



# Friends of Casco Bay Casco BAYKEEPER®

**FY23 Operating Plan**  
**April 1, 2022 – March 31, 2023**

**For Internal Use Only**



# **Friends of Casco Bay**

## **FY23 Operating Plan**

### **April 1, 2022 – March 31, 2023**

#### **Table of Contents**

An Introduction to Our FY23 Operating Plan .....	3
Highlights from the Strategic Plan 2018 – 2022.....	5
FY23 Program Matrix.....	6
FY22 Operating Plan Summary.....	7
Programs: Science, Baykeeping, and Community Engagement.....	10
1.    Science: Water Quality and Other Environmental Monitoring .....	10
2.    Baykeeping: Advocating for Clean Water.....	15
3.    Community Engagement .....	26
Communications and Development.....	36
4.    Communications .....	36
5.    Development.....	40
Technology and Capital Assets.....	44
Management and Administration.....	45
6.    Current Staff .....	45
7.    FY23 Staffing .....	45
8.    Board .....	47
9.    Financial Considerations .....	48
10.   FY23 Budget Highlights.....	49
Appendix A – Our Working Relationships.....	51
Appendix B: Friends of Casco Bay Volunteer MetricsF .....	56
Appendix C: FY22 Friends of Casco Bay Events .....	58
Appendix D: FY22 Media Hits.....	59
Appendix E: Environmental Justice, Diversity, Equity, and Inclusion Work in our FY23 Operating Plan .....	64
Appendix F: Friends of Casco Bay’s Strategic Plan 2018-2022 .....	66

## **An Introduction to Our FY23 Operating Plan**

This Operating Plan covers Friends of Casco Bay's proposed work from April 1, 2022 through March 31, 2023. We are in the final year of our five-year Strategic Plan 2018-2022 [a summary of the plan is included below].

The Operating Plan is the basis for our FY23 budget. The operating plan is in support of the Strategic Plan. While the Strategic Plan is eloquent and brief, the operating plan is the opposite—full of details, background, rationale for the work we are undertaking this year.

Our mission is to improve and protect the health of Casco Bay. We meet our mission through science, advocacy, and community engagement. These are the three legs of the stool upon which our work sits. As you will see from the Program Matrix on page 5, all of our programs have elements of science, advocacy, and community engagement. Our work is strategic and integrated.

How we do our work is as important as what we do. We are collaborative. We say what we will do and mean what we say. Our advocacy is based on science, common sense, common decency, humility, and compromise. We are leading and learning. We are working to become more diverse, equitable, and inclusive.

Our work is also based on tackling the largest threats to the Bay. Water temperatures in the Bay have risen nearly 3 degrees Fahrenheit since we started collecting data in 1992. Sea level is on the rise. The chemistry of the ocean is changing. Our changing climate is leading to bigger storms that exacerbate stormwater pollution.

While we have our work cut out for us, our efforts in the coming year build on our past success. In FY22 we:

- Launched two new Continuous Monitoring Stations after crossing the finish line on our \$1.5 million Climate Change and Casco Bay Fund.
- Helped pass “LD 1572 Resolve, To Analyze the Impact of Sea Level Rise,” important legislation that directs Maine to adapt our stormwater, land use, and planning laws to incorporate climate change projections. This was a top priority of Maine's Climate Action Plan.
- Won a major victory against stormwater, the largest source of pollution into the Bay, by significantly improving Maine's General Municipal Separate Storm Sewer Systems (MS4) Clean Water Act permit.
- Expanded our Water Reporter program as more than 300 volunteers are helping keep watch over our coastal waters.
- Celebrated the career and contributions of Executive Director Cathy Ramsdell, who retired after 18 years of service to our organization and mission.
- Continued to be a resilient organization by growing our donor base and income while responsibly stewarding our capital and financial assets.
- Began to assess how our work intersects with environmental justice, diversity, equity, and inclusion.

FY23 looks, too, to be a watershed year.

This year we are celebrating the 50<sup>th</sup> anniversary of the Clean Water Act, an important tool we have used to improve the health of Casco Bay. We are also celebrating the 30<sup>th</sup> year of collecting vital data on the health of the Bay. We will welcome a new Executive Director, hire a Program Assistant, and relaunch our Pumpout Program. Led by our Board, we will explore our vision for the future and develop our next five-year Strategic Plan. We will work to be a more inclusive organization, which, in turn, will lead us to be more diverse and more resilient. In the process, perhaps our society will become a little more just and equitable.

The plan you are about to read was developed in collaboration by the staff. We leaned heavily on each staff person's area of expertise and you will "hear" different voices in the plan. While each of us wants to take on the world to move our work forward, we recognize that there are always more ideas than time and capacity.

It takes a community to take care of the Bay. At the heart of our work is making the science of stewardship understandable, accessible, and relevant to community members and then engaging them where they are at to support efforts that will leave a healthier, more protected Bay to the next generation.

Thank you to our Board and Staff for working closer together than ever over the past year. While we have been in a state of leadership transition, we have not lacked for leadership. Each of us has been pulling on the oars to the best of our abilities and we are collectively stronger for it.

Thank you for your time and consideration of this plan, along with the budget that supports it.

Respectfully submitted,  
Will Everitt  
Interim Director, Friends of Casco Bay

## Highlights from the Strategic Plan 2018 – 2022

[For more detail, please see the Strategic Plan in its three-page entirety, appendix F]

### Vision for 2022:

- We have **raised awareness** that Casco Bay is essential to quality of life in the region.
- We have **engaged members of our community** by sharing the science of water quality in understandable ways that influenced them to support policies that keep Casco Bay healthy.
- We have **advanced our science** using technology and Volunteer engagement.
- We have **decreased pollution**, from nitrogen, stormwater, sewage, plastics and marine debris, pesticides, and fertilizers.
- We have shined a light on **the impacts of climate change**, as well as global policies and economic influences.
- We have **expanded our membership**.
- We are **financially strong**.
- We are in **new offices** that fit our needs.

### Initiatives for 2018-2022:

- **Monitor water quality** in Casco Bay.
- Translate **data, science and policy** implications into understandable formats.
  - **Communicate**, engage, influence, and deepen understanding of how conditions in the Bay are changing.
  - **Inspire** the community to champion policies and behaviors that support clean water.
- Provide meaningful, low threshold opportunities for **Volunteers** to get involved.
- Continue our **collaborative** “work with” approach to advocacy and influence.
- Identify goals for a fundraising **campaign** to support our science efforts.
- Move our **offices**.
- Manage leadership **succession** in Board and Staff.
- Advocate for standards and controls on **nitrogen and acidification**.
- Advance the visibility, branding, educational outreach, political involvement, and recognition of our mission.
- Apply technology and scientific methods; build credibility; communicate, and educate.
- Pursue collaborations and partnerships that advance our mission.
- Build capacity in Baykeeping and maintain capacity in organization and infrastructure.
- Grow funding consistent with our resources.

### Closing summation

Casco Bay belongs to all of us. We are building connections, connecting the dots, and working with our community to improve and protect the environmental health of Casco Bay.

## FY23 Program Matrix

Program	Science	Community Engagement	Advocacy
<b>Water Quality &amp; other Environmental Monitoring</b>	Continuous Monitoring Stations Seasonal Monitoring Nitrogen Nab QAPP update Laboratory and boat operations	Water Reporter  Casco Bay Matters: <i>presentations about key issues</i>  Images, graphs, reports, etc. to the public about our science efforts	Encouraging more monitoring in CWA permits Championing monitoring by DEP OCC and river groups acidification and climate change monitoring efforts Nitrogen standards
<b>Baykeeping: The eyes, ears, and voice of Casco Bay</b>	Advocacy is grounded in science Staying on top of Climate Change science Casco Baykeeper helps staff our WQM efforts Tracking algal blooms with the aid of Water Reporters  Pumpout Program: metrics keeping sewage out of the Bay	Water Reporter  Casco Bay Matters: <i>presentations about key issues</i>  Public events  Media events  CBEP management committee  Pumpout service ambassadorial work	Addressing threats as they arise Climate Change and Acidification Policy CWA discharge permits CSO remediation Legislation/ ordinance tracking and testimony BayScaping ordinances Marine Debris Dredge/CAD monitoring Oil Spill Preparedness Preventing federal rollbacks Watchdogging pumpout stations around the Bay Advocating for more pumpout stations
<b>Community Engagement</b>	Data presentations on website: translating science to the general public  Nitrogen Nab  Casco Bay Matters: <i>presentations about key issues</i>	Casco Bay Matters: <i>presentations about key issues</i> Community speaking events Tabling at community events Our special events/Clean Water Act Celebrations Media releases Email communications Social Media Newsletter	Action alerts  Casco Bay Matters: <i>online presentations about key issues</i>

## **FY22 Operating Plan Summary**

### **Science:**

- Maintain three Continuous Monitoring Stations (CMSs), each with data sonde with a pCO<sub>2</sub> sensor at Cousins Island in Yarmouth, GMRI float in Portland Harbor, and Holbrook Wharf in Harpswell, collecting hourly data year round. Sondes are swapped out roughly every two weeks, replaced with recalibrated equipment, data are downloaded, quality checked, and data graphs are designed and uploaded to the website.
- Seasonal Sampling, spring to fall, approximately every 3 weeks
  - 14 sites to sample surface water quality
  - 8 sites by boat to sample water quality down through the water column
- Explore a new Nitrogen Nab in Portland Harbor by engaging volunteers to help collect water samples by boat, kayak, and by land from the coast and from piers and docks.
- Update our Quality Assurance Project Plan
- Design and release accessible data products from both types of sampling efforts, working closely with Communications and Advocacy staff
- Investigate and track nuisance and harmful algal blooms via Water Reporter and via using our own drone
- Continue to develop internal data-handling protocols for ease of storage, quality assurance, and extraction for our analyses and for other scientists, using WRDB software
- Continue to collaborate with wide variety of partners and colleagues, to understand conditions in Casco Bay and to share data, techniques, and quality assurance protocols
- Make the science of stewardship understandable and accessible to the public.

### **Baykeeping**

- Move climate change policy forward, celebrate the 50<sup>th</sup> anniversary of Clean Water Act
- Work to reduce stormwater through serving on Model LID Ordinance Committee and participating in stakeholder process for Chapter 500 stormwater regulations
- Participate in GPCOG resilience planning process to help coastal communities adapt to changes
- Coordinate the Ocean Climate Change network
- Continue to build relationships with river groups/tributaries to Casco Bay
- Continue to participate in Casco Bay Regional Shellfish Collaborative
- Continue to serve on Coastal and Marine Working Group of the Maine Climate Council
- Participate in siting criteria identification for proposed offshore wind
- Comment on 3-4 major Clean Water Act permits that are up for renewal while tracking Long Creek permit

- Review 2<sup>nd</sup> step of MS4 permit process. Celebrate effective date of the MS4 Permit (7/1/22)
- Continue to track Portland's Integrate Permit
- Continue to track developments in aquaculture in Casco Bay with an eye toward protecting the health of the Bay
- Monitor opportunities for sign on letters of support regarding state and federal climate change legislation to undo harmful changes made over the last 4 years
- Help the State develop nitrogen criteria for greater Portland Harbor
- Integrate Pumpout Program into Baykeeping Program; keep sewage out of the Bay via the Pumpout program and investigate issues identified by Pumpout Coordinator
- Respond to public inquiries
- Look at all of our advocacy efforts with an eye toward environmental justice, diversity, equity, and inclusion

### **Community Engagement**

- Deepen our relationships with existing Water Reporters
- Host Water Reporter trainings and meetups to recruit, support, and clarify what is helpful in posts
- Continue to recruit and respond to Water Reporter posts
- Find out what volunteers are concerned about and use that information to inform our work.
- Connect Water Reporter work to Baykeeping priorities
- Use Pumpout Program and boater communications to recruit more boaters as Water Reporters
- As we continue river work, explore expanding our Water Reporter program further into the watershed
- Use video as way to train Water Reporters
- Work in the field as Staff to identify ways to further support Water Reporter work
- Explore recruiting volunteers for a day of action, Nitrogen Nab
- Organize Clean Water Act 50<sup>th</sup> anniversary event celebrations, using Casco Bay Matters series and other in person meet ups, parties, and events; Host Casco Bay Matters events to engage the public around key issues we are working on and promote ways people can make a difference in the health of the Bay
- Recruit top-notch Interns and Externs to assist us with our work and provide high quality experiences for them and explore making this process more equitable through paid internships
- Work on environmental justice, diversity, equity, and inclusion criteria in coordination with Waterkeeper standards and with what makes sense in our community
- Coordinate Coastal Cleanups and Storm Drain Stenciling projects
- Use the relaunch of our Pumpout Program to engage boaters more in our efforts
- Encourage BayScaping through using South Portland ordinance as model; refer key questions to our BayScaping partners

## **Communications and Development**

- Foster a storytelling culture
- Promote our stories in a wide variety of ways
- Strengthen our relationships with news media: healthy habits/boater outreach before memorial day; MS4 media outreach before 7/1/22 deadline; other media outreach organically
- Prioritize Baykeeping/Clean Water Act 50<sup>th</sup> anniversary stories; Boater communications; Nitrogen Nab; Continuous Monitoring Stations' data; Water Reporter stories, and hiring new Executive Director
- Continue to update our website and add new sections and links
- Host a variety of online events, with special emphasis on “warm” approaches
- Employ a wide range of additional communications strategies and activities to engage our audiences (see extensive bulleted list at end of Communications section)
- Explore a paid media campaign for FY24
- Continue to grow and deepen giving from individuals
- Advance our Anchor Society as recognition of those making planned gifts
- Continue to garner foundation, corporate, and government support
- Take advantage of and create visibility and branding opportunities as they arise
- Special focus on new member mailings/annual fund outreach to overlooked communities and communities further inland
- Relaunch our gift membership program with focus on diversity and inclusion

## **Technology and Capital Assets**

- Continue to maintain our Baykeeper and pumpout vessels
- Continue upgrades in computer workstations,
- Continue building proficiency in the use of various software and online tools
- Move our offices

## **Management and Administration**

- Maintain excellent working environment for staff
- Hire a Program Assistant
- Hire a Pumpout Coordinator
- Engage Executive Committee in looking ahead
- Help put together a plan for a process to renew our strategic plan
- Continue to grow our knowledge and engagement with environmental justice, diversity, equity, and inclusion issues especially where they intersect our mission; update our statement on environmental justice
- Work with Board on board recruitment, leadership succession, other issues as identified by Board

## **Programs: Science, Baykeeping, and Community Engagement**

Just as three legs of a stool must work together to share its burden, our staff have increasingly developed overlapping work plans to fully integrate our Science, Baykeeping, and Community Engagement goals, strategies, and activities.

The employees of Friends of Casco Bay meet together weekly to discuss our work, track progress, calibrate our positions, and assess opportunities. Our staff work as a team. They share their individual areas of expertise, experience, and inspiration in order to set our course together.

Themed meetings, sometimes involving collaborative partners from outside the organization, range from reviewing aspects of our water quality monitoring program and exploring /expanding/adapting volunteer opportunities, to messaging, advocacy and legal positioning, relationship management, education and outreach efforts, event planning, and communications purposes and designs. More and more of our work involves engaging with communities around the Bay in conversations to explore how we can respond effectively, and support one another in that response, to the impacts of climate change.

### **Responding to Issues Coming Over Our Bow**

We experience an almost constant flow of unexpected inquiries and issues as concerned citizens and other members of the public call, email, and post messages to our social media accounts. We serve the community when residents have concerns about issues facing the Bay. Each year, and on a daily basis, we are cognizant of the need to maintain capacity to respond to unanticipated issues. We hear from members of the public at frequent intervals on a wide variety of topics, and we must weigh, discuss, and respond to each.

### **1. Science: Water Quality and Other Environmental Monitoring**

This year will mark our 30th year collecting data on the water quality and environmental health 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. In 2022, we will refine and advance our existing ongoing water quality monitoring programs. We will focus on the Continuous Monitoring Program and the Seasonal Monitoring Program, in that order. We will continue to improve data quality and will deliver more timely data products. Presenting our data and communicating what we are seeing are our primary objectives as we engage our community and advocate for the health of the Bay.

Our monitoring efforts are of two types: ongoing and episodic. These two general categories allow Friends of Casco Bay to monitor water quality across the Bay, from the more urban areas around Portland Harbor to the more rural areas in eastern Casco Bay.

### **a. Ongoing Monitoring Programs**

The two ongoing monitoring programs, Continuous Monitoring Station and Seasonal Water Quality, together provide temporal and spatial coverage for long-term water quality monitoring in Casco Bay. The datasets they produce are vitally important in supporting our outreach and advocacy.

#### **Continuous Monitoring Station Program**

We launched our flagship Continuous Monitoring Station at Cousins Island in Yarmouth in July 2016. FY23 will see the completion of six full years, and the start of the seventh, of hourly year-round measurements at this “cage of science.” FY23 will also see the completion of the first full year at our two newest stations, one in Portland Harbor, off a float at the Gulf of Maine Research Institute, and one in Harpswell at Holbrook’s Wharf, in Cundy’s Harbor. These three long-term, hourly monitoring platforms are spread across the Bay in three distinctly different coastal environments.

This program has two goals: first, collect data on a frequent basis to track changes over time (long-term trends) in the water quality conditions in Casco Bay; and second, deepen our understanding of existing conditions, as well as the seasonal and annual changes in temperature, productivity, and acidification in the Bay.

The three stations are deployed close to the shore at the bottom of Casco Bay in approximately four meters of water at high tide. Each station consists of a YSI EXO2 data sonde and a Turner pCO<sub>2</sub> (partial pressure of carbon dioxide) C-Sense sensor. Measured parameters include depth, temperature, salinity, dissolved oxygen, pH, chlorophyll, phycoerythrin (pigments found in cyanobacteria), turbidity, and the partial pressure of carbon dioxide. Derived calculations include total alkalinity, dissolved inorganic carbon, and calcium carbonate saturation state (omega aragonite). Water samples will be collected to analyze levels of total nitrogen as well as pH and total alkalinity, the latter two to provide a measure of data quality assurance.

Maintenance of the stations takes place every two to three weeks; we swap out the deployed “cage” and instrumentation with a fresh array. The new instruments are clean, powered, and calibrated. Data from the previously deployed instruments are uploaded and the instruments are cleaned and prepped for a subsequent deployment. By rotating cages of equipment in this way we are able to ensure good data quality.

While the quality of our science is good, we will continue to refine our quality assurance protocols. The lab analysis of water samples for pH and total alkalinity will be used to check our measurements and calculations. We will continue to build our understanding of coastal carbonate chemistry, and of relevant instrument and sensor maintenance and calibration, and to build our growing network of colleagues doing similar work.

#### **Seasonal Water Quality Monitoring**

The Seasonal Monitoring program includes discrete monitoring conducted during six events between spring and fall. Monitoring takes place monthly at twenty-two sites around Casco Bay. Shallow water sites have data and samples collected at the surface only, while deeper sites

include data and samples collected at the surface, at one meter, and then every two meters to the bottom, providing a “profile” of the water column. These profile sites, as well as several surface sites, are monitored by boat, with the remaining surface sites monitored from floats and piers. These sites include a selection of historic former Citizen Steward Water Quality Monitoring surface stations, as well as the three Sentinel Profile stations, continuing both of those long-term datasets. Parameters are measured using a YSI EXO2 data sonde and are the same as those measured in the Continuous Monitoring effort, with the exception of pCO<sub>2</sub>. Secchi depth is measured, and water samples are collected to analyze levels of total nitrogen.

The Seasonal program provides us with an opportunity to connect with various stakeholders while we are in the field, as well as a chance to be out and about around the Bay; this community engagement component is often as valuable as the science. The Casco Baykeeper and Staff Scientist work together to conduct the Seasonal field work, and the Community Engagement Coordinator and Staff Writer are regular participants. We will also be inviting Board Members to join us during our field work this year.

## **b. Episodic Science Efforts**

We want to ensure that we do not simply conduct science for the sake of science, but that we continue to monitor that which leads us to improving the health of the Bay and modifying the behavior of those who live, work, and play in and around it. For that reason, the array of efforts that can be described as “episodic” tends to change from year to year.

In FY23 we will explore the possibility of conducting a ‘nitrogen nab’ in Portland Harbor, similar to the event held in 2017 (see Community Engagement section for details). Responding to public alerts that we need to investigate will also be a priority (such as a fish kill or algal bloom).

Another important effort is the tracking of macroalgal blooms. Nuisance macroalgal blooms are considered an indicator of nitrogen pollution, and Casco Bay has seen an increase in these blooms in recent years. In FY23, we are hoping these blooms will not be present, but we will be ready to document and track episodes as they occur. (See Baykeeping and Community Engagement sections on Water Reporter).

In FY23, the Staff Scientist and the Baykeeper will continue to be part of a Greater Portland Harbor Nitrogen Criteria Committee. This is a local, state, and federal effort led by the Maine Department of Environmental Protection (DEP) and coordinated by the Casco Bay Estuary Partnership (CBEP). Our Seasonal data are a critical part of this effort, and we have previously conducted sampling for the DEP to support criteria development.

Other episodic initiatives historically have been pilot projects and initial filters for new issues, technologies, or techniques (such as pesticides and plastics samplings). These efforts provide us with opportunities to explore the “how” or “why” of an issue, and to better assess or understand any potential threats to the health of the Bay.

### **c. Adding Science Capacity**

This year we will hire a new staffer to assist the Staff Scientist and the Casco Baykeeper. This new staff person will be trained to calibrate and swap our Continuous Monitoring Stations, to ensure we have redundancy in this area. This staff person will also assist with data management, analysis, and research projects (see Baykeeping and Management and Administration sections).

### **d. Data Management and Analyses, and Lab Management**

Data management and documentation will be a larger priority in FY23. We will overhaul the monitoring data filing system, produce 'step by step' notes on all procedures, and complete the required revisions to our monitoring program Quality Assurance Project Plans (QAPP). We may produce two QAPP's, one for each of the on-going monitoring programs. The QAPP revision(s) will be submitted to the EPA and the DEP during the first part of FY23, and will require a substantial amount of staff time.

Data presentation will continue to be a priority in FY23. Monthly updates for our website are generated from both Seasonal and Continuous monitoring data.

Specifically, after each monitoring event, data from the Seasonal Monitoring program are uploaded to our website via a backend mapping functionality of the Water Reporter app (see Community Engagement on Water Reporter). Daily means for each parameter from all three Continuous Monitoring Stations are graphed and displayed on our website. These online updates for both programs mark an important milestone for Friends of Casco Bay. Timely data product delivery will be an important component of our Science efforts this year.

We will prepare additional data presentations to add to the website and for our other communications. We will also continue to work with our Staff Writer to develop new science-based stories and videos from our data, perhaps in ways we have not yet explored. We will incorporate the Staff Writer and Community Engagement Coordinator into the field work of all monitoring programs as well as various meetings and activities. Sharing what we are doing will remain a priority.

Staff may attend and present at one or more of the large regional conferences (Northeast Association of Environmental Biologists, Northeast Estuarine Research Society, Regional Association of Research on the Gulf of Maine, Coastal and Estuarine Research Federation), as well as present regularly at Friends of Casco Bay events.

We will continue to explore the utility of using WRDB (Water Resources Database), a free software download designed specifically for water quality data and widely used around the country, to manage our water quality data. We believe this software will facilitate more efficient ways to do quality assurance on our data, organize data via metadata structure, work up data graphics, and fulfill outside requests for our data sets. These outside data requests would be able to be filled by any staff member through our website. We will also utilize the data sharing tool CUAHSI Hydroshare to allow for access to our datasets.

We may also look for ways to utilize ArcGIS software (Geographic Information Systems) more efficiently and intensively. We will explore using Ocean Data View (ODV), which is a free software program, for visually displaying our water column profile data. JMP software by SAS continues to be the statistical package we use for all of our data analyses.

We will design a more efficient use of existing lab and storage space, and refine new systems for scheduling equipment maintenance and replacement, and for tracking inventory of calibration buffers and purchases.

#### **e. Boat Operations**

As captain of the *R/V Joseph E. Payne*, Mike is responsible for scheduling routine maintenance and identifying any issues with performance or safety. Our new Pumpout Coordinator (see Pumpout) may help with boat maintenance and act as an additional boat captain for our research efforts as needed. Once launched, the Baykeeper boat is kept clean and fueled, ready for use on short notice. The vessel is used for monitoring efforts, impromptu investigations, media moments, stakeholder meetings and outings, fundraising cruises, staff time on the Bay, and other functions. The boat will be stored out of the water from November to April, and tied up at Breakwater Marina (Port Harbor) during the rest of the year. A priority goal this year is to be on the boat at least once a week, with trips for Science, Community Engagement, and Baykeeping.

#### **f. Collaborations**

Internally, scientific support for the Casco Baykeeper Ivy Frignoca will continue to be a priority, and Mike will also work closely with Communications Staff to develop images and stories for our website and other communications channels.

Externally, we will continue to foster close working relationships with Casco Bay Estuary Partnership, Maine Department of Environmental Protection, Maine Department of Marine Resources, Maine Coastal and Ocean Acidification Partnership, Wells National Estuarine Research Reserve, University of New Hampshire, University of Maine, University of Southern Maine, Southern Maine Community College, University of New England, and Bigelow Laboratory for Ocean Science (see Appendix B – Our Working Relationships).

With a commitment to environmental justice, diversity, equity, and inclusion, staff will develop a list of organizations with whom we are not working closely but whose work, missions, or members intersect with our work to protect the Bay (see Community Engagement section). As appropriate, we will work to build relationships, share data and ideas.

## 2. Baykeeping: Advocating for Clean Water

Our Baykeeping program advocates for solutions to environmental challenges facing Casco Bay. In short, Baykeeping is about reducing pollution, ensuring improvements endure, and making the Bay and its coastal environments resilient to climate change. This is our most visible program and it has generated significant permanent and positive changes for the Bay.

Friends of Casco Bay's founders recognized that the Bay needed a voice, its own "Lorax." Our Casco Baykeeper is that voice; Baykeeping is our tool that engages many in being the eyes, ears and voice of the Bay. Led by our chief advocate – the Casco Baykeeper – our dedicated staff, volunteers, and members lend the Bay our voices in conversations with our neighbors, advocate for its needs in town halls and the state legislature, and work with businesses and environmental agencies to promote clean water policies and practices.

Meeting our mission necessitates working at a local, state, and federal level for incremental, positive change. For example, permits issued under the Clean Water Act (CWA) must be renewed every 5 years. The CWA contemplates that permit terms evolve to address new and changing water quality conditions. Therefore, every five years, our Casco Baykeeper can advocate for more stringent terms and the use of newer technologies to reduce pollution.

Given the largest threats to the Bay, including climate change, coastal and ocean acidification, and stormwater, sometimes we must speak for the Bay at state and federal levels. We do this efficiently, in concert with partners whenever possible, and with data and facts that show the ways proposed legislation may affect the health of Casco Bay.

Our Baykeeping advocacy work at all levels is guided by:

- **Passion for clean water:** clean water is fundamental to a healthy Bay and a healthy local economy
- **Science:** including analysis of data from our award-winning monitoring programs
- **Law:** sound analysis of existing laws to advocate for needed changes
- **Common decency:** how we do our work is as important as what we do
- **Collaboration:** we are about finding pragmatic solutions, common ground, and incremental wins for the Bay
- **Environmental justice, diversity, equity, and inclusion:** the most vulnerable in our society disproportionately experience the brunt of pollution and climate change; we aspire to include and uplift their voices and concerns as we protect the health of our coastal waters
- **Transparency:** we stick to our mission, encourage our members and partners to lend their voices to issues we work on, and comply with all laws

We augment Baykeeping by engaging community members in caring for the Bay, telling Baykeeping stories through communications, and engaging other staff in our advocacy.

Baykeeping is intricately entwined with our science and community engagement programs. Our Baykeeper and Staff Scientist work together to conduct seasonal monitoring, respond to pollution or issue complaints from the public, and attend meetings to share our data and advance our growing understanding of changing water quality conditions. Our Community Engagement

Coordinator and Baykeeper work together more and more as our Water Reporter program advances and deepens our ability to track changes and problems. Our Baykeeper also works with our Community Engagement Coordinator to identify where our mission could be more attentive to environmental justice, diversity, equity, and inclusion issues in our watershed.

Our last five-year strategic plan, completed in 2018, identified the causes and consequences of climate change as the biggest threat to Casco Bay. Advocacy to reduce the causes and adapt to the consequences of ocean climate change continues to be the top Baykeeping priority.

The below work plan summarizes the major accomplishments of FY22, identifies major Baykeeping goals for FY23, and identifies needs to continue Baykeeping success. A typical Baykeeping week is always atypical. We receive a pretty constant stream of public inquiries and are asked to participate in numerous efforts to improve and protect conditions along coastal Casco Bay. These always receive timely attention, and are a big part of Baykeeping.

### **Summary of FY22 Baykeeping Work**

Advocacy to protect the Bay included but was not limited, to:

- Successfully advocating to add strong, clear language to LD 1572, known as the Sea Level Rise Resolve, to mandate that our coastal laws and regulations address climate change
- Advocating for DEP to prioritize reform of Maine's Chapter 500 stormwater regulations; winning the appeal of the MS4 permit to the Board of Environmental Protection, then on remand, working with municipalities to implement the required changes in a collaborative manner that works with municipal budgets and resources
- Ivy being appointed to and serving on the Environment and Wildlife Working Group for Maine's Offshore Wind Roadmap, with a special lens on how we ensure protections for impacts on nearshore environments, especially Casco Bay
- Serving on the Portland Area Nitrogen Group (PANG) to develop the first-in the-state (and long-awaited) nitrogen criteria for greater Portland Harbor
- Beginning work to be completed in FY23 to support development of a model LID (low impact development ordinance) for municipalities to comply with the new MS4 permit
- Continuing our strong commitment to understanding and addressing the changes in the Bay's carbonate chemistry by starting a small coast-wide monitoring network (built off Maine Ocean and Coastal Acidification Partnership (MOCA) and the recommendations of the Maine Climate Council) to share advances in monitoring, answer questions about quality assurance, and develop standard operating procedures so that our data can be compared to data coast-wide
- Beginning a network to work more collaboratively with river groups to help reduce pollution in the tributaries that flow into Casco Bay, including pressing for an amendment to a water reclassification bill to upgrade the lower Presumpscot River to Class B.

In addition to these major accomplishments, Baykeeping covered many emerging or one-time issues. For example, we tracked the resolution of the oil spill that fouled Willard Beach and the sewage pipe break that destroyed dunes. With the latter issue, Water Reporters have been critical to tracking the progress of the dune restoration. They captured damage done during a winter storm that took out about half the plants that had been placed in the area to stabilize the dunes.

We also commented on many topics and submitted testimony on issues of concern to Casco Bay. Copies of many of the documents were shared with the Board throughout the year.

**Baykeeping and Community Engagement:** We increased time in the field with Water Reporters, both to visit sites that they had reported to us and to begin in-the-field training. Our goal was to integrate our Water Reporters directly into Baykeeping, as they are increasingly important eyes documenting changing conditions. We had a very successful first field trip and plan to add more in FY2023. (See Community Engagement section.) We also hosted a spring on-line training that integrated the importance of Water Reporters to Baykeeping.

Baykeeping assumed a larger role in our programming, as we experimented with new formats for Casco Bay Matters programs, field events, and types and content of communications. This will be covered in other parts of the plan, but was an important advancement for our organization.

**Baykeeping and Science:** We wove in more staff involvement (mostly Robby and Sarah) and invited board members in the field with us. We used the time with additional staff to explore innovative ways to communicate about our work, to connect more with Water Reporters, and to explore more in-the-field programming for our volunteers and members. Board members added insights and feedback that helped us shape our thoughts and deepened an awareness of the organization and how we work. We encourage all board members to join us in the field in FY23.

Our Baykeeper and Staff Scientist discussed continuing to evolve our seasonal program beyond monitoring the same sites every three weeks. We explored ways to further involve our volunteers, including interns, in collecting data that will help us track changes to the Bay and act to improve and protect the Bay. We explored another Nitrogen Nab. Further details exist in other areas of the plan. The time spent in the field continues to allow our Baykeeper and scientist to share observations, question data, and collaborate about actions we might take based on what the Bay is telling us.

Our Baykeeper and Staff Scientist convened two new networks: an ocean climate collaborative (OCC) to carry forward work first started through MOCA, and a rivers network.

The OCC represents a coast-wide small group of scientists developing continuous monitoring stations similar to ours. Our group works to share knowledge, provide training, address technology concerns, better understand the monitoring of parameters, provide quality assurance, and develop some common standards that all can use so we can compare our data. The Baykeeper leads this network, and our staff scientist serves as the principal scientist and trainer, with the help of outside experts. This is a terrific collaboration and great role for us to play. Through the network, we can answer questions that concern us, such as are we accurately calculating total alkalinity (TA), and what is the best way to measure?

The rivers group has met once, and has begun deepening our work through emails and working together on issues. This group recognizes that we cannot have a healthy Bay without healthy tributaries. In FY22, we supported efforts to upgrade the lower Presumpscot and wrote comments in favor of listing, as in nonattainment, tributaries whose fresh water-marine water

habitat and interface is impeded by dams with no fish passage. Through this rivers work, we may be able to reach more constituents as we expand our advocacy reach beyond the rim of the Bay.

### **Baykeeping and Environmental Justice:**

[See sidebar] In FY21, we voted in favor of an amendment to the Waterkeeper Alliance Quality Standards to require Waterkeepers to develop a *diverse* grassroots constituency and *develop, implement, and maintain a Justice, Equity, Diversity & Inclusion (JEDI) plan for diversifying your organization and your grassroots representation*. The Guidance on this latter requirement states that: Waterkeeper programs, and Affiliates, are required to develop, implement, and maintain an explicit JEDI plan to demonstrate that they practice diversity and inclusion within their organizations and in their work. It is expected that Waterkeepers will identify impacted Black, Indigenous, People of Color (BIPOC) communities within their watersheds and ensure the outreach and work of the organization includes them and is responsive to their watershed related issues. It is preferable that all Waterkeeper organizations have a JEDI plan, or an equivalent, that is annually approved and adopted by their Board of Directors and incorporated within the structure of their organizations to inform how they diversify their Boards and staff and conduct outreach to be inclusive in their watersheds. For FY23, adoption of this operating plan including its environmental justice, diversity, equity, and inclusion strategies and actions, will allow us to meet our Waterkeeper JEDI requirement.

In FY22, Ivy, Robby, and Sarah participated in a multi-session diversity, equity, and inclusion training offered by the CBEP. We also participated in training offered by the Waterkeeper Alliance. On the advocacy front, we supported a bill to require the State to

### **What do we mean by diversity, equity, inclusion, and environmental justice?**

Environmental Justice is the principle that all people deserve to live, work, and play in a safe and healthy environment.

A diverse organization or community includes people of different backgrounds and identities. At Friends of Casco Bay, when we talk about diversity we consider many kind of differences including, but not limited to: the geography of where a person lives (coastal, inland, rural, urban, eastern Casco Bay, southern/western Casco Bay), race, gender, sexuality, age, able-bodiedness, socioeconomic status, credentials, education, and heritage. Some of these differences affect the advantages or barriers that people experience when accessing opportunities and resources, including our work and programs.

Inclusive organizations or communities welcome, respect, support, and value marginalized identities, styles, and perspectives. In our environmental work we pay special attention to being inclusive to vulnerable and marginalized populations, including black people, people of color, indigenous people, people living in poverty, women, children, the elderly, and people with disabilities, who have disproportionately experienced the brunt of pollution and the effects of climate change.

In an equitable organization or community, everyone has what they need to access opportunities and resources. Equitable systems compensate for the varying levels of advantage and power experienced among individuals and groups. We are seeking ways to increase equity throughout work. Creating equitable conditions fosters inclusion and diversity.

A note on tracking our progress in these goals: As we shape our organization into one that is diverse and inclusive through creating equitable conditions, we know it will be hard to track our progress in concrete metrics as we do not ask those in our communities to disclose their identities.

develop environmental justice definitions and commented on the proposed definitions. We also filed testimony in support of a tribal sovereignty bill that would give Maine tribal nations the same rights as tribes in other states. On the planning and administrative front, we had a fall extern with significant professional experience with diversity, equity and inclusion issues. She helped us by reviewing our current operating plan and meeting twice with all staff to share her observations and thoughts. Her materials can be considered as we develop our plan. We also worked as a staff to ensure that job descriptions, postings, and interviews did not implicitly bias either the recruitment or selection of candidates. All staff participated in a Board-Staff training on environmental justice issues as they relate to our mission.

**Baykeeping capacity:** This has been a wonderful year in terms of connecting Baykeeping more to our overall mission and programming. This also was a year that required and used a sophisticated set of legal and advocacy skills to appeal the MS4 permit, advance regulatory reform, and continue to review and comment on proposed legislation, policy changes, permits and regulations. FY23 will build upon this foundation.

Maintaining this pace and breadth of this work is aided by externs from University of Maine School of Law. This approach has drawbacks, as we have a new extern every three months and each has a different skill set and base knowledge. At present, there is more Baykeeping work than can be accomplished by a student. Capacity has been discussed; plans are underway to reshape the second science position to support both Baykeeping and science. This is discussed in more detail in the Management and Administration section of this plan.

**FY23 Advocacy:** This plan differs from prior plans in that it lists anticipated work, rather than discussing it more generally. This is done to help plan for the workload, and to assimilate topics into communications timelines.

### **g. Climate Change**

Climate change continues to be our major focus. There is some overlap here with stormwater work, because stormwater loads will increase due to climate change. Our advocacy continues to be weighted more to addressing the consequences of climate change, and supporting actions to reduce the causes of climate change. We judiciously participate in efforts to reduce the causes of climate change because without such efforts, we cannot protect our Bay. Moreover, some of the proposed solutions, such as offshore wind, might have unintended negative consequences for Casco Bay. It is important we are engaged.

Top climate change priorities for this year include the following:

- Serving on the Model LID Ordinance Committee. This committee will complete its work by September 2022. The goal is to develop the strongest possible model municipal ordinance for adoption in MS4 municipalities throughout our watershed.
- Participating in stakeholder processes to revise Chapter 500 stormwater rules and other coastal land use regulations. In particular, we hope to ensure that the model LID ordinance and revisions to Chapter 500 complement one another, require development and redevelopment to mimic predevelopment hydrology, consider

climate change, and are implemented at roughly the same time, to provide uniform protections throughout our watershed.

- Participating in the Greater Portland Council of Governments-led (GPCOG) community resilience planning process to help coastal Casco Bay communities develop local and regional resilience plans, and to identify a dozen or so resilience projects that should be implemented.
- Continuing to coordinate the OCC network.
- Hosting Casco Bay Matters and field events related to climate change.
- Continuing Water Reporter trainings and field work.
- Continuing facilitating and work with the rivers group.
- Continuing to participate in Casco Bay Regional Shellfish Collaborative to build out data base and materials to be used for local resilience planning.
- Continuing to serve on CBEP management committee and executive committee to effectively work with CBEP, as it convenes and funds collaborative work to reduce the consequences of climate change throughout our watershed.
- Continuing to serve on both the Coastal and Marine working group (CMWG) of the Maine Climate Council and the Environment and Wildlife working group (EWWG) of the Offshore Wind Roadmap. This is separate from and in addition to the State Research Array. Maine submitted its proposal to develop the Research Array during the fall of 2021. Also during the fall, the federal Bureau of Ocean and Energy Management (BOEM) announced its intention to solicit bids for development of commercial offshore wind farms in the Gulf of Maine in 2025. The Roadmap complements and may inform how Maine participates in and the voice that marine advocates like us will have in that process. In FY23, we will be focusing on identifying potential near shore consequences of offshore wind farms, drafting recommendations to address those concerns, and commenting on proposed recommendations as they relate to protecting near shore marine resources.
- Participating in various other local collaborative efforts to reduce and address the consequences of climate change. We will pay close attention to ways that climate change is affecting community members who are more vulnerable and/or marginalized. When appropriate, we will use our voice to amplify the voices of these community members. We will explore partnering with other local organizations whose work intersects with ours.
- Supporting legislation that improves water quality, land use regulations, and planning of our coastal and marine resources

#### **h. Water Quality: MEPDES permits, triennial reviews, nitrogen criteria, integrated permit**

This is a banner year for focusing on water quality, as we celebrate the 50th Anniversary of the Clean Water Act. We are planning a series of events, which will be detailed elsewhere in the plan. We also have reasons to celebrate and challenges ahead. Anticipated Baykeeping work includes:

- Commenting on at least 3-4 major individual MEPDES permits that will be up for renewal. Two to three of these will require evaluation of new nitrogen criteria. The other

is one of two major dischargers into the lower Presumpscot and involves issues related to nutrient reduction, CSO elimination, and biological oxygen demand capacity.

- Continuing to track the long overdue Long Creek General Permit. DEP is behind on renewing permits. EPA and Friends of Casco Bay are both pressing DEP to issue this permit under the Remand Rule, the same rule that allowed us to advance the MS4 permit. DEP is resistant, but we have EPA support on this issue.
- Reviewing each and every 2nd Step Order issued for the 14 entities covered by the MS4 permit (12 municipalities and two educational institutions) in our watershed. These orders are supposed to contain the remainder of the terms necessary to complete the MS4 general permit. For example, the 2nd Step Order should contain the actions the permittee will take to restore impaired waters.
- Celebrating the effective date of the MS4 permit July 1, 2022.
- Continuing to participate in the Portland Area Nitrogen Group (PANG), which is shifting its focus from developing nitrogen criteria for greater Portland Harbor to developing criteria to be used coast-wide. We will have a lot to consider and evaluate here. The current narrative criteria use .32 mg/L if eelgrass is present and, if not, .45 mg/L to evaluate the effects on dissolved oxygen levels. These levels reflect measurement of total nitrogen (TN) in the receiving water near the discharge point. If the TN is at or above the limits, then the regulator must evaluate the reasonable potential of the discharge to negatively impact either eelgrass health or DO levels. It must use that information to then set appropriate discharge limits within the treatment plants.
- Working to ensure Portland follows through with its integrated plan (IP). DEP has not finally approved the IP yet because it wants the City to make more progress on reducing CSOs first. The history of this plan has been extensively covered in past annual plans. For a review of the history, please refer to those plans or this webpage: <https://blueportland2.squarespace.com/>. In FY22, Portland engaged an attorney to draft an integrated permit. That draft, thankfully, has been rejected. We have not seen it, but this is not how permits should be written. We anticipate some further work to continue prompting Portland to restore water quality.
- Weaving the theme of CWA50 into our communications and CBM events.
- Exploring whether we should push Maine to update its construction general permit. EPA has finalized and updated its construction general permit. Stormwater runoff from construction is another category of stormwater that the Clean Water Act (CWA) regulates. EPA has delegated its authority to issue NPDES permits (pollution elimination permits under the CWA) to the DEP in Maine. Maine's Construction General Permit has been administratively continued since 2013, i.e. it is long overdue for renewal (NPDES permits should renew every five years). We need to review the EPA construction general permit, compare it to the Maine permit, and decide whether to write to DEP and request that they renew the permit with terms commensurate with the EPA Construction Permit.

#### **i. Nonpoint Source (NPS) Priorities: Stormwater**

Stormwater that flows through pipes, such as MS4 systems, is point source pollution and can be regulated under the CWA. That is why advancing the MS4 permit is so important. All stormwater that sheets off our landscapes directly into waterways is known as nonpoint source or

NPS pollution. NPS pollution is not regulated by the CWA. Instead the CWA provides grants to study the sources and create management plans to reduce NPS pollution. Waterbodies listed on the NPS Priority List are given priority for such funding. Our biggest advance for this work was to get language in the 2022 MS4 Permit that incentivizes municipalities to adopt fertilizer ordinances as a means to restore urban impaired streams. South Portland has done so, and Portland's stormwater coordinator has proposed doing so. In FY23, we will:

- Review all MS4 Second Step Orders and comment, where appropriate, supporting adoption of a fertilizer ordinance with as much teeth as the South Portland ordinance. In second step orders where a fertilizer ordinance is not proposed and might be appropriate, comment that we support adopting such an ordinance as a means to restore water quality. Although the MS4 permit is designed to reduce stormwater that flows through municipal point sources, a fertilizer ordinance will have a broader impact and also reduce NPS stormwater.
- Continue to work with Water Reporters to track seasonal nuisance algal blooms, investigate causes, and eliminate them where we can.
- Through the Waterkeeper Alliance we will likely have a drone and a trained and licensed drone operator (Staff Writer Robby Lewis-Nash). We will use the drone to followup on Water Reporter algal bloom reporting, investigations into public concerns, and other issues as they flare up.

## **j. Legislative Agenda**

In FY22, we continued to track legislation and regulatory changes. We must have sound laws to improve and protect our waters. The most efficient and best way to accomplish this is to ensure we enact sound laws and defeat laws that do not protect our watershed. This year, we continued to track federal legislation through several sources that compile relevant bills and regulatory actions into newsletters. We also periodically review a database that Waterkeeper Alliance created regarding federal actions. Based on these sources, we take periodic, judicious actions to either file short comments on behalf of Casco Bay or to sign on to letters that other organizations have written.

At a State level, we continue to participate in the Environmental Priorities Coalition (EPC). The EPC continues to provide tremendous benefits to our regional organization. We receive once a week briefings that consolidate information regarding bills of interest to Casco Bay. We support a priority agenda, that we select with the coalition's other 40 members. We attend trainings and briefings for EPC members. Ultimately, we use the connections made through the EPC to collaboratively advance our mission. For the 130th Legislature (each legislature sits for two years, a long session and then a short session), during the first session (2021) the most important bill we helped shape and pass was the Sea Level Resolve. During the second session (2022), we pressed for an upgrade of the lower Presumpscot River, as an amendment to the water reclassification bill.

At a local level, we provide technical assistance when we can with climate change planning. In FY23, we will participate in the regulatory reform discussed above: creation of the model LID

ordinance and commenting on fertilizer ordinances when we can. We also anticipate helping municipalities through the GPCOG climate resilience planning grant process.

Part of FY23 will include the beginning of the 131<sup>st</sup> Legislature's first session. We will not know what bills are proposed until December 2022. We will update the board about legislative priorities for this session in January of 2023. As discussed at the February 2021 board meeting, given the small number of hours we are allowed to lobby without registering with the state (eight hours in a single month), we will register as a lobbyist to be the voice of the Bay at the state level.

#### **k. Other Issues of Concern**

Below are issues the Casco Baykeeper works on as time permits. In addition, most weeks she responds to numerous requests and pollution complaints from the public. She also presents and represents our organization in many public forums.

##### **Public Access to the Bay**

A key issue identified in our EJDEI work is public access to the Bay. We will pay special attention to this issue and support efforts that provide more access; for example, we will continue to support Land for Maine's Future efforts to conserve lands and islands along our coast.

##### **Oil Spill Preparedness**

In FY22, our Baykeeper participated in remote meetings of the ME/NH Area Committee. She also viewed the oil spill at Willard Beach, to ensure our members about the cleanup and to visually assess the harm to Casco Bay and the beach. She was allowed on site due to the training she received to respond to hazardous spills and our relationship with the USCG. Staff also attended the Change of Command ceremony and welcomed the first female Commander, Sector NNE, Amy Florentino. Staff also visited the USCG office in Portland to coordinate communications regarding pollution incidents, discuss table top response training later this year, and develop volunteer training.

In FY23, we will continue to participate in the ME/NH Area Committee meeting and any table top exercises. We anticipate developing a volunteer training to complement the table top exercise. The Coast Guard is also interested in ways we can utilize our drone to help with oil spill preparedness.

##### **Aquaculture Siting**

This issue continued to be contentious, with more long term, large lease applications in Casco Bay. Several areas of Casco Bay are becoming noticeably congested with lease sites.

In FY22, we engaged in discussions about this issue in response to public complaints. We also participated in municipal level discussions. We have spoken to DMR; they intend to work with Maine Sea Grant to conduct a series of regional conversations about aquaculture siting. We hope these conversations will commence in FY23.

In FY23, we will continue to track this issue and check in with DMR. We will continue to review public inquiries and respond to environmental concerns.

### **Marine Debris and Microplastics**

We continue to address this issue through beach cleanups and storm drain stenciling.

### **Portland Harbor Dredge**

The Portland Harbor Commission has not received federal grant funding for its Confined Aquatic Disposal (CAD) dredge cell, despite at least two rounds of proposals. We have written a letter of support. We will continue to track the proposed dredge and support the CAD cell as appropriate.

### **I. Baykeeping and the Pumpout Program**

Our Pumpout Program plays multiple and essential roles – the direct reduction of sewage discharges into the Bay, a gateway program to introducing our work to people who use the Bay, the education of boaters through the program’s ambassadorial function, and liaison between DEP and those marinas whose pumpout facilities are in out-of-service mode. We see the pumpout program as a part of our Baykeeping work to keep pollution out of the Bay.

This year, we are relaunching the Pumpout Program for the first time since the pandemic began. In 2020, we stopped using the boat as the virus was found in raw sewage. We now have a better understanding of how COVID spreads. Relaunching the boat this summer gives us a key outreach tool and provides an easy and inexpensive way for boaters to comply with No Discharge Area laws.

Since the pandemic began, more and more community members are enjoying the respite of being on Casco Bay. Being on our waters soothes the soul and provides a safe(r) way to escape the threats of COVID19.

Over the past two years, state and federal agencies have reported to us that boat registration and boater traffic on Casco Bay have nearly doubled. Boater accidents are up significantly and community members report that some boaters are not complying with the Bay’s No Discharge Area designation and releasing sewage and waste into the Bay.

We are rising to the occasion by relaunching our pumpout vessel *Headmaster* and by integrating the pumpout program into our Baykeeping and community engagement work. Last year, we launched a Habits for a Healthy Bay education campaign for boaters. We will merge the pumpout work with this education effort. Our plan is for the Pumpout Coordinator to be a part of weekly staff meetings, become a Water Reporter, and to report problems they see to the Casco Baykeeper for follow-up.

Some imagine boaters as a homogenous group of high income, upper class, and elite community members. Given Maine’s maritime heritage, however, we recognize that the boating community is diverse, consisting of waterfront workers, retired teachers and factory workers, resource harvesters and aquaculturalists, young families, new Mainers, and others too many to list.

Our goal is work with boaters to reduce the negative impact boating can have on the health of the Bay.

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 the Pumpout Coordinator position. We will post the position soon.

Thanks to our work with the state's Pumpout Program, Casco Bay was awarded the first No Discharge Area status in Maine in 2006. Since then, many other regions along the coast of Maine have attained No Discharge Area status. In order to attain this, regions have to have a requisite number of pumpout stations, and, in order to meet the spirit of the law, as well as the letter, these stations need to be operational and accessible at all tides. We will continue to notify DEP when stations are nonoperational.

The Pumpout Program is 90% funded by a DEP administered federal grant program. When grant support from Portland Water District, the City of South Portland, and pumpout fees are accounted for, the program more than pays for itself.



### **3. Community Engagement**

We all hold the responsibility to take care of the health of the Bay. The goal of our community engagement work is to provide meaningful and accessible ways people can help.

We engage our community to raise awareness that Casco Bay is essential to quality of life in the region, deepen understanding of conditions around the Bay, inspire the community to champion policies and behaviors that support clean marine water, provide ways for volunteers to get involved, and build affection for our coastal waters.

During the pandemic, ways to engage with our work included joining our flagship volunteer program, Water Reporter; participating online Casco Bay Matters and other events; doing independent and socially distant coastal cleanups and storm drain stenciling; and attending a few in person events.

In FY23, we expect to host more events—especially outside!—weaving the celebration of the 50th Anniversary of the Clean Water Act throughout. We expect to offer our large events as hybrid events that will combine a “live” in-person event with a “virtual” online component. This means we will host live events, complete with an in-person audience and engaging content, and will add a virtual component, allowing additional audience members to participate no matter where they are. These hybrid events can help us be more inclusive; more community members can take part in ways that they are comfortable.

More than ever before, our areas of program work, Science, Baykeeping, and Community Engagement, are integrated. As this occurs, our program staff (Baykeeper, Staff Scientist, Community Engagement Coordinator, and our new Science/Baykeeping staffer) will work together more often. This will include more frequent program meetings and time together on seasonal water quality monitoring days to keep each other informed, exchange ideas, plan, and review Water Reporter posts.

Since FY21, staff have deepened our understanding and increased our sensitivity to issues of diversity, equity, inclusion, and environmental justice. This year we held our environmental justice, diversity, equity, and inclusion training workshop where the board and staff came together to learn, and discuss these issues and our work. With this deepening of our awareness and understanding, we can explore opportunities for more diverse inclusion of peoples with whom we do not yet have a relationship. In FY23, we will explore ways to support staff as we form these new relationships. This may be additional training and/or consulting.

As we create these new connections we will seek to understand the intersections of what is important to communities who are new to us and our organizational work. People from communities that are new to our work will be asking themselves, "Where does this intersect with what I care about? Where is the reciprocity?" Simply maintaining or working toward future recreational access for all is not enough. What occurs in neighborhoods throughout our region can impact Casco Bay. We will listen to the needs of others and find ways to support and uplift their voices, not simply push our issues onto others, while we remain focused on our mission. These connections may arise through shared storytelling or opportunities to work together to achieve a mutual goal.

Volunteers are essential to the success of Friends of Casco Bay. The true strength of our volunteer program is connecting members of our community with our organization, with one another, and with the Bay. Our volunteers are some of the most active, outspoken, and well-spoken members of our community. The commitment of these volunteers sends positive ripple effects for Casco Bay through towns around the Bay.

Volunteers are eager to work with us. We create opportunities for them to engage in activities that align their skills and interests with our organization's and the Bay's needs. We provide volunteer activities that offer a low threshold for participation so that more people are able to take part in ways that are meaningful and easily manageable for staff.

We are recording volunteer signups and participation much like we track donor support, using the same database. We will continue to use these data to send annual end of calendar year thank you letters to our volunteers, with penned notes from staff or board members. Appendix B presents our **FY23** volunteer metrics.

A key part of our Community Engagement work is meeting with the Community Engagement Committee of the Board in order to brainstorm ideas, receive feedback on ideas, and to workshop plans. Currently, the committee meets on the first Monday of each month via Zoom.

#### **m. Water Reporter – Our Observing Network**

By becoming Water Reporters, those who care about Casco Bay have a meaningful, positive impact on our efforts to advocate for solutions and protect the health of our coastal waters.

With 200 square miles of water and 578 miles of coastline, Casco Bay is large and our staff cannot be everywhere at once. That is why we rely on our community of Water Reporters to collect observational data, helping us to act as the eyes and ears of Casco Bay.

As an organization guided by science, we know the importance of careful observation. Our Water Reporter program enables volunteers to help us track how the Bay is changing. Water Reporter is an app that enables observers to photograph, describe, and share what they are seeing around the Bay, both good and bad.

We use 7 hashtags in Water Reporter posts to remind us all of our areas of interest, and we remember them by thinking WATERS.

W	#wildlife (Share the wildlife you see)
A	#algae (Report algae blooms)
T	#trash (Report marine trash)
E	#eelgrass (Share changes in eelgrass growth) and #erosion (Identify coastal erosion sites)
R	#reportpollution (Report pollution: sheen, foam, discolored discharges)
S	#sealevelrise (Revisit the same location to capture high tide impacts) and #saltmarsh (Share changes in areas of saltmarsh over the seasons and years)

Note: Multiple hashtags may be used.

Over 300 people have signed up with us on the Water Reporter app. Volunteers are able to see and comment on others' posts and get insights on what is going on around the Bay.

A wonderful feature of this effort is that it allows volunteers to participate in the way that works best for them. Some just post a few times a year when they see something of concern. Others want to commit to documenting a specific site regularly, some as frequently as weekly. Others stay engaged by simply following what others are posting. Some will track specific issues of concern, such as algal blooms, high tides, eelgrass, or erosion, and document change over time.

The more volunteers out observing, the more they learn about the location they are visiting and the changes happening there. The more our Water Reporters learn, the more our organization learns. Together we are all refocusing how we look at the Bay, so that we can identify concerning changes. Over time, volunteers will likely get to know their sites in such a way that they are documenting changes we are not aware of. Volunteers are bringing to our attention the changes they see.

We seek three primary outcomes from our Water Reporter program. First, engage the community in observing and learning about Casco Bay, thereby deepening their relationship with the Bay and desire to improve and protect it. Second, give us realtime information about concerning events that are related to our Baykeeping work. This allows staff, and specifically the Baykeeper, to keep on top of what is occurring and advocate for changes. Third, over time volunteers are documenting how the Bay is changing.

These observations strengthen our advocacy efforts because photos and reports are sent to regulators, enforcers, legislators, and other decision makers, alerting them to conditions in the Bay. We use these observations in our communication efforts to highlight ways the Bay is changing. We also share these observations with other scientists, which bolsters our collaborative relationships, and through our online communications informing those who are not Water Reporters.

Our Water Reporter program is having a tremendous impact. Water Reporters' documentation has helped to spur emergency responses to pollution and algal blooms, identify impaired streams flowing into the Bay, and document evidence of climate change. Over time, Water Reporters' contributions are helping us amass a collection of visual data on the health of the Bay and how it may be changing.

Particular focal points for managing the program in **FY23**:

- Deepen our relationships with Water Reporter volunteers. With the expectation of being able to host more in-person events, we can spend more group and one on one time with our most active Water Reporters.
- Host more trainings, field trips, and meetups for Water Reporters. These will be a combination of virtual and in person opportunities. We will plan a minimum of 5 events, but hope to host one every month April through December. We will celebrate the 50th Anniversary of the Clean Water Act at these events, as appropriate.
- Explore offering text notices for Water Reporters as an alternative or in addition to email.

- Enhance our onboarding/orientation process, encouraging everyone who signs up to meet with staff in person when possible and by zoom or phone when not. The interaction will allow us to make a stronger connection, and share the importance of the program and our goals.
- We will also utilize these conversations as a way to listen to the concerns of the volunteers, putting our diversity, equity, inclusion, and environmental justice principles into practice. We will ask our volunteers, “What are you concerned about around Casco Bay?”, and use that to influence our Water Reporter work. This allows us to have more diversity in our ideas, and be more inclusive in our thinking about what is impacting Casco Bay. It also makes the program well -rounded citizen science, with ideas flowing in both directions. We will also aim to identify and remove barriers to participation in the program, whether they be technological, logistical, or otherwise.
- We will tie our Water Reporter work in with Baykeeping work and FY23 Advocacy priorities: Climate Change; water quality: MEPDES permits, triennial reviews, nitrogen criteria, integrated permit; Nonpoint Source (NPS) Priorities; and legislative agenda.
- To reach more boaters and encourage them to be great stewards of the Bay, we will integrate our Water Reporter efforts with our new Pumpout Coordinator’s work.
- We will continue to inquire of our colleagues about any emerging issues they are concerned about and consider encouraging observations for any areas that align with our mission. Casco Bay Estuary Partnership is one partner we will explore with this year.
- Many partners around the Bay are engaging in similar Citizen Science projects, including Gulf of Maine Research Institute’s [Coastal Flooding Citizen Science project](#), and Southern Maine Conservation Collaborative through their [Climate Change Observatory Network](#). As we learn of other groups around the Bay collecting observational data we will maintain an awareness of their work and progress, likely through occasional meetings. This allows for collaboration.
- We may create short, focused, Water Reporter training videos covering topics such as how to sign up, how to post, what kinds of posts we are looking for, how to organize oneself to make the best observations, what staff are observing, and tutorials for specific issues, e.g., the relationship between algal blooms and point and nonpoint sources of pollution. We will continue to utilize our *Keeping Casco Bay Blue* film as an orientation to our work.
- As we continue to work with river groups, we will explore expanding our network further into the watershed.
- We will celebrate and acknowledge the work of our Water Reporters. We will create opportunities for photographers to profile our Water Reporters in the field to help us celebrate and promote them as volunteers.
- Sarah Lyman and other staff are always available by phone or in person to assist any volunteer in setting up and using Water Reporter.
- We will continue to use the Water Reporter mapping functions to display our Seasonal Water Quality Data, Water Reporter posts, and any additional information we identify.

#### **n. Nabbing Nitrogen**

As part of our 50th Anniversary celebration of the Clean Water Act, we will explore bringing this loved event back in the summer of 2023. We may host this one-day citizen science event in

July. Volunteers will collect jars of seawater from sites along the Fore River in Portland and South Portland and by boat. The analysis of their samples will increase our understanding of nitrogen levels in Portland Harbor. When we receive the lab results, our science staff will construct a map to show nitrogen concentrations at various sites around the harbor.

A goal of the project is to explain to the public that excess nitrogen is one of the factors responsible for turning our mudflats an unhealthy green. All living things need nitrogen to grow, but an overdose can trigger excessive growth of nuisance algae, reduce water clarity, and lower oxygen levels. Sources of excess nitrogen in coastal waters include sewage, pet wastes, decaying plants and animals, and burning fossil fuels. We will educate boater participants about our healthy boater messaging. Public education is important as we participate in the Portland Area Nitrogen Group (PANG), which is developing nitrogen criteria (see Bakeeping section). The second goal of Nabbing Nitrogen is to inform this work.

We aim to make this day of action a low-threshold event with the aim of recruiting families, young people, and community members who would not normally be able to take part in other citizen science efforts because of time or resources.

We will explore partnerships for this project including with other community groups and the Maine Department of Environmental Protection.

#### **o. Casco Bay Matters and Clean Water Act 50th Anniversary Events**

Casco Bay Matters events are signature presentations we use to educate community members about topics vital to the health of the Bay and mobilize attendees to act. We host periodic presentations and panel discussions on issues of current concern. Casco Bay Matters events are free and open to the public.

The purpose of Casco Bay Matters is to provide opportunities for concerned citizens and local decision makers to learn about and discuss issues affecting the health of our coastal waters, as we share our data, showcase our advocacy work, and prepare the community to engage and take advocacy actions. In 2021, we started featuring guests from partner organizations to strengthen our events. This has been well received, enhanced our work, and strengthened our partnerships. We moved Casco Bay Matters events to a virtual format during the pandemic, and that will continue in **FY23**.

In **FY23**, we plan to host at least two Casco Bay Matters events:

- Casco Bay Matters Events will celebrate the 50th Anniversary of the Clean Water Act
- The first event, expected to be held in May, will kick off our Clean Water Act celebrations. Ivy will be host to Curtis Bohlen of the Casco Bay Estuary Partnership and his State of the Bay presentation. Mike will join him to share some of our updated data. This event will look back at the past 50 years, and look ahead as well.
- The second event, held in the fall, likely near October 18th the Clean Water Act Anniversary, will be a Casco Bay Matters event focused on *What Casco Bay is telling us*, as we have done the last two years. We are considering combining this with a Water Reporter Clean Water Act “week of action” where Water Reporters will be encouraged to complete posts.

- Other Casco Bay Matters events will be organized organically, as needs and issue priorities arise. We would consider holding events in person, should the pandemic, time, logistics, and costs align.

In addition, we are exploring/planning other 50<sup>th</sup> Anniversary of the Clean Water Act celebrations:

- A Spring Newsletter featuring the Clean Water Act and Stormwater work
- Clean Water Act themed donor visits to the Continuous Monitoring Stations from May through October
- A May media event with partners about healthy boating habits and the launch of our Pumpout Boat and possibly proper disposal of flares
- A late June media event or release and/or op-ed as the MS4 permit goes into effect July 1
- A June Presumpscot River Walk with Portland Trails and/or Friends of the Presumpscot\*
- A July Nitrogen Nab as described above\*
- A July or August boaters-on-the-water event
- A summer Clean Water Act 50th Celebration and Friends of Casco Bay Members Annual Meeting\*
- A summer house party
- A late summer kayak event
- A training for volunteers about oil spill preparedness in partnership with the US Coast Guard, Willie Whitmore (Northeast Region Scientific Support Coordinator/Regional Preparedness Coordinator at National Oceanic and Atmospheric Administration) and their tabletop exercise.
- A November Friends of Casco Bay's Film Night curated by Maine Outdoor Film Festival (see the development section for more information).

\*Events marked with an asterisk are ones that lend themselves to being more inclusive/community and family-oriented. Staff will work with the Community Engagement Committee and others to brainstorm ways to be more inclusive and reach more diverse audiences and more communities/organizations.

#### **p. Advocacy Actions**

There are times we need to mobilize community members to act on behalf of Casco Bay. Our advocacy alert emails encourage folks to advocate for good legislation and against bad laws that affect Casco Bay.

Each action taken by our folks is considered a volunteer action and is tracked in our database as such.

In FY23, we may encourage advocacy actions on:

- Offshore wind recommendations to the State.
- Nitrogen criteria
- Any priorities that come out of the 2023 legislative season

For more information, see the Baykeeping and Communications sections of the plan.

#### **q. Internships and Externships**

We add to staff capacity by offering internships and externships. We offer internships to undergraduates and externships to graduate law students. Both provide special opportunities to experience environmental nonprofit work. Students are exposed to a nonprofit working in the larger arena of environmental advocacy, using hands-on science and community engagement. The law student externships provide exposure to a unique blend of legal and regulatory work in an applied setting. We have a strong track record of providing internships that teach students, engage them meaningfully in our work, and help them shape career goals.

During the pandemic, internships have been conducted primarily through remote work. In the summer of 2023, we expect to host an undergraduate intern in a hybrid format. Externs are using a hybrid format in their work with Ivy.

We will continue to aim to make our internships more equitable. An important aspect of this is listing our opportunities with schools that have diverse student bodies, especially for our undergraduate opportunity. Ivy has pursued opportunities for paid externships, wherein the extern is able to take advantage of programs through their sponsoring institution for pay and or course credit. During FY23, we may consider the viability of more of these kinds of paid internship opportunities for FY24, through such efforts as Environmental Fellowships or Maine Conservation Corps. We will also explore offering a paid internship, perhaps specifically for Southern Maine Community College Students.

#### **r. Coastal Cleanups**

Litter and marine debris that wind up on the shores of Casco Bay can pollute the water, hurt marine life, and impair the quality of life for those who live, work, and play on Casco Bay.

Coastal Cleanups are a great hands-on community service activity. Volunteers record data about the trash they pick up, and those data are submitted to Ocean Conservancy's online database, Clean Swell, to help create awareness and public policy for pollution reduction in marine waters. In past years, the majority of cleanups were through offering corporate volunteer days and we would host one or two public cleanups each year, including a Coastweek event in September in the greater Portland area. We did not hold any of these events in 2020 or 2021. Some individuals did complete independent, socially distanced cleanups.

Due to the wide range of folks interested in reducing trash, the one-off nature of Coastal Cleanups and these often being corporate community service days, these activities have typically attracted a more diverse audience than we see at our other events.

In **FY23**, we will:

- Encourage and support individuals that want to host cleanups with family, friends, or coworkers using the updated protocols we developed in FY22.
- Look for ways to expand the diversity of those participating in cleanups, including redefining "coastal" cleanups; trash along any street or anywhere in the watershed can pose a concern for Casco Bay.

- Create a plan that can be implemented in the event of a significant storm to organize additional cleanups to remove debris.
- Offer cleanups as a community service activity for corporations, from mid-May through mid-September, if we have a Summer Intern to help coordinate them. If we do not have a successful candidate, we will focus our capacity on Water Reporter, Casco Bay Matters, and Nabbing Nitrogen (if that moves forward).
- If we have a Summer Intern, we will enhance protocols by creating a list of municipal contacts that can answer questions about trash pick up and provide assistance if dangerous items are found. We will also develop a list of contacts for dealing with trash that needs special attention when such debris is reported to us either through Water Reporter or a cleanup effort. In these circumstances, we aim to connect the person directly to the appropriate authority.
- Connect our cleanup work to the 50th Anniversary of the Clean Water Act.

#### **s. Storm Drain Stenciling**

Storm Drain Stenciling is a hands-on way for volunteers to “take to the streets” and create greater awareness about the need to reduce pollution. We provide stenciling kits and easy-to-use instructions to help groups organize stenciling events. There are a number of benefits from this low-cost, easy-to-manage volunteer recruitment activity: hands-on activity that helps the health of the Bay, team building, and education. By painting “DO NOT DUMP” messages near storm drains in the neighborhood, people learn about the connection to Casco Bay and become local advocates for reducing stormwater pollution. We did not hold any of these events in 2020 or 2021. Some individuals did complete independent, socially distanced stenciling.

In **FY23**, we will

- Encourage and support the borrowing of Storm Drain Stenciling kits by individuals who host stenciling events with family, friends, community groups, or coworkers.
- Offer storm drain stenciling as a community service activity for corporations, from mid-May through mid-September, if we have a Summer Intern to help coordinate them. If we do not have a successful candidate, we will focus our capacity elsewhere.
- If we have a Summer Intern, we will enhance protocols by creating a list of municipal contacts that can answer questions and ensure coordination with street sweeping and construction work.
- As stencils need to be replaced, we will create new, smaller stencils.
- Connect our Storm Drain Stenciling work to the 50th Anniversary of the Clean Water Act.

#### **t. Other Opportunities and Organizational Needs**

Getting a large mailing, such as our Annual Fund and larger monthly Membership mailings, out the door, would not be nearly as efficient if not for the assistance of volunteers. In addition, volunteers assist with other organizational needs, including fulfilling our day-of-event needs.

#### **u. Community Events Organized by Other Groups**

We are frequently asked to speak about the health of Casco Bay, at gatherings of scientific colleagues, neighborhood groups, municipal boards, and civic organizations. Speaking engagements provide an opportunity for us to bring our data and work to the community in a personal and easily understandable form. We weigh how these commitments may support or further the work outlined in our operating plan. We envision our presentations in the community as one more facet of our relationship-centered approach, taking into account our longstanding relationships and new relationships we wish to form. When we accept, we shall do so strategically. For example, if offered an opportunity to speak at one of Casco Bay Estuary Partnership's Coastal Academy events, it would be an efficient way to reach multiple communities, including inland communities we don't typically reach.

When we agree to participate in tabling at community events, we use the same assessment filters as described above. We often invite Board Members or other knowledgeable volunteers to represent our organization.

#### **v. BayScaping**

Our BayScaping program was created to work with Casco Bay communities, both municipal officials and residents, to keep pesticides and fertilizers from polluting the Bay.

In FY22, we completed revisions to our timeless resources, our BayScaping Papers, and the BayScaping page on our website. The messaging is focused on sharing our data on lawn chemicals that pose a threat to the environmental health of Casco Bay and encouraging folks to not apply or over use lawn care chemicals. We take a holistic view of why lawn care choices matter and why the increase in storm intensity and drought conditions due to climate change make these decisions even more important.

#### **In FY23, we will:**

- Encourage the education and outreach work of municipalities with fertilizer and pesticide ordinances. The City of South Portland's Sustainability Office is exploring its 100 Resilient Yards project, representing just one of these efforts. Through these efforts, we celebrate communities who have implemented ordinances in the watershed.
- Direct community members looking for answers to lawn care questions to our helpful BayScaping partners, primarily [Cumberland County Soil & Water Conservation District's Yardscaping Programs](#) and to [South Portland's Grow Healthy South Portland website](#).
- Steer any municipality considering a fertilizer or pesticide ordinance to South Portland's Land Care Ordinance as an example.

#### **w. Casco Bay Curriculum**

*Casco Bay: A Changing Estuary* contains classroom activities centering Casco Bay and the changes it is undergoing. In recent years, we have deprioritized considering how to best disseminate these curriculum activities.

In **FY23**, we will:

- Consider repurposing the activities for use in our future kids gift membership program.
- Remain open to distributing curriculum activities if key volunteers or community partners become available to work on this with us.
- If either idea moves forward, explore how to best share the Continuous Monitoring Stations' graphs and data in ways that provide educational opportunities to engage students by examining, analyzing, and asking questions about current data.



## Communications and Development

Communication is paramount for advocating for policies and changes needed to improve and protect the environmental health of Casco Bay. It is crucial to tell stories that resonate with those who live, work, and play on the Bay in order to galvanize support for our mission, to show the value of our work, to inspire giving, and to engage community members in our efforts. Both our fundraising and outreach efforts can be described as building relationships through storytelling. Through cultivating and maintaining relationships with individual supporters and with individual members of the media, we are building a stronger, more visible, and more sustainable organization. Our communications and development team shares story ideas, timelines, and language for outreach materials and proposals, with each other and with program staff. We work closely with program staff to ensure our stories are accurate and up-to-date. We process many of our ideas with the Board's Community Engagement Committee, which meets monthly, year-round.

### 4. Communications

#### Telling, Showing, Sharing, and Promoting our Stories

Stories are the most effective communications tool. The communications and development team meets weekly with the relevant program staff to brainstorm and identify stories we want to tell. We maintain an editorial calendar to track potential stories throughout the year.

The communications and development team is ever-aware of development deadlines (such as foundation proposal due dates and annual fund mailings) and programmatic efforts (such as volunteer training events or legislative hearings). We will work to adapt the stories for use in our grant proposals—and vice versa. Showing is often more important than telling: we will continue to use eye-catching photos and produce short videos that highlight our work. Producing stories is only the first step; we have to push them out into the world. We continue to use a “digital first” strategy, sharing stories on our website, via email and social media. Our goal is to produce a weekly or bi-weekly email that features one major story with an eye-catching photo and a great subject. We promote stories, as appropriate, on Facebook, Twitter, and Instagram. Our videos are accessed via YouTube. We track the metrics of the stories we share online, via email, our website, and social media. We use these data to consider the most effective stories for our printed publications, i.e., our annual report and the two print newsletters we release each year. Building upon our diversity, equity, and inclusion work, we will be mindful of how we use words as we seek to connect with all communities that live, work, and play by Casco Bay.

#### x. Priority Stories for FY23

There are many angles, lenses, frames, and ways we can tell stories about our work. In FY23, there are a handful of specific subjects that we will prioritize in our storytelling:

- Baykeeping and the 50th anniversary of the Clean Water Act: the major story in this area is the MS4 permit victory, which we will tell in writing and video. The MS4 permit, like many of our contemporary and historic Baykeeping success stories, relies on the legal and regulatory framework of the Clean Water Act. Celebrating the Act by telling stories about how we use it will help our audience to understand our policy work, and add to

public support for the Act (which is frequently at risk of being altered and diminished). We will also tell stories about our stormwater advocacy that runs parallel to our MS4 work, such as chapter 500 updates.

- **Boater Communications:** our Habits for a Healthy Bay materials will be distributed again this summer, with an additional emphasis on the relaunch of our pumpout program. In addition to this campaign, our Staff Writer will work with partner organizations (including Maine Island Trail Association and Maine Marine Trades Association) to develop and promote a boater best practices media campaign for a regional audience.
- **Nitrogen Nab, Data, Advocacy:** in FY23 we plan to organize a Nitrogen Nab. Alongside this public event, our nitrogen data collection and advocacy to develop and implement nitrogen regulations will continue. Telling stories about these initiatives and bringing them to the public eye will help our community understand nitrogen pollution and how we work.
- **Continuous Monitoring Stations' data and seasonal sampling data:** we will continue to use our data to tell stories about the health of the Bay, educate our audience about the various parameters and environmental phenomena we track, and reinforce the importance of our data collection programs with a particular emphasis on our Continuous Monitoring Stations (which set us apart from other environmental and marine nonprofits).
- **Water Reporter:** we will continue to write Water Reporter Post of the Month stories that help to highlight exciting volunteer work, and expand the sense of what is possible with this volunteer observing network.
- **New Executive Director:** we will work on a communications plan to announce and introduce our new Executive Director to the community.

#### **y. Audiences**

An important question for every story we tell is, “who is our audience?” Generally, our priority audience is our existing donor base (2,500 households that have supported our work over the past two-year period). We also want to connect with the broader public to encourage more involvement with our work. We have nearly 35,000 constituents in our database. Of these, most have never donated or volunteered with us, while some are lapsed donors. For some people we have only email addresses, and for others we have only mailing addresses. For some stories our specific audience may include lapsed supporters, volunteers, boaters, residents in specific communities, etc.

A key intent of our communications is to help recruit the support of the Not-Yet Donors and Not-Yet Volunteered, and Lapsed Donors and Past Volunteers, moving them up into the Recent Donors/Members and Volunteers Category. Social media and traditional media stories support our communications to all these audiences.

#### **z. Website**

Our website is the epicenter of our communications efforts. It is an ever-expanding story bank of content that represents our current positions on key issues and describes all areas of our work. Staff, board members, volunteers, and the general public can head to our website to learn about an issue and see images that reflect our values. Our website helps us all use consistent language

and messaging across our work areas and communications channels. Whether we are sending a newsletter, sharing an email, posting on social media, or even having buttons made, we almost always cite our website so folks can read more and dive deeper. In FY23, we will prioritize updating and improving the following pages of our website: home page\*, Community Engagement\*, the Friends of Casco Bay timeline\*, About Us, Casco Bay, and Baykeeping.

[\*We hope to update these pages before FY22 ends. Any remaining updates will carry over into FY23.]

#### **aa. Friends of Casco Bay Events**

As the pandemic continues, Friends of Casco Bay has become adept at holding online events. We will continue to use online events as a strategy for making new Friends for the Bay and for keeping in contact with longtime supporters.

In addition to online events, this past summer demonstrated that it is possible to safely hold in-person events under the right conditions: Cathy's retirement party serves as a good example.

Looking forward to this summer, we will plan to host outdoor, in-person events. Whenever possible, these events will use a "hybrid" model, where some degree of event participation is available online for our community members who no longer attend in-person events. Planning for hybrid events also allows us to pivot to an online format should a sudden increase in Covid cases or other unforeseen circumstances cause us to cancel the in-person component. Communications and development staff will help organize all of our events.

We will use our events, as appropriate, to leverage support for our advocacy priorities. We will also use them to introduce our new Executive Director to the community. Our Casco Bay Matters Events are our flagship events. Additionally, in FY23 we will host events to celebrate and appreciate our donors, host online and in-person Water Reporter trainings and meet-ups, and host events to build knowledge and affinity for the Bay. We will also plan for the return of our annual film festival by partnering with the Maine Outdoor Film Festival. [See community engagement above and development below for details on these events].

#### **bb. Building Relationships with News Media**

In FY22, our work was cited over 36 times in media stories [approximately double the coverage we received in FY21]. Media coverage in FY22 included articles about our advocacy efforts, our Continuous Monitoring Stations, our Water Reporter network, and more [see Appendix D for a complete list]. We will continue to build relationships with news outlets, journalists, and reporters in order to tell our stories to the general public. We will put a concerted effort into pitching stories regarding the MS4 permit that goes into effect in July, as this permit is a milestone for statewide clean water policy and a major Baykeeping victory.

In FY23, communications staff will:

- Meet weekly to evaluate story ideas that may resonate with our audiences, identify priority stories for production, and assess progress on stories in development. We will collaborate with program staff to ensure accuracy and credibility.

- Meet monthly with the Community Engagement Committee of the board. We will explore new ideas and use the committee as a sounding and grounding board as we develop ideas for stories, materials, and events.
- Produce approximately four stories a month to engage our audiences, being sure to showcase all aspects of our interdisciplinary approach (science, advocacy, community engagement).
- Continue to tell our stories through video when appropriate. Some video ideas include: a promotional video for Anchor Society donors, how-to videos for Water Reporter, and continuing “Mike’s Field Notes” videos. We will also pursue professional development and training opportunities to improve our video storytelling.
- The Staff Writer will learn to operate a drone and receive a Federal Aviation Administration drone operation license to expand our video storytelling capacity.
- Work to segment our email and mailing lists based on specific audiences (e.g. donors, boaters, volunteers, residents of a specific town, etc.).
- Continue to improve the skills of our staff by scheduling tech run-through rehearsals with staff (and any additional invited panelists/presenters) internally prior to public events and other training as appropriate.
- Support our Baykeeping and advocacy efforts — especially when we need to galvanize public support for an issue.
- Advance our visibility through cohesive visual branding in our documents, publications, buttons, website, emails, social media, presentation materials, displays, signage, and other materials. Our materials — printed, electronic, and otherwise — will reflect our organizational values.
- We will be mindful of our diversity, equity, and inclusion work. There are four communications strategies, broadly, that matter in this effort. First: do no harm. We will use inclusive language and tell our stories in appropriate ways. Secondly, listening is key. Program staff are exploring who we should talk with to hear their thoughts. Three: there is an action component to this work. We will explore as a staff: what audiences are missing from our communications work and in what appropriate ways can we conduct better outreach to these audiences? Who are community members we should be reaching out to? Four: keeping track of what we have accomplished and what we have learned.
- Develop two printed newsletters (sent in May and October) and a printed annual report (sent in early November).
- Continue to update our branding document, to help staff and others understand and highlight the characteristics and values that make Friends of Casco Bay distinct from other organizations and vital to our community.
- Continue to employ outstanding photographers, including Kevin Morris, to evolve the quality of the visuals in our communications. Staff will also continue to capture and contribute photos to our image library.
- Continue to buy sponsorship time on Maine Public Radio, to promote selected events or support fundraising appeals. Explore using other outlets to reach more diverse audiences.
- Use our initiatives to garner stories and/or op-eds in media outlets and personalize our media outreach. We will tailor specific story ideas to pitch to targeted news media outlets or to individual reporters/producers. We will consider inviting individual reporters (especially TV) to accompany us on our boat or any time we have a highly visual

activity. We will generate media alerts and send invitations to individual reporters for events we host.

- Explore launching a broad paid media campaign in FY24. Vetting the viability of the campaign and planning for the launch will need to happen in FY23. David Kaufman has spoken eloquently on the need. We will explore this issue with the Board, look at similar campaigns by other organizations, and decide its viability.

## **5. Development**

The mission of the Development team is to ensure Friends of Casco Bay's long-term success through developing and sustaining diverse funding sources. Relationship building is crucial to our work. Key to this effort is being able to tell a story that highlights our effectiveness and that resonates with a donor's understanding of the world. We will work to integrate our stories into our development work and our development work into our communications efforts.

We are entering the third year of a global pandemic. We are operating in a challenging economic environment. The gap in income inequality among individuals in our community and across the country continues to widen. The (relatively) new tax law is impacting philanthropy, encouraging larger donations by those who have wealth and discouraging donations by lower income Americans who, when using the standard deduction, largely cannot itemize charitable gifts. Increasingly, corporate support is tied to quid pro quo agreements that Friends of Casco Bay does not always find acceptable. Yet, as our successful Climate Change and Casco Bay Fund campaign and our successful FY22 fundraising efforts show, our community values our work, and there is capacity among individual donors, foundations, local businesses, and government agencies to support it.

We have detailed plans to continue to grow our individual and foundation income — and to buttress our government and corporate line items. The plans are donor-centered and focused on building long-term relationships, keeping in close contact with our supporters, and deepening their commitment to our work.

### **cc. Climate Change and Casco Bay Fund for Technology, Monitoring, and Community Engagement**

In FY21, Friends of Casco Bay crossed the finish line on a \$1.5 million fund to be used over the next ten years to understand how Casco Bay is being affected by climate change. This is notable, given the pandemic. We had 100% participation in the campaign from Board and Staff! In addition, more than 660 community members have supported the Fund, including more than 100 new donors. The opportunity before us is to show concrete ways the Fund is a game changer for us; move new donors into becoming “regular” supporters of our work; and continue to move all Fund donors closer to our work.

### **dd. Individual Giving**

Even with changes to the tax laws, individual giving has the highest potential for growth and will continue to be a key factor in our long-term success. We will reach our membership and

individual giving goal through continuing to use renewal mailings, prospect lists, events, our Annual Fund, and through special appeals for specific programs and projects. We will expand our membership through mining our Raiser's Edge NXT Pro (RE NXT) database. We will update our renewal letters and thank you letters and continue to personalize our asks. Our Annual Fund mailings will be sent in late May and late October. New members will continue to be an important part of our base building as will first-time donors who came aboard via the Climate Change and Casco Bay Fund.

In **FY22**, we will:

- Continue to look to the Board to help our efforts through signing renewal letters, penning notes on Annual Fund and special appeal letters, inviting friends, family, and colleagues to our events, and offering gift memberships.
- Use our membership cycle to renew existing members, re-recruit lapsed members, and encourage lower-level donors to become Calendar Islands Circle (monthly) donors.
- Encourage increased gifts and additional gifts through Annual Fund mailings and through Special Appeals for support.
- Continue to encourage donors to support any (and all!) of our 4 restricted Funds: the Climate Change Fund, the Baykeeping Fund, the Emeritus Fund for Advocacy, and the Boats Fund.
- Gain new members through event recruitment and through targeted acquisition mailings. We will acquire lists through InfoUSA, the state and federal boat registration lists, and assess other possible government lists. Our work above the head of tide is expanding our reach; we will focus on expanding our list of donors further up the watershed, especially in Westbrook, Windham, and Gorham.
- Present numerous opportunities to support us by giving for program work, giving to our campaign, supporting specific restricted funds, and giving toward other specific needs.
- Continue to recruit for our Anchor Society, our planned giving circle. We will continue to highlight the Society via our online events and distribute Anchor pins to current members of the society. We will release a promotional video about the Anchor Society.
- Explore ways to highlight how our tax laws may benefit those who have philanthropic intent, for example, by encouraging them to give to us through Donor Advised Funds, through multi-year pledges, or through doubling up every other year and designating two-year use of funds.
- Explore development of a kids' membership package.
- Use our hybrid events to let donors know that we are inclusive, regardless of where they live, ability to attend events, or pre-existing conditions, or other factors, they are welcomed at our events.
- As a donor cultivation tactic, we will invite donors, during warm months, to visit our Continuous Monitoring Stations as staff brief them on our science and advocacy work. We will explore the feasibility of asking board members with boats to provide an opportunity for donors and other partners to "chase" the Baykeeper boat as we conduct our monitoring work.
- We will introduce our new Executive Director to our donors through individual meetings with key donors and the community at large through our events.
- Encourage individual giving through the Boat Donation Program, which exists in partnership with Maine Maritime Funding Association. While we cannot depend on this

program for a steady stream of income, we can “make our luck” happen through distributing fliers about it, promoting our donation program on social media, our website and through our newsletter, sending at least one email to boat owners/pumpout customers about our boat donation program, and working with Maine Maritime Funding to host an educational session for marina and boatyard operators or to do a mailing to boat owners and marinas about the boat donation program.

- In order to ensure all community members can take part in our work, we will continue to offer free memberships to those recommended by Board and Staff, anyone who requests to be on our membership list, and anyone in the community we identify as being a *Friend of the Bay* [we have long given free memberships to community members who have spoken-up for the Bay in letters to the editor or community meetings].
- Cultivate and steward our donors through phone calls, individual online meetings, emails, update mailings, invitations to follow us on social media, and through inviting them to our events. New donors, Climate Change and Casco Bay Fund donors, and donors who give \$100 or more or who are Calendar Islands Circle Donors will receive a special update about our work.
- Continue to ensure that all gifts *no matter their size* are acknowledged in a personal way, with a hand-signed letter and note.

#### **ee. Foundation Giving**

We will develop boilerplate proposals for:

- General Operating Support (unrestricted)
- Ocean Acidification and Climate Change work
- Baykeeping
- Continuous Monitoring Stations and Water Quality Monitoring
- Nabbing Nitrogen
- Water Reporter
- Capital support (e.g. new office/move, cloud service, new server, equipment)
- Other endeavors as appropriate (Casco Bay Matters, Storm Drain Stenciling).

We will meet all applicable deadlines, including reporting requirements, giving the Executive Director enough time to review proposals and budgets. When we meet deadlines, including the “long shots,” we garner some unexpected grants. We will send out more than 100 foundation proposals. We will attempt to speak with trustees of foundations when possible and appropriate. We will use photos in our proposals to make them more dynamic and to better tell our stories, when possible and appropriate. The nature of foundation fundraising is fickle. Very few foundations fund the same organizations with any regularity. Others will not consider proposals from an organization they have funded in the past year. We will review Maine Philanthropy Center’s updated Foundation Directory and add new potential funders to our plans.

#### **ff. Corporate Donations**

We have a corporate ask schedule much like our foundation plan. Our prospect list will include companies mined from our database, Board connections, other nonprofits’ annual reports, MaineBiz lists, and companies that use “Casco Bay” in their names. We will work to connect the

health of the Bay with business interests in our region. Sponsorship of specific online events can be an important strategy for garnering support from some businesses.

#### **gg. Government Grants and Contracts**

The Casco Bay Estuary Partnership (CBEP), supported by EPA funding, is at the heart of our government support. While historically, CBEP support has declined dramatically over the past 15+ years, this year we will see a slight bump as the partnership will help support the maintenance of three Continuous Monitoring Stations and due to a renewed focus on our relationship with the Partnership. We will continue to work to remind CBEP of the importance of supporting our work on behalf of the Bay. Another key government source is the funding of our Pumpout Program by Maine DEP via US Fish and Wildlife Service funds. The re-launch of our pumpout boat will ensure that program receives 90% of its support from this source. We will also try to raise government funds through Maine Outdoor Heritage Fund grant proposals, South Portland Water Resource Protection, Portland Water District, EPA proposals, NOAA proposals, and other government opportunities.

#### **hh. Organizational Memory: Tracking and Reporting**

In March 2022, we had to confront a major change with our database, Blackbaud's RE NXT. The database no longer works in harmony with Microsoft products. We now have to export data to do our thank you letter merges, our monthly renewal process, and our annual fund mailings. These processes used to be heavily automated through RE NXT. In FY23, we will assess our database needs and if appropriate, shift to a new database vendor. This will be a heavily vetted process. The database is vital to tracking our organizational memory, keeping a record of our donor base, and our volunteers management.

We will work with staff to ensure all of our key partners are in the database. We will continue to make our contact records thorough and reliable. We will track our contacts with donors and create accurate solicitation and results reports.

#### **ii. Other Fundraising Efforts**

Should we find that we have the opportunity to move into new office space during this fiscal year, we will craft a fundraising strategy to help offset costs, identify in-kind opportunities for donors, and leverage the move as a great visibility opportunity for the organization.

#### **jj. Remaining Nimble**

We will take advantage of opportunities as they present themselves. We will remain open to imaginative ideas, learn from mistakes, and build upon successes. We will revisit and evaluate this plan monthly. We will revise our development strategy and tactics as needed.

## Technology and Capital Assets

In FY21, we:

- Continued to upgrade computer workstations and printers, as we have, on a revolving basis.
- Re-organize our electronic filing system and engaged Systems Engineering to install a new network server and migrate our electronic files over to it

In FY23 we will

- Continue to keep our Baykeeper and pumpout boats well-maintained
- Continue looking for suitable office space
- Identify and acquire a new phone system in conjunction with our move.
- Continue to deepen and improve the ways we use Google Workspace for working on shared documents and the like, which has proven especially useful in doing remote work collaboratively.

We have learned that certain donors respond very favorably to making contributions for specific “hard assets,” and to that end, we will engage in specific campaigns designed to support our ongoing capital needs.

## Management and Administration

### 6. Current Staff

Here is the composition of the Staff at the beginning of **FY23**, showing the year each person came aboard:

Mike Doan, Staff Scientist and Boat Captain	1997
Will Everitt, Interim Director/Communications and Development Director	2006
Jeff Fetterer, Office Manager	2007
Sarah Lyman, Community Engagement Coordinator	2011
Ivy Frignoca, Casco Baykeeper	2016
Robby Lewis-Nash, Staff Writer	2021
Susan Bosco, Development Assistant	2022

Last year, after 18 years of service to our organization, Executive Director Cathy Ramsdell retired. In the wake of her retirement, she has left our organization a stronger, more visible, and more resilient organization.

Our Design, Data, and Development Assistant, Sara Biron, also left staff as she moved to Germany to be with her fiancé. We have since redesigned that job description and hired Susan Bosco as our Development Assistant.

### 7. FY23 Staffing

The Board is currently in a search for our next Executive Director. We look forward to introducing this person into our community and into our organizational culture. This transition brings the opportunity for new energy to our organization, new relationships, and new partnerships.

In addition to our Executive Director, we look forward to adding a new Pumpout Coordinator and a Program Assistant to our staff.

While adding these three staff people may sound like quite an expansion, these additions put us back at exactly the same staffing level we had in FY18. Our staff size grew smaller due to our Citizen Stewards Coordinator leaving staff in 2018 and due to discontinuing programs (ending the Citizen Stewards program and putting our pumpout program on hold during the first two years of the pandemic).

Since FY18, our focus has been on strengthening and integrating our core mission and programs. We revitalized our Science efforts through new technology thanks to the Climate Change and Casco Bay Fund. We launched a new community engagement and citizen science effort through engaging Water Reporters. Our Baykeeping program is taking advantage of all that science and observational data as we work to address climate change and other issues that threaten the Bay.

It is now time to grow our staff to prior levels as we tackle the challenges and opportunities before us.

Relaunching the Pumpout Program will allow us to fully integrate it into our Baykeeping, communications, community engagement, and development work in ways we had never taken advantage of before. The new Pumpout Coordinator will also give us a second boat captain, should we need them (until 2015, we had four staffers who could captain our Baykeeper boat; today we have one).

Our new Program Assistant position will help build capacity in our science and Baykeeping work. We will search for people who have skills, knowledge, and interest in *both* science and environmental policy or law. We know such people exist from our successful externship program. On the science front, we will finally have redundancy in our sonde/Continuous Monitoring Station calibration and deployment [currently, we are entirely dependent on Mike Doan]. We also foresee this staffer making it possible to better analyze Water Reporter posts and data. On the Baykeeping front, this staffer will help give us the capacity we need to tackle all the Clean Water Act permits that are coming up for renewal, help Ivy develop and analyze climate change policy initiatives, and help coordinate our rivers work.

We update our emergency succession plans annually, for use in the (we hope unlikely) event of an unplanned temporary absence of staff. These plans identify the key roles and responsibilities of each staff person, which staff members would fulfill certain responsibilities in one's absence, and identify the activities so unique to that individual that the activity simply might not be attended to until their return.

### **Looking ahead**

We have assembled and retained our staff by maintaining a good benefits package and by running a fair and flexible workplace. In return, we expect high quality engagement, exchange, and discourse, along with collaboration, appreciation of the big picture, and attention to detail. We provide professional development opportunities, such as attending classes, workshops, trainings, seminars, and conferences. Staff members also provide teaching content on various subjects in a wide variety of contexts, from classes at UMaine Law and other colleges/universities, to the Maine Association of Nonprofits.

Compensation was frozen in the FY09 / FY10 / FY11 budgets, and when revenue goals were met, an accrued bonus that had been included in the budget was released and in two cases supplemented with additional funds. The FY12 budget contained a 3% increase in compensation integrated into the numbers, not accrued, and this was greatly appreciated by Staff. The FY13, FY14, and FY15 budgets each contained a 2% increase; in addition, a couple of modest adjustments were made during FY13 and FY15, for merit and for partial compensation in lieu of health insurance for those leaving the plan to join spousal coverage. The FY16 budget included a 3% increase. The FY17 and FY18 budgets contained a 2% increase, with a couple of modest base adjustments. The FY19 budget contained a 3% increase, with some small adjustments to base pay. The FY20 and FY21 budgets each contained a 4% increase and FY22 saw a 3% increase.

Given the large cost of living increases due to the pandemic, the global political situation, and world-wide logistical challenges, the **FY23** budget proposes a 6% cost of living increase in

addition to a few modest merit increases as existing staff take on more responsibility. The cost of living increase is an important investment in our intellectual capital, given the continued performance of the Staff and by extension, the organization. This is also an important equity issue, ensuring that staff are not losing economic ground while serving our organization.

In FY23, with new hires on the horizon, we will also take a comprehensive look at our compensation and benefits packages as compared to other organizations. We will be using Maine Association of Nonprofits' compensation guide as well as research shared with us by the Natural Resources Council of Maine and Maine Audubon.

As of FY23, our staff members collectively have 79 years of service to the health of Casco Bay. We are integrating our work more effectively than ever. In addition, the engagement with our Board in guiding our work and with our Volunteers in assisting with the work are central and unifying dynamics to our culture and our success.

## **8. Board**

Friends of Casco Bay's Board of Directors meets monthly on the 3<sup>rd</sup> Tuesday, from September through June except for December. The Board's Community Engagement Committee meets on the 1<sup>st</sup> Monday of the month. The Executive Committee meets as needed.

The Board has adapted incredibly well to using Zoom for committee and Board meetings. While we all prefer in-person meetings and exchanges, and acknowledge the loss of nuanced exchanges and invaluable before-and-after conversations, the remote format has allowed our work together to continue, and thrive in its own way. Committee chairs and the President remain mindful and creative in crafting agendas that we hope engage people as much as possible to optimize use of this otherwise flat, two-dimensional medium.

The Executive Director works with the Board President, and when appropriate, the Executive Committee, to develop agendas for these meetings, and the Communications Staff works with the E.D., the Board President, and especially the Chair of the Community Engagement Committee to develop that committee's monthly agenda.

We will continue to work with the Board to find ways to safely meet up in person.

Staff provide logistical support for Board meetings, including scheduling Zoom meetings and taking minutes. When we meet in person again, staff will again be scheduling space to meet, providing snacks, and arranging audio visual capacity.

Board members are invaluable in our fundraising efforts, with many Board members adding notes to our outgoing monthly membership renewal letters, and with all Board members adding notes to our Annual Fund and Special Appeal letters, twice a year. Some have also taken on assisting us with thanking donors and volunteers, sending hand written notes.

Staff will continue to engage Board members in building and maintaining community relationships, policy issues, program efforts and accomplishments, governance, events, and connections to resources – financial and otherwise.

We continue to encourage the Board to engage in discussions and planning about Board recruitment and Board leadership succession. We will continue to meet with new friends of the organization and explore nominations and the nominating process to improve board recruitment practices.

In FY22, Board and Staff took part in an environmental justice, diversity, equity, and inclusion training. As we continue to improve our work through evaluating our efforts through the EJDEI lens, we will work with the board to evaluate and update [our statement on environmental justice](#).

In the final quarter of **FY23**, the Board and Staff will begin exploring the next Strategic Planning process, which should get underway after our new Executive Director gets their feet under them. While the Strategic Planning process is, appropriately, a Board driven process, Staff will provide support. For the first time, we will be developing a strategic plan with an eye toward becoming more environmentally just, diverse, equitable, and inclusive. We foresee climate change continuing to be a large focus of our strategic vision. Finding a new and/or permanent home for our work may also be part of the strategic planning discussions.

## **9. Financial Considerations**

### **kk. Financial Stability**

Friends of Casco Bay has a strong balance sheet, with plenty of working capital, and only one item of debt of any significance: Accrued Vacation Liability. We have four dedicated funds used to support operations: the Baykeeping Fund, the Emeritus Fund for Advocacy, and the Boats Fund, Climate Change and Casco Bay Fund, all housed at the Maine Community Foundation.

Monthly interim financial reports will continue to be prepared, emphasizing year-to-date budget versus actual performance, along with balance sheets and periodic invested funds updates.

### **ll. Vacation Time**

Since FY21, we have had a significant decrease in our accrued vacation liability. We paid off Cathy Ramsdell's and Sara Biron's vacation time upon them leaving staff in FY22. We also cashed out some vacation liability to staff in FY22. Moving forward, staff are being encouraged to take time off, especially if they are overdue for a break. They have been doing this over the past six months and will be encouraged to continue to use their hard earned vacation time. Vacation time is a critical element of mental and professional health. Using vacation time also benefits the organization by returning re-energized staff people to us and by reducing our liabilities.

### **mm. FY22 Surplus and use**

We are projecting a large surplus for FY22 due three factors: (1) Our expenses were under budget because we did not move and because we did not hire a science assistant; (2) our PPP

loans were forgiven; and (3) we had an exceptional fundraising year thanks to the growth of our donor base following the success of our Climate Change and Casco Bay Fund. The FY23 budget foresees using a portion of this projected surplus by temporarily restricting and releasing unrestricting net income to help cover the retirement package for our retired Executive Director, increases due to our new Executive Director, our new Program Assistant, and a potential office move.

## **10. FY23 Budget Highlights**

The Operating Plan for FY23 describes our plan for improving and protecting Casco Bay for the year April 1, 2022, through March 31, 2023.

A budget is the identification of the resources we believe it will take to accomplish the elements laid out in Operating Plan. The budget represents a best guess at a point in time based on reasonable assumptions. Reality will prove to be different.

We budget as conservatively as we can and hope to underestimate revenue and overestimate expenses, as realistically as possible. We strive to break even in operations, before depreciation, a noncash expense; this is an essential signal to funders that we live within our means.

The Budget is presented in detail as a five-page document attached to this plan. This document is formed from other in-depth financial information, including a compensation and benefits budget, estimated funds release calculations, and a monitoring budget.

To meet the goals of the FY23 Operating Plan, expenses are budgeted at \$1,226,165. This is compared to our FY22 budget of \$1,028,680 and our FY22 (projected) actual expense of \$934,638.

We are projecting a \$300,000 surplus (approximate as of 3/1/2022) in FY22 due to four factors:

1. PPP loans were forgiven
2. We never hired our new science staffer
3. We raised more money than was in the budget
4. We did not have to move our office and many of our other expenses were lower than budget

The FY22 Budget identifies: \$767,540 in operating revenue from a wide variety of sources. We are going into this fiscal year with \$75,000 in funds awarded/given in FY22 but for use in FY23. Our invested funds are also providing significant resources: \$165,316 in total. As usual, budgeted expenses include a \$12,000 contingency line item.

Finally, the budget proposes that we use \$200,000 of unrestricted surplus funds raised in FY22 for strategic use in next year's budget. In FY23 we will:

1. Pay the final two installments of Cathy's retirement: \$72,000
2. Hire a Science/Baykeeping Program Assistant that we didn't hire last year: \$60,000
3. Plan for an office move: \$40,000
4. Controller/increased professional fees: \$15,000
5. Contingency expenses: \$12,000

The above totals \$199,000.

By releasing \$200,000 of funds raised this FY for FY23, we plug a budget gap and give us another year to "grow" into the full costs of the new office, while being fully staffed up.

### **nn. Notes to FY23 Budget Proposed Draft**

The attached proposed budget has a "See Operating Plan for notes" column. Here are those notes.

1. Total Government & Quasi-Governmental: projects \$45,540 from DEP grants toward the pumpout program. Most of the rest is CBEP contracts to support our CMSs and other monitoring efforts.
2. Releases of Unrestricted gifts: \$205,000 includes \$5,000 in board gifts received in FY22 but restricted to FY23 and a release of \$200,000 in unrestricted funds raised in FY22. See Budget Highlights section above. Releases for programs include a grant and a donor advised fund gift, both received in FY22 for use in FY23 toward our Baykeeping work.
3. Release for CMS Data is from our Climate Change and Casco Bay Fund. Releases from Baykeeping Fund is an approximation in this draft. It is our intention to release 5% of 12 rolling quarterly averages for this fund. We will finalize this number in the next draft of the budget presented at the March board meeting. Boats Fund and Advocacy Fund releases are \$10,000 as we have historically done.
4. We plan on hosting a hybrid-attendance evening of films, a re-boot of the film festivals we have historically hosted pre-pandemic.
5. Pumpout fees
6. See compensation info above in FY23 Staffing section. Includes former Executive Director retirement, new Executive Director at full salary, new Program Assistant at full salary, paid internship, and seasonal Pumpout Coordinator.
7. Assumes Casco Baykeeper and Executive Director attending Waterkeeper Alliance conference.
8. Budgeting for Text Support for Water Reporters program.
9. Budget in case we have opportunity to host an *in person Casco Bay Matters* event as we did pre-pandemic.
10. Assumes longer spring 2022 newsletter focusing on stormwater victory and Clean Water Act 50<sup>th</sup> anniversary.
11. Includes Nitrogen Nab
12. 90% funded
13. Assumes office move, increase in rent
14. Increase costs because of Controller
15. In case we begin meeting in person again
16. Numerous outside events planned this FY
17. Net income before depreciation, which is a noncash expense.

## **Appendix A – Our Working Relationships**

### **GOVERNMENTAL and QUASI GOVERNMENTAL**

#### Maine Climate Council

- Coastal and Marine Working Group (Kathleen Leyden primary contact)

- Community Resilience Working Group (Judy East primary contact)

#### Casco Bay Estuary Partnership

- Management Committee (Curtis Bohlen)

- Nutrient Council, Nutrient Criteria Committee (Curtis Bohlen)

- Monitoring Committee (Curtis Bohlen, Matt Craig)

- NMR, Royal River, Habitat Restoration: (Matt Craig)

- Public Education (Victoria Roundy)

- Funding (Marti Blair)

#### Maine Department of Environmental Protection

- Science and Regulation (Angie Brewer, Don Witherell)

- Data and Continuous Monitoring (Rob Mohler, Emily Zimmerman)

- Pumpout Program (Pam Parker)

- Permitting and Regulations (Greg Wood; Cindy Dionne)

- Maine Outdoor Heritage Fund collaboration (Mark Margoram)

#### Maine Department of Marine Resources

- Maine Coastal Program (Kathleen Leyden, Teresa Torrent)

- Shellfish Health and Algal Outbreaks (Kohl Konwit, Bryant Lewis)

- OA: Jessica Waller and Cheyenne Adams

- Aquaculture: Flora Drury

- Sea Level Rise (Gail Bodge)

#### Maine Department of Agriculture, Conservation and Forestry

- Marshes and Coastal Habitats: Kristen Puryear

- Maine Geological Survey: Pete Slovinsky

#### Maine Outdoor Heritage Fund

#### Maine Conservation Corps

- Wells National Estuarine Research Reserve (Jeremy Miller, Jason Goldstein)

#### Portland Water District

- East End Wastewater Treatment Facility, Peaks, Cape (Scott Firmin, Charlene Poulin)

- Funding (Carrie Lewis)

- Communications (Michele Clements)

#### Environmental Protection Agency Need to update for new administration

- Eelgrass: Phil Colarusso

- Stormwater: Newton Tedder

- Ocean Acidification/Nutrients: Matt Liebmann

#### US Coast Guard

- Captain of the Port/Sector Commander

- Continuous Monitoring Station establishment logistics (CDR John A (Andy) Goshorn)

#### Maine/New Hampshire Area Committee

#### Environmental Response

#### US Geological Survey

#### State Dredge Team

## NOAA

- Marine Debris (Demi Foxx)

- Ocean Acidification: Libby Jewett, Beth Turner (NECAN = Northeast Coastal Acidification Network)

Harbor Commissioners (town harbormasters, marine resource officers, and shellfish managers)

Shellfish Commissions

Casco Bay Lines

City of Portland

- Public Works/Water Resources

Parks and Rec – Back Cove Yardscaping site and sea level rise (Jeff Tarling)

Water Quality Stakeholder Group

- Ordinances (Troy Moon)

- Back Cove Yardscaping/BayScaping (Jeff Tarling)

- One Climate Future (Troy Moon)

South Portland

- Water Resources Division

- Stormwater management Fred Dillon

- Ordinances (Julie Rosenbach)

One Climate Future (Julie Rosenbach)

- Pesticide ordinance

Portland Downtown

Falmouth

Brunswick

Coastal Resources - Dan Devereaux

Marine Resources Officer/Harbor Master Dan Sylvain

Planning: Jared Woolston

Harpswell

Marine Resource Officer/Shellfish: Paul Plummer

City Councilors

Legislators

Congressional

## **RESEARCH and EDUCATIONAL INSTITUTIONS**

Bigelow Laboratory for Ocean Sciences

- PCO2 and pH Monitoring (Nicole Price, Brittney Honisch)

- Citizen Science (Nick Record)

- Color (Barney Balch)

- Major Donors whom we have in common

Gulf of Maine Research Institute

- Meeting space

Periodic Program Content Check In and Information Sharing (Labaree, David Reidmiller,

- Graham Sherwood)

- Volunteer Initiatives (Sarah Kirn)

- Sea Level Rise (Gail Bowness)

- Climate Change (David Reidmiller)

- IT/Facilities vis a vis CMS deployment at Coast Guard Dock (Tim Reich)

Darling Marine Center, University of Maine  
Damian Brady, Kathleen Thornton, Jessica Liberti, Larry Meyer  
Southern Maine Community College  
Marine Sciences (Brian Tarbox)  
Landlord  
University of Southern Maine  
Media Studies  
Karen Wilson  
University of Maine  
David Townsend  
University of Maine School of Law  
University of New Hampshire  
Joe Salisbury, Chris Hunt  
Bowdoin College  
Bates College  
Colby College  
College of the Atlantic  
St. Joseph's College  
Mark Green  
University of New England (UNE)  
Maine College of Art (MECA)  
Schools - curriculum

#### **OTHER NONPROFITS and COALITIONS**

Maine Ocean and Coastal Acidification Network  
Maine Sea Grant  
Northeast PSP Group  
Northeast Coastal Acidification Network NECAN  
Waterkeeper Alliance  
Waterfront Alliance  
Island Institute  
Take Action Portland  
Conservation Law Foundation (CLF)  
Beyond Pesticides (DC)  
Ocean Conservancy  
Gulf of Maine Marine Educators Association (GOMMEA)  
Maine Science Teachers  
Cornerstones of Science  
Surfrider  
Downeast Environmental Institute  
Maine Center for Coastal Fisheries  
Royal River Conservation Trust and various land coalitions  
New Meadows – various coalitions  
Presumpscot River – various groups  
Friends of the Basin  
Quahog Bay Conservancy

Harpswell Heritage Land Trust  
Manomet  
MaineShare  
Maine Association of Nonprofits  
    SkillBuilders (teaching)  
    Advocacy Advisory Committee  
    Gubernatorial Forum Steering Committee  
Environmental Priorities Coalition  
Kennebec Land Trust  
Friends of Fort Gorges (Paul Drinan)  
Friends of the Eastern Prom  
Sail Maine  
Maine Island Trail Association  
Friends of Merrymeeting Bay  
Maine Coast Observing Network  
Friends of Frenchman Bay  
Friends of Penobscot Bay (WKA affiliate)  
Cumberland County Soil and Water Conservation District  
Adventure Scientists (Abby Barrows -plastics)  
Marine and Environmental Research Institute (Susan Shaw)  
South Yuba River Citizens League (SYRCL) – Wild & Scenic Film Festival  
Green Drinks  
Social Media Breakfast  
Scarborough Land Trust  
Southern Maine Conservation Collaborative  
Maine Conservation Alliance  
Maine Conservation Voters  
Yacht clubs, sailing groups

**CORPORATE** (clean ups, stenciling, sponsorships, science)

Aquaculturists  
Harvesters  
Kayak and Sailing companies  
Port Harbor Marine  
Other marinas and boat yards  
    Pumpout facilities  
    Boat maintenance  
SeaTow  
TD Bank  
Key Bank  
Idexx  
Yelp!  
Allagash  
Ocean Navigator  
LT's Inc  
Oakhurst

RBC Wealth Management  
Pumpout Customers

## **VOLUNTEERS and DONORS**

Key Volunteers

- Board
- Cleanups
- Color by Numbers
- Water Reporter
- Stenciling
- Office work
- Photos, Videos
- Events
- Hosts
- Master Gardeners

Various Foundations, Trusts, Donor Advised Funds  
Donors and Members

## **NEWS MEDIA**

## Appendix B: Friends of Casco Bay Volunteer Metrics

<b>Friends of Casco Bay Volunteer Metrics</b>				
** Our FY22 metrics are initial numbers.				
<b>Volunteers</b>	<b>FY22**</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
Volunteers	363	269	547	236
Total hours volunteered	326	818	2004	1033
<b>Water Reporter Metrics</b>	<b>FY22**</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
<u>Cumulative metrics</u>				
Number of Water Reporters in the Friends of Casco Bay group	307	255	205	108
Number of posts in the watershed since launching in July 2018	2438	1,739	991	367
<u>Year by year metrics</u>				
Number of Water Reporters who posted during the fiscal year	52	57	85	54
Average number of posts per Water Reporter who posted	11.2	13.1	7.3	6.8
Number of posts in the watershed	699	748	624	367
Number of posts shared with our group during the fiscal year	605	556	* 586	* 367
% number of posts shared with our group	87%	74%	* 94%	* 100%
Number of algal blooms noted or tracked this year	23	22	18	6
*The Commons, creators of the Water Reporter app, manually shared most of the FY19/20 posts with us. Moving forward, only volunteers can share their posts with us.				

<b>Friends of Casco Bay Volunteer Metrics</b>				
<b>Coastal Cleanup Metrics</b>	<b>FY22**</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
Number of cleanups	0	0	22	8
Number of participants	0	0	285	89
Estimated pounds of trash collected	0	0	937	553
<b>Storm Drain Stenciling Metrics</b>	<b>FY22**</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
Number of events	0	0	4	3
Number of participants	0	0	46	33
Storm drains stenciled	0	0	322	277

## Appendix C: FY22 Friends of Casco Bay Events

FY22 Friends of Casco Bay Events				
Date	Event	Approx. attendees	Format	
4/12/2021	Climate Change & Casco Bay Fund thank you event	14	Zoom Meeting	
4/13/2021	Climate Change & Casco Bay Fund thank you event	21	Zoom Meeting	
4/14/2021	<a href="#">Water Reporter online get together</a>	25	Zoom Meeting	
5/6/2021	<a href="#">Do I report this? When to report sheens, colors, or foams.</a>	90	Zoom Meeting	
6/16/2021	<a href="#">Celebrating Data From Our New Continuous Monitoring Station — A Casco Bay Matters Event</a>	136	Zoom Webinar	
6/28/2021	Water Reporter 101	5		
6/29/2021	Water Reporter 101	5		
6/18/2022	Water Reporter Site Visits in South Portland			
7/20/2021	Annual Meeting	90		
8/12/2021	Phippsburg Water Reporter Meetup			
8/26/2021	Cathy's Retirement Party	200		
9/3/2021	Water Reporter Meetup at Merepoint	20		
10/27/21	<a href="#">What Casco Bay Is Telling Us: A Casco Bay Matters Event</a>	243		
12/16/2021	<a href="#">Casco Bay Views and News with the Casco Baykeeper: A Casco Bay Matters Event</a>	40		
2/4/22	<a href="#">Crabs, HABs, Sharks, and More... A Casco Bay Matters Event</a>	227		

## Appendix D: FY22 Media Hits

4/7/2021 Portland Press Herald Robby's hire is mentioned among other regional hires.  
<https://www.pressherald.com/2021/04/07/people-business-april-7-2/>

4/18/2021 Portland Press Herald Andy awarded Source Award, profile mentions her time at Friends  
<https://www.pressherald.com/2021/04/18/andy-burt/>

4/19/2021 The Forecaster (Portland) Launch of two new CMS will help Friends track water quality, also notes fundraising success  
<https://www.pressherald.com/2021/04/19/new-stations-offer-24-7-look-at-health-of-western-eastern-regions-of-casco-bay/>

4/22/2021 CBS 13 News Short segment about CMS program, interview with Mike at CMS Harpswell  
<https://fox23maine.com/news/local/maine-nonprofit-works-to-improve-health-of-casco-bay>

4/22/2021 CBS 13 News Segment about PPE/mask litter, mention at end of Friends encouraging coastal clean-ups for Earth Day  
<https://fox23maine.com/news/coronavirus/mainers-concerned-about-ppe-litter-during-the-pandemic>

4/24/2021 Portland Press Herald Downeast Institute led experiment, use post-consumer oyster shells to balance pH of clam flats. Experimental site in mud flats behind SoPo Hannaford. Short mention of Friends as also working on acidification.  
<https://www.pressherald.com/?p=5985834>

4/26/2021 Ocean Acidification International Coordination Centre, via PPH PPH 4/24 story, republished  
<https://news-oceanacidification-icc.org/2021/04/26/recycled-oyster-shell-project-targets-ocean-acidification-along-maine-coast/>

4/26/2021 Portland Press Herald PPH republishes Forecaster story from 4/19  
<https://www.pressherald.com/2021/04/14/new-stations-offer-24-7-look-at-health-of-western-eastern-regions-of-casco-bay/>

6/18/2021 Working Waterfront Working Waterfront published our Press Release, verbatim.  
[https://www.islandinstitute.org/working-waterfront/26039/?utm\\_source=Island+Institute+Updates&utm\\_campaign=bc47f72453-EMAIL\\_CAMPAIGN\\_04\\_29\\_2020\\_WWF\\_E-Weekly\\_COPY\\_01&utm\\_medium=email&utm\\_term=0\\_e72d3bc418-bc47f72453-275063009&mc\\_cid=bc47f72453&mc\\_eid=da72b](https://www.islandinstitute.org/working-waterfront/26039/?utm_source=Island+Institute+Updates&utm_campaign=bc47f72453-EMAIL_CAMPAIGN_04_29_2020_WWF_E-Weekly_COPY_01&utm_medium=email&utm_term=0_e72d3bc418-bc47f72453-275063009&mc_cid=bc47f72453&mc_eid=da72b)

7/5/2021 207, News Center Maine 207 interview with Mike and Ivy provides an overview of our work, with visuals from our Baykeeper boat

<https://www.newscentermaine.com/article/news/local/207/monitoring-the-health-of-casco-bay-is-the-work-of-friends-of-casco-bay/97-fbd56dd6-5d4d-402d-a24d-66354d15d539>

7/18/2021 The Forecaster (Portland) Brief article summarizing our email to members announcing Cathy's retirement

<https://www.pressherald.com/2021/07/19/longtime-director-leaving-friends-of-casco-bay/#:~:text=Executive%20Director%20Cathy%20Ramsdell%20is,marine%20environment%E2%80%9D%20will%20be%20missed.>

8/4/2021 Portland Phoenix What is Friends of Casco Bay, and what do they have to say about wastewater?

<https://portlandphoenix.me/portland-wastewater-projects-give-hope-to-advocates-for-clean-casco-bay/>

8/4/2021 Bangor Daily News Summary of Maine Community Foundation grant recipients in Cumberland County

<https://bangordailynews.com/2021/08/04/bdn-maine/mainecfs-cumberland-county-committee-awards-113000-in-grants/>

8/4/2021 Working Waterfront Story investigates the large number of lion's mane jellyfish sightings in Maine this summer. Mike is quoted in the article, confirming more sightings.

<https://www.islandinstitute.org/working-waterfront/giant-jellyfish-at-home-in-maine/>

8/11/2021 Working Waterfront Provides a summary of our organization's history and many direct interview quotes from Cathy about her tenure as ED.

[https://www.islandinstitute.org/working-waterfront/26692/?utm\\_source=Island+Institute+Updates&utm\\_campaign=37c24b547d-EMAIL\\_CAMPAIGN\\_04\\_29\\_2020\\_WWF\\_E-Weekly\\_COPY\\_01&utm\\_medium=email&utm\\_term=0\\_e72d3bc418-37c24b547d-275063009&mc\\_cid=37c24b547d&mc\\_eid=da72b](https://www.islandinstitute.org/working-waterfront/26692/?utm_source=Island+Institute+Updates&utm_campaign=37c24b547d-EMAIL_CAMPAIGN_04_29_2020_WWF_E-Weekly_COPY_01&utm_medium=email&utm_term=0_e72d3bc418-37c24b547d-275063009&mc_cid=37c24b547d&mc_eid=da72b)

8/12/2021 Portland Press Herald Business report of new hires, board appointments, and retirements. Includes paragraph about Cathy's retirement.

<https://www.pressherald.com/2021/08/12/bethany-belanger-joins-northeast-bank-as-senior-vice-president/>

8/13/2021 Scarborough Leader Article acknowledges 10-year anniversary of banning pesticide use on municipal properties in Scarborough. We are cited as a source of information about pesticide free/organic lawn care.

<https://www.pressherald.com/2021/08/13/honoring-10-years-of-pesticide-free-parks-in-scarborough/>

8/15/2021 Portland Press Herald PPH published the poem about Casco Bay that was written by audience members at a May 2021 poetry reading, hosted by UMaine's Stonecoast CRWR program, Friends of Congress Square Park, and us.

<https://www.pressherald.com/2021/08/15/deep-water-the-salt-that-carries-us-written-collectively-in-congress-square-park/>

8/25/2021 Portland Press Herald Oil spill closes Willard Beach for multiple days. Source of spill was Hill's Service Station on Cottage Rd., South Portland. Ivy is quoted at the end of the article.

<https://www.pressherald.com/2021/08/25/willard-beach-could-be-closed-for-days-after-oil-spill/>

8/26/2021 Portland Press Herald Update on Willard Beach oil spill cleanup. Mentions Friends of Casco Bay as assisting in the effort.

<https://www.pressherald.com/2021/08/26/willard-beach-cleanup-nearly-complete/>

9/24/2021 Portland Press Herald Article reviewing fall-specific organic lawn care practices cites our website as a source of information.

<https://pressherald.com/2021/09/24/transitioning-to-organic-lawn-care-part-fall/>

10/12/2021 Women Mind the Water Pam Ferris-Olson (volunteer Water Reporter and podcaster) interviewed Ivy about Baykeeping and Water Reporter for an episode of her podcast about water related art and activism.

<https://womenmindthewater.com/artist-series/artist-series-ivy-frignoca>

10/18/2021 Times Record/Portland Press Herald An obituary for Peter Grimes Galvin, who was a volunteer water quality monitor with us, asks for donations be made to Friends of Casco Bay in his memory.

<https://www.pressherald.com/2021/10/19/obituariypeter-grimes-galvin/>

10/20/2021 Portland Phoenix Short article announces our upcoming Casco Bay Matters event noting that a video about our seasonal work will be shared. Also mentions are beginning the hiring process for a new ED.

<https://portlandphoenix.me/friends-of-casco-bay-plans-virtual-ride-along-launches-search-for-new-exec/>

11/4/2021 News@Northeastern (university news site/blog) University-sponsored weekend volunteer opportunities for Northeastern students include volunteering with Friends of Casco Bay.

<https://news.northeastern.edu/2021/11/04/alternative-weekend-volunteer-program/>

12/1/2021 Portland Press Herald Falmouth will be testing its stormwater for pesticides, insecticides, herbicides, and fertilizers. Article mentions Friends' pesticide testing in 2010s.

<https://www.pressherald.com/2021/11/30/falmouth-to-test-its-waters-for-pesticides-fertilizers-for-first-time/>

12/2/2021 Times Record/Portland Press Herald Susan discusses tides, their sometimes dramatic shifts, and how Water Reporters are helping us track increasingly high tides due to climate change.

<https://www.pressherald.com/2021/12/02/intertidal-as-forces-of-nature-theres-a-lot-to-know-about-changing-tides/>

12/8/2021 Portland Phoenix Reviews GMRI/PMA art and science of climate change panel event (Ivy was panelist). Names and links Water Reporter as a way for anyone to help address climate change.

<https://portlandphoenix.me/artists-scientists-collaborate-in-portland-to-broaden-climate-change-conversation/>

12/12/2021 Engineering News Record Overview of 500k in grants for Casco Bay area initiatives to employ living shorelines and other techniques to mitigate flooding impacts/SLR.

<https://www.enr.com/articles/53217-maine-coastal-towns-join-to-prevent-flooding-using-nature-based-methods>

12/22/2021 Working Waterfront Stephen reports on our October Casco Bay News and Views event. He summarizes (somewhat incorrectly) our data collection programs and what we saw in the data this season.

<https://www.islandinstitute.org/working-waterfront/casco-bay-warmer-saltier/>

12/29/2021 South Portland Sentry (Press Herald) Reviews GMRI's coastal flood monitoring program. Mentions Sarah and GMRI staff will speak at Jan 14 Coffee & Climate meeting, hosted by Portland/South Portland Sustainability offices.

<https://www.pressherald.com/2021/12/29/our-sustainable-city-be-a-citizen-scientist-in-south-portland/>

12/31/2021 Maine Women Magazine Pam profiles Ivy. She gives a short overview of Ivy's career, how she became Baykeeper, and what it means to be Baykeeper. (NOTE: article can only be viewed in digital edition of Dec issue)

<https://www.mainewomenmagazine.com/erin-ovalle-december-2021/>

1/14/2022 New England City & Town News Notes Brief mention of our data being used in the CBEP State of the Bay Report.

<https://newengcitytown.wordpress.com/2022/01/14/environmental-services-idea-starter-climate-talk-series/>

1/26/2022 Northeastern University Northeastern's Community Engagement blog mentions students volunteering with us, among other volunteer opportunities in New England.

<https://communityengagement.northeastern.edu/news/alternative-weekend-trips-engaged-student-in-communities-across-new-england/>

2/2/2022 Working Waterfront Working Waterfront featured a story they previously wrote (listed above on 12/22/2021) about our What Casco Bay Is Telling Us CBM in a "Big 5" email listing recent stories

Cannot link to email, link to original story: <https://www.islandinstitute.org/working-waterfront/casco-bay-warmer-saltier/>

2/17/2022 Natural Resources Council of Maine Pete's blog post features a short history of the Clean Water Act through a Maine-lens, celebrating the 50th anniversary. Mentions Friends as a ME group that has helped clean up waterways.

<https://www.nrcm.org/blog/50-years-of-the-clean-water-act/>

2/23/2022 Portland Phoenix Article summarizes and links to the MS4 story that we sent to our members and posted to our website.

<https://portlandphoenix.me/updated-stormwater-rules-expected-to-reduce-pollution-in-casco-bay/>

## **Appendix E: Environmental Justice, Diversity, Equity, and Inclusion Work in our FY23 Operating Plan**

There are moral and strategic reasons for Friends of Casco Bay to examine its work relative to environmental justice, diversity, equity, and inclusion (EJDEI). These issues intersect our work in crucial ways. We have opportunities to grow our organization, make it more resilient, smarter, and more nimble, all while making our society a little better. As an organization, we are relatively new at thinking about our work in EJDEI ways, however. This operating plan moves us forward in incremental but important ways. As we explored in our EJDEI training in February 2022, there is an important environmental justice aspect to keeping our marine waters clean and healthy. We may not become as diverse as we wish to be by the end of FY23, thinking and being inclusive are important steps leading to diversity.

### **EJDEI work in this plan:**

#### Science:

- Making the science of protecting the Bay accessible through videos, stories, graphs, charts, infographics, and more.

#### Baykeeping

- EJDEI is a key element that guides our approach advocacy
- Looking for ways to include, uplift, and amplify the voices of those affected by climate change and pollution.
- Through our rivers work, we may be able to reach more constituents as we expand our advocacy beyond the rim of the Bay
- We will submit the EJDEI portions of this operating plan to Waterkeeper Alliance to fulfill our JEDI requirements.
- Keeping an eye issues of access to the Bay

#### Community Engagement

- Working to make our events hybrid so that more people feel welcome, no matter where they live.
- Developing a list of organizations with whom we are not working closely but whose work, missions, or members intersect with our work to protect the Bay. As appropriate, we will work to build relationships, share data, ideas, and resources.
- Using our Water Reporter program in a “bottom up” way by asking our volunteers what issues they are concerned about around Casco Bay and helping find ways for them to use our tools and resources to explore and address those concerns.
- As we explore holding a Nitrogen Nab, plan the event so that is “low threshold” with the aim of recruiting families, young people, and community members who would not normally be able to take part in other citizen science efforts because of time or resources
- Organizing events that lend themselves to being more inclusive and family-oriented (see CWA 50<sup>th</sup> Anniversary event list)
- Exploring paid internships so students of any background can gain experience and serve our mission

- Encourage and support individuals that want to host cleanups with family, friends, or coworkers using the updated protocols we developed in FY22. Look for ways to expand the diversity of those participating in cleanups, including redefining “coastal” cleanups; trash along any street or anywhere in the watershed can pose a concern for Casco Bay.
- Use our presentations in the community as a facet of our relationship-centered approach, taking into account our longstanding relationships and new relationships we wish to form. Look for opportunities to reach multiple communities, including inland communities we do not typically reach.

#### Communications

- We will be mindful of our diversity, equity, and inclusion work. There are four communications strategies, broadly, that matter in this effort. First: do no harm. We will use inclusive language and tell our stories in appropriate ways. Secondly, listening is key. Program staff are exploring who we should talk with to hear their thoughts. Three: there is an action component to this work. We will explore as a staff: what audiences are missing from our communications work and in what appropriate ways can we conduct better outreach to these audiences? Who are community members we should be reaching out to? Four: keeping track of what we have accomplished and what we have learned.
- Make our stories accessible: shoot for stories that read at an 8<sup>th</sup> grade level. Use multiple media to tell the same story.

#### Development

- Our work above the head of tide is expanding our reach; we will focus on expanding our list of donors further up the watershed.
- Use our hybrid events to let donors know that we are inclusive, regardless of where they live, ability to attend events, or pre-existing conditions, or other factors, they are welcomed at our events.
- In order to ensure all community members can take part in our work, we will continue to offer free memberships to those recommended by Board and Staff, anyone who requests to be on our membership list, and anyone in the community we identify as being a *Friend of the Bay* [we have long given free memberships to community members who have spoken-up for the Bay in letters to the editor or community meetings].
- Continue to ensure that all gifts *not matter their size* are acknowledged in a personal way, with a hand-signed letter and note.

#### Management and Administration

- Provide 6% cost of living adjustments to salaries to ensure staff are not losing ground working for Friends of Casco Bay
- Conduct our staff searches in ways that we reach diverse audiences and encourage them to apply
- Take a comprehensive look at our benefits package
- Work with the Board on our next strategic plan. For the first time, we will be developing a strategic plan with an eye toward becoming more environmentally just, diverse, equitable, and inclusive.

## **Appendix F: Friends of Casco Bay's Strategic Plan 2018-2022**

### **Our Mission**

Friends of Casco Bay's mission is to improve and protect the environmental health of Casco Bay.

### **Our Vision**

Our vision for Friends of Casco Bay in 2022 is to facilitate a greater awareness in our community that clean marine water in Casco Bay is essential habitat and is fundamental to the quality of life in the Casco Bay region. The Bay is a source of inspiration and is an economic engine in our region. As threats from the effects of climate change increase, Friends is tracking how water conditions in the Bay are changing, and we are communicating that to the public in ways that build awareness and engagement.

Community engagement is of paramount importance. We are fostering a sense of shared ownership of Casco Bay and a sense of shared responsibility that we all need to take care of this special resource. We are educating residents, policy experts, decision makers, businesses, and users of the Bay, on the science of clean marine water, and we are influential in mobilizing them to support policies that keep Casco Bay blue.

The staff is advancing our science by collecting data using advanced technology as well as volunteer citizen engagement. Our scientific findings are shared in substantive and understandable ways that generate energy for action, advocacy, volunteering, and funding. We foster volunteer engagement by providing meaningful ways volunteers can readily engage in citizen science efforts to collect data and observations and share what they are seeing.

We are taking advantage of the longevity and experience of our professional staff to achieve incremental yet significant progress in Friends of Casco Bay's work each year during this five-year Strategic Plan. The deepening and expansion of our baykeeping and community engagement efforts will lead to cleaner, healthier waters. We help communities around the Bay decrease pollution—including excess nitrogen, stormwater runoff, sewage overflows, plastics and marine debris, and pesticide and fertilizer pollution. Our new pumpout boat is engaging record numbers of boaters in keeping sewage out of the Bay.

Global policies, economic influences, pollutants, and the effects of climate change including ocean acidification and sea level rise, continue to affect the overall health of the Bay. We shine a light on the impacts of these issues and support local, state, and national policies to affect positive change.

Friends of Casco Bay is leveraging science, advocacy, and community engagement to expand our membership. Our volunteers are inspired to become donors—and vice versa. We continue our strong relationships with longtime supporters, as we recruit many new donors from every community around the Bay.

We continue to have a strong and resilient balance sheet. We operate out of offices that provide ample room for our science and collaborative work. We have clear and adaptable routes of succession for leadership on our board and staff.

### **Our Purpose**

Friends of Casco Bay serves the Bay, as well as communities and organizations throughout the watershed, to protect the health of Casco Bay by advocating for improvements in water quality. We are stewards of the Bay and strong advocates for its protection. We provide science-based information about conditions in the Bay, and we strive to make complex topics, in science, policy, and advocacy, understandable and well-communicated. We offer meaningful ways members of our community can get involved in helping to improve the health of the Bay.

### **Our Values**

Friends of Casco Bay values clean marine water. A healthy Casco Bay is integral to the quality of all life in the region. Our work is based on science and objective facts. We value working with our community as we foster shared ownership and responsibility for the Bay. We conduct our work ethically, with credibility, honesty, and integrity. We are proactive and pragmatic, striving for positive outcomes. We adjust and adapt as appropriate in changing circumstances.

### **Initiatives 2018-2022**

Friends of Casco Bay's focus is on monitoring water quality in the Bay and engaging our community, to raise awareness of changing conditions as we promote a sense of shared value and ownership of the Bay.

Friends of Casco Bay's programs are built to engage and influence. Our community—including residents, decision makers, resource harvesters, businesses, and our members—needs to understand how conditions in the Bay are changing. We will continue to grow and evolve our efforts to communicate more effectively and interact with our supporters and the general public, through events, online communications, and media outreach.

We will translate data, science, and policy implications into understandable formats for the public, using videos, infographics, and narratives, on various media platforms. We will inspire community members to champion policies and behaviors that support clean marine water, reduce pollution, and improve the health of the Bay. We will provide low-threshold, meaningful ways for volunteers to get involved—from collecting data and observations on conditions in the Bay to coastal cleanups, storm drain stenciling events, and calls to action on regulatory issues—and experience hands-on ways to improve and protect this special resource. Our supporters and volunteers will be more representative of our overall community, and through targeted, strategic communications, we will engage younger volunteers.

We will continue our collaborative, work-with approach to advocacy to build and maintain support for clean water initiatives and policies at the local, state, and national levels.

We will identify goals for a fundraising campaign to support our science efforts, including a network of monitoring stations. We will craft an inspiring case statement to support our capital

needs and support our efforts to communicate, in compelling and understandable ways, the changing conditions in the Bay.

We will continue to grow our annual operating budget modestly, focusing on increasing and deepening support from our individual donors and local businesses. Our fundraising is mission-focused and based on this strategic plan and our annual operating plans. Our fundraising efforts are donor centered, building relationships with our supporters over time.

We will locate and move to new office space that meets the needs of the organization.

We will address leadership succession needs, with regard to our board and senior staff, with focus and clarity on the attributes that will advance the organization and the goals of this plan.

We will seek collaborative partnerships that may help us improve and protect the health of the Bay.

### **Tracking Our Progress**

The following metrics—specific, measurable, achievable, relevant, time bound—are being tracked over the next five years to help monitor progress on our strategic goals.

- Water quality conditions and trends, including (and not limited to) nitrogen, color, acidification, temperature
- Community engagement and baykeeping events: programs, communications, calls to action; recognitions and awards
- Volunteer metrics, including numbers of volunteers, by project/program, hours, data collected, observations recorded
- Scientific data collection, including the diversity of the types of sampling efforts employed; parameters measured; numbers of data points, collection events, sites sampled
- Advocacy events, policy goals and achievements, including ordinances and laws passed, bad laws defeated, comments and improvements made on Clean Water Act permits
- Online communications metrics, including website visits, social media engagements, and email open rates
- Attendance numbers and attendee evaluations of our events, including our speaking engagements, annual meeting, annual film festival, house parties, other events
- Financial and development metrics, including revenues, expenses, assets and liabilities, numbers of donors by category (individual, corporate, foundation, government, nonprofit), fees for service (pumpouts, workshops), giving pyramids, and financial and fundraising trends
- Current collaborations, alliances, and partnerships

### **Closing Summation**

Casco Bay belongs to all of us. We are building connections, connecting the dots, and working with our community to improve and protect the environmental health of Casco Bay.

May 18, 2018