



Operating Plan for FY11

April 1, 2010 – March 31, 2011

DRAFT ~ February 17, 2010

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MISSION

Improve and protect the environmental health of Casco Bay

STRATEGIC GOALS FROM THE FIVE-YEAR STRATEGIC PLAN 2008-2012

1. Work programmatically and responsively to address ongoing and emerging issues that impact the health of the Bay.
 2. Build the organization's perceived value and visibility in the community.
 3. Broaden and deepen sources of funding.
 4. Build capacity in the Baykeeper program.
 5. Maintain and replace capital assets critical to getting the work done, including boats, computers, and water quality monitoring equipment.
 6. Continue to invest in the intellectual capital and capacity of the organization.
 7. Develop web-based tools that provide information about Bay-related issues, water quality data, and the organization.
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When our Strategic Plan was adopted in 2008, we were just beginning to see the first signs of the economic recession. While we have been able to “hold our own” financially speaking, we continue to plan and budget conservatively, pursuing a perhaps less aggressive path of growth than what may have been possible in a different economic climate.

The Operating Plan outlined below spans the fiscal year April 1, 2010, through March 31, 2011. The format addresses the strategic goals in four sections: Programs, Technology and Capital Assets, Development, and Administration. The content lays out a plan for making progress toward goals over the next 12 months, while never losing sight of our mission to improve and protect the environmental health of the Bay. We will continue to be as responsive as possible to emerging issues, opportunities, and challenges, both environmental and economic, that may impact the Bay and the organization. The value of what we offer to the community is in continuing our programmatic work, making that work and its implications understandable and relevant to people in our community and our state, encouraging policy changes that make a difference in the health of the Bay, and running our organization responsibly.

Outline of the Operating Plan

- I. Programs
 - A. Water Quality Monitoring
 - B. Baykeeping
 - C. BayScaping and Stormwater Sampling
 - D. Pumpout Program
 - E. Casco Bay Curriculum
 - F. Storm Drain Stenciling
 - G. Volunteers
 - H. Events
 - I. Media and Public Relations
- II. Technology and Capital Assets
- III. Development
- IV. Administration

I. Programs

The staff members at Friends of Casco Bay meet together regularly, both as an entire staff and in smaller configurations, to address aspects of our programs and operations. The sharing of expertise, experience, and inspiration are essential to setting direction together, whether staying the course in certain areas or deciding to launch a new initiative.

The staff will continue to meet, in various configurations, throughout the year, to discuss aspects of our work, track progress, and assess potential opportunities. These themed meetings, sometimes involving collaborative partners from outside the organization, range from review of our water quality monitoring program and other scientific work, to advocacy positioning, education and outreach efforts, planning and scheduling publications and events, and web activity. The development of a shared sense of rationale and understanding about why we are engaging in certain activities (and not others) is essential for outreach and for fundraising purposes; we must continue to effectively and compellingly tell the story of what we are doing to improve and protect the Bay.

A. Water Quality Monitoring

This will be the 19th year of water quality monitoring, thus maintaining one of the most important long term data sets on marine water quality in New England.

1. The **Citizen Stewards Monitoring Program** will continue, with 10 sampling dates between April and October, with data collection both in the mornings and afternoons on those sampling dates, resulting in 20 sampling events at roughly 35 surface sites around Casco Bay.

This will be the 6th summer volunteers will collect dissolved inorganic nitrogen (DIN) samples. Other parameters to be measured, as usual, include: water temperature, salinity, Secchi depth, dissolved oxygen (DO), and pH.

Acidity levels in ocean water are changing as a result of the absorption of atmospheric carbon dioxide at the surface, an effect of greater carbon loading in the atmosphere (global warming). We have been measuring pH in Casco Bay for 18 years, using the colorimetric method, which is fussy and frustrating for our volunteers. A more refined level of pH measurement is necessary now in order to see if, over time, we can detect a shift in pH in Casco Bay. There is affordable technology to meet that need. During 2009, staff members began investigating our options and found an affordable and reliable, handheld Oakton pH meter. During 2010, we will launch a pilot program with a couple of our water quality volunteers who will begin pH testing using these meters to help us determine whether or not the data collected meets the levels of specification we are looking for. Protocols and calibrations for the volunteers will be worked on throughout the 2010 season, in preparation for equipping the program with meters and protocols in 2011.

In 2009, all 62 Citizen Steward Water Quality Monitors from 2008 returned. In addition, 24 new folks joined the ranks, and at the end of the season, 5 individuals received recognition awards for 15 years of service. In 2010, returning volunteers will brush up their skills during the annual Quality Assurance retraining in March; new recruits will begin training in April.

2. **Profile** sampling down through the water column at 10 stations around the Bay will continue monthly throughout the year, led by staff using a data sonde aboard the Baykeeper boat. Only 3 of the 10 sites may be sampled if weather so dictates (this is often true during the winter months). Parameters to be measured include temperature, salinity, Secchi depth, dissolved oxygen (DO), chlorophyll fluorescence, pH, DIN, and Total Nitrogen (TN). As often as possible, students, other scientists, and volunteers will accompany staff on these trips.
3. During the past 3 years, Mike Doan (with the occasional help of interns) has been sampling **nitrogen** as a complete suite (TN, DIN, and chlorophyll *a*) at a variety of sites around the Fore River and the port (known internally as the Grand Slam). Based on analyses of our data from Battelle, nitrogen levels were higher in the Portland Harbor region than other parts of the Bay that had been sampled. During 2009, Mike increased the number of sites from 4 to 6, sampling at each every other week, resulting in about 144 nitrogen-related samples. Sites included: the SMCC dock where we've been sampling DIN weekly since 2001, Knightville Landing near the South Portland Treatment Plant outfall, Stroudwater Bridge, Custom House Wharf, East End Beach, and the mouth of Anthoine Creek in Pleasantdale Cove in South Portland where the visible effects of nitrogen pollution have been evident by the acres of green slime covering the flats.

Measuring nitrogen as a suite gives us a more complete picture of total nitrogen in the system at any given time. The data obtained through sampling every other week has indicated that we do not need to sample as frequently to get a sense of the total amount of nitrogen in the system.

Consequently, at the end of the season, we decided we could trade off frequency for geography, while continuing to focus on areas near shore and near freshwater inputs. Staff selected key sites around the Bay from which total nitrogen data might be useful and where total nitrogen had not been sampled. Late in the fall, Mike did a round of surface sampling at 12 different sites all around the Bay, two different times. Various types of nitrogen samples were sent to labs, and data analysis reports are beginning to come back. During 2010, we will continue sampling total nitrogen at 12 sites all around Casco Bay. We will collect three rounds of samples: one round early in the late spring/early summer, one in mid summer, and one in the fall.

As in the past, water samples for TN and DIN analysis will be processed and sent to the appropriate laboratories, while the chlorophyll samples will be analyzed in-house. Other parameters to be measured, as usual, include: water temperature, salinity, Secchi depth, dissolved oxygen (DO), and pH. This growing data set continues to be critical to our work with the state on fighting nitrogen pollution in coastal waters.

4. During 2010, we are going to sample nitrogen and the other water quality parameters near sewage **treatment outfalls**, in an attempt to determine nitrogen levels both inside and outside the mixing zone for each. Five treatment outfalls have been identified, the top priority being Portland, South Portland, and Falmouth, and of lesser priority at this stage, Yarmouth and Freeport. We will determine the time of peak flow for each plant, obtain GPS locations of each outfall, and attempt to collect data at least once during 2010.
5. Since 2001, we have been sampling water quality parameters, including DIN, from the **SMCC dock** an average of three times a week year round, and this will continue during 2010. In 2007, we started collecting TN samples from the dock – initially four times a month during 2007 and 2008, then twice a month in 2009 as part of the Grand Slam sampling effort. We will continue to sample TN during 2010 twice a month.
6. Mike is in the final stages of establishing protocols for using a new technology for measuring dissolved oxygen. This is an **optical sensor** that is inserted into a data sonde, and this will replace a sensor that used rapid pulse technology. Mike has been taking measurements using both types of sensors to work through issues of calibration and comparability of data. When his study is complete, his efforts may result in a white paper for YSI, Inc., the manufacturer of the sensors and the data sonde.
7. Friends of Casco Bay will continue to contribute to efforts to determine the viability of removing or modifying the causeway that impedes tidal flow between the **New Meadows Lake** and the upper New Meadows estuary. For the 10th year, FOCB will deploy a sonde near the New Meadows Marina for a 2-3 week period during late June-early July when water quality tends to be at its worst. In addition, a full profile of the water column in the lake will be conducted at least once at a site from which we have collected profile data in the past. This has to be done by small boat and so will entail some special logistics “getting into the lake.” Staff members Mike Doan and Peter Milholland will continue to attend meetings of the New Meadows River Watershed Project to encourage continued focus on opening the causeway to restore circulation and thus improve water quality and habitat.
8. During 2009, we had the opportunity to collaborate with regional **eelgrass** experts in 2 embayments in Casco Bay (known as Tier II sampling). We collected data with them for a week, using our staff and boat. If the funding opportunity re-emerges, we will repeat this work during 2010.

An additional aspect of this work, in collaboration with Bates College, involved the collection of eelgrass for analyzing the nitrogen isotope ratio (N14 to N15, which indicates whether nitrogen has originated from land side sources or ocean sources).

9. We will explore opportunities to collect long term data sets using an **unattended sonde** at an appropriate location.
10. **Stormwater sampling** will continue and has been integrated into the BayScaping program, below.
11. **Geographic Information Systems (GIS) and JMP statistical analysis:** During 2008, Mike significantly expanded our GIS capability; we acquired a computer workstation, installed both GIS ArcView and JMP statistical software packages. Mike has been acquiring “layers” of data for our GIS library, while developing analytical tools and presentation materials.

This capability has been pivotal in making our data more accessible, understandable, and meaningful. The production of maps, graphs, and other visual presentations, displaying FOCB data, is an integral tool in our presentations, in our web-based outreach and education, and in our assessment of data to make decisions about program direction.

In addition, Mike has been using these statistical and mapping tools to analyze our water quality data in preparation for the Casco Bay Estuary Partnership's **State of the Bay** report and conference in October 2010.

12. **Murphy Water Quality Database:** We need a new platform for the water quality database known as Murphy. It was written in DOS in 1994, and needs to be upgraded and re-secured. During 2010, the original software designer, Sarah Rose Werner, will redesign the database platform in the relational database program Access to help us migrate the historical data into it.
13. During 2010, we will be collaborating on a project called the **Data Exchange Network**. The Gulf of Maine Ocean Observing System, formerly a nonprofit that has recently been merged into the Gulf of Maine Research Institute, is coordinating, with the Maine Department of Marine Resources and other partners, a technological project to which we will contribute Casco Bay water quality data.
14. We will continue to provide water quality data to a variety of agencies, institutions, scientists, teachers, citizens, and other groups.

B. Baykeeping

1. **Oil spill preparedness:** 2010 will see an increase in focus on oil spill preparedness, both in Casco Bay and by our staff.

Shell Oil is sponsoring an oil spill preparedness exercise, a Spill of National Significance (SONS exercise), in Casco Bay during March 2010. Casco Baykeeper Joe Payne and Citizen Steward Coordinator Peter Milholland are playing key roles in preparing for how to deal with public response by citizens interested in volunteering for clean up efforts, among other things. There likely will be continued activity related to the SONS exercise later in 2010, depending on deficiencies that may be discovered during the course of the drill.

We will continue to work with state agencies on their plans for oiled wildlife conferences, in which members of the public are trained in how to assist with oiled birds and other wildlife in the event of an oil spill.

By gubernatorial appointment, Casco Baykeeper Joe Payne is serving on Maine's Oil Spill Advisory Committee, an influential platform to affect policies and programs for oil spill preparedness. While the relatively bureaucratic culture seems to be stymieing vision, he is hopeful that this year's efforts will result in something more substantive than this past year's lackluster results, and he intends to work toward that end.

Joe and Peter will continue to serve, at the request of the Coast Guard Captain of the Port, on the Maine/New Hampshire Area Committee on Oil Spill Preparedness.

For the fifth time, Joe will moderate the Oil Spill Seminar, an annual convening of oil spill response professionals and industry representatives to update their skills, learn about new techniques, and discuss response problems. The topic of the next two day conference, slated for next winter, will be on the value of environmentally sensitive areas and protection from oil spills.

2. **Dredging:** The federal channel in Portland Harbor will be dredged in 2011-2012. Joe is serving on the Portland Harbor Dredge Committee of the Waterfront Alliance. Friends of Casco Bay has monitored the sediment sample analysis results to be assured that the dredged mud is suitable for disposal at sea. We continue to press for lobster relocation as a condition of the Dredge Permit, and we are hopeful that Joe's interactions with Representative Pingree will result in federal funds coming to the port to cover the costs. Joe instigated an analysis of a Confined Aquatic Disposal (CAD) site in Portland Harbor for the contaminated sediments at the privately owned piers; a sub-bottom survey, in Nov 2008, confirmed suitable depth to bedrock to accommodate a deep hole in the harbor in which to isolate contaminated sediments. Work on this will continue.
3. **CSO's and the City of Portland:** Friends of Casco Bay helped influence the DEP and the City of Portland to get serious about eliminating combined sewer overflows CSO's, and helped get a \$61 million dollar bond passed by the City Council for Tier II of the CSO Abatement Program. We encouraged the City to have stakeholder meetings on CSO's.

We continue to attend the quarterly meetings on CSO's to monitor the City's progress on its elimination plan. We will continue to make it clear to the City that not making deadlines will cause a reaction from us, up to and including legal action. We will re-engage the city to definitively determine the source of hypodermic needles in the intertidal zone that seem to be coming through storm drains.

We will continue to cite the need to reduce the amount of stormwater runoff coming into the Bay by encouraging transitions to more porous surfaces and infiltration/percolation systems.

4. **Nitrogen Initiatives:** A Legislative Resolve passed in 2007 called for the Maine Department of Environmental Protection (DEP) to create a plan for establishing nitrogen criteria and limits in coastal waters. The DEP's report to the Legislature was postponed a year, and thus so was our opportunity to present our vehement opposition to parts of that report. Meanwhile, we have continue to collect and analyze data, consult with experts from around New England, search for sources of other nitrogen data in Maine, and build our case using examples from the literature. Mike Doan on our staff was contracted by the DEP to advise the DEP's consultants on methods of nitrogen sampling and analysis in other embayments down the coast of Maine.

Part of the reason there has been so little progress in the DEP moving forward on establishing a nitrogen standard is the result of a key position at DEP that became vacant during 2008. With the economic recession hitting the state's budget hard, this position has been at risk of elimination. During 2010, we will continue to pursue and leverage potential funding, through our collaborative relationships with two organizations that could move federal funding to the DEP for this position, with the caveat that the focus of the job would be on getting this nitrogen standard established with the rule making to do so.

5. As we did during the last gubernatorial election season, we will engage with candidates after the primaries to raise their awareness about coastal issues in Maine and Casco Bay in particular.
6. We will continue to keep an eye and an ear on such activities as:
 - a) Coal tar remediation effort in Portland
 - b) Snow dumping proposals: we are researching snow dumping regulations and practices in other states with an eye to potentially introducing legislation here in Maine.
 - c) Bills that are introduced in the Legislature that may have an impact on the health of Casco Bay

- d) Waterfront development projects, and other development proposals, such as the Great Diamond Island proposed development and the inadequacy of its proposed sewage treatment
 - e) Reconnaissance overflight(s) of Casco Bay with LightHawk, an organization that provides free flight time for environmental nonprofit organizations.
 - f) Ocean acidification and our need to increase our knowledge base.
7. We have been building more **capacity** in the Baykeeper Program by dedicating more of Mary Cerullo's time to assist with this program. She will continue to help Joe and Cathy with research, scheduling, responding to various Baykeeper inquiries, drafting position statements, helping culture constructive relationships with policy leaders, interacting with Waterkeeper Alliance on national issues and positions, continuing to oversee the research on snow dumping and various proposed developments, and coordinating volunteer assistance with Baykeeper issues. This has been invaluable.

We will continue to explore ways to build **legal capacity** in the organization or to gain access to legal counsel. During 2007 and 2008, working with Board members, we identified a handful of experienced environmental attorneys to whom we might turn for advice and counsel on Baykeeping issues. We have a small database of professionals from whom we could seek advice or referral should they be conflicted out of being able to advise us. During 2009, we called upon one of the best for review of a key document. We will re-engage the Board to consider strategies for meeting the need for legal advice.

8. Attendance at **meetings and conferences** as diverse as the Waterfront Alliance (Portland) and the Waterkeeper Alliance (international) continue to be important to bringing our work to our peers and community while learning about what else is going on. All staff members attend meetings to increase our visibility, learn new things, make new partners, support current partners, collaborate on problem solving, and insinuate our agenda into other groups' activities. We will weigh, with board and staff leadership, the import and impact of other emerging issues, and craft our response.

C. BayScaping and Stormwater Sampling Program

Through our Stormwater Sampling Program, Mike has been collecting stormwater from pipe outfalls, catch basins, and small streams, for analysis of various fertilizer and pesticide compounds. This data is instrumental in effecting behavioral changes in residents of neighborhoods in which these compounds have been detected in the runoff. During 2008, we wedded our Stormwater Sampling Program to our BayScaping Program. As we collect stormwater data and obtain results from the lab, we map that information with GIS onto maps of Casco Bay and specific neighborhoods, increasing the power of the information. Presenting this data in BayScaping workshops is highly motivating when property owners can see that pesticides and fertilizers are detectable in stormwater runoff from their neighborhood.

1. **Stormwater sampling:** We have 8 years of stormwater sampling results from 22 sites all around Casco Bay. We have been collaborating with the Maine Board of Pesticides Control (MBPC) and the University of Maine to do this work and will continue to collaborate with both. Last year, we sampled at 3 locations: Mussel Cove in Falmouth, Rockland Avenue in Portland, and Wolfe Neck Farm in Freeport. We sampled sediments for pesticides at 6 locations. As the 2009 data analysis becomes available from the lab for both the stormwater and the sediment samples, we will add the data to our tables and maps. We are exploring whether Mike will sample stormwater in conjunction with MBPC this year, or whether we will simply ask for MBPC to test for Weed N Feed chemicals in samples they plan to collect, adding the results to our maps in 2011.
2. **BayScaping:** In 2009, Mary Cerullo and Board member/Master Gardener Pat Ianni conducted seven workshops for various audiences, including neighborhood associations, a conservation

commission, a retirement community center, and horticulture students, reaching about 80 people. On one workshop, Mary partnered with staff from the Portland Water District. In March 2009, Mary was interviewed for a program on Portland Community Television, *Healthy Homes & Gardens*, which reaches 65,000 TV subscribers in eastern Cumberland County. In 2009 and early 2010, Mary worked on developing the agenda for a second *Go Green to Get Green* workshop for February 9th, 2010, which attracted more than 100 landscapers to learn about ecological landscaping.

We will continue to work with community associations, projecting to do at least 8 neighborhood socials/community presentations this year. Two presentations are already scheduled, one for the Portland Flower Show in March and another in the Capisic neighborhood which has been very concerned about stormwater impact and CSO issues. We plan to distribute at least 200 packets of materials on BayScaping this year through presentations, requests for mailings, and exhibits. Mary also plans to create lesson plans on BayScaping to incorporate into the Casco Bay Curriculum. Mary continues to work with the Maine Board of Pesticides Control and the Maine Landscape & Nursery Association to establish standards for Yardscaping training and certification for greening the lawn care industry.

D. Pumpout Program

Our Pumpout Program continues to play an essential role in the direct reduction of sewage discharges into the Bay, the education of boaters through the program's ambassadorial function, and as a liaison between the DEP and those marinas in out-of-service mode. For the past four years, Helen Mattsson was our Pumpout Coordinator, and she was an exceptional ambassador on the Bay. Since she has enrolled in medical school and will not be returning for the summer of 2010, we will open a search for a new Pumpout Coordinator. The effectiveness of this program hinges in large part on the boating and mechanical skills, as well as the character of the person who fills this position.

1. The Pumpout Program breaks even because of reimbursements and dedicated funding. The DEP reimburses us for 75% of the costs of running the program, fees for service contribute some support, and the Portland Water District and City of South Portland Water Resources Division make contributions through CBEP to support this program. During 2008, the Board concluded that the program will continue on the condition that it is financially self-sustaining and can be adequately staffed.
2. Thanks to our work, Casco Bay was awarded the first No Discharge Area status in Maine in 2006. Since then, a number of other regions along the coast of Maine have been engaging in the process of applying, and in many cases receiving, NDA status. In order to attain this designation, regions have to have a requisite number of pumpout stations. In order to meet the spirit of the law, as well as the letter, these stations need to be accessible at all tides and operational. The DEP has been slow to attend to pumpout compliance issues in Casco Bay. Early in 2010, we re-engaged the DEP around the need to hire a mechanic to service pumpout pumps in Casco Bay and along the coast of Maine, to help get pumps back up and running in a more timely way. We will continue to monitor the DEP's commitment and progress in getting this much-needed service effectively underway.

E. Casco Bay Curriculum

We are continuing to work with teachers and educational administrators to disseminate the **Casco Bay Curriculum** in the community and continue to refine and update the working modules. During 2009, Mary Cerullo conducted six teacher workshops, presenting to a total of 91 teachers. She followed up with participating teachers to help them tailor the activities to their individual curricular needs. Several of those teachers requested help with storm drain stenciling, which directly led to our initiating this project to provide the resources for educators and community leaders to do storm drain stenciling locally.

During June 2010, Mary will conduct the **Summer Institute for Environmental Education**, an intensive professional development course that will train 20 teachers in our community to incorporate locally-focused environmental education into their classrooms. This program will be hosted in partnership with the Professional Development Center at the University of Southern Maine (USM) College of Education, one of Maine's leading in-service professional development institutions, and it will provide teachers with continuing education credits.

Mary is scheduled to present a workshop in March 2010 and expects she will offer at least four more workshops through the coming fiscal year, in addition to the Professional Development course with USM.

F. Storm Drain Stenciling

During 2009, we re-launched our storm drain stenciling program, largely as a result of a board/staff conversation about ways to engage the public in activities that increase awareness about runoff into the Bay. Storm drain stenciling is a creative, hands-on way for volunteers in our communities to "take to the streets" and create awareness about reducing pollution in their own neighborhoods. Our goal is to inspire residents to learn about their connection to Casco Bay and to reduce stormwater pollution in our communities. More and more neighborhood residents, community members, and classroom teachers have been asking us about volunteer opportunities involving storm drain stenciling. During 2010, in order to meet the pent-up volunteer demand we are hearing, we will pull together the information and supplies needed to conduct stenciling activities.

We will compile "stenciling kits" with all the supplies needed to conduct a stenciling activity – including paint, stencils, how-to guides, and even informational door-hangers to post in project neighborhoods. We will compile a database of relevant ordinances in each town around the Bay and to host several stenciling projects ourselves.

During the Winter/Spring of 2010, we will once again partner with USM's Media Studies Program as three student film makers work with us to create a film about the do's and don't's of storm drain stenciling.

G. Volunteers

We will continue to recruit volunteers for the water quality monitoring program and for other field work, beach clean ups, office work, and events, using our word-of-mouth, website, posters, and Constant Contact outreach via email.

For 10 seasons, we coordinated volunteers to assist staff with our voluntary involvement in juvenile lobster monitoring for The Lobster Conservancy, at one site in Cape Elizabeth, monthly, April through November. Due to cutbacks in TLC's budget, this site may be discontinued this year in which case we will not continue to conduct the lobster transect.

For the third year, we will collaborate with the Wells National Estuarine Research Reserve and students at SMCC on a rapid assessment survey of marine invasive species. We may repeat a couple of experiments done in 2009, one with SMCC students, using a modified lobster trap for settlement of invasive species, and the other, an experiment in conjunction with a professor at UM Machias using PVC tubes to quantify larval invasive settlement.

H. Events – Community Engagement with Our Work

As a community organization, people look to us to use the idea of protecting the Bay to bring people together. This gives us the opportunity to directly engage with people who care about the Bay and our work. Events that focus on specific groups have proven to be the most effective in delivering tailor-

made messaging about our work and recruiting support as a result. The variety of events range from seminar-like presentations, neighborhood information and BayScaping socials, to house parties, our Annual Meeting and Volunteer Appreciation Evening for those who work the hardest for and with us, the Major Donor Appreciation party for our elite donors in an elite location, and the environmental film festival open to anyone and everyone.

1. **Speaking Engagements:** One of Friends of Casco Bay's strengths is making scientific data understandable as a motivator for people to change their habits in ways that will have positive impacts on the health of the Bay. People want to do the right thing. Events give us the opportunity to bring our data and science into the community in a personal and easily understandable form. This builds knowledge about the issues, informs people about what they should and shouldn't do that can protect the health of the Bay, strengthens our relationship with attendees, and increases the credibility, visibility, and relevance of the organization.

There is increasing demand for us to make presentations in the community. We will continue to work to expand the schedule for our staff (and affiliates) to speak. Staff and Board continue to identify sectors, groups and venues, such as land trusts, yacht clubs, and civic organizations. We will explore, with each opportunity, whether we will be reimbursed for travel, receive an honorarium, solicit for membership, and/or recruit volunteers, though these will by no means be "deal breakers" for engaging.

In addition to speaking engagements in which we will talk about water quality, nitrogen pollution, stormwater, storm drain stenciling, Bay keeping, BayScaping, the Casco Bay curriculum, beach cleanups, boater education, and the organization, we will be making presentations at our house parties and similar events. We will continue to keep a log of all presentations given, along with the number of attendees.

2. **Conferences:** Friends of Casco Bay will be involved in a number of conferences, in a variety of roles, including at least the following:
 - i) Annual Eelgrass Meeting, March 16, 2010, in Concord, Mass. (Friends of Casco Bay was the fiscal sponsor of the conference last year, held here in Portland).
 - ii) Spill of National Significance (SONS) exercise in the port of Portland, March 22-26, 2010.
 - iii) New England Estuarine Research Society, Salem, Mass. Each year this society hosts two meetings, and Mike tries to attend at least one.
 - iv) Waterkeeper Alliance Conference, June 9-13, 2010, La Paz, Baja, Mexico. Baykeeper Joe Payne is a founding member of the Alliance and serves on the Board. Each year we send a staff colleague with him to the conference, but this year, due to expensive logistics combined with FOCB budget constraints, Joe is the only staff member who will attend.
 - v) State of the Bay conference, October 21, 2010, Portland, Maine. Mike Doan has been analyzing water quality data for the State of the Bay report that will be published by the Casco Bay Estuary Partnership before the conference. We may deliver some of the content during the conference, but this is still in negotiation.
3. **House Parties:** We will probably host 2-4 **house parties** through the course of the year. A variety of possible venues is being vetted by the PR/Development Committee.
4. **Sponsored events:** Sponsored events bring a tremendous return, from leveraging board relationships with corporate and media sponsors that we otherwise could not access, to providing visibility with the general public while raising much needed revenue and promoting our core message and mission.

On Saturday, November 6, 2010, we plan to host, for the 3rd time, the **Wild & Scenic Environmental Film Festival** at USM's Abromson Center. We will work with the Board to secure sponsors, starting with media sponsors, and including in-kind sponsors as well as items for the raffle.

As in the past two years, we will also explore sponsorships and in-kind donations for our other events.

5. **Major Donor Appreciation Event:** The December 2009 and 2008 events at the Cumberland Club have been so successful that we will repeat this in December 2010, though we may explore whether to switch the venue to the Portland Country Club for a change of pace, alternating in subsequent years in the future.
6. **Annual Meeting and Volunteer Appreciation Evening:** We will likely host this event in late January 2011. This event gives us the opportunity to thank those who roll up their sleeves and work alongside us all year, including our Board, our water quality monitors, other volunteers, and our community partners. Cole Haan headquarters has worked well geographically and as a venue for each of the last two years, and we will explore its availability to us again.
7. During FY11, we will begin planning the 2nd Bay Caper for the Bay Keeper, to celebrate Joe Payne's 20th Year as Casco BAYKEEPER®.

I. Media and Public Relations

We will continue to build on the already excellent record we have with getting our message out to various media connections. We will continue to find opportunities for print, web, and television media to run feature stories our work, staff, board and volunteers. We will continue issuing press releases on everything newsworthy, from the appointment of new board and staff members, to program initiatives, funding successes, crucial partnerships, interesting or unusual collaborations, and volunteer accomplishments.

We will keep our **website** dynamic and refreshed with substantive and easily understandable information about our work and Casco Bay. We will continue to track visitor statistics, make use of links that serve our issues, programs, initiatives, and events. Our use of Constant Contact during 2009 has proven to be very effective. We will develop a more comprehensive plan for tools such as this. We will continue our conversations about the effectiveness of our Facebook page and explore the appropriateness of additional social networking media like Twitter, for staying in touch with volunteers and members and for reaching others who care about the Bay.

Print media: we will continue to generate newsletters, the Annual Report, the film festival booklet, in addition to other program-related materials. We will also be updating our water quality brochure that helps us to recruit water quality volunteers and explains the *raison d'être* for the program. Whenever and wherever possible we will continue to weigh the trade-offs between cost and such things as the durability and portability of mailed print media versus the less expensive but more ethereal on-line media.

We will endeavor to get a full featured article in one of the monthly glossy magazines (Maine Boats Homes & Harbors, Down East, Maine Magazine), we'll continue to submit editorials to the local papers, we'll contact marinas with information for boaters, and we'll work with USM Media Studies students on another video project. We will explore engaging in another sponsorship campaign with Maine Public Broadcasting Network.

II. Technology and Capital Assets

Upgrading our water quality database, Murphy, is a priority, as described above at I A (12). We have carried over dedicated funding to assist with this endeavor, and we will seek more financial support later in the year.

During 2007 and 2008, we made significant investments in the structure of the Baykeeper vessel in order to keep it safe and working well for the next 3-5 years. We may find that there will be additional and significant costs of upkeep as we move forward (hole in water . . . money . . . you've heard this one). With the Board we will explore plans for funding a replacement vessel.

Upgrades in office equipment will continue. We regularly cycle new computer workstations through the office to keep up with technological improvements and speed. We will upgrade the cell phones used in the field.

Thanks to recent grants, our water quality monitoring equipment is in good shape. That being said, we have two water quality related infrastructure wishes. We will be on the lookout for opportunities to fund acquisition of a data sonde with telemetry, an acoustic Doppler current profiler, and a weather station that can be installed on the SMCC dock. Our efforts to catalyze the design and funding of a much-needed circulation study for Casco Bay may be realized through work being planned by the Casco Bay Estuary Partnership.

III. Development

At the end of the 2009 calendar year, we began a transition in the Development office. 2008 marked the first year of full capacity in the Development office, with both a Development Director and a full time Assistant on board. Fundraising efforts were robust. The results in 2008 and 2009, even in a faltering economy, included significant increases in foundation and government funding beyond budget; individual giving reflected the economic contraction, in spite of the well-designed solicitation plans enacted throughout the year. Our Development Director was recruited to run another nonprofit, and our Assistant began graduate school full time early in 2010.

After an extended search, we are fortunate in having hired two brilliant replacements, a new Development Director, as well as an Assistant, who started full time in earnest in February 2010. It will take some amount of time for them to get up to speed, but the entire staff is working together to help them.

During FY11, we will endeavor to broaden and deepen all sources of funding. Development efforts will include the following:

- All solicitations for membership renewals and annual fund appeals will be sent with hand-written notes, as is our standard policy and practice.
- The database will continue to be mined for special solicitation opportunities. Special appeals will again be designed as part of the Annual Fund appeal, to tailor asks to interests.
- We will continue to develop our corporate solicitation plan, including improvements in working with the Board to solicit more sponsorships for events.
- We will continue working with Block Island Maritime Funding on our boat donation program.
- We will continue deepening our expertise in using our development software system.

- We will continue to set up visits with major donors, as well as with corporate and foundation representatives. We will contact the Board, as visits are set up, to garner intelligence and to see if and when Board members can accompany us.
- We will draft our gift acceptance policy and lay the groundwork for a planned giving society.
- We will explore new initiatives with the Board that may require longer-term fund raising strategies (perhaps, for example, boat replacement and expansion of capacity in the Baykeeper program).
- We will design and host a variety of events (see section above on events).
- We will continue working with individual board members to find the best ways to leverage their social capital and engage them in friend and resource building with us.
- If we need to, we will develop a strategy to take advantage of our (relatively new) fiscal year end in 2011 with a February year-end giving push.

IV. Administration

- A. **Staff:** Over the past seven years, Friends of Casco Bay has carefully restructured its staff, ultimately adding only half a position, by redefining job descriptions and hiring accordingly when there has been attrition. The seamless collaboration among staff continued from 2008 into 2010, allowing us to take advantage of individual strengths and shared goals for projects. We will continue our program- and project-focused oversight meetings to facilitate this.

The staff consists of 8 full time professionals, a seasonal pumpout ambassador, and for one semester each year, an SMCC intern. In addition, we often have a variety of high school and college interns (unpaid) with us at various times throughout the year. While turnover has been low and slow, we enter 2010 with 2 new staff members (25% of the staff); while we may see some loss of momentum, it will be a temporary condition.

Compensation was frozen in the FY09 / FY10 budgets; if revenue goals were met, an accrued bonus that was included in the budget would be released, equivalent to half of the cost of living increase based on Social Security Administration rates published October 2008. Given a solid surplus projection, the Board agreed to release this accrual and supplement it with additional funds as a bonus to the staff. We will likely budget base compensation at the same rate as FY08, again with a line item to accrue a bonus if revenue goals are met in FY11.

Our benefits package includes health and dental insurance, life and disability insurance, and a retirement plan. These investments in the intellectual capital of our organization are central to attracting and retaining our excellent staff, and we need to protect this investment and make every effort to maintain levels of compensation and benefits to sustain the staff.

- B. **Fiscal Year End Change:** Our fiscal year end changed, following the close of 2008. We had a 3-month short year, from January 1, 2009 to March 31, 2009, and we are now completing our first full, 12-month fiscal year, ending March 31, 2010.
- C. **Financial Stability:** The economy, domestically and internationally, continues to be in a recession. An expenditure budget for FY11 will be drafted to support this Operating Plan; then a revenue budget will be constructed to meet that which may well include a provision for use of some amount of our accumulated surpluses from prior years, in case the economy foils our best plans.

As in the past, monthly **financial** reports will be prepared. Special attention will be paid to budget versus actual figures for any signs of revenue faltering so that assessments can be made and appropriate

measures can be taken, if and as necessary. We will assess the resources we have at our disposal as we move forward each quarter, and we will continue to explore contingency plans, options, tradeoffs, implications, and opportunities.

- D. All members of the staff are engaged throughout the community and much of the state in a variety of ways, attending a myriad of meetings and conferences. While this gives the organization a great deal of visibility, it also provides our staff the **opportunity** to hear about what is happening with other organizations and issues. We will continue to share data and resources where appropriate, and to seek opportunities to collaborate on projects and/or funding opportunities. We will be alert to the opportunity to pick up important pieces of work, and whenever possible associated funding streams, that may be abandoned by other groups in these difficult times. We will explore with the Board any merger or merger-like opportunities that may arise.
- E. We will continue to engage **Board** members around policy issues, program efforts and accomplishments, board governance, events, and connections to resources, financial and otherwise.