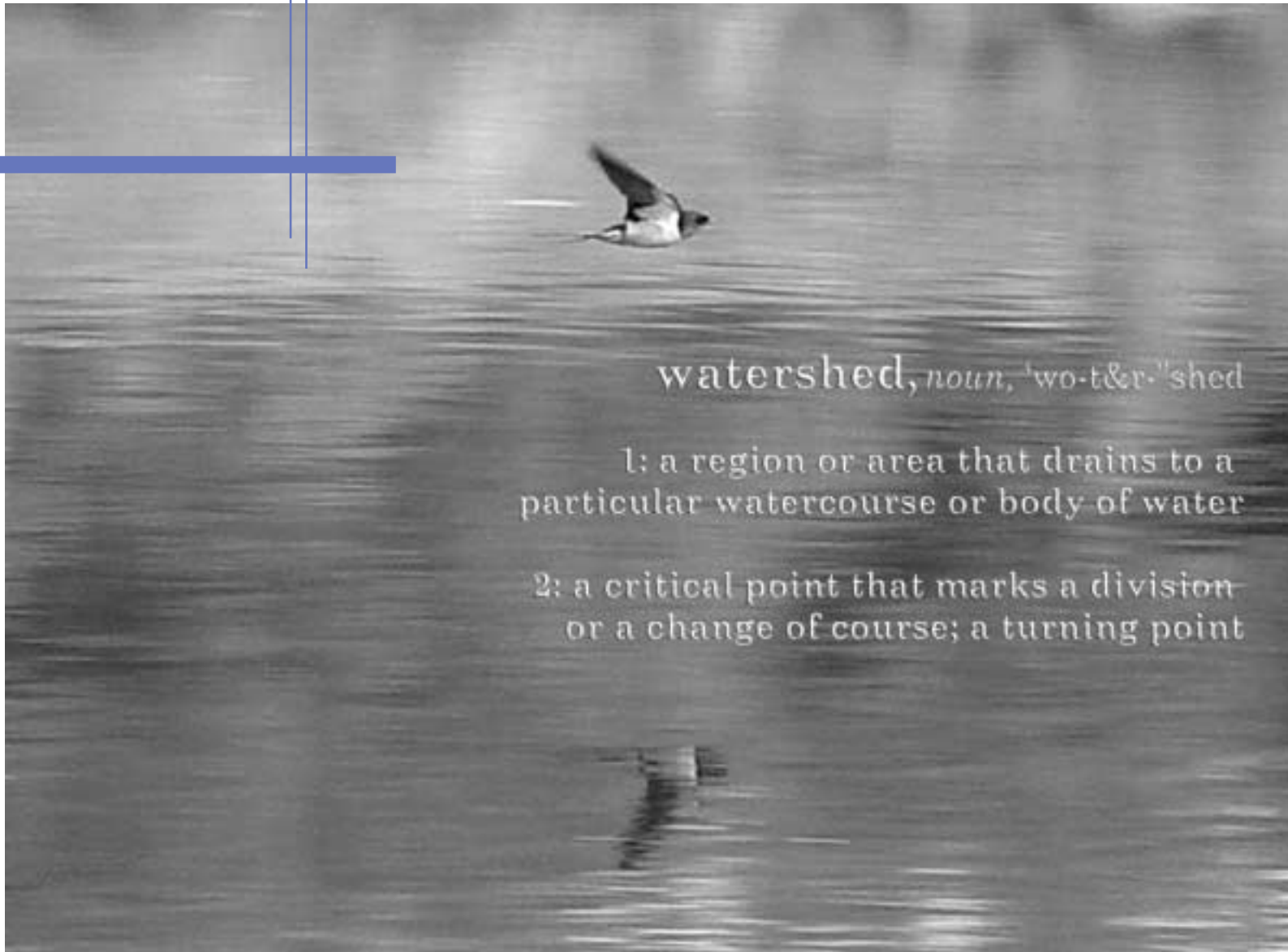




Charles River Watershed Association Annual Report 2003



watershed, *noun*, 'wo-t&er-'shed
 1: a region or area that drains to a particular watercourse or body of water
 2: a critical point that marks a division or a change of course; a turning point

photo courtesy of www.alongthecharles.com

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When CRWA speaks out on behalf of the watershed, people listen

Laying the Foundations for Change

Fiscal 2003 was a study in contrasts. CRWA made significant headway with some of our most groundbreaking and influential work ever; and yet, like so many public and private institutions, we struggled to balance our budget as income dropped below projections. Given the fiscal climate, our achievements are all the more impressive.

State of the Watershed

Our technical work on water quality and water quantity was exceptional. We were selected by the United States Environmental Protection Agency (EPA) as one of twenty organizations nationwide to test market-based approaches to improving water quality. Our approach is to assess water resources throughout a watershed, and favors reconnecting rainwater to groundwater rather than collecting it as stormwater in big pipes and treating it as wastewater or discharging it heavily polluted into the river. We call it "flow-trading" because it recognizes water in all its forms as a valuable good. It will help restore the sort of balance that existed before we paved everything over, and it might be significantly cheaper than traditional approaches.

Our parklands work took on new significance with the election of Mitt Romney. Long-term strong relationships with Doug Foy and Steve Burrington in the new Office of Commonwealth Development gave us the opportunity to help craft legislation for the creation of a new parks agency, the Department of Conservation and Recreation where once we had the Metropolitan District Commission and the Department of Environmental Management (see *A Year in the Parks*, page 2). We worked long and hard with the administration and the legislature, writing and rewriting legislation and lobbying for the change. We created a coalition of metropolitan park advocates to talk through the issues and establish consensus on our goals. In the end, the support for the new agency was

very strong, and it became the only piece of real reform legislation passed in July.

We continue to collaborate with the new Department. We lobbied for the appointment of Kathy Abbott as its new Commissioner, the first woman to serve as the head of what was once the MDC, and a true parks professional with a remarkable track record. In the coming year, we will help her make the new agency more accountable and transparent, and make our parks better places for all. This is literally a once-in-a-century opportunity, and we were extremely fortunate to have the financial support of several funders, primarily the Miller Foundation, to enable us to spend the enormous amount of time we needed on coalition building, advocacy, and research.

Our advocacy efforts in 2003 also extended to state water policy issues. Funded primarily by the Cox Foundation, we are in the process of reexamining the implementation of the Water Management Act. We have proposed changes to state regulations, worked to implement better policy and permitting decisions under existing laws, proposed solutions, and worked closely with other groups on instream flow protection. With input from a number of stakeholders, CRWA is currently drafting a critique of existing Massachusetts' water law and policy, proposing new approaches, and formulating concrete implementation steps.

In an effort to protect and restore not only the Charles, but all rivers of the Commonwealth, we filed suit on behalf of the Ipswich River Watershed Association and ten citizens against the Massachusetts Department of Environmental Protection for failure to enforce the Water Management Act in the Ipswich

River Watershed. We also challenged aspects of the modified water withdrawal permits that DEP issued administratively.

We moved our SmartStorm® Rainwater Recovery System production and installation program forward.

Pilot installations and computer modeling of system applications and redesign work continued apace, as did our work to write better marketing and business plans. We were supported in this work by a grant from the Harold Whitworth Pierce Charitable Trust. We expect to see the fruits of our labors in the coming fiscal year.

Still, with all of our accomplishments, it was a very difficult year. Though support from our membership and donors remained strong, we were forced to reduce staff by two employees, from 14 to 12, curtail expenses, and reduce our science and research on behalf of the Charles and the metropolitan Boston environment. Though the concept of

flow trading has garnered us national attention, and offers the chance to find solutions that benefit water managers and the environment, we continue to struggle to find the funding necessary to do all the work.

Fortunately, our tremendously dedicated staff, Board of Directors and Board of Advisors made it possible to continue our work in spite of the fiscal strains. Our science and research is critical to the sustainability of water resources in Massachusetts and to the restoration of habitat and wildlife populations along the Charles. No other non-profit environmental organization in Massachusetts is doing anything like it. We know how important it is to persevere.

Bob Zimmerman has been Executive Director of CRWA for thirteen years.

Our science and research is critical to the sustainability of water resources in Massachusetts and to the restoration of habitat and wildlife populations along the Charles.



New Board President Phil Hillman promises tireless advocacy on behalf of the river: Even during uncertain economic times, “our vigilance for the river remains constant.”

Over the past few years we have experienced many changes at the Charles River Watershed Association (CRWA). Our science and technology continues to evolve as we seek better ways to identify and quantify the issues that impact the water quality of the Charles River. We are an environmental organization with a scientific staff that is capable of creating innovative solutions as we increase our knowledge of the Charles' ecosystem. One such innovation is the development of SmartStorm®, a rainwater retention system for directing rainwater back into the ground. This system provides two environmental benefits; it allows rainwater to be redirected back into ground thus maintaining ground water levels and reduces the use of municipal water needed for watering lawns and gardens.



Message from the President

Our efforts have gained us national recognition, yet we've maintained our community base and partnerships with other environmental groups. This places CRWA in the unique position to successfully advocate for the necessary changes that will bring about sustainable policies and practices for the watershed. Our vigilance remains constant as we continue to be the “Watchdog” for the river.

However, even as our work gains more recognition, both locally and nationally, we have been greatly challenged as an organization by the reduction in funding levels from private foundations and government agencies. Compensating for these reductions has been a major struggle for CRWA. Like many other non-profit organizations we have had to reduce our operating expenses. However, CRWA has worked hard at identifying new revenue opportunities as well as making budget cuts, thus allowing us to maintain our programs and keep our focus on protecting and preserving the health of the river.

As CRWA prepares to move into 2004 a major goal is to ensure that the organization will be financially stable for the near future. We also need to continue to prioritize the many projects and programs on our plate. Helping us to sort out these issues are the members of the new Board of Advisors, established by the Board of Directors in December 2002. We are fortunate to have

Our science and technology continues to evolve as we seek better ways to identify and quantify the issues that impact water quality of the Charles River.

this group to provide wise counsel and assistance on community and technical matters as it relates to CRWA activities.

Finally, I want to thank you, our members, for your continued commitment and financial support. You have provided over \$358,086 in fiscal 2003 for operating support. With your encouragement and generosity we can create a healthy and clean Charles River for future generations to enjoy. The best is yet to come!



Mr. Hillman brings 25 years of leadership experience at Polaroid to his new role as Board President.

Phil Hillman, President
CRWA Board of Directors

UNDER NEW MANAGEMENT: CRWA Works to Ensure Parklands Benefit in State Reorganization

The past year has been a wild one for those of us working to improve state parklands and recreational facilities. A year ago, CRWA was grappling with the enormously troubled MDC, trying to find solutions to decades-old problems of inscrutable management, inadequate funding, and lack of public trust. Today, we are working with a new Department of Conservation and Recreation (DCR), headed by a capable and experienced professional Commissioner, Katherine Abbott, and supported by a Secretary of Environmental Affairs, Ellen Roy Herzfelder, who is determined to see the new department succeed.

CRWA played a vital role in making this change happen, and we are proud to have been part of what we hope will be the beginning of a new era in parkland management.

Our efforts were intense and multi-faceted. We reviewed the significant body of research into the MDC and the state park system. We researched the MDC itself, assessing its strengths and weaknesses. We looked at other state's systems, looking for models and success stories. We reached out to our environmental partners for ideas and support. We built a coalition of park organizations who shared our frustration, and led a process to build consensus and push for change that would benefit both rural and urban

parklands, and the state's recreational facilities. We worked directly with both the administration and the legislature to reorganize the state environmental agencies to bring meaningful, rational change to the management of park and recreational resources in the state. We educated our large and dedicated membership base and used our website and e-mail alert system to encourage them to make calls and write letters at key points in the process.

And, so far, the effort has been successful. A statewide Stewardship Council will be appointed to oversee the Department of Conservation and

great Commissioner and a Stewardship Council. And given the state's fiscal situation, with the department reeling from layoffs, capital needs that far exceed the budget, and a grim outlook for next year, it is unclear how much on-the-ground change we will actually see in the short term.

The long term, however, is what we need to look to. We need a department that can manage and improve the Commonwealth's fabulous public trust resources, using taxpayer's dollars in ways that are rational and fair, with a staff that is dedicated to stewardship, and welcoming the public into the process. CRWA wants to see more money spent on our park system. But the only way to get that money, both public and private funds, is to build a department that people trust, that people are proud of, and that people believe can do the job.

CRWA's efforts in the coming year will focus on implementing the designs that have been put onto paper. Using specific projects to try new things, advocating for planning and an open process, working with our partner organizations to keep the process open, we will be at the heart of effort to create a “world class park system.”

Kate Bowditch, a hydrologist by training, has been working on parkland issues for CRWA for over a year.

A year ago, CRWA was grappling with the MDC, trying to find solutions to decades-old problems of inscrutable management, inadequate funding, and lack of public trust. Today, we are working with a new Department of Conservation and Recreation.

PARKLANDS: not just the Esplanade



CRWA works to protect popular urban parklands such as the Esplanade in the lower basin (left), along the entire Charles, including such areas as the parkland in the Lakes District in Newton and Waltham (right).

Recreation; an Office of Public Private Partnerships will work to harness the energies and enthusiasm of the volunteers and the private sector; the administrative structure of the new Department is shaping up in a way that appears more rational and efficient.

Of course, there is still an enormous amount of work to be done and no guarantees that this effort will succeed. The task of changing the park management process at a statewide level involves much more than simply creating new offices. It will need more than a

CRWA Turns Heads at EPA With Innovative Pollution Solutions Going With the Flow (Trading)

Charles River Watershed Association (CRWA) has spent the past several years investigating environmental impacts on the Charles River. Our understanding of eastern Massachusetts' water issues leads us to make two striking, yet interrelated conclusions. Many urbanized areas are running

River Health

out of potable water and their rivers are drying up.

As the upper Charles River watershed develops at the fastest rate in the state, new homes, businesses, and municipal buildings are increasing the demand for water supply while the newly constructed buildings and pavement are decreasing aquifer recharge. In developed areas, stormwater falls on paved areas and discharges to the Charles through storm sewers. Flows in the river surge, causing flooding, erosion, stormwater runoff, and activation of combined sewer overflows (which discharge a combination of untreated sanitary waste and stormwater). The combined effect of increased water withdrawal and decreased aquifer recharge is decreasing available water supply in the aquifers and flow in the river and tributaries.

Long-term health of the river is better served when stormwater percolates into the ground and feeds groundwater supplies. Aquifers discharge water to surface bodies at a slower, more dependable rate over the long-term, supplying the Charles with baseflow during dry weather conditions. Flow level not only affects the amount of channel under water, but also directly influences stability of the bank and substrate and the availability of food for aquatic organisms. It affects the distribution of macroinvertebrates and fish. It has an impact on an organism's ability to gather food, meet respiratory requirements, avoid competition and predation, and colonize or vacate certain habitats. As flow diminishes, the dangers

As flow diminishes, the dangers to the ecosystem increase. Low flow can severely alter the riparian zone, reducing habitat and diversity of flora, as well as change downstream temperatures, which, in turn, can lead to the demise of aquatic species.

to the ecosystem increase. Lowered discharge of groundwater may induce the downstream drift of benthic organisms for escape and dispersal. Low flow can severely alter the riparian zone, reducing habitat or diversity of flora. Low flow can also alter downstream temperatures, which in turn, can lead to the demise of certain aquatic species.

With a prestigious grant from the U.S. Environmental Protection Agency, the Charles River Watershed Association is applying innovative solutions to flow and pollution problems along the Charles River. CRWA is one of only twenty organizations nationwide to receive a grant from EPA's Watershed Initiative Program. Much of the grant will involve the investigation of the feasibility of using river flow as a medium for multi-media pollution trading. CRWA will develop incentives and a regulatory framework for keeping stormwater, groundwater and wastewater out of big pipes, ensuring that it is available for stream flow, wetlands and habitat. As part of the project, we will be promoting small-scale engineered storage systems that replicate the natural hydrologic cycle in the urban environment by inducing recharge and reducing runoff volumes and peaks such as SmartStorm®. By changing how we design and build cities, we will seek sustainable and restorative solutions to the problems of diminishing flows and poor water quality.

Kathy Baskin is a Professional Engineer and has worked for CRWA since 1995.



photo courtesy of www.alongthecharles.com

Humans aren't the only ones who lose out when rivers go dry.

The Fight For Sustainable Water Resources

CRWA has long been concerned with declining water supplies, and reduced water levels and flows in the Charles River, its tributaries, wetlands, lakes and ponds. In the watershed, many towns dependent on local ground and surface water for potable water are facing increasingly stringent water

Water Policy

restrictions in the summer months as water demand outstrips supply. Because groundwater feeds the river, tributaries, lakes and wetlands, less groundwater means less water for these resources. Diminished water levels and flow in surface waters causes impairment of ecosystems, species diversity, recreational opportunities, and the enjoyment and beauty of these waters.

CRWA's work in the last decade has identified the causes of this damage: development that increases impervious surfaces — roads, parking lots, buildings, and driveways — preventing stormwater from infiltrating back into the ground to replenish groundwater supplies; export of wastewater out of the subbasin from which the water is drawn; and increased water withdrawals to meet demand. CRWA continues to develop practical solutions in the Charles and to fight for improved, comprehensive management of water resource. CRWA is committed to using its expertise to assist other watershed groups, and we recognize that regulatory decisions in other watersheds are closely linked to outcomes in the Charles and its long-term health.

This year CRWA began a major initiative to reform implementation of the Water Management Act (the Act), the state law that governs water withdrawals over 100,000 gallons per day, administered by the Department of Environmental Protection (DEP). Water withdrawals are one of the major

causes of low streamflows, as well the loss of aquatic and wildlife habitat that results from the low flows. In the Ipswich River basin, the poster child for what has gone wrong in the administration of the Act, groundwater withdrawals have been identified in government studies as a primary factor in the river's acute and chronic summertime low flows. In the summer of 2002, the Ipswich River again experienced massive fish kills as reaches dried up, and dirt bikers began using the streambed for joy-riding. The situation required action.

CRWA teamed up with the Ipswich River Watershed Association, Essex County Greenbelt Association, a land trust, and concerned Ipswich basin citizens to force DEP to review the Ipswich communities' water withdrawal permits and to modify those permits to prevent further environmental harm. CRWA's general counsel filed suit on behalf of the Ipswich groups against DEP alleging that the current permits violated the Act and failed to ensure that its purposes were being met. In May, DEP responded and substantially modified the Ipswich basin water permits, for the first time imposing streamflow triggers limiting nonessential outdoor water use, and setting conservation standards for residential year-round water use, seasonal use, and system leakage. All of the permit holders filed administrative appeals of their modified permits. We opted to work through the administrative appeal process for stronger permits conditions and dismissed our lawsuit for now. A key concern is the need for an offset or mitigation program in the permits that will allow towns to grow while preserving the Ipswich's water resources.

CRWA has taken the lessons from the Ipswich back to the Charles, advocating for stronger, more protective water permits here. The Town of Medway is seeking a new water permit, the Milford Water Company wants to divert large quantities of water from Louisa Lake, and other communities are seeking to permit new withdrawals. The upper Charles is already highly stressed hydrologically and preliminary study results by MA Division of Fisheries and Wildlife, assisted by CRWA, show an absence of river fish in the river. CRWA is demanding streamflow thresholds protective of aquatic life and strong conservation measures for both normal and drought conditions that will begin to restore

CRWA has taken the lessons from the Ipswich back to the Charles, advocating for stronger, more protective water permits here.

ecosystem balance, improve water quality, and preserve recreational uses and aesthetic enjoyment of the water resources.

Our work in the Ipswich has been an important catalyst for reform: there is now recognition at the state level that the Water Management Act is broken and that Massachusetts needs a water policy and comprehensive planning that will ensure our water resources are sustainable now and in the future for all uses. CRWA is working to develop new water policy and effective implementation that will protect public health and safety, allow for economic growth, and protect the environment. We believe that responsible stewardship by the state requires clear water policy and comprehensive planning and management to ensure the sustainability of our precious water resources.

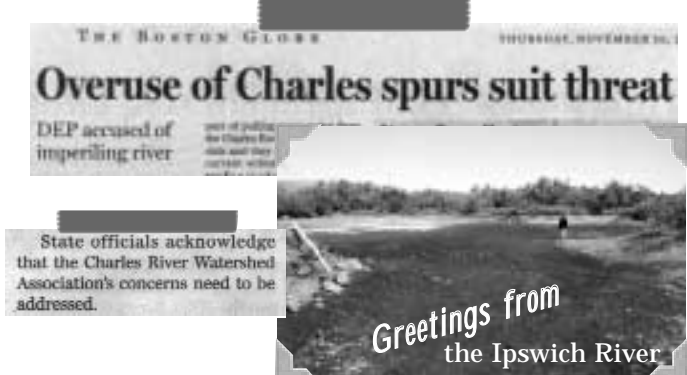
Margaret Van Deusen, a former public defender, serves as General Counsel for CRWA.

2003 SCRAPBOOK OF A WATERSHED YEAR

Now in our 39th year, Charles River Watershed Association provides national leadership in watershed management, and continues as the leading voice for the health, beauty and recreational enjoyment of the Charles River. Through advocacy, science-based stewardship and research, CRWA protects water resources, wildlife and river habitat, and improves and maintains parks and public access to them. Together with our volunteers, CRWA...



photo courtesy of www.alongtheriver.com



Protected and enhanced parkland

CRWA worked closely with the Romney administration and the state legislature to merge the Metropolitan District Commission and the Department of Environmental Management, creating a new state parks and recreational facilities agency, the Department of Conservation and Recreation (DCR). This merger should result in improved park management, public access to the decision-making process, and increased enjoyment of the parks. This will, in turn, provide the needed foundation for increased funding and public support of the park system. CRWA, working closely with the DCR and the city of Newton's Parks and Recreation Department, helped to coordinate planning, design, and construction of the Marty Sender Riverwalk in Newton.

Advocated for the Charles and its neighbors

CRWA sued the Massachusetts Department of Environmental Protection (DEP) on behalf of the Ipswich River Watershed Association for over-allocation of water to towns for their water supplies, and then joined with DEP to defend their new permits. Municipal water withdrawals along the Ipswich River cause it to dry up in the summer (see photo above). This work is without precedent in Massachusetts. Favorable decisions in the Ipswich will be applied to permits in the Charles. CRWA also reviewed and commented on numerous Environmental Notification Forms and Draft Environmental Impact Reports on everything from shopping centers to apartment and housing developments to wastewater treatment plants, proposed drinking water wells, pollutant discharge permits and industrial and shopping complexes. Our comments helped to influence decision-makers, ensuring better environmental outcomes for the Charles and the watershed.

"A dry river is a sick river. What more do you need to take action?" asked Robert Zimmerman Jr., the executive director of the Charles River Watershed Association.

Boston Globe, 12/06/02

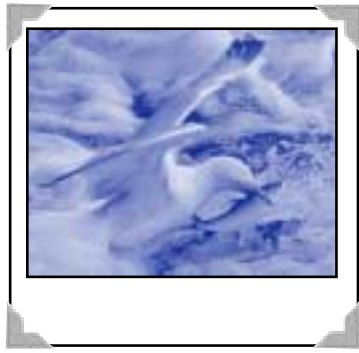


photo courtesy of www.alongtheriver.com

16°C / clouds
20°C } (dinner)
18°C } broadcast
Pop-time conflict
acknowledged "really good!"
11:20-25 43 fish
11:35-11:40 102 " (!)
Cool, windy
Came in from
blow up.

What is a watershed?
An area of land
that drains to a
particular body of
water.



Restored fisheries habitat

CRWA is working with the Massachusetts Division of Fish and Wildlife to inventory species of fish residing in the Charles River and to develop a list of those species that should be found in a river like the Charles but are not because of dams, low flows, and other restrictions. CRWA assessed fish habitat at several locations in the watershed impacted by low flow. We established a fish monitoring program, with volunteers stationed at the Watertown Dam counting the herring migrating upstream to spawn and worked with volunteers to clean the Moody Street Dam fish ladder of debris.

Educated children and their parents

CRWA hosted its first "Take Me to the River" Kids' Educational Fair in which staff engaged over 100 children, their parents, and their scout leaders in fun and wet river science. Additionally, CRWA was a frequent guest lecturer at schools; universities; and environmental conferences nationwide.



Analyzed water samples in its own lab

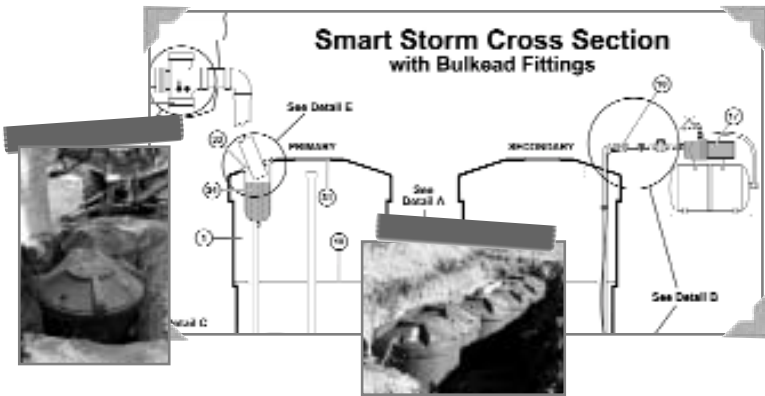
CRWA's state-certified lab analyzed approximately 1,000 samples for pollutants such as fecal coliform bacteria and solids, including a number of samples analyzed pro bono for school children and other environmental groups.



Removed over 1,000 bags of trash

On April 19th, 1,200 volunteers, joined by Governor Mitt Romney, participated in the 4th Annual Charles River Earth Day Cleanup sponsored by CRWA, Massachusetts Community Water Watch, Charles River Conservancy, Senator Steven Tolman's office and the Charles River Stream Team, with support from the Clean Charles Coalition and the Massachusetts Department of Conservation and Recreation. Participants removed over 1,000 bags of trash and debris from the riverbanks.

2003 SCRAPBOOK OF A WATERSHED YEAR



Conserved water and reduced flooding

CRWA continued installations of the SmartStorm® Rainwater Collection System, which recycles rainwater from rooftops. This innovative system, displayed at the New England Flower Show and the New England Home Show, is designed and manufactured by CRWA to reduce demand on potable water, reduce flooding, and increase recharge. We have installed nearly 20 of these systems as a pilot project in Bellingham, which will help to restore adequate streamflow in this region of watershed.

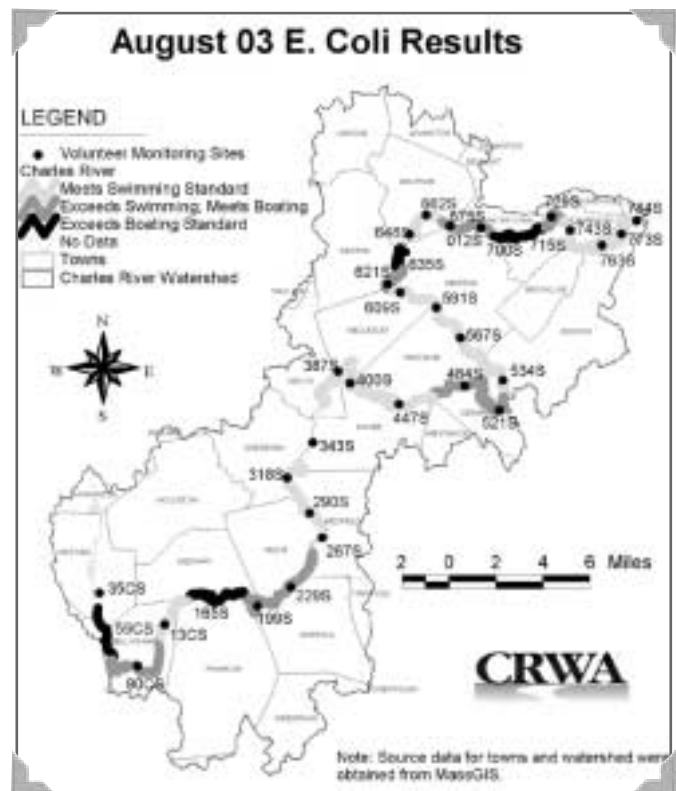


Controlled river pollution

CRWA continues to make significant progress in our goal to determine the amount of pollutants in the river. CRWA has measured flow, depths, and water quality to support this project. Once completed, CRWA will be able to calculate what is and is not acceptable, and look for innovative ways to reduce pollution. One concept, "Flow Trading" which would reduce stormwater runoff and increase river flow; is being touted by EPA as a national model.



photos courtesy of www.alongtheriver.com

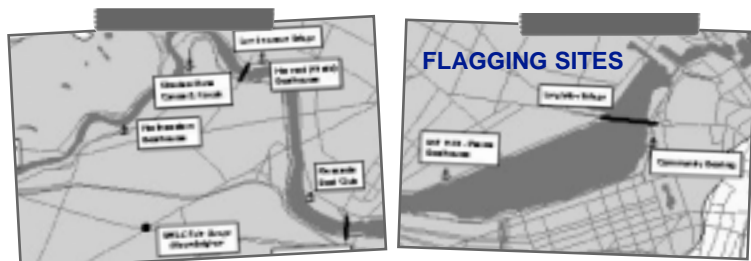


Studied Stormwater Pollution

CRWA completed the Upper Charles Stormwater Assessment Study, involving a survey of upper watershed towns about their current stormwater management practices and recommendations to make their control of stormwater more effective. CRWA will be hosting a workshop for the communities to help implement recommendations. CRWA also completed the multi-year Boston University Stormwater Study in which we evaluated various systems for removing pollution from stormwater before it discharges to the Charles. This will be used to influence stormwater management planning in Boston and Cambridge.

Tracked pollution

CRWA collected monthly water quality samples from 37 locations along the length of the Charles River with the help of over 80 dedicated volunteers. Since 1995, CRWA has been using this data to identify potential pollution "hot spots" and to evaluate the success of initiatives intended to clean up the river. The U.S. Environmental Protection Agency uses the data for its annual Charles River report card. The data also guides the decisions of organizations and environmental agencies responsible for control of illicit stormwater and combined sewer overflows, and illegal discharges of untreated sewage to the river.



Notified boaters of water quality pollution

Boaters on the Charles River Basin benefited from CRWA's sixth summer of the Water Quality Flagging System in which we signal water quality conditions using color-coded flags. Red flags warn boaters of dangerous bacteria levels while blue flags signal suitable conditions. Flags were hoisted at eight boathouses and reported on CRWA's website and hotline, as well as in local newspapers.



photo courtesy of Bill Smith

Showcased recreation on the river

CRWA hosted the 21st Run of the Charles Canoe and Kayak Race - the nation's largest race of its kind. Thousands of competitors and spectators enjoyed the day, either energetically paddling or enthusiastically cheering for their favorite teams.

Our clients are the river, the land and the people

Doing the Work for the Watershed

CRWA staffers have the pleasure of meeting the organization's members and constituents at Annual Meetings and volunteer events. But,

The People by and large, the work that we do tends to be behind-the-scenes. Your generous contributions make our work possible, so we'd like to take a moment to introduce ourselves.

Margaret Van Deusen, Mount Holyoke College, B.A., '76, New York University School of Law, J.D., '80, heads up CRWA's advocacy work. She is currently analyzing existing state water law, regulation and policy and proposing new water resources policy for Massachusetts. She serves as CRWA's in-house counsel and also provides legal assistance to other watershed groups.

Kathleen Baskin, Tufts University, B.S. Civil Engineering and Biology, M.S., has directed most of CRWA's technical projects since 1995. An environmental engineer, Ms. Baskin develops and implements strategies for remediating watershed problems, related to stormwater management, water supply and fisheries. She is directing an innovative pollution trading and watershed permitting project, funded by EPA, and also manages the 90 volunteers who collect monthly water quality samples.

Dr. Nigel Pickering, University of Natal, B.S., Cornell University, M.S. and Ph.D., is the Senior Engineer and Water Quality Modeler with CRWA. Dr. Pickering is in charge of developing a surface water quality model for the Upper Charles Total Maximum Daily Load project. He is the design engineer for the SmartStorm cistern-drywell system. He uses GIS for analysis and mapping.

Denise Trapani, Boston College, B.A., Boston University, M.B.A. is CRWA's first Director of Development. Ms. Trapani has worked closely with the Executive Director and Board of Directors to establish a Board of Advisors, increase awareness and giving among individual donors, establish new ties to national foundations and generate a greater sense of community among members. Her previous experience included senior development positions at The Children's Museum and DeCordova Museum and Sculpture Park.

Kate Bowditch, Cornell University, B.A., Boston University, M.A., is CRWA's Senior Environmental Scientist. Ms. Bowditch currently manages CRWA's work on parklands and public access.

John Carney, Kent State University, B.S. and M.S., is an Environmental Scientist with CRWA. John manages the stream flow monitoring gauge network in the upper Charles River basin. Other projects involved include the TMDL Project, and SmartStorm®. John also sits on the MWRA Water Supply Citizen's Action Committee.

Ariel Dekovic, Vassar College, B.A., '02, serves as

Merrimack River Watershed Council before joining CRWA in 1996. Currently, he manages all aspects of CRWA finances and helps with field science work. He also serves as Treasurer of the Chelmsford Land Conservation Trust.

Anna Eleria, University of Minnesota, B.S., Tufts University, M.S., is a CRWA Project Manager and Engineer. She works on water quality, stormwater, habitat and fisheries-related issues. Projects include the Upper Charles TMDL Project, the Flagging Program, the Fish Assessment Project, and Fish Passage Improvement Project. Ms. Eleria also manages the website.

Jim Fitzgerald, Framingham State College, B.S., Boston University School of Management, Management Certificate, and additional course work in chemistry and microbiology, manages CRWA's laboratory. Mr. Fitzgerald maintains CRWA Laboratory certification with Mass DEP, manages and assists with the installation of many SmartStorm® Systems in the Town of Bellingham as part of the Pilot Project -including field testing many ideas on his own SmartStorm® System. This year he analyzed over 1000 tests in the laboratory and participated in the Acid Rain Monitoring Project with the Mass Water Watch, and helped with Annual Charles River Cleanup in Bellingham.

Louise Taylor, Antioch University, MEd., Goddard College, M.F.A., is the membership manager at CRWA. Ms. Taylor manages all aspects of membership including the production of the annual appeal, new member acquisition and member renewals. She coordinates member events and the annual meeting. She is the author of four books, and is currently working on another.

Bob Zimmerman, Central Michigan University, B.A. and M.A., is the Executive Director of CRWA. He joined the organization in 1991. Under his direction, CRWA has initiated groundbreaking ecosystem analyses and land planning studies, developed restorative technologies, defended parkland, helped remake agencies, and caused regulatory review and reform. As a consequence, CRWA has become one of the most innovative and influential environmental organizations in Massachusetts.



CRWA Staff: (bottom row, left to right) Jim Fitzgerald, John Carney, Ken Dews, Anna Eleria, Louise Taylor, Nigel Pickering. (Top row, left to right) Ariel Dekovic, Kathy Baskin, Denise Trapani, Bob Zimmerman, Margaret Van Deusen, Kate Bowditch

Publications and Office Manager for CRWA. Her projects include the *Streamer* and *River Current* newsletters, the Annual Report, website work, and other CRWA educational and promotional materials. She also works on project coordination for water quality monitoring, the Flagging Program, and the Fish Passage Improvement Project.

Ken Dews, Northeastern University, B.S., Antioch New England Graduate School, M.S., is CRWA's Finance Administrator. Formerly a Bank Officer and Certified Cash Manager, Mr. Dews moved to the non-profit sector and worked for MassAudubon and The

Board of Directors

Philip L. Hillman, Incoming President

Kelly McKlintock, Outgoing President

Ralph W. Abele, Vice President/ Environment

Jane Sender, Clerk

Elizabeth Levin, Treasurer

John Clark, Assistant Treasurer*

Lee P. Breckenridge

David Burmaster+

Stephen H. Burrington+

John P. DeVillars

Edward Englander

Elizabeth C. Gilmore

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Attila Klein*

Virginia M. Lawrence

Elizabeth Levin

Mindy Lubber

Charles D. McCrea

Brian O'Donovan+

John G. Palfrey, Jr.

Bill Rieders+

Robert F. Sproull

William J. Tedoldi

* elected to Board for FY04

+resigned after FY03

**switched to Board of Advisors after FY03

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photo courtesy of www.alongthecharles.com

Board of Advisors

The Board of Advisors was established in 2002 to assist CRWA in thinking through major new policy issues, to act as ambassadors for CRWA in their communities, to develop new leadership for CRWA's committees and Board of Directors, and to generate a greater sense of community among CRWA's members.

Dr. Alan Aisenberg, Boston
Rita Barron, Newtonville
Ro Bloom, Wellesley
John Bonifaz, Boston
John Brock, Newton
Gordon Burnes, Boston
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Lucy Caldwell Stair, Newton
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The work highlighted in this report is made possible through the generous support of more than 5000 CRWA donors and volunteers. We regret that space limits us from listing all our members here, but we extend our deep appreciation to everyone who contributed to CRWA in the Fiscal Year ending September 30, 2003. Many thanks to employers who match their employees' gifts or who participate in a work-place-giving program through Earth Share.

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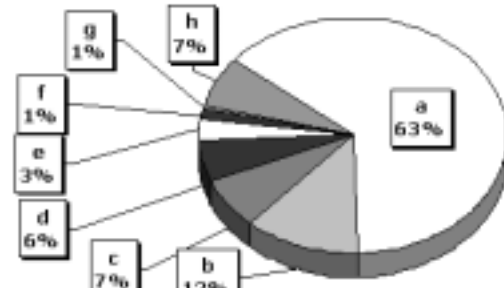
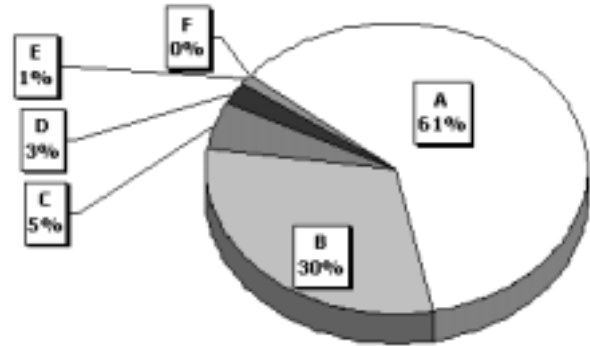
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Financials 2003

REVENUES

| | |
|--------------------------|------------------|
| A Restricted Grants | 713,493 |
| B Unrestricted Donations | 358,086 |
| C Programs and Events | 61,160 |
| D Donated Facilities | 30,000 |
| E Merchandise Sales | 12,185 |
| F All Other | 577 |
| Total Revenue | 1,175,501 |



EXPENSES

| | |
|----------------------------|------------------|
| a Payroll Expenses | 847,185 |
| b Contract Services | 162,397 |
| c Occupancy & Depreciation | 90,276 |
| d Printing & Supplies | 80,694 |
| e Insurance | 34,316 |
| f Utilities & Telephone | 18,397 |
| g Cost of Goods Sold | 10,054 |
| h All Other | 91,925 |
| Total Expenses | 1,335,245 |

NET OF REVENUE AND EXPENSES -159,744

MAJOR SOURCES OF OPERATING FUNDS

Government: \$179,099

MA Dept. of Environmental Protection
Massachusetts Environmental Trust
US Natural Resource Conservation Service
US Environmental Protection Agency

Foundations: \$278,390

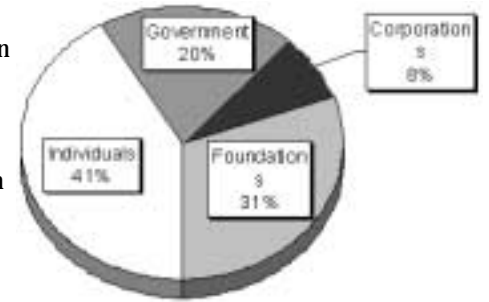
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Herman and Frieda L. Miller Foundation
The Harold Whitworth Pierce Charitable Trust

Richard Saltonstall Charitable Foundation
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Esplanade Association
Silver Tie Fund
Charles River Neighborhood Foundation

Corporations & Institutions: \$73,272

Boston Duck Tours
Boston University
Whole Foods Incorporated
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Individuals: \$378,793



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 Marty Sender
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 Boston Sand & Gravel Company
 Boston Duck Tours
 Boston Marriott Hotel Newton
 C&R Management Corp.
 Genzyme Corporation
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 Nantucket Nectars
 NSTAR
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 Polaroid Corporation
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 Triumvirate Environmental, Inc.
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 Earth Share
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 Harvard University
 Head-of-the-Charles® Regatta.
 Ipswich River Watershed Association
 MIT Environmental Management Office
 Noanett Garden Club
 Northeastern University
 Union Boat Club

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 The Boston Foundation, Fund for the Environment
 Butler's Hole Fund at the Boston Foundation
 Charles River Neighborhood Foundation
 Jessie B. Cox Charitable Trust
 Crossroads Community Foundation
 Ely Charitable Gift Fund
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 Martin Fund at the Boston Foundation
 Kate Moore Fund
 Nessen Family Foundation
 Olive Bridge Fund
 The Harold Whitworth Pierce Charitable Trust
 Richard Saltonstall Charitable Foundation
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