



# The Giving Common

An Initiative of the Boston Foundation

[www.thegivingcommon.org](http://www.thegivingcommon.org)

## Massachusetts Association of Conservation Commissions, Inc.



### General Information

10 Juniper Road  
Belmont, MA 02478  
(617) 489-3930

**Website**

[www.maccweb.org](http://www.maccweb.org)

**Organization Contact**

Eugene Benson Eugene B. Benson [eugene.benson@maccweb.org](mailto:eugene.benson@maccweb.org)

**Year of Incorporation**

1978

# Statements & Search Criteria

## **Mission Statement**

MACC protects Massachusetts natural resources through education, advocacy and support of conservation commissions.

## **Background Statement**

We are a membership-based non-profit founded in 1961, incorporated in 1978. Our mission is to protect Massachusetts natural resources by supporting conservation commissions through education and advocacy. We use a powerful, unique, and locally based model of environmental education and support that gives people the information and skills they need to protect wetlands, open space, and biological diversity in their communities.

Each municipality in Massachusetts has a conservation commission comprised of volunteer commissioners. Commissions administer the state Wetlands Protection Act and municipal laws to protect wetlands, and have the authority to plan for natural resources protection, acquire land and water areas, manage open space for conservation and passive recreation, and educate community members. Commissions review and make decisions on more than 9,000 wetland permit applications annually and are stewards of tens of thousands of acres of open space in Massachusetts.

Almost every MA conservation commission and more than 2,000 MA conservation commissioners are MACC members. We provide comprehensive environmental and regulatory education and training and other support services to commissioners and staff. We teach an eight unit Fundamentals for Conservation Commissioners and more advanced workshops and training sessions. We write and publish books and articles. Our *Protecting Wetlands and Open Space: MACC's Environmental Handbook for MA Conservation Commissioners* is the most indispensable resource for those serving on, working with, and appearing before conservation commissions. Measuring over 800 pages, it is the legal, scientific, policy, and technical guide for conservation commissioners and others working to protect wetlands, open space, and biological resources. We run a telephone/email helpline in which members receive advice on difficult environmental questions they encounter. We host an online environmental forum.

The Annual Environmental Conference has been our premier event since 1971. It is the largest annual environmental gathering in New England, bringing together more than 800 people to participate in environmental workshops and training sessions and connect with other volunteers and professionals.

We advocate for strong science based environmental laws, regulations, and policies that are implemented at the local level. We created model bylaws that have been adopted by many municipalities and legislation that has been enacted into law.

## Impact Statement

### Achievements

We completely updated, revised, and enhanced with new features our premier publication, *Protecting Wetlands and Open Space: MACC's Environmental Handbook for Massachusetts Conservation Commissioners*. The Environmental Handbook is the legal, scientific, policy, and technical guide for protecting and preserving wetlands and open space in Massachusetts. It is the most indispensable resource for those serving on, working with, and appearing before conservation commissions in Massachusetts. The new, tenth edition, a year in the making, is current, online, interactive, and available by subscription.

We held the largest environmental conference in New England, with 750 participants, 44 exhibitors, and 27 educational workshops on numerous aspects of protecting wetlands and open space.

We provided our essential Fundamentals for Conservation Commissioners training to more than 300 commissioners so they have basic knowledge they need to protect natural resources in their cities and towns. We now offer four of the eight fundamentals workshops as live webinars so people can learn from our experts online in the comfort of their home or office.

We provided more advanced training to 111 conservation commissioners and conservation agents throughout the state on topics such as wetlands delineation and soils identification.

More than 150 people attended our Fall Conference, this year about how to identify and manage the invasive plant species that are all too prevalent on our landscape and destructive of local ecosystems.

### Goals

Exceed attendance of the previous annual conference and increase the number of workshops offered at our Annual Environmental Conference 2014

Complete the curriculum and materials and provide advanced erosion and sediment control trainings in various locations throughout the state to conservation commissioners and consultants

Create and put on a training conference on how to manage nuisance aquatic invasive plants and how that work can be permitted and conditioned under the Wetlands Protection Act

Fundraising for our work on climate change mitigation and adaptation

Upgrade our website and adopt online tools for our members to use

**Needs Statement**

- A) Upgrade our website and automate our member services functions. Approx \$15,000-20,000
- B) Upgrade computer hardware, including new desktops and a server with back-up capabilities. Approx \$5,000-10,000
- C) Adequate funding to fill a vacant half-time position Approx \$25,000 annually
- D) Complete a new strategic plan in 2014. Approx \$3,000-5,000
- E) Create a robust individual giving program.

**Service Categories**

- Natural Resources Conservation & Protection
- Environmental Education
- Land Resources Conservation

**Geographic Areas Served**

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

# Programs

## **Environmental Education and Training**

<b>Description</b>	Environmental Education and Training. More than 1,200 people each year participate in our environmental education and training programs. Our key programs are: Annual Environmental Conference, an intensive environmental education conference that is the largest annual environmental conference in New England, with about 800 participants, 30 workshops providing environmental information and skills training, and 40 exhibits; the eight-unit twenty-hour certificate course, Fundamentals for Conservation Commissioners; advanced courses on topics such as wetlands delineation, soils, plant identification, and erosion and sediment control to protect water quality; and a fall conference that focuses on one environmental issue each year.
<b>Budget</b>	337500
<b>Category</b>	Environment, General/Other Natural Resources Conservation & Protection
<b>Population Served</b>	Adults, US, Other Named Groups
<b>Program Short Term Success</b>	<p>Commissioners will receive a certificate for having completed the eight units of Fundamentals for Conservation Commissioners, and incorporate what they learn into environmental protection at home.</p> <p>At the end of each program, the participants will use the information gained in their communities to help inform their work.</p> <p>Participants will learn from each other through networking opportunities at conferences and workshops.</p> <p>Participants will learn about and avail themselves of MACC's support services.</p>
<b>Program Long term Success</b>	New conservation commissioners and staff will get the training and education they need to carry out their roles protecting wetlands and open space in their communities. More experienced commissioners and staff will be kept current and have deeper and broader training on important issues and technologies they need to know and understand. This will result in better and more informed conservation decisions being made at the local level.
<b>Program Success Monitored By</b>	<ol style="list-style-type: none"><li>1) Number of people completing the Fundamentals program and receiving a certificate.</li><li>2) Written evaluations of each training session and workshop.</li><li>3) Use of MACC's helpline.</li></ol>

**Examples of Program Success** More than 1,200 people attend our environmental education and training programs. Almost every conservation commission is a MACC member because they get value from our work with them. Approx 30 people per year receive a certificate for completing the Fundamentals program.

## **Environmental Support**

**Description** We operate a helpline where conservation commissions and staff ask questions and get advice on the difficult issues that confront them in meeting their regulatory obligations and protecting wetlands and open space. We run an online environmental forum, publish a quarterly e-magazine that features articles on protecting wetlands and open space, and a twice monthly e-newsletter. We author and publish *Protecting Wetlands and Open Space: MACC's Environmental Handbook for MA Conservation Commissioners*; and the *MA Runoff, Erosion & Sediment Control Field Guide*. We draft model local laws and regulations on wetlands and open space protection.

**Budget** 8500

**Category** Environment, General/Other Natural Resources Conservation & Protection

**Population Served** Adults, US, Other Named Groups

**Program Short Term Success** 1) Use of advice and information from the Helpline and online forum will result in better and more informed conservation at the local level that is consistent with regulatory requirements, protects wetlands and open space, and involves the community.  
2) Fewer successful appeals of conservation commission decisions.

**Program Long term Success** Better and more informed conservation at the local level that is consistent with regulatory requirements, protects wetlands and open space, and involves the community.

**Program Success Monitored By** Numbers of Helpline calls, subscriptions to and use of MACC publications, requests for MACC support.

**Examples of Program Success** 1) MACC receives an average of over 100 calls per year to the Helpline. 2) Many hundreds of people subscribe to and use *Protecting Wetlands and Open Space: MACC's Environmental Handbook for Massachusetts Conservation Commissioners*. The book is often consulted as conservation commissions make decisions on permit applications to work in wetlands.

## Environmental Advocacy

<b>Description</b>	<p>We proactively support regulatory and legislative actions that would result in smart science based protection of wetlands and open space that can be implemented at the local level, comment on proposed regulations, policies and legislation, and are the voice for conservation commissions on coalitions and government advisory committees.</p> <p>We file amicus briefs and participate in court on cases where providing our expertise and experience would be important to decisions that could affect wetlands and open space protection.</p>
<b>Budget</b>	7800
<b>Category</b>	Environment, General/Other Natural Resources Conservation & Protection
<b>Population Served</b>	Adults, US, Other Named Groups
<b>Program Short Term Success</b>	<p>Better laws, regulations, and policies on wetlands and open space protection.</p> <p>Government decision makers better informed on topics of concern for locally based conservation of wetlands and open space.</p> <p>Good court decisions on issues affecting wetlands and open space protection.</p>
<b>Program Long term Success</b>	Smart science based protection of wetlands and open space that can be implemented at the local level.
<b>Program Success Monitored By</b>	We look at the outcomes of our advocacy work. Were laws and regulations we opposed not enacted or appropriately modified? Were good laws and regulations enacted? Are we participating in the appropriate government advisory committees and are those committees responsive to our concerns? How effective was our court participation?
<b>Examples of Program Success</b>	We have been successful over the years in many aspects. For example, in assuring that local communities can supplement state laws with their own laws on wetlands and open space. Our model local by-laws have been used by many communities. A majority of municipalities in Massachusetts now have their own laws on wetlands and open space. Our advocacy has allowed commissions to assess and use fees to hire experts to assist them in their work.

# Management

## CEO/Executive Director

**Executive Director**

Mr. Eugene B. Benson

**Term Start**

July 2013

**Email**

eugene.benson@maccweb.org

**Experience**

Eugene B. Benson, J.D., is an accomplished manager, attorney, and teacher. Mr. Benson has managed programs and departments in government agencies and non-profit corporations; created and implemented innovative new programs; advised clients and officials and represented them in courts and before boards, commissions, and agencies; wrote and reviewed legislation and regulations; was responsible for fundraising and development; and served on many advisory committees. He is an adjunct faculty member at the Boston University Metropolitan College Graduate Program in City Planning and Urban Affairs, where he teaches courses in Planning Law and Environmental Law, and at the Boston University School of Public Health, where he co-teaches the required course in Environmental Health Science Policy & Law. He was co-chair of the Boston Bar Association Environmental Law Section and the section's Water Quality and Public Service Committees. He was chair of the Board of Trustees of The Food Project and the Board of Directors of the Mystic River Watershed Association. He was on the Steering Committee of Transportation for America. He is a Wasserstein Public Interest Fellow at Harvard Law School and was a Givelber Distinguished Adjunct Professor of Public Interest Law at Northeastern University School of Law. He received his J.D. from Georgetown University Law Center and been admitted to practice law in Massachusetts, Maryland, and Washington D.C.

## Former CEOs

**Name****Term**

Linda Mack

June 2008 - Jan 2010

Linda Orel

Sept 2010 - Jan 2013

## Senior Staff

**Ms. Michele Girard****Title**

Associate Director and Education Coordinator

**Experience/Biography**

Ms. Girard has headed MACC's education programs since 2006. She has a M.S. in Resource Management and Administration from Antioch University New England and B.A. in Government from Harvard College. She has been a trustee of the Harvard Land Trust and an Overseer at the New England Wild Flower Society, a member of her conservation commission, and staff for a conservation commission.

## Staff Information

**Full Time Staff**

3

<b>Part Time Staff</b>	1
<b>Volunteers</b>	101
<b>Contractors</b>	0
<b>Retention Rate</b>	100%

### Staff Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	4
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

### Staff Demographics - Gender

<b>Male</b>	1
<b>Female</b>	3
<b>Unspecified</b>	0

### Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Annually

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Under Development
<b>Organization has a Strategic Plan?</b>	Under Development
<b>Years Strategic Plan Considers</b>	N/A
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	No
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes

<b>Document Destruction Policy</b>	No
<b>Directors and Officers Insurance Policy</b>	Yes

## Collaborations

We work collaboratively with state and local governments on our environmental education and training programs and advocacy. We work collaboratively with experts in the private and public sectors who assist with our environmental education and training programs as advisors and instructors. We work collaboratively with other environmental advocacy and education organizations on advocacy positions and strategies.

## Awards

### **Awards**

<b><u>Award/Recognition</u></b>	<b><u>Organization</u></b>	<b><u>Year</u></b>
Environmental Merit Award	United States Environmental Protection Agency	1991

# Board & Governance

## Board Chair

<b>Board Chair</b>	Ms. Jennifer Carlino
<b>Company Affiliation</b>	Town of Norton
<b>Term</b>	Mar 2017 to Mar 2018
<b>Email</b>	JCarlino@nortonma.us

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Amy Ball	Horsley Witten Group	Voting
Marc Bergeron	VHB	Voting
Ms. Sandra A. Brock	Nitsch Engineering	Voting
Jennifer Carlino	Town of Norton	Voting
Kathleen Connolly	Murtha Cullina	Voting
Ms. Lee Curtis	BSC Group	Voting
John Goldrosen	Kopelman and Paige	Voting
Pamela Harvey	Pamela D. Harvey, Esq.	Voting
Mr. Greg Hochmuth	Williams & Sparges	Voting
Mike Howard	Epsilon Associates	Voting
Scott Jackson	University of Massachusetts Amherst	Voting
Rebekah Lacey	Miyares and Harrington	Voting
Gregor McGregor	McGregor and Associates	Voting
Mr. Paul J. McManus	EcoTec	Voting
Nick Nelson	Inter-Fluve	Voting
Cynthia O'Connell	Town of Canton	Voting
E. Heidi Ricci	Mass Audubon	Voting
Matthew Schweisberg	Wetland Strategies and Solutions LLC	Voting
Jennifer Steel	City of Newton	Voting
Margaret Stolfa	Bernkopf Goodman LLP	Voting
Janice Stone	South Hadley and Hadley Conservation Commissions	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	21
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0

<b>Other</b>	0
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### Board Demographics - Gender

<b>Male</b>	9
<b>Female</b>	12
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	3
<b>Number of Full Board Meetings Annually</b>	5
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	Yes

### Standing Committees

- Education
- Finance
- Nominating
- Executive
- Public Policy/Advocacy

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2016
<b>Fiscal Year End</b>	June 30, 2017
<b>Projected Revenue</b>	\$376,575.00
<b>Projected Expenses</b>	\$418,109.00
<b>Endowment?</b>	No
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	4

## Detailed Financials

### **Revenue and Expenses**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Total Revenue</b>	\$426,115	\$475,097	\$471,826
<b>Total Expenses</b>	\$386,396	\$406,460	\$415,130

### **Revenue Sources**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Foundation and Corporation Contributions</b>	\$33,100	\$17,000	\$59,325
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	\$55,099	\$100,982	\$44,857
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$155,688	\$146,285	\$149,900
<b>Investment Income, Net of Losses</b>	(\$1,372)	\$4,205	\$244
<b>Membership Dues</b>	\$156,343	\$153,363	\$149,728
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	\$27,257	\$53,262	\$67,772
<b>Other</b>	--	--	--

## Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$336,811	\$346,575	\$359,468
Administration Expense	\$42,051	\$45,431	\$42,125
Fundraising Expense	\$7,534	\$14,454	\$13,537
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.10	1.17	1.14
Program Expense/Total Expenses	87%	85%	87%
Fundraising Expense/Contributed Revenue	9%	12%	13%

## Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$360,422	\$320,433	\$254,055
Current Assets	\$358,335	\$318,701	\$251,551
Long-Term Liabilities	\$0	--	\$0
Current Liabilities	\$1,514	\$1,244	\$3,503
Total Net Assets	\$358,908	\$319,189	\$250,552

## Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	236.68	256.19	71.81

## Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

## Top Funding Sources

Fiscal Year	2016	2015	2014
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

## Comments

### CEO Comments

Expenses in the FY 17 budget exceed income because expenses include grant funded programs for which income was received in a previous fiscal year. The budget also does not include a line for in-kind support because it can vary greatly from year to year. In-kind is calculated after the close of the fiscal year.

### Foundation Staff Comments

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