



# Save The Bay's 2027 Strategic Plan





## About Save The Bay

Founded in 1970, Save The Bay is a member-supported nonprofit organization with a mission **to protect and improve Narragansett Bay**, and a vision of **a fully fishable, swimmable, healthy Narragansett Bay, accessible to all.**



# 2027 Strategy Overview

## Our Goal

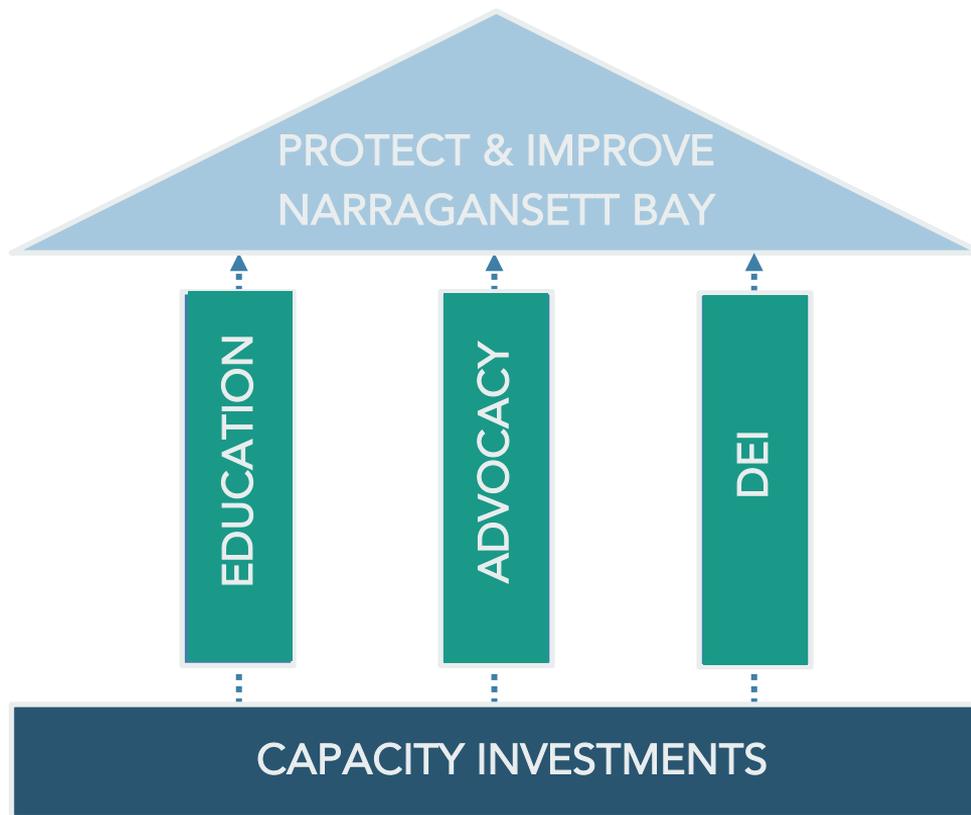
To strengthen the impact of our work to protect and improve Narragansett Bay

## Our Key Strategies

- Expand the reach of our educational programs
- Bring geographic focus to our advocacy efforts and increase habitat restoration project capacity
- Deepen our commitments to environmental justice and DEI



## Strategic Architecture



- Save The Bay is able to continue its mission to protect and improve Narragansett Bay through the generosity and support of our donors, partners and volunteers •



# Strategic Pillars

## 2022-2027 Strategic Pillars

EDUCATION	ADVOCACY	DIVERSITY, EQUITY & INCLUSION
<i>Expand our reach by:</i>	<i>Strengthen our impact by:</i>	<i>Deepen engagement by:</i>
<ul style="list-style-type: none"> <li>• <b>Relocating</b> and opening our new, expanded Aquarium at the Gateway Center</li> <li>• <b>Developing</b> new distance learning programs</li> <li>• <b>Delivering</b> new programming for Save The Bay’s newest vessel, the M/V Rosemary Quinn</li> <li>• <b>Investing</b> in professional development and alumni engagement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Implementing</b> restoration, water quality and climate resilience strategies</li> <li>• <b>Sharpening</b> our focus on specific geographies</li> <li>• <b>Advocating</b> for effective government enforcement and oversight</li> <li>• <b>Defending</b> the Bay against threats and challenges, while championing sound legislation, policy and governance</li> <li>• <b>Increasing</b> habitat restoration project capacity</li> <li>• <b>Implementing</b> on-the-ground climate resilience projects</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Embedding</b> Diversity, Equity and Inclusion in the organization’s culture and practices</li> <li>• <b>Evaluating</b> projects through an Environmental Justice lens</li> <li>• <b>Nurturing</b> relationships with Environmental Justice communities in the Narragansett Bay region</li> </ul>

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## Strategic Pillar: Education

*Expand the reach and strengthen the impact of our school-based and public environmental education programs*

### GOALS:

#### Relocate and open the new, expanded Aquarium at the Gateway Center

- Design, construct and open the new facility by May 2023
- Operate the facility profitably, with the goal of generating a significant surplus by FY2027

#### Develop new distance learning programs

- Building off pandemic-motivated virtual programs, develop a strategy to integrate distance learning into our educational program offerings

#### Deliver new programming for Save The Bay's newest vessel, the M/V Rosemary Quinn

- Identify, develop and implement a set of education, habitat restoration and volunteer programs using the unique capabilities of the "Rosie Q"

#### Invest in professional development and alumni engagement opportunities

- Identify and offer a range of professional development opportunities, including: Spanish language training; supporting students with special needs; training in CPR, first aid, and public safety; and captain training
- Create a student advisory board comprised of education program alumni/alumnae



## Strategic Pillar: Advocacy

*Strengthen the impact and effectiveness of our advocacy and habitat programs*

### GOALS:

#### Implement restoration, water quality and climate resilience strategies, while sharpening our geographic focus

- Develop and implement a river restoration strategy in three key sub-watersheds
- Develop and implement water quality restoration and climate resilience strategies for Aquidneck Island and three priority embayments
- Develop a prioritized project inventory list for salt marsh adaptation requirements across the Bay and a strategy for acting on priority projects
- Increase habitat restoration project capacity

#### Advocate for effective government enforcement and oversight

- Champion reforms at the Coastal Resources Management Council
- Advocate for creation of an entity within state government that would lead ecosystem restoration and climate resilience efforts

#### Defend the Bay against threats and challenges, while championing sound legislation, policy and governance

- Respond to threats in a timely fashion
- Advocate for environmental enforcement and agency resources
- Respond to citizen concerns
- Defend and improve public access along the Bay and South Coast



## Strategic Pillar: Diversity, Equity & Inclusion

*Deepen community engagement while continuing to build a diverse, equitable and inclusive organization*

### GOALS:

#### Embed Diversity, Equity and Inclusion in the organization's culture and practices

- Conduct an equity audit with an outside expert
- Create a DEI committee of the board
- Create a DEI staff working group to act upon audit recommendations and to implement changes in governance, operational practices, outreach, and organizational development
- Strengthen Spanish-speaking capacity and additional language skills among staff

#### Strengthen our commitment to environmental justice

- Include Environmental Justice concerns among the factors considered in establishing advocacy priorities
- Develop and implement an engagement and outreach strategy for each of three EPA-designated Environmental Justice communities in the Narragansett Bay watershed



## Strategic Foundations: Capacity Investments

*Strengthen all areas of the organization by investing in compensation, new skills and additional staff*

### GOALS:

#### Updates to Compensation Philosophy

- Revise Save The Bay's Compensation Philosophy to reflect the need to keep pace with rising living costs and increasing health insurance premiums, and to conduct regularly relevant peer benchmark surveys

#### Strengthening strategic communications

- Retain an external consultant to assist Save The Bay in improving its behavior change marketing skillset and strategy

#### Increase habitat restoration project capacity

- Add two staff positions to: expand the pipeline of government grant-funded projects; provide support to municipalities implementing environmental projects; establish internal GIS capabilities; and improve internal coordination and communications capacity