



Operating Plan for FY13

April 1, 2012 – March 31, 2013

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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.

The Operating Plan outlined below spans the fiscal year April 1, 2012, through March 31, 2013, FY13. 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 responsive to emerging issues, opportunities, and challenges, both environmental and economic, which 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, strengthening our working relationships around the Bay and across the state, encouraging policy changes that make a difference in the health of the Bay, and running our organization responsibly.

When we adopted our Strategic Plan in 2008, we were just beginning to see the first signs of the economic recession. While we have been able to break even in operations each year, we continue to plan and budget conservatively, "holding our own" rather than attempting to pursue a path of growth than may have seemed possible from earlier and different economic times. We will close FY12 having met most of our programmatic goals without using funds from our board designated Contingency Fund as was provided for in the FY12 budget.

Respectfully submitted to the Board and Staff,
– Cathy L Ramsdell, Executive Director

Outline of the Operating Plan

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 - A. Water Quality Monitoring
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I. Programs

The employees of Friends of Casco Bay meet together regularly, both as an entire staff and in smaller groups, 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, shifting our focus, or deciding to launch new initiatives.

The staff will continue to meet, in various configurations, throughout the year, to discuss 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 content messaging, advocacy positioning, education and outreach efforts, event planning, scheduling of publications and press releases, web activity, and selection of a replacement vessel as the Baykeeper boat. The 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 21st year of collecting data on the water quality of Casco Bay. We maintain and continue to add to one of the largest and most important long-term data sets on marine water quality in New England.

1. Our volunteer citizen scientists are trained to collect data in surface water, whereas staff profiles, described below, focus on collecting data down through the water column. The **Citizen Stewards Monitoring Program** will continue, on 10 sampling Saturdays between April and October, with data collection twice each day, in the morning and afternoon (at 7 a.m. and 3 p.m.) on those sampling dates, resulting in 20 sampling events. During 2010, staff considered having volunteers revert to sampling once per day, but analysis of the data collected in the morning and afternoon over

6 sampling seasons, revealed significant diurnal variability in water quality, and the decision was made for the 2011 season (FY12) to continue sampling twice per day; we will continue this for the 2012 sampling season (FY13). The variability in water quality data provides new and important insights into the health of the Bay.

2. This year we are refining key aspects of our volunteer monitoring program.

- a. **Data** to be collected: Volunteers will continue to measure water temperature, salinity, Secchi depth, dissolved oxygen (DO), and pH, as well as ancillary data on weather conditions, air temperature, and any unusual sightings.
- b. Measuring the acidity at **surface water sampling** sites by our volunteers has been part of our program from the beginning. This year we will continue to equip and train our volunteers to use **digital pH meters** to measure acidity levels. 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 (ocean acidification), and as a result of the decay of organic matter in productive, nearshore waters (coastal acidification). For 19 years, we measured pH in Casco Bay using the colorimetric method, which was a fussy process that frustrated our volunteers. While this method is scientifically credible, it is accurate only to 0.2 pH. In FY12 we shifted to handheld Hanna meters for use by our volunteers; these meters provide data readings at a more refined level for both temperature and for pH (to .05). This more refined level of pH measurement is necessary to see if, over time, we can detect and track a shift in pH in the Bay.

In 2012, we will replace pH electrodes in the volunteers' meters as needed.

- c. In 2011, we were able to increase the **number of surface sites** sampled by volunteers to 36 sites around the Bay. This year, we will try to increase that number to 40 sites. Our ability to do this depends in large part on the number of new and returning citizen scientists, as well as on their geographic locations. Recruitment efforts become more sophisticated each year, employing everything from word of mouth and local newspaper recruitment to internet links, Constant Contact email marketing, and survey monkey scheduling.

In 2011, 46 returning Citizen Steward Water Quality **Volunteers** were recertified to sample during the 2011 season. In addition, 27 new folks joined the ranks. After the end of the season, one individual received the first-ever recognition award for 20 years of service, two received recognition for their 10 years of service and eight received recognition for five years of service. In 2012, returning volunteers will brush up their skills during the annual Quality Assurance testing in March; new recruits will begin training in April

3. During 2011, we investigated the feasibility of collecting data on the **pH levels of sediments** in clam flats around Casco Bay. Low pH is one of many factors that can inhibit the ability of clam spat to grow and prosper. We collaborated with Dr. Mark Green at St. Joseph's College and Dr. Joe Salisbury at UNH, experts on the effects of ocean acidification on calcifiers' ability to develop, or not, in acidic conditions, to design a simple protocol for data collection. The development of this protocol turned out not to be particularly simple, as it took most of the summer of 2011 to get the bugs out of the protocol before we could finally use it to collect data in a consistent manner from flat to flat.

In 2011, we identified flats to be sampled, and actually collected data at 15 flats. Our goal in 2012 is to gather baseline data from 25 flats around the Bay. We will collect data on sediment pH, seawater pH, and water temperature. Then we will look at the data sets while comparing them with which flats are productive clam flats (actively being clammed) and which flats are not or are no longer productive.

While it may be impossible to explain why some flats don't support clams or clam spat growth, we want to take a preliminary look at whether or not low pH happens to coincide with gross levels of productivity. It may be possible to identify flats which potentially might be good candidates for pH rehabilitation, a process of spreading ground clamshell hash or its equivalent over the flat to reduce its acidity and make it more hospitable to clam growth, something Dr. Green is interested in promoting.

During the summer of 2012, we will be using a different pH electrode, an Accumet 115, and not the Hanna sediment electrode we used in 2011. This new electrode, the same make and model being used by Dr. Green, will allow us to take pH measurements directly on the mud surface, as opposed to scraping up mud samples. This change in technology and protocol should give us more accurate results.

We will have a summer intern from Bowdoin College, funded by the former Psi Upsilon Fraternity, working on this project as a major part of their 40-hour work week.

At the March 2012 Maine Fishermen's Forum, Joe presented a method of measuring sediment pH using a small, affordable, hand held pH meter, the red Hannah device mentioned above, with the aim of encouraging clammers and other groups to start to measure the pH of their local clam flats. This meter provides data more than adequate for the use intended. We know from published research that pH above 7.8 is relatively safe for the development of juvenile clams from clam spat; between 7.8 and 6.8, their growth is challenged, and below 6.8 they simply dissolve. We do not plan to provide ongoing technical assistance to clammers in any way, though we may explore posting a short 'how to' video of this method through our website. We simply want to alert communities to the growing threat of coastal acidification and help them find ways to work together and with Dr. Green on potential remediation efforts.

4. **Profile sampling down through the water column** at ten stations around the Bay will continue monthly throughout the year, led by staff using a data sonde aboard the Baykeeper boat. If weather is an impediment, only three of the ten sites, sentinel sites, may be sampled (this is often true during the winter months, though we are informally noticing that wind and rough seas have become more of an inhibiting factor year round, not just in the winter). Parameters measured in the profiles 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.

Over the past 5 years, in addition to collecting Total Nitrogen samples at the surface, we also collected TN samples from the bottom at four of the sites. These samples were sent, along with other TN samples from surface sites (see SWAN section in section #5 below) to Chesapeake Bay Lab for analysis. We analyzed the resulting data to determine whether there was a difference between surface and bottom levels of TN. The data show there is no statistically significant difference in the amount of TN at the surface versus at the bottom. We will discontinue collecting TN from the bottom at those four sites.

5. Staff will continue to collect **Total Nitrogen** (TN) samples as a complete suite (TN, DIN, and chlorophyll *a*) from nearshore surface sites around Casco Bay. Our data is showing higher concentrations of TN inshore than offshore. This effort is entering its sixth year, and 3 sites will be added this year (at Lumbos Hole, Bowdoin's Coastal Studies Center, and Mackerel Cove) for a total of 17 sampling sites. Other parameters to be measured, as usual, will include: water temperature, salinity, Secchi depth, dissolved oxygen (DO), and pH.

Background: In 2006, after an external analysis of Friends of Casco Bay water quality data showed higher nitrogen values around Portland Harbor, the decision was made to measure TN, DIN and other standard oceanographic parameters on a weekly basis at four sites around the harbor (the

Grand Slam). This effort has evolved based on results from each preceding season. In 2008 and 2009, the program was expanded to include six sites; the very low variability found in the 2007 data indicated that sample collection could shift from weekly to biweekly. In 2010, after data analysis from previous seasons revealed a significant continuing trend of increasing nitrogen with proximity to land, the number of sites was increased from 6 to 13 (the Dirty Dozen) and included other parts of Casco Bay away from Portland Harbor. Last year, the effort was renamed **SWAN** for “Surface Water Ambient Nitrogen.” This effort will give us a better look at nitrogen conditions around Casco Bay and provides comparison among the various regions in the Bay and also with conditions found “off-shore” during our water column profile cruises. Sampling has been reduced to three times a year (May, July and September).

Data collected through this effort is combined with data collected during the profiles of the water column; together, these present the largest and most complete nitrogen dataset in the state. This dataset will be used by the state of Maine in the effort to produce a nitrogen standard.

6. During 2010 and 2011, we sampled **nitrogen** and other parameters in an attempt to determine nitrogen concentrations both inside and outside **sewage treatment outfall** mixing zones in Portland, South Portland, Yarmouth, and Freeport. Nitrogen samples were collected, on an outgoing tide, at four spots: a reference site *above* each outfall, *at* each outfall, *150 feet below* each outfall, and *300 feet below* each outfall.

In both years, data from the South Portland site at the outfall showed a significant increase in nitrogen concentrations as compared to the reference site and the sites below the outfall. The nitrogen concentrations at South Portland were considerably lower at the two downstream sites, with concentrations returning to approximately reference conditions at the site 300 feet below the outfall. These results were consistent with a modeling exercise conducted by the Maine DEP which showed that, of the outfalls located in Casco Bay, only the South Portland sewage treatment plant would have difficulty with suitable flushing for the size of the nitrogen load.

Having met the goal of measuring nitrogen concentrations around sewage outfalls, monitoring at these sites will be discontinued.

7. The water quality of the **New Meadows region** of Casco Bay is severely degraded. Since 1999, Friends of Casco Bay has been involved in the New Meadows River Watershed Partnership, a coalition of citizens, nonprofit organizations, and municipal, state, and federal officials concerned with the health of the New Meadows River. From 2009 to 2011, Friends of Casco Bay participated in an effort to determine the feasibility of removing or modifying the causeway that impedes tidal flow between the New Meadows Lake and the upper New Meadows estuary, one of the least healthy areas of Casco Bay. Do to strong opposition from local quahog harvesters and abutting land owners for removing or modifying the causeway, the effort to restore tidal flow has been put on hold. In addition, significant changes in leadership in the coalition, and the lack of a clear direction have caused the coalition to cease meeting. In spite of these setbacks, Friends of Casco Bay has continued to monitor the health of this embayment each summer. For the 12th year, we will, once again, deploy a YSI data sonde near the New Meadows Marina for a two to three week period during late June-early July when water quality tends to be at its worst. If efforts are made to revive the coalition, we will again participate.
8. Friends of Casco Bay was approached late in the summer of 2010 by the Casco Bay Estuary Partnership (CBEP) with a request that we collect **73 sediment samples** from specific sites **all over Casco Bay** for toxics analysis. We entered into a contract, and due to delays on CBEP’s part, the field work was started long after the original planned completion date. In 2010, about half of the sites were sampled before winter weather set in. The contract was extended, funds were carried over into early summer 2011, and sampling was completed on June 15, 2011. The lab analyses of the sediment samples will be sent to CBEP and will supplement data collected 10 years ago and 20

years ago from the same sites in Casco Bay. This is very important work and we look forward to reviewing the comparative results this year.

9. During 2009, we had the opportunity to collaborate with regional **eelgrass** experts in two embayments in the Bay. We collected data (known as Tier II sampling) with them for a week, using our staff and boat. 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 landside sources or ocean sources).

During 2010, Mike Doan began investigating ways to assess the amount of **macroalgae**, or green slime, blanketing coves where nitrogen pollution is manifesting. The method involves spotting scopes, visual grids, and estimations of coverage. The Maine Dept. of Environmental Protection (DEP) became interested, and CBEP was considering launching a volunteer program in macroalgal assessment. During 2011, Mike developed methods and protocols and worked closely with representatives from DEP. The ideal site would have to be one on which the expansion of green slime could be tracked over time, but there were few “slime” events reported in 2011, DEP lost interest in the effort, and CBEP decided not to fund the effort. So, though protocols now exist, we have no plans to put them to use during this next year.

10. **Data Management:** In 2009, we entered into a collaborative project called the **Data Exchange Network** wherein an internet node would be established to which we would contribute our water quality data. The project is overseen by the Maine Department of Marine Resources (DMR) but is being managed by the Gulf of Maine Ocean Observing System which was merged into the Gulf of Maine Research Institute. The merger process delayed work on the Data Exchange project, and funds that would have been released for us were carried over from FY10 to December 2011. The remaining work is to participate in the evaluation of a BETA version of the Exchange Network, to be completed by May 1, 2012. Annually, we submit our water quality data to Maine DEP and Casco Bay Estuary Partnership; in the future, this data will be submitted via this Data Exchange Network.

Murphy Water Quality Database: We have needed for some time a new platform for the water quality database, known as Murphy, written in DOS in 1994. During 2010 and 2011, the original software designer, Sarah Rose Werner, redesigned the database platform in the relational database program Access. During FY13, she and Peter Milholland will continue to debug the new program and migrate the historical data into the new database. This migration to the new platform will enable us to have multiple users working on the program at the same time and will be more user friendly by being windows based. It will allow us to pull all our water quality data into one place, and will enable export to the above mentioned Data Exchange Network to better share our data with collaborating agencies.

In 2012, all of the nitrogen data (Total Nitrogen and Dissolved Inorganic Nutrients), and all of the associated ancillary data, will be combined into one large **Nutrient Database**. Currently, there are several different nutrient datasets which are each incomplete with regards to all available ancillary data. These disparate data sources make it difficult to run analyses and conduct Quality Control checks on the data. This final “master” Nitrogen dataset will be incorporated into Murphy, once the new database is fully operational and able to upload large amounts of data.

11. **Mapping and statistics** (Geographic Information Systems (GIS) and JMP statistical analysis): Mike continues to expand and deepen our GIS and statistical capabilities. This is crucial for analyzing our data and for making our data more accessible, understandable, and meaningful. The production of maps, tables, graphs, and other visual presentations, is fundamental to the effectiveness of our presentations, our web-based outreach and education, and our assessment of data for the making decisions about the direction of programs. During 2012, Mike will continue to

look at the datasets of the various water quality parameters we collect to compare changes over time and contrast geographical differences in water quality site-to-site and region to region in the Bay.

12. We will continue to make our water quality data available to the DEP, CBEP, and a variety of agencies, institutions, scientists, teachers, and citizens, and to provide program consultations to other groups.

B. Baykeeping

1. **Oil spill preparedness:** In the wake of the *Deep Water Horizon* crisis, the importance of preparing for a possible oil spill in Portland Harbor has never been clearer. In March 2010, we participated in the Coast Guard's simulated Spill of National Significance (SONS) exercise to determine our region's readiness for a major oil spill. Casco Baykeeper Joe Payne and Citizen Stewards Coordinator Peter Milholland worked in the Command Center throughout the exercise. Since then, we have been working with federal and state officials and local businesses to ensure that we are implementing locally the lessons learned in that exercise and from the spill in the Gulf of Mexico.

Joe and Peter 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.

Joe continues to serve (by gubernatorial appointment) on Maine's Oil Spill Advisory Committee (MOSAC), 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 last year's efforts will result in changes in the types of projects selected for funding that will revitalize the work of MOSAC. Joe convinced the state to review the Casco Bay maps of environmentally sensitive areas, used in oil spills and participated in that effort in June 2011, along with state agency biologists. Through MOSAC, Joe and our colleague Wyman Briggs of the Coast Guard, instigated on-water testing of the pre-planned booming strategies for Casco Bay. This vital activity to protect sensitive habitats started in 2011 and will continue in 2012. Joe will continue to observe and critique these deployments.

For the seventh time, Casco Baykeeper Joe Payne 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. Held in March 2012 in Portland, the focus will be on sensitive habitats and environmental impacts and protections "Why Do We Protect What We Protect?"

He will also approach the Coast Guard about funding for an oil spill module to be integrated into Mary Cerullo's Casco Bay Curriculum.

Joe has catalyzed discussion of a fine scale **circulation model** for Casco Bay and is on the CBEP committee that held a circulation model workshop. Experts from around the country attended the workshop last May to help answer questions and define the parameters of the work needed to achieve an excellent model for the Bay. This model will be useful in predicting oil spill trajectories as well as providing insight on pollution fates and larval transport. This is one of the most important data needs for our work. Joe has convinced MOSAC to fund at least part of the next phase of the project, filling data gaps. Before a circulation model can be done, a couple of initiatives need attention. One is to get fine scale wind models for the Bay, and the other is to get river flow data for some of the rivers flowing into the Bay. Joe is meeting with CBEP and MOSAC in March 2012, to push for funding of these; ideally, depending on cost, each organization will fund one of these initiatives. A major setback to developing the model was that NOAA did not receive funding for a big effort involving up to 35 data-collecting buoys in and off Casco Bay.

2. **Dredging:** There are two dredging projects we are following closely. During the winter and spring of 2012, the Maine Dept. of Transportation (DOT), Dept. of Marine Resources (DMR), Army Corps of Engineers, and the City of Portland are fast tracking a dredge project at Ocean Gateway to be completed before the 2012 cruise ship season begins. Joe vigorously opposed actions by the Corps and DOT to circumvent Clean Water Act provisions and the required sediment testing, particularly because prior sediments samples from area to be dredged have shown that the sediments are contaminated and because sediments were erroneously characterized as “sand” which does not require testing. Joe was able to prove the sediments were not sand but instead contaminated silt. In the end, federal and state agencies involved permitted the project but with several safeguards that Joe requested, such as an “environmental bucket” and a silt screed to prevent contaminated material from dispersing over a wide area. He will continue to monitor the dredging process closely. We are investigating the effectiveness of challenging the validity of the Natural Resource Protection Act (NRPA) permit with the Board of Environmental Protection, as well as how to strengthen the Natural Resource Protection Act itself – both efforts to try to prevent shoddy protection of the Bay as evidenced in the permitting of this project. In addition, there are disposal site issues that will require our vigilance.

The federal channel in Portland Harbor is due be dredged again soon; initially, this was slated for 2012, but likely will occur in 2013 or 2014. Joe serves 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. Lobster relocation is a condition of the dredge permit, and we are hopeful that federal funds will come 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 November 2008, confirmed suitable depth to bedrock to accommodate a deep hole in the harbor in which to isolate contaminated sediments. An alternative, a dredge disposal site within Casco Bay, is also under discussion. 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. During FY12, consultants to the City on the design of Tier III recommended a 30-year time horizon. Action by FOCB staff, members, and supporters convinced the City Council to vote for a 15-year timeframe instead.

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 continue to re-engage the city to definitively determine the source of hypodermic needles that end up in the intertidal zone and 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. We were recently told “off the record,” that due to our efforts, every City of Portland project will now have a “green” element to reduce runoff. Joe and Cathy sit on a committee to plan a strategy for implementing an equitable stormwater utility fee that spreads the cost of improvements beyond water rate payers to all storm water system users. They are also encouraging CBEP's stormwater committee to fund an education campaign around stormwater utilities; a consultant experienced in successful and failed attempts to initiate stormwater utilities has advised that education is the critical step.

4. **Nitrogen Standard:** A Legislative Resolve authored by Friends of Casco Bay and passed in 2007 by the Legislature called for the Maine DEP to create a plan for establishing nitrogen criteria and

limits in coastal waters. The DEP's report to the Legislature was postponed, and thus so was our opportunity to present our vehement opposition to parts of the report. Meanwhile, we have continued to collect and analyze data, consult with experts from around New England, search for other sources of nitrogen data in Maine, and build our case using examples from the literature. Mike Doan was asked by the DEP to advise the DEP's consultants on methods of nitrogen sampling and analysis for other embayments down the coast of Maine. The consultants' report was a disappointment, even to the DEP.

In 2008, the DEP effectively lost its only marine scientist. Due to a hiring freeze, the position was to remain vacant, jeopardizing all of our nitrogen regulation efforts to date; it would be impossible for the DEP to move forward on science-based nitrogen regulations without a staff person who, in fact, understands the science. In 2009, in negotiations with state officials, Friends of Casco Bay put its reputation and its social capital on the line, offering to raise \$100,000 *for the State of Maine* in order to reinstate a marine scientist on to the DEP's staff. The offer both shamed and inspired the Baldacci administration into releasing the Department from the hiring freeze for this specific position, and in 2010, the DEP hired Angie Dubois for the position. Given that all unfilled positions were subsequently eliminated from the state budget, the reinstatement of this position was a timely and critical victory.

Working through the DEP's administrative processes, we need to convince DEP regulators to set the standard at a protective level, which to us means 0.38 – 0.40 milligrams of Total Nitrogen per liter of seawater. This limit is realistic and reasonable, and concentrations above this level begin to degrade critical habitat. In February 2012, the DEP disclosed to us that they plan to postpone submitting their recommendations for a standard until 2015. We vehemently oppose the delay and will continue to work to speed up this process. We plan to meet with counsel and then with the Commissioner of the DEP to determine options for moving forward.

5. **Tar sands oil transport through the Port of Portland:** We have met with representatives of Portland Pipe Line (PPL), Sierra Club, Natural Resources Council of Maine, and with local citizens about the possibility of one of PPL's pipe lines reversing to bring tar sands oil into Portland. We have stated that our two primary concerns are on the possible release of invasive species in ballast water discharges and the ability to clean up tar sands oil if it spills. Tar sands oil is a "sinking oil" that has not been transported through our port before, and if spilled, poses a different set of environmental threats than "lighter" oil. We will continue working with the Coast Guard to insure that the Oil Spill Contingency Plans address tar sands clean-up. We will continue to work with national environmental consultants to identify and recommend best management practices for pipelines transporting tar sands oil, and especially during the transfer between the pipeline and oil tankers, to ensure that safety measures are in place to deal with this "sinking oil."
6. The shift in the political climate has been extreme and has required vigilant **monitoring of legislative initiatives**. Cathy will continue our involvement in the Environmental Priorities Coalition, monitor proposed bills and the Legislature's calendar, inform the Board and Staff about relevant topics, and work with Joe and Mary, either to provide written testimony and responses or to help Joe prepare for testimony at appropriate legislative committee hearings. We will continue to encourage Board and Staff to establish and maintain relationships with regional Senators and Representatives, as well as key colleagues at the DEP and at the DMR.

We will continue to keep an eye and an ear on such activities as:

- a) Coal tar remediation effort in Portland Harbor
- b) Bills that are introduced in the Legislature that may have an impact on the health of Casco Bay, from snow dumping to overboard discharge elimination to combined sewer overflow abatement

- c) Increases in the acres of closed clams flats in Casco Bay
 - d) Proposals for wind turbines in Casco Bay (Joe sits on a committee just forming, to look at the issues involved.)
7. We have been building **capacity** in the Baykeeper Program by dedicating more of Mary's time to assist Joe and Cathy with this program and by seeking outside legal counsel on issues for which Joe needs statutory guidance or interpretation. Mary has been instrumental and invaluable in helping with research, writing, drafting position statements, responding to inquiries, helping culture constructive relationships with policy leaders, interacting with Waterkeeper Alliance on national issues and positions, continuing to oversee the research on such topics as snow dumping and various proposed developments, drafting the "elevator speeches" described below, and coordinating volunteer assistance with Baykeeper issues.
 8. We have begun to build **legal capacity** for access to legal counsel by having a dedicated fund for this purpose. In March 2011, the Board voted to designate \$6,000 from prior years' accumulated operating surpluses as a Legal Fund for Baykeeper support. This fund will be used solely for legal work on programmatic Baykeeper-related topics and not for the purposes of other organizational issues, such as personnel or occupancy related topics. We maintain a list of environmental attorneys with whom we may consult, and we have and will continue to meet with Sean Mahoney of Conservation Law Foundation on a frequent basis to discuss a variety of environmental issues, from the Ocean Gateway fast-tracked dredging project, to the DEP's delays in proposed a nitrogen standard for Maine's coastal waters.
 9. 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. Joe will continue serve as Vice Chair of the board of Waterkeeper Alliance for another year until the end of his term. 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.
 10. An issue in the Baykeeper Program and for all senior staff is the number of requests by other organizations and citizens for advice, help, and mentoring. On any given day, Joe alone may receive four email requests and two in-person requests for assistance.

C. BayScaping and Stormwater Sampling Program

To ensure a solid scientific basis for our BayScaping Program, we sampled stormwater and sediments at tributaries to Casco Bay, testing for the presence of the most commonly-used pesticides and for nitrogen. Our collection methods were based on a quality assurance plan developed in conjunction with the Maine Board of Pesticides Control (MBPC).

1. **Stormwater and Sediment sampling:** Through our Stormwater Sampling Program, Mike collected stormwater from pipe outfalls, catch basins, and small streams, for analysis of various fertilizer and pesticide compounds. This data has been instrumental in effecting behavioral changes in residents of neighborhoods in which these compounds have been detected in the runoff.

We have eight years of stormwater sampling results from 22 sites all around Casco Bay. We detected the presence of six pesticides, including fungicides and herbicides that have been linked to cancer, reproductive problems, and birth defects. Our sampling has also revealed the presence of nitrogen and phosphorous, components of fertilizers, at all of the sampled sites; these nutrients can pollute drinking water wells and when washed downstream can cause algal blooms and degrade

marine water quality. Once they reach the Bay, certain pesticides (pyrethroids) can settle out in the sediment and threaten the health of marine life. As Gary Fish, of the MBPC and recipient of a Friend of Casco Bay Award says, “A pesticide that will kill a bug can kill lobsters and crabs.”

We have collaborated with the MBPC and the University of Maine to do this work. In 2009, working with MBPC, we sampled both stormwater and sediments: stormwater was taken at three locations and sediments were sampled at a total of nine locations (we assisted at six). In 2010, we sampled sediments at two sites for pyrethroids. In 2011, MBPC did sediment sampling themselves. During 2012, we will add the results of the most recent MBPC sampling to our tables and maps of FOCB and MBPC data. This presentation of data at BayScaping socials builds fast awareness among neighbors throughout our community and helps to motivate resistance to applying these compounds heedlessly.

2. **BayScaping:** Interactive neighborhood “socials” are the core of our BayScaping program. At these events, our staff and volunteers share our data with residents in our communities, explain the harmful effects of lawn care chemicals, and suggest Bay-friendly alternatives. We have found that providing evidence of pesticide use in a particular neighborhood (the results of stormwater and sediment collection and analysis) is a compelling way to inspire behavioral change. As we connect one-on-one with residents through these events, we will continue to reach out into the broader community by issuing timely media releases, emails, and newsletters.

In 2011 and early 2012, FOCB Board member and Master Gardener Pat Ianni and marine biologist and Master Gardener Kim Payne worked with Mary on delivering BayScaping programs to various audiences, including neighborhoods, retirement communities, teachers, landscapers, horticulture students, several conservation commissions, a conference for landscapers, plus booths at the Portland Flower Show and Light, Living, and Local Sustainability Fair. They reached 318 people through 9 presentations.

Mary continues to share information among residents of communities, such as Scarborough, Portland, and Cumberland, who are working to enact local ordinances. Proponents of an ordinance that recently passed in Scarborough to limit lawn care chemicals on public property credited their success to Friends of Casco Bay.

Mary works with the staff of the Portland Water District (PWD) to deliver programs about how household practices contribute pollutants to Casco Bay. This collaboration has led to her working with the PWD, Cumberland County Soil & Water Conservation District, and Project Learning Tree on a series of teacher workshops called “Over the Watershed,” which concluded with a field trip to Capisic Pond in May 2011.

Mary participated in the planning of three *Go Green to Get Green* conferences, in 2009, 2010, and 2011, each of which attracted 100-175 landscapers and lawn care providers, and she developed and/or presented keynote addresses at each conference. It is likely that the conference will be resurrected for February 2013.

Mary continues to work with the MBPC and the Maine Landscape & Nursery Association to establish standards for the lawn care industry.

Over the coming year, we will:

- Map pesticide and fertilizer data for BayScaping presentations using GIS software
- Present at BayScaping socials and other presentations in communities around Casco Bay
- Continue to collaborate with MBPC, Portland Water District, and neighborhood associations to present workshops on the connections between lawn care practices and water quality

- Continue to spread the BayScaping ethic through strategic media releases, emails, and newsletters
- Explore ways to engage more Master Gardeners to give our BayScaping presentations in order to free up more of Mary's time and to build more support in the Baykeeping Program

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 liaison between the DEP and those marinas in out-of-service mode. Our pumpout coordinator and captain, Jim Splude, an exceptional boat captain and ambassador on the Bay, returned for the 2011 season. 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. Jim will be returning for the 2012 season.

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 City of South Portland Water Resources Division and the Portland Water District through CBEP make modest contributions to support the program. During 2008, the Board concluded that the program should continue on the condition that it is financially self-sustaining and can be adequately staffed.
2. Thanks to our work in this program, 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 attained No Discharge Area 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. In the past, the DEP has been slow to attend to pumpout compliance issues in Casco Bay, to get pumps back up and running in a more timely way. We will continue to monitor the DEP's commitment and progress this area.

E. Casco Bay Curriculum

We continue 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. In 2011, Mary conducted the second Summer Institute to help educators incorporate the *Casco Bay Curriculum* into their own curricula. We provide them with lessons and hands-on activities that incorporate real-world data about Casco Bay into their lesson plans and give them continuing education credits through the University of Southern Maine's Professional Development Center. The 2011 course filled to capacity quickly. This three-day workshop introduced 21 area educators to the Casco Bay Curriculum. Mary also presented elements of the course and curriculum to educators at conferences of the National Marine Educators Association, Maine Science Teachers Association, and the Maine Environmental Education Association.

This project has been so successful that Mary will offer the third Summer Institute for Ocean Literacy in June 2012. This will provide 20 teachers with the skills, materials, and expertise necessary to present their students with quality, science-based, marine education. Literacy is an important focus of elementary school education and, increasingly, middle school. The Summer Institute highlights strategies for linking literacy and science education, an effective way to engage these teachers in strengthening their science curriculum. Incorporating literacy into the Summer Institute also makes elementary school teachers more comfortable with the Casco Bay Curriculum as they tend to have a stronger background in teaching reading than in teaching science.

Mary continues to present Casco Bay Curriculum workshops and support to teachers. While the curriculum requires some updating each year, it requires less concentrated attention than it did in its development phase.

F. Storm Drain Stenciling

Unfortunately, storm drains are a tempting place for residents to dump dangerous pollutants. Substances commonly thrown down our storm drains include used motor oil, antifreeze, hypodermic needles, cigarette butts, pet waste, and yard waste. We launched our **storm drain stenciling** as a creative, hands-on way to create greater awareness about the need to reduce pollution in our communities. The program inspires volunteers to “take to the streets” to paint “do not dump” messages next to storm drains in towns around the Bay. We provide stenciling kits and easy-to-use instructions to help neighborhood groups organize stenciling events to educate their communities about their connection to the Bay and help reduce the amount of pollution and waste dumped into storm drains.

During 2010, in order to meet the pent-up volunteer demand we were hearing, we put together the information and supplies needed to conduct stenciling activities. We assembled “stenciling kits” with all the supplies needed to conduct a stenciling activity – including paint, stencils, and how-to guides. During the Winter/Spring of 2010, we partnered with USM’s Media Studies Program as three student film makers worked with us to create a film about the do’s and don’ts of storm drain stenciling. We compiled a database of relevant ordinances and contact people in each town around the Bay to make it easier for folks to get permission to do stenciling, and we hosted several stenciling projects ourselves, including through the Summer Institute. During 2011, we designed door hangers that inform neighbors about the stenciling activity nearby and the need to not dump things down the drain; this process will continue this year. We also developed a curriculum activity that allows students to design their own messages and graphics using a template drawn from our door hangers.

During 2012, we will maintain the readiness of the stenciling kits, continue to explore ways to engage school groups and community members in adopting their neighborhood storm drains, and use these events as media attractors whenever possible. We will contact area communities to alert them that the kits are available and can help many towns fulfill requirements for stormwater education. We will also continue exploratory conversations with representatives of Portland’s arts community on the possibility of a future, large scale, public art effort around 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 word-of-mouth, website, posters, and Constant Contact outreach via email.

For the fourth year, we will collaborate with the Wells National Estuarine Research Reserve and students at Southern Maine Community College (SMCC) on a rapid assessment survey of marine invasive species. We will repeat a couple of experiments done in 2009, 2010, and 2011, such as using a modified lobster trap for settlement of invasive species.

H. Outreach and 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 scheduled events including six already scheduled for FY13: a public fund-raising event for the Baykeeper Boats Fund Campaign, two summer house parties, the Major Donor Appreciation party for our elite donors in an

elite location, the Volunteer Appreciation and Members Meeting Event for those who work the hardest for and with us, and the Wild & Scenic Film Festival open to anyone and everyone. We most likely will also host a boat launch event after the replacement Baykeeper vessel has been acquired and retrofitted.

2012 marks the 20th anniversary of our Water Quality Monitoring program, and we will fold recognition of that into our 2012 events programs.

Elevator speeches: During 2011, we developed a format for presenting key issues and topics we are working on, which we refer to as an elevator speech. Each one begins with an engaging question, poses why the issue is a problem for the Bay, and suggest to the listener or reader what we can do about the problem. More detail follows. Two of these are finished (one on CSOs and one on Ocean and Coastal Acidification), three are in the pipeline, so to speak (nitrogen, snow dumping, tar sands oil), and during FY13 we will continue to develop and finalize more in the series, including but not limited to the following topics: dredging, recreational boat discharges, fertilizers and pesticides, oil spill preparedness, our water quality monitoring program, what Friends of Casco Bay does and how we accomplish our mission, and what is a Waterkeeper.

Here are more detailed descriptions of some of our planned outreach **events**:

1. **Baykeeper Speakers Bureau:** 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, promotes a sense of shared ownership of the Bay and its health, and increases the credibility, visibility, and relevance of the organization.

There is increasing demand for us to make presentations in the community, and we have launched the Baykeeper Speakers Bureau as our official program for marketing our talks. 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. We received a modest grant to underwrite the costs of our speaking engagements during FY13.

Topics for our speaking engagements include: water quality, nitrogen pollution, coastal and ocean acidification, stormwater, storm drain stenciling, Baykeeping, BayScaping, the Casco Bay curriculum, beach cleanups, boater education, ocean acidification, oil spills, and the organization.

We will also 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 annual Oil Spill Seminar in Portland, Waterkeeper Conference to be held in conjunction with River Rally in Portland, Oregon, in May 2012.
3. **Baykeeper Boats Fund Campaign Event: Launch of the Public Phase of Fundraising:** On **Thursday, June 5, 2012**, we will announce the public launch of our Baykeeper Boats Fund Campaign at DiMillo's Floating Restaurant. This is part of a larger strategy that will include invitations, advertisements, and a solicitation mailing to everyone in our database. The public phase will involve raising the last 25% of the fund using matching gift opportunities as much as possible to leverage gifts.

4. **House Parties:** These events are critical to garnering new members and to helping us deepen relationships with existing donors. These also lead to many of our speaking engagements. We will host an event at Orrs Bailey Yacht Club this **summer**, and Joan Benoit Samuelson will host a house party for us at her home in Freeport in **August**. We will continue to track other possible future venues and evaluate other opportunities as they arise.
5. **Sponsored events:** Sponsored events provide a way to leverage board relationships with corporate and media sponsors that we otherwise could not access. They also provide visibility with the general public while raising much needed revenue and promoting our core message and mission.

On **Saturday, November 10, 2012**, we plan to host, for the fifth 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 years, we will also explore sponsorships and in-kind donations for our other events.

6. **Major Donor Appreciation Event:** This December event at the Cumberland Club each of the past four years has been so successful that we will repeat this on **Thursday, December 6, 2012**. This is one of our favorite events of the year.
7. **Volunteer Appreciation and Members Annual Meeting Event:** This provides the opportunity for us to thank those who roll up their sleeves and work the hardest for the Bay alongside us, including our Board, our water quality volunteers, other volunteers, and our community partners. We accepted the offer of our Board Vice President to use the public space at Pierce Atwood's new location on Commercial Street. The Volunteer Appreciation and Members Annual Meeting there was a great success, drawing the largest crowd for this event in our history, with about 145 guests. We may or may not be invited to return to Pierce Atwood, so in the meantime, we will explore and evaluate other possible locations for the **January 2013** event.
8. **Boat Launch Event:** We likely will acquire a replacement vessel for the Baykeeper boat during this fiscal year. After the "new" vessel has been acquired and retrofitted for our needs, we will host a launch event.

I. Media and Public Relations

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

Website: We will be switching to a new web content management system in April 2012. Microsoft Live, the platform we have been using, will be discontinued April 30th. In this transition, we will redesign our site to improve our context and meet best practices. After the transition, 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.

Email communications: Our use of Constant Contact to deliver email communications has proven to be very effective. Our "e" newsletters have been well received and help reduce our printing budget (we still plan to produce two hardcopy newsletters this year). Our new donor database may have an "e-blast" component built in, so we will evaluate whether we will switch to that or continue to use Constant Contact.

Facebook: We will continue to increase our Facebook active user base and explore best ways to engage users on our Facebook page to encourage viral dissemination of our messages and to guide community members to our website.

Print media: We will continue to generate newsletters, the Annual Report, the film festival program, and other program-related display materials. 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, which is cheaper, has the ability to go viral, and reaches a different audience.

We will endeavor to get a full featured article in one of the monthly glossy magazines (Maine Boats Homes & Harbors, Down East, Maine Magazine), and we will continue to submit op-eds and letters to the editor to the local papers. We have had good success getting pro bono ads placed in such publications as Maine Today Media, *Ocean Navigator*, the program for Greater Freeport Community Chorus Christmas Concerts, and *Sunrise Guide*.

As part of the Baykeeper Boats Fund Campaign, public phase, we will be designing an ad campaign to invite the public to support the fund for their Bay and to invite the public to the June 5th event. We will design a matrix of print media outlets and piece together an appropriate mix, geographically and demographically, of paid and pro bono markets for the ads.

We will explore engaging in another sponsorship campaign with Maine Public Broadcasting Network, and work to continue our Film Festival promotion through the Portland Press Herald; we have already secured WCLZ's promotion donation for the 2012 Film Festival.

A new group of USM Media Studies students already is hard at work on a new film project, this time focusing on our Water Quality Monitoring program.

II. Technology and Capital Assets

During 2010, we launched the **Baykeeper Boats Fund Campaign**. The goal is to raise \$485,000 in cash, pledges, and in kind gifts in order to replace and upgrade the Baykeeper boat and to have a fund to support maintenance of the fleet (which consists of the 26' Baykeeper boat, the 21' pumpout boat, a 13' whaler, two skiffs, and two inflatables). To date, we have raised 74% of the goal in cash and pledges. We will continue to work with board and staff on visits to major donors for in-person asks, and we will seek matching gift opportunities to leverage more giving, particularly for the public phase of the campaign. This year, we will hold a public event to launch the last phase of the fund-raising campaign. This event will be held at DiMillo's in June and will be part of a comprehensive strategy including invitations, advertising, and an extensive mailing.

In February 2012, the Board adopted a resolution empowering the Board President and Executive Director in collaboration with the Boat Selection Committee to identify the next Baykeeper vessel to replace Donovan's Delight and negotiate its acquisition. Key to this effort are Joe Payne, Peter Milholland, Bob Knecht, and Dick Harris. Once a vessel is acquired, we will have it outfitted and retrofitted to meet our needs.

We need to replace our **network server**. During 2011, we began a series of meetings, starting with a technology audit, to explore our options. We embarked on this endeavor, having been advised by the Board during last year's budget meeting, that moving to the "cloud" would be much a most cost effective and technologically effective option. But cloud computing has not yet become cost effective (for instance, moving our email to the cloud would add an annual cost of about \$2,400 to our operating budget) and will not solve many of the technological needs of the organization – the tech audit showed us that we still need to upgrade our network server.

This year we will change the **fundraising management software** we use in the Development Office. Our old software, *ebase* is no longer supported, and following a crash in late 2011, is less stable than ever. We have been exploring options for upgrades that will manage our robust membership renewal schedule and allow letters to be easily personalized. Our secondary priority is a program that will also help us manage our foundation/proposal plan. The new technology will likely have an annual support or subscription fee, which will increase our operating costs but also ensures that the program will be technologically updated and secure. We are very close to a final decision. We will acquire, upgrade, migrate data, train, and redesign our operating procedures vis a vis the new development database during the first half of this next fiscal year.

As mentioned in the Media and Public Relations section above, we will be upgrading our website platform.

Other upgrades in office equipment will continue. We regularly cycle new computer workstations and printers through the office to keep up with technological improvements and speed. At the end of FY12, we ordered three new workstations, and as a result of our tech audit, as we upgrade, we are shifting workstations from desktops to **laptops** in some (though not all) positions. We will upgrade our **projector** for use in presentations.

Upgrading our water quality database, **Murphy**, has been and continues to be a priority, as described above at I A (10).

Our **water quality monitoring equipment** is in good shape, and we will be upgrading three of our pH sensors to a new model.

III. Development

The mission of the Development Office is to ensure Friends of Casco Bay's long-term success through developing and sustaining diverse sources of funding. Relationship building is crucial to our work. Through cultivating donors' appreciation and understanding of our work and increasing Friends of Casco Bay's name recognition and brand association in the community, our goal is to broaden the breadth and deepen the depth of support. Our development strategy is donor-centered, and we work through spheres of influence, raising funds for our core work and always striving to improve.

We have identified two demographics: those that support our work and those who don't know that they will support our work. We will continue to work to develop **new Friends** for the Bay, as new members are critical to our long-term base of support. In this time of economic uncertainty, it is likely that government and corporate support will continue to decline. Yet, as the Baykeeper Boats Fund shows, there is perceived value in our work and capacity in the community to support it.

During FY13, we will endeavor to broaden and deepen all sources of funding. Development efforts will include the following:

- All solicitations for membership renewals, annual fund appeals, and Boats Fund requests will continue to be sent with hand-written notes, as is our standard policy and practice.
- We will continue to work with the board on penning notes on all Annual Fund appeal letters.
- We will raise money both for operations and the Baykeeper Boats Fund.
- 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 our boat donation program with Maine Maritime Funding Alliance, a Maine-based nonprofit established to handle boat donations for the benefit of marine-related nonprofits in Maine.
- We will transition our fundraising database and practices to adapt to the new development software.
- 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. Many of these visits during 2012 and 2013 will be related to both Annual gift and Boats Fund gift opportunities.
- We will design and host a variety of events (see section above on events).
- Our Film Festival will continue to be one of our signature events. Much of the solicitation of sponsorships has shifted from being done by the Board to being done by staff. After the November 2012 event, our fifth, we will evaluate whether this strategy, and, indeed the festival itself, is working for us, organizationally.
- 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. Our data show that sending personal solicitation letters, hosting house parties, and inviting friends, colleagues, and family members to our events are excellent ways to garner new members and deepen relationships with existing donors.
- We will draft our gift acceptance policy.
- If time allows, we will begin to lay the groundwork for a planned giving society.

IV. Administration

- A. **Staff:** Over the past nine 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 or opportunity. The staff consists of eight full time professionals, a seasonal pumpout ambassador, and by agreement with SMCC, an occasional paid intern. We have a number of unpaid interns in and out through the year and during the summer, every year.

Compensation was frozen in the FY09 / FY10 / FY11 budgets; when revenue goals were met, an accrued bonus that was included in the budget was released and in one case supplemented with additional funds. Given the continued surplus and/or break even results, and the need to bump up the base, the FY12 budget contained a 3% increase in compensation integrated into the numbers, not accrued, and this was greatly appreciated by staff.

The transition was made at the beginning of FY12 to Health Savings Accounts, a plan with a lower premium rate and a high deductible with some cost offsetting for the staff by Friends of Casco Bay for the initial transition year via front loading a modest amount into each HSA. Premium costs for FY13 are projected to rise by over 21%. The benefits package includes health and dental insurance (historically covered at 80% plus a contribution to the HSA), 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. That said, we ask that the increase in insurance premium costs be split between Friends of Casco Bay and each participant; this will result in effectively shifting the 80/20 premium cost sharing to 75/25. In addition, a 2% increase in base pay is also included in the budget.

- B. **Audit:** We will be sending out a request for proposals to a number of CPA firms with nonprofit auditing experience to contract an audit for the fiscal year ending March 31, 2012. The audit is likely to be performed between April and August.
- C. **Financial Stability:** The economy, domestically and internationally, continues to be in a recession.

Friends of Casco Bay underwent a change in fiscal year end after 2008, the year the recession hit. We had a short, 3-month year January 1 – March 31, 2009, and for each year ending March 31 since, in 2009, 2010, and 2011, we have ended each fiscal year at break even or better. Each budget has contained a provision to utilize up to a certain amount of the Board Designated Contingency Fund (BDCF) (\$45,000 each of the last three years). Not only have we not used a dime of the BDCF, we have added cash to the coffers by breaking even or better, and to the extent that we have recorded depreciation, a noncash expense. As of the writing of this plan with a month to go, projections show that FY12 will be a break-even year. The FY13 budget will again contain a request to utilize some of the BDCF in order to have a conservative and balanced budget to support this plan; with skill, hard work, and luck, we hope we will, once again, find we do not have to utilize any of the BDCF. Potential use of the BDCF allows us to keep the team and the plan in tact until we see the end results.

Monthly **financial reports** will continue to be prepared. Special attention will be paid to budget versus actual figures for any signs of revenue faltering or expense bulging 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.

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 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.

We will develop an Emergency Succession Plan, in the (we hope unlikely) event of an unplanned temporary absence of staff, particularly senior staff. The drafting of this plan will involve identification of key roles and responsibilities of each staff person and identification of particular staff members who would fill in on certain responsibilities in their absence. This effort will be folded in with the annual staff review process. We will also continue conversations about nonemergency succession planning.

- D. We will engage the Board, Staff, and other stakeholders by invitation to participate in the process of developing a new **Strategic Plan** for the years 2012-2017.
- E. We will continue to engage **Board** members around policy issues, program efforts and accomplishments, board governance, events, and community connections to resources, financial and otherwise.