



Great Swamp Watershed Association

Meeting of the Board of Trustees

Friday, January 22, 2021

9:00 a.m. – Google Meet Video Conference

Agenda

- Election of New Board Members:
David Naidu
Brett Williamson
Michael Dee
- Election of 2021 Officers:
Chairman
Vice Chairman
Treasurer
- Establishment of Board Liaison to the Advisory Council
- Approval of Board Minutes from 11/16/2020 Meeting
- Election of Second Three-Year Board Term:
Gerry-Jo Cranmer
Tony DellaPelle
Lisa Stevens
- Thank You to Trustees Rotating Off Board:
Alan Pfeil
Kathy Pfeil
- Election of New 2021 Advisory Council Members:
Alan Pfeil
Kathy Pfeil

- Renewal of Current Advisory Council Members for 2021:

- Kathy Abbott
- Peter Birnbaum
- Andrew DeLaney
- Russ Furnari
- Mary Horn
- John Neale
- Fran Schultz
- Kit Stinson
- Chris Allyn
- David Budd
- Jay DeLaney, Jr.
- Jeffrey Grayzel
- Jane Kendall
- Adam Psychos
- Gerry Scully
- Jeff Webb
- Astri Baillie
- Brenda Curnin
- Dr. William Diehl
- Claire Griffin Miller
- Cathy Lee
- Jon Rafalowski
- Julia Somers
- Len Berkowitz
- Susan Deeks
- John Donofrio
- Pam Harding
- Drew Maldonado
- Chris Sanchez
- Frank Stillinger

- Thank You to Non-renewing Advisory Council Members:

- Alden Siegel
- Alex Vitro
- Nadine Vitro

- Trustee Signature Forms for 2021 (please sign and return to GSWA at this time):

- Annual Conflict of Interest Disclosure
- Code of Conduct and Ethics

- Establishment of New Committees and Programs:

- Trusteeship and Governance Committee
- Strategic Planning Committee
- Board Mentor Program

- Election of 2021 Committee Chairs:

- Finance Committee – Guy Piserchia
- Development Committee – Jordan Glatt
- Education and Outreach Committee – Debra Apruzzese
- Land Preservation and Advocacy Committee – Dot Stillinger
- Land and Water Stewardship Committee – Lisa Stevens

- Resolution to Upgrade Vanguard Account to a Brokerage Account
- Resolution to Approve Application for Second PPP Forgivable Loan
- Finance Report
- Investment Presentation – Clark Wagner
- Capital Campaign – Subcommittee and Consultant
- Executive Director Report

- Development Report
- 40th Anniversary
- Other Business
- **Next Board Meeting – Friday, March 26, 2021**
- Adjourn



B. DAVID NAIDU

David currently serves as the Council President for the City of Summit and has been a Councilmember since 2016. He has also served as a Member of the Summit Planning Board since 2010 and previously served on the Summit Environmental Commission (2006 - 2015).

David Naidu is a Partner at K&L Gates, a global law firm with more than 40 offices on five continents and a commitment to diversity and inclusion. David has over 20 years of experience with advising clients on environmental and land-use issues in the transactional, litigation and regulatory compliance contexts. He has advised clients on potential environmental risks and liabilities in mergers and acquisitions, divestitures, real estate leases, brownfield redevelopment, and financing regarding oil, gas, wind and solar facilities, pipelines, office buildings and manufacturing, and pharmaceutical plants. He also possesses extensive experience in complex multi-party litigation in state and federal courts involving contaminated waterways, landfills, oil spills, and contaminated industrial sites covering claims and defenses under CERCLA (Superfund), Clean Water Act, Clean Air Act and RCRA.

Prior to joining K&L Gates, David was an environmental associate for a New York law firm. He has written several articles on environmental subjects, including a treatise published by the Oxford University Press entitled *Biotechnology & Nanotechnology Regulation Under Environmental, Health, and Safety Laws* (2009). David was rated a New York Metro Region Super Lawyer in 2019 as an outstanding lawyer who has attained a high degree of peer recognition and professional achievement.

David graduated from Vassar College, Cornell University and Georgetown Law School. He is the Vice President of The Summit Conservancy and has lived in Summit for 18 years with his wife, Andrea, and two sons.

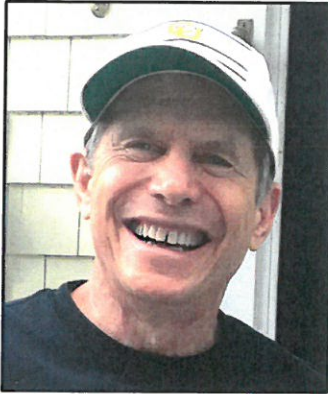


BRETT M. WILLIAMSON

Brett is currently Vice President of Wells Fargo Bank, N.A. in New York where he manages the financial crime risk and operational risk associated with the Commercial Banking Group's merger, acquisition, and divestiture activity. Prior to Wells Fargo, Brett worked as Associate Director of Standard Chartered Bank, Newark, NJ, where he co-led the Controls Operations Group comprised of four teams—Investigations Support, Payments, Quality and Risk, Supervisory and Audit Response—of approximately 20 U.S. FCC professionals and contractors.

Brett holds a Master of Arts in International Business and Policy from Georgetown University, Washington, DC, as well as a Bachelor of Science in Business Administration, Finance from Ramapo College of New Jersey, Mahwah, NJ.

Brett resides with his wife Stephanie and new baby, Mackenzie Grace, in Morristown, NJ. Brett is also an Eagle Scout, Wells Fargo Enterprise Talent Associate Program Mentor, a member of The Morristown Club | Board of Governors and holds a CFA Institute Investment Foundations Certificate.



MICHAEL DEE

Michael first joined GSWA's Board of Trustees in the 1990s. He served as Board Chair in 2014 and 2015, and as Vice Chair in 2012, 2013, 2018, and 2019. He has been an avid supporter of the organization and our annual Gala.

Michael is a longtime Executive Vice President of Smarties Candy Company, performing a variety of roles in that family business. He cut his activist teeth and breathed a lot of teargas with Peace marches and precursors of BLM Marches in the 60's and 70's. He continues to passionately support important causes like GSWA. He is a strong proponent of eradicating invasive plants and landscaping with natives, principles he demonstrates on his own properties.

Michael earned his Bachelor of Arts from Yale College, as well as a Master of Letters and Doctor of Letters from Drew University. He is very active with a wide variety of environmental, animal rights, and other non-profit groups, from Trustees of Reservations to Mercy for Animals.

Michael and his wife Marilyn (also a Board member) now split residence between homes in Harding Township and Stockbridge, MA. They enjoy their play time with daughters and grandchildren, as well as gardening. Michael is also an avid adult hockey player.

GSWA Board of Trustees Meeting
11.16.2020
Minutes

Sally convened a meeting of the Board of Trustees on Monday, November 16th, 2020 at 9:03 a.m. via ZOOM video conferencing. Board members present included Clark Wagner, Dot Stillinger, Reed Auerbach, Kevin Sullivan, Kate Barry, Matt Krauser, Guy Piserchia, Lisa Stevens, Paul Boudreau, Chris Obropta, Deb Apruzzese, Anthony DellaPelle, Eric Inglis, Yorgi Vlamis, Alan Pfeil, Kathy Pfeil, Marilyn Dee, Jordan Glatt, Nicolas Platt, and Teresa Lane. Advisory Council members in attendance were Mary Horn, Fran Schultz, Michael Dee, Adam Psichos, and Jay DeLaney. Staff members participating were Sally Rubin, Sue Levine, Lynne Applebaum, and Wade Kirby.

Sally began with an introduction of Lynne Applebaum, the new Director of Institutional Relations whose first day was Monday, October 26th, 2020. Lynne greeted everyone and explained what she has been doing so far in her new role.

Sally then made a motion to approve the Minutes from the Board Meeting held on September 14, 2020. Deb Apruzzese proposed, and Alan Pfeil seconded. All in favor. None opposed.

After having served as Chairman of the Board for two years, Nic Platt graciously agreed to serve for a third year. His term will conclude on December 31, 2020 and Tony DellaPelle has offered to be the next Board Chairman for one year. Anyone else interested is welcome to put their name in for the positions. Executive Board elections will be held at the January meeting. Guy Piserchia has offered to serve as Treasurer again for 2021. The positions of Vice Chair and Secretary currently remain open.

Kathy Pfeil and Alan Pfeil will move from the Board to the Advisory Council at the end of December.

Jordan Glatt and Sally had a very encouraging ZOOM video meeting with David Naidu from Summit. David is an environmental attorney and will be proposed for the Board pending the approval from his employer.

Jay DeLaney, Sally and Wade had lunch at The Morristown Club with club member Brett Williamson, 30, who brings a widely sought-after age diversity to Board membership. Both David and Brett will be voted on at the January 2021 Board Meeting.

The Trusteeship Committee met and discussed adding a local teacher for Board membership as well.

Tony DellaPelle spoke about the mentorship program whereby a Board member would help orient a new Board member. Sally will send an email to find out who is interested.

Kathy Pfeil recommended her next-door neighbors from the Netherlands as possible Board members.

Sally then reviewed the results from the Virtual Gala. She stated that the conservative projection for revenue was surpassed substantially. Gala grossed approximately \$120,000 compared with the \$83,000 budgeted. Deb Apruzzese asked if the Gala content could be altered for educational purposes and if the same videographer could be used. The plan is to condense the existing Gala video down to approximately two minutes to post on the website, and to use existing and create more educational video material for remote learning.

Sue Levine then delivered the Finance Report. The Finance Committee reviewed the Vanguard funds. Clark did an analysis and shared the funds are in balance and no adjustments are needed at this time. The 4% draw of \$48,256 will be moved to the Operational Funds Account, however they would remain invested. We will increase the iShares ESG fund to 5% of the Endowment account as it has performed well. The monies will be drawn from the S&P 500 Index funds.

The permanently restricted net assets remain at \$65,080. That leaves the total Board designated endowment funds at \$1,213,166.

The invested operational funds are now at \$227,454.

The audit report was reviewed. The PPP Loan was recorded as With Donor Restrictions at the full amount of \$109,500, instead of recording as a liability. It was noted by Jordan the line of credit renews 7/2021, so we should position accordingly and evaluate in the Spring whether we should modify the line of credit upon renewal.

The change in net assets was \$307,404 and we ended the year with net assets of \$2,150,437.

We ended the year with cash on hand at \$397,845 with those funds in three bank accounts and a portion in a CD.

Functional allocations continue to show our focus on spending on programs at 85%; 6% on management and general and 9% on fundraising.

Although no significant findings, the following findings were identified:

1. Our size of staff causes little segregation of duties.
2. Certain functional expenses needed to be reclassified on the functional expenses.
3. In-kind services will be added going forward, such as legal.
4. New Accounting Standard update – ASU – primarily the only funds that can be pushed into the next fiscal year are refundable advanced grants with conditions. Grants that are received will be recorded when received and if appropriate noted as With Donor Restrictions.
5. A correction was needed for the net appreciation.

Motion to approve the audit as submitted – Clark Wagner proposed, Kevin Sullivan seconded. Unanimously approved.

We reviewed actuals through October which are favorable to budget. The Gala was an incredible success and will be repurposed to be used for educational programs and marketing. We had income of \$352,238 versus a conservative budget of \$230,132. Expenses were lower at \$302,206 versus a budget of \$315,743. The additional “fire sale” of silent auction items will come in November. Some grant requests have come in favorably as well. Sue said we are ahead of budget through Oct 31 and will have a better sense after we see how the calendar year end appeal does.

Sally announced that the EQIP Program at the CMA is wrapping up and we will receive a reimbursement from the \$36,000 paid. Our current lease is being negotiated. We are awaiting grant requests and new equipment has been requested. Some staff members feel more productive working at home. Sally would prefer to be in the office. Deb Apruzzese asked what prompted the increase in funds received? Sally explained that it was due to our conservative budget and we received better than expected contributions. Wade said there was a high volume of acknowledgments required following the Gala, and he is now soliciting major donors in conjunction with the year-end appeal.

Sally spoke about the 40th Year Anniversary in 2021 as well as a capital campaign. Jay Angeletti of The Angeletti Group, LLC was recommended by Jordan Glatt to serve as campaign consultant. Sally is hopeful that we will acquire the Ferber Property within the next three years and convert it to office space which would be a good tangible thing to solicit for a capital campaign. She asked Board members who would be willing to assist with a feasibility study for a capital campaign. A sub-committee comprised of Deb Apruzzese, Teresa Lane, Reed Auerbach, and Eric Inglis was formed. Reed explained that lead time is needed to really get ready for this. It is easier to raise money for a building than it is for endowment. Naming opportunities will assist in giving opportunities. How do we stage this? The campaign consultant will want to get paid. Additional temporary staff might be needed. It is presumed that there will be lots of demand from non-profits to do capital campaigns once the coronavirus abates...next year hopefully! Tony DellaPelle reiterated how important it is to get going now. Mary Horn mentioned that Alden Siegel had been involved with a capital campaign for Centenary College and we might get advice from him.

Kathy Pfeil praised the Environmentally Friendly Products presentation, and Sally encouraged Board participation in all our events, i.e. hikes, on-line learning, etc.

The next Board meeting will be the second or third week in January 2021 and will include year-end numbers. Sally wished everyone a Happy Thanksgiving. The meeting adjourned at 10:14 a.m.

Respectfully Submitted,

Wade Kirby
Director of Development

Great Swamp Watershed Association
Conflict of Interest Policy and Procedures
Adopted 03/31/2016; Amended 03/16/2017

ANNUAL CONFLICT OF INTEREST DISCLOSURE FORM

The conflict of interest policy applies to all of the following insiders: 1) board members, 2) staff members, 3) substantial contributors, 4) parties related to board members, staff members, and substantial contributors, 5) those who have the ability to influence decisions, and 6) volunteers and those with access to information not available to the general public.

Please initial each statement that applies to you:

<p>_____ I have read and am familiar with the Conflict of Interest Policy.</p>
<p>_____ I am not aware of any direct or indirect financial or other material interest or co-investment interest that is required to be disclosed under the Conflict of Interest Policy.</p> <p>OR</p> <p>_____ I have completed in the form below every direct and indirect financial or other material interest or co-investment interest that is required to be disclosed under the Conflict of Interest Policy. (Please complete the Declaration Form below).</p>

I agree to report promptly any future situation that might involve or appear to involve me or any of my relatives in any potential conflict of interest with GSWA.

I am completing this disclosure statement based on the definitions from the Conflict of Interest Policy.

Signature: _____ Date: _____

Print Name: _____

Please return this statement no later than January 31 of each calendar year or as identified.

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CONFLICT OF INTEREST DECLARATION

I hereby acknowledge that I have a potential conflict of interest with the following organizations that may have a relationship with GSWA:

Organization	Relationship
_____	_____
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Adopted 03/31/2016; Amended 03/16/2017

Purpose:

It is the policy of Great Swamp Watershed Association (GSWA) to identify conflicts of interest involving GSWA and related parties, as well as situations that may create the appearance of a conflict of interest and to address such conflicts and situations in a manner that will fully protect the integrity and reputation of GSWA, as well as related parties.

Introduction

GSWA's effectiveness depends on its record of accomplishment and its reputation. GSWA's success results directly from maintaining the confidence of the individuals, groups and organizations with whom it works. GSWA's greatest asset is its good name. Having a sound conflict of interest policy and procedure will help GSWA comply with Land Trust Standards and Practices and will also help assure compliance with the U.S. Internal Revenue Service (IRS) rules against private inurement and impermissible private benefit and with New Jersey statutes addressing conflict transactions.

One of the principal purposes of the Conflict of Interest Policy and Procedure is to help GSWA staff and board members identify and avoid or resolve conflicts of interest. For that reason, GSWA employees and board members must read and retain a copy of this Conflict of Interest Policy and Procedure at the outset of their tenure with GSWA and at such time as the policy or procedure is amended.

The Conflict of Interest Policy and Procedure will be discussed at all orientation sessions for new employees and board members.

GSWA will require annual confirmation from board members and other insiders that they know of no conflicts needing disclosure. There may be certain GSWA volunteers who, because of their level of involvement in GSWA business, and because of their access to inside information, are covered by this Conflict of Interest Policy and Procedure and must be fully informed of its contents.

Any questions concerning the scope or possible impact of the Conflict of Interest Policy and Procedure upon any insider should be addressed to GSWA's Executive Director or to a GSWA staff member designated by the Executive Director.

Conflict Concepts and Definitions

A. **Conflict of Interest.** A conflict of interest arises when "insiders" are in a position, or perceived to be in a position, to benefit financially (or create a benefit to a family member or other organization with which they are associated) by virtue of their position within GSWA.

B. **Insiders.** "Insiders" include board and staff members, substantial contributors, those who have an ability to influence decisions of the organization and those, like some

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volunteers, with access to information not available to the general public. In addition, insiders include all persons related to the listed persons.

C. **Related persons.** "Related persons" include a spouse, as well as brothers, sisters, ancestors, children, grandchildren, great-grandchildren and spouses of all the foregoing. Any person with whom a related person shares living quarters under circumstances that closely resemble a marital relationship or who is financially dependent upon the related person will be considered to be a related person.

D. **Substantial contributors.** "Substantial contributors" include any individual, corporation or foundation that makes a gift or pledge of \$25,000 or more at any one time or cumulatively within a five-year period prior to the occurrence of the conflict either in cash, appreciated securities, other assets or in land, easement or bargain-sale value.

E. **Inside information.** "Inside information" includes any material information that is identified as confidential or proprietary pertaining to the business and affairs of GSWA, whether related to a specific transaction or to matters pertaining to GSWA's interests, activities and policies.

F. **Material financial interest.** "Material financial interest means any financial interest in a transaction, direct or indirect, other than one that is so minor that no one would reasonably believe that the interest could affect or influence the judgment or decisions of the person or persons involved.

General Guidelines

GSWA expects that GSWA insiders will conduct themselves under strict rules of honesty and fair dealing in their relations with GSWA and on behalf of GSWA with third parties. Each such insider must carry out his or her fiduciary duties of loyalty to GSWA in accordance with applicable law. GSWA is organized and operated exclusively for charitable purposes, and GSWA and all insiders must avoid participation in any transaction involving private inurement or impermissible private benefit.

GSWA Administration and Procedure for Reviewing and Managing Conflicts

Insiders' Obligations

An insider who becomes aware of any actual or potential conflict of interest or of circumstances that may appear to involve such an actual or potential conflict of interest shall do the following:

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1. Disclose the existence of any such conflict or circumstances, providing such information to GSWA as may be requested. As to staff members, other than the Executive Director, disclosure shall be to his or her supervisor or Human Resources. As to the Executive Director and all board members, other than the board chair, disclosure shall be to the board chair. As to the board chair, disclosure shall be made to the Executive Committee. As to all other insiders and volunteers, including substantial contributors, disclosure shall be to the Executive Director or the board chair.
2. After such disclosure, abstain from discussing with board or staff members anything related to the conflict of interest or circumstances unless specifically asked by the board or a board committee to give information on the matter.
3. Absent him or herself from board or board committee discussions on anything related to the conflict of interest or circumstances unless specifically asked by the board or a board committee to give information on the matter.
4. Absent him or herself during voting on anything related to the conflict of interest or circumstances.
5. Resign from the board, if requested to do so by the board, until such time as the matter giving rise to the conflict of interest or circumstances has been resolved. When, in the opinion of the board, the matter has been sufficiently resolved, the resigned director may be invited to rejoin the board.

GSWA Process

When any GSWA transaction, contract or project (the "transaction") involves an actual or potential conflict of interest or circumstances that may appear to involve such an actual or potential conflict of interest, GSWA shall do the following:

- A. Take all appropriate steps to determine the facts relating to the conflict, including receiving the disclosures required of the insider, as stated above.
- B. As to a transaction in which a GSWA board member has a material financial interest, the board may approve the transaction only if it determines and makes specific findings that:

- 1) GSWA is entering into the transaction for its own benefit

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2) The transaction is fair and reasonable as to GSWA

3) Prior to consummating the transaction or any part of it, the board has authorized or approved the transaction in good faith by a vote of the majority of the members in office without counting the vote of any interested board member and with knowledge of the material facts concerning the transaction and the board member's interest in the transaction

4) Prior to authorizing or approving the transaction, the board considers and in good faith determines, after reasonable investigation under the circumstances, that GSWA could not have obtained a more advantageous arrangement with reasonable effort under the circumstances (For example, for land purchase transactions, land valuation must be by a licensed appraiser in good standing and conducted in accordance with the Uniform Standards of Professional Appraisal practice or in the case of a sale of a land asset, the organization must market the land in a manner sufficient to ensure the property is given suitable market exposure for a buyer to make an offer at or above fair market value. Sale of land to an insider below market value is permissible only after a bona fide attempt to market the land through a legitimate real estate offer involving a New Jersey licensed realtor with a minimum open market exposure time of 6 months.)

C. As to transactions in which no GSWA board member has a material financial interest, but another insider has an actual or potential conflict of interest or circumstances exist that may appear to involve such an actual or potential conflict of interest, following the disclosures by the insider outlined above, the GSWA representative receiving the disclosures shall work with the insider to develop an appropriate course of action to be recommended to the Executive Director in the case of staff members or volunteers and to the board chair in all other cases. Each such recommendation of a proposed course of action will describe the particular activity in question that gives rise to the conflict or appearance of conflict, the reasons why the proposed course of action should be approved and any special circumstances surrounding the situation. The GSWA person receiving that recommendation shall have the authority, in his or her discretion, to take action to resolve the matter as he or she deems appropriate. However, the Executive Director or the board chair may elect to refer the matter to the Executive Committee or the board for a decision. In any case, the Executive Director, board chair or Executive Committee, as applicable, shall report the disposition of the matter to the board.

D. In all cases in which conflicts of interest or circumstances giving rise to the appearance of a conflict are disclosed, in developing responses to such conflicts, every reasonable

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effort will be made to avoid the conflict. In cases where it is not possible to completely avoid a conflict or the appearance of a conflict, reasonable efforts will be made to mitigate the effects of the conflict. At a minimum, the recommended course of action shall ask the individual involved in the conflict to disclose the situation fully to the relevant parties and recuse and absent him or herself from any involvement in decisions pertaining to the conflict or the appearance of conflict. Before the conflict is disclosed and while the request for approval of a proposed course of action is pending or being considered, the individual involved in the conflict shall refrain from participating in the questionable activity.

- E. GSWA will document, in board minutes or otherwise as appropriate, the existence of each disclosed actual or potential conflict, or of circumstances that may appear to involve such an actual or potential conflict, and the actions taken to manage such a conflict.

Conclusion

Adhering to the Conflict of Interest Policy and Procedure is a condition of association with GSWA as an employee, volunteer or board member. Violations of the Conflict of Interest Policy and Procedure may be grounds for dismissal as an employee or volunteer or severance from the board.

The Executive Committee and the Executive Director will periodically review and assess this Conflict of Interest Policy and Procedure and its implementation and notify employees, volunteers, board members and other insiders of any changes and/or revisions.

This Policy amends the Conflicts of Interest Policy dated 03/31/2016.

Approved and Adopted by the Board of Trustees on the _16th day of March, 2017.

Great Swamp Watershed Association

Code of Business Conduct and Ethics (1D) (Replacing Ethical and Legal Business Policy 01/07/2016; 2015)

Scope

This Code of Business Conduct and Ethics provides further clarification to the Ethical and Legal Business Policy, the Employee Handbook and the Roles and Responsibilities of a Trustee. It applies to all officers, Trustees, volunteers and employees. Such officers, Trustees, volunteers and employees are referred to herein collectively as the "Covered Parties."

Purpose This Code of Business Conduct and Ethics serves to (1) emphasize GSWA's commitment to ethics and compliance with the law; (2) set forth basic standards of ethical and legal behavior; (3) provide reporting mechanisms for known or suspected ethical or legal violations; and (4) help detect and prevent wrongdoing.

This document serves only as a basic guide. If confronted with ethically ambiguous situations that are not addressed in this Code, Covered Parties should (1) consult GSWA's Policies and Procedures manual, as applicable, for further specifics; and/or (2) seek advice from supervisors, administrators or other appropriate personnel.

ETHICAL STANDARDS

Compliance with Laws, Rules and Regulations

Obeying the law, both in letter and in spirit, is the foundation on which GSWA's ethical standards are built. Covered Parties shall comply with applicable governmental laws, rules and regulations at all levels of government in the United States. Although not all Covered Parties are expected to know the details of these laws, it is important to know enough about the applicable local, state and national laws to determine when to seek advice from supervisors, administrators or other appropriate personnel.

Confidentiality

Covered Parties must not disclose confidential information that is entrusted to them, except when disclosure is authorized by an officer of GSWA or required by laws or regulations. Confidential information includes all non-public information that might be harmful to GSWA or its landowners, partners, contractors or donors if disclosed. The obligation to preserve confidential information continues even after association with GSWA ends.

Conflicts of Interest

Covered Parties should familiarize themselves with GSWA's *Conflict of Interest Policy*, which lists prohibited activities, describes how conflicts or potential conflicts should be reported, and outlines how reports will be handled by the Board.

Corporate Opportunities

Covered Parties are prohibited from taking for themselves opportunities that are discovered through the use of organization property, information or position without the consent of the Trustees of GSWA. No Covered Party may use organization property, information or position for improper personal gain.

Fair Dealing

Great Swamp Watershed Association

Code of Business Conduct and Ethics (1D) (Replacing Ethical and Legal Business Policy 01/07/2016; 2015)

Covered Parties shall behave honestly and ethically at all times and with all people. They shall act in good faith, with due care. Covered parties shall refrain from making negative or disparaging remarks about the organization verbally or in writing, in print or otherwise.

Covered parties and their family members are prohibited from offering or accepting cash gifts to/from anyone with whom GSWA does business. Further, no non-cash gift or entertainment should ever be offered or accepted by a Covered Party or by any family member of a Covered Party unless it (1) is consistent with customary business practices; (2) is not excessive in value; (3) cannot be construed as a bribe or payoff; and (4) does not violate any laws or regulations. Covered Parties should discuss with their supervisors, administrators or other appropriate personnel any gifts or proposed gifts that they think may be inappropriate.

Protection and Proper Use of GSWA Assets

All Covered Parties should endeavor to protect GSWA's assets including proprietary information and ensure their efficient use. Unauthorized use or distribution of this information would violate GSWA policy. It could also be illegal and result in civil or criminal penalties. Any suspected incident of fraud or theft should be immediately reported for investigation.

Reporting of Significant Accounting Deficiencies

Covered parties shall promptly bring to the attention of the Trustees any information they may have concerning (1) significant deficiencies in the design or operation of internal controls over financial reporting, which could adversely affect GSWA's ability to record, process, summarize and report financial data; or (2) any fraud, whether or not material, that involves Covered Parties who have a significant role in GSWA's financial reporting, disclosures or internal controls over financial reporting.

Timely and Truthful Public Disclosure

In reports and documents filed with or submitted to government entities by GSWA, and in other public communications made by GSWA, the Covered Parties involved in the preparation of such reports and documents shall make disclosures that are full, fair, accurate, timely and understandable.

Covered parties shall not knowingly conceal or falsify information, misrepresent material facts or omit material facts. Covered Parties will do all that is required to avoid misleading GSWA's independent public auditors and supporters.

Waivers

There will be no waivers to this Code.

VIOLATIONS OF ETHICAL STANDARDS

Reporting Known or Suspected Violations

Covered parties are expected to disclose to the management of the organization anything that may violate this policy. In compliance with GSWA's *Whistleblower Policy*, no retaliatory action of any kind will be permitted against anyone making such a report in good faith.

Great Swamp Watershed Association

**Code of Business Conduct and Ethics (1D)
(Replacing Ethical and Legal Business Policy 01/07/2016; 2015)**

In cases where it would be inappropriate or uncomfortable to discuss an issue with a supervisor, or where you believe your supervisor has given you an inappropriate answer, express your concerns to another GSWA officer or Trustee.

If you are unsure of what to do, seek guidance before you act.

Accountability for Violations

If any GSWA Trustee believes that this Code has been violated, either directly, by failure to report a violation, or by withholding information related to a violation, the incident shall be referred to the Chair, who shall convene a meeting of the Executive Committee to gather information and discuss the incident(s), interview the party or parties involved, and issue a report on its findings to the Board of Trustees, along with recommendations for follow-up actions. All Covered Parties are expected to cooperate fully with internal investigations of misconduct. Depending on the decision of the Board, the offending Covered Party may be disciplined for non-compliance with penalties up to and including removal from office. Violations of this Code may also constitute violations of law and may result in criminal penalties and civil liabilities for the offending Covered Party and GSWA.

Agreement by Board Member, Executive Director and Director of Finance:

Each Board member, Executive Director and Director of Finance will acknowledge this policy upon joining the organization and will be obligated by way of signature indicating agreement to adhere to the policy in acting in the capacity as a Trustee, Executive Director and Finance Director of the organization.

Approved and Adopted by the Board of Trustees on the ____31st_ day of __March____, 2016.

Trustee Acknowledgment

“As a duly elected member of the Board of Trustees, Executive Director or Director of Finance of Great Swamp Watershed Association, I have read this policy and hereby agree to abide by it in all of its terms.”

Trustee Name

Trustee Signature

Date



**Great Swamp
Watershed
Association**

Strategic Plan 2016 — 2021



STRATEGIC PLAN 2016-2021

APPROVED MAY 16, 2016

EXECUTIVE SUMMARY

For 35 years, GSWA has served as “Guardian of the Great Swamp Watershed,” pursuing programming that has protected and improved water resources in the 55-square mile region that forms the headwaters of the Passaic River. We have accomplished our mission by monitoring local streams, advocating for intelligent land use, and educating our communities about the quality and quantity of water and its effect on public health and the health of the environment.

The organization was formed to encourage maintenance of the nationally-recognized natural entity known as the Great Swamp and of the watershed in which it lies. The corporation specifically intends to promote the conservation and restoration of all regional natural resources and to encourage local land-use decisions compatible with those conservation and restoration purposes. Achievement of these purposes will be furthered by conducting scientific investigation and research; publishing educational and scientific material; holding public meetings and workshops; acting as informal advisor on environmental problems to watershed residents and governments; and, doing all things suitable and appropriate to protect and improve the communities of and area within the watershed.

In early 2016, GSWA trustees and key staff convened to determine how the organization might build upon this long legacy of success to broaden the future impact of the organization. GSWA will maintain its successful local efforts while concurrently capitalizing on its deep organizational strength to expand its work to new communities along the Passaic to both demonstrate, and promote, a “follow the water” understanding of the river system, from headwaters to tidewaters.

As part of these deliberations, GSWA convened a large gathering of Passaic River stakeholders to discuss threats, needs and opportunities in the Passaic region and to help identify how and where GSWA might best contribute “downstream.” The first goal of this 5-year Strategic Plan, *Mission Expansion*, reflects the organization’s starting down this path.

Broadening its efforts in a second area, GSWA also prioritized growing the organization’s work as a land trust to respond to opportunities to protect open space and habitat that supports the organization’s water-protection focus.

Lastly, in support of all future work, the GSWA planning team has developed priority goals for a renewed communications and outreach strategy, and for sustaining its organizational excellence and vitality.

Overall, this Strategic Plan is intended to help focus GSWA’s planning and efforts over the next five years. In accordance with its broadening scope, GSWA has also updated the organization’s mission statement and developed a new vision statement, both presented below.

OUR MISSION

The Great Swamp Watershed Association is dedicated to protecting and improving the water resources of the Passaic River region, from the Great Swamp headwaters to Newark Bay, for present and future generations. Through education, advocacy, science, land preservation and stewardship, in collaboration with partners, we work to instill our communities with an awareness of water’s effect on health and the beauty of the environment, from source to sea.

OUR VISION

We support a “One River, One Community” vision for the many rural, suburban, and urban communities along the Passaic River, for a future in which all of the region’s citizens understand that the health of the watershed is integrally connected to the quality of their daily lives. We imagine a time in which residents, businesses, and

governments along the Passaic work actively and cooperatively to protect and promote clean, safe water, and in turn are rewarded with a bountiful environment that supplies healthy water for drinking and recreation, provides controls for flooding and erosion, supports abundant vegetation and wildlife, and forever inspires with its natural beauty.

HOW WE WORK

Over the course of the plan period, GSWA will continue all of its core programming in the Great Swamp Watershed and will seek to strengthen and expand it, and to launch new local initiatives, where opportunities or needs emerge. Highlights of these current programs include:

Water Quality Monitoring and Improvement

GSWA's director of water-quality programs works with a team of 30+ trained volunteers to monitor water quality in the watershed's five main streams by conducting chemical, biological and visual assessments as well as bacteria testing. Key sites are visited at regular intervals each year, building a large body of data that forms the basis for much of GSWA's programming. The findings are compiled into our Great Swamp Watershed Report Card, which was publically disseminated for the first time in September 2015.

In early 2016, GSWA offered our third year of well-water testing for area residents and, for the first time, water testing for residents using public water supplies, in response to heightened concerns regarding municipal water sources in the aftermath of the lead contamination crisis in Flint, Michigan.

Education and Outreach

GSWA's in-school presentations reach more than 1,300 young children annually. These hands-on lessons use a 3D topographical watershed model to demonstrate the movement of pollution downhill and downstream, from source to sea, along the Passaic.

SWaMP (*School Water Monitoring on the Passaic*) is offered annually to more than 400 students at over a dozen high schools and colleges, including two high schools in Paterson. SWaMP provides students with hands-on water quality monitoring experience and gives them an opportunity to compile and compare water quality data, and draw conclusions about how content of the water changes depending on location, raising awareness regarding local issues.

For both adults and children, we offer more than 30 educational events each year that reach close to 1,000 people. These activities range from "breakfast briefings" delivered by experts in various fields such as climate change and open-space management, to workshops and educational hikes. The appeal and reach of our events extends well beyond the borders of our watershed, with participants last year coming from almost 100 different locations.

Advocacy for Responsible Development, Intelligent Land Use and Important Legislation

GSWA responds when proposed land-use changes or new development threatens our lands and waters, or when natural habitats may be degraded or reduced in size. We comment favorably on proposed development that utilizes best management practices to safeguard and improve our environment.

GSWA officially launched the Great Swamp Passaic Municipal Alliance in April 2014. Through the Alliance, we educate key local and regional policymakers on environmental issues and other related concerns. A formal group of officials and concerned stakeholders such as town council members, planning board officials, environmental commissioners, developers and others meet on a regular basis to collaborate on issues and major concerns. Meetings feature guest speakers who are well-respected leaders in fields such as climate change, open space preservation, and flooding and stormwater management.

Land Acquisition and Stewardship

GSWA acquires and preserves open space in the watershed and employs stewardship practices that promote healthy water and natural habitat. At GSWA's Conservation Management Area, a 53-acre parcel of wetlands and deciduous upland forest in Harding Township, we are actively restoring the property to its native state and have established the preserve as a "living laboratory" and classroom for our environmental education activities, as well as a favorite destination for passive recreation such as hiking and birding.

5-YEAR GOALS AND STRATEGIES

To bolster ongoing programs, while concurrently broadening the organization's reach and impact into new communities along the Passaic, GSWA will prioritize the following goals, each with an associated set of strategies, over the next five years.

GOAL: MISSION EXPANSION

BUILDING ON THE BREADTH AND SUCCESS OF ITS WORK IN THE GREAT SWAMP WATERSHED, GSWA PROVIDES ITS CORE SERVICES — EDUCATION, ADVOCACY, AND SCIENTIFIC EXPERTISE — THROUGHOUT THE PASSAIC RIVER REGION.

STRATEGY: Become the *Passaic Riverkeeper Affiliate* of the international Waterkeeper Alliance. In this role, establish GSWA's credibility as a leading "voice for the Passaic" and position the organization to assume the role of a hub for regional stakeholders.

STRATEGY: Focusing on mid-Passaic communities, explore expanding key GSWA programs to downstream audiences, including *School Water Monitoring Along the Passaic (SWaMP)*, *Breakfast Briefings* educational series, and chemical water-monitoring programs.

STRATEGY: Grow relationships among Passaic River stakeholders and respond to opportunities for collaboration on new projects and initiatives.

GOAL: INCREASED FOCUS ON LAND PROTECTION AND STEWARDSHIP

GSWA IS AN EFFECTIVE, RECOGNIZED LAND TRUST WHICH, INDEPENDENTLY AND IN PARTNERSHIP, ACQUIRES AND STEWARDS LANDS WHOSE CONSERVATION VALUES SUPPORT THE HEALTH OF THE REGION.

STRATEGY: Earn national accreditation from the Land Trust Accreditation Commission in order to raise GSWA's visibility as a working land trust and to bolster its credibility with potential landowners and acquisition partners.

STRATEGY: Respond to land acquisition opportunities (through donations or purchase of conservation easements and fee lands) in which properties meet GSWA's project selection criteria and support its focus on water-quality protection.

STRATEGY: Proactively communicate to local and regional stakeholders GSWA's increased focus on land acquisition, and its willingness to partner on projects that support shared values related to water protection.

STRATEGY: Apply the successful stewardship model of GSWA's Conservation Management Area to newly preserved lands.

GOAL: RENEWED COMMUNICATIONS AND OUTREACH

GSWA'S UNIQUE ROLE AND PROGRAMS ARE HIGHLY VALUED BY THE COMMUNITIES OF THE GREAT SWAMP WATERSHED AND BY NEW AUDIENCES THROUGHOUT THE PASSAIC RIVER REGION.

STRATEGY: Develop and implement a new communications plan that addresses the following priorities:

- effectively presents GSWA's past accomplishments, current programs, and its vision for the future
- clearly articulates GSWA's new role as *Passaic Riverkeeper Affiliate* and its downstream expansion
- engages a wide audience that reflects the diversity of Passaic River communities
- provides timely, ongoing education about environmental issues throughout the Passaic region

- clarifies GSWA's local role from that of other Great Swamp organizations

STRATEGY: Roll out social media tools, beginning with a new organizational website in 2016, that capture the energy and focus of the new communications plan.

GOAL: ONGOING ORGANIZATIONAL EXCELLENCE

GSWA IS A STRONG, ADAPTIVE, AND SUSTAINABLE ORGANIZATION, WITH THE CAPACITY AND RESOURCES TO ACHIEVE ITS MISSION WITH CONTINUED FISCAL RESPONSIBILITY.

STRATEGY: Increase and develop internal staffing, as needed, in response to organizational needs and evolving mission activities.

STRATEGY: Toward maintaining a highly active, effective and engaged Board of Directors, provide ongoing educational opportunities for board members that include topics such as fundraising, recruiting, and communications.

STRATEGY: Pursue board recruitment, including for the Advisory Council, that focuses on filling gaps in educational and professional skills among board members.

STRATEGY: Pursue board recruitment, including for GSWA's Advisory Council, that targets individuals who are able and willing to give generously and consistently.

STRATEGY: Pursue grant funding and development opportunities "downstream" once GSWA has established successful positioning and programming in new communities along the Passaic.

NEW MEMBER ORIENTATION PROCESS

MENTOR RESPONSIBILITIES

- Mentors will be assigned to potential new trustees as soon as the trusteeship makes a recommendation to invite someone to join the Board. The relationship shall continue for the mentee's first full year as a trustee.
- Mentors should contact their mentee to welcome them to the GSWA Board as soon as possible and prior to the mentee's first board meeting, review committees and answer any initial questions. Mentor should also be sure to cover the following:
 - Overview in general
 - Committee work
 - How the board interacts with the staff
 - Anecdotes on your own experiences
 - Introduce them to other trustees to get better acquainted with members
 - Encourage mentees to participate in and assist with fundraising efforts, including making solicitation and thank you calls, attending fundraising events and bringing guests, participating in various organization programs
- New trustees are invited to a lunch (or zoom meeting) with the GSWA staff for an orientation and so the staff can introduce themselves and explain what each person's role in the organization is. If possible, the mentor will join the mentee at this meeting.
- One week prior to each board meeting during the mentee's first year on the board, the mentor should contact the mentee to review the meeting agenda and answer any questions
- If possible, the mentor should arrange to meet the mentee at least 10 minutes prior to the first board meeting so that that new member can then go with their mentor to that meeting, already knowing one familiar face.
- Be sure to introduce mentee to the other board members and advisory council members
- After each meeting, get feedback about the meeting and the mentee's experience.
- Staff will copy mentors on correspondence/emails to mentees to facilitate better communication

COMMITTEE CHAIR RESPONSIBILITIES TO NEW MEMBERS

- Contact the new members who are on your committee in January to introduce yourself, give an overview of what the committee will be doing for the year and what their role will be. This contact should be prior to your first committee meeting. Mentors shall be copied on correspondence and/or invited to meetings with the mentees to facilitate relationship building.
- Follow up with the new member after the first conference call to see if they have any questions on the committee work discussed.

EXECUTIVE COMMITTEE ENGAGEMENT

- In addition to the staff orientation with new trustees, a member of the **Executive Committee** will schedule a new Board member orientation to review the following with new members:
 - Mission Statement
 - Strategic Plan
 - Priorities for Upcoming Year
 - Committee Structure
 - Meeting Format & Agendas

**Great Swamp Watershed Association
Committees Policy**

**Committee Policy – In Fulfillment of *Land Trust Standards and Practices* (3E)
(Modified 03/31/2016)**

Purpose

GWSA recognizes that effective board committees are essential for ensuring the optimal performance of the full Board of Trustees. Committees take initiative to develop deeper understanding and knowledge in specific areas in order to recommend courses of action to the full board, which allows the Trustees to perform efficiently and to make well-informed decisions. This policy describes the roles and decision-making authority of GSWA's board committees.

Advisory Committees

- Advisory committees (each, "Committee") meet on a routine basis, are scheduled as circumstances require, and report to the Board of Trustees. Apart from the Executive Committee, these committees are comprised of one Trustee as Chair appointed by the Executive Committee. The Chairperson of the Finance Committee shall be the Treasurer. Committee members are selected by the committee chair and may include Trustees and members of the Association. Members of Committees serve at the discretion of the committee chairperson. Committees are advisory in nature and shall not take action binding the organization without prior Board approval. Each Committee shall keep a record of its proceedings. The record shall be reported to the Board at the next meeting practical.
- Trustees commit to serve on Committee(s) for one year at each January's full board meeting.
- The Board, by resolution adopted by a majority of the entire Board, may abolish any committee at its pleasure or remove any members of a committee at any time, with or without cause. The Committees and Chairperson shall be reconstituted annually in January.
- Ad-hoc committees may be formed by the board to address particular issues, as needed, and are subject to the same standards and regulations.

Decision-Making Authority for Committees and Committee Members

- No committee can, without prior approval by the Board, commit GSWA to any financial arrangement or relationship with any other organization or individual. Further, no action can be taken by a Committee or any of its members that would undermine or compromise the nature and purpose of the organization.
- All committees are limited to those roles, responsibilities, procedures, and powers cited in GSWA's Bylaws and its governing policies.

Chairpersons represent their respective Committees at full board meetings. The responsibilities of each Committee are as follows:

Executive Committee:

**Great Swamp Watershed Association
Committees Policy**

- Consists of the President, serving as Chairperson, the immediate past Chairperson of the Board of Trustees, Vice President, Secretary/Treasurer, Executive Director, and Chairpersons of the Committees.
- The Executive Committee coordinates all aspects of organizational governance and corporate management and makes recommendations to the Board, including but not limited to: developing board meeting agendas; creating strategic plans and position statements; reviewing annual budgets; responding to outside requests for partnerships; and proposing Trustee nominees. Otherwise, all actions of the Executive Committee shall be subject to ratification by the Board. The Executive Committee shall fix its own rules of procedure and shall keep a record of its proceedings.
- The committee shall (i) fill the vacancy of a Chairperson of a Committee and (ii) propose a slate of nominees for election to the Board of Trustees. Otherwise, all actions of the Executive Committee shall be subject to ratification by the Board.

Land Preservation and Advocacy

- Land Preservation Committee: This committee identifies and investigates potential projects to preserve land and historic sites that meet the mission of GSWA and carries out the various steps of each transaction. In keeping with GSWA's *Policy for Selecting and Approving Conservation Projects*, the committee compiles maps and creates reports describing potential acquisitions and presents these to the full Board with recommendations for further action. The committee provides a *Land Project Report* at each full board meeting to keep Trustees updated on the status of ongoing projects and to get approval for subsequent steps of an acquisition.
- Advocacy Committee: Train volunteers and educate our communities to further our mission. Advocate for responsible development practices and promote intelligent land use. Help shape the legislation that has impact on water and land resources of the watershed region. Work to ensure compliance with environmental regulation and legislation at all levels of government. Provide guidance, leadership and resources to the watershed communities on planning, zoning, water and land use issues.

Land and Water Stewardship Committee:

- This committee is responsible for stewardship, oversight and monitoring of all GSWA fee land and easements and advice on the funds needed for monitoring; amendment; enforcement and or dissolution. To provide primary stewardship responsibility for the environmental quality of the land owned in fee simple. This includes to host groups of volunteer workers for Corporate Work Days. Generate technically oriented articles within the broad GSWA mission for publication in newsletters, website and other media. Support and contribute to Stream Team activities, including water sampling and analysis, as well as stream cleanup events. Supply scientific and technological expertise to GSWA as needed, e.g. for grant writing.
- Also this Committee will monitor water quality, support GSWA's water-related programming and communicate findings to stakeholders in the watershed and beyond. Identify areas in need of restoration and employ sound restoration techniques where applicable and feasible. Be the most recognized and credible environmental organization in the area concerning the safety and

**Great Swamp Watershed Association
Committees Policy**

quality of the water. Create community stewards and strengthen partnerships with other organizations with complementary interests.

Education and Outreach Committee:

Develop and participate in selecting and implementing programs intended to educate people. Encourage people to be involved with GSWA, both as members and volunteers. Promote the activities of the GSWA internally and externally at events and in the press. Make the scientific and technical information that GSWA develops accessible to the public. Provide educational opportunities for local students, their teachers and the general public. Partner with other organizations with similar or overlapping objectives.

Finance Committee:

Chaired by the Secretary/Treasurer, this committee provides general financial oversight and guidance of GSWA to include the financial management of GSWA's endowment fund(s), annual budgets, review actual and budgeted revenues and expenditures to achieve GSWA's mission, maintain GSWA's non-profit and tax-exempt status; manage insurance and risk exposure, banking, and tax matters; coordinating financial audits and other financial issues as needed and communicates recommendations and financial issues to the Board.

Development Committee:

Provide counsel and support to GSWA to meet fundraising goals. Create and oversee development plan for fundraising, marketing and communications. Assist in raising funds for general operating support and targeted initiatives based on the GSWA strategic plan. Help to identify members, friends, corporations and foundations with the potential to provide major gift support for GSWA. Assist as needed with providing introductions, hosting meetings, arranging visits or cultivation and solicitations meetings with GSWA staff. Participate in the planning and production of annual fall gala event and other events.

Approved and Adopted by the Board of Trustees on the ___31st_ day of _March___, 2016.

Note: Land Use and Advocacy Committee name revised based on Board Meeting 05/16/20106

Great Swamp Watershed Association Committees 2021

As of December 16, 2020

Executive Committee: (proposed subject to election at January 2021 Board meeting)

Tony DellaPelle, Chair

Nic Platt, immediate past Chair

Debra Apruzzese, Vice Chair and Chair of Education and Outreach Committee

Jordan Glatt, Chair of Development Committee

Guy Piserchia, Treasurer and Chair of Finance Committee

Lisa Stevens, Chair of Land and Water Stewardship Committee

Dot Stillinger, Chair of Land Preservation and Advocacy Committee

Finance Committee:

Guy Piserchia, Chair

Reed Auerbach

Tony DellaPelle

Dot Stillinger

Kevin Sullivan

Clark Wagner

Development Committee:

Jordan Glatt, Chair

Reed Auerbach

Kate Barry

Gerry-Jo Cranmer

Teresa Lane

Dot Stillinger

Education & Outreach Committee:

Debra Apruzzese, Chair

Peter Birnbaum

Marilyn Dee

Chris Obropta

Land Preservation and Advocacy Committee:

Dot Stillingner, Chair

Reed Auerbach

Peter Birnbaum

Marilyn Dee

Michael Dee

Jordan Glatt

Matt Krauser

Alan Pfeil

Kathy Pfeil

Yorgi Vlamis

Land and Water Stewardship Committee:

Lisa Stevens, Chair

Wes Boyce

Steve Gruber

John Kramer

Jeff Miller

Fred Nealon

Trusteeship and Governance Committee:

Paul Boudreau

Jay DeLaney

Tony DellaPelle

Jordan Glatt

Matt Krauser

Nic Platt

Ad Hoc Capital Campaign Committee:

Debra Apruzzese

Reed Auerbach

Tony DellaPelle

Jordan Glatt

Eric Inglis

Teresa Lane

**RESOLUTION OF THE BOARD OF TRUSTEES OF
GREAT SWAMP WATERSHED ASSOCIATION**

I, Anthony DellaPelle, Chairman of Great Swamp Watershed Association (GSWA) Board of Trustees, do hereby certify that at a meeting of the Board of Trustees of GSWA, held electronically, on the 22nd day of January, 2021, at which a quorum was present, the following resolution was adopted:

WHEREAS, GSWA desires to authorize certain persons to act on the organization's Vanguard mutual fund accounts or Vanguard Brokerage Accounts.

NOW THEREFORE BE IT RESOLVED, that Sue Levine, Director of Finance, is authorized to act on behalf of the organization in connection with any Vanguard mutual fund account and/or Vanguard Brokerage Accounts owned by the organization. The Director of Finance is authorized to invest the assets of the organization; obtain information and give instructions for the purchase, sale, exchange, or transfer of securities; engage in margin and option trading if available on the Vanguard Brokerage Accounts owned by the organization; and execute any necessary documents in connection with those securities and/or the Vanguard mutual fund accounts and Vanguard Brokerage Accounts owned by the organization.

NOW THEREFORE BE IT FURTHER RESOLVED, that Sally Rubin, Executive Director, and Guy Piserchia, Treasurer, are authorized to act on behalf of the organization in connection with any Vanguard mutual fund accounts and/or Vanguard Brokerage Accounts owned by the organization. The Executive Director and the Treasurer shall have limited authority to invest the assets of the organization; obtain information and give instructions for the purchase, sale, exchange, or transfer of securities; and engage in margin and option trading if available on Vanguard Brokerage Accounts owned by the organization. However, the Executive Director and the Treasurer are not authorized to execute any documents in connection with the organization's accounts.

IN WITNESS WHEREOF, I have set my hand this _____ day of January, 2021.

Anthony DellaPelle, Chairman
Great Swamp Watershed Association

**RESOLUTION OF THE BOARD OF TRUSTEES OF
GREAT SWAMP WATERSHED ASSOCIATION**

I, Anthony DellaPelle, Chairman of Great Swamp Watershed Association (GSWA) Board of Trustees, do hereby certify that at a meeting of the Board of Trustees of GSWA, held electronically, on the 22nd day of January, 2021, at which a quorum was present, the following resolution was adopted:

WHEREAS, GSWA is desirous of obtaining a SECOND forgivable loan (known as the Payroll Protection Program) through the Small Business Administration (SBA) pursuant to the CARES act due to the coronavirus pandemic. The forgivable loan will be based on 2.5 times the average monthly payroll of GSWA subject to certain limitations imposed by the SBA. The forgivable loan may be used to pay payroll, rent, and utilities, subject to certain limitations imposed by the SBA. The forgivable loan is necessary due to the significant reduction in income through donations, events, and programs as a result of the coronavirus pandemic. **Specifically, the third quarter of 2020 revenue was at least 25% less than the comparable quarter of 2019.**

NOW THEREFORE BE IT RESOLVED, that the Chairman of the Board of Trustees of GSWA and or the Executive Director be and are hereby authorized, empowered and directed to execute any documents necessary to apply for and obtain a SECOND loan through the SBA pursuant to the CARES act.

The following persons are duly elected, qualified and acting Officers and or Executive Director of GSWA in the capacity indicated and are authorized to execute and deliver documents on behalf of GSWA for the purpose of binding GSWA and the signatures set forth after their names and titles are their true and genuine signatures:

Name:	Office:	Signature:
Anthony DellaPelle	Chairman	_____
Sally Rubin	Executive Director	_____

IN WITNESS WHEREOF, I have set my hand this _____ day of January, 2021.

Anthony DellaPelle, Chairman
Great Swamp Watershed Association

Great Swamp Watershed Association Profit & Loss Budget Performance

Accrual Basis

December 2020

	Dec 20	Budget	% of Budget	Jul - Dec 20	YTD Budget	% of Budget	Annual Budget
Ordinary Income/Expense							
Income							
2020 PPP Loan Forgiveness	0	109,500	0%	0	109,500	0%	109,500
401K Operational Reserve BD	0	0	0%	0	0	0%	15,920
Advocacy Operational Reserve BD	0	0	0%	0	0	0%	10,000
Annual Event	0	0	0%	120,943	82,625	146%	82,625
Corporate	35,693 ¹	12,613	283%	70,621	13,175	536%	65,350
Foundation Support	69,000 ²	86,000	80%	126,500	138,500	91%	235,000
Government Grants	0			0			20,000
Handling Income as Agent	1,593	0	100%	1,593	0	100%	0
Individual - Membership	20,353	11,300	180%	43,328 ³	21,700	200%	50,000
Individual Major Donors	39,470	32,000	123%	84,768 ⁴	56,000	151%	150,000
Individual Trustee Giving	7,795	4,000	195%	9,807 ⁵	9,500	103%	30,000
Music Fest Event	0	0	0%	21,461	16,500	130%	56,200
Other incomes misc	1,732 ⁶	67	2,598%	2,547	400	637%	800
Programs - Education & Outreach	130	345	38%	2,519	630	400%	12,000
Restricted Individual Donations	0	0	0%	15,315	15,000	102%	15,000
Total Income	<u>175,767</u>	<u>255,824</u>	<u>69%</u>	<u>499,401</u>	<u>463,530</u>	<u>108%</u>	<u>852,395</u>
Gross Profit	175,767	255,824	69%	499,401	463,530	108%	852,395
Expense							
Administrative Expense	7,013	16,199	43%	49,081	52,724	93%	105,670
Administrative Payroll Total	47,128	58,818	80%	273,541	295,219	93%	605,944
Advocacy / CAGs / Other	1,659	833	199%	2,085	5,000	42%	10,000
Annual Event Expenses	0	0	0%	22,999	22,947	100%	24,147
Development Expense	141	681	21%	531	4,022	13%	9,252
Education and Outreach	1,791	396	452%	5,974 ⁷	1,797	332%	4,850
Mailing	2,293	3,290	70%	2,601	4,115	63%	8,604
Membership	72	1,500	5%	6,779	9,550	71%	15,000
Music Fest	101	0	100%	14,135	15,000	94%	30,000
Stewardship	2,340	50	4,679%	42,046 ⁸	20,650	204%	25,950
Stewardship Land Acquisition	0	0	0%	0	11,000	0%	11,000
Water Quality	0	7,491	0%	4,659	27,510	17%	45,750
Water Testing - Well	0	0	0%	0	0	0%	2,000
Total Expense	<u>62,538</u>	<u>89,259</u>	<u>70%</u>	<u>424,432</u>	<u>469,533</u>	<u>90%</u>	<u>898,167</u>
Net Ordinary Income	113,229	166,565	68%	74,970	-6,003	-1,249%	-45,772
Other Income/Expense							
Other Income							
4% Fund Transfer Draw	0	0	0%	0	40,000 ⁹	0%	40,000
Bequests	0	583	0%	0	3,500	0%	7,000
Dividends Received	1,058	0	100%	8,278	0	100%	0
Save Noe Pond	19,825 ¹⁰	0	100%	19,825	0	100%	0
UNREALIZED GAIN ON SEC	212,512	0	100%	212,512	0	100%	0
Total Other Income	233,395	583	40,011%	240,615	43,500	553%	47,000
Other Expense							
Pilgrim Pipeline Restricted Fun	0	0	0%	150	0	100%	0
Save Noe Pond Expense	5,000	0	100%	5,000	0	100%	0
Total Other Expense	5,000	0	100%	5,150	0	100%	0
Net Other Income	228,395	583	39,154%	235,465	43,500	541%	47,000
Net Income	<u><u>341,624</u></u>	<u><u>167,149</u></u>	<u><u>204%</u></u>	<u><u>310,435</u></u>	<u><u>37,497</u></u>	<u><u>828%</u></u>	<u><u>1,228</u></u>

**Great Swamp Watershed Association
Profit & Loss Budget Performance**December 2020

1. For December, Bayer +3k and PSEG +5k came in higher than budgeted. Valley is +7k over budget, Novartis +5k and new corporation Bristol Meyer +10k not in budget..
2. Lower due to George Bauer - timing
3. Individual membership is \$5k ahead of Prior ytd
4. Major Donors is \$13k lower than Prior YTD. Timing.
5. Trustee giving is \$6k high than Prior YTD and on budget.
6. Cookbook sales are smoking hot.
7. Finite Visual costs to convert Lorax clips to educational for remote learning.
8. EQIP expenditures at CMA - as previously approved by board - \$37K.
9. We will evaluate whether to take the 4% draw as revenue.
10. Save Noe Pond Income for processing is noted in Ordinary income/expense.

Executive Director report January 22, 2021

Usually, Thanksgiving through New Year's is quiet. As I went back through my calendar, I see that was certainly not the case!

I have continued to follow up on the Kent acquisition of 10 acres in Chatham. As I have said, the hold-up was the need for the widow and all children to execute the deed. First, they questioned why they all had to sign it (reference to a trust agreement, but it was never recorded), then they questioned the legal description (reviewed and approved by the title company), then it was just herding cats. I believe the sellers' attorney finally has the executed deed and has sent it to the title company for review and approval. I am hopeful we will close shortly. Remember, we are paying \$2,500 for the property. Fortunately, there has been no rush!

I have been very busy with the Rolling Knolls Superfund in Chatham. I have spoken with our consultant regarding their review of information. I have reviewed literally over 100 documents sent by EPA pursuant to my Freedom of Information Act request. They are sending them in batches once a month with a goal of having everything by April. I have had numerous discussions with the National Wildlife Refuge manager regarding EPA's proposals. I have scheduled and am preparing for the Community Advisory Group meeting Thursday, January 14. I will let you all know how the meeting went during our board meeting.

And because I'm not busy enough in Chatham, we have also taken on an advocacy issue regarding Noe Pond. Noe Pond has been a swim club for over 60 years but the pond dates back to before the revolution when it provided irrigation and ice to local farmers. The owners of the club sold it to a developer in late 2020 and local residents are devastated. The rumor (as nothing has been officially filed yet) is that the developer wants to build 200-300 condos/townhouses and use the town's affordable housing obligation as an excuse for the density. The property is currently zoned for single family houses. Approximately 8-10 of the 35 acres are developable. The unofficial "Save Noe Pond" group has partnered with us as the fiduciary and they have raised over \$20,000, which we have restricted to this issue. We have hired an attorney, Rob Simon, to be prepared to object to any environmentally inappropriate development application. Rob has submitted an OPRA request to the DEP for any developer applications and other relevant information.

As an aside, the Pilgrim Pipeline issue for which we have also been the fiduciary is wrapping up. They are notifying me which non-profits to whom they would like to distribute their remaining funds.

Val and I worked on the year-end appeal.

I helped Lynne get acclimated and continue to help write grants and reports. Many of the grants we applied for during the summer and fall have been approved (see report).

I continue to work with program staff on winter into spring programming. Compelling virtual programs are not easy to create.

I am still working with the Landlord on a new lease. I have not heard back from them on my most recent comments. I'm just as happy to work off the existing lease as we have not yet increased our rent!

We continue to hold lengthy bi-weekly staff meetings. Since we are not all in the office, it is very important to have time to bring each other up to date on what we're working on. Unfortunately, we have no return to office date in sight. Fortunately, no staff or family member has gotten COVID.

The development plan that Sue and I wrote needs to be updated this year. I have started the process with Wade and Lynne and plan on digging into this this winter when things are hopefully a bit slower.

We have continued our discussions about initiating a capital campaign. This should be combined with an updated strategic plan. To that end, I met with several board members at the property we hope to acquire in Chatham (Ferber). I am pleased to say everyone agreed on the property's potential. We have narrowed down our choice of capital campaign consultant to Jay Angeletti from The Angeletti Group (TAG) and I am now negotiating price with him.

We are very fortunate to have received a grant to pay for some professional education videos, so the staff can use them in their remote teaching. They will also be valuable when we return to in-person teaching, as introductions to the various topics. We are using the videographer who did the Gala videos. On my calendar for this winter is reviewing the Gala videos and the new education videos to create a two-minute video for our website.

Sue and I have completed the forgiveness application for our PPP loan, but it has not yet been submitted to PGB. Since the new stimulus package was approved, there is a second round of PPP funding available. This round requires demonstration that at least one quarter of 2020 was at least 25% below the comparable quarter of 2019. In our case, third quarter was significantly lower so we will be applying for another round. Sort of good news bad news. Third quarter 2019 was when we received a \$50,000 bequest, so that's one of the reasons we had less income in the same quarter of 2020. The other reason is the Gala. While we were pleased with the Gala results and they well exceeded our conservative budget number, the 2020 gala was about \$100,000 less than the 2019 gala. I hope that we will have submitted our new application by the time of the board meeting.

Finally, don't forget that I will be working remotely from Florida in February. Since everything is remote anyway, there won't be any difference! I am hoping to take some vacation time as well. Thanks, as always, for allowing me this flexibility!

GSWA Water Quality Programs

Board Meeting Report

January 2021

As we continue to navigate the challenges of remote working/teaching I thank you all for your continuing support of our organization.

Water Quality Monitoring

Chemistry Monitoring

Our 2020 chemistry monitoring program was successful despite the challenges of the pandemic. The final chemistry results from the end of November should be delivered shortly. Once all the data is received the 2020 Watershed report card will be completed.

2021 –

For chemistry sampling in 2021, we will continue to sample at the 21 sites sampled in 2020. In addition to our regular sampling we will also be sampling for PFAS at approximately 12 sites throughout the region. PFAS are a persistent, carcinogenic chemical that has been used in manufacturing a myriad of products ranging from fire retardants used on carpets and furniture to Teflon on pots. These chemicals can persist in surface waters. GSWA will conduct a round of sampling to determine where PFAS are present in the watershed. Sampling for PFAS is scheduled to occur in later March or early April.

Visual Monitoring

Visual assessments were conducted in 2020 in both the spring and the fall. We had new sites added to our data set and have recruited a number of new stream team members who are collecting data in areas as far downstream as Roseland, at the Essex Environmental Center. We have also begun to work with a group who will be collecting data along the Saddle Brook and Goffels Brook in Ridgewood. This student run group reached out to GSWA and we will be working to train them to collect data. Gathering data on these downstream tributaries will help to give us insight to water quality issues as we progress downstream along the Passaic.

Macroinvertebrate sampling –

The 2020 macroinvertebrate sampling has been completed. We sampled 16 sites including sites within the historic 10 towns area, new downstream sites along the Passaic. We also did some follow-up sampling along Loantaka Brook downstream of the restoration/wetland project we completed with Seaton Hackney Stables in 2015 to monitor the success of our efforts. Finally we added three sites along the Silver Brook to collect preliminary data on the macroinvertebrate population prior to work starting on the EQIP restoration project in that area. Samples will be delivered to Normandeau labs for identification and inclusion in the report card.

Bacteria sampling –

The 2020 bacteria sampling project was completed on August 4th. I would like to thank all of our volunteers for their hard work and diligence. Bacteria results showed improvement on almost all of our

sites including the areas along Loantaka Brook downstream of the Seaton Hackney Stables. However, elevated levels are still being detected in Spring Garden Brook and Silver Brook. To that end we are working with a company to do source tracking along both these sites. We have been given four test kits to work with free of charge and look forward to the results showing some light on these ongoing trouble spots.

Culvert Sampling –

In 2020 GSWA participated in the NAACC Culvert sampling program. Working with Adam and some of our interns we have completed sampling all the culverts in the Passaic Headwaters sub-watershed. This program helps to determine the status of the culvert crossings (bridges, pipes or other structures) for ecologic connectivity for both aquatic and terrestrial organisms. Through a series of observations, not unlike the visual stream assessments, we can offer data on the stream connectivity through the culvert crossings. This helps to determine if a crossing needs to be upgraded or altered in some way to help with the overall health of the local ecosystem. We share this data with both the NAACC and the NY/NJ HEP.

In 2021, we hope to continue to collect culvert data, expanding our knowledge on the impacts these crossings have on our water quality and ecosystems.

Remote Education –

We have begun to work with our videographer to compile the shots we will be using as we put together our remote learning videos. These videos will help us to continue to supply our partner schools with the same level of excellent water quality programming even though we are still unable to meet with students in person. As we design the content for the videos we are keeping an eye on the future and have created a format that will continue to be useful even after current pandemic conditions lift.

Finally, we are also in the process of purchasing equipment to be better able to connect with our school remotely from the field thanks to the success of our grant program.



Education Staff being filmed as part of our videography project to create new online virtual content for programs.



Education and Outreach Report January 2021

Overview:

We finished the last two months of the strange and challenging year that was 2020 with a slew of online zoom and socially distanced in-person programs which were well attended and well received. These included a post-thanksgiving hike at a jam-packed Jockey Hollow, where the overflowing parking lots participants had to navigate highlights just how popular local open spaces continue to be, as people recreate close to home, and in safe outdoor spaces. Despite the huge challenges of the year, we offered 16 virtual programs, 11 public hikes, 7 in school programs ad 3 outdoor learning experiences and worked with 1200 students and around 450 public during the second half of the year.

We are now hard at work writing scripts, integrating student worksheets, and developing new program content for reworked remote learning programs for students. Many of our partner schools continue to learn online or with blended education and show no sign of moving back to in-person learning anytime soon. We anticipate our virtual and remote programming being the main mode of

learning through the end of the current school year, and the programming content we are creating will have purpose beyond, even as we resume in person programming.

We received funding support from several foundations that will enable us to purchase a variety of technical equipment and receive the training to use it to help us continue to improve our online and streaming “live from the field” programming. We will be purchasing some iPad tablets, tripods, go pro cameras, wireless mics, and a video camera along with a rugged outdoor laptop to enable us to meet the needs of teaching through this totally new medium. More on this below.



Public Programs

In the last 6 weeks of 2020 we offered more than 20 participants an environmental cleaning product talk via zoom, using our new professional version of the zoom software which allows us an increased suite of features and lengthier meeting times. We have created a protocol for dealing with registration and logistics for these programs which allows the presenter to focus on content, while a second staff person focuses on participant logistics- this makes it easier and less stressful for us all!

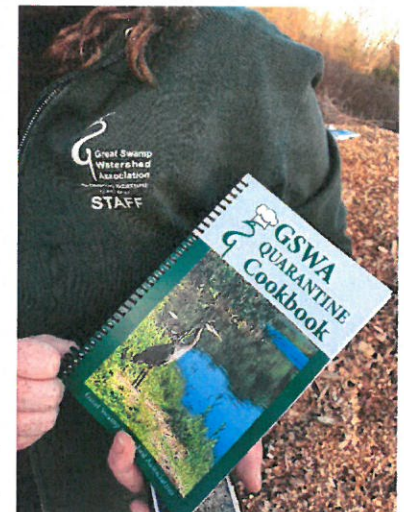
We returned to in person programs for a series of outdoor crafting workshops in time for the holidays. We offered three consecutive wreathmaking workshops outside in late November, and a similar set up for our children's crafting program was converted to a pickup and go program due to inclement weather. Participants enjoyed a hike at Hedden County park, learning about the natural history of the park and enjoying a scenic hike along Jackson brook.



We have continued to plan for low density outdoor and zoom programs for the winter into spring. We do not anticipate the situation changing rapidly for COVID related impacts to or public or school programming.

Upcoming programs include a virtual version of our annual environmental pub quiz, where participants will sign on via zoom, and use a quiz program known as Kahoot to answer questions for prizes and raggig

rights! We will have our annual vernal pool hike, full moon hike and several other hiking programs, and several zoom programs on the restoration recently completed at the Conservation Management Area and on watershed restoration. We will also be offering some zoom cooking programs, which will be friend raiser and fundraisers- where participants can cook along with GSWA staff using a recipe from the recently published GSWA recipe book.



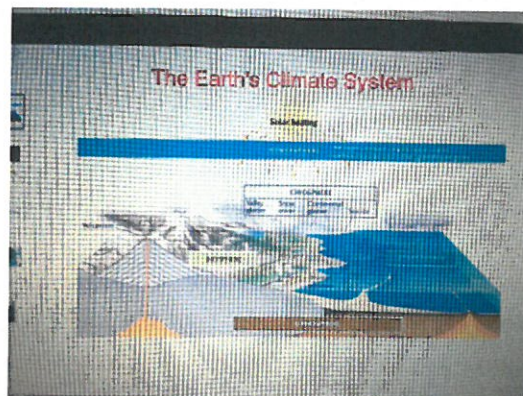
K-12 programs

Although we had some virtual teaching in November, live streaming our water quality program literally from the stream, to students at Warren Hills HS, and teaching another 75 students from longtime partner school PS 28, in Paterson, we have been busy reexamining our programming to create new content. We have spent the last weeks re-examining our traditional in-person content and deciding how we could break it up into small nuggets, filled with the essential themes and vocabulary that could then be filmed and watched in different orders, depending on the program students were studying. We came up with eight essential short videos: an introduction to GSWA; what is a Watershed? Value of Green Infrastructure; Non-point source Pollution; Ecology and Ecosystem Services; and several videos on conducting instream water quality.

We took the essential content and wrote scripts, then spent this week filming content with

videographer Paul Morgan, who created the videos that were used in the GSWA gala back in October. The two-to-five-minute videos will be shared with students, and after students have watched them, we will be able to zoom live with the students and discuss and bolster their understanding of the content they have watched. We will be able to string the videos together in different ways, and with the additional capacity to shoot our own videos once we have become familiar with the new equipment we will purchase, we can continue to modify our programming to offer both in person and video content for schools. Nothing replaces in person contact, but while we must reach through computer screens, live footage of the content we are trying to teach will help students to understand it. WE have several meetings over the next weeks to figure best products to purchase, and the software and process to create our own content.

Staff attended a virtual conference on the new Climate change educational standards that will roll out in the fall. New Jersey is the first state to mandate incorporating climate change lessons into the school curriculum. students will learn about the impacts of climate change and climate resiliency, and we will continue to teach on this subject as part of our educational programing. We were thrilled to receive a shout out during this statewide conference, which was facilitated by the governors wife- Tammy Murphy. Longtime GSWA teaching partner Missy Holzer referred several times to the programming GSWA has developed with her students at Chatham High School as an example of best practice. Students gather data, analyze it and can then use it to determine solutions to environmental problems such as climate change. We will continue to advance climate education into our water quality programs moving forward.





USDA NRCS staff engineer Nigel Woodfork, and Emile DeVito measure and inspect the finished restoration at the CMA prior to certifying the construction.

On the Wednesday before thanksgiving, myself, Ecologist Emile DeVito, NRCS biologists Evan Madlinger and Engineer Nigel Woodfork, and the restoration contractor Mike DeVos toured the CMA



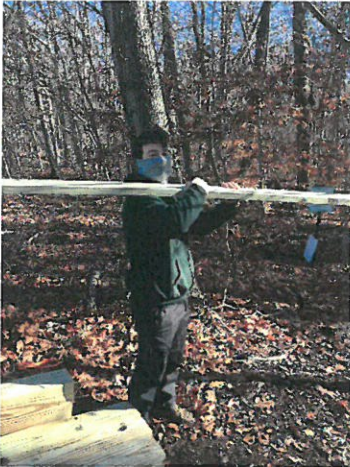
property to complete inspection of the work done as part of the restoration at the Conservation Management Area. This important final inspection, known as the "as built" inspection, determined the exact specifications and measurements of the ditches, vernal pools and streambank stabilization and woody debris placement. Its importance is that our final reimbursement payment from the US Department of Agriculture Natural Resources Conservation Service is based on the actual work completed at the site. All the measurements are put into



a complex NRCS repayment program, and our final payment calculated. This final reimbursement payment has now been authorized, along with \$11,300 in additional funding from the US fish and Wildlife service, and the restoration process is complete. However, ongoing stewardship work at the property to deal with the changes wrought by the restoration is just beginning.

The additional water being held on the property has led to several of the trails being much wetter than previously, and we have had to scramble to construct new boardwalk to cover this wet area. As previously mentioned, lifetime award volunteer Steve Gruber donated \$3,300 to purchase lumber for boardwalk construction in these newly wet areas. We have purchased and had delivered two thirds of the lumber to the site, carried it into the wet areas, and helped Steve and Wes to construct 220' of boardwalk since November. photos below show staff and volunteers carrying in the lumber.





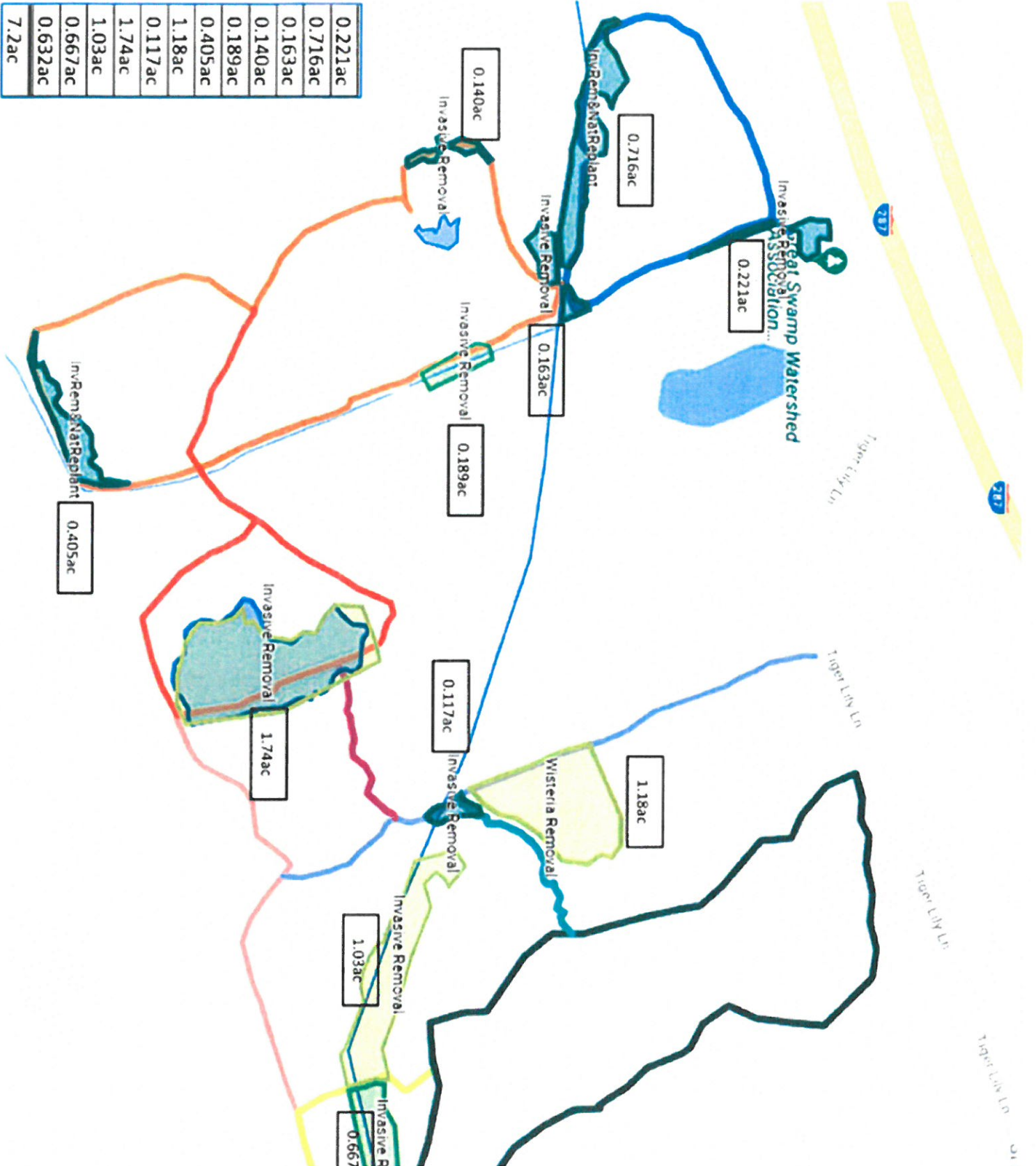
Highlights from the second half of 2020 include:

- Construction of approximately 370' new boardwalk since fall of 2019. This boardwalk is essential for access to the area that has become wetter since the restoration was completed. The new boardwalk sections will create more access to areas that frequently flood with rain events.
- A 150 square foot teaching platform into the marsh on the red trail at the rear of the property. 150 additional feet of boardwalk,
- Improvement of the cul-de-sac trailhead student-gathering area with more seating, with the addition of two benches which allowed more distancing for outdoor activities.
- Creation of interpretive signs with QR-codes to provide related information on restoration and natural history and water quality. We wrote and edited signage, for use at our CMA day, and after some tweaks the final permanent signs will be installed at the property this spring.
- Expansion of new trail development in the 20-acre Lamorgese section of property we purchased in 2017, now that restoration has been completed. Our new trails need to link to our existing trails in a logical manner. Some new access routes that will become trails were created during installation of wetland pools during the restoration.
- Creation of new student in-water access points at several locations to diversify habitats for students to explore and relieve the environmental stress on over-used access points we traditionally used.
- Installation of full color interpretive signage for this access point and streambank restoration.
- Repeat treatment at several areas where invasive plants were removed in 2019 through mechanical and chemical means and were re-treated, if necessary, with herbicide to ensure eradication.
- Work on our trail system to improve the seamless connection with Harding Land Trust trails.
- Volunteer hours significantly dropped this year due to the pandemic. Using strict COVID safety protocols for working outside, we were able to engage more than 15 college interns, high school students and internal volunteers to help us move stewardship work forward.

Our management goals for 2021 include:

- Monitor restoration and create additional boardwalk as necessary dependent on water levels at property.
- Revegetate new ditch plug areas with shrubs and herbaceous vegetation.
- Install 15 engraved ceremonial planks, 6 birdhouses and benches purchased during gala as part of new boardwalk area.
- Overhaul deer fence, now 16 years old. Replace damaged supports and strengthen and elevate.
- Plant wetland plants into and around 10 newly created vernal pools totaling more than 360,000 square feet of new wetland.
- Create new bridge crossing for silver brook to replace stream impacting culvert bridge removed during restoration.

CMA Trail Map for orientation, showing area with invasive removal, and native species replanting, and area of work conducted in the fall.



Communications Board Report – Val Thorpe

January 2021

Events

GSWA 4th Annual Great Swamp Great Music Festival

Yes, you read that right! We are back at it, planning this year's music festival. **Date: Sunday, June 6, 1-7 PM** (mark your calendar) at Giralda Farms, Chatham Twp. once again. The paperwork is submitted, and bands are confirming. Our own Jeff Webb is back this year to kick-off the event and play between bands for a non-stop music experience. Three returning bands have confirmed (Big Train, The Big Fuss, and Lenox Underground) and two are checking with their bandmates for a total of 5 bands. Food and merch vendors have also been contacted and the event is shaping up fast!

While we don't know what the state of the pandemic will be at that point, we are confident in our ability to host a safe festival following all the proper protocols. We submitted the sunshine permit early this year, so we are planning on a bright, dry day! More to follow.

Upcoming Events

We've planned some unique, engaging new events for the winter. Among others, we are looking forward to our monthly cooking series. We will kick it off this month with a Zoom call where Sandra and Hazel will demonstrate step-by-step instructions on one of the recipes from our Quarantine Cookbook. Each month we will prepare another recipe or bring in guest cooks like Scott from Minuteman BBQ in Morristown. It's a great opportunity to promote GSWA and our cookbook fundraiser.

#GivingTuesday/Year-End Appeal

We closed out 2020 with a series of #GivingTuesday emails and our year-end appeal. Donations are still rolling in and results are looking good. We will report our final numbers at the next board meeting.

GSWA in the News

- CMA Day and Renovations (Confirmed: NJ Hills Media and InsiderNJ online and print - 10/26/20)
- GSWA Quarantine Cookbook (Confirmed: NJ Hills Media and InsiderNJ online and print - 12/1/20)
- Save Noe Pond (Confirmed: NJ Hills Media and InsiderNJ online and print - 12/14/20)

Online Presence/Social Media

eNews

In response to the pandemic, GSWA increased our online presence by sending weekly eNews blasts April through October. We scaled it back somewhat for November and December to keep the focus on year-end fundraising efforts. Our average open rate for 2020 was 26% which is 11% higher than the industry average of 15%.

Website

Traffic to our website increased by 59% in 2020, our biggest growth spurt yet, significantly topping 2019 which was a 35% increase over 2018.

Top 5 most visited website pages in 2020

#1 – yet again, a blog post by Laura Kelm (former GSWA Director of Water Quality Programs) [It's Too Wet Here – Can I fill in Wetlands?](#)

#2 – GSWA Stay at home scavenger hunt (#2 most users in one day, April 15 – 305 users)

#3 – Music Festival (#1 most users in one day, August 16 – 397 users)

#4 – Events

#5 – GSWA blog: [Did you know? About Red-tailed Hawks](#) published in 2013 (author uncited)

Of note, another blog post that continually receives many visits year-over-year is [Did You Know? How Trees Fight Against Water Pollution](#) by Jim Northrop. Sadly, Jim passed away last year. We are grateful to Jim for his tremendous support of GSWA over the years. He was a generous supporter, an active member of the GSWA Communications Task Force for several years, and a subject matter expert of all things nature. He enjoyed sharing his knowledge and was a regular contributor to our eNews publications and our blogs. Jim will be missed.

Social Media

We continue to engage people in our social media network. Below is a summary of 2020:

	FOLLOWERS		
	Facebook	Instagram	Twitter
Jan 1, 2021	3326	1862	2268
Jan 1, 2020	3059	1258	2287

In the last 12 months, our followers Facebook and Instagram followers have grown significantly. We believe the decrease in Twitter followers was due to a behind-the-scenes change made by Twitter mid-2020 that caused our account to become inactive temporarily. We will continue to monitor.

[As always... please follow us, like us, and share us](#)

Use the links below to join GSWA's social media, then copy/paste the info below and share with your families, friends, and colleagues:

- Facebook: <https://www.facebook.com/GreatSwamp/>
- Instagram: <https://www.instagram.com/greatswampnj/>
- Twitter: <https://twitter.com/Greatswampnj>
- Learn more about GSWA at: www.GreatSwamp.org

Wade's Development Board Report
01.06.2021

Multiple Long-term Development Plan ZOOM Meetings with Lynne Applebaum - submitted questions and suggested revisions.

Attended GSWA Nature Hike at Jockey Hollow

Google Meet Staff Meeting 11.23.2020

Google Meet Discussion w. Sally and Lynne 11.30.2020

Hike in the CMA w. Sally, Hazel and Thelma Achenbach (major donor)

Attended multiple virtual networking events.

Environmental Fundraisers Gathering Meeting via ZOOM 12.10.2020

Follow-up with certain major donors – ongoing solicitation via email and phone of major donors lapsed or now due in conjunction with the 2020 Year-end Appeal. Many, many acknowledgment letters written for gifts received!

Great Swamp Watershed Association
Monthly Development Summary
as of December 31, 2020

DRAFT

	Dec Actual	Dec Goal	YTD Actual (July - Dec)	Goals YTD (July - Dec)	Percent of Goal Through Dec	Goals July '20- June '21	Progress to FY2021 Goals	Dec 2019 Actual	July '19 - June '20 Actual
Individuals									
Trustees	7,500	4000	9,512	9,500	100%	30,000	32%	2,150	29,756
Major Gifts	41,970	32,000	90,083	56,000	161%	150,000	60%	60,300	193,415
Membership	17,894	11,300	41,515	21,700	191%	50,000	83%	20,864	72,226
Total Individuals	67,364	47,300	141,110	87,200	162%	230,000	61%	83,314	295,397
Institutions									
Corporations Restricted	35,000	0	45,000	0	#DIV/0!	50,000	90%	9,750	42,250
Corporations Stewardship Re	0	0	0	0	#DIV/0!	24,000	0%	n/a	4,345
Corporations Unrestricted	693	113	15,721	675	2329%	11,350	139%	200	12,839
Foundations Restricted	45,500	66,000	90,500	98,500	92%	101,500	89%	37,000	86,415
Foundations Unrestricted	3,000	28,500	43,000	48,500	89%	133,500	32%	0	153,000
Total Institutions	84,193	94,613	194,221	147,675	132%	320,350	61%	46,950	294,504
Events									
Programs / Events	141	345	2,520	630		12,000	21%	1,010	18,306
Gala	0	0	122,071	82,625	148%	82,625	148%	250	217,621
Music Festival	0	0	29,741	16,500	180%	56,200	53%	0	46,743
Total Events	141	0	154,332	99,125	156%	138,825	111%	1,260	282,670
Misc - Income									
Merchandise	1,263	-	1,983	-		-	-	-	-
Total	152,961	141,913	491,645	334,000	147%	689,175	71%	131,524	872,571

Note 1

Note 2

Note 3

Note 4

1. Anyone who has donated in the last 12 months + 2 month grace period is considered a member. Membership contributions include: new member donations, renewals, appeals, donations, memorial gifts, workplace giving, and monthly sustaining gifts. Excludes major gifts, trustee giving and gala related donations.
2. Restricted gifts are contributions designated by the donor for a specific purpose.
3. Includes corporate matching gifts.
4. Includes all Gala revenue regardless of source. A major donor's Gala gift, for instance, will appear here and not under the Major Donor category.

	BUDGET	ACTUAL	VARIANCE	NOTES
Corporate Restricted				
Bayer Corp	\$7,500.00	\$10,000.00	\$2,500.00	Environmental Education Paterson & Newark
Bristol Meyer Squibb	\$0.00	\$10,000.00	\$10,000.00	Downstream Education
PSE&G	\$20,000.00	\$25,000.00	\$5,000.00	Environmental Education
Corporate Unrestricted				
BASF	\$10,000.00	\$0.00		General Operating Support - Pending
Investors Bank Foundation	\$7,500.00	\$0.00		General Operating Support - Pending
Valley National Bank	\$0.00	\$10,000.00	\$10,000.00	General Operating Support
Novartis	\$5,000.00	\$10,000.00	\$5,000.00	General Operating Support
First Energy / JCP&L	\$5,000.00	\$2,000.00	-\$3,000.00	\$5000 received, but \$3000 allocated to gala per grantor request
Foundation Restricted				
Guilford Foundation	\$0.00	\$3,500.00	\$3,500.00	Video Production of Education Videos
Community Foundations NJ	\$7,500.00	\$0.00	-\$7,500.00	Restructured, no grants till 2021
EJ Grassman Foundation	\$0.00	\$7,000.00	\$7,000.00	Technology & WQ Equipment
Garden Club of America	\$10,000.00	\$10,000.00	\$0.00	Downstream Education
Hyde & Watson	\$5,000.00	\$15,000.00	\$10,000.00	Technology & WQ Equipment
Union	\$0.00	\$5,000.00	\$5,000.00	Technology & WQ Equipment
Lillian Schenck	\$3,000.00	\$0.00		Environmental Education - pending
Valley National Bank	\$5,000.00	\$2,000.00	-\$3,000.00	\$5000 received, but \$3000 allocated to gala per grantor request -Environmental Ed.
Lowell Johnson Foundation	\$5,000.00	\$0.00	-\$5,000.00	Environmental Education
Marta Heflin Foundation	\$5,000.00	\$5,000.00	\$0.00	CMA Stewardship
Mary Reinhard Stackhouse Found	\$5,000.00	\$15,000.00	\$10,000.00	Green Infrastructure Programming in Summit
Mazer Foundation	\$10,000.00	\$7,000.00	-\$3,000.00	Environmental Education
Meerwarth Foundation	\$15,000.00	\$15,000.00	\$0.00	Environmental Education
NJCF / Franklin Parker	\$2,500.00	\$0.00	-\$2,500.00	Paterson Rain Gardeb
Tyler Foundation	\$25,000.00	\$20,000.00	-\$5,000.00	Environmental Education
Watershed Institute	\$8,500.00	\$8,500.00	\$0.00	WQ Education Programming - recved award letter, waiting for funds
Unrestricted Foundation Support				
Cestone	\$20,000.00	\$0.00	-\$20,000.00	General Operating Support - denied in 2020, will apply in Spring 2021
FM Kirby	\$30,000.00	\$0.00		General Operating Support-pending, application submitted in January
Fred Fatzler Foundation	\$3,500.00	\$3,000.00	-\$500.00	General Operating Support
George W Bauer	\$20,000.00	\$20,000.00	\$0.00	General Operating Support
Sweetie Pie Foundation	\$0.00	\$500.00	\$500.00	General Operating Support
Victoria Foundation	\$25,000.00	\$25,000.00	\$0.00	General Operating Support
Wallace Foundation	\$35,000.00	\$35,000.00	\$0.00	General Operating Support
	\$295,000.00	\$263,500.00	\$19,000.00	
Other			\$\$ Request	
Cornell -Douglas Foundation			\$15,000.00	General Operating Support - willapply in January
Clif Bar Foundation			\$10,000.00	Environmental Education - will apply in February
Leavens Foundation			\$10,000.00	Water Quality Monitoring - will apply in February
Madison Garden Club			\$1,500.00	Paterson Rain Garden - will apply in March
EENJ			\$20,000.00	Paterson Rain Garden - submitted in December, pending