The Giving Common

An Initiative of the Boston Foundation

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Charles River Watershed Association, Inc.

CRWA

Current

General Information

190 Park Road

Weston, MA 02493

(781) 788-0007

Website

www.charlesriver.org

Organization Contact

Alexandra Ash charles@crwa.org

Year of Incorporation

1965

Statements & Search Criteria

Mission Statement
"Saving the Charles River since 1965"

Protecting, preserving and enhancing the Charles River and its watershed through science, advocacy and the law.
CRWA focuses a unique mix of science, advocacy, and law on behalf of the Charles. CRWA has proven again and again that solid scientific data can point to viable, pragmatic solutions for “impossible” problems.

Background Statement
One of the country's oldest watershed organizations, Charles River Watershed Association (CRWA) was formed in 1965 in response to public concern about the declining condition of the Charles. Since its earliest days of advocacy, CRWA has been the catalyst for major clean-up and watershed protection efforts, working with government officials and citizen groups from 35 Massachusetts watershed towns from Hopkinton to Boston. Initiatives over the last five decades have dramatically improved the quality of water in the watershed and fundamentally changed approaches to water resource management.
Now in our 52nd year of environmental advocacy, CRWA continues its role as the catalyst for the restoration of the Charles River. CRWA is a national leader in the science of river restoration, from monitoring and data collection, to computer modeling and the construction of projects that improve river health. As a result of CRWA’s work, the Charles River has transformed from one of the most polluted rivers in the country to the cleanest urban river in the United States according to the U.S. Environmental Protection Agency.

Impact Statement
The impacts of CRWA’s work over the past year include:

Water quality sampling: CRWA scientists and volunteers collected monthly samples at 35 locations on the river, monitored cyanobacteria blooms throughout the summer, and surveyed the benthic macroinvertebrate community in the river and its tributaries to monitor changes in water quality over time.
Blue Cities Projects: CRWA designed and implemented a porous alley in Boston's South End to reduce pollution and increase groundwater recharge. CRWA was on the winning team for the Connect Kendall Square Competition with a plan that reenvisioned Cambridge's Kendall Square and focuses on water, play and a strong connection to Kendall Square's context and history.
Education and Outreach CRWA piloted our new Watershed Scientist Classroom Learning App with local schools. CRWA held an interactive rain garden training and demonstration for Franklin residents. CRWA supported local efforts to restore two urban creeks located in Jarabacoa, Dominican Republic by providing expertise, guidance and trainings.
Law, Advocacy and Catalyzing Change: CRWA and 12 citizens settled an appeal of the MA DEP's Chapter 91 waterways license for Simmons College’s proposed development at Daly Field, resulting in stronger environmental provisions that will help minimize impacts to the Charles River and its tidelands. Vigorous advocacy by CRWA and partners led to the complete restoration of the Medfield State Hospital landfill resulting in The Charles River Gateway.

Smart Sewering: CRWA developed conceptual designs of two pilot Community Water and Energy Resource Centers (CWERCs) that will most efficiently manage stormwater and wastewater. The technical and economic analysis of these conceptual designs showed that these distributed wastewater-to-energy systems are both technologically feasible and economically desirable.

Needs Statement

CRWA works to understand and provide solutions for the most pressing challenges facing the Charles River and its watershed lands. CRWA is seeking unrestricted gifts of all kinds, restricted gifts and grants to support specific programs as described on the Programs tab, and to build our membership to reach a broader community within the Charles River watershed and beyond.

CEO/Executive Director Statement

While CRWA's mission focuses on the Charles River, the implications and applicability of our science-based work go far beyond the watershed's boundaries. Much of CRWA's work leads the field, and therein lies our unique strength and effectiveness: we use our scientific knowledge of the Charles to develop innovative, workable solutions to watershed problems which are also broadly applicable. This knowledge allows CRWA not only to advocate persuasively for outcomes, but also to partner with government agencies and other environmental groups to protect the natural environment and to promote sustainable ecosystem policies and practices.

Board Chair Statement

At CRWA, we observe the Charles up close through a lens of world-class science that serves a wild set of "clients:" our river's beloved tea-colored sparkle, its uncanny ability to double our light and our view in its reflections, the open vistas that lift our eyes from our daily tasks and worries, the fish jumping for joy or for supper, the hovering fog of insects that remind us that the scale we occupy is not the only scale of life. Looking at our piece of water, it's possible to believe that civilization is what pollutes a river. But it is equally true that it takes a civilized society to clean a river, to make the decisions and marshal the resources, to notice, to care, to act. CRWA is the catalyst for responsible, civilizing environmental action. There's much more work to be done. But if we keep our eyes on the water, we'll find the wisdom and energy we need.

Service Categories

Water Resource, Wetlands Conservation & Management

Citizen Participation

Natural Resources Conservation & Protection

Geographic Areas Served

CRWA works primarily within the 35 cities and towns located within the Charles River watershed which encompasses 300 square miles, from Hopkinton to Boston. CRWA also works throughout the New England region to collaborate with sister organizations to contribute to the development of federal and/or state policy and regulation. Several of CRWA's key projects, namely Blue Cities Initiative and Twinning, have a national and international focus, and we've implemented projects in Kentucky, Michigan and the Dominican Republic. While CRWA's work focuses primarily on the Charles River, the applications of our science-based work go far beyond the watershed's boundaries and, in many cases, can be implemented in any urban watershed.

Please review online profile for full list of selected areas served.

Programs

Field Science

Description	CRWA's ability to collect and analyze data enables us to direct our advocacy and implementation work persuasively and effectively. The cornerstone of this effort is CRWA's Volunteer Monthly Monitoring Program where dedicated team of 80 trained volunteers travel to 35 sites along the Charles every month to collect water samples, measure depth and temperature, and record river conditions. As a result of this program, CRWA has collected of one of the most comprehensive water quality data sets of any river in the nation. In 2014, CRWA expanded this effort through the launch of a biological monitoring program, which provides a broad picture of the general health of a stream. Each summer, CRWA also provides a daily public notification of water quality forecasts in the Charles River using an online, real-time notification system. CRWA science staff monitor the results of our Blue Cities demonstration projects to determine the impact on the health of the Charles River.
Budget	68000
Category	Environment, General/Other Water Pollution Control
Population Served	General/Unspecified, ,
Program Short Term Success	The data collected through each field science program is absolutely critical to CRWA's work, as it directly informs, and helps staff report on the success of, programs and demonstration projects in the watershed. CRWA's ongoing, monthly collection of water quality data from our established monitoring sites remains the watershed's most fundamental and core water quality monitoring program. As a result, 35 sites along the entire 80-mile Charles River are monitored monthly to provide the broadest and most comprehensive picture of the river's health.

Program Long term Success

The Charles River has experienced tremendous improvements in water quality over the last 30 years, and the data obtained through CRWA's Field Science Program documents this monumental achievement. The data highlights significant improvements made in wastewater collection and treatment, and the elimination of many point sources of pollution in the Charles.

Using CRWA's data, the U.S. EPA awards the annual Charles River Report Card to measure improvements in water quality in the Charles River Lower Basin. According to CRWA's data, the Charles was safe for boating 91 percent of the time and safe for swimming 65 percent of the time in 2014, resulting in a "B+" grade. The grade demonstrates not only how far the Charles has come since 1995, when the river received a "D" grade, but also how much work remains to achieve a swimmable river.

Program Success Monitored By

CRWA scientists communicate regularly with volunteers, analyze data on a monthly basis, and post water quality results on our website to make them available for the public. This long-term program has been a proven success for many years, and with a committed cadre of volunteers, we are encouraged by our ability to effectively monitor water quality at 35 locations along the entire 80-mile Charles River.

Examples of Program Success

CRWA's field science program is a cornerstone of our education, design and advocacy work. Volunteer water quality monitoring is one of our most effective forms of community involvement. CRWA's water quality monitoring volunteers are some of the watershed's most determined and passionate advocates because they understand the river and are personally invested in its improvement. Many of CRWA's monitoring volunteers have been with the program for over 15 years, demonstrating their commitment to the mission. Their work is also widely respected and valued by state and federal agencies, and they contribute to an extremely cost efficient and effective program.

Blue Cities Initiative

Description	CRWA's Blue Cities Initiative creates resilient cities that mimic the natural water cycle and reduce the risks of flooding while supporting healthy rivers and an improved quality of life. CRWA's demonstration projects incorporate green infrastructure such as rain gardens that recharge groundwater levels and clean polluted runoff naturally. Blue Cities empowers and equips communities, including environmental justice communities, with strategies and tools necessary to address pollution, improve access to open space, and advocate for "greener" neighborhoods. By involving local youth and residents in the planning and design process, Blue Cities encourages communities to connect back to their neglected waterways, while building resiliency to deal with the effects of climate change. CRWA is developing Blue Cities Exchange, an online tool to help property owners implement green infrastructure on their property. This web application also incorporates a pilot trading system for phosphorus pollution.
Budget	233310
Category	Environment, General/Other Environmental & Sustainable Design
Population Served	General/Unspecified, ,
Program Short Term Success	CRWA develops designs for stormwater treatment practices in a way that leads to public realm enhancement and improved access to green space. These designs are evaluated based on their stormwater treatment efficacy, costs, and overall impacts and benefits. One of the ways CRWA achieves short term success on our Blue Cities projects is by designing and implementing green infrastructure projects that enable the community to meet the requirements of the nutrient (Total Maximum Daily Load) TMDL at the least cost and with maximum environmental benefit. CRWA conducts site visits and tours of our demonstration projects in order to communicate with the community about the importance of controlling polluted stormwater runoff, and the benefits of recharging stormwater into the ground to replenish local groundwater supplies.

Program Long term Success	The goal of Blue Cities is to reengineer urban landscapes to function more naturally by restoring the natural hydrologic function in cities. By widely incorporating green infrastructure through Blue Cities designs, cities will become more resilient to inland flooding, extreme weather conditions and other effects of climate change. Through the use of soil and plant based infrastructure that helps with filtration and infiltration into the ground, Blue Cities designs will ultimately lead to more healthy waterbodies and an improved quality of life for our urban communities.
Program Success Monitored By	CRWA measures the results of our Blue Cities demonstration projects through water quality data and community feedback. CRWA's scientists take water samples and measure flow data before and after a project is implemented to understand how well the newly installed green infrastructure prevents pollution from entering the Charles River. In addition, staff use the comprehensive data collected as part of CRWA's volunteer monthly monitoring program to determine how our approach is effecting the river over the longer term. CRWA collects comments and suggestions from the community and project partners to measure how well a project met community needs.
Examples of Program Success	Since 2005, CRWA has undertaken a variety of projects that incorporate green infrastructure in underserved urban communities in and around Boston. Blue Cities has not only implemented a number of demonstration projects in environmental justice communities, but has also empowered communities with strategies and tools to address pollution in their waterways, improve access to open space and advocate for green infrastructure in their neighborhoods. By involving local residents, youth groups and schools with building community gardens and outdoor classrooms, Blue Cities is providing communities a way to come together and connect back to their neglected waterways. In addition, green infrastructure reduces the urban heat island effect and improve air quality, while building resiliency to deal with the effects of climate change that are resulting in more frequent and intense weather events.

Community Involvement, Education and Outreach

Description	CRWA educates the public about the Charles River and hosts volunteer activities that improve the Charles while engaging the community. Projects and events include: • Twinning: CRWA works with project partners in the Dominican Republic to restore an urban river. • Green infrastructure workshops: CRWA teaches homeowners and municipal employees how to use rain gardens and other strategies to reduce pollution while beautifying communities. • Classroom education: CRWA staff engage youth in taking care of our environment and the planet. • Canoeing for Clean Water: CRWA works with community members and volunteers to eradicate the invasive water chestnut in the Charles River in Newton and Waltham. • Annual Earth Day Charles River Cleanup: CRWA engages over 2,000 volunteers to improve the health and beauty of the river by removing litter and debris. • Run of the Charles: Boston's Premier Paddling Race: The largest flat-bottomed boat race in New England, this event draws an average of 1,500 racers each year.
Budget	178240
Category	Environment, General/Other Environmental Education
Population Served	General/Unspecified, ,
Program Short Term Success	After attending one of our classroom education sessions, students will have a clear understanding of the challenges facing the Charles River. After completing a workshop about green infrastructure participants will have the skills needed to incorporate these techniques into their yards or development projects.
Program Long term Success	Through our community involvement, education and outreach projects the general public including homeowners, students and decision makers will become educated about the importance of a healthy Charles River and how to achieve it. They will support CRWA's mission by advocating for projects and policies and by taking personal actions such as building a rain garden that promote the health of the Charles River. As attitudes and behaviors continue to change, the Charles River will continue to improve.
Program Success Monitored By	CRWA assesses our workshops and training sessions through participant surveys. We measure the success of our volunteer programs through number of hours donated, number of participants engaged, and pounds of trash collected or invasive plants removed. CRWA measures the overall success of our outreach and educational programs by tracking newspaper and journal articles covering our work, the number of talks and presentations we deliver, number of people attending our site tours and public forum, and website traffic.

Examples of Program Success

The Charles River Cleanup has engaged thousands of volunteers since 2000 and removed a cumulative 350 tons of trash from the banks of the Charles River and surrounding park lands. The event is enjoyed by student, community and corporate groups to build camaraderie while giving back to the community.

Through volunteer efforts with the Canoeing for Clean Water program, the threat to the Lakes District of the Charles River from invasive water chestnuts has begun to decrease. Volunteers increased the visibility of the issue and helped leverage funding from the State for mechanical harvesting of the invasive weed. .

Law, Advocacy and Policy

Description	CRWA is involved in every major decision affecting the health of the Charles River. Our law and policy team comments on scores of permits and development and re-development projects each year, and appears before local conservation commissions, planning boards, environmental agencies and legislative committees. CRWA's science and innovative solutions to watershed problems informs our advocacy and makes it persuasive and compelling. Whether advocating for the cleanup of contaminated sites along the Charles, building resilience to climate change, fighting for pollution reductions in stormwater runoff, or working to make projects and permitting decisions environmentally sustainable, CRWA seeks sustainable, cost-effective and economically viable solutions as we advocate for a healthy and vibrant Charles River watershed.
Budget	88300
Category	Environment, General/Other Environmental & Sustainable Design
Population Served	General/Unspecified, ,
Program Short Term Success	Development projects that our advocacy team comments on will, as a whole, include more green infrastructure, gardens and public amenities than these projects would without our input. CRWA's involvement in regulatory and policy decisions helps ensure that issues including climate change adaption, flood control and pollution reduction are taken seriously at all levels of government.
Program Long term Success	Our advocacy, law and policy work will result in projects and permits that improve river health, increase public access and recreation and restore wildlife habitat. In addition our work will encourage lawmakers and regulators on the local, state and federal levels to institute smart policies that will protect the Charles River and our natural resources.
Program Success Monitored By	CRWA monitors the success of our advocacy, policy and law programs by tracking the projects and policies that we comment on and the final outcomes. The data collected through CRWA's field science program helps assess the effect of policies and regulations on the Charles River over time.

Examples of Program Success

The new Medfield Charles River Gateway demonstrates the impact of advocacy by CRWA on the health of the Charles River. The original plan for the site of a 100-year dump at the former Medfield State Hospital would have only capped the hazardous waste dump leaving most of the debris in place. CRWA, partner organizations and citizen activists advocated for a full restoration of the site. This work along ultimately resulted in a plan for a comprehensive cleanup. The new Medfield Charles River Gateway, created as a result of the cleanup, protects drinking water, provides new parkland, recreational trails, and a canoe launch, and controls stormwater runoff. This project is the largest environmental restoration project in the Charles River Watershed and serves as a model for future river cleanups.

Urban Smart Sewering

Description	CRWA's Urban Smart Sewering Project reimagines and redesignes the conventional water management system to support sustainable urban growth and environmental restoration. With major water infrastructure investments and upgrades planned across the nation in the coming decades, CRWA recognizes the importance of finding innovative and integrated ways to manage water and energy systems to help make cities more sustainable and resilient. CRWA proposes that communities treat wastewater in distributed Community Water and Energy Resource Centers (CWERCs). A CWERC is a small scale enclosed wastewater treatment facility. At the facility water is cleaned for re-use and energy is generated by anaerobic digestion. Thermal energy in the water is captured for use heating and cooling surrounding buildings.
Budget	158000
Category	Environment, General/Other Environmental & Sustainable Design
Population Served	General/Unspecified, ,
Program Short Term Success	CRWA plans to design and site a pilot CWERC that captures the energy in organic waste (wastewater and food waste) and integrates wastewater and stormwater treatment. A pilot facility will allow us to demonstrate the efficacy of this project. To build a pilot CWERC, and to expand the concept throughout Massachusetts, CRWA will present our vision to residents, policy makers, municipal officials and others.
Program Long term Success	CWERCs will help to fully restore the Charles River by putting more water back into our rivers, ensuring healthy flow levels, reducing air pollution, and improving water quality. The ultimate goal of CRWA's Urban Smart Sewering project is to move to distributed wastewater treatment and energy generation across the watershed. CRWA seeks to develop a prototype and implementation plan for how eastern Massachusetts communities can transition from centralized wastewater treatment to distributed wastewater treatment. Through the distributed system, communities will also have the ability to capture wastewater resources to help generate renewable, thermal energy at multiple nodes across the region. This will help communities meet the future energy, water and resiliency needs of our vibrant region while protecting and restoring our valuable environmental resources.

Program Success Monitored By	The short term success of this project will be measured by whether the technical work is able to address the concerns and meet the needs of residents, water professional, and project partners. It will also be measured by whether we are able to convince lawmakers, municipal officials, residents and other decision makers of the importance of replacing traditional wastewater infrastructure with technology that is resilient and flexible in the face of climate change.
Examples of Program Success	CRWA conducted extensive research and modeling to bring our vision from an idea to a reality. We have carefully examined the benefits of CWERCs and associated green infrastructure districts. We have found that a CWERC sized to treat 3 million gallons of wasterwater per day can fit on a 2.5 acre of land and produce 5,300 megawatt-hours of electricity and 421,926 million BTUs of thermal energy per year. Our research shows that CWERCs are a feasible system for treating wastewater.

Program Comments

CEO Comments

Based on two decades of in-depth analysis of the Charles, CRWA has developed programs and projects that will almost fully restore the river, while also protecting us against the vagaries of climate change (i.e.: flooding, drought, sustainability, renewable energy). Pursuing these ends through our programs and projects has become increasingly difficult, however, as funding for environmental work and water resource management has shrunk significantly. CRWA remains committed, and though the going is slow, we are making headway.

Management

CEO/Executive Director

Executive Director	Mr. Robert L Zimmerman Jr
Term Start	Dec 1990
Email	rzimmerman@crwa.org

Experience

Bob joined CRWA as Executive Director in December 1990. Under his direction, CRWA has initiated groundbreaking ecosystem analyses and land-planning studies, helped reform land and water regulation, developed restorative technologies, and won major battles to restore and protect the Charles and its parklands. He received the International River*prize* on behalf of the Charles and CRWA in 2011. A long-time member of the Massachusetts Water Resources Commission and MassDEP Fees and Programs Advisory Committee, he also serves on the Board of River Network, and is a past Board chair of EarthShare New England and former Board member of EarthShare of America. Bob served two terms as an elected member of the Town of Littleton Board of Health. He lectures widely and teaches on water sustainability and transforming traditional water infrastructure to restorative and sustainable systems.

Former CEOs

Name	Term
Ms. Rita Barron	Jan 1973 - Jan 1988
Mr. John Monroe	Mar 1988 - May 1990

Senior Staff

Ms. Margaret Van Deusen

Title	Deputy Director and General Counsel

Experience/Biography

Margaret directs CRWA's Law, Adovacy & Policy work, focusing on water resource sustainability, instream flow, water quality, aquatic habitat and climate change issues. She leads CRWA's multi-year campaign to reform water resource law, policy and practice in MA. She brought the series of precedent-setting cases challenging MassDEP's implementation of the Water Management Act, governing large water withdrawals, and also provides legal support to other environmental organizations.

A member of the Massachusetts Bar, U.S. District Court for Massachusetts, and U.S. Court of Appeals for the First Circuit, she serves on numerous committees including MassDEP's Water Resources Management Committee, the state's Sustainable Water Management Initiative Advisory Committee, and the Longfellow Bridge Task Force.

Margaret graduated *cum laude* from Mount Holyoke College and received her J.D. from New York University School of Law. Prior to joining CRWA in 2000, she served as a public defender in Boston, an Assistant Attorney General in the Massachusetts A.G.'s Environmental Protection Division, and as a partner at Rubin and Rudman.

Ms. Suzanne Carleo

Title

Comptroller

Experience/Biography

Suzanne manages CRWA's finances and is responsible for grant financial administration and daily operations. She prepares CRWA's budget and financial statements, and also serves as CRWA's human resources director.

Suzanne came to CRWA in 2004 after working at RBC Wealth Management as part of the Credit Risk Management group and as Senior Auditor at KPMG Peat Marwick LLP.

Ms. Julie Dyer Wood

Title	Director of Projects
Experience/Biography	Julie manages CRWA’s science program, and serves as project manager for CRWA's Smart Sewering, Twinning and Climate Change Adaptation projects. Julie provides support for CRWA’s advocacy work, analyzing CRWA’s research and data to inform organizational focus and reviewing project or permit applications. Julie often presents CRWA’s work at conferences, with local officials or committees, and at public events. Julie managed CRWA's Field Science program from 2008 to 2014. Prior to joining CRWA, Julie was an AmeriCorps volunteer with the Maryland Department of Natural Resources where she participated in water quality monitoring, and stream surveying and restoration. She also worked as a Program Educator for the New England Aquarium. Julie has a B.A. in Mathematics from Boston College and an M.S. in Environmental Science from the University of Massachusetts, Boston.

Staff Information

Full Time Staff	10
Part Time Staff	0
Volunteers	3000
Contractors	0
Retention Rate	90%

Staff Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	1
Caucasian	8
Hispanic/Latino	0
Native American/American Indian	0
Other	0

Staff Demographics - Gender

Male	1
Female	9
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Bi-Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
NonManagement Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization has a Fundraising Plan?	Under Development
Organization has a Strategic Plan?	Yes
Years Strategic Plan Considers	10
Date Strategic Plan Adopted	May 0
Does your organization have a Business Continuity of Operations Plan?	No
Management Succession Plan?	Under Development
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	No
Directors and Officers Insurance Policy	Yes
Registration	Yes
Permit?	Yes

Collaborations

Alternatives for Community and Environment
American Rivers
The Charles River Conservancy
Chelsea Collaborative
Conservation Law Foundation
The Emerald Necklace Conservancy
Environmental League of Massachusetts
The Esplanade Association
International River Foundation
Massachusetts Rivers Alliance
Mystic River Watershed Association
The National Environmental School, Dominican Republic
The Nature Conservancy
OARS
River Network

Awards

Awards

Award/Recognition	Organization	Year
Thiess International Riverprize	International River Foundation	2011
Environmental Merit Award	U.S. Environmental Protection Agency	2014
Green Star Award	Environmental League of Massachusetts	2010
The EBC Nicholas Humber Environmental-Energy Award for Outstanding Collaboration	Environmental Business Council of New England	2016

Affiliations

Affiliation	Year
River Network	1995

Comments

CEO Comments

Board & Governance

Board Chair

Board Chair	Mr. Tom Sieniewicz
Company Affiliation	NBBJ
Term	Mar 2017 to Mar 2018
Email	tsieniewicz@nbbj.com

Board CoChair

Board CoChair	Ms. Linda McLane
Term	Mar 2017 to Mar 2018
Email	lindabear3@aol.com

Board Members

Name	Affiliation	Status
Ralph W. Abele	Community Volunteer	Voting
David Bryant	MACDC	Voting
Laurie Doyle	U.S. Trust, Bank of America Private Wealth Management	Voting
Eric Ekman	Berkeley Investments Inc.	Voting
Edward Englander	Englander & Chicoine P.C.	Voting
Diane Hall	Community Volunteer	Voting
James Healy	Boston Duck Tours	Voting
Shawn Konary	NRG	Voting
Linda McLane	Community Volunteer	Voting
Tom Sieniewicz	NBBJ	Voting
Sarah Slaughter	Built Environment Coalition	Voting
Grant Thomas-Lepore	GrabCAD	Voting

Board Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	0
Caucasian	11
Hispanic/Latino	0
Native American/American Indian	0
Other	0

Board Demographics - Gender

Male	8

Female	4
Unspecified	0

Board Information

Board Term Lengths	3
Number of Full Board Meetings Annually	6
Written Board Selection Criteria?	Under Development
Written Conflict of Interest Policy?	Under Development
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	70%
Constituency Includes Client Representation	No

Standing Committees

Finance

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Nominating

Public Policy/Advocacy

Additional Board Members and Affiliations

Name	Affiliation
Mr. Jeffrey Bilezikian	
Ms. Lee P. Breckenridge	
Mr. Gordon Burnes	
Ms. Caroline Dixwell Cabot	
Mr. Eugene Clapp	
Mr. John Clark	
Mr. John DeVillars	
Ms. Maureen Febiger	
Mr. Richard Forte	
Mr. Kim Goslant	
Mrs. Elizabeth Johnson	Community Volunteer
Ms. Beedee Ladd	
Ms. Virginia M. Lawrence	
Mr. George Lewis	
Ms. Sharon Malt	
Mr. Kelly McClintock	
Dr. Greta Meszoely	
Ms. Louisa Paige Miller	
Mr. Jerry Murphy	

Ms. Beatrice Nessen	
Ms. Jeryl Oristaglio	
Ms. Margot Pyle	
Mr. Robert F. Sproull	Retired
Mr. John Thomas	
Mr. Edward Watts III	

Comments

CEO Comments

CRWA's Board of Directors and Executive Director work together to ensure appropriate oversight and accountability. CRWA's financial reports are audited annually.

Financials

Fiscal Year

Fiscal Year Start	Oct 01, 2015
Fiscal Year End	Sept 30, 2016
Projected Revenue	$1,255,550.00
Projected Expenses	$1,255,550.00
Endowment?	No
Spending Policy	N/A
Credit Line?	No
Reserve Fund?	Yes
Months Reserve Fund Covers	2

Detailed Financials

Revenue and Expenses

Fiscal Year	2015	2014	2013
Total Revenue	$1,011,329	$1,112,834	$1,198,662
Total Expenses	$1,149,130	$1,155,667	$1,114,740

Revenue Sources

Fiscal Year	2015	2014	2013
Foundation and Corporation Contributions	--	--	$320,000
Government Contributions	$112,821	$227,992	$211,305
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	$112,821	$227,992	$211,305
Individual Contributions	$795,826	$764,342	$520,664
Indirect Public Support	--	--	--
Earned Revenue	($1,946)	$870	($1,057)
Investment Income, Net of Losses	($1,066)	$340	$429
Membership Dues	$50,416	$120,452	$95,061
Special Events	$54,078	($1,867)	$51,411
Revenue In-Kind	--	--	--
Other	$1,200	$705	$849

Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	$800,370	$851,303	$838,780
Administration Expense	$201,067	$159,082	$154,531
Fundraising Expense	$147,693	$145,282	$121,429
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.88	0.96	1.08
Program Expense/Total Expenses	70%	74%	75%
Fundraising Expense/Contributed Revenue	15%	15%	11%

Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	$481,068	$574,791	$670,170
Current Assets	$452,364	$556,643	$643,726
Long-Term Liabilities	$0	$0	$0
Current Liabilities	$192,898	$148,820	$201,366
Total Net Assets	$288,170	$425,971	$468,804

Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	2.35	3.74	3.20

Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign? No

Capital Campaign Anticipated in Next 5 Years? Yes

Comments

CEO Comments

CRWA's budget has grown from about $100,000 annually in 1990 to between $1.2 million and $1.7 million annually over the past decade. Each annual budget is a function of funding from foundations, the federal and state governments, and individual contributions. Despite the challenges CRWA budgeting presents, the organization has remained remarkably stable over the past two decades. For the future, the Board and staff are working to build reserve funds, begin a capital campaign, and extend individual giving to provide CRWA with a more predictable annual income stream.

Foundation Staff Comments

Financial summary data in charts and graphs are per the organization's IRS 990s. Contributions from foundations and corporations are listed under individuals when the breakout was not available.