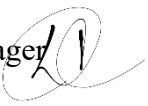


MEMORANDUM

TO: Town Council
FROM: David E. Cox, Town Manager 
DATE: December 8, 2023
SUBJECT: Town Manager's Report

The following information includes follow up from general items that were discussed at previous Council meetings as well as updates of a general nature from the departments or agencies. The items are organized by department and are intended to provide information on activities currently being undertaken by the Town's departments and those matters that are upcoming. Not all departments will be represented in each Report.

Collector's Office

- As a result of the annual budget not being adopted prior to the first real estate and personal property tax billing, a temporary mill rate established by the Town Council was used for that billing and only a portion of the taxes that would ultimately be due were billed; approximately half. As was announced at the November 28 Council Meeting, the Collector's Office prepared and mailed adjusted bills on December 1, which reflect the permanent mill rate of 36.06. The second installment includes the balance amount due, including the second installment and the unbilled portion of the first installment.
- Additionally, Motor Vehicle Supplemental bills were also mailed on December 1. These bills cover any vehicle that was registered from October 2, 2022 through September 30, 2023.
- The second installment of real estate, personal property and motor vehicle supplemental taxes all are due and payable on January 1, 2024 and are delinquent after February 1, 2024. No interest or penalty is assessed for full payments made on or before Thursday, February 1. Taxpayers are reminded that payments may be made anytime online via the Town's website using the "Pay Bills Online" button on the home page. Payment options include direct withdrawal from a checking or savings account, which is free, or payment via credit card, PayPal, PayPal Credit, Google Pay, Venmo and Apple Pay, which include a service charge. Taxpayers may also deposit a check payment in the drop box outside Town Hall at any time or may visit the Collector's Office during Town Hall hours.

Fire Department

- It is that time of year and Santa will be visiting neighborhoods starting Saturday, December 9 and ending Monday, December 18. Please visit the Department's Facebook page for routes and cancelations. ([East Hampton, CT Volunteer Fire Dept](#)) The routes also have been published in the Rivereast. The Fire Department wishes all of our

community happy holidays. Santa and FD team will also be at the Jingle Bell Parade and tree lighting on Friday, December 8.

Library

- The Library is collaborating with the East Hampton Village Center Merchants group for its "December in the Village" initiative. This includes hosting the second annual Gingerbread House Contest and, new this year, a silent auction to benefit the Food Bank. Village Center shops and the Library created one-of-a-kind kissing balls (seasonal greenery similar to a wreath, but ball shaped) which will be on display and eligible for bidding at each participating location from December 2 through December 9.
- In lieu of its annual Winter Wonderland auction, the Garden Club is selling holiday centerpieces at the Library.
- On November 30, first-round interviews for the vacant Children's Librarian position took place. Four candidates will be moving on to the second round, which will take place in mid-December.
- Staff is continuing efforts to refresh the interior spaces of the Library. The new circulation desk has been completed and Adult and Young Adult Librarian Keri Blanda is working closely with the Teen Advisory Board (TAB) to revitalize the Library's Young Adult area. TAB members are making recommendations for new furniture and a new layout of the space to make it a more welcoming and usable environment for them and their peers.

Police Department

- Officer Caleb Cavanaugh recently completed a three-week intensive Drug Recognition Expert (DRE) course which trained him to recognize impairment in drivers under the influence of drugs other than, or in addition to, alcohol. The Department lacked the means to test someone who was operating a motor vehicle under the influence of drugs, which became even more important after the legalization of cannabis in Connecticut. Officer Cavanaugh has the ability to evaluate a driver at the time of the arrest and identify the class of drugs responsible for the observed impairment. Currently, there are less than 100 certified DRE's in Connecticut.
- During the month of November, the Department did not use Narcan, nor did it respond to any medical call in which a family member or other person had used it.

Public Works

- Crews from Public Works have completed work to clear out overgrown brush and invasive plants from the area around the bow and arrow sign and the lake shore. This small project has improved the lake view at this location and improved the overall appearance. In the spring, a low growing ground cover will be planted along the bank to prevent erosion. This clearing will



also enable the Department access to maintain the water quality measure that was installed as part of one of the recent watershed projects. Public Works also assisted with installation of the new "Lake Pocotopaug" sign that was donated by the Rotary Club. The new sign was made to the exact dimensions and font type of the old sign with new materials, which are expected to stand up to the elements better.

- Drainage work on Hayes Road has been completed. Approximately 220 feet of rusty corrugated metal pipe was removed and replaced with HDPE pipe along with rebuilding of four drainage structures. As weather permits during the winter, crews will work on replacement of broken or rusted catch basin tops in the area. This work is being done in anticipation of spring paving of the road. Currently, roads on the list for spring paving are Hayes Road, East Hayes Road, Forest Street, and Barton Hill between Rt 66 and Oak Knoll. As a reminder, the paving list is subject to change based on asphalt prices and road conditions after winter weather takes its toll.
- The Department's mechanic's shop has nearly completed calibrating the deicing equipment on the Town's plow trucks. This process ensures the proper amount of material is being dispersed in accordance with State of Connecticut guidelines and best management practices. Staff has also been inspecting the trucks to ensure they are all prepared for winter duty.
- The Town's catch basin cleaning contractor, Shaw Vac, has begun the semi-annual catch basin cleaning operation within the Lake Pocotopaug Watershed. The Department schedules catch basin cleaning in the watershed twice per year, once in the late fall and once in the late spring. The basins outside of the watershed are cleaned on an annual

basis. Cleaning the catch basins in the watershed helps keep organic matter and other substances out of the lake.

- Survey work has begun on Main Street to map out and analyze the drainage system in the area. Main Street is in significant need of pavement restoration, but this work has been pushed back due to the drainage system in the road being compromised. The system has been difficult to inspect due to the many buried structures and failing metal pipes throughout the system. The plan is to facilitate a drainage project on Main Street in the near future so that the road can be repaved shortly thereafter. Staff will continue to provide updates as more information becomes available on this potential project.
- The Department reminds the community that this winter the Town has some new plow truck drivers on staff, and this will be their first winter plowing for the Town. While these drivers receive training ahead of time, including driving their routes multiple times, it is possible that as these new drivers learn their routes and how to efficiently conduct snow removal operations that a road may be accidentally missed during plowing. Please contact the Public Works office as soon as possible if you think your road has been missed or there is some other issue that seems out of the ordinary with our snow removal operations.

Recreation

- The Recreation Department is working hard to get the Youth Recreational Basketball season up and running starting on January 6. The Department has a record number of youth in grades 1 through 3 signed up for the program. The registration deadline has passed, but the program is still in need of volunteer coaches in a few of the age groups. Interested parties are encouraged to contact the Department.
- The second half of the year's after-school programming schedule will be finalized by the end of next week and posted to the Department website for registrations. There are many new and interesting programs being scheduled.
- The Department has booked discounted tickets to several upcoming sporting events over the winter season. UCONN Men's and Women's Basketball Tickets are available now through the office or online on the Department's website.
- The Department has begun the spring and summer recreation program planning process and is working on the plan for staffing for Sears Park and Summer Camps. Staff has also begun preparations for the annual fundraiser golf tournament in May, which raises money

for both the Jeffrey Leith Memorial Scholarship fund as well as the Seamster Park Playground. The Department is currently seeking sponsors for this event.

- The Conservation and Lake Commission is developing a plan for treatments for the 2024 season to continue to improve water quality. In addition to in-lake treatments, the Commission is evaluating additional measures in the streams that flow to the lake. Grant-funded watershed projects have been completed at Edgewater Circle, Fawn Brook at Bay Road, Christopher Brook, Christopher Brook Pond and O'Neill Brook. Staff and the Commission are working on a project development plan and public outreach program to address stormwater runoff, use of fertilizers in the watershed and combating invasive species. More updates on the plan will be available soon.

Senior Center

- The Senior Center Director attended the River Valley Transit Advisory Committee meeting, which is a group of interested stakeholders that provide information and advice to the Transit Authority regarding service. As noted previously, River Valley Transit has received grants that will allow it to implement the pilot program for the Xtra Mile program, which is an on-demand local transportation service. The Authority hopes to implement the program this summer. Additionally, the Authority revised its route timing so that East Hampton residents are able to transfer to other buses in Middletown for regional services more reliably.
- Staff began working with the AARP tax preparer to begin setting up this year's Tax Aide program which will begin in February 2024.
- The Senior Center hosted the Senior Resources M-Team meeting, which is a multi-disciplinary team comprised of providers that work with older adults in the region. The team meets once per month to have the opportunity to discuss difficult cases confidentially in order to allow the team of providers to better serve clients holistically, to facilitate sharing of resources, to increase referrals and to discuss possible gaps in regional services.
- Senior Center hosts its craft sale, which is open to the public, in conjunction with the Village Center Businesses Holiday Stroll on Saturday, December 9. The Village Center businesses also are sponsoring a Stuff-a-Truck event on that day to collect items for older adults in the community. In follow up to the Stuff-a-Truck collection, the Senior Center will host a holiday event where participants will "shop" for items that were donated in the collection event. The donations will also be shared with the East Hampton Housing Authority.

- The Senior Center will be hosting its Holiday event on Wednesday, December 13 from 2:00pm to 5:00pm. The event will include visits from the North Pole and visits to the North Pole. Older Adults are invited to bring their imagination and join in the fun. Admission price is a non-perishable food item donation.

Town Clerk

- Assistant Town Clerk Patricia Burnham has been appointed Acting Town Clerk while the position is being filled permanently after the departure of Town Clerk Kelly Bilodeau.

Town Manager/Other

- The Town is a member of the Salmon River Watershed Partnership, which focuses on providing resources and coordinating efforts of the ten communities in the watershed to protect the river and its environment. Nearly all of East Hampton drains to the Salmon River before flowing to the Connecticut River. Only the western edge of the Town drains directly to the Connecticut River. Recently, the Salmon River Watershed Partnership completed its five-year strategic plan, and that document is included in this Report.

DC

cc: Management Staff

Salmon River Watershed Partnership 5-Year Strategic Plan FY 2023-2028



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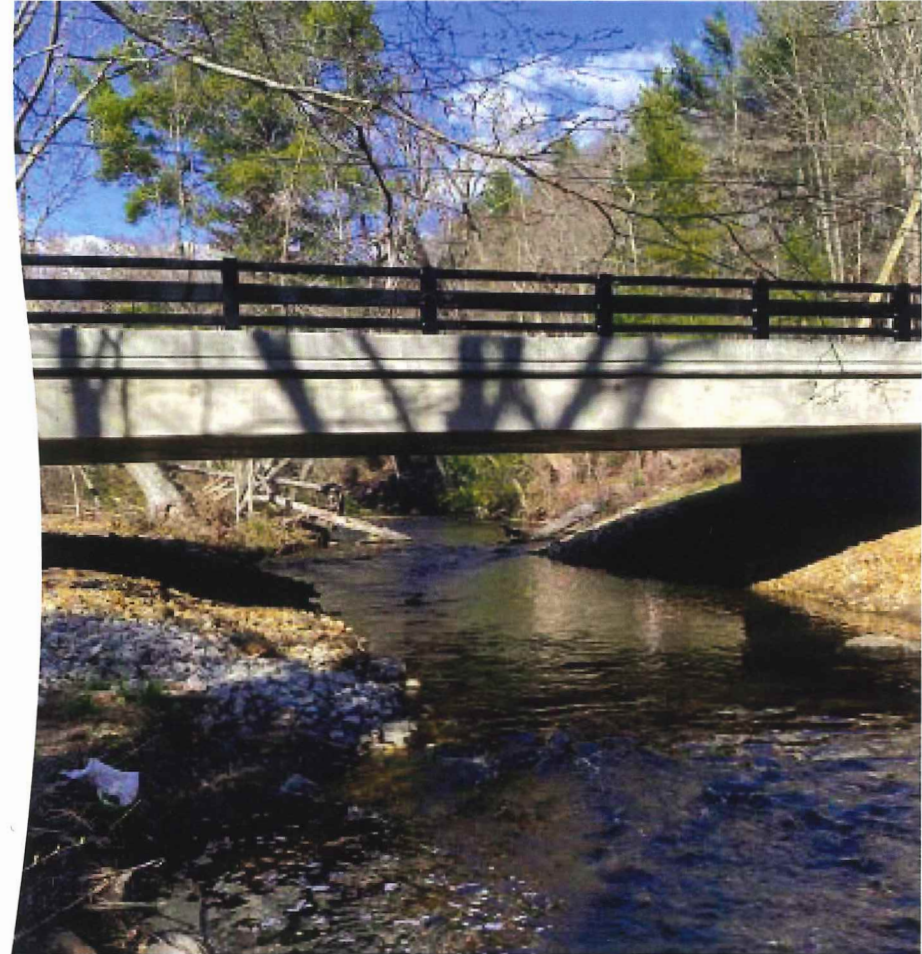
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This document is primarily intended for use by Salmon River Watershed Partnership (SRWP) board members, participating organizations, and municipal leaders in the Salmon River Watershed. This plan guides SRWP toward being a sustainably funded and managed collaboration of watershed communities working for the benefit of protecting Salmon River Watershed resources.



Salmon River Watershed: A Valuable Landscape Enriching the Local Communities

The value of the Watershed, with its preserved lands, goes far beyond its rich ecological diversity. It offers local communities so much more:

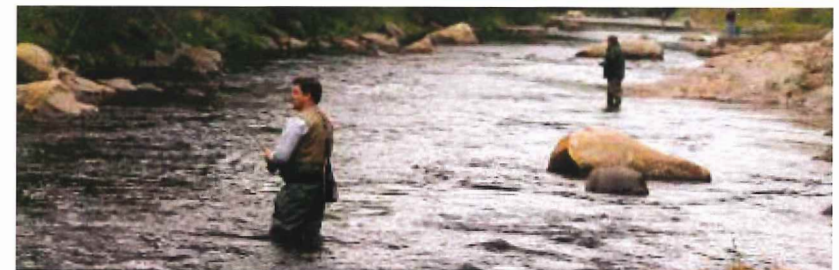
Sense of Place: The “rural feel” of the town is often cited as a reason residents chose these local communities and the goal of preserving this rural lifestyle is goal cited in many of the Plans of Conservation and Development.

Drinking Water Protection: With many of the watershed residents depending on private wells, drinking water protection is paramount.

Recreational Opportunities: With over 26,500 acres of preserved lands in the watershed, including the multi-town Air Line Trail State Park and prime freshwater fishing spots, there are ample outdoor experiences for year-round enjoyment which also promotes local business opportunities.

Agriculture: Land for healthy, local, sustainable food crops offers residents food security in a changing climate.

Economic Benefits: Protecting drinking water and small town atmosphere, preserves quality of life and property values. Agricultural land supports local business and food security. Outdoor spaces encourage out-of-town visitors that frequent local businesses. For example, the number of visitors to two of our state parks were estimated by state personnel to be over 50,000 for Day Pond State Park (Colchester) and almost 75,000 for Gay City State Park (Hebron, Bolton) in 2021.



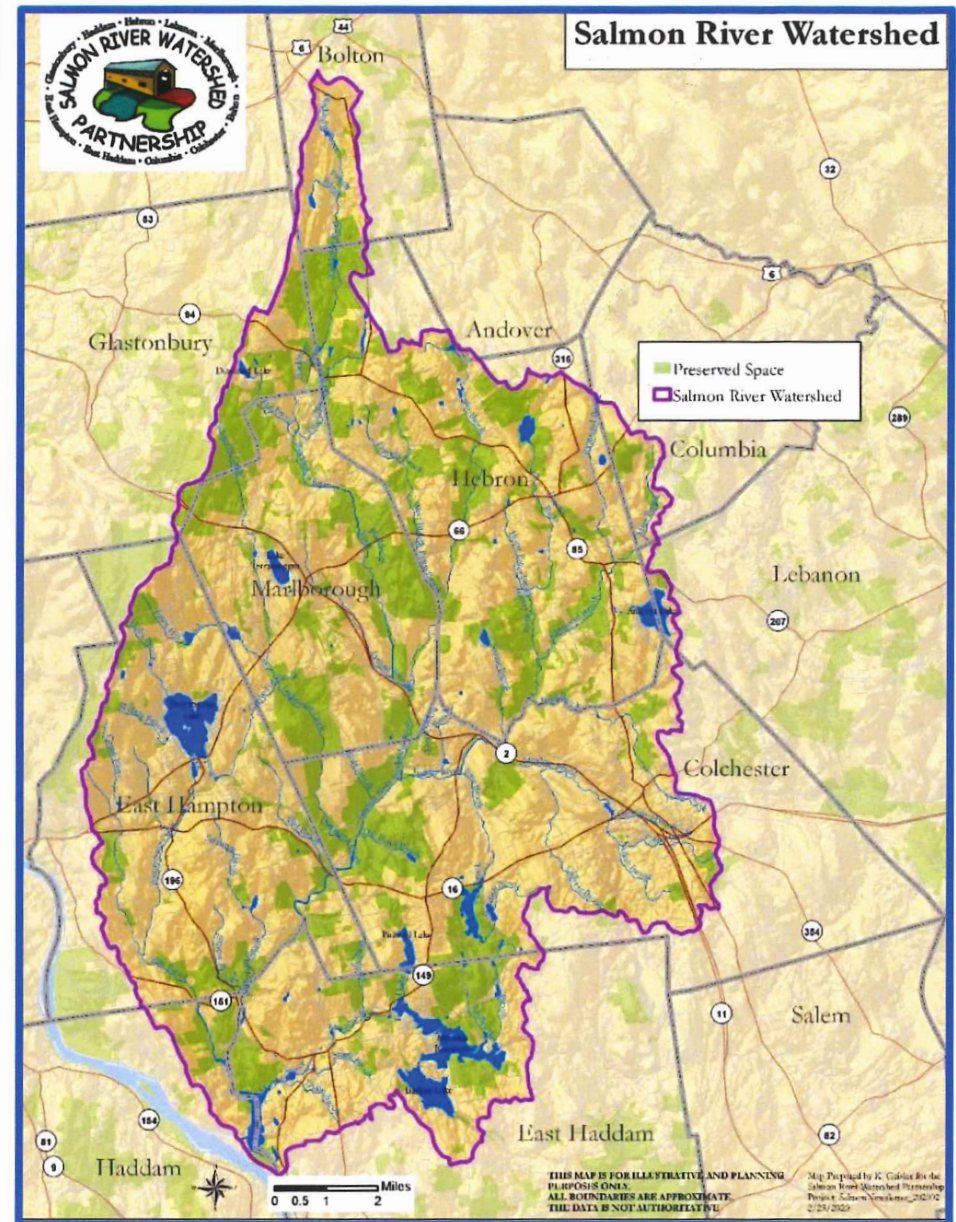
The Salmon River Watershed Partnership

In 2007, the Salmon River Watershed Partnership (SRWP) was launched by The Nature Conservancy as a collaborative effort with watershed towns to embark on a comprehensive review and update of land-use practices in the watershed. Recognizing the importance of managing watershed resources with a multi-town approach, SRWP made the decision to continue the partnership upon the completion of the original grant project. Continued collaboration among the towns is key to conserving the Salmon River watershed and supporting the long-term social and economic vitality of watershed communities.

Today, SRWP consists of representatives from watershed towns, The Nature Conservancy, the Connecticut Department of Energy and Environmental Protection, Trout Unlimited, Colchester Land Trust, and Friends of Silvio O. Conti Refuge. SRWP is staffed by a part-time Watershed Coordinator and summer interns.

The Salmon River Watershed

Located within the towns of Bolton, Colchester, Columbia, East Haddam, East Hampton, Glastonbury, Haddam, Hebron, Lebanon, and Marlborough.

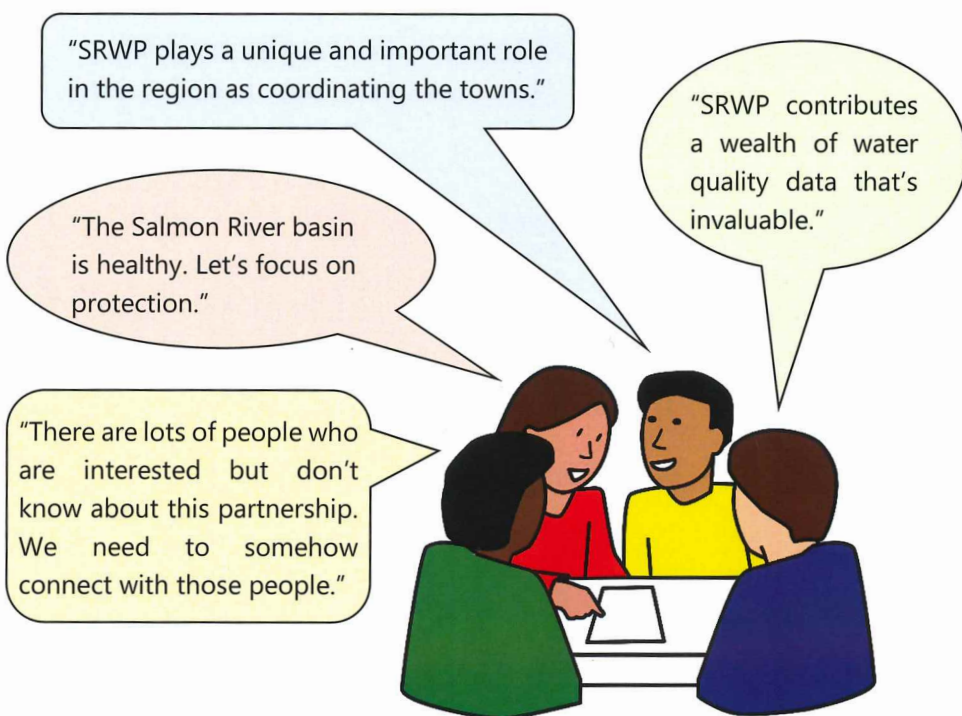


Strategic Plan Overview

In 2021, SRWP embarked on an initiative to create a long-term vision and plan for sustainable management and funding of the organization. During a series of workshops in 2021 and 2022, the SRWP steering committee and watershed stakeholders explored two driving questions:

“Where do we want to go?” and **“How are we going to get there?”**

The discussions covered a range of topics that helped clarify watershed needs and challenges; the value of SRWP’s current activities and desired changes or additions; and opportunities to strengthen SRWP’s long-term viability. The series of workshops culminated in an action-planning workshop, in which participants mapped out a path for SRWP’s future.



Our Vision for SRWP

SRWP is an intermunicipal collaborative that strives to sustain a resilient and vibrant environmental and recreational landscape across the Salmon River Watershed. SRWP supports this vision with education, planning, science, and project support.

Our Goals

SRWP aims to achieve the following five goals through the implementation of this strategic plan:

- GOAL 1. Continue and expand upon core watershed activities
- GOAL 2. Raise awareness about SRWP’s work and benefits
- GOAL 3. Ensure adequate staffing and facilities for SRWP’s watershed activities
- GOAL 4. Strengthen organizational structure and sustainability
- GOAL 5. Secure funding for SRWP’s current and future needs



Goal 1: Continue and Expand Upon Core Watershed Activities

SRWP protects and celebrates the watershed through education, science, planning, and advocacy. We will continue these core watershed activities and expand upon them as our organization grows. Through this work, we will continue to:

- 1) Foster a knowledgeable constituency with a strong stewardship ethic.
- 2) Further our understanding of watershed health through water quality and biological monitoring.
- 3) Develop open-space mapping and a watershed management plan to guide future land-use and watershed-protection actions.
- 4) Support plans, policies, and projects that align with SRWP's vision for a resilient and vibrant watershed.

Salmon River Watershed Management Plan

An important new initiative for SRWP will be to develop a watershed plan. This plan will identify threats, establish goals, and prioritize actions to protect our watershed's water quality and natural resources. The plan will also enhance the eligibility of SRWP and the watershed towns to receive various grant funds.

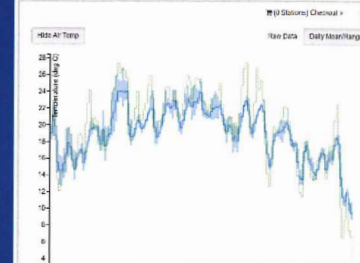
EDUCATION

- School programs
- Tabling
- Citizen scientists



SCIENCE

- Water quality & biological monitoring
- Data sharing



PLANNING

- Open space mapping
- Watershed management plan



MUNICIPAL SUPPORT

- Letters of support
- Guidance on town plans & policies

The Plan of Conservation and Development



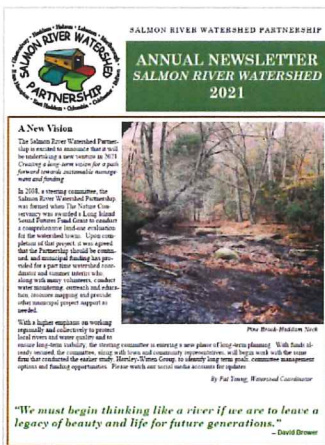
Goal 2: Raise Awareness about SRWP's Work and Benefits

Through our watershed activities, SRWP is making a positive impact on the Salmon River Watershed and its towns, businesses, residents, and visitors. We will boost our impact and better sustain our organization by spreading the word, raising our profile, and getting more people involved. Through improved and expanded communications, we will:

- 1) Ensure that Town staff and officials are informed of our services, such as grant application letters of support, policy guidance, and stormwater education for Municipal Separate Stormwater System (MS4) compliance, as well as the broader economic and quality-of-life benefits derived from a healthy watershed.
- 2) Reach a diverse audience of watershed residents, businesses, and visitors to let them know about SRWP's work and how they can help protect and celebrate the river system.
- 3) Collaborate with planning, recreation, academic, environmental, business and health organizations and agencies to amplify SRWP's message.

Many ways to get the word out about SRWP!

- Frequent presentations and updates to Town boards, local businesses, recreation groups, and other partners
- Website
- Social media
- Press releases
- Newsletter
- Tabling at events
- Mentions in Partner communications



Goal 3: Ensure Adequate Staffing and Facilities for SRWP's Watershed Activities

Staffing and facilities are critical to sustaining and growing SRWP's high quality projects and services. To strengthen our capacity to successfully implement watershed activities, we will seek to:

- 1) Increase staffing levels incrementally, focusing first on meeting current staffing needs.
- 2) Leverage outside resources, such as interns and technical assistance, from other organizations and agencies.
- 3) Procure office, meeting, and storage space.

The many responsibilities in effective watershed management:

- Program and project leadership
- Municipal support and policy review.
- Data collection and analysis, reporting and resource mapping.
- Engaging and coordinating citizen scientists and field interns.
- Outreach and education
- Administrative and accounting support
- Grant writing and management



Expanded partner relationships may create opportunities for shared expertise and resources

- CT River Coastal Conservation District
- CT River Conservancy
- CT DEEP
- Councils of Governments
- Colleges and universities
- New England Mountain Bike Association (NEMBA)
- Land Trusts
- Eastern CT Forest Landowners Association
- CT Forest & Park Association
- Fish & game clubs
- Whitewater rafting groups
- Scout and Civic groups



Goal 4: Strengthen Organizational Structure and Sustainability

SRWP will implement changes, as needed, to the organization's structure and fiscal arrangements that will allow for sustainable funding and operations. The watershed towns will remain SRWP's core leaders, beneficiaries, and funders as SRWP explores options to expand protection, management and funding opportunities including, incorporating as a 501(C)(3) or pursuing federal designation for Salmon River as a Wild & Scenic River*.

Current Organizational and Fiscal Structure

Fiscal Arrangements: SRWP currently exists as a project of the Connecticut Resource Conservation & Development Area (CT RC&D), a 501(C)(3) nonprofit corporation. It is funded primarily through municipal contributions. SRWP is itself an unincorporated organization, so RC&D serves as its fiscal agent and receives municipal funds, tax-deductible charitable contributions, and grant funding for the benefit of and use by SRWP. RC&D provides bookkeeping services to SRWP on an hourly basis, and non-municipal contributions and grants for SRWP are subject to a 10% charge from RC&D to cover the costs of administrative, legal, and accounting services.

Leadership: SRWP is comprised of appointed representatives from ten watershed towns, The Nature Conservancy, the Connecticut Department of Energy and Environmental Protection, Trout Unlimited, Colchester Land Trust, and Friends of Silvio O. Conti Refuge.

What is the Future of SRWP?

Through the visioning and action planning process, SRWP and other participants expressed consensus that the **watershed towns should continue to be primary leaders and funders of SRWP**. Discussions about potentially changing the organizational and fiscal structure focused primarily on two options:

- 1) Incorporating SRWP as an independent 501(C)(3) non-profit organization, and
- 2) Pursuing federal designation for the Salmon River as a Wild & Scenic River, similar to Farmington, Eightmile, Wood-Pawcatuck & Housatonic Rivers in CT.

These options would change both the operations and leadership structure of SRWP, as well as the funding sources. As a program of CT RC&D, SRWP can receive grants and donations, but 10% of those funds go to CT RC&D to cover administrative costs. If SRWP started to receive more donations, **it would likely need a different fiscal arrangement.**

- 1) **Independent 501 (C) (3):** This path would require establishing the SRWP as its own legal entity with those required responsibilities. It may also alter the relationships with the towns as an entity that would be distinctly separate with its own by-laws and membership.
- 2) **Wild & Scenic River designation:** This path does not eliminate the need for a fiscal agent and requires the establishment of a Steering /Coordinating Committee to shepherd the study process and implement the required Watershed Management Plan. Federal designation may provide long-term funding for projects, staffing and administration, as well as technical support and further river protection mechanisms. The process for designation is generally lengthy (years) and requires both political support and that the affected municipalities approve inclusion into the Wild & Scenic program.

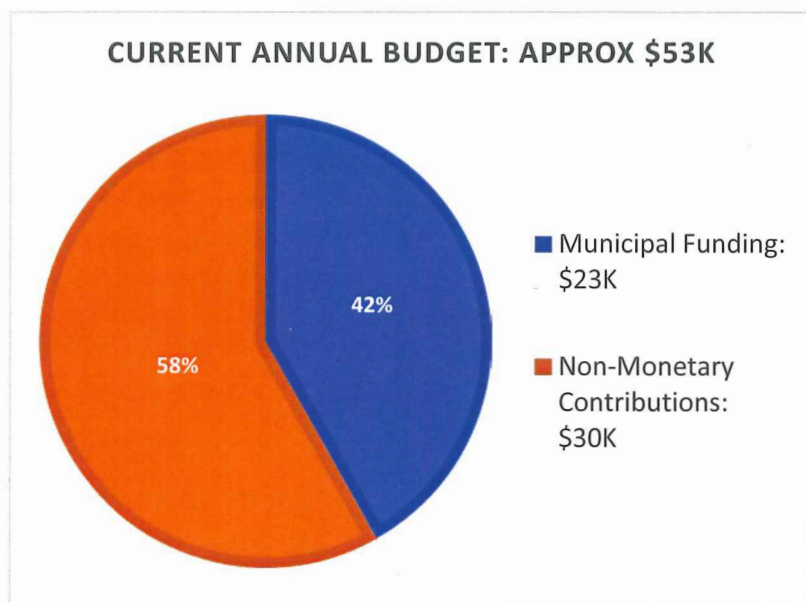
*Note: Segments of the Salmon, Blackledge and Jeremy Rivers are listed in the National Rivers Inventory as potentially being eligible for protection under the Wild & Scenic River Partnership Program. (<https://www.nps.gov/subjects/rivers/nationwide-rivers-inventory.htm>)



Goal 5: Secure Funding to Meet SRWP's Current and Future Needs

Over the next five years, SRWP will incrementally increase our budget and will secure funds to meet budgetary needs for staffing, facilities, equipment, and other operational costs. Our funding objectives are to:

- 1) For FY 2024, request funding participation from all 10 of the watershed towns as well as a 10% bump in funding from those towns already contributing, in order to account for the increased cost of living and goods since 2008 to support existing services.
- 2) By FY 2028, seek to increase funding to add staff support, secure office and storage space and pursue a watershed management plan.
- 3) Diversify funding sources, supplementing municipal funds with private donations, public grants, and in-kind contributions.



SRWP relies on municipal contributions to fund core watershed activities and one part-time staff person. SRWP currently receives approximately \$23,000 annually in municipal funds, plus non-monetary contributions in the form of volunteer time, professional donated time, and donated facilities. In contrast, other watershed organizations, such as Wild & Scenic Partnership Rivers currently operate with budgets over \$200,000 annually.

A request for continued funding is sent out to watershed towns at the beginning of each year to be included in municipal budget preparation. Originally, higher contribution amounts were established for the four towns that have the bulk of the watershed within their boundaries (Colchester, East Hampton, Hebron, and Marlborough), while contributions from other towns were determined based on amount of land in the watershed and their ability to contribute. Contributions from individual towns currently range from \$0 to \$5,000 annually.



Potential Funding Sources for the Salmon River Watershed Partnership

Funding Program	Can Fund General Operations?	Description	Links
Municipal Partner Contributions	Y	Annual contributions from individual towns currently range from \$0 to \$5,000. SRWP could request larger contributions in coming years.	N/A
Municipal Services Agreements	N	Contracts with municipalities to provide monitoring, education and engagement services in support of municipal NPDES permit obligations.	N/A
Clean Water Act Section 319 Nonpoint Source Grants	N	DEEP awards grants for projects that address nonpoint source pollution impacts in surface waters, including the creation and implementation of approved watershed-based plans .	https://portal.ct.gov/DEEP/Water/NP/S/Request-for-Proposals-for-Nonpoint-Source-Management-Grant-Program
National Fish and Wildlife Foundation (NFWF) Long Island Sound Futures Fund	N	The Long Island Sound Futures Fund supports projects to fully restore the health and living resources of Long Island Sound. Funded projects include habitat restoration, resilience, water quality, fish passage, education , and nitrogen-prevention watershed planning and implementation projects.	https://www.nfwf.org/programs/long-island-sound-futures-fund
NFWF Five Star and Urban Waters Restoration Grants	N	Grants seek fund collaborative teams to address water quality issues such as erosion due to unstable streambanks, pollution from stormwater runoff, and degraded shorelines caused by development. Eligible projects include wetland, riparian, in-stream and/or coastal habitat restoration; design and construction of green infrastructure BMPs; water quality monitoring/assessment; and outreach and education .	https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program
NFWF New England Forest and Rivers Fund	N	This fund is dedicated to restoring and sustaining healthy forests and rivers that provide habitat for diverse native bird and freshwater fish populations in New England.	https://www.nfwf.org/programs/new-england-forests-and-rivers-fund
Community Foundation of Eastern Connecticut	N	The Community Foundation supports programs that seek to preserve and protect environmentally significant land, waterways, and wildlife habitats. The foundation funds essential work of conservation and education organizations through grantmaking. It also supports nonprofits with capacity-building grants to strengthen staff and boards.	https://cfect.org/
The Rockfall Foundation	N	The mission of The Rockfall Foundation is to promote and support environmental education and conservation in the Lower Connecticut River Valley. TRF annual awards grants to other non-profit organizations, schools, and municipalities.	https://www.rockfallfoundation.org/grants/annual/



Funding Program	Can Fund General Operations?	Description	Links
National Wild and Scenic River Program	Y	A designated 'Wild and Scenic River' is a free-flowing river with documented Outstanding Remarkable Values (ORVs). It is classified as either wild, scenic, or recreational, and administered with the goal of protecting and enhancing the values that caused it to be designated. A river study is generally required for designation, and an agency or organization provides watershed management and monitoring. It is also provided with technical and financial support from the National Parks Service for organizational operations, watershed planning, and projects.	https://www.rivers.gov/ https://www.rivers.gov/designation.php

Additional funding resources are provided below (*adapted from a 7/27/20 presentation by Jennifer O'Brien, Eastern CT Community Foundation*).

Community foundations with a commitment to environmental funding:

- Connecticut Community Foundation: <https://conncf.org/>
- Middlesex Community Foundation: <https://middlesexcountycf.org/>
- Community Foundation of Eastern Connecticut: www.cfect.org

Private and Corporate Foundations providing environmental funding:

- Emily Hall Tremaine Foundation: <https://www.tremainefoundation.org/>
- Common Sense Fund: <https://commonsensefund.org/>
- Hampshire Foundation: <https://hampshirefoundation.org/>
- Bank of America charitable funds: <https://www.bankofamerica.com/philanthropic/search-for-grants/>
- Dominion Energy Charitable Foundation: <https://www.dominionenergy.com/our-company/customers-and-community/charitable-foundation>
- The Outdoor Foundation: <https://outdoorindustry.org/participation/>

Philanthropy Collaboratives and Organizations:

- Long Island Sound Funders Collaborative: <http://www.lisfc.org/>
- Environmental Grantmakers Association: <https://ega.org/>
- Connecticut Council for Philanthropy: www.ctphilanthropy.org

Local Businesses and Organizations

- (e.g., realtors association, local banks, sporting associations, garden club)



Action Plan

Five-Year Action Plan for the Salmon River Watershed Partnership

Action	Year 1	Years 2-3	Years 4-5	Responsible Parties
Goal 1. Continue and Expand Upon Core Watershed Activities				
Continue current watershed activities (education, science, planning, and advocacy)	X	X	X	Staff
Expand youth education programs to include other groups (e.g., scouts, 4H)			X	Staff
Create recreational open space mapping, trails information, and interpretive signage for visitors to enjoy and learn about the watershed			X	Staff
Create watershed-specific educational content (online and print) about watershed-protection best practices (such as fertilizer management)			X	Staff
Develop a watershed management plan			X	Staff, Board
Participate in conservation, restoration, stormwater management, and recreation projects managed by others			X	Staff
Create data stories/infographics to better communicate findings from SRWP's water quality and biological monitoring			X	Staff
Organize and host stewardship events			X	Staff, Board
Host meetings throughout the Salmon River Watershed, specifically for sharing & coordinating across municipalities.			X	Staff, Board
Collaborate with and support local boards and committees, conservation districts, land trusts, friends-of-groups, etc. to further the beneficial impact of SRWPs watershed activities.			X	Staff
Goal 2. Raise Awareness about SRWP's Work and Benefits				
Create fact sheets that convey SRWP's services and benefits for each town	X			Staff
Reintroduce SRWP to town departments, select boards, and boards of finance with in-person presentations	X			Board
Create and distribute newsletters and/or e-blasts several times a year highlighting SRWPs activities and accomplishments	X	X	X	Staff
Improve website		X		Staff (with consultant)
Diversify communication channels to reach new audiences		X	X	Staff
Present to/provide updates to municipal boards/committees and departments quarterly		X	X	Board



Action	Year 1	Years 2-3	Years 4-5	Responsible Parties
Present to watershed town Select Boards annually		X	X	Staff, Board
Goal 3. Ensure Adequate Staffing and Facilities for SRWP's Watershed Activities				
Increase staff hours and redefine staff positions/roles accordingly	X			Board
Hire additional staff (~ 1 Fte)		X	X	Board
Continue engaging volunteers in monitoring and educational activities	X	X	X	Staff
Coordinate with local colleges to hire interns	X	X	X	Staff
Explore options for sharing staff with other organizations (e.g., Colchester Land Trust)	X			Staff, Board
Rent or secure in-kind donation of office, meeting, and storage space		x		Staff, Board
Acquire furnishings and office supplies		x		Staff, Board
Goal 4. Strengthen Organizational Structure and Sustainability				
Continue to engage with watershed towns as core leaders, beneficiaries, and funders	X	X	X	Board
Host quarterly Steering Committee and/or subcommittee meetings	X	X	X	Staff, Board
Complete an analysis of benefits, expectations, obligations, skills, etc. of becoming a 501c3; document in a "white paper"	X			Board (with attorney)
Host an internal discussion about pursuing Wild & Scenic designation, including level of effort to pursue	X			Board
Decide on the fiscal structure that will yield the best outcome for SRWP		X		Board
Initiate changes (as needed) to fiscal and organizational structure (e.g., to 501c3, W&S designation)		X		Board (with attorney)
Document organizational and fiscal structure through organization bylaws, MOUs, etc.			X	Board
Goal 5. Secure Funding to Meet SRWP's Current and Future Needs				
Determine FY2024 budget needed to fund Year 1 actions	X			Board
Investigate options for tying municipal contributions to area or population within watershed	X			Board
Request increase in funding from municipalities under FY2024 budgets (budgeting in January 2023)	X			Board
Initiate outreach to community foundations (e.g., Community Foundation of Eastern Connecticut) and recreational organizations (e.g., fish and game clubs) about donations	X			Board
Develop budget and other in-kind contribution targets for Years 2-5	X	X		Staff, Board
Pursue grants and private/community foundation support to meet budget targets for years 2-5.		X	X	Staff



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