

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

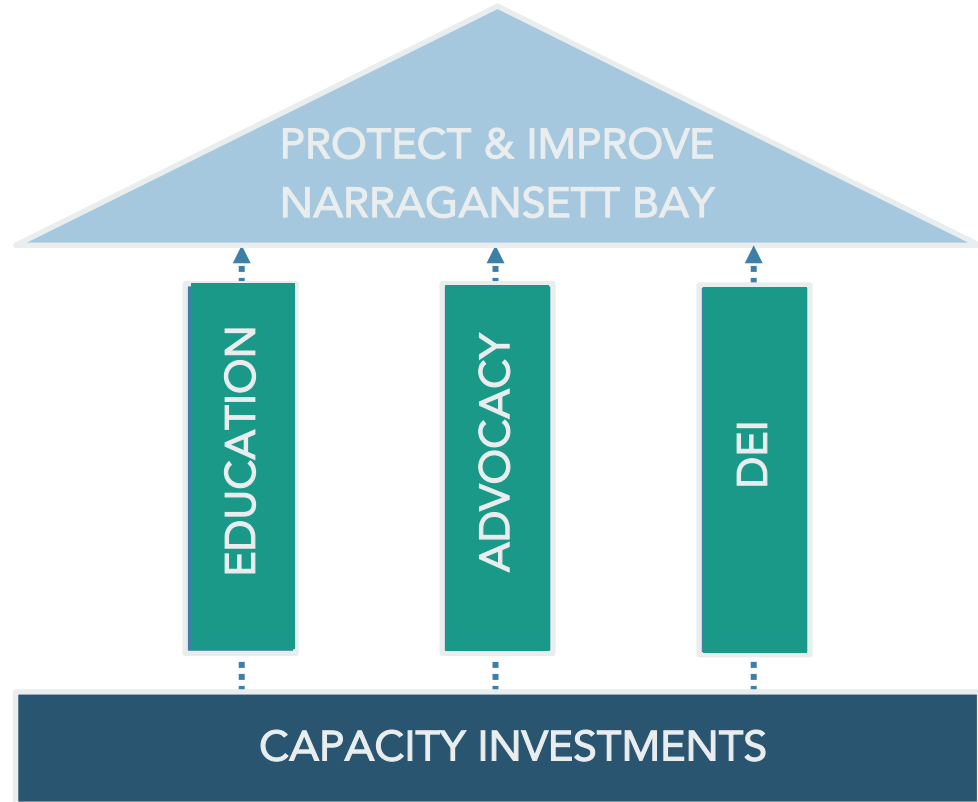
To strengthen the impact of our work to protect and improve Narragansett Bay

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

• 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 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