



**CRJC Mount Ascutney Local River Subcommittee**

**Tuesday, July 14th, 2020**

**7 PM**

**Conference Call**

**Attendees**

Plainfield	Elise Angelillo		Windsor	Michael Metivier	✓
Plainfield	David Taylor	✓	Windsor		
Cornish	Bill Gallagher		Weathersfield	Howard Beach	
Cornish	Colleen O'Neill		Weathersfield		
Claremont	Matt Maki		Springfield	Bill Manner	✓
Claremont			Springfield	Kelly Stettner	✓
Hartland	Cordelia Merritt		Rockingham	Thomas Hernon	
Hartland	Judy Howland	✓	Rockingham	Margaret Perry	
Charlestown	Janice Lambert	✓			
Charlestown	John Streeter				

Olivia Uyizeye (staff, UVLSRPC); Lionel Chute (CRJC President)

**Minutes**

*1. Review of Virtual Meeting Guidelines*

Chair David Taylor called the meeting, conducted via conference call, to order at 7:05 PM under the emergency provisions of RSA 91-A, New Hampshire’s Right-to-Know law, as allowed by Emergency Order 11 under Executive Order 2020-04 in light of the COVID-19 outbreak.

Attendees were oriented to zoom conference call features (mute, raise hand, chat room) including key pad phone controls and how to request technical support.

*2. Welcome and Introductions*

Taylor welcomed all present. Attendees introduced themselves and provided local updates.

- Metivier – designated tree warden of Windsor, VT, a new position in Windsor. He is learning the ropes. He also captured a black bear on a trail cam near his home.
- Manner – everything is quiet.
- Lambert – Charlestown main street beautification project is continuing to build rapport between town, beautification committee and businesses. Lambert says she continues to further stormwater management techniques using plantings. Lambert has also spoken with Kelly about beaver near a road in Weathersfield. Lambert is not excited that the state of VT has chosen not to work with Skip Lisle, but rather using a beaver baffle. Also, Lambert has found chestnut seeds and now growing chestnut seedlings. Through the American Chestnut Foundation, she was connected to a farm in Weathersfield where he has 300 chestnut trees. Lambert was invited to be part of inoculating them with the blight to see which ones are resilient. Some are hopeful that that are resistant trees out there.
- Taylor – home more and enjoying wildlife. Taylor has notices that there are more wildlife around this year with wonderful birding this spring. Plainfield had its town meeting, passing a resolution to limit carbon, something that 50 towns have already passed.
- Howland – seen the woodchuck that lives in the culvert and in the garden. Howland has been attending the VT woodland association – Coffee with a Consulting Forester webinar series

(<https://www.vermontwoodlands.org/programs-events-publication-policy/events/>). The series is also available on youtube (<https://www.youtube.com/channel/UCuiAFS0rSfVr0HxdV4ttkFQ>).

- Stettner –Dragonfly detectives are getting active. Working to identify the exuvia and build an atlas of dragonfly species in the area that breed successfully through some citizen science.

### 3. *CRJC Approved Strategic Plan – Lionel Chute, CRJC President*

Chute informs the group that he has become the chair of the CRJC. He explains that the CRJC faces an opportunity and a challenge. The challenge is partially financial. Funding is typically sourced from both states of VT and NH that from VT has been zeroed out for the coming year. There is a chance that it could get restored in the next quarter. Chute emphasizes that it is even more important that the work we do be known by state legislators. Chute explains that the CRJC has been working on a strategic plan for 6 months to craft a vision for the organization, including an extensive interview process with partners and participants. Convening was what came up most among landowners, state agencies, and partners.

Chute talks through the 4 aims of the plan with highlights below

- Advocate: be a voice for the river.
- Convener: charged by both states to look at growth and how to manage it. How do we conserve our resources that maintain a healthy economy? There is discussion that as a result of the pandemic the CT River valley may become a hotspot for growth. CRJC is thinking to convene a conference within the next year to discuss how we might grow and come to consensus about how to protect our natural resources.
- Connect: build stronger relationships with partner organizations like CRC. Build strength and awareness of the LRS work, including further local support and involvement. One hope to better recognize the work that has been done and solidify it.
- Sustain: lifespan. Where are we going from here? We need to do more than what we are doing, particularly at the commissioner level. The Water Resources management plan written 11 years ago has over 400 items that are still relevant today. We don't have to reinvent the wheel, just build ourselves up so we can deliver on these action items.

Chute explains that if we can get past this funding gap, then we'll have to seize the day. Members are welcomed and encouraged to share feedback to Lionel, Olivia, and other commissioners. Conversation follows:

- Taylor enjoyed seeing the year by year plan of priorities to give direction. Taylor asks that we commend Chute and the commissioners for pulling this strategic plan together to guide the CRJC over the next 5 years.
- Howland – writes a column every week for the VT Standard going out to Woodstock. Howland would be willing to write up a piece about the CRJC to help bring awareness.

### 4. *Permit Review*

#### *a. draft federal NPDES permit (renewal) for the Charlestown WWTP*

Uyizeye gives a brief summary. Manner says they have been thorough. Members decided not to comment on the permit.

### 5. *May Meeting Minutes*

Dave opens up meeting minutes for review. Manner makes a motion to approve the minutes as presented. Howland seconds the motion. By roll call, the motion passes unanimously.

### 6. *Special Projects*

#### *a. Beaver conflict*

Lambert expresses her disappointment and concern that the state of VT did not work with Skip Lisle on the project in Weathersfield. Conversation follows:

- Stettner – as the location is on a state highway, the State of VT has chosen to handle it internally using a beaver baffle. Stettner is tracking the water level and would like to film or take photos to document the process. Would like people to think outside the box to avoid beaver-human conflict. Skip Lisle is someone the town or private landowner could contract with.
- Taylor – how does the baffle work?
- Stettner – it's a series of cages constructed at the inlet part of the culvert, keeping the beaver out and culvert clear. Skip's design is different.
- Manner – feels they should've put in a bigger pump.
- Stettner – some kids testing the river regularly and neighbors - looking at turbidity and impact on nearby beavers. Stettner is interested in filming for the Conservation Commission or for us.
- Lambert – Skip tends to be pretty busy this time of year, maybe in November.
- Stettner – could be nice to do a hands on workshop where people can ask questions. Finds this to be more engaging and could be crafted into a video.
- Chute – is there a quality difference between the beaver baffle vs beaver deceiver? Does this reflect advancement on the capacity of that state to do this?
- Lambert – Skip has shared with her that he has spent a lot of time studying this and the state's methods are more crude and tend to be less successful. This has caused some difficulty for Skip as some feel his method would not work. A recent case study has shown the cost savings to the town and has helped push the beaver deceiver method forward.
- Taylor – Plainfield residents only have good things to say about Skip. All the money they are saving every time there is a deluge. The system is working marvelously.
- Lambert – each case is different. One case was able to bring back a fire pond. Cutting branches for the beaver to put them in. He sometimes includes wildlife passage tunnels, like snapping turtles and other aquatic animals, and fish ladders – often prime trout nurseries.
- Stettner – Does the state of NH have a good relationship with Skip and not the state of VT?
- Lambert – has relationships more with the town, not the state. In the strategic plan, is there anything in there about the beaver?
- Chute – this is more specific than the strategic plan is intended for. The importance of beaver as a natural water regulator is definitely a solution.
- Lambert – could we highlight the connection to wetland conservation. How to advance this? It's a cultural issue where people are employed to trap and kill the beaver and are then able to sell the pelt.
- Uyizeye – suggests that a short piece could be shared to other subcommittees.
- Lambert – that would be of interest if each LRS can have priorities and hear what others are focusing on.
- Chute – would like to see more communication among LRS and between LRS and commissioners through things such as the ambassador role. Commissioner and staff responsibility to pull out from minutes opportunities to push projects, partnerships, topics.
  - *Septic Smart Workshop 2020*
- Stettner – a lot of people were interested and unfortunate that we were not able to film it effectively last year. Last time we talked about septic smart week. Offer them online. No need to reserve a building or buy donuts.
- Lambert – a lot of work for just a few people last year in Charlestown. An online thing might work better.
- Stettner – could try it online and might continue to do it in subsequent years, even re-share videos and provide updates.
- Howland – this sounds like a good plan
- Lambert – need some tech skills to put this together, run a zoom meeting and minor editing.
- Taylor – can it be done in an hour time?

- Stettner – in person done in 2.5 hours which tends to still not be enough time. People were still lingering with questions. 45 minute presentation with time for Q&A after a couple of times a week may work well.
- Uyizeye – discussed zoom capacity. current account allows up to 100 participants. Multiple participants can share screen. We can require registration to be provided the link to track numbers and also to limit potential disruptive participants. The platform can record video and audio. There is an option to draw and share screen, take polls and split participants into breakout rooms. There is a chat and allows for individuals to call in or use wifi.
- Stettner – will reach out to past speakers and see about availability. Looking to have 3 speakers.

## 7. Other Business

### a. Wetlands rules amendments

Members agree that the letter crafted by Jim Kennedy is appropriate.

### b. Meeting Format

Uyizeye describes that the current virtual format is expected to continue with the potential to give the option for some to meet in person while others conference call in. Lamberts suggests meeting outdoors.

### c. SE VT AIS Update from Laurie Callahan

Members are reminded of this message shared : “We did receive news in June that we will be receiving funding from the VT DEC Aquatic Invasive Species Program's Grant-in-Aid program for the project this summer. It is not what we asked for, but it is certainly enough to do some significant work - a couple of water chestnut survey & harvesting sessions in Hinsdale/Vernon, more general AIS surveying work at a couple of CT River locations and several other waterbodies in the watershed, collaborating with lake and watershed organizations, associated volunteer organizing and educational outreach. Attached is an updated summary of general plans for the season. I will have some specific dates scheduled soon and will send-out an email update announcement by end of this week or early next week. I am hoping that some CRJC subcommittee members will be able to participate in some of the activities that are planned for this summer. Also, this fall I will begin a focused effort to get a CT River AIS Guide designed and published. My hope is to have it be similar to **The Lake Champlain Basin Aquatic Invasive Species Guide** that was first published several years ago. The guide I have in mind might include CT River watershed in VT & NH or possibly all 4 watershed states. Here is a link to the LCBP AIS Guide - Laurie Callahan (mobile: 802-258-1877)”

### d. Black River: Flowering rush (*B. umbellatus*)

Stettner explains that Callahan approached her about doing more monitoring and potential managing of the latest and greatest aquatic invasive to pop on her radar in the Black River: Flowering rush (*Butomus umbellatus*). Here is a 'life history' and photos of the plant. Conversation follows:

[https://www.nrcs.usda.gov/Internet/FSE\\_PLANTMATERIALS/publications/mtpmstn10617.pdf](https://www.nrcs.usda.gov/Internet/FSE_PLANTMATERIALS/publications/mtpmstn10617.pdf)

- Stettner asks if anyone is interested in doing some socially distanced searching by kayak. She asks if CRJC has any large scale interest to pick it up as a AIS for the month and promote it. Stettner would like to look into what other states are doing mechanically. Not sure if mats will work or rather continuous monitoring and awareness.
- Lambert – there is need to know where to choose our battles when it comes to invasives.
- Stettner – early response could get a handle on it.
- Lambert – where is this colony of plants?
- Stettner – people uploading photos of it on iNaturalist. One spot up from Hoyts landing on the left hand side, past the island before the first bridge abutment. Is there capacity for CRJC to help get the word out?

- Uyizeye – it is possible that CRJC could put out a public newsletter, if commissioners are interested and capacity is available.
- Chute – bringing this to the next meeting particularly one that would benefit from early detection and control.
- Stettner – CRJC has a build in relationship with Laurie. If not go out to do the work, CRJC can help connect interested people with those like Laurie.
- Lambert – discovered water chestnut in the black river when its present was minimal. There was a big effort to pull up the plants with students and residents involved. Fast forward 2 years ago and one patch that was quite large had been missed. The plant is now under control.
- Stettner – be nice to raise some awareness and bring some knowledge for CRJC activities next year. Stettner had reached out to nurseries who sell invasives to see if it is possible to encourage sellers to promote natives. One business has followed up with interest.

#### *8. Adjourn*

Howland makes a motion to adjourn. Manner seconds the motion. By roll call, the motion passes unanimously.

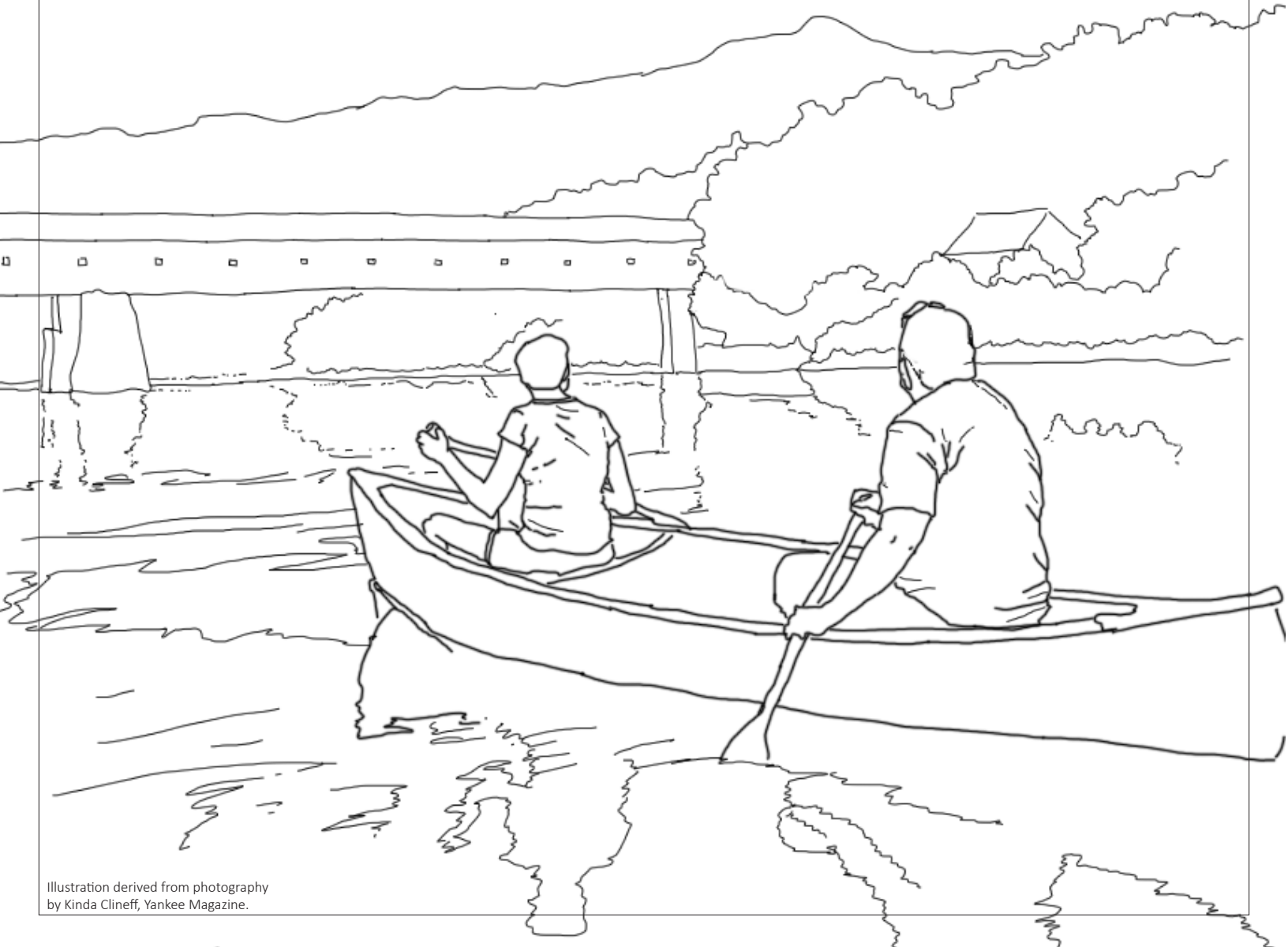
*Respectfully Submitted by Olivia Uyizeye.*



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# STRATEGIC PLAN

## 2020-2025



# CONTENTS

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CRJC Summary & Narrative . . . . . 1

CRJC’s Strategic Framework . . . . . 2

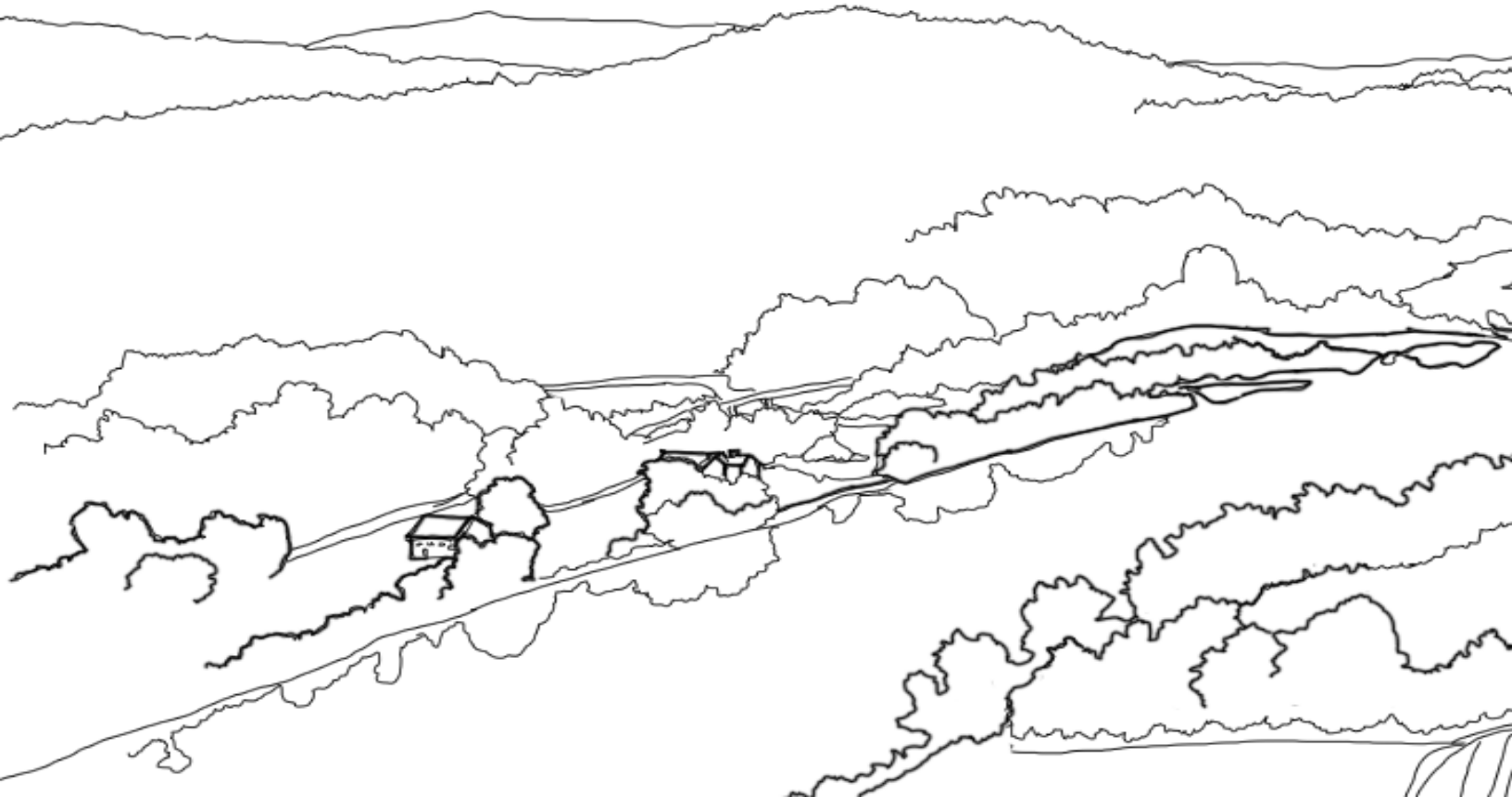
2020-2025 Plan Summary . . . . . 3

Strategies, Objectives, and Actions . . . . 4-7

*This strategic plan incorporates feedback and ideas from our partners, collaborators, funders, volunteers, Commissioners, Local River Subcommittee members, and other stakeholders. We are grateful to everyone involved for their time, participation, and contributions to this plan. We look forward to our shared work in the Connecticut River Valley.*

This plan was approved by the Connecticut River Joint Commissions on June 01, 2020.  
Prepared by Emily Davis.

Illustration derived from photography  
by Kinda Clineff, Yankee Magazine.



# SUMMARY & NARRATIVE

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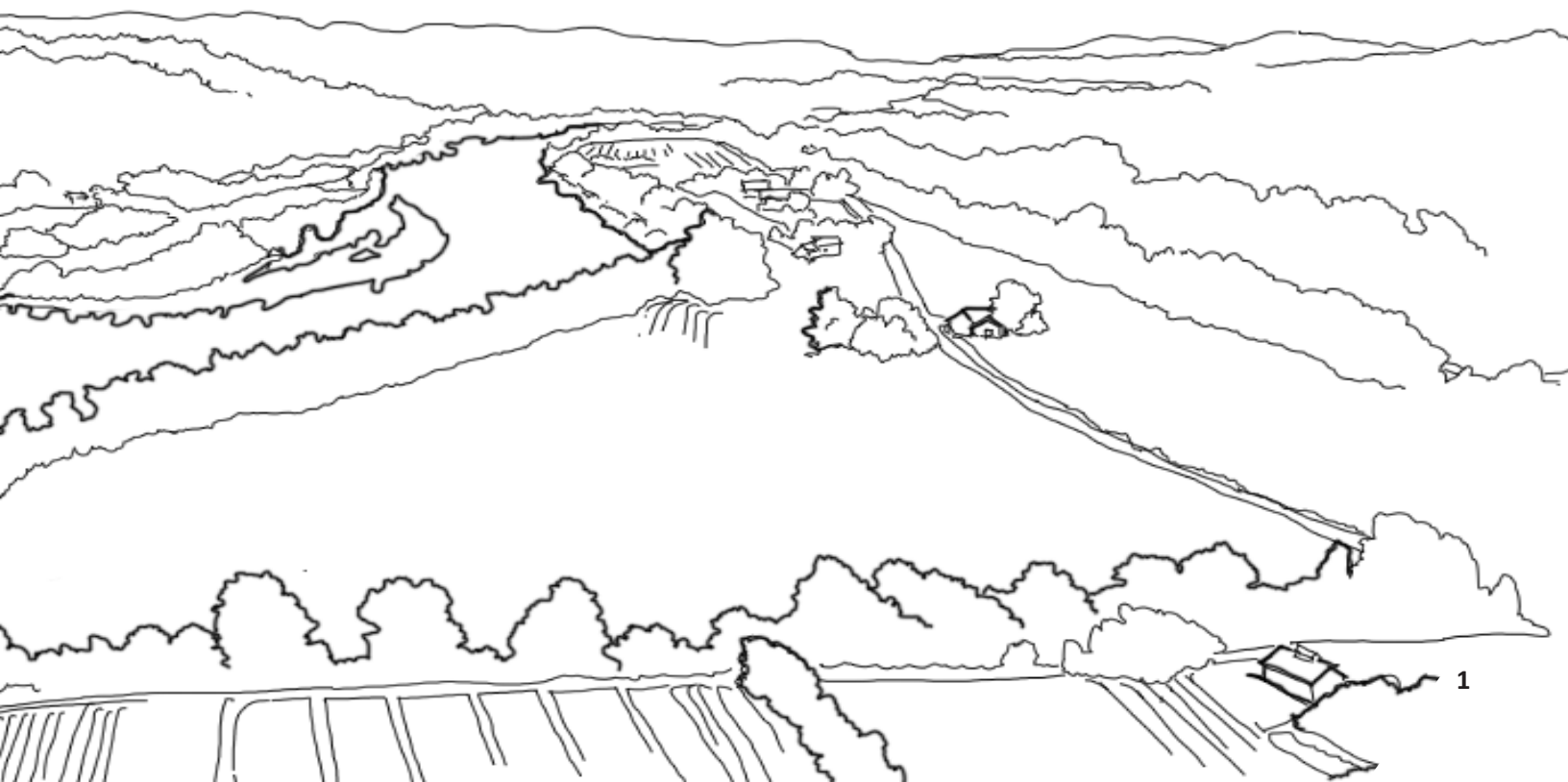
The Connecticut River Joint Commission's (CRJC) Strategic Plan 2020-2025 builds on over 30 years of experience in engaging communities in the Connecticut River Valley of Vermont and New Hampshire in a "shared commitment to safeguard a good place and a good life." (Connecticut River Corridor Management Plan, 1997)

The CRJC is a quasi-governmental organization composed of Governor-appointed and designated Commissioners from Vermont and New Hampshire, and the parent organization to five Local River Subcommittees. They may represent different interests, but are united in a shared regard of the Connecticut River, the surrounding landscape, and the ecosystem as a whole. Together, they identify and pursue collaborative efforts that safeguard the Valley.

We anticipate the Connecticut River Valley will see substantial growth related to migration from metropolitan areas to our east and south driven by climate change and sea level rise, as well as the current pandemic. The need for facilitated cooperation and coordination between the two states on development within the watershed will only increase.

The actions proposed in this plan leverage the group's strongest assets: the passion and commitment of the volunteer members and Commissioners, and its statutorily-enabled purpose and connection to state government. In the short term, these strategic leverage points will build internal capacity to help sustain the organization. Over time and amidst those global challenges, the CRJC intends to continue serving communities of the Valley by helping to guide the growth and development in a way that conserves landscape integrity and stewards the use of its natural resources.

The CRJC is well-situated to play a convening and advocating role, and understands that this work is most effective in partnership with existing organizations and initiatives. The CRJC values connection, advocacy, and mutual support, and is therefore dedicated to elevating collective efforts and collaborating with like-minded partners.





# STRATEGIC FRAMEWORK

<b>STATUTORY PURPOSE</b> <i>Our charge</i>	To facilitate the cooperation of Vermont and New Hampshire to guide development in a manner that conserves the visual, ecological and agricultural resources of the Connecticut River Valley.		
<b>MISSION</b> <i>How we fulfill the purpose</i>	The CRJC informs policy decisions, links local action to state and federal initiatives, and convenes partners in a common effort to protect the Valley's resources.		
<b>CONSTITUENTS</b> <i>Who we serve</i>	<b>LOCAL RIVER SUBCOMMITTEES</b>	<b>PARTNER ORGANIZATIONS</b> <i>(Ex: CRC, WUV, RPCs, state agencies, Friends of Conte)</i>	<b>POLICY MAKERS</b> <i>(Ex: Legislators, state agencies, Governors, federal delegation...)</i>
<b>ACTIVITIES</b> <i>How we serve the constituent</i>	<ul style="list-style-type: none"> <li>• Create comprehensive orientation and training materials for members</li> <li>• Create guidance for volunteer recruitment</li> <li>• Establish connections to broader policies and initiatives</li> <li>• Empower LRS members to attend events</li> <li>• Coordinate, organize, and support the LRSs and their statutory responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Create incentives for partnership and collaboration, by...</li> <li>• Identify and leverage internal strengths and assets</li> <li>• Create systems for information-sharing and learning (both internal and external)</li> <li>• Build internal capacity for communication and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Strive to systematically stay informed on active and relevant policies</li> <li>• Create guidance for Commissioner recruitment and connection to policymakers</li> <li>• Maintain relationships to Governor's offices and representative delegations</li> </ul>
<b>DESIRED RESULTS</b> <i>The results of those activities</i>	<ul style="list-style-type: none"> <li>• 100% of municipalities participate in their LRS frequently</li> <li>• Relationships with state and municipal decision-makers is renewed and strengthened</li> <li>• LRSs are a source of helpful input</li> <li>• Corridor management plans are widely used and up-to-date</li> <li>• LRS leadership is cultivated locally</li> </ul>	<ul style="list-style-type: none"> <li>• Common policies are identified and advocated for cooperatively</li> <li>• Collective capacity is increased through information-sharing and partnership</li> <li>• Important decisions are informed by sharing knowledge throughout the network of partners</li> <li>• Knowledge is shared through well-facilitated stakeholder gatherings</li> </ul>	<ul style="list-style-type: none"> <li>• Policy decisions are informed by LRS experience and knowledge</li> <li>• CRJC becomes a regarded and cooperative vector between local communities and state actors</li> <li>• Testimony is provided to state legislative bodies on relevant issues</li> <li>• Initiatives that benefit human and ecological communities of the CT River Valley are created and resourced</li> </ul>
<b>SUCCESS FACTORS</b> <i>What needs to be in place to do those activities</i>	<ul style="list-style-type: none"> <li>• Occupied open seats on the LRSs</li> <li>• Active support of the LRSs through Commissioner engagement and liaison</li> <li>• Increased awareness of the LRS in all riverside communities through improved communication</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge of the CRJC and its capacity</li> <li>• Garnered respect of the CRJC</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of the CRJC</li> <li>• Commitment and support of the policy makers</li> <li>• Stabilized (or, predictable) funding sources</li> <li>• CRJC acknowledged as essential</li> </ul>
<b>STRATEGIES</b> <i>How we can leverage our strengths and opportunities</i>	<ul style="list-style-type: none"> <li>• Use the authority of enabling statute to create relationships with policy-makers</li> <li>• Leverage the immediacy of COVID-related migration and development pressures to initiate conversations and identify potential partners</li> <li>• Improve on-boarding process, and identify individuals with specific skill-sets for Commissioner recruitment (and in turn, delegate discrete tasks)</li> </ul>		

# 2020-2025 PLAN SUMMARY

## VALUES / CULTURE

The CRJC is a bi-state quasi-governmental organization composed of Governor appointed or designated Commissioners. They represent different interests, but pursue a common strategy through a shared regard of the Connecticut River and the surrounding landscape. The CRJC values connection, advocacy, and mutual support.



### VISION

A healthy and cohesive Connecticut River Valley, where the CRJC is a respected voice and critical convener.



### PURPOSE

To facilitate the cooperation of Vermont and New Hampshire to guide development in a manner that conserves the visual, ecological and agricultural resources of the CT River Valley.



### MISSION

The CRJC informs policy decisions, links local action to state and federal initiatives, and convenes partners in a common effort to protect the Connecticut River Valley's resources.



### GOALS

**ADVOCATE** *Be a voice for the Connecticut River Valley; initiate and bolster all efforts to safeguard its protection and conservation.*



#### OBJECTIVES

- actions
- actions

**CONVENE** *Gather partners to facilitate knowledge and resource sharing that supports the health of the Valley.*



#### OBJECTIVES

- actions
- actions

**CONNECT** *Bridge the divide between local communities and state entities for mutual benefit and project completion.*



#### OBJECTIVES

- actions
- actions

**SUSTAIN** *Build and maintain an enduring institution that delivers on its mission.*



#### OBJECTIVES

- actions
- actions

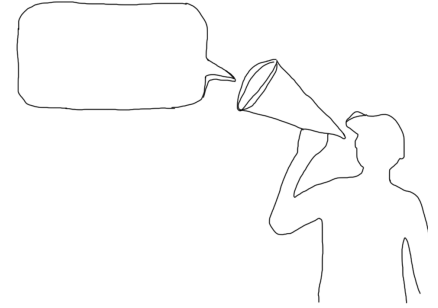


*(Built into implementing these strategies, objectives, and actions should be mechanisms for review, feedback, and learning. Over time, this will refine the work plan to continuously align with the mission.)*

*(The following pages (pgs. 4-7) elaborate on these strategies, and outlines the proposed objectives and actions.)*

STRATEGIC GOAL:

# ADVOCATE



*Be a voice for the Connecticut River Valley; initiate and bolster all efforts to safeguard its protection and conservation.*

Start action
 Implementing
 Ongoing
 Completed action

PROPOSED OBJECTIVES AND ACTIONS:

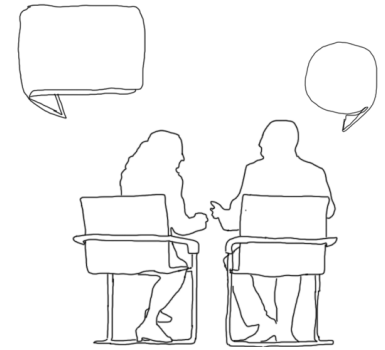
	FY21	FY22	FY23	FY24	FY25
<b>1. IDENTIFY RELEVANT POLICY INITIATIVES / ISSUES</b>					
Create a system for internal quarterly policy review / projection					
Host stakeholder gathering amidst COVID-19 pressures, to identify topic areas and issues most relevant to partners					
Host annual stakeholder gathering to identify topic areas and issues most relevant to partners					
<b>2. SUPPORT A COMMON EFFORT</b>					
Disseminate relevant information to stakeholders / partners on policy issues of interest (i.e. policy newsletter*)					
Gather feedback on policy initiatives, or facilitate communication between advocates and decision-makers					
Develop a system to survey organizations to see what is important to them*					
<b>3. SUPPORT COMMUNICATION TO STATE GOVERNMENT</b>					
Identify opportunities to provide information and testimony to legislative bodies					
Create and provide bi-annual CT River Valley updates to Governor's offices*					
Create and provide bi-annual CT River Valley updates to state and federal delegation*					
Create guidance for local leadership to engage in policy initiatives*					

*\*The pandemic has accelerated anticipated migration into the CT River Valley. Communities should take development pressures and the surge in the real estate market seriously, and may notice and participate in coordinated efforts to guide this growth and development. These proposed updates, guidance documents, and communications should serve this immediate need, and in turn create the internal systems for future work.*

STRATEGIC GOAL:

# CONVENE

*Gather partners to facilitate knowledge and resource sharing that supports the health of the Valley.*



Start action
 Implementing
 Ongoing
 Completed action

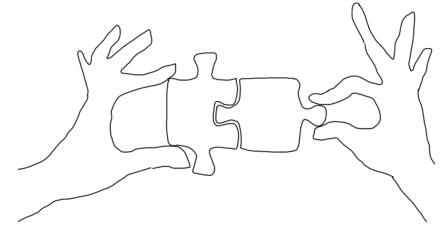
PROPOSED OBJECTIVES AND ACTIONS:

	FY21	FY22	FY23	FY24	FY25
<b>1. ESTABLISH CRJC AS A NETWORK CONVENER</b>					
Host “Advisory Meeting” to review organizational strategy and shared interests for core stakeholders, partners, and funders*					
Utilize Commissioner networks (personal and professional), for expanded reach and awareness*					
Identify and create robust communication platform(s) (website updates, sharing resources via newsletters, etc)*					
<b>2. DEVELOP PLAN FOR ANNUAL GATHERINGS</b>					
Identify and collaborate with potential funders to support this kind of “think tank” gathering					
Create a Steering Committee to initiate and guide event/convening planning					
Host annual stakeholder gathering to identify topic areas and issues most relevant to partners (repeat action from “Advocate”)*					
Host an immediate gathering, aimed at pandemic-related development response*					
Consider surveying where convening is not possible					

*\*These proposed networking and convening actions should serve the immediate need in light of development pressures, and in turn create the internal systems for future work. In FY21, emphasize creating a network of like-minded organizations and funders that will be proactive in guiding development and safeguarding natural resources. Consider hosting a quick meeting among close partners to begin that conversation and create interest in the CRJC.*

STRATEGIC GOAL:

# CONNECT



*Bridge the divide between local communities and state entities for mutual benefit and project completion.*

Start action
 Implementing
 Ongoing
 Completed action

**PROPOSED OBJECTIVES AND ACTIONS:**

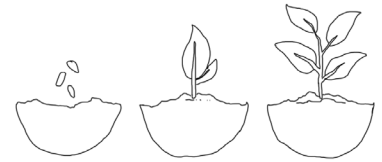
	FY21	FY22	FY23	FY24	FY25
<b>1. BOLSTER LRS ACTION &amp; LEADERSHIP</b>					
Delegate Commissioner “Stewardship” of an LRS, as a connective line between their work and the parent organization*					
Create LRS member on-boarding / orientation document, that emphasizes role in municipality and supports local leadership*					
Prepare LRS for Water Resources Management Plan review and update					
Support LRS action / implementation by technical support and access to resources					
Create a suite of LRS recruitment materials (i.e. posters, flyers, news releases) to distribute in municipalities					
Draft a public article presenting the CRJC and its LRS network, including its role, local project highlights, and ways to get involved*					
Draft a letter from the LRS chairs to municipal select boards and conservation commissions, to fill open positions and support the town in guiding development*					
<b>2. CONNECT LOCAL KNOWLEDGE TO BROADER INITIATIVES</b>					
Create internal systems for gathering LRS updates, and share with state agencies as needed					
Create internal system for collecting and reviewing all relevant plans (regional plans, energy plans, transportation plans, water resources management, etc), as a resource for the corridor plan					
Advocate for the inclusion of our recommendations in relevant plans					
Create a system for supporting state-level decision making based on the recommendations in the corridor plan					

*\*These proposed actions create the “connective tissue” between state actors and local communities, and the lines of communication between the two in light of the pandemic response is critical.*

*In FY21, emphasize learning and establishing these lines of communication. Gather knowledge from people on-the-ground, and share with policy makers (and vice versa), within a lens of service to the communities and mutual benefit. In time, revisit plans and policies that need to be adapted to new realities.*

STRATEGIC GOAL:

# SUSTAIN



*Build and maintain an enduring institution that delivers on its mission.*

Start action    
 Implementing    
 Ongoing    
 Completed action

PROPOSED OBJECTIVES AND ACTIONS:

	FY21	FY22	FY23	FY24	FY25
<b>1. CREATE A ROBUST SYSTEM OF VOLUNTEER RECRUITMENT</b>					
Identify desired skillsets, and recruit those individuals as Commissioners*					
Identify needed interest area representation, and recruit those individuals as Commissioners*					
Create a Commissioner on-boarding / orientation document (and, consider Commissioner “mentorship”)					
Review bylaws and align recruitment goals with internal policies					
<b>2. MAINTAIN RELATIONSHIPS WITH EXISTING AND PROSPECTIVE FUNDERS</b>					
Identify existing and prospective funding opportunities (including state agencies and private sector organizations)*					
Create annual CRJC factsheet / work / results update for state funders (including LRS work and progress)*					
<b>3. CREATE INTERNAL SYSTEMS FOR FEEDBACK AND LEARNING</b>					
Initiate an annual Full Commission facilitated meeting to summarize legislative outcomes and plan upcoming initiatives*					
Conduct periodic review of mission, work-plan, and implementation of this plan					

*\*Throughout this document (and specifically outlined within this Strategic Goal) are actions that build internal capacity and leverage the CRJC’s main strengths: the passion and commitment of the people, and it’s connection to government through enabling statute.*

*Given the likely financial hardships following pandemic impacts, it is crucial that the CRJC doubles-down on these inherent strengths, and pivots to hosting the important conversations that are most relevant to CT River communities and decision-makers right now. Doing so would garner institutional recognition, and in turn help access future funding opportunities.*