



# Save The Bay

## 2022-2027 Strategic Plan



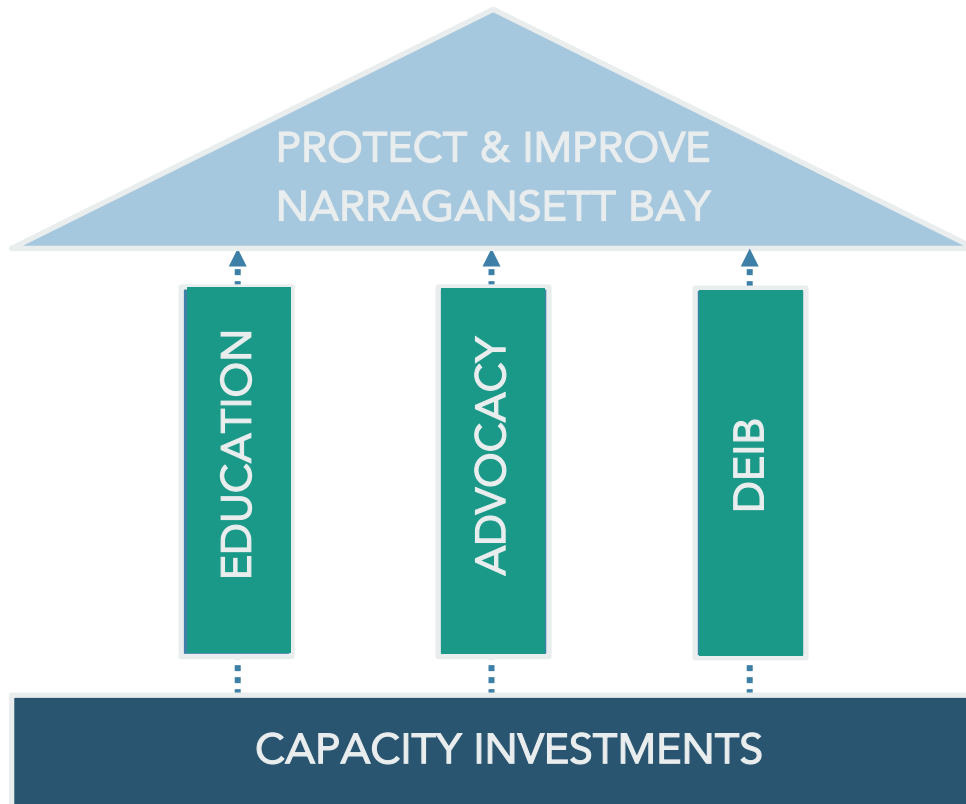


## Strategy Statement

Our focus for the next five years will be to: (i) strengthen Save The Bay's impact in its mission to protect and improve Narragansett Bay and (ii) deepen Save The Bay's efforts to engage with diverse communities around the Bay. We will achieve this through focused education and policy strategies, activating our communications platform for maximum impact, and building on our existing commitments to environmental justice and diversity



## Strategic Architecture





# Strategic Pillars

2022-2027 Strategic Pillars

EDUCATION	ADVOCACY	DIVERSITY, EQUITY, INCLUSION & BELONGING
<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>Completing</b> and opening the expanded, new 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>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> policy staff capacity</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Evaluating</b> projects through an Environmental Justice lens</li> <li>• <b>Nurturing</b> relationships with Environmental Justice communities in the watershed</li> <li>• <b>Embedding</b> Diversity, Equity, Inclusion &amp; Belonging in the organizational culture and practices</li> </ul>



## Strategic Pillar: Education

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

### GOALS:

#### Complete and open the expanded, new Aquarium at the former Gateway Center

- Design, construct and open the new facility by May 2023
- Operate the facility profitably, operating with 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.



## Strategic Pillar: Advocacy

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

### GOALS:

#### Implement restoration, water quality and climate resilience strategies

- 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

#### Advocate for effective government enforcement and oversight

- Successfully advocate for Coastal Resources Management Council reform
- 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 throughout the watershed

## Strategic Pillar: Diversity, Equity, Inclusion & Belonging

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

### GOALS:

#### Evaluate projects through an Environmental Justice lens

- Include Environmental Justice concerns among the factors considered in establishing advocacy priorities

#### Nurture relationships with Environmental Justice communities in the watershed

- Develop and implement an engagement and outreach strategy for each of three EPA-designated environmental justice communities in the Narragansett Bay watershed.

#### Embed Diversity, Equity, Inclusion & Belonging in the organizational culture and practices

- Conduct an equity audit with an outside expert
- Create a DEIB committee of the board and a staff working group to act upon audit recommendations and to implement changes in governance, operational practices, outreach, and organizational development



## 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, increasing health insurance premiums, and industry benchmarks.

#### Strengthening strategic communications

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

#### Increase policy staff 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