

## Our Mission:

*To Protect and Improve Narragansett Bay*

## Our Vision:

*A swimmable, fishable, healthy Narragansett Bay accessible to everyone.  
A thriving and resilient Bay recognized globally as an environmental treasure.  
Communities that are engaged and informed on matters affecting the Bay.*

## Our Commitment:

To achieve this vision, Save The Bay will....

- *Advocate effectively for the Bay and its watershed.*
- *Provide outstanding environmental education programs for people of all ages.*
- *Engage with partners and stakeholders.*
- *Develop robust funding from diverse sources.*
- *Attract and retain highly motivated and qualified staff and volunteers.*
- *Create exciting events and programs.*
- *Build a strong, visible presence throughout the region.*

## Our Goals:

- *Advocate for waters that are swimmable, fishable, healthy and accessible.*
- *Expand and enrich our Bay education and outreach to people of all ages.*
- *Develop and implement strategic communications campaigns in support of Save The Bay's programmatic and organizational goals.*
- *Put in place the human resources and physical infrastructure necessary to fulfill our mission.*
- *Create a multi-sourced financial model for present and future sustainability.*

# Goal I:

*Advocate for waters that are swimmable, fishable, healthy and accessible.*

Save The Bay reaffirms its longstanding commitment to three focus areas in support of this goal:

- Water quality
- Habitat & wildlife
- Government oversight & public policy

## Goal I: Five-Year Objectives

### Water Quality

Reduce nutrient loads entering Narragansett Bay:

- Achieve a significant reduction in nutrients from all sources vs. 2014 levels.
- Develop and demonstrate strategies to mitigate the adverse impacts of excessive nutrient levels in the estuary.

Improve watershed-wide management of polluted runoff:

- Establish the first dedicated municipal funding stream for storm water management in Rhode Island.
- Enact updated cesspool phase-out legislation in Rhode Island.
- Support municipal efforts to minimize and mitigate polluted runoff.

Increase access to Narragansett Bay beaches:

- Open one or more public beaches along the Providence River, from Conimicut Point north.
- Achieve a significant reduction in annual beach closure days vs. 2009 -2013 average.

### Habitat & Wildlife

Increase populations of filter-feeding species of fish:

- Increase the baseline population threshold of menhaden in Rhode Island waters before allowance of commercial fishing.
- Remove dams and restore fish habitat along Narragansett Bay's tributary rivers and streams.

Promote restoration of shellfish populations:

- Establish an aquaculture facility and shellfish restoration program at Fields Point.
- Conduct applied research to evaluate the impact of biological uptake of nutrients.

## Goal I: Five-Year Objectives

### **Habitat & Wildlife (continued)**

Protect water quality and promote ecosystem resilience of the Taunton River watershed:

- Complete salt marsh and riparian buffer restoration projects.
- Promote public education in and stewardship of the Taunton basin.
- Promote best practices in storm water management techniques.

Increase the resilience and extent of estuarine habitats:

- Establish a Bay-wide strategy to protect salt marshes from the effects of changing climate conditions.
- Evaluate the viability and restoration potential of eelgrass beds as water quality conditions change in the Bay.

### **Government Oversight & Public Policy**

Enforce public rights of access to the Bay and coastline:

- Increase public access through deeded rights-of-way.
- Protect access to coastal barrier beaches from the encroachment of man-made armoring against erosion.

Strengthen RIDEM's RIPDES permitting and enforcement programs:

- Create and implement "best practices" regulatory framework for metals recycling industry.
- Publicize egregious cases of inadequate permitting and/or lax enforcement.
- Advocate for stronger permitting standards and enforcement.

Strengthen Rhode Island's coastal program:

- Oppose precedent-setting variances to CRMC's coastal regulations.
- Develop and implement changes to the structure of the coastal program to strengthen policy development and regulatory programs.

Strengthen STB's capacity to prosecute polluters and ensure enforcement of the CWA:

- Establish case development and selection process.
- Create a contingency fund for water quality testing services.

Improve and augment municipal capacity to reduce polluted runoff, protect wetlands, and adapt to changing climate conditions.

Educate public officials on all matters that affect the Bay.

## Goal II:

*Expand and enrich our Bay education and outreach to people of all ages.*

STB has identified three priorities for program expansion:

### 1. Geography

- Save The Bay will expand its school and public programs in the Taunton River watershed, Fall River and Mt. Hope Bay.

### 2. Public Programs

- Save The Bay will expand its Bay Adventures programs for all ages. Bay Adventures includes summer camps, seal and lighthouse tours and charters.

### 3. Newport Exploration Center

- Save The Bay will explore relocation options to ensure the long-term viability of the Exploration Center in Newport.
- Save The Bay will increase attendance, revenues and contribution margin of the Exploration Center.

Save The Bay has identified four priorities for program enrichment:

1. Improve and enhance our impact on individual students by increasing the number of students participating in multiple experiences during the academic year.
2. Develop and adapt school program curricula to align with RI and MA science achievement standards.
3. Extend our reach into the classroom through the development of new content, tools, and technology.
4. Enhance teaching skills and content knowledge of our educators through investments in employee professional development.

## Goal II: Five-Year Objectives

### Geographic Expansion:

- Conduct school programs annually in the City of Fall River and the Taunton River watershed.

### Public Programs:

- Increase participation in Bay Adventures programs by 100%.

### Newport Exploration Center:

- Identify and assess alternative locations within the City of Newport.
- Increase attendance and income by 100%.

### Program Impact on Individual Students:

- Increase the number of students participating in multiple field experiences in an academic year by 100%.

### Content and Curriculum Development:

- Develop and deploy five new classroom content areas, curricula and/or distance learning programs.
- Deploy new classroom content and/or distance learning programs into 100 school classrooms annually.

### Staff training:

- Provide substantial professional development support for education staff on an annual basis.

## Goal III:

*Develop and implement strategic communications campaigns in support of Save The Bay's programmatic and organizational goals.*

## Goal III: Five-Year Objectives

- Commit capacity and resources to transform Save The Bay's strategic communications program.
- Celebrate and promote Save The Bay's mission, relevance and unique value in the community.
- Deliver integrated messaging and communications campaigns to advance Save The Bay's advocacy, restoration, education and fundraising goals.
- Secure and put in place the staff and financial resources necessary for the successful implementation of each campaign.
- Develop and cultivate external relationships and resources necessary to achieve our strategic communications objectives.

## Goal IV:

*Put in place the human resources and physical infrastructure necessary to fulfill our mission.*

Save The Bay has identified four priorities in support of this goal:

1. Attract and retain our valued employees
2. Add new staff capacity
3. Invest in physical assets
4. Enhance our Board & Volunteer resources

### Goal IV: Five-Year Objectives

- Ensure that Board and Board Committees are fully staffed and that the organization has a deep bench of qualified and committed candidates for Board and Committee leadership.
- Review, update and implement revisions and enhancements to Save The Bay's employee benefits program.
- Maintain staff compensation levels consistent with Save The Bay's position as the leading environmental advocacy and education organization in Rhode Island.
- Add additional staff positions in support of programmatic and organizational goals.
- Complete or secure funding for the following capital projects:
  - Fields Point public access pier.
  - Fields Point community, public access, and storm water improvements.
  - Information technology upgrades.
  - New exhibits and resiliency improvements at the Newport Exploration Center.
  - Upon board approval, continue planning for Exploration Center relocation.

## Goal V:

*Create a multi-sourced financial model for present and future sustainability*

### Goal V: Five-Year Objectives

- Achieve "sustainability" revenue target.
- Achieve revenue diversification objectives.
- Strengthen balance sheet.
- Increase endowment and long-term funding streams.
- Complete Save The Bay's 50<sup>th</sup> Anniversary Capacity Campaign.