

**Windham NRCD**  
**Board of Supervisors Meeting**  
**February 5, 2025**  
**Board Packet**  
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Windham County Natural Resources Conservation District

Supervisor Meeting

6:30 PM, Wednesday, February 5, 2025

301 Barrows Rd, Brattleboro, VT 05301

<https://us02web.zoom.us/j/82738706972>

Agenda

*Land Acknowledgement*

*We respectfully acknowledge the traditional, ancestral, unceded territory of the Abenaki People, who have stewarded this land throughout the generations.*

Review Agenda for Additions or Changes

New Business

1. NRCS Updates
2. Updates on Changes to Federal Policies and Funding Programs
3. Strategic Planning Consultant Selection Process – **Board to Potentially Select Consultant**
4. Revised FY25 Budget – **Board to Potentially Approve Revised Budget**
5. Draft Administrative Assistant Position Description – **Board to Potentially Approve New Position Description**
6. Draft Seasonal Invasive Species Technician Position Description - **Board to Potentially Approve New Position Description**

On-Going Items

1. VACD Update
2. Monthly Report on District Activities

Secretary's Report

**Approve minutes from January 8, 2025**

Review Upcoming Supervisor Meeting Dates:

Next meeting: March 5, 2025

Other Business

Future Agenda Items



## Windham County Natural Resources Conservation District Strategic Plan RFP Response | The Acacia Company

### SUMMARY

An organization's strategic plan is one of the most critical decision-making processes affecting an organization's success and growth. It holds a lot of power – setting the direction and tone for the entire organization.

As we prepare a strategic planning process for Windham County Natural Resources Conservation District we bring years of experience in strategic planning, DEI strategy, organizational growth, operational excellence, training and facilitation, and project management for nonprofits - we aim to bring practical solutions to your organization that tackle structural and systemic bottlenecks.

In every part of our work, we merge academic research, years of practical expertise implementing DEI strategy, and the lived experiences of the communities we aim to support. We are intentionally building our business to be accessible, incorporating interactive training and coaching methods and strategies that can work both remotely and in-person.

To further Windham County Natural Resources Conservation District's mission of focusing and coordinating available technical, financial and educational resources to meet the needs of land users and advocating for conservation issues, we want to help you develop more effective strategies that go on to achieve your vision and impact your community.

Our Lead Consultant Natalie Rodgers is a nonprofit and small business consultant with a background in diversity, equity, and inclusion, nonprofit management, business consulting, and people management. 9+ years of experience serving a variety of nonprofits and businesses with strategy development and change management, DEI strategy integration, training and development, leadership upskilling, and operational efficiency. She is driven by removing barriers for people to learn, grow, connect, and realize their potential. [Learn more about Natalie →](#)

The Acacia Company and Windham County Natural Resources Conservation District have shared values in respect, integrity, and sustainability. Our approach aims to find the way that works for your organization that will create a meaningful impact. At the end of the day, aligning on where we've been, understanding where we're at today, and crafting a shared vision and path forward. We want organizations to have more effective strategic plans that help them achieve their mission and vision with integrity. The Acacia Company is excited for the prospect to collaborate and support Windham County Natural Resources Conservation District in your upcoming strategic planning process.

### SCOPE OF WORK

The process is structured across six key phases between February 24th - August 1st.

#### **Phase 1: Kickoff & Discovery**

Align with organizational leaders and key stakeholders on objectives, timeline, approach, and overall scope.

#### **Phase 2: Discovery & Current State Assessment**

Conduct a process with key stakeholders that aims to understand the history and current state of the organization.

**Phase 3: Vision & Strategic Priorities**

Determine the projects that will support the achievement of the strategic priorities and action steps for implementation.

**Phase 4: Implementation & Project Planning**

Determine the projects that will support the achievement of the strategic priorities and action steps for implementation.

**Phase 5: Publish & Communicate**

Put the finishing touches on the strategic plan, create a communication plan and deliver to relevant stakeholders.

**Phase 6: Wrap-Up**

Conclude the project and debrief the process. Discuss any next steps or pending action items.

**TIMELINE**

MONTH	FEB	MAR	APR	MAY	JUN	JUL	AUG
PHASE 1: Kick-Off	X						
PHASE 2: Discovery & Current State Assessment		X X X X					
PHASE 3: Vision & Strategic Priorities				X X			
PHASE 4: Implementation & Project Planning					X X		
PHASE 5: Publish & Communicate						X X	
PHASE 6: Wrap-Up							X

**BUDGET**

Total engagement price: \$7,800.00

**To be paid in x5 equal installments: \$1,560.00**

February 3, 2025

Dear Mr. Ross,



I am pleased to submit this letter of interest in working with the Windham County Natural Resources Conservation District (NRCDD). We feel our expertise in rural natural resource-based community and economic development, as well as our significant experience in strategic planning and measurement, will help Windham County Natural Resources Conservation District (WCNRCDD) to make strides in planning for its future.

Community Roots, LLC is a consulting firm specializing in natural resource-based and wealth-based economic development. For more information, visit [www.community-roots.com](http://www.community-roots.com). I am the Principal of Community Roots, LLC, a consulting firm specializing in rural economic and community development in a variety of sectors, including the arts, recreation/tourism, and natural resource-based industries like agriculture and forestry. With over 20 years of experience in rural community and economic development, I have worked closely with state and local governments, nonprofit organizations, foundations and businesses around coaching, training and research around wealth creation value chains; economic research; and designing and facilitating workshops and trainings. I received a Master's in Natural Resource Planning from the University of Vermont and a Bachelor's in Environmental Studies from the State University of New York at Binghamton. I live in Hinesburg, Vermont where I serve on the Hinesburg Economic Development Committee and on the board of the Hinesburg Community Resource Center. I'm also a member of the Vermont Urban and Community Forestry Council.

A strategic planning process I have used is an interactive process called You Get What You Measure, which is focused on identifying shared goals and indicators of progress. This involves bringing together a wide variety of stakeholders, in this case organization staff and board members. This method uses a collaborative process, which identifies strategic goals, key leverage indicators, strategic actions and measures of progress. This is a highly participatory, flexible and responsive facilitated group process designed for real-world planning with strategic results grounded in stakeholder experiences, values and ideas. This approach will engage stakeholders to identify and build consensus around a set of strategic priorities for WCNRCDD for the coming years. I've used this process with a wide variety of organizations including United Ways of Vermont, ACORN, Barre Area Development, Hardwick Area Food Pantry, Logger Education to Advance Professionalism, Center for an Agricultural Economy, and others. I have a PowerPoint I'd be happy to share with you, to demonstrate how this process works.

The scope of work I've envisioned is below:

### Scope of Work

#### **Task 1: Initial Meeting – Project Initiation and Scheduling**

We will kick off the project with a virtual coordination meeting to introduce ourselves to the Conservation District. This initial meeting will be used to discuss the scope and goals of the project (What do you hope to achieve?), the workplan, timeline and expected outcomes as well as who will be responsible for what and by when, and the form and frequency of ongoing communication. During the initial meeting, we will also gather background information (including previous efforts, if possible and any other background material that would be useful) and begin to identify any external partners/stakeholders that should be engaged as part of this process and questions we want to be sure to ask.

***Deliverables:*** Initial meeting minutes, revised workplan, project goals, and list of possible stakeholders.

#### **Task 2: Background Research, Data Collection and Planning**

We plan to support NRCDD in the development of a survey for board members, staff and any external partner agencies and organizations. To prepare for this, we will develop a draft list of questions for review and comment by the NRCDD.

As budget allows, we may be able to interview a few key stakeholders. We will summarize the survey results and our learnings from documents and history into a summary for discussion by the Board and staff that identifies and outlines key goals and themes. From the work in Task 2, we will work with staff and board to develop goals for the next three to five years that are relevant to where the NRCDC hopes to go. These will include one or more external goals, detailing the impact the district wants to have in the region, and one or more internal goals, detailing what the district needs to be as an organization in order to accomplish its external goals.

**Deliverables:** Written summary of surveys and interviews. This may include a preliminary SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) using community capitals. Draft external and internal goals.

### **Task 3: Workshop Delivery**

We will plan for a strategic planning session with staff, board and any external partners that make sense. This will involve developing an agenda, script and any necessary materials. It's our assumption that the district will handle invitations and keep up with RSVPs, find a meeting space, and take care of food and refreshments.

We will facilitate a strategic planning session focused on the goals developed in Task 3. The session will identify leverage points that will inform the strategies moving forward. In addition, we will work with the assembled participants to create a shared language by defining the terms in the key leverage indicators, which will set the stage for creating measures of progress.

**Deliverables:** Strategic planning session summary.

### **Task 4: Finalize Key Priorities**

In collaboration with staff and board, Melissa will present the key priorities identified during the strategic planning session. We will discuss preliminary progress measures also. This meeting will allow us to move forward to drafting the strategic plan.

### **Task 5: Draft and Final Strategic Plan**

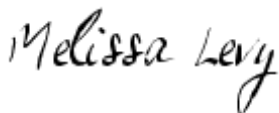
We will compile all the results from the previous tasks into a draft three to five-year strategic plan, which will include but not be limited to goals, strategies and assigned responsible parties, proposed measures and outcomes and expected timelines. The staff and Board will have two weeks to review and comment on the plan, before a final report is prepared and delivered.

**Deliverables:** Draft and final strategic plan.

**Timeline/Budget** – I'm available to complete the project within the specified timeline and budget.

I believe my experience will provide Windham County NRCDC with the support it needs to affirm its purpose to then pursue organizational alignment. I would value the opportunity to work with you on such an important project. Please feel free to contact me with any questions you may have regarding this proposal.

Sincerely,



Melissa Levy  
Principal, Community Roots, LLC  
802.318.1720  
[melissa@community-roots.com](mailto:melissa@community-roots.com)  
[www.community-roots.com](http://www.community-roots.com)



**eli**PATRICK & CO.

# Strategic Planning for WINDHAM COUNTY NATURAL RESOURCES CONSERVATION DISTRICT

**Prepared by:**

Dr. William Clark  
Eli Patrick & Co.

75 Charter Oak Ave., Suite 1-301  
Hartford, CT 06106

[www.EliPatrick.com](http://www.EliPatrick.com)  
[clark@elipatrick.com](mailto:clark@elipatrick.com)



## Dear Cory,

Thank you for the opportunity to submit this proposal on behalf of Eli Patrick & Co. to Windham County Natural Resources Conservation District. We work with our customers to expand their capacity in the areas of Strategic Planning and Fundraising. We do this by serving at the intersection of the needs of three core stakeholders – funders, providers, and the community. We recognize the value each customer has in pursuing excellence and transformation. We also recognize the importance of helping our customers meet their personal goals without sacrificing the most important outcomes.

As an SMBE, Eli Patrick's core values – strategy, performance, and relationships – influence how we endeavor to serve at the intersection of the needs of each stakeholder. These three core values serve as the genesis of what ultimately becomes our chief work product of every engagement – *self-sustaining solutions that are scalable and replicable*. These values profoundly impact how we work with our clients to develop successful and results-driven programs supported by multiple revenue sources. As a result, our work seeks to leave behind a culture of healthy decision-making that upholds the tenets of a sustainable, self-leading organization.

Eli Patrick & Co. stands ready to partner with Windham County Natural Resources Conservation District to lead the work proposed in this packet. We look forward to speaking with you and the interview panel about our proposed work, how our past and current work can add value to this project, and the customers who will benefit from what we produce together.

Sincerely,

**Dr. William Clark | Principal**  
Eli Patrick & Co.





# BACKGROUND AND QUALIFICATIONS

**About Us:** Since 2016, Eli Patrick & Co. (EP) has specialized in building nonprofit capacity in fundraising and strategic planning. We have worked with our nonprofit clients to maximize their program objectives, goals, and outcomes, presenting a credible and forward-thinking portfolio that attracts funders and target audiences. Our mission is to help nonprofits, municipalities, and faith-based organizations expand their capacity, enabling them to focus more on delivering services that matter to their communities.

**What We Do:** Eli Patrick & Co. collaborates with clients to provide expertise in strategy development, program design, and leadership development tailored specifically for nonprofit organizations. Our services include:

- **Strategic Planning:** We develop strategic plans that identify organizational goals and the strategies needed to meet those goals.
- **Fundraising Planning:** We design comprehensive fundraising plans that outline how organizations will raise money during the fiscal year and beyond.
- **Grant Writing and Program Design:** We research and draft formal grant requests and organize program content to meet funder requirements.
- **Leadership Development:** We work with organizational leaders to enhance their skills and abilities, helping their teams achieve organizational goals.

**Our Why:** We are driven by the desire to help our clients fulfill their mission and spend more time focused on delivering impactful services. Our work aims to resolve social inequities and provide practical, professional, and unique knowledge to serve diverse populations.

**Our Projects:** Eli Patrick & Co. specializes in organizational and leadership development projects. We engage in this work to help our customers fulfill their mission, allowing them to spend more time focused on delivering services that matter to their beneficiaries.

**Our Success:** Led by Dr. William Clark, Eli Patrick's team is passionate and experienced in the nonprofit sector. We understand the importance of our services in growing the impact of nonprofits. To date, we have helped fully fund 60 projects, served 250 clients, and raised millions in new and multi-year funding. Our reputation and credibility are built on our clients' successes and their ability to replicate them in future programs and strategies.

**The EP Way:** Working with Eli Patrick & Co. comes with several standard and unique services, described as the "EP Way" of doing business. We are dedicated to providing research, reporting, advanced programming, and planning recommendations aligning with our client's vision and mission.

# RELEVANT PROJECTS (SELECTED)

## Economic Development

- Developed strategies to connect job seekers career pathways and employers.
- Managed a portfolio of over \$4 billion of Economic Opportunity within the City of Philadelphia.
- Managed diversity monitoring and compliance programs regarding small business participation and workforce utilization.
- Negotiated over \$2 billion of Economic Opportunity for Minority and Women Owned Businesses.
- Negotiated the consistent participation of minority, women, and local workforce on large-scale city projects – 25% Minority, 2% Women, 34% Local.

## Fundraising and Resource Development

- Raised \$25 million in private grant funding.
- Architect of nonprofit earned income ventures Staffing Agency and Real Estate Holding Company.
- Developed master grant applications for multimillion-dollar programs.
- Launched a 200member national Nonprofit Fundraising Master Class
- Raised \$900 million in government contracts.
- Developed multi-year fundraising plans for various organizations.

## Leadership Development

- Developed CEO / Executive Director's First 90-day action plans.
- Advise and coach CEOs, Executive Directors, and Senior Leaders.
- Provided leadership coaching for emerging leaders.
- Developed succession plans.
- Conducted leadership assessments – style, character traits, and motivational gifts.
- Served as Interim Executive Director.

## Organizational Development / Change

- Facilitated organizational learning assessments.
- Provided alternative organizational designs and department functionality.
- Developed performance metrics and the associated policies and procedures for operational consistency.

## Organizational Sustainability

- Developed numerous sustainability strategies focusing on mixed funding streams – earned revenue, grants, and donations.
- Completed an assessment of current revenue streams and recommended developing unrestricted revenue streams.
- Developed workshops for envisioning a future of self-sustaining revenue for nonprofit organizations and churches.
- Facilitated the development of new unrestricted revenue streams.
- Developed a resource development plan for a small nonprofit and raised \$2 million toward an operational budget.
- Developed a business continuity plan.
- Developed business operational plans.

## Program Design

- Developed youth and young adult workforce development programs.
- Developed reentry focused workforce development programs.
- Developed a virtual assistant workforce development program.
- Develop a youth scholarship program.
- Developed a middle school to high school program.
- Developed a high school to career program.

## Strategy Development

- Developed the framework for nonprofit information systems to house economic and workforce development data.
- Developed the growth strategy for increased dollars committed and paid to Minority and Women Owned Businesses.
- Developed strategic plans to diversify revenue opportunities.
- Facilitated strategic thinking seminars.
- Developed multi-year strategic plans.
- Facilitated strategy sessions to evaluate opportunities to develop unrestricted revenue.
- Developed logic plans.

# SAMPLE PROJECTS

[Click here to view selected sample final projects.](#)

## Strategic Planning:

1. Blue Hills Civic Association - Strategic Plan: We partnered with Blue Hills Civic Association to develop a strategic plan that clearly defined its organizational goals and the strategies needed to achieve them. Our collaborative process ensured that key stakeholders were involved at every stage, fostering alignment and ownership of the plan's objectives. The resulting strategic plan serves as a roadmap for the association's long-term success, outlining actionable steps and performance measures. The plan is now guiding the organization through critical decisions and helping it to remain adaptable in a changing environment. Our continued support ensures that the plan remains a dynamic tool for growth.
2. Build Neighborhoods Together - Strategic Plan: We worked with Build Neighborhoods Together to develop a comprehensive strategic plan that aligned their mission with long-term goals. Our collaborative approach ensured that stakeholders were actively engaged in the planning process, fostering a shared vision for the organization's future. The resulting strategic plan provided a clear roadmap for growth, identifying key priorities and outlining actionable strategies. Our ongoing support helped ensure that the plan was implemented effectively, with progress monitored and adjustments made as necessary. This strategic plan has positioned the organization for sustained success in serving its community.
3. City of New Haven - Career Pathways Plan: We developed a strategic plan for the City of New Haven focused on creating career pathway programs for youth and young adults. Our plan aligned with workforce development best practices and sustainable funding strategies, ensuring that the programs would have a long-lasting impact. We worked closely with key stakeholders to identify gaps in existing services and design new initiatives that provide clear paths to employment and educational advancement. The career pathways plan has created opportunities for young people to access meaningful careers while meeting the evolving needs of the local workforce. Our continued involvement helps maintain the program's success and sustainability.
4. Health Equity Solutions - Strategic Plan: We collaborated with Health Equity Solutions to develop a strategic plan that identified their organizational goals and the strategies needed to achieve them. Our process involved working closely with stakeholders to ensure that the plan was both comprehensive and aligned with the organization's mission. The strategic plan serves as a guiding document for decision-making, helping the organization navigate challenges and pursue opportunities for growth. Our continued support helps ensure the plan's successful implementation and keeps the organization on track toward achieving its long-term objectives. This plan has been instrumental in driving the organization's efforts to promote health equity.
5. Philadelphia Housing Authority - Moving to Work Strategic Plan: Facilitated the development of the Philadelphia Housing Authority's Moving to Work (MTW) strategic plan, focused on expanding housing options and enhancing financial flexibility. Our comprehensive approach involved working closely with key stakeholders to ensure that the plan aligned with the Housing and Urban Development (HUD) requirements while addressing the unique needs of the community. The plan, valued at over \$300 million annually, outlined strategies to maximize the use of federal funds, promote housing choice, and improve financial stability for low-income families. Our collaboration resulted in a robust plan that has guided the Philadelphia Housing Authority in making critical decisions, optimizing resources, and achieving long-term housing goals.

# THE "ELI PATRICK" WAY

## OUR TEAM has expertise in:

- Fundraising
- Human Resource Management
- Strategy Development
- Leadership Development
- Grant Writing
- Program Design & Operations
- Strategic Planning
- Group Coaching

## OUR SYSTEMS

- Asana (Project Management)
- OneDrive (Secure File Storage)
- EP Budgets (Project Budget Development and Management)
- EP Grants (Grant Management)
- EP Reports (Grant Reporting)

## HOW WE MEET PROJECT GOALS

- Develop strategies that are relevant to the emerging marketing conditions
- Identify pathways to perform better consistently
- Cultivate goal-oriented collaborations and relationships

## BEST PRACTICES AND INNOVATION

- We share our insights and lessons learned with our clients to advance their work and create a culture of sustainability.

## STRATEGIC LEADERSHIP SUPPORT

- Leadership development systems, processes, and coaching
- Strategic planning and program design

### THE NONPROFIT FUNDRAISING LIBRARY

- 80+ videos
- 40+ tools and templates
- Dr. Clark's books on fundraising and leadership



# PROJECT TEAM



**DR. WILLIAM CLARK** is a capacity building expert to nonprofits with a focus on fundraising and strategic planning. His professional experience includes workforce development, developing and implementing innovative programs, and corporate sustainability initiatives. Dr. Clark has over 15 years of experience managing Economic Opportunity Plans (EOPs) and strategic planning activities in the City of Philadelphia.

Dr. Clark also has a successful career in the development and implementation of workforce development programs throughout the state of Connecticut. Dr. Clark led STRIVE Connecticut, a premiere workforce development program serving individuals with high barriers. Dr. Clark is the Principal of Eli Patrick & Co., a Hartford, CT-based consulting company specializing in building nonprofit capacity building in the areas of fundraising and strategic planning.








[TEAM BIO'S \(CLICK HERE\)](#)

## PROJECT TEAM

**Joseph L. Seymour, III** is a Training and Organizational Development Professional, excelling in workforce performance improvement. He specializes in comprehensive training and strategic planning. As Managing Director of Operational Excellence at KRA Corporation in Columbia, MD, he led program management and fiscal performance. Joseph's commitment to excellence earned him awards and the 2023 Presidency of the Southeastern Employment and Training Association.

# OUR METHODOLOGY

At Eli Patrick & Co., we seek to leave behind a culture of healthy decision-making that upholds the tenets of a sustainable, self-leading organization through our ***SustiScale Methodology***. We use a multi-faceted yet comprehensive approach to meet the goals of our customers, which includes the following components:

METHODOLOGY	PHASES
Project Management	
Action Plan	
Needs Assessment	
Quality Assurance	
Stakeholder Engagement	
Customer Engagement	
Project Execution	

## Project Management

Effective project management is critical to all projects we engage in. Eli Patrick & Co. Founder and President Dr. William Clark will serve as the project manager for the engagement. In this role, Dr. Clark will oversee the entire project to ensure every component is completed on time and within budget. Dr. Clark will also serve as the chief liaison between Windham County Natural Resources Conservation District and project staff to communicate clearly and consistently between all parties. Action plans will be used to guide our project activities during the project's entire life cycle.

## Needs Assessment

The first step in this project is an in-depth assessment of the needs of Windham County Natural Resources Conservation District. This will be accomplished through a series of essential steps that include the following.

- A detailed document review of previous project activities from the last three years, successfully funded grant proposals, and existing standard operating procedures developed in the previous three years.
- Several half-day planning retreats to gather staff members and key stakeholders to share their thoughts and ideas towards developing the final work product.
- Stakeholder feedback will be assessed, and synthesis will be conducted as they contribute thoughts during the engagement.

## Quality Assurance

To ensure the engagement will progress on time and be completed by the project due date, the Eli Patrick team will establish a coordinated system where the Windham County Natural Resources Conservation District staff and leadership will be involved and informed at each process step. The team will work with the leadership of Windham County Natural Resources Conservation District and staff to establish a planning steering committee. The Eli Patrick team will work with Windham County Natural Resources Conservation District to identify a staff member as the engagement's primary point of contact (POC). Due to the fast-paced nature of the engagement, ideally, the POC will be senior enough within Windham County Natural Resources Conservation District to have a broad knowledge of the organization's main functions and personnel and sufficient time for coordinating with the Eli Patrick team. The POC's primary responsibilities will include the following:

- Identifying staff and community members for engagement during the planning process
- Serving as the primary thought partner with the Eli Patrick team on planning-related items
- Facilitating communication with Eli Patrick and project representatives

## Stakeholder Engagement

Feedback from all stakeholders will be collected through various mechanisms. These mechanisms include half-day planning retreats, surveys, listening sessions, and one-on-one interviews. Information will be integrated into our final work product(s) and represent the voice of Windham County Natural Resources Conservation District's stakeholders.

## Customer Meetings

We prioritize regular meetings with our customers to provide essential project updates, exchange valuable feedback, and continuously enhance our project execution processes. These meetings serve as a vital communication channel to ensure our clients are well informed about the project's progress and any significant developments. We actively seek input and insights from our customers, fostering a collaborative environment that enables us to tailor our approach to their evolving needs and preferences. This iterative feedback loop allows us to make timely adjustments and improvements, resulting in a more efficient and successful project outcome. Ultimately, our commitment to these customer meetings reflects our dedication to delivering the highest level of service and achieving our clients' objectives.

## Project Execution

At Eli Patrick & Co., our unwavering commitment is to consistently deliver successful projects that are executed efficiently, on time, and within the established budget constraints. We prioritize planning and project management to ensure every aspect is coordinated. Our team employs proven methodologies and best practices to maximize efficiency and streamline project execution processes. We adhere to strict timelines and employ effective resource allocation to meet project milestones without compromising quality. Furthermore, our rigorous budget management ensures that every project is completed within the specified financial parameters, providing our clients with peace of mind and tangible results.



## About the Sustiscale Model

The Sustiscale model provides a comprehensive framework tailored for organizations seeking sustainable growth and long-term impact through a structured and strategic approach. Grounded in three key pillars—strategic planning, performance optimization, and relationship management—this model is designed to guide organizations toward achieving their desired outcomes.

1. **Strategic Planning** Sustiscale helps align organizational goals with available resources, ensuring that objectives are both achievable and aspirational. This pillar emphasizes creating a clear, actionable roadmap that guides decision-making and helps organizations remain adaptable to evolving circumstances.
2. **Performance Optimization** Focusing on performance optimization, the model supports organizations in setting and meeting critical milestones, ensuring continuous progress. This includes regular evaluation and adjustment of strategies to maintain alignment with goals and enhance overall efficiency.
3. **Relationship Management** The relationship management component of Sustiscale emphasizes the importance of building and nurturing connections with key stakeholders. By leveraging partnerships, organizations can ensure their plans are relevant and responsive to the needs of those they serve. This focus on collaboration strengthens stakeholder engagement and promotes shared ownership of outcomes.

Incorporating the Sustiscale model enables Windham County Natural Resources Conservation District to enhance effectiveness, improve stakeholder relationships, and ensure long-term sustainability. This holistic approach helps foster alignment between organizational goals and community needs, driving both impact and inclusivity.

# SCOPE OF WORK

## Project Overview / Executive Summary

Windham County Natural Resources Conservation District (Windham NRCD) is embarking on a critical initiative to develop a strategic plan that will guide its priorities and impact over the coming years. To support this effort, Eli Patrick & Co. will lead a structured, inclusive, and results-driven strategic planning process that ensures alignment with Windham NRCD's mission, stakeholder needs, and long-term sustainability goals. With extensive experience in nonprofit capacity building, strategic planning, and leadership development, Eli Patrick & Co. will apply its **SustiScale model** to facilitate a comprehensive planning process that integrates data-driven decision-making, stakeholder engagement, and implementation strategies.

## Scope of Work

The project will begin with a **needs assessment and environmental scan**, ensuring that all planning efforts are grounded in a deep understanding of Windham NRCD's current operational landscape. This phase will include a thorough review of existing reports, policies, and past strategic plans, as well as the collection of qualitative and quantitative data from staff, board members, and key partners. A **PESTLE analysis** (Political, Economic, Social, Technological, Legal, and Environmental) will be conducted to identify external factors that may influence the district's future work. Additionally, targeted surveys, focus groups, and individual interviews will be facilitated to capture diverse perspectives on Windham NRCD's strengths, challenges, and opportunities.

Building on the insights from the needs assessment, Eli Patrick & Co. will engage key stakeholders in a series of **strategic visioning and goal-setting workshops**. These interactive sessions will focus on refining Windham NRCD's **mission, vision, and core values**, as well as defining long-term priorities that will shape the organization's direction. Through a collaborative approach, stakeholders will establish a clear set of **strategic goals and performance indicators**, ensuring that all initiatives are actionable and measurable. Leadership team assessments will also be conducted to evaluate internal capacity and identify opportunities for strengthening organizational effectiveness.

Once the strategic priorities are established, Eli Patrick & Co. will develop a **comprehensive strategic plan** that serves as a roadmap for Windham NRCD's future. This document will outline the organization's mission-aligned objectives, key strategies, and implementation timelines. The plan will incorporate **resource alignment recommendations**, ensuring that financial, human, and organizational assets are positioned to support the district's goals. Furthermore, a **succession planning framework** will be included to address leadership continuity and ensure long-term sustainability.

A key component of the strategic planning process will be the development of an **implementation strategy** that translates the high-level plan into a **practical and actionable framework**. Eli Patrick & Co. will work closely with Windham NRCD's leadership team to establish **clear milestones, accountability structures, and tracking mechanisms** that will enable effective execution. A **performance evaluation system** will be designed to measure progress over time, allowing the district to adapt and refine its strategies based on real-time data and changing circumstances.

To conclude the project, Eli Patrick & Co. will present the finalized strategic plan to **Windham NRCD's board, staff, and stakeholders**, ensuring that all key players are equipped with the knowledge and tools necessary for successful implementation. The presentation will include a **detailed walkthrough of the plan**, training on **performance tracking dashboards**, and a **final discussion session** to address any remaining questions or concerns. As part of its commitment to capacity building, Eli Patrick & Co. will also provide leadership development guidance, equipping Windham NRCD's team with the skills and insights needed to **sustain and advance** the strategic priorities over time.

This comprehensive planning process will be conducted over the course of approximately three to four months, with key milestones occurring at each stage. The first month will focus on **data collection, stakeholder engagement, and environmental scanning**, while the second month will center on **goal-setting and plan development**. The final month will be dedicated to **refining the plan, preparing for implementation, and presenting findings to leadership and stakeholders**.

By partnering with Eli Patrick & Co., Windham NRCD will gain a **clear, well-defined strategic direction** that is informed by data, aligned with its mission, and designed for long-term impact. This process will not only produce a **comprehensive strategic plan** but will also foster a culture of **continuous learning, collaboration, and adaptability**. Eli Patrick & Co. is honored to support Windham NRCD in this endeavor and is committed to delivering a **high-quality, actionable plan** that positions the organization for success in the years ahead.

# FEE SCHEDULE

At Eli Patrick & Co., our fees for this project are based on the time required and will be billed at a fixed, all-inclusive rate. As a certified Small Minority Owned Business, we are committed to providing fair and transparent service pricing and working with Windham County Natural Resources Conservation District to ensure our fees align with the organization's budget and goals. We aim to provide high-quality services that support the organization's important work while delivering value for our customers. Our pricing is competitive and reflects the quality and experience of our team. *Note: The Fee Schedule below includes each phase of our project methodology.*

## Strategic Planning

What's included:

- Customized Strategic Planning Sessions: In-person, online, or hybrid facilitation with your team to create an inclusive and effective planning process.
- Comprehensive Assessments: Utilize tools like the Sustiscale Survey, Strategic Leadership Team Assessment, Environmental Scan, Stakeholder Feedback Sessions, and Capacity/Resource Assessment.
- DIY Strategic Planning Toolkit: Includes training for nonprofits, a 24/7 Strategic Planning Chatbot, and Dr. William Clark's books on strategic planning, fundraising, and leadership development.
- Data-Driven Insights: Analyze organizational data, stakeholder input, and environmental trends to inform strategic decisions.
- Stakeholder Engagement: Host feedback sessions to ensure diverse perspectives are incorporated into the final plan.

DELIVERABLE	FEE SCHEDULE
Project Management	\$4,000
Project Plan Development	\$2,000
Needs Assessment	\$2,000
Quality Assurance	\$4,000
Stakeholder Engagement	\$2,000
Customer Meetings	\$2,000
Strategic Planning Scope of Work	\$24,000
<b>TOTAL</b>	<b>\$40,000</b>

## Implementation Planning and Organizational Change Management

### What's included

- Organizational Structure Analysis: A comprehensive review of your current structure to identify strengths, gaps, and opportunities for improvement.
- Restructuring Recommendations: Tailored suggestions for optimizing your organizational structure to enhance efficiency, collaboration, and overall effectiveness.
- Change Management Strategy: Develop a customized plan to guide your team through transitions, minimizing disruptions and fostering buy-in.
- Leadership Coaching: Personalized coaching for leaders to build confidence and skills needed to implement restructuring and lead change effectively.
- Implementation Support: Ongoing guidance and resources to ensure successful adoption of new structures and processes across the organization.

<b>DELIVERABLE</b>	<b>FEE SCHEDULE</b>
<b>Project Management</b>	\$3,500
<b>Project Plan Development</b>	\$1,750
<b>Needs Assessment</b>	\$1,750
<b>Quality Assurance</b>	\$3,500
<b>Stakeholder Engagement</b>	\$1,750
<b>Customer Meetings</b>	\$1,750
<b>Strategic Planning Scope of Work</b>	\$21,000
<b>TOTAL</b>	<b>\$35,000</b>

# PROJECT TIMELINE

We have developed a high-level project timeline that will guide our engagement. This timeline is designed to guarantee the seamless coordination and execution of every facet of this project. Our commitment to adhering to this timeline is driven by our goal of optimizing efficiency, fostering transparent communication, and ultimately realizing the project's desired outcomes. Following our initial meeting with stakeholders, we will develop and subsequently share a detailed timeline and action plan with Windham County Natural Resources Conservation District for review and approval.

**X** = Anticipated time we will be engaged on each project task.

PROJECT TASKS	PROJECT START			PROJECT END
Project Start Date	February 2025			May 2025
Project Management	X	X	X	X
Action Plan Development	X			
Needs Assessment	X			
Quality Assurance	X	X	X	X
Customer Meetings	X	X	X	X
Project Scope of Work		X	X	X
Project Close Out				X

# RECOMMENDATIONS

## Ayesha Clarke

HEALTH EQUITY SOLUTIONS | 53 OAK STREET HARTFORD, CT 06106

860-985-5530 | [ACLARKE@HESCT.ORG](mailto:ACLARKE@HESCT.ORG)

## Courtney Hendricson

CITY OF NEW HAVEN | 165 CHURCH ST. NEW HAVEN, CT 06510

860-833-4831 | [COURTWALK@HOTMAIL.COM](mailto:COURTWALK@HOTMAIL.COM)

## Doris Latorre

BUILDING NEIGHBORHOODS TOGETHER | 570 STATE ST., BRIDGEPORT, CT 06604

203-290-4255 | [doris@bntweb.org](mailto:doris@bntweb.org)

## Vicki Gallon-Clark

BLUE HILLS CIVIC ASSOCIATION | 1229 ALBANY AVE. HARTFORD, CT 06112

860-869-6096 | [CLARKV@BLUEHILLSCIVIC.ORG](mailto:CLARKV@BLUEHILLSCIVIC.ORG)

## Chari Anderson

THE HARTFORD FOUNDATION FOR PUBLIC GIVING | 10 COLUMBUS BLVD, HARTFORD, CT 06106

860-548-1888 | [CANDERSON@HFPG.ORG](mailto:CANDERSON@HFPG.ORG)



## **Strategic Planning Proposal: Windham County Natural Resources Conservation District**

Prepared by Chelsey Branham and Davey Shlasko, Think Again Training & Consulting  
January 30, 2025

Thank you for the opportunity to submit this proposal for consulting services to facilitate the development of Windham County Natural Resources Conservation District's (WCNRCD) new Strategic Plan. Our team has a track record of successful strategic planning facilitation, primarily for small to medium-sized nonprofits and municipal agencies, and including several conservation organizations. The following outlines some general background about our work and a sample work plan for the proposed project. We look forward to discussing it with you.

### **Experience**

Our core team of 5 consultants bring a cumulative 80+ years experience supporting organizational development. We bring expertise in strategic planning, policy advocacy, organizational development, and nonprofit management, and experience from across nonprofit, government, education and small business sectors. We work in diverse teams to meet the goals of each project, while modeling the kinds of collaboration and reflective practice we help other organizations to develop. We provide in-person, remote, and hybrid consulting and training services, using UDL (Universal Design for Learning) to ensure that processes are as accessible as possible to all participants.

We have conducted dozens of strategic planning processes, with an iterative process that engages all stakeholders, strengthens relationships, and builds internal capacity. We start with a solid plan based on what we know at the time and make adjustments as we go to achieve the best results for your organization. Some facilitations have involved fine-tuning current directions and others have involved re-envisioning everything from the vision on down. Some of our recent strategic planning clients include: Hunger Free Vermont, ECOSS (Seattle), and ACLU VT. Additional references and details can be provided upon request.

The lead consultant on this project will be one or both of Chelsey Branham and Davey Shlasko, supported by each other and by other team members in order to best leverage the team's skills. Bios for these and other team members are available on our website or by request. This structure provides for consistency with a lead consultant who will carry the project throughout the process, and flexibility for drawing on the different skills and perspectives of multiple other team members. Working in diverse teams is an evidence-based practice for reducing the possible impact of unconscious bias, and allows us to more effectively engage diverse constituencies.

### **SOW, Timeline & Cost**

#### Sample Project Plan

Our strategic planning work is based on a process of community-centered and -led design (CCLD, for short), which structures both the planning process and the implementation. This is a cyclical process of articulating questions, gathering input, trying out solutions, checking impact against intentions, and revising. Much of the strategic planning process can be accomplished by a small committee of staff and board members, with some other elements requiring full participation and/or input from the NRCDD board and staff. Some elements of the process can be conducted by internal personnel with consultants' support, and other parts should be conducted by external consultants, in order to ensure anonymity of input and so that all staff can fully participate in the process. Below we outline a sample plan of the overall process. We offer the sample plan as just that - a sample. If you want to try something in between or a little different than the options outlined here, or if this inspires you to think of a totally different approach, let's talk about it!



Phase	Description	Deliverables	Timeline	Fees
Phase I: Set-up & Assessment	<p>We begin our partnerships with a comprehensive assessment, including a thorough review of your context, programs, processes, procedures, and internal systems. We identify the areas that are flourishing, and those that need additional support, planning, and nurturing. This phase typically includes:</p> <ul style="list-style-type: none"> <li>A. Strategic planning committee (SPC) Formation</li> <li>B. Kick-off and plan finalization meeting</li> <li>C. Data collection tool design (often including survey, 1:1/group interviews, document review, etc.)</li> <li>D. Data collection (internal/external).</li> <li>E. Presentation of findings and draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>● Process Design</li> <li>● Data collection tools</li> <li>● Draft plan</li> </ul>	Feb-April (1-2 months)	\$3,500
Phase II: Analysis, Visioning & Planning	<p>Using the findings, recommendations and draft plan from phase 1, consultants will lead the SPC through activities to refine/revise the mission and vision, outline a set of future opportunities, prioritize and set 5-year goals, and establish realistic timelines and activities for implementation. This phase typically includes:</p> <ul style="list-style-type: none"> <li>F. Visioning and prioritization sessions (vision casting, SWOT, gap/asset mapping, etc.)</li> <li>G. Strategic planning sessions/retreat (SMARTER goals, logic model)</li> <li>H. Strategic Plan Report (timeline, responsible parties, metrics)</li> <li>I. Next steps meeting</li> </ul>	<ul style="list-style-type: none"> <li>● Executive Summary</li> <li>● Strategic plan</li> <li>● Strategy workbook (activities, notes, tools, etc.)</li> </ul>	April-Aug (3-4 months)	\$4,500
Total			5 months	\$8,000

All the services outlined above can be provided remotely or in person. Of course, some facilitated sessions may feel more inviting and be more generative if conducted in person, and we can work with you to prioritize and coordinate which activities should happen during in-person visits. We can also offer hybrid sessions (one facilitator in person and one remote), as long as the meeting space has the necessary technology setup.

To begin work, we typically require a deposit equal to approximately 20% of the total anticipated cost. After that, we invoice monthly for services provided in the previous month. The deposit is applied to the first month(s) invoices.



**February 2, 2025**

Cory Ross, Executive Director  
Windham County NRCD  
Email: [ross.wcnrcd@gmail.com](mailto:ross.wcnrcd@gmail.com)

**Subject: Letter of Interest – Strategic Planning Consultant for Windham NRCD**

Dear Mr. Ross,

TitanProz LLC is pleased to submit this **Letter of Interest** for the **Windham County NRCD Strategic Planning Consultant** opportunity. With expertise in **strategic planning, conservation strategy, stakeholder engagement, and facilitation**, our team is well-positioned to guide NRCD in developing a **practical and results-driven 5-year strategic plan**.

As NRCD navigates rapid growth, we understand the need for a **clear, adaptable roadmap** that aligns with **organizational priorities, funding opportunities, and stakeholder input**. Our multidisciplinary team will ensure a structured and engaging process that **incorporates board insights, program reviews, and actionable goals for long-term success**.

## **Our Team & Expertise**

TitanProz brings together **seasoned professionals** in **strategic planning, conservation, and stakeholder engagement** to ensure the success of this initiative:

- **Cody Harrison (Lead Consultant – Conservation & Strategic Planning)**
  - 10+ years of experience in **natural resource management, sustainability, and regenerative land planning**.
  - Led **\$750K+** in **grant-funded conservation projects** with a focus on **stakeholder engagement & program evaluation**.
- **LeRoy Thompson (Senior Advisor – Strategic Facilitation & Organizational Development)**
  - 40+ years of expertise in **strategic planning and leadership facilitation** for **government agencies & nonprofits**.
  - Former **McKinsey & Company** consultant with experience advising **NASA, USAID, and Lockheed Martin**.
- **Fatima Bayat (Survey & Data Analyst – Stakeholder Engagement & Data Insights)**
  - Specializes in **survey development, stakeholder research, and data-driven decision-making** using **Tableau & Power BI**.
  - Ensures the strategic plan reflects **board, staff, and partner input**.
- **Ataullah Safi (Project Manager – Execution & Coordination)**
  - 15+ years of **project management and process optimization** across **nonprofits and government projects**.
  - Certified **Project Management Professional (PMP)**, ensuring smooth project execution.



## Our Approach – Focused & Results-Oriented Strategic Planning

TitanProz will deliver a **high-impact strategic plan** tailored to NRCD's growth and funding landscape, following these key steps:

- ✓ **Facilitating Board Meetings & Retreats** – Lead **4 board sessions and 1 retreat** to align on mission, vision, and priorities.
- ✓ **Stakeholder Engagement & Data Collection** – Develop surveys and **analyze feedback** from board members, staff, and partners.
- ✓ **Program & Organizational Review** – Assess **current programs, staffing, and budgets** to identify opportunities for efficiency and expansion.
- ✓ **Drafting a 5-Year Strategic Plan** – Deliver a **clear, adaptable plan** with measurable objectives and an **annual review framework**.

## Budget & Timeline Compliance

- **Start Date:** February 24, 2025
- **Completion Date:** August 1, 2025
- **Budget:** We will execute the full scope **within the \$8,000 limit**, using a **blended team approach** for cost efficiency and maximum impact.

## Why TitanProz?

- ✓ **Proven Expertise** – Extensive experience in **conservation-focused strategic planning** and **nonprofit development**.
- ✓ **Tailored, Data-Driven Approach** – Grounded in **stakeholder engagement, funding strategy, and sustainability planning**.
- ✓ **Balanced Team** – Combining **high-level strategic facilitation (LeRoy), conservation expertise (Cody), stakeholder engagement (Fatima), and project execution (Ataullah)**.

## Next Steps

We are excited about the opportunity to **support Windham NRCD's strategic vision** and are confident in our ability to deliver a **high-quality, actionable plan**. We appreciate your consideration and welcome the opportunity to discuss our approach further. Please feel free to reach out with any questions.

Sincerely,

**Anita Dehkan**  
**President & CEO**  
TitanProz LLC  
[anita@titanproz.com](mailto:anita@titanproz.com)  
+1 (571) 209-7340

Cory Ross, Executive Director  
Via email only: [ross.wcnrcd@gmail.com](mailto:ross.wcnrcd@gmail.com)

**Letter of Interest: Strategic Planning Consultant Services**

Dear Mr. Ross;

I am excited about the opportunity to collaborate with the Windham County NRCB Board and staff to offer our facilitation and strategic planning services. I am a Certified Master Facilitator and have a strong history of working with and for government organizations at all levels, and I also have direct experience creating strategic plans for watersheds (in Colorado). Your timeframe of six (6) months from March – August is achievable, and while we don't recommend adjusting the time frame (due to the grant requirements) we do have some additional suggestions on approach and process. Our proposal meets the grant requirements, with a not to exceed cost of \$7,850.00.

**This is what makes us different:** What sets us apart is our genuine understanding of government operations, thanks to our real-life experience working as employees in this sector. Additionally, I have over 28 years of working with local government and as a certified facilitator, I am trained in the specialized tools and methods necessary to deliver the results you require. Over the years, we have collaboratively crafted more than 100 strategic plans for government clients and facilitated thousands of meetings. Our approach combines this unique perspective on strategic planning with innovative methods to gather information and feedback, making us the ideal choice as your partner. You can view several examples of the Strategic Plans and Implementation Plans that we create with our clients at our [Google Drive project example archive](#).

The foundation of SBrand's proven approaches to strategic plan development rests on the following guiding principles:

- |                          |                                     |                           |
|--------------------------|-------------------------------------|---------------------------|
| ✓ Customized             | ✓ Owners and Champions              | ✓ Measurements of Success |
| ✓ Participatory          | ✓ Proven Impact                     | ✓ Reviewed and Updated    |
| ✓ Aligned and Integrated | ✓ Accountability for Implementation | ✓ Easy to Communicate     |
| ✓ Flexible and Adaptable |                                     |                           |

Below is our suggested scope of work, which is the guide to answer key strategic planning questions:

- |                               |  |
|-------------------------------|--|
| 1. <b>Where are we now?</b>   | 3. <b>How will we get there?</b>                 |
| 2. <b>Where are we going?</b> | 4. <b>How will we know if we are successful?</b> |

- **Phase 1:** Design and launch the project plan based on a customized process.
- **Phase 2:** Research, review and analyze documents including budget, surveys, other plans, regional plans, demographics, documents, and other policies.
- **Phase 3:** Outreach to and engage with the Board, stakeholders, and staff.
- **Phase 4:** Facilitated meetings that create Vision, Mission, Priorities and Goals.
- **Phase 5:** Create the Strategic Plan and Implementation Plan documents

Thank you for considering us. Respectfully,



Sheryl Trent, Owner, SBrand Solutions  
2850 SW 50<sup>th</sup> Terrace  
Cape Coral, Florida 33914

[www.sbrandsolutions.com](http://www.sbrandsolutions.com)  
(970) 208-6633  
[sheryl@sbrandsolutions.com](mailto:sheryl@sbrandsolutions.com)

# Windham County NRCD

## Strategic Planning Services

### Phases, Tasks, and Timing

Phases and Tasks	Deliverables	Proposed Dates	Proposed Cost
<b>Phase 1 - Logistics, Project Management and Foundation</b>			
Task 1 1	Kickoff and Logistics Meeting (virtual) - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	Week of February 24 \$ 250.00
Task 1 2	Weekly planning meetings (Zoom) with Working Group	Weekly for six months, for updates, feedback, course correction	Ongoing Included
Task 1 3	Creation of Project Management Plan	Monday.com format	By March 3 Included
Task 1 4	Ongoing calls and emails for life of the project		Ongoing Included
Task 1 5	Board updates	Written updates as needed, March meeting to share process	Ongoing \$ 100.00
Phase 1 Investment: Approved project management plan and ongoing communication			\$ 350.00
<b>Phase 2 - Research and Review</b>			
Task 2 1	Review all related documents		Ongoing Included
Task 2 2	Review all local, regional and state documents		Ongoing Included
Task 2 3	Research and compile demographic and other statistical data and information		Ongoing Included
Phase 2 Investment: Full review of all documentation and research of materials			\$ -
<b>Phase 3 - Outreach and Engagement</b>			
Task 3 1	Recommended partners for engagement	A list of organizations and contacts for outreach	By March 17 Included
Task 3 2	Recommended list of individual interviewees	Examples: Elected officials, department heads, key employees, community stakeholders, and partners	By March 17 Included
Task 3 3	Recommended list of groups for outreach	Example: Business owners, other governmental agencies, service groups, nonprofit agencies, economic development partners	By March 17 Included
Task 3 4	Create draft and final survey questions for approval	Two separate surveys: internal for staff, external for specific stakeholders	By March 17 \$ 500.00
Task 3 5	Online surveys released and monitored	Surveys monitored with customized questions	April 1 - April 30 \$ 250.00
Task 3 6	Full report of engagement data: interviews, surveys, community meetings, and focus groups	Engagement Report with themes, priorities, and areas of concern	By May 16 Included
Task 3 Option:	Focus group meetings	Two specific focus group meetings, 2 hours each	Week of May 19 \$ 1,500.00
Task 3 Option:	Confidential personal interviews	15 personal interviews, 1 hour+ each	April and May \$ 1,500.00
Phase 3 Investment: Engagement Plan, Facilitated Meetings, Survey, Interviews, Current Services Analysis, SWOT Report, Feedback Report			\$ 750.00
<b>Phase 4 - Facilitate the strategic planning process</b>			
Task 4 1	Recommended: One day retreat to complete all the details of the Strategic Plan	Full day meetings (6-8 hours)	Recommended in month of June \$ 3,000.00
Task 4 2	Monthly Board meetings focused on strategic planning	Two meetings (April and May), 2 hours each	April and May Meetings \$ 2,000.00
Task 4 3	Staff meeting (based on Priorities or Goals) to complete the Implementation Matrix	Half Day Meeting (4 hours) to created the Implementation Plan	Week of July 7th \$ 2,000.00
Phase 4 Investment: Facilitated Strategic Plan and Implementation Plan meetings and staff feedback meeting			\$ 4,000.00
<b>Phase 5 - Create and Review Documents</b>			
Task 5 1	Strategic Plan Framework Draft	Draft document	By June 2 \$ 500.00
Task 5 2	Board Meeting to Review Draft	June Board Meeting to review draft	June meeting \$ 500.00
Task 5 3	Executive Summary with Recommendations	Executive Summary of Process and Recommendations	August 1 Included
Task 5 5	Strategic Plan Revision #1	Revisions based on feedback	By June 16 Included
Task 5 6	Strategic Plan Final	Final strategic plan	By July 1 Included
Task 5 7	Recommended Measurements	Additional measurements to consider implementing over time	By July 1 Included
Task 5 8	Implementation Matrix and Plan	Final matrix with roles, responsibilities, milestones and metrics	By July 14 \$ 500.00
Task 5 9	Present Plan for Adoption	Presentation of final plan for approval	July Meeting \$ 250.00
Task 5 10	Templates for reporting, tracking and updating		Included \$ -
Phase 5 Investment: Strategic Plan, Implementation Plan, Measurement Documents, and Report/Update Documents			\$ 1,750.00
Total Project Cost			\$ 6,850.00
Travel to be billed at cost			Estimated travel for two in person trips \$ 1,000.00
<b>Total Not to Exceed Cost</b>			<b>\$ 7,850.00</b>

#### Recommended Ongoing Support for Implementation and Integration

Includes Templates, Training and Integration	Does not include travel, does include supplies	Pricing
Monthly conference calls, customized templates	Monthly video conference, written templates, all emails and phone calls individual and team support	Included
Quarterly Review and Update Meeting	Meetings to update the Implementation Plan	\$1,500.00
Quarterly Review and Update Meeting	Meetings to update the Implementation Plan	\$1,500.00
Quarterly Review and Update Meeting	Meetings to update the Implementation Plan	\$1,500.00
Quarterly Review and Update Meeting	Meetings to update the Implementation Plan	\$1,500.00
Updates to Strategic Plan and Implementation	Updates and presentation of the plan	\$500.00
	Deliverable: Full Year of Ongoing Support and Implementation Meetings	\$6,500.00

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# Jane Silverman Associates

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January 28, 2025

Cory Ross, Executive Director  
Windam County NRCD  
28 Vernon Street, Suite 332  
Brattleboro, Vermont 05301

Dear Cory:

Thank you for responding to my questions earlier this month. I am an organizational consultant specializing in strategic planning, governance and organizational development for the nonprofit community. In all my assignments I bring the core values of experience, inclusion, pragmatism, cost-effectiveness and client focus. My clients include environmental groups (Stony Brook-Millstone Watershed Association and the South Branch Watershed Association), national and state advocacy organizations, local arts and social service institutions, and international relief and human rights agencies. I have served on the Watershed Institute's grants committee which distributes funds from the Geraldine R. Dodge Foundation to advance water quality. I hold a master's in city planning from University of Pennsylvania with a focus on the intersection of land use, environmental regulation and housing affordability. More background can be found at [www.janesilvermanassociates.wordpress.com](http://www.janesilvermanassociates.wordpress.com)

## Statement of Work

### **Phase I: Landscape Analysis**

The landscape analysis sets the groundwork for the strategic planning process. The landscape analysis includes: Interviews with board, staff and stakeholders, including funders, partners, public officials and others (usually around 20 interviews); Review of budget, programs, staffing, communications, plans and reports; and environmental surveys and assessments, demographic data and other materials that provide a state of the natural resources in the district. *Output of Phase 1:* A landscape analysis which will help set the agenda for the retreat and subsequent strategic discussions. *Time Frame:* February-March

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## **Phase 2: Planning Retreat (one day)**

An in-person Board-staff planning retreat to develop the framework for the plan. The retreat will be preceded by a questionnaire sent to all participants that will include a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and identification of the major issues the plan should address. The retreat will result in the following: A working 3–5-year vision statement; Mission review; discussion of the landscape analysis and SWOT analysis; and Identification of strategic issues. *Output of Phase 2:* A working framework for the strategic plan; identification of key issues and themes; and agenda for the subsequent strategic discussions. *Time Frame:* April

## **Phase 3: Strategic discussions and plan development**

The retreat will set the agenda for subsequent strategic discussions at Board meetings during May, June and July. During these discussions we will analyze strategic options; develop concrete goals and strategies and metrics to measure success. I will facilitate all discussions and will provide an agenda, background material and guiding questions before the meeting and document the discussions following the meetings. *Output of Phase 3:* Specific goals, strategies and metrics for each strategic issue. *Time Frame:* May-July

## **Phase 4: Plan drafting and approval**

I will take the output of these discussions and develop a draft plan for review and a final plan for presentation to the board. The plan will lay out strategic priorities, goals, and strategies over the life of the plan (3-5 years.) The implementation plan will include roles and responsibilities, as well as time frames for each year of the plan. The plan will be accompanied by a draft “scorecard,” which will include the key performance indicators and milestones. *Output of Phase 4:* Completed strategic plan and scorecard approved by the board. *Time Frame:* July-August; completion August 1

My fee for the project will be \$8,000. I will be available to begin in February.

Sincerely,

*Jane A Silverman*

Jane A Silverman, President, Jane Silverman Associates

## Strategic Planning Clients

### **Advocacy and Public Policy**

- ACLU of Florida
- ACLU of New Jersey
- Center for Budget and Policy Priorities–SPP network
- Common Good Iowa
- Fiscal Policy Institute (New York)
- Institute for Tax and Economic Policy/Citizens for Tax Justice (ITEP)
- Jewish Women International
- Keystone Research Center
- Latin American Legal Defense and Education Fund
- Leading Age — New Jersey
- Maryland Center on Economic Policy
- New Jersey Foundation for the Aging
- New Jersey Policy Perspectives
- OWL—the Older Women’s League
- Physicians for Human Rights
- Policy Matters Ohio
- Public Assets Institute (Vermont)

### **The Arts**

- American Repertory ballet
- Capital Philharmonic
- Light Opera of New Jersey
- Morristown Community Theater
- Museum of Comic and Cartoon Art
- Newark School for the Arts
- Princeton Community Television
- Princeton Symphony Orchestra
- Trenton Museum Society

### **Philanthropy and Government**

- Ms. Foundation for Women
- New Jersey Center for Non-Profits
- New Jersey Department of the Public Advocate
- New Jersey Office of the Child Advocate

### **Education and the Environment**

- American Institute for Economic Research
- Catholic Library Association



- Cetana Educational Foundation
- Kidsbridge
- NJ SPAN (State Parent Advocacy Network)
- South Branch Watershed Association
- Stony Brook-Millstone Watershed Association
- 

### **Health and Human Services**

- American Jewish Joint Distribution Committee
- Ben's Lighthouse
- Collier Youth Services
- Crawford House
- Ovarian Cancer Research Fund
- Planned Parenthood of the Mercer Area
- Planned Parenthood of San Diego and Riverside County
- Planned Parenthoods of South Africa
- Uniting Against Lung Cancer

Windham County Natural Resources Conservation District  
Letter of Interest for Strategic Planning  
**January 2025**



**Consultant Profile:** Momentum Communications, LLC is a partnership with Elise Annes, Founder and Principal and Emily Boedecker, Principal. We have extensive experience working with nonprofit organizations in strategic planning, organizational development, community engagement, fundraising and board governance. Since partnering as a consulting team in 2020 we have served more than 80 organizations in Vermont and further afield. Elise and Emily first worked together as co-chairs of the Vermont Housing and Conservation Coalition when they were in conservation leadership positions, Elise with Vermont Land Trust, and Emily with The Nature Conservancy’s VT chapter. Recent clients in related fields include strategic planning for UVM Water Resources Institute and College of Agricultural Life Sciences, Lewis Creek Association, Southeast Land Trust of NH, and the Vermont River Conservancy. We also performed organizational assessments for Wood River Land Trust (ID), VACD, Connecticut River Conservancy, and facilitated an 18-mth strategic planning process for stormwater practitioners in the LCBP (funded by LCBP). Our work includes communications and fundraising and this past year we facilitated the development of a marketing strategy and brand identity for the Appalachian Trail Landscape Partnership, working with organizations from Georgia to Maine.

We approach strategic planning by tapping the wisdom in your organization and your community, we design the process to be inclusive and contemplative, and we work with our clients to provide clarity and inspiration in the final product. Our background is in conservation, and our deep expertise with land trusts, environmental and watershed organizations, firmly roots our work in respect for our environment, the health of our communities, and a bright future for the next generation. Our experience has given us the breadth of knowledge and experience needed to support Windham NRCD as you look at the opportunities for the organization, and the impact you want to have in your community.

**Scope of Work:** Momentum is able to complete the tasks outlined in the RFP. Our process includes a recommitment to mission, review of current programs, budgets, and capacity, as well as engagement of board, staff and core partners (through a survey or focus groups). We have facilitated other organizations in a discussion of natural resources and prioritization of activities and outcomes and will bring the learning to this effort. Finally, we work with the board and staff to create a strategic plan that is an actionable roadmap that will get Windham NRDC from the input, vision and ideas, to action and then to outcomes.

The final outline, flow and contents of the strategic plan will be agreed upon with the strategic planning team with support from Momentum to make these decisions. The final strategic plan and implementation plan can include the following elements (where, why, when): shared vision and clear statement of mission and Strategic goals, objectives/priorities and strategies aligned with the mission. This organization-level strategic plan will provide a guide for the development

of action or implementation plans that can be created to include the specific day-to-day work and time frames. Action or implementation plan elements may include strategies and tactics to pursue goals/priorities, roles and responsibilities, investment in staff skills, competence, and capacity, indicators of success, and a timeline with important milestones to gauge progress.

Please find below a draft proposal for the scope of work. As we learn more about your organization and your needs, this scope of work and the cost range for each phase will be refined. We identify areas where Momentum (MC) often leads or supports, and these roles can evolve as a more detailed scope of work is developed if we are selected as the consultant.

<b>Phase/Task</b>	<b>Deliverables</b>	<b>Cost Range</b>
Phase 1: Discovery, Work Planning and Project Mgmt. (ongoing).	Information sharing, scope of work, and contract. Regular PM meetings with a summary of conversations and action items.	March \$1,000
Phase 2: Facilitated exploration and recommitment to mission, exploration of natural resources, and review of current programs, budgets and staff.	Detailed work plan, timeline, roles and responsibilities, goals for process and final product. (MC in leading role)	April \$1,400
Phase 3: Gathering Input from board, staff and partners. Together we identify who, when and how input will be gathered beyond a survey. Analysis and reporting input are included in this phase.	Survey design and implementation, interview script and training, findings report/SWOT analysis, for all surveys/interviews/focus groups. (MC in leading role)	April and May \$1,400
Phase 4: Analysis of opportunities and existing and potential programs, projects and funding.	Role of staff, board and consultant to conduct analysis. Analysis and reports. (MC in supporting role)	May and June \$1,000
Phase 5: Strategic planning workshop (board/staff) to discuss input and analysis and develop vision, goals and impact, with input on strategies.	Workshop agendas, pre-reading materials, post-workshop reports, outstanding decisions. (MC in leading role)	June \$1,200
Phase 6: Drafting strategic plan	Draft plan, revisions, and final plan for board approval. (MC lead transitioning to board/staff in this phase)	July \$1,200
Phase 7: Support the transition to implementation	Implementation of templates and plans, training (if needed) and support for staff.	July and August \$800

## FY25 Budget - Approval August

INCOME	FY25 Approved Amount	FY25 Revised Amount	Notes
Membership			
Donations		\$1,035.25	Donations towards Annual Gathering
Rental Programs			
Stream Table Rental	\$250.00	\$250.00	
Skidder Bridge Rental			
Sales			
Plant and Trout Sales	\$42,000.00	\$42,000.00	
Workshops			
Grants:			
Vermont Natural Resources Conservation Council (NRCC):			
NRCC Basin Planning	\$28,330.00	\$28,330.00	
NRCC Ag-CWIP	\$98,755.60	\$98,755.60	
NRCC Trees for Streams	\$0.00	\$2,321.41	Enhanced Survivorship Funding at 2 Sites
NRCC: Core Services Agreement	\$35,500.00	\$35,500.00	
District Manager Representative	\$11,050.00	\$11,050.00	
Project Development		\$6,586.43	New Agreement
LISFF Microwetlands Planning and Prioritization		\$4,044.05	New agreement runs through 10/31/25
Grant in aid: Greeter and Water Chestnut Survey and Removal:			
DEC Grant in Aid: AIS & Greeter	\$68,051.00	\$49,130.81	Actual Amount
GRHydro: Greeter Program	\$5,000.00	\$5,000.00	
Lake Raponda Environmental Fund	\$5,000.00	\$2,500.00	Actual Amount
Town of Wilmington: Greeter Program	\$3,500.00	\$3,500.00	
Ames Hill Marlboro Community Center	\$4,000.00	\$2,000.00	Actual Amount
Marlboro Parks Association	\$1,000.00	\$1,000.00	
Town of Marlboro		\$1,000.00	New Amount Paid by Town
Design and Implementation Block Grant:			
Brattleboro Farmers Market Rain Gardens Preliminary Design		\$1,300.00	MARC allowed us to bill for remaining expenses even though agreement was over
Dummerston Covered Bridge Access Gully Erosion Implementation		\$32,056.79	Actual Amount, Project held over to FY25
Jacksonville Berm Removal Preliminary Design		\$14,862.49	Actual Amount, Project held over to FY25
Lake Raponda Shoreline Erosion Preliminary Design	\$17,150.00	\$16,852.48	Actual Amount
Vermont Community Foundation	\$16,667.00	\$26,000.00	VCF paid full amount in FY26
American Farmland Trust RCPP Project	\$30,000.00	\$33,994.90	Adjusted to reflect current rate of draw down
National Fish and Wildlife Foundation: LISFF Watershed Grant	\$130,000.00	\$50,000.00	Adjusted to reflect current rate of draw down
USFWS: Japanese Stilt-grass Early Detection and Prevention	\$48,950.00	\$26,536.37	Revised down to unknown timing of UCSIMA funds
Vermont Fish and Wildlife: Watershed Grant	\$4,500.00	\$4,500.00	
VACD: Locally-Led Conservation	\$5,000.00	\$5,000.00	
CSP Assist			
Soil Health Training Series			
NACD Technical Assistance, Outreach and Education	\$45,287.50	\$37,500.00	Adjusted to reflect actual rate of draw down
Vermont Arts Council: Animating Infrastructure Grant			
Watersheds United Vermont: Workforce Capacity	\$27,338.40	\$27,338.40	New grant award, first 12 months of 18 month grant award. 90% payment up front, with 10
Bank Interest	\$20.00	\$35.00	
<b>Total Income</b>	<b>\$627,349.50</b>	<b>\$569,979.98</b>	
<b>EXPENSES</b>			
<b>Administration</b>			
Liability and Auto Insurance	\$3,700.00	\$4,510.92	New Amount as of renewal on 1/1/25
Other Insurance			
Board Expenses	\$3,000.00	\$3,000.00	
Advertising and Website	\$4,200.00	\$5,300.00	Increased to include SE VT CISMA Website and Seven Days Ad for Plant Sale
Dues and Subscriptions	\$3,775.00	\$3,925.00	Increased VLCT Dues
Donations and Scholarships			
Rent			
Utilities			
Registration and Meeting Expense	\$3,600.00	\$5,000.00	Increased to include Annual Gathering Expenses
Lab Fees	\$100.00	\$566.00	Actual Amount, includes NMP work
Bank Fees		\$25.00	
Miscellaneous			
Cost of Goods Sold	\$32,000.00	\$32,000.00	
Computer Supplies and Software	\$4,000.00	\$6,737.59	Includes Cell Phones, New Computer for AmeriCorp and Admin Assistant
Other Administration			
Logo and Promotional Materials		\$1,900.00	
Printing and Reproduction		\$200.00	Printing of Annual Reports
Membership			
<b>Personnel</b>			
Salaries and Wages	\$294,610.27	\$265,239.27	adjusted for late start dates of ARS I and Admin Assistant
Healthcare	\$45,458.05	\$45,470.85	
Retirement	\$1,500.00	\$4,057.74	Increased to include 401K matching to 3%, as approved at previous meeting

Fringe Benefits	\$6,540.00	\$6,540.00	
FICA	\$23,833.97	\$21,457.86	
Unemployment and Workers Compensation	\$7,500.00	\$5,200.00	New Amount as of renewal on 1/1/25 (workers comp only)
Other Personnel			
Mileage/Travel	\$12,200.00	\$12,200.00	
<b>Contractual</b>			
Consulting/Engineering	\$14,141.00	\$33,032.45	added Lake Raponda Design Project
Construction	\$0.00	\$12,550.00	Dummerston Steps Installation - Second Half fell in FY25
Bookeeping	\$2,000.00	\$2,000.00	
Cash Match for Americorps Position	\$9,600.00	\$9,600.00	
Other Contractual	\$112,883.64	\$53,351.82	
<b>Supplies</b>			
Office Supplies	\$5,200.00	\$1,500.00	Reduced, logo and promotional materials, printing moved to Other Admin Category
Project Materials	\$12,632.80	\$8,770.00	
Postage	\$600.00	\$600.00	
Equipment	\$9,500.00	\$7,300.00	Includes lease of a hybrid truck for staff use
Other Supplies	\$1,500.00	\$1,500.00	
Contribute to savings	\$13,274.77	\$16,445.48	increased to produce balanced budget
<b>Total Expenses</b>	<b>\$627,349.50</b>	<b>\$569,979.98</b>	
<b>Net</b>	<b>\$0.00</b>	<b>\$0.00</b>	



## Employment Opportunity Announcement

February 6, 2025

The Windham County Natural Resources Conservation District (WGNRCD) seeks an Administrative Assistant to help support the district's conservation programming in Windham County.

**Job Type:** Part-time (up to 20 hours/week with a flexible schedule including some weeknight and weekend commitments)

**Job Term:** Permanent (dependent on continuity of sufficient funding)

**Location:** Brattleboro, VT. This is a primarily remote position, but in person work is required approximately once per week in the Brattleboro office.

**Starting Date:** Approximately March 17, 2025.

### **Job Description:**

#### **Summary:**

The Windham County Natural Resources Conservation District (WGNRCD) seeks to fill a part-time Administrative Assistant Position to support the district's mission to serve the Windham County community. The Administrative Assistant will support district operations by assisting with financial operations, including payroll, processing of bills and invoices, and tax filings. The person serving in this role will also play a key role in management of the district's annual plant and trout sales programs. This work will include processing orders, tracking inventory and coordinating with suppliers. Additional duties will include answering phones and emails and responding to public requests for assistance by connecting members with the appropriate staff person. The individual who fills this position should be a highly organized and self-sufficient professional.

#### **Duties and Responsibilities:**

The Administrative Assistant will process bi-weekly payroll by entering timesheets into QuickBooks, filing required bi-weekly and monthly tax reports and withholding payments, and paying health insurance premiums and 401K contributions. Additional financial duties will include processing bills for payments and payments received on invoices and maintaining detailed records. The Administrative Assistant will take a lead role in managing the plant and

trout sales programs, which will include processing orders, tracking inventory, updating the sales website, coordinating with suppliers and responding to customers questions via email and phone. The person in this position will also help prepare for monthly board meetings by creating the agenda in consultation with the executive director and board chair, assembling required materials, operating virtual meeting and recording equipment and supporting the district's compliance with Vermont Open Meeting Law. Other duties will include preparing bulk mailings and email newsletters, scheduling staff site visits and maintaining digital and physical files.

**Required Qualifications:**

Qualified candidates will have at least three years of relevant practical experience. Preferred candidates will have experience with bookkeeping and financial software such as Quickbooks. Candidates must have outstanding organizational and communication skills, the ability to prioritize tasks and to work both independently and collaboratively as part of a team. *Applicants who do not yet have all the required and preferred skills but are enthusiastic about the work are encouraged to apply.*

**Supervision:**

The Administrative Assistant will be an employee of the Windham County Natural Resources Conservation District. Direct supervision will be by the Executive Director, who is responsible to the District's Board of Supervisors. Guidance and workload prioritization will be provided by the Executive Director. Changes in duties and program direction must be approved by the Executive Director and the Board of Supervisors and be in line with district priorities and strategic plan.

**Critical Skills Needed:**

- Comfortable speaking on the phone with members of the public.
- Able to juggle multiple tasks and competing timelines.
- Self-organizing and goal setting; detail-oriented in data management and communication
- Ability to work independently and as part of a team, and to work efficiently without direct supervision
- Candidate must be able to clear a thorough federal background check to work in the USDA Service Center.
- Strong computer literacy including experience with Windows, MS Office, Google Drive and social media platforms
- Candidate must have access to a personal vehicle for occasional travel throughout district with mileage reimbursement provided

**Desired Skills and Experiences**

- Experience in non-profit and/or government work environments.
- Experience using QuickBooks for Financial Management.

**Compensation:** Starting pay rate of \$21/hour with predictable pay increases after the first six months and annually contingent on satisfactory performance reviews, paid time off and paid holidays, paid sick leave, cash stipend equal to 20% of gross wages employee can use towards health care, retirement or to supplement income, short-term disability insurance and 401K option with match.

To Apply:

Please email [windhamcountynrcd@gmail.com](mailto:windhamcountynrcd@gmail.com) a single PDF file with “Administrative Assistant Application” in the subject line, containing:

1. A cover letter indicating your interest in the position
  2. A resume detailing relevant education and experience
  3. Three professional references
- Position will remain open until filled; however, the district will begin reviewing applications and scheduling interviews on February 28.
  - All qualified applicants will be considered for employment regardless of race, color, religion, sexual orientation, gender identity or national origin.





## Windham NRCD is hiring Seasonal Invasive Species Technicians for Summer of 2025

The Windham Conservation District manages invasive species programs throughout Windham County, including Water Chestnut Survey and removal on the Connecticut River and Japanese Stilt grass survey, mapping and removal work throughout the county. We are looking for individuals who can work outdoors and help protect Windham County's natural resources. As part of this role, the Invasive Species Technician will be trained in invasive plant identification of aquatic and terrestrial plants. This role includes the manual removal of these plants which includes kayaking/canoeing/boating to remove aquatic plants and walking approximately a mile each shift to removal stilt grass.

- \$20/Hour
- Temporary/Seasonal Position (around 40 hours/week)
- Start Date: June 5th
- Last Date – September 12 (end date is flexible)
- Locations: Throughout Windham County – mileage to project sites reimbursed at the federal IRS rate (\$0.70 per mile currently).
- Variable Work Schedule.

### Qualifications:

- Experience, knowledge, coursework or an interest in a career in a natural resource or education field (e.g., environmental sciences, environmental education, interpretation, education, natural resource policy, natural resource management, water resources, forestry, etc.) or another related field is helpful but not required.
- Experience working with invasive species preferred but not required
- Experience with plant identification is preferred but not required
- High School Diploma or GED
- At least 18 years of age
- Ability to work independently at a remote location
- Ability to use smartphone or tablet for data entry
- Excellent communication skills in person, by phone and over email

- Comfortable walking several miles per day, bending over to identify and remove plants.
- Comfortable walking through vegetation that may include poison ivy and ticks.
- Comfortable working in a variety of weather conditions.
- Comfortable using a kayak on flat water for long periods of time.
- Ability to create and share outreach materials for upcoming volunteer events

**Responsibilities:**

- Work independently in a remote setting
- Walk or kayak assigned sites to search for invasive species
- Document detections using personal smartphone in the field.
- Remove invasive species through hand pulling.
- Assist with coordinating volunteers on removal efforts.

To Apply:

Download application from Windham NRC D website here: <https://windhamcountynrcd.org/invasive-species-technician/> (Make sure this link is still live)

Email completed application and a resume *or* cover letter highlighting relevant skills and experiences to Executive Director Cory Ross at [ross.wcnrcd@gmail.com](mailto:ross.wcnrcd@gmail.com)

Deadline:

**We will review applications as received and schedule interviews as soon as possible. Position will remain open until filled.**

Funding

***These positions are dependent on funding awards from the State of Vermont and US Federal Government and employment agreements are subject to termination if funding is revoked.***

**Monthly report on grants:**

**Updated on: 1/31/2025**

*Photos:*



Here is a throwback photo of Meg at a plant sale!

● **Financials:**

- As of 1/31/2025 we have a balance of \$36,217.99 of equities minus liabilities (on a cash basis). For comparison, we had:

\$27,827.30 on 12/31/2024 (last month)

\$11,177.47 on 1/31/24 (last year)

- We have \$28,286.63 pending bills (I've been holding off on paying some until we are paid by the funder to avoid cash flow challenges).
- We have \$111,522.73 in invoices awaiting payment.

- Quarter 4 and Annual reports and withholding payments submitted to IRS, VT Agency of Taxes and Dept. of Labor. W2's issued to employees, W3 transmitted to IRS.
- 1099's issued to contractors, 1096 to IRS and State of Vermont.
- Cory continued to work with Edward Jones, Whitney Pension Associates and TransAmerica to set up the 401K plans. Josh Roberts from Edward Jones will be attending the district staff meeting later this month to go over enrollment options with staff. The plan is live and employees can begin making deferrals (with district match up to 3%) at any time (although we all will need help figuring out the system).
- **Sales Programs:**
  - Plant sale orders continue to roll in. We have received 83 orders for \$11,653.56
  - Trout Sale pick up will be May 14 at the Brattleboro Blue Seal (formerly Agway). The online ordering is up and running now.
- **Ag-CWIP:**
  - Heather and Mae attended a goCrop update training to learn how to better assist with the creation of a nutrient management plan ("NMP").
  - Heather and Mae attended the CRWFA annual meeting.
  - Mae completed the land treatment plan ("LTP") for Franklin Farm.
  - Heather and Mae started attending NMP classes with John Franklin from Franklin Farm.
  - Heather and Mae attended a NOFA-VT community action workshop about the farm security fund, a bill they are trying to have passed through the government that would allow them to help farmers after extreme weather events.
  - Heather attended the Climate Adaptation Mitigation Fellowship quarterly meeting.
  - Heather worked on Ag-CWIP reporting
  - Heather attended Farm Business planning workshop
  - Heather will hopefully attend DEI meeting (on January 30th)
  - Heather will hopefully attend Pasture Meeting
  - Heather and Mae met with SUSU commUNITY farm to discuss funding opportunities.
  - Mae continued working on coordinating a women's farm equipment maintenance workshop series.
  - Birding on the Farm was held at Lucky 13 Farm in Winchester, NH on January 25. We had excellent attendance by humans but poor attendance from our feathered friends. The 0 degree starting temperature probably didn't help!



*Birders brave the elements for the January Birding on the Farm Workshop at Lucky 13 Farm in Winchester, NH.*

- **AFT RCPP:**
  - Heather continued to work on the AFT Conservation Plan. Challenges continue to present themselves.
  - Heather and Mae attended a brainstorming session with partners to discuss potential and/or upcoming workshops related to livestock grazing.
  - Heather and Mae attended a workshop on the economic considerations for pasture-based livestock systems in Barre, organized by AFT, NOFA-VT, VGFA and VTAAFM.
- **Locally Led:**
  - Heather closed out the resource concern survey and sorted through / annualized all of the information we received. She then prepared a presentation and organized the Local Workgroup Meeting.
  - Cory, Isabel, and Mae ran the in-person locally led meeting on January 17 at the Brooks Memorial Library.
- **NACD TA:**

- Heather assisted one farm through the conservation stewardship plan (“CSP”) application and assessment.
- Mae completed six forest management plan (“FMP”) assessments (EQIP).
- **Long Island Sound Futures Fund (LISFF) Watershed Planning:**
  - Isabel met with Katharyn Hassan (DEC Americorps) on survey design techniques for an upcoming DEC subsistence fishing survey.
- **NRCC: Tactical Basin Planning:**
  - Isabel attended the Vernon Conservation Commission’s January 28th meeting on the Class I proposal for Lily Pond
  - Isabel is developing videos about the Adopt-a-Drain program and riparian stewardship.
- **NRCC Base Agreement**
  - Cory, Garrett and Isabel attended the VACD and NRCD Winter Staff Retreat in Fairlee on January 16. The agenda included a variety of team building activities and a presentation by Oliver Pierson at Vermont Forest Parks and Recreation about the programming he manages.
  - Cory and Linda organized the annual meeting of the Southeast Supervisory Union, which was held on January 21st on zoom. Linda was re-elected as the SU Representative to NRCC for another year.
- **Stiltgrass EDRR:**
  - Isabel planned a summer workshop for identification in the Washington street area.
- **Grant-in-aid:**
  - Isabel updated the 2024 job posting to reflect our interest in 2025.
  - Cory met with Matthew Cole from Great River Hydro and Jack Widness (volunteer coordinator for Harriman and Somerset) to discuss the 2025 greeter season. GRH remains supportive of the program but is unwilling to commit more funding at this time.
  - We are currently waiting for VT DEC to release the request for applications for the Grant in aid program so we can start planning for the upcoming season. We don’t know if DEC is holding this up over concerns about federal funding. Grant in aid is funded in part by EPA funds.
- **Trees For Streams:**
  - Isabel spoke with three previous Trees For Streams landowners on past projects. One landowner is interested in replanting. A site visit is scheduled next month.
- **Enhanced Survivorship:**
  - Isabel scheduled site visits with 2024 Trees for Streams plantings to cut vegetation around plants and determine survival rates.
- **Project Development:**

- Isabel has scheduled 20 site visits with landowners in the Rock River watershed for the Spring. These site visits will focus on
- **LISFF: Pocket wetland:**
  - Isabel is developing plans for three wetland restoration projects. These plans include native plantings and strategic wood additions to restore water storage functions.
- **Vermont Community Foundation:**
  - Isabel is organizing three upcoming events: How to plan a rain garden (webinar) on February 28th, in-person Earth Day event on April 22nd, in-person rain garden workshop on May 7th.
  - Cory met with Margo (WRC) to complete the transfer of administrative responsibilities for the Green River Watershed Alliance from WRC to Widham NRCD.
  - Cory renewed and paid for the GRWA website for the next two years.
  - Isabel has started planning a steering committee meeting of the Green River Watershed Alliance to decide on activities they would like district support on.
- **Watershed Grant:**
  - Isabel attended the Connecticut River Invasives Practice Group to learn about winter invasives removal work.
- **SE VT CISMA:**
  - Cory and Isabel attended the SE VT CISMA meeting on January 9
  - Cory helped coordinate CISMA participation at the Herrick's Cove Wildlife Festival in May.
  - Cory attended a meeting with Pieter, Kim Jensen (VT DEC), Sam (VLT AmeriCorps), Noah Hoffman (Forest Parks and Recreation), and Emilie Inoue (VAAF) to discuss needs and options for greater statewide coordination and support around introduced species work.
- **Dummerston Landing:**
  - We are awaiting payment on our most recent invoice. The only remaining work on this project is ordering and installing the interpretive sign for the project site.
- **Rain Gardens:**
  - MARC allowed us to bill for some outstanding staff time on this agreement, even though the end date had passed.
- **WUV Workforce Capacity Building Grant:**
  - The Request for Proposals was posted for a strategic planning consultant following the January board meeting. Cory responded to questions from interested firms and produced a questions and answers document. We received several bids, which are included in this month's board packet.
- **NFWF Forest and Rivers Fund Grassland Bird Project:**
  - Cory met with Cat to discuss next steps for this project.

- Cory met with John Wright, Victoria Moreno and Kat Sanz from NFWF to discuss procedure for revising our proposal budget to adjust for the reduced award amount. At present, this award is still pending and we intend to move forward with the project. We plan to hold off on hiring a seasonal technician until year 2 of the project and approach year 1 as a pilot year for this three year project.
- Cory submitted a budget revision to NFWF.
- **NRCC DM Representative:**
  - Cory and Linda participated in additional interviews for the VACD Executive Director Selection Process.
  - Cory coordinated a meeting with the ED candidate and the rest of the DMs at the February Board Meeting.
  - Cory attended the NRCS State Technical Committee (STC) Meeting
  - Cory attended the NRCS STC Locally Led Subgroup Meeting
  -

**Other:**

- Cory prepared and submitted a proposal to NRCC for their One Time Funding RFP. We have not heard back on this proposal yet. Cory has reached out to Clare for an update but hasn't heard anything. Our proposal included:
  - Additional funding for the Financial Consultant
  - Funding for Office Needs, including office chairs, computer and a printer (for the admin assistant and Garrett (who are not on federal computers)
  - Funding for Canoes and a Canoe Trailer
- Cory met with David Erickson to brainstorm possible organizations that work in conservation or natural resources to invite to a future gathering. David is planning to make some soft outreach efforts to gauge interest in the district organizing an event.

*\*note: please see below for a summary of current grant agreements and an acronym list.*



## Reference Materials \*

*\*Not updated monthly, only as grants change status*

### **Current Grant Awards:**

#### **NRCC Trees for Streams Enhanced Survivorship Award**

- **This is a block grant administered by NRCC. Jess Miller is the contact at NRCC for this program.**
- **Agreement runs 1/1/25 to 10/31/25.**
- **Total award of \$2,321.41 for enhance survivorship activities at two past TFS sites: Meadows and Otter Lane.**

- **Funds 32 hours of staff time, mileage and \$695 in supplies.**
- **Isabel Bowman is project manager for this project.**

### **VACD Micro Wetland Planning and Prioritization**

- **This is a grant held by VACD with the National Fish and Wildlife Foundation's Long Island Sound Futures Fund.**
- **We have a subagreement with VACD for \$4,044.05 to fund design work on wetland restoration projects at three sites in the Williams River Watershed.**
- **This agreement funds 75 hours of Isabel's time to work on these designs. Work must be completed by 10/31/25.**

### **NRCC Project Development**

- **This is a block grant administered by NRCC. Lina Smith is the contact for this grant.**

- **We have an award of up to \$6,586.43 in staff time and mileage to complete project development activities for 13 sites on the Rock River.**
- **Isabel will be taking the lead in completing these activities, which will include:**
  - **Outreach to landowners, typically by mailing**
  - **Site visits for interested landowners**
  - **Coordination with DEC staff to develop selected sites for applications for preliminary design funding.**
- **The grant runs 10/1/24 – 3/1/26**

### **Watersheds United Vermont Workforce Capacity Development Grant**

- This 18-month agreement funds a variety of capacity building purchases and investments. The primary components of this are:
  - Funding for a new website
  - Purchase of a storage shed
  - Strategic Planning including a consultant
  - Financial assistance including hiring a consultant to help us set up a better system
  - Creation of emergency and transition plans for district staff.
  - Professional development for staff, including wetland delineation training for Isabel

- Lyn Muno and Tobiah Schulman at WUV are the contacts for this grant.
- 90% of funds will be paid up front, with the remaining 10% upon completion of all grant activities. Agreement includes a claw-back provision if we fail to spend some of the money on eligible expenses.

### **NRCC: Core Agreement (FY25)**

- Block grant administered by NRCC, current agreement has been signed and is awaiting execution for \$35,500. The agreement runs 7/1/24 through 6/30/25. Deliverables on the agreement are:

- § FY25 Work Plan and Budget
- § FY24 Project Results Reporting
- § FY24 Financial Reporting
- § Supervisor Election Process
- § NRCC Supervisor Union Representation

- In addition to these deliverables, the agreement lists “operational standards” that the district is expected to maintain. These are:

- § Maintaining an updated natural resource assessment for the district to provide basis for project and program development.
- § Developing projects and programs addressing resource concerns and securing of grants, contractual agreements or other financial support needed to support implementation.
- § Executing annual supervisor election processes, including posting legal notice holding annual board seat elections or appointments and updating the board directory.
- § Holding regular board meetings and annual meeting

- § Maintaining updated policies and procedures
- § Providing monthly financial reports for review by Board of Supervisors or Board Treasurer, including Balance Sheet, Profit and Loss Report and Check Register
- § Conducting annual performance assessment and annual employee performance reviews
- § Providing annual financial and performance accountability to NRCC.
- § Clare Ireland at NRCC is the primary contact for this grant.
- § Key due dates:
  - § Executed Subagreement – 7/1/24
  - § FY26 Budget for NRCC and Legislative Advocacy Work – 7/22/24
  - § FY24 Work Plan and Budget – 9/15/24
  - § FY24 Projects and Financial Reporting – 9/15/24
  - § Supervisor Election Process – 12/15/24
  - § Updated Supervisory Directly – 1/31/25

## **NRCC: Basin Planning (FY24)**

This is a block grant administered by NRCC. Timeline is July 1, 2023 – June 30, 2024. Our award was for \$21, 555 in funding to support a variety of water quality work and regional coordination, including:

- Running the Local Working Group process
- Attending annual meetings of the LRA, CRC, GRWA and conducting outreach to these and other watershed groups.

- Plan and run a Nitrogen-reduction working group (this will pair with the LISFF project if funded)
- Technical Assistance to non-ag landowners in littoral and riparian settings.
- Support for the basin planning process in Basin 12 (Deerfield).
- Public outreach and education regarding the Lakewise Program at Lake Raponda, South Pond and Sadawga.
- Public outreach and education regarding riparian stewardship through tabling at public events, such as the Guilford Fair and the Herrick's Cove Wildlife Festival.

### **NRCC Basin Planning (FY25)**

This is a block grant administered by NRCC. Timeline is July 16, 2024 – July 15, 2025. Clare Ireland is the primary contact at NRCC for this grant (with Jess Miller filling in while Clare is on maternity leave) Our award was for \$28,330 in funding to support a variety of water quality work and regional coordination, including:

- Participation in monthly regional coordination meetings by Cory and Isabel.
- Participation by staff in meetings with key stakeholders including the Lake Raponda Association and the Green River Watershed Alliance to increase education and outreach on natural resource restoration and protection needs and opportunities through coordination on opportunities for projects and information sharing. Meetings with other stakeholder groups as opportunities arise to develop new public access greeter programs along the CT river. Also funds participation in the Southeast Vermont Cooperative Invasive Species Management Association steering committee, attendance at Watershed United Vermont's Annual Meeting, West River Restoration Meetings, the Scaling Up Dam Removals Workgroup meetings and the 30x30 workgroup meetings.
- Creation of a district-led Newton Brook workgroup aimed at identifying obstacles to implementation of restoration practices to improve water quality to plan watershed-level monitoring and restoration efforts. Launch a limited water quality testing program on Newton Brook with partners including Connecticut River Conservancy (CRC).

- Tabling (including with the stream table) at public events including Brattleboro’s First Friday Gallery Walks, CRC’s Riverfest, Mount Snow Wildlife Festival and the Herrick’s Cove Wildlife Festival. Staff will also conduct outreach and education to the Lake Raponda, South Pond and Sadawga lake communities regarding the Lakewise Program.
- Continued work on the “Adopt A Storm Drain” Program in Brattleboro.
- 2 workshops on topics such as rain gardens, rain barrels or benefits of riparian buffers.
- Outreach to businesses about best management practices for land along rivers, with the focus being on women and minority-owned businesses.
- Technical assistance to non-agricultural landowners to help the protect water quality, improve flood resilience and support littoral and riparian habitat through appropriate stewardship.
- Targeted outreach to forest landowners to support adoption of agroforestry management practices and to promote the district’s skidder bridge program.
- Host a Vermont Invasive Patrollers Workshop to train members of the public on aquatic invasive species identification and reporting procedures.
- Refer water quality concerns to appropriate staff at DEC and VAAFm.
- Respond to initial contacts from land owners to support identifying and developing future projects for the district’s project development program.
- Support Tactial Basin Plan Development by reading and reviewing draft plan and providing feedback and hosting public comment sessions.
- Training for staff including Rivers and Roads Training and Watershed Forestry Partnership’s Annual Conference.

### **Ellis Brook Floodplain Restoration and Berm Removal Implementation**

- This is a block grant administered MARC for clean water restoration projects. MARC has awarded us funds to complete the berm removal and buffer plantings on a property in Dover and Wilmington. Mary Nealon and Bear Creek Environmental were contacted to complete the design work and will likely be contacted to oversee the berm removal. We have an executed grant agreement for this project for a total of \$95,195 and all deliverables must be completed by 12/31/24.

## **Dummerston Covered Bridge Access Erosion Gully Design Project**

- This is a block grant administered by the Mount Ascutney Regional Commission, using clean water block grant funding from the State of Vermont. We have been awarded \$17,496.96 to create final designs for the creation of a safe access to the river at the Dummerston Covered Bridge on the West River. The primary contact for this grant is Chris Yurek.
- We have an agreement with Watersheds United Vermont for the implementation of this project. This award is for up to \$39,763 and deliverables must be completed by 9/30/25.

## **Brattleboro Farmers Market Rain Gardens Preliminary Design**

- This is a block grant administered by the Mount Ascutney Regional Commission, using clean water block grant funding from the State of Vermont. We have been awarded \$20,065.05 to create preliminary (30%) designs for the creation of 5-8 stormwater best management practices (BMPs) for the treatment of stormwater before it reaches the Whetstone Brook. The primary contact for this grant is Chris Yurek.

## **Southeast Vermont CISMA (these are grants that the district holds but that CISMA partners assist with implementation)**

### **Windham Foundation**

- This is a direct grant to Windham NRCD from the Vermont Community Foundation. This \$3,000 award funds:
  - Assessments of town forests, public parks and public-facing businesses for woody invasives.
  - Coordination of community workdays to address infestations
  - Funding for AIS surveys at Harriman, Somerset and Raconda.
  - Funding for the Harriman Greeter Program.



## **NRCC: Ag-CWIP**

This is a block grant managed by NRCC. Emily Nummer is the primary contact. The four-year agreement runs from November 1, 2022 through June 1, 2026. This grant funds:

§ Outreach and education efforts focused on clean water and healthy soils, including workshops for producers and the public.

§ Technical Assistance to producers aimed at supporting practices that protect and restore water quality and soil health; includes on-farm visits by staff as well as coordinating farm teams meetings to develop broad support for producers with partner agencies and nonprofits.

§ Soil sampling assistance

§ Purchase of soil probes to create an equipment library for producers to borrow as needed.

§ Conservation Practice Surveys

§ The purchase of capacity building equipment including cell phones, grant management software and GIS.

## **American Farmland Trust RCPP**

○ American Farmland Trust has an RCPP agreement to implement regenerative soil health practices throughout New England. We have a contract with AFT for Windham NRCD to host a 0.5 FTE conservation planner position to complete work in Windham, Bennington and portions of Windsor counties.

○ Invoices are due monthly for our costs.

○ Total contract is for \$200,000 and runs through 9/30/2026.

## **Vermont DEC Grant in aid: Aquatic Invasive Species 2024**

This funding source from the Vermont Department of Environmental Conservation supports greeter programs and aquatic invasive species survey and removal efforts. Kim Jensen is the primary contact at VT DEC for this work. Olin Reed is the primary contact for support with greeter training and the Survey 123 Application for data management.

Our award includes the following funding:

Water Chestnut Survey and Removal at four sites - \$23,989

Harriman Reservoir Greeter Program - \$6,082

Somerset Reservoir Greeter Program - \$6,000

Lake Raponda Greeter Program - \$20,280

South Pond Greeter Program - \$11,700.

## **NRCC DM Rep**

This small agreement with NRCC pays for Cory to act as District Manager Representative. Cory attends statewide coordination meetings, helps plan and facilitate district manager meetings and works to support better collaboration between district managers and with state and federal partners. The agreement runs from July 1, 2024 – June 30, 2026. Clare Ireland at NRCC is the contact for this grant.

## **National Fish and Wildlife Foundation – Long Island Sound Futures Fund**

○ We have an executed agreement with the National Fish and Wildlife Foundation for the below work:

- Working with Marie Caduto and Marli Rupe (DEC) on an application for a 3-year planning project to begin development of nitrogen reduction modeling for ag practices in the CT River Valley. Project would bring together state, federal and district staff along with researchers from UVM, UNH and Dartmouth to identify practices for Nitrogen reduction on farms. Part of this project will include stakeholder meetings with producers to help build a framework for N reduction practices that are compatible with CT River Valley farms. This could potentially lead to a multi-year implementation project in the future. Proposal would provide \$32,000 for Windham NRCD to serve as the coordinator for the Vermont portion of the project.
  - Application was submitted May 19. We ended up having enough match from VT DEC, NH DES, UNH-Extension, UVM-Extension and other partners to not need any matching funds of our own. This may prove useful down the road if we want to use Ag-CWIP as match for another program proposal. The final proposal was for \$418,596. Much of this will be subcontracted to partners

### **National Association of Conservation Districts Technical Assistance, Education and Outreach Grant**

Windham NRCD partnered with White River NRCD and Bennington NRCD on a application to this funding source to support increased outreach, education and technical assistance to producers. Our application was partially funded for \$291,000. We are using these funds to support adding an agricultural resource specialist who will work with Heather (~\$50,000). Other funds are supporting an engineer in the Rutland office who will support NRCS work throughout the South Zone. Josh Carvajal is the engineer doing this work. We have an agreement executed with White River NRCD as a sub-recipient.

Jennifer Byrne is the contact for this grant.

### **Pending Grant Awards:**

## **Whitingham WISPr (Water Infrastructure Sponsorship Program)**

-The Town of Whitingham is in the process of replacing their wastewater system. This program will provide the town with savings on their clean water revolving fund loan for up to 10% of the total project cost if they spend the same amount on clean water projects during the project timeline. Windham NRCD and Windham Regional Commission have been partnering to develop a suite of projects to take advantage of these funds. The timeline for this work and specific guidance is still being developed by DEC, but we anticipate beginning work in June of 2024. WRC has agreed to serve as the fiscal agent for these funds (will likely be around \$350,000). The district will have significant opportunities to develop and oversee natural resources projects, as there will be too much work in too short of a time for WRC to do the work themselves.

## **Grant proposals and other opportunities**

### **Japanese Stilt Grass Early Detection Rapid Response**

Submitted a proposal for additional funding to continue the mapping and removal efforts for stilt grass. The final proposal is for a 2-year, \$31,221.60 proposal that would support 200 hours per year for Isabel to serve as point person and coordinator on early detection rapid response efforts, 160 hours per year for a seasonal staff person to work on invasives mapping and removal, and funding for contractors to assist with mapping and removal and chemical applications where appropriate. Rachel Cliche at Silvia O Conte NWR is the contact person for this grant.

## **Master List of Acronyms**

last update 9/15/22 – not exhaustive

319 Federal Clean Water Act, Section 319

604(b) Federal Clean Water Act, Section 604b

A(1)	Class A(1) Water Management
A(2)	Class A(2) Water Management
ACWIP	Agricultural Clean Water Initiative Grant Program
AIS	Aquatic Invasive Species
AMA	Agricultural Management Assistance Program
AMP	Acceptable Management Practice
ANS	Aquatic Nuisance Species
ANR	Agency of Natural Resources
AOP	Aquatic Organism Passage
AR	American Rivers
ARRA	American Reinvestment & Recovery Act
B(1)	Class B(1) Water Management
B(2)	Class B(2) Water Management
	BASS                      Biomonitoring and Aquatic Studies Section, DEC Watershed Management Div.
BCCD	Bennington County Conservation District
BCRC	Bennington County Regional Commission
BMP	Best Management Practice
	BR                      Better Roads Program
BRAT	Black River Action Team
BWQC	Basin Water Quality Council
CAP	Conservation Activity Plan
CCNRCD	Chittenden County Natural Resources Conservation District
CCP	Corridor Conservation Plan
CISMA	Cooperative Invasive Species Management Area

CNMP	Comprehensive Nutrient Management Plans
CRC	Connecticut River Conservancy
CREP	Conservation Reserve Enhancement Program
CRJC	Connecticut River Joint Commissions
CRP	Conservation Reserve Program
CWA	Federal Clean Water Act
CWIP	Clean Water Initiative Program
CWSP	Clean Water Service Provider
CWSRF	Clean Water State Revolving Fund
DEC	Department of Environmental Conservation
DIBG	Design-Implementation Block Grant
DPW	Department of Public Works
DWSRF	Drinking Water State Revolving Fund
EBTJV	Eastern Brook Trout Joint Venture
EQIP	Environmental Quality Incentive Program
ERAF	Emergency Relief and Assistance Fund
ERP	Ecosystem Restoration Program
EU	Existing Use
EWP	Emergency Watershed Protection Program
FAP	Farm Agronomic Practices
FEH	Fluvial Erosion Hazard
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission

FOVLAP	Federation of Vermont Lakes and Ponds
FSA	Farm Service Agency (USDA)
GIS	Geographic Information System
GMNF	Green Mountain National Forest
GRWA	Green River Watershed Alliance
ICAR	Interagency Committee on Administrative Rules
IDDE	Illicit Discharge Detection and Elimination
LCAR	Legislative Committee on Administrative Rules
LCBP	Lake Champlain Basin Program
LFO	Large Farm Operation
LiDAR	Light Detection and Ranging
LID	Low Impact Development
LIP	Landowner Incentive Program
LIS	Long Island Sound
LISFF	Long Island Sound Futures Fund
LTP	Land Treatment Planner
LWM	Large Woody Material
MAP	Monitoring and Assessment Program
MARC	Mount Ascutney Regional Commission
MFO	Medium Farm Operation
MPG	Municipal Planning Grant
MRGP	Municipal Roads General Permit
NASS	National Agricultural Statistics Service

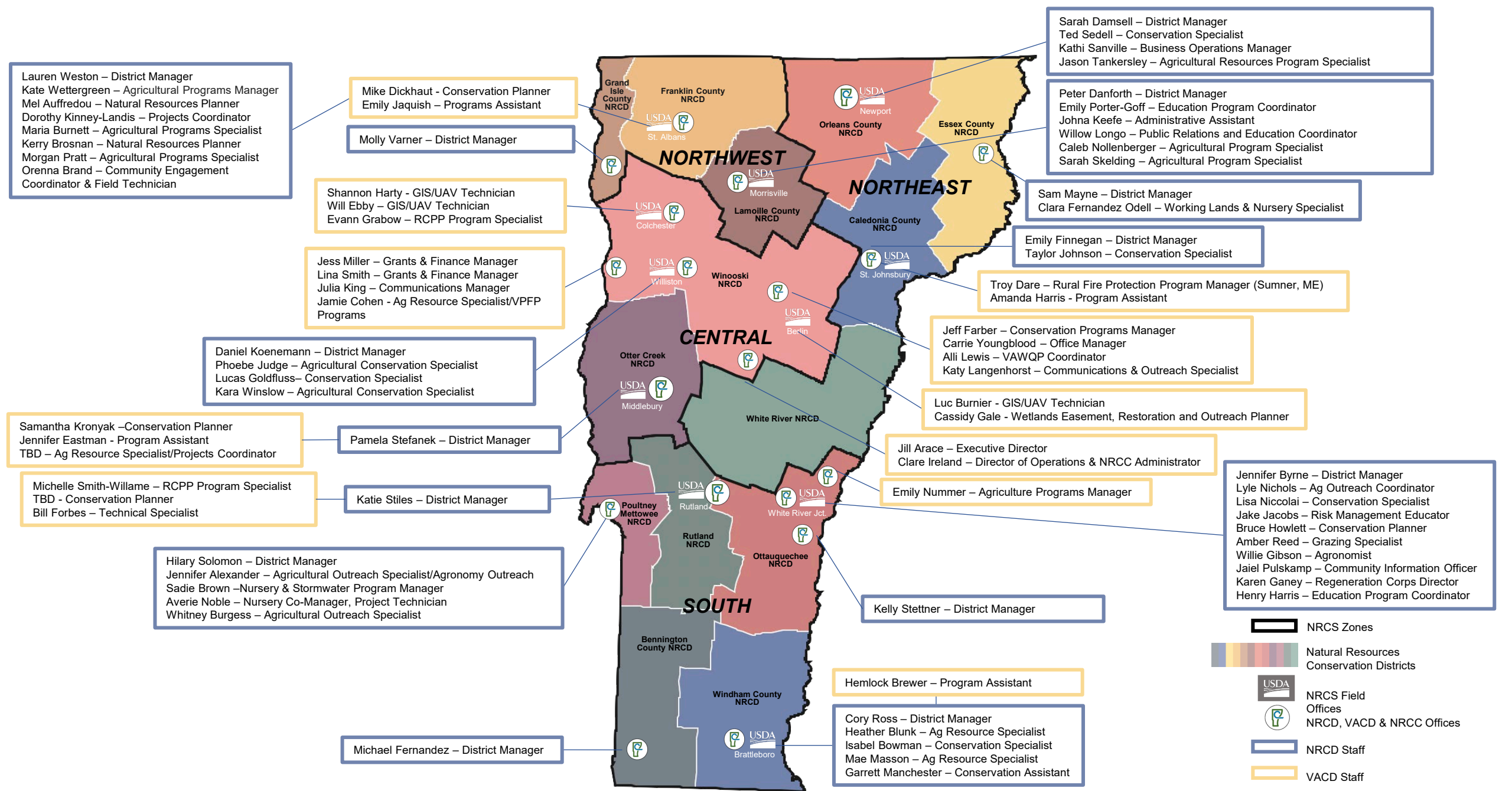
NFIP	National Flood Insurance Program
NMP	Nutrient Management Plan
NEAS	New England Agricultural Statistics
NEGEF	New England Grassroots Environmental Fund
NFWF	National Fish and Wildlife Foundation
NOAA	National Oceanic and Atmospheric Administration
NOFA	Northeast Organic Farming Association of Vermont
NPDES	National Pollution Discharge Elimination System
NPS	Non-point source pollution
NRCC	Natural Resource Conservation Council
NRCD	Natural Resource Conservation District
	NRCS                      Natural Resources Conservation Service
	ONRCD                  Ottauquechee Natural Resources Conservation District
	ORG                      Ottauquechee River Group
ORW	Outstanding Resource Water
PDM	Pre-Disaster Mitigation
PFW	Partners for Fish and Wildlife
R,T&E	Rare, Threatened and Endangered Species
RAP	Required Agricultural Practice
RCE	River Corridor Easement
RCP	River Corridor Plan
RCPP	Regional Conservation Partnership Program
RP	Rivers Program
RPC	Regional Planning Commission



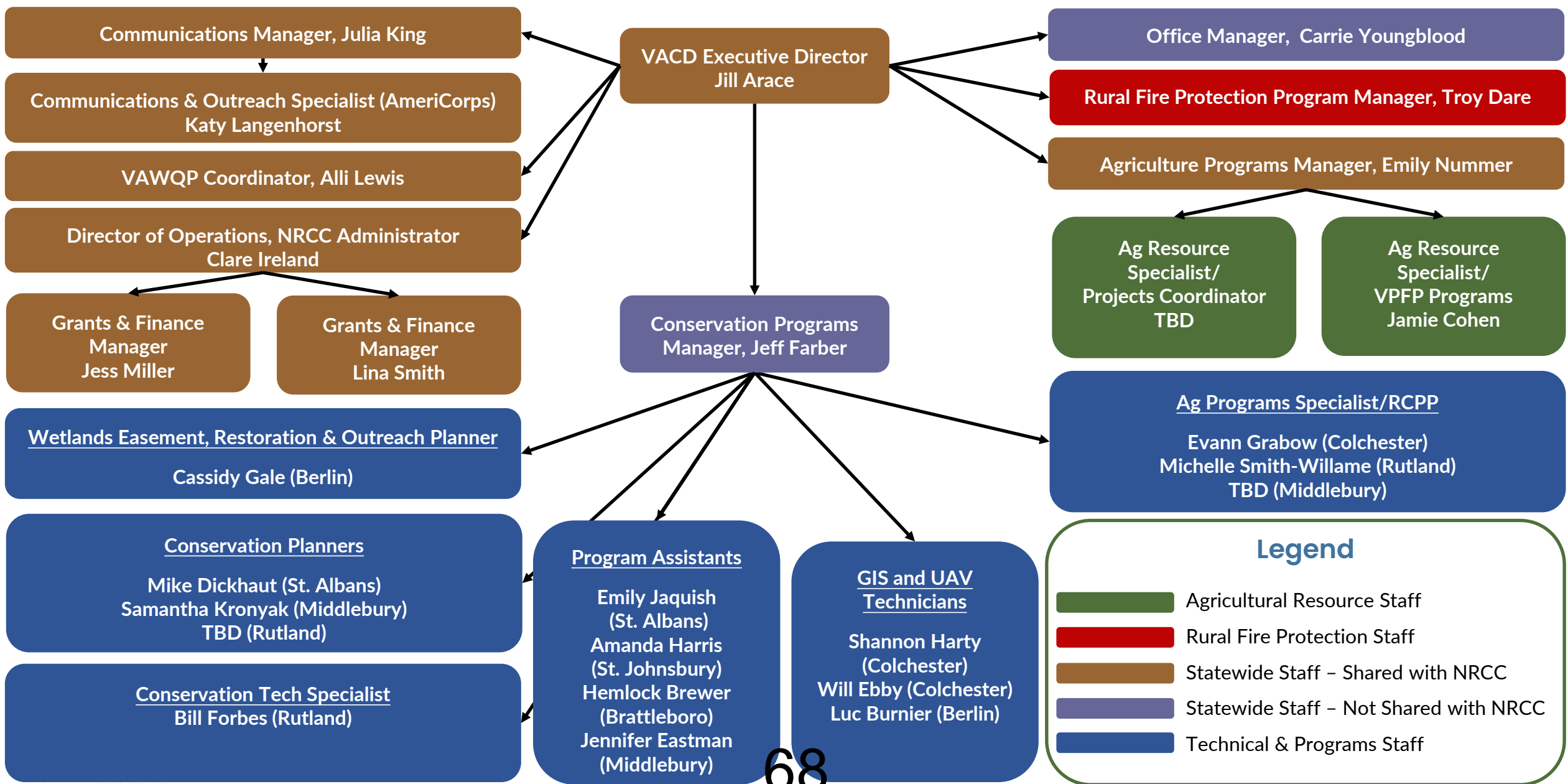
RRP	Rock River Preservation
SCA	Student Conservation Association
SEP	Supplemental Environmental Program
SFO	Small Farm Operation
SGA	Stream Geomorphic Assessment
SHPO	State Historic Preservation Office
SPA	Source Protection Area
SVNMP	Southern Vermont Nutrient Management Program
SWG	State Wildlife Grant
SWMP	Stormwater Master Plan
TFS / T4S	Trees for Streams
TBP	Tactical Basin Plan
TMDL	Total Maximum Daily Load
TPI	Transportation Planning Initiative
TNC	The Nature Conservancy
TU	Trout Unlimited
USACE	United States Army Corp of Engineers
USDA	United States Department of Agriculture
USEPA	United States Environmental Protection Agency
USFS	United States Forest Service
USFWS	United States Fish and Wildlife Service
USGS	United States Geological Survey
UVA	Use Value Appraisal program, or Current Use Program

UVLT	Upper Valley Land Trust
UVM Ext.	University of Vermont Extension
VAAFM	Vermont Agency of Agriculture, Food and Markets
VABP	Vermont Agricultural Buffer Program
VACD	Vermont Association of Conservation Districts
VANR	Vermont Agency of Natural Resources
VDEC	Vermont Department of Environmental Conservation
VDFPR	Vermont Department of Forests, Parks and Recreation
VDHP	Vermont Department of Historic Preservation
VDOH	Vermont Department of Health
VEM	Vermont Emergency Management
VFB	Vermont Farm Bureau
VFWD	Vermont Fish and Wildlife Department
VGS	Vermont Geological Survey
VINS	Vermont Institute of Natural Science
VIP	Vermont Invasive Patrollers
VLCT	Vermont League of Cities and Towns
VLRP	Vermont Local Roads Program
VLT	Vermont Land Trust
VNNHP	Vermont Nongame and Natural Heritage Program
VNRC	Vermont Natural Resources Council
VRC	Vermont River Conservancy
VSA	Vermont Statutes Annotated

VTrans	Vermont Agency of Transportation
VYCC	Vermont Youth Conservation Corp
WCNRCD	Windham County Natural Resources Conservation District
WHIP	Wildlife Habitat Incentive Program
WISPr	Water Infrastructure Sponsorship Program
WQRP	Water Quality Remediation Plan
WQS	Water Quality Standards
WRC	Windham Regional Commission
	WSMD                      Watershed Management Div., VT DEC
	WUV                        Watersheds United Vermont
WWTF	Wastewater Treatment Facility



# VACD Staffing Organization Chart



### Legend

- █ Agricultural Resource Staff
- █ Rural Fire Protection Staff
- █ Statewide Staff - Shared with NRCC
- █ Statewide Staff - Not Shared with NRCC
- █ Technical & Programs Staff

Board Meeting  
January 8th 6:30pm  
Brattleboro USDA Office

**Present:** Cory Ross; District Manager; Heather Blunk, Ag Outreach Specialist; Isabel Bowman, Conservation Specialist; Garrett Manchester; Board Members: Pieter van Loon, Meg Kluge

**Zoom Participants:** Olivia Carlson; NRCS Acting Zone Conservationist, Board member, Linda Corse; Cat Abbott and Olivia Butterman FSA County Executive Director Rutland & Bennington

NRCS Updates Olivia:

- USDA Cars were backed into and damaged in office parking lot in December
  - USDA filled out Form 91 about incident reports. Submit picture, vehicle management tools.
  - They will tow the car
- There is a continuing resolution, avoiding shut down.
- CSP Classic 2025- 1/24/2024
- EQIP 2025- 2/7/2025
- EQIP IRA 2025-2/7/2025
- AMA 2025 -2/7/2025
- Act Now 2025- 2/5/2025 ranked 14 days after having the application assessed.
- 340, 329, 345, 512, 336
- Protocol for shutdowns is to hope for a bill to pass and continue to have funding. If not then we bring in laptops and all government equipment. You will get an email about what / who will be able to work during that time. No access to the field office until told otherwise.
- FSA Olivia Butterman County Executive Director for Rutland and Bennington.
  - Marketing Assistance for Speciality Crops (MASC). Opened December 10th and closes January 10th. One time direct payment no strings attached. Report sales and then sign form and eligibility.
- USDA office will be closed January 9th in observance of President Jimmy Carter

VACD Update:

- The Executive Director candidate has withdrawn application and the hiring committee will have to do second interviews with other applicants.
- Executive committee will meet and review the draft code of conduct.
- Rutland has hired Katie Stiles as Executive Director (formerly District Manager).

Financial Reports

- Q2 ended at end of December
  - \$ 118,685.97 income
  - \$ 112,504.07 expenses
  - \$ 6,181 net

- No more core services income for this year, we're already paid full amount.
- Done with the greeter program. Did not cost us anything to run the program.
- Lake Raponda is done
- VT community foundation we will be able to get more from them in spring
- Stiltgrass is hard to predict because some money goes to Essex and hard to know when they need it. Essex has not spent previous agreement so they will invoice us something this year
- Will get rest of Locally Led this year
- We under utilized NACD but now are pulling it down. Will not hit \$45,000 . Will move to VACD as host and will receive more money.
- Expenses: other admin = promotional materials.
- Salaries and wages is light because of delay of hiring Mae
- Unemployment and workers comp is low we don't know why
- Questions
  - 233% on consulting and engineering. Had two projects that got pushed to 2025 and this is why we need to review the budget.
  - Donations are all from annual meeting and gardeners club
  - DEM rep dollars. Cory gets to use the billable rate of \$77 an hour.
- Balance sheet standard
  - On accrual basis
  - It's a bit misleading because we have bills which do not reflect in balance.
  - \$37,000 in bills we need to pay but waiting to be paid to pay other people.
  - Biggest unknown are CISMA and LISFF
- Balance sheet detail
  - Shows every transaction
- The financials have become more complicated as we go and the District needs to do something soon to support Cory with this.
  - We have \$5,000 to hire financial service to look at all of this and decide what is the most efficient way to do this
  - Could hire Admin Assistance that would be part time, we have this in the budget. Then have someone as a controller to look at books.
  - It would be good to know if VACD will hire someone this year to help districts with these issues.

#### South East Supervisory Union Meeting

- Night works best for our board
- Linda will ask them about January 21 and 22

#### Director Report

- Looking to buy two canoes. Meg says we can borrow hers as well.
  - Looking to hire 3 seasonal staff to finish water chestnut pulling to finish it this summer
  - Trailer and boats can be stored at Megs
- Plant sale advertising

- Sunny Radio in Keene might be worth reaching out to for advertising
- Write an article not an add for plant sale for papers
- BCTV for plant sale
- Deerfield valley news

Minutes

- November 6, 2024 Minutes
  - Linda added to complete November 2024 . Edits were made.
  - Accept minutes as they are and revise later if needed.

**Motion to accept minutes moved, seconded and passed with correction**

- December 11th minutes

**Motion to accept minutes moved, seconded and passed with correction**

Next Meeting date is February 5th at Geofs

**Motion to go into Executive session was moved, seconded and passed. The Executive Session began at 8:30 pm.**

**Motion to exit Executive session at 8:38 pm was moved, seconded and passed.**

**Motion to accept Isabel Bowman's evaluation and authorize increase to her salary according to our policy was moved, seconded and passed.**

Respectfully submitted,  
Heather Blunk