total Income	2,481,004.68	1,909,821.00	129.91%
Gross Profit	2,481,004.68	1,909,821.00	129.91%
Expense			
7000 · Grant & contract - pass thru	476,782.68	1,077,008.00	44.27%
7200 · Payroll	726,683.22	924,395.00	78.61%
7510 · Professional Fees	459,596.07	426,020.00	107.88%
8110 · Supplies	27,405.78	72,127.00	38.0%
8119 · Project Supplies	33,460.57		
8265 · Software licensing/web hosting	16,024.31		
8130 · Telephone and internet service	8,610.27	9,750.00	88.31%
8140 · Postage and Delivery	17,842.81	31,168.00	57.25%
8170 · Printing	20,032.48	23,075.00	86.82%
8170.1 · Maintenance	7,523.09	24,803.00	30.33%
8200 · Occupancy	15,357.97	24,100.00	63.73%
8300 · Travel & Meals	19,535.81	27,424.00	71.24%
8320 · Conferences, convention,meeting	4,181.33	5,010.00	83.46%
8500 · Misc expenses	0.00	3,200.00	0.0%
8510 · Interest expense	2,409.03		
8520 · Insurance	14,416.00	10,600.00	136.0%
8529 · Dues, Fees and Publications	575.00	1,155.00	49.78%
8570 · Publicity and outreach	3,701.15	8,700.00	42.54%
8650 · Taxes & Bank Fees	6,986.48	8,126.00	85.98%
Total Expense	1,861,124.05	2,676,661.00	69.53%
Net Ordinary Income	619,880.63	-766,840.00	-80.84%
Other Income/Expense			
Other Income			
4900 · Assets released from restriction	740,062.12	1,279,431.00	57.84%
5320 · Investment Income	23,658.43	1,681.00	1,407.4%
6700 · Realized gain on investments	49,468.21	16,956.00	291.75%
6800 · UnrealizedGain(Loss)-Investmnt	-151,591.62	19,605.00	-773.23%
6999 · Transfer In	28,134.00	46,929.00	59.95%
Total Other Income	689,731.14	1,364,602.00	50.54%
Other Expense			
8100 · Net Income Xfer to Temp Restrictior	518,294.22	507,073.00	102.21%
8590 · Annuity Distribution	6,919.30	12,888.00	53.69%
8591.1 · Investment Expenses	12,984.45	19,000.00	68.34%
8999 · Transfer Out	10,082.81	13,000.00	77.56%
Total Other Expense	548,280.78	551,961.00	99.33%
Net Other Income	141,450.36	812,641.00	17.41%
Net Income	761,330.99	45,801.00	1,662.26%

Connecticut River Conservancy.  
Restoration Profit & Loss (Fiscal Year)  
July 2019 through June 2020

9:50 PM  
04/23/2020  
Accrual Basis

Jul '19 - Jun 20

Ordinary Income/Expense	
Income	
5180 · Fees	132,566.38
Total Income	<u>132,566.38</u>
Gross Profit	<u>132,566.38</u>
Expense	
7000 · Grant & contract - pass thru	96,590.34
7200 · Payroll	10,869.34
7510 · Professional Fees	1,800.00
8119 · Project Supplies	1,635.90
8300 · Travel & Meals	3,337.12
Total Expense	<u>114,232.70</u>
Net Ordinary Income	<u>18,333.68</u>
Net Income	<u><u>18,333.68</u></u>

Connecticut River Conservancy.  
Financial Report - Profit & Loss Prior Period Comparison  
July 2019 through March 2020

8:52 PM  
04/23/2020  
Accrual Basis

	Jul '19 - Mar 20	Jul '18 - Mar 19	% Change
Ordinary Income/Expense			
Income			
4000 · Contributions			
4010 · Indiv/business contribution	54,333.22	45,847.52	18.51%
4015 · Major Donor Campaign	208,278.87	181,709.31	14.62%
4070 · Legacies & bequests	877,096.67	0.00	100.0%
5825 · Project Appeal/Underwriters	31,050.00	47,500.00	-34.63%
4000 · Contributions - Other	0.00	0.00	0.0%
Total 4000 · Contributions	1,170,758.76	275,056.83	325.64%
4014 · Campaign for Our Rivers	121,508.00	60,233.00	101.73%
4080 · Management Fee Income	8,011.44	8,011.44	0.0%
4200 · Grants and Contracts	949,524.93	891,412.10	6.52%
5180 · Fees	206,422.06	39,784.30	418.85%
5330 · Rental Income	21,175.00	19,575.00	8.17%
5440 · Sales	3,042.49	2,719.45	11.88%
5800 · Special events	562.00	1,020.00	-44.9%
Total Income	2,481,004.68	1,297,812.12	91.17%
Gross Profit	2,481,004.68	1,297,812.12	91.17%
Expense			
7000 · Grant & contract - pass thru	476,782.68	953,475.88	-50.0%
7200 · Payroll	726,683.22	630,393.60	15.28%
7510 · Professional Fees	459,596.07	87,837.74	423.23%
8110 · Supplies	27,405.78	28,272.34	-3.07%
8119 · Project Supplies	33,460.57	4,355.86	668.17%
8265 · Software licensing/web hosting	16,024.31	5,994.95	167.3%
8130 · Telephone and internet service	8,610.27	7,964.90	8.1%
8140 · Postage and Delivery	17,842.81	23,774.96	-24.95%
8170 · Printing	20,032.48	19,455.70	2.97%
8170.1 · Maintenance	7,523.09	11,168.52	-32.64%
8200 · Occupancy	15,357.97	17,545.00	-12.47%
8300 · Travel & Meals	19,535.81	17,201.88	13.57%
8320 · Conferences, convention,meeting	4,181.33	4,177.48	0.09%
8500 · Misc expenses	0.00	0.00	0.0%
8510 · Interest expense	2,409.03	0.00	100.0%
8520 · Insurance	14,416.00	8,238.00	74.99%
8529 · Dues, Fees and Publications	575.00	1,200.00	-52.08%
8570 · Publicity and outreach	3,701.15	3,933.95	-5.92%
8650 · Taxes & Bank Fees	6,986.48	6,363.45	9.79%
Total Expense	1,861,124.05	1,831,354.21	1.63%
Net Ordinary Income	619,880.63	-533,542.09	216.18%
Other Income/Expense			
Other Income			
4900 · Assets released from restrictio	740,062.12	1,261,358.90	-41.33%
5320 · Investment Income	23,658.43	22,310.40	6.04%
6700 · Realized gain on investments	49,468.21	9,671.61	411.48%
6800 · UnrealizedGain(Loss)-Investmnt	-151,591.62	75,548.68	-300.65%
6999 · Transfer In	28,134.00	48,134.00	-41.55%
Total Other Income	689,731.14	1,417,023.59	-51.33%
Other Expense			
8100 · Net Income Xfer to Temp Restrict	518,294.22	734,967.26	-29.48%
8590 · Annuity Distribution	6,919.30	9,853.59	-29.78%
8591.1 · Investment Expenses	12,984.45	12,668.05	2.5%
8999 · Transfer Out	10,082.81	10,746.60	-6.18%
Total Other Expense	548,280.78	768,235.50	-28.63%
Net Other Income	141,450.36	648,788.09	-78.2%
Net Income	761,330.99	115,246.00	560.61%

Connecticut River Conservancy.  
Statement of Financial Position  
As of March 31, 2020

8:31 PM  
04/23/2020  
Accrual Basis

	Mar 31, 20	Mar 31, 19	% Change
<b>ASSETS</b>			
Current Assets			
Checking/Savings			
+ · GSB-Checkng (4971)	16,163.94	81,112.77	-80.07%
1016 · GSB-CampaigForRiver (2479)	2,136.96	27,135.49	-92.13%
1018 · GSB-Savings (9966)	2,106.50	12,602.64	-83.29%
1019 · GSB-Flexible 6 Month CD (2588)	528,413.51	180,461.02	192.81%
1020 · Capital Projects (5340) FlexCD	511,446.81	0.00	100.0%
1030 · Other cash	495.54	500.52	-1.0%
Total Checking/Savings	1,060,763.26	301,812.44	251.46%
Accounts Receivable			
1110 · Accounts Receivable	9,682.69	6,000.00	61.38%
1111 · Pledges Receivable	42,434.35	76,450.11	-44.49%
1113 · Grants Receivable 2	1,185,499.61	1,156,816.15	2.48%
Total Accounts Receivable	1,237,616.65	1,239,266.26	-0.13%
Other Current Assets			
1455 · LaRosa Lab Credits	18,384.00	19,840.00	-7.34%
1299 · Undeposited Funds	35,428.05	-1,782.17	2,087.92%
1410 · Inventory	7,351.91	10,814.71	-32.02%
1450 · Prepaid Parking	1,220.00	1,220.00	0.0%
1452 · Prepaid Insurance	4,227.00	5,244.00	-19.39%
Total Other Current Assets	66,610.96	35,336.54	88.5%
Total Current Assets	2,364,990.87	1,576,415.24	50.02%
Fixed Assets			
1510 · Other Long-Term Assets			
1515.2 · Endowment Acct	263,190.75	137,008.71	92.1%
1519.7 · The Mary S Shaub Fund	1,117,255.46	1,176,351.00	-5.02%
1521 · Spaulding Pond Stewardship Fund	261,538.02	266,195.14	-1.75%
1590 · Annuity			
1590.02 · STIFEL FDIC Insured	100.83	0.00	100.0%
1520 · TrustCo of VT AnnuityInvestment	0.00	150,399.43	-100.0%
Total 1590 · Annuity	100.83	150,399.43	-99.93%
Total 1510 · Other Long-Term Assets	1,642,085.06	1,729,954.28	-5.08%
1620 · Plant, Property and Equipment	675,882.50	511,001.01	32.27%
Total Fixed Assets	2,317,967.56	2,240,955.29	3.44%
<b>TOTAL ASSETS</b>	<b>4,682,958.43</b>	<b>3,817,370.53</b>	<b>22.68%</b>
<b>LIABILITIES &amp; EQUITY</b>			
Liabilities			
Current Liabilities			
Accounts Payable	309,085.78	114,907.30	168.99%
Credit Cards	-1,000.70	1,342.96	-174.52%
Other Current Liabilities			
2100 · Accrued Expenses	-5,334.58	-5,224.10	-2.12%
2150 · Accrued Services Payable	1,139.37	939.92	21.22%
2200 · Other Accrued Expenses	16,243.00	26,845.00	-39.49%
2550 · Line of credit payable	83,338.90	25,000.00	233.36%
2920 · Fiscal Sponsorships	26,189.04	13,374.69	95.81%
2921 · DRWA - Agency Funds	9,620.61	14,891.56	-35.4%
Total Other Current Liabilities	131,196.34	75,827.07	73.02%
Total Current Liabilities	439,281.42	192,077.33	128.7%
Long Term Liabilities			
2600 · Debt	102,371.95	63,497.66	61.22%
2800 · Deferred Revenue	3,075.00	3,075.00	0.0%
Total Long Term Liabilities	105,446.95	66,572.66	58.39%
Total Liabilities	544,728.37	258,649.99	110.6%
Equity			
3000 · Unrestricted net assets	35,895.12	62,895.68	-42.93%
3050 · Unrestricted - Board Designated	-90,657.43	-90,657.43	0.0%
3100 · Temporarily restr net assets	1,528,357.24	1,428,121.10	7.02%
3200 · Permanently restrict net assets	1,195,489.93	1,195,489.93	0.0%
3900 · Earnings	707,814.21	847,625.26	-16.49%
Net Income	761,330.99	115,246.00	560.61%
Total Equity	4,138,230.06	3,558,720.54	16.28%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,682,958.43</b>	<b>3,817,370.53</b>	<b>22.68%</b>

Connecticut River Conservancy  
 Financial Report: - Endowment Report  
 As of March 31, 2020

	03/31/2020	01/31/2020	\$ Change	% Change
--	------------	------------	-----------	----------

ASSETS

Fixed Assets

1510 · Other Long-Term Assets

1515.2 · Endowment Acct	263,191	178,635	84,555	47.33%
1519.7 · The Mary S Shaub Fund	1,117,255	1,251,571	-134,316	-10.73%
<b>1521 · Spaulding Pond Fund</b>	<b>261,538</b>	<b>291,132</b>	<b>-29,594</b>	<b>-10.17%</b>
Spaulding Pond Fund	119,396	135,398	-16,002	-11.82%
Land Acquisition Fund	142,142	155,734	-13,592	-8.73%
<b>1019.01 Spaulding Pond Cash</b>	<b>161,631</b>	<b>163,412</b>	<b>-1,781</b>	<b>-1.09%</b>
Spaulding Pond Fund	161,631	163,412	-1,781	-1.09%
Land Acquisition Fund	0	0	0	0.0%
UBS Portfolio (Shaub & Spaulding)	1,149	1,149	0	0.0%
1590 Annuities				
1520 · TrustCo of VT AnnuityInvestment	0	0	0	0.0%
1590.01 Mass Mutual Retireease	0	113,634	-113,634	-100.0%
1590.02 STIFEL FDIC Insured	0	0	0	0.0%

Target vs Actual Distribution Comparison

	Equity		Fixed		Cash		Other	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1515.2 · Endowment Acct	50% - 70%	53.66%	30% - 50%	30.66%	5% - 20%	14.22%	0.00%	1.46%
1519.7 · The Mary S Shaub Fund	50% - 70%	55.47%	30% - 50%	29.36%	5% - 20%	13.65%	0.00%	1.52%
1521 · Spaulding Pond Fund	50% - 70%	58.46%	30% - 50%	34.26%	5% - 20%	5.76%	0.00%	1.51%
1520 · TrustCo of VT AnnuityInvestment		0.00%		0.00%		100.00%		0.00%

# **Connecticut River Watershed Council**

## **INVESTMENT POLICY STATEMENT AND GUIDELINES**

### **PURPOSE**

The purpose of this Investment Policy Statement (IPS) is to establish a clear investment policy for the Connecticut River Watershed Council (CRWC). CRWC's investment program is defined in the various sections of this IPS by:

1. Stating in a written document the attitudes, expectations, objectives and guidelines for the investment of its assets;
2. Encouraging effective communications between all parties involved with the investment management decisions;
3. Establishing formal criteria to select, monitor, evaluate and compare the performance results achieved by each investment option on a regular basis;
4. Setting forth an investment structure for managing CRWC's assets. This structure includes various asset classes, investment management styles, asset allocation and acceptable ranges that in total are expected to produce an appropriate level of overall diversification and total investment return over the investment time horizon;
5. Providing guidelines that control the level of overall risk and liquidity assumed in that portfolio, so all CRWC assets are managed in accordance with stated objectives.

This IPS will be reviewed at least annually by the Finance Committee, and will be reported to the Board of Directors and if appropriate, can be amended by the Board of Directors to reflect changes to the objectives, capital markets or any other factors relevant to CRWC.

### **INTRODUCTION**

CRWC maintains endowment, planned giving and operating funds that are comprised of donations from individuals and institutions as well as grant funds received from both private and public foundations and entities. These funds may be managed by one or more qualified investment advisors selected by the Board at the recommendation of the Finance Committee.

The Endowment Funds are divided into 3 accounts:

Spaulding Pond Trust  
Mary Shaub Fund  
Unrestricted Endowment

The Council maintains a Gifting Account in order to receive donations of stocks, bonds or other assets. These gifts are as a matter of standard policy to be sold upon receipt and the proceeds transferred to either the appropriate endowment account or operating funds as noted by the donor.

## **GENERAL INVESTMENT OBJECTIVES AND GUIDELINES**

The primary objective of investment activities shall be for the endowed funds to earn a total return, net of investment and custodial fees, and normal withdrawals, within prudent levels of risk, sufficient to maintain in real terms their purchasing power. The overall investment portfolio shall consist of equity securities and fixed income securities of generally high quality and high liquidity, and from a diversified list of issuers. Any funds not invested will be maintained in interest bearing accounts such as money market funds and insured certificates of deposit.

### Equities

The equity portion of the portfolio will be diversified, both by industry representation and by the number of issuers. Not more than 5% of the total market value of the equity portion of the portfolio at the time of purchase shall be invested in the securities of a single issuer and, in no instance shall an issuer's securities be permitted to grow to a greater amount than 5% of the market value of the entire portfolio. The portfolio may invest in U.S. and global equities. Not more than 25% of the assets will be in a single industry or economic sector.

### Fixed Income

Not more than 5% of the total market value of the entire portfolio at the time of purchase shall be invested in the securities of a single U.S. corporate bond issuer. Each issue shall be rated AA or better at the time of purchase. Federally insured Certificates of Deposit or other bank balances may not exceed the FDIC insured limit in principal amount issued by any one bank issuer. U.S. Treasury and U.S. Agency issues may be purchased without limit.

### Allocations

Target portfolio allocations are designated by the members of the Finance Committee and approved by the Board and vary by account. The Finance Committee will review the asset allocation annually and recommended any proposed changes to the Board for approval. Portfolio allocations are guidelines. The actual portfolio may vary from time to time due to market conditions and the cash flow needs of the organization. Movement away from target allocations shall be resolved in a manner geared to minimize trade and transaction costs. Strategic target portfolio allocations are to be restricted to the following parameters:

## Spaulding Pond Trust

The Spaulding Pond Trust is comprised of two separate funds – the Spaulding Pond Stewardship Fund and the Land Acquisition Fund - which have specific limitations on their use. The monies associated with each Fund in the Trust are commingled for purposes of investment, but are tracked separately according to their relative percentages. The Council may use the Funds only as described below with an additional annual management fee taken to support the administration of the Trust.

Prior to 2012, the Trust also included one additional fund, the House Proceeds Fund which was unrestricted and comprised of proceeds from the sale of two houses, one underlying land parcel, and an insurance settlement from a third house that burned. The House Proceeds Fund was liquidated and the funds transferred to the Unrestricted Endowment in 2012 per Board resolution as provided for in a 1997 legal opinion. Prior to the transfer of the House Proceeds Fund out of the Spaulding Pond Trust to the Unrestricted Endowment, the percentage allocations of the 3 funds (Spaulding Pond – 31.54%, Land Acquisition – 12.44%, and House Proceeds – 56.02%) were initially determined in 1997. As of December 2015, the percentage allocations for the two remaining funds are (Spaulding Pond – 66% and Land Acquisition – 33%).

In order to appropriately manage and account for all expenditures and transfers, the balance of each fund in the Spaulding Pond Trust should be separately accounted for by the Finance Manager and reviewed by the Finance Committee.

The spending policy and current management policies of the Trust are based on a legal opinion issued to the Council in 1997 (attached), as well as the individual bequests from Happy and Frank Egler.

**Spaulding Pond Stewardship Fund**, established by will of Happy Egler, supports direct expenditures only for the current maintenance of the property and such research as CRWC may deem desirable, plus indirect costs associated with the purposes of the Fund. Portions of this Fund may from time to time be held as liquid assets in a mutual fund or checking account in order to preserve capital when substantial stewardship projects are planned. Other than very occasional larger stewardship projects, the direct expenditures for this Fund amount to several thousand dollars per year for field mowing, invasive control, or trail maintenance.

**Land Acquisition Fund**, established by will of Frank Egler, may only be used for land acquisition, plus indirect costs associated with the purposes of the Fund.

Asset allocation of the combined funds should be:

Equities	50%-70%
----------	---------

Fixed Income	30%-50%
Liquid Assets	5%-20%

The manager may be given funds to manage with a 3-5 yr and a 70/30 target while the CRWC holds the monies needed for projects in the next 12-24 months in a principle protect account.

**Mary Shaub Fund**

The use of the Mary Shaub Fund is restricted to only its earnings.

Equities	50%-70%
Fixed Income	30%-50%
Liquid Assets	5%-20%

**Unrestricted Endowment**

The unrestricted endowment is comprised of various funds given, bequeathed, or received as a result of the sale of Council assets. The Board may impose and restrictions on the use of this Fund and has discretion on the amount it may allocate from the unrestricted endowment to support the operations of the Council.

Equities	50%-70%
Fixed Income	30%-50%
Liquid Assets	5%-20%

Target portfolio allocations within the ranges above must be communicated to the investment advisors by the finance committee via the Treasurer or the Chief Financial Officer at inception and when changes are implemented.

**Planned giving funds**

Funds donated to the Council for the purposes of charitable gift annuities are to be managed by the Finance Committee and shall be invested to yield the donor’s annuity amount while attempting to preserve principal. Annuity yields are however generally determined based on the donor’s age and can be greater than expected returns in any given year, so there may instances where principal may decrease when earnings are less than an annuity.

**SOCIAL RESPONSIBILITY CONSIDERATIONS**

The Board at the recommendation of the Finance Committee may elect to add social responsibility considerations to the annual investment statements. When approved by the Board, a good faith effort shall be made to avoid investments in the securities of companies with actions or values contrary to values and mission of CRWC. CRWC seeks

to avoid investments in companies with the values or activities that work at cross purposes with the mission of the organization.

The Investment manager is responsible for voting proxies in a manner consistent with the mission of CRWC.

## **EVALUATION AND DUE DILIGENCE**

### Performance

The investment advisor will provide CRWC with monthly brokerage statements of activity and will provide quarterly reports and provide for secure on-line access to account information. The performance of equity investments will be evaluated against commonly accepted and relevant benchmarks such as the *Standard and Poor's 500* on a quarterly basis, net of fees. The Committee will review performance at least annually. The performance of fixed income securities will be evaluated against 5-year treasury bonds or a comparable index. The overall portfolio performance will be evaluated against a combination of the *S&P 500* and the *Lehman Intermediate Bond Index*.

While the Finance Committee intends to fairly evaluate the portfolio's performance over market cycles, it reserves the right to replace the Manager(s) or investment product at any time.

### Reporting

CRWC staff shall be provided via email an investment report two weeks prior to each Board meeting. The report shall include a management summary that provides an analysis of the status of the investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner that will allow the corporation to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the Board by staff as part of the regular meeting materials. The report will include the following:

- a. Listing of individual securities held at the end of the reporting period;
- b. Listing of investment by maturity date;
- c. Percentage of the total portfolio that each type of investment represents;
- d. Current market value of investment portfolio; and
- e. Market value deviation from previous reporting period, and year-to-date.

## **ADOPTION**

This policy shall be adopted by resolution of the corporation's board of directors. The corporation's finance committee shall review the policy annually and recommended changes will be presented to the board of directors for consideration.

Adopted on March 4, 2016

# **Connecticut River Watershed Council**

## **STATEMENT OF SPENDING POLICY**

### **GENERAL INFORMATION**

The Connecticut River Watershed Council, (CRWC) hereby adopts this Statement of Spending Policy. The purpose of this statement is to put into place a consistent plan to approve and disburse funds that fulfill the mission and designation of the funds while working to further strengthen the financial base of the Connecticut River Watershed Council

### **PROBLEMS TO AVOID**

This spending policy is adopted in order to minimize the problems that could occur without a spending policy, including, but not limited to:

1. Spending that may place the future of the Funds in jeopardy.
2. Ignoring the effect of inflation thus decreasing the financial power of the Funds.
3. Lack of disbursements from the Funds giving it an ineffective reputation thereby causing a disinterest in future donations and bequests to the Funds.
4. Having the Funds invested too conservatively causing low growth and minimal disbursements, or having the Funds invested too aggressively causing high risk to the future of the Funds.

### **DISTRIBUTION OF FUNDS**

Each year a distribution will be made available to the Connecticut River Watershed Council from the following funds, as approved in the Council's annual budget. The Board shall determine the amount of funds available for annual distribution from each designated funds in keeping with the investment objectives described in the Investment Policy Statement (IPS).

#### **Mary Shaub Fund:**

The investment manager will take the value of the Mary Shaub Fund as of March 31<sup>st</sup> and send a recurring distribution on the 1<sup>st</sup> of the month not to exceed 5% annually. If the monthly distribution is not needed, CRWC will let the investment manager know ahead of time. Starting with the July 2017 fiscal year, the annual amount will not exceed 4% calculated as an average of the preceding 12 quarters.

#### **Unrestricted Endowment:**

The investment manager will take the value of the Unrestricted Endowment Fund as of March 31<sup>st</sup> and send a recurring distribution on the 1<sup>st</sup> of the month not to exceed 5% annually. If the monthly distribution is not needed, CRWC will let the investment manager know ahead of time. Starting with the June 2017 fiscal year, the annual amount will not exceed 4% calculated as an average of the preceding 12 quarters.

In addition, the Board may authorize the expenditure of principal from this Fund in order to meet approved needs of the organization.

**Spaulding Pond Trust:**

CRWC may charge the Trust up to 2.5% of the value (as of June 30) of the Spaulding Pond and Land Acquisition Funds in order to cover its indirect costs associated with owning and managing the property as well as the costs associated with managing the funds. In addition, the CRWC may withdraw principal from the Spaulding Pond Fund in order to cover the direct costs of stewardship and maintenance of the property.

This Statement of Spending Policy shall be reviewed annually by the Finance Committee. The Finance Committee may adjust the spending rate percentage as it deems appropriate in order to fulfill the purposes described in the Investment Policy Statement. The target rate shall be 4% of the last 12 quarters unless an extraordinary circumstance is approved by the board.

Any portion of the annual, distributable funds not distributed in any given year will be retained in the Funds for expenditure in future years, upon recommendation of the Finance Committee in consultation with the Board of Trustees.

**Adopted by the Board of Trustees of the Connecticut River Watershed Council, March 4, 2016**

**Signed:** \_\_\_\_\_

**Name & title:** \_\_\_\_\_

## CRC Climate Change advocacy statements

---

The climate crisis is real. Although climate change is natural, the unprecedented rate of climate change caused by burning fossil fuels is seriously harming all forms of life, including the natural and human communities of the Connecticut River watershed.

Connecticut River Conservancy supports:

- **Urgent transition from fossil fuel sources to 100% renewable energy sources** that are designed, built, and operated to do the least harm to our natural and human communities.
- **Immediate actions** that reduce greenhouse gas emissions, reduce the impacts of climate change, and protect the natural and human communities most affected by climate change.
- **Strong science-based state, federal, and local laws and regulations** that promote energy efficiency and energy conservation, reduce our reliance on fossil fuels, and protect rivers from the impacts of climate change.

CRC's work across New England's largest watershed is an important part of the climate solution. **CRC's role includes:**

- Organization-wide efforts to eliminate our own carbon footprint.
- Protecting pristine rivers and ecosystems that are resilient to climate change and protect fish and other wildlife.
- Planting trees that absorb carbon and contribute to a global, natural climate solution.
- Restoring damaged and dammed rivers to better handle floods and other climate threats. Advocating for maximum river-friendly operation of hydropower projects. Hydropower projects with minimal electrical production but large impacts on rivers should be removed. Deadbeat dams serving no purpose should be removed.
- Advocating for a industry-wide redesign of petroleum-based plastics to instead use the newest and best compostable and bio-plastic technology. Advocating for individual behavior change as well as an overhaul of waste and recycling systems to ensure minimal waste, which litters our waterways.
- Engaging communities in the care and protection of our rivers because problems and solutions of this scale require all of us to be involved.