



**Friends of Casco Bay**  
**Casco BAYKEEPER®**

**Documents for the Tuesday, March 21, 2023 Meeting**  
**5:30 – 7:30 p.m.**

**This meeting is IN PERSON at**  
**Gulf of Maine Research Institute (GMRI)**  
**350 Commercial Street, Portland**

You can also join the meeting virtually.

The link to Join Zoom Meeting

<https://zoom.us/j/97903569843?pwd=Mmx6RXFKL0lrVmFPY1lpaHR1eXITZz09>

Dial by your location

+1 929 436 2866 US (New York)

Meeting ID: 979 0356 9843

Password: 520717in the meeting

# Friends of Casco Bay – Board Meeting Agenda

## Tuesday – March 21, 2023



**The meeting will be held in person at GMRI (and via Zoom)**

**5:15 – 5:30** Open for early arrival and greetings

**5:30 – 5:40** Welcome – *President Sandy Marsters*

- Check in question: *What is your favorite thing about spring in Maine?*
- Minute for the Bay: *share a reflection about the Bay, about the watershed, or about our work*

**5:40 – 5:45** **Action Item:** *Acceptance of Consent Agenda*

**5:45 – 6:15** **2023-2028 Strategic Plan Discussion** – *President Sandy Marsters and Executive Director Will Everitt*

**Action Item:** Vote on 2023-2028 Strategic Plan

**6:15 – 6:45** **FY24 Operating Plan and Budget Discussion** – *Executive Director Will Everitt*

**Action Item:** Vote on accepting the FY24 Operating Plan and the budget that support its

**6:45 – 7:00** **Treasurer’s update about our banking situation** – *Malcolm Poole*

**Action Item:** *Board Resolution to authorize staff to open two new savings accounts.*

In order to keep bank balances under the FDIC insurance limit, the Board of Directors of Friends of Casco Bay hereby authorizes Executive Director Will Everitt and Staff Scientist Robert Michael Doan, as our signatories, to open a new Checking and Savings account or Certificate of Deposit at Bangor Savings Bank and M&T Bank.

**7:00 – 7:05** **Community Engagement Committee Update** – *President Sandy Marsters*

**7:05 – 7:15** **Environmental Justice, Diversity, Equity, and Inclusion Committee update**  
– *Staff Writer Robby Lewis-Nash*

**7:15 – 7:25** **Executive Director Update** – *Executive Director Will Everitt*

**7:25 – 7:30** **Questions, clarifications, concerns, comments**

**7:30** **Adjourn**

### **Consent Agenda Documents to Review:**

- Minutes – Board meeting, January 17, 2023
- Interim Financials through February 28, 2023
- Minutes – EJDEI Committee meetings, February 13, 2023 and March 13, 2023
- Minutes – CEC Meeting, February 13, 2023 and March 6, 2023

### **Meeting Supporting Documents for Review and Discussion:**

- Agenda for this meeting
- DRAFT 2023-2028 Strategic Plan v2 (and notes on changes since last version)
- DRAFT FY24 Operating Plan and proposed FY24 Budget
- EJDEI Definitions

**Mark Your Calendar:**

- **Monday, April 3, 5:30-6:30 p.m.:** Community Engagement Committee Meeting, in person at GMRI
- **Monday, April 10, 3-4:30 p.m.:** EJDEI Committee Meeting via zoom
- **Tuesday, April 18, 5:30-7:30 p.m.:** Board Meeting at GMRI and via Zoom
- **Monday, May 1, 5:30-6:30 p.m.:** Community Engagement Committee Meeting, in person at GMRI
- **Monday, May 8, 3-4:30 p.m.:** EJDEI Committee Meeting via zoom
- **Tuesday, May 16, 5:30-7:30 p.m.:** Board Meeting at GMRI and via Zoom
- **Tuesday, June 20: Board Staff Social, time and place TBD**
- **Wednesday, August 2: Members Annual Meeting, 5-7:30 p.m.,** Spring Point on SMCC Campus
- **Saturday, November 4: Film Fest for Casco Bay, 2-6 p.m.,** Abromson Auditorium, USM, Portland

## Changes from Strategic Plan Draft #1 to Draft #2

The attendees of the Strategic Planning Workshop on 3/15/2023 were supportive of the draft strategic plan as written. Most comments about the draft were suggestions for clarity and wordsmithing to sharpen the language. Based on comments at the workshop and comments given to us since then, the following changes were made from the prior draft of the Strategic Plan:

In “How we meet our mission” section we changed “people” to “community members.”

In “Our Vision” section:

- Added “Over the Next Five Years” to the header
- Made the verb tense present tense vs. future tense.
- Removed the first sentence: this sentence was meant to be inclusive of all the ways people engage with the Bay. At the workshop, comments were that we were leaving key constituents out. As Sandy and I drafted a new sentence, the more constituents we added in, the less sense the sentence made and, ironically, the more specific we were the more we felt we were leaving stakeholders out. We deleted the sentence because the spirit of the vision stands.
- Changed “marine water science” to “marine water monitoring.”
- Added a definition of what climate change is
- Changed “climate change mitigation and adaptation” to “causes and consequences of climate change.”
- Added “pivot” to the “unexpected threats” sentence.

In “Our Purpose” section:

- Changed “broadening community support” to simply broadening support. Less is more.

In “Our Values”:

- Made the diversity and inclusion sentences two sentences rather than one for grammatical ease.

In Strategic Goal 1 section:

- Added “alternative energy sources, including” to the third bullet point.
- Added “strategic partners” to the fourth bullet point.

In Strategic Goal 2 section:

- Added “advocacy to enforce” to bullet one.

In Strategic Goal 3 section:

- Added invasive species to the second bullet point.

In Tracking Our Progress section:

- We made the Goal headings read better relative to the Strategic Goals section in anticipation of them being our “business card” bullet points.
- We fixed the incomplete thought in bullet 1 of Goal 4.
- Added “communities” to the second bullet of Goal 5.

What we did not do:

- There were comments that some of the sections of the vision should more properly sit in the values section, and vice-versa. We felt that reworking these constituted a whole rewrite of these sections and left them as they are. We are open to specific wordsmithing in this area.
- We did not change “threats” to “impacts.” The word threats seemed to fit our plain-language style more and gets out that we are more worried about negative impacts than positive/neutral impacts.

Respectfully submitted,  
Will Everitt  
Executive Director

## **Our mission**

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

## **How we meet our mission**

Friends of Casco Bay uses an integrated approach to tackle the largest threats to the health of the Bay. As home to the Casco Baykeeper, we act as the eyes, ears, and voice of the Bay. We meet our mission through science, advocacy, and community engagement. Through our Science Program, we collect data and observations on our waters and put these data in context to other research being done in the Bay. Our Baykeeping Program is guided both by this science and community input as we advocate for — and build partnerships for — clean water. Through our engagement efforts, we encourage stewardship and provide meaningful ways for community members to take part in protecting the health of the Bay.

## **Our Vision Over the Next Five Years**

By 2028, Casco Bay, through extensive community outreach and engagement, is familiar to a larger and more diverse audience both near shore and in the watershed. We are encouraging people to get outside to enjoy the Bay, building stronger attachments to it. Community members are eager to help protect the waters they call home. Communities in the watershed are more familiar with our work to keep the Bay as clean and productive as possible.

Friends of Casco Bay is taking a holistic view of the health of the Bay. Casco Bay connects the rivers that flow into it to the greater Gulf of Maine. These waters are for many a source of inspiration and solace. They are home to countless sea life above and below the water. They are also a major contributor to the economic vitality of our region.

The largest threat to the health of the Bay is climate change, the long-term shift in temperatures and weather patterns caused by the burning of fossil fuels. These changes are leading to acidifying waters, higher water temperatures, and rising seas. In addition, land-based activities are leading to coastal acidification, excess nitrogen, and stormwater pollution.

Collaborating with our many partners, we continue to improve the scientific methods that help us better understand the state of the Bay and more effectively respond to these threats and to emerging needs of the Bay. We are a widely recognized leader in the field of marine water monitoring, and we share our data and expertise with others.

Respect at the local, state, and national levels for the quality of our science allows our Casco Baykeeper to advocate effectively for permits and laws that protect and improve the quality of Casco Bay's marine water and of the many tributaries that feed the estuary.

We are more imaginative and nimble in how we offer ways for our many dedicated volunteers to become engaged in caring for the Bay. Community members recognize that they need to

work locally while also addressing factors that are beyond the Bay's boundaries, such as supporting efforts to address the causes and consequences of climate change.

Our new offices reflect the changing nature of the workplace while offering our highly professional and experienced staff a comfortable, practical and safe environment to do their work. Our new and expanded lab reflects our commitment to improving our science work.

As unexpected threats to the Bay arise, Friends of Casco Bay has the flexibility, staffing, and support needed to assess problems, pivot, and seek solutions.

We continue to be a fiscally sound and responsible organization, working creatively within our means while remaining realistic about financial and demographic challenges that may occur.

### **Our Purpose Over the Next Five Years**

The purpose of Friends of Casco Bay is to be a leader in protecting the health of Casco Bay through sound science, advocacy, and by broadening support for clean water. We strive to protect and improve the health of the Bay and its tributaries for the benefit of a healthy ecosystem and for all those who live, work and play in the watershed now and for generations to come. We recognize that there are underserved and underrepresented populations in our watershed; we are applying an environmental justice lens to our efforts and working to diversify our board, staff, membership, and volunteer base. We increasingly recognize that problems — and solutions — to the Bay's health necessitate working with partners deeper into our watershed and up and down the coast. As climate change continues to affect the Bay and exacerbates existing threats to our coastal waters, we will work for solutions at the national, state, and local levels to address, mitigate, and adapt to looming changes.

### **Our Values**

Our reputation is built upon our collaborative approach to problem-solving. When conflicts arise in our work, we keep an open mind and value conversations with stakeholders. Ultimately, we will always stand up for the health of the Bay. We are impact-driven and results-oriented. We recognize the diversity of our community, and we strive for inclusion for all. As stewards of the Bay, we operate with integrity, decency, and transparency. We practice financial responsibility and look for strategies that are both practical and cost-effective.

### **Strategic Goals 2023-2038**

#### **1. Goal: we will track changing conditions and respond to climate change to maintain the health and resiliency of Casco Bay and its watershed.**

- We recognize that climate change will continue to affect our waters. We will continue working on climate change at the local, state, and national levels. We will advocate for solutions to the causes and consequences of climate change.
- This work will include climate mitigation — advocacy to reduce greenhouse gases and increase green energy production — and climate adaptation — support for how to address rising seas, warming waters, and other looming changes.

- As part of our work to decrease dependence on fossil fuels and to protect the Bay, we will advocate for the responsible development of alternative energy sources, including offshore wind.
- We will continue collecting data on how the Bay is changing, and communicate those changes to the public and to strategic partners.
- We will adapt our work, strategies, and partners to respond to this existential threat.

**2. Goal: To reduce pollution into the Bay and protect water quality, we will continue work to address stormwater pollution, excess nitrogen, sewage overflows, and other major threats that emerge as we monitor the health of Casco Bay.**

- We will work to reduce this pollution through advocacy to enforce and tighten Clean Water Act permits, improving state laws and regulations, and by working at the local level with municipal partners.
- We will work with partners in the region to engage and educate the public on better land-use practices.
- We will track emerging issues and issues including PFAS, increased development, aquaculture siting, and marine debris/microplastics.
- We will expect the unexpected. We will respond to community concerns and new threats to the Bay's health. This may include collecting new types/parameters of data on the health of the Bay and assessing new policy initiatives.

**3. Goal: we will improve how we collect data and how we measure the health of Casco Bay.**

- We will continue to collect data on the health of the Bay and the rivers that flow into it by using Environmental Protection Agency and Department of Environmental Protection-approved quality assurance plans and proven technology. We will stay on top of changing technology and supply chain issues to ensure that we are collecting scientifically accurate data that track trends over time.
- In order to better understand the health of the Bay, we will work with partners to understand how our data fit in with others' research on eelgrass habitat, critical species, invasive species, and other vital environmental indicators. We will share our data readily with partners, decision-makers, researchers, and community members.
- We will use scientific data and observations — including our volunteers' and our partners' — in our advocacy efforts.

**4. Goal: To better meet our mission, we will expand our outreach and community engagement efforts and become more representative of the watershed**

- We will expand our partnerships with river advocates in the watershed and with other coastal and marine-oriented organizations and agencies up and down Maine's coast.
- We will build new relationships with nontraditional allies and deepen our relationships with existing longtime partners.
- We will become more imaginative and creative in ways to engage people in our science, advocacy, and stewardship efforts. We will provide meaningful ways for people to engage in

our mission, leverage volunteer strengths, and support policies that reduce pollution and increase climate resiliency.

- We will work to get the next generations involved in our efforts. This is crucial to maintaining our organization into the future.
- We will be open to new ways to work together, new partnerships, and mergers.
- We will conduct our work through the lenses of inclusion and environmental justice. We will work to ensure all members of the community, including those who have been historically marginalized, have a say in the decisions that affect the health of our waters.
- We will make our data accessible to the public through infographics, stories, and easy-to-understand analyses.
- We will regularly share relevant work, stories, data, and partnerships with traditional media and social media to expand the general public's understanding of issues that affect our waters and to provide meaningful ways people can get involved in our work. We will explore undertaking a watershed-wide marketing campaign.

**5. Goal: We will continue to evolve and grow the health of our organization.**

- We will maintain an even keel financially by sustainably growing our budget and keeping up with the cost of living. In addition to raising operating funds, we will identify a new, major fundraising campaign to help continue our financial sustainability.
- We will locate and move to new office space that meets the needs of our organization, including adequate laboratory space and workstations for all staff.
- Just as biodiversity is a sign of a healthy ecosystem, a diverse board, staff, and membership is a sign of organizational health. We will work on an intentional and continuous process to build a respectful and diverse organization.

**Tracking Our Progress**

Our annual progress toward our strategic goals will be tracked in our annual operating plans. Given the nature of our work, some tracking will be narrative and qualitative. Other metrics, such as water quality data, financial and fundraising efforts, and volunteer hours are extremely specific, measurable, achievable, relevant, and time-bound, are being tracked to help monitor our efforts over the next five years:

**Goal 1: Addressing the causes and consequences of climate change**

- Water quality conditions and trends
- Advocacy events, policy goals and achievements, including work on federal level, state climate action goals, and local level work: to what degree did we help mitigate climate change (carbon dioxide reductions, carbon storage, and green power initiatives) and to what degree did we help communities in the watershed and along the coast adapt to changes

**Goal 2: Reducing stormwater, nitrogen pollution, and other threats**

- Data from our Science Program
- Data from state, local, and private sources



- Updates on Clean Water Act permits, rule changes, legislative action, ordinances, and other advocacy efforts.

### **Goal 3: Improving our data collection and technology**

- Updated quality assurance protocols
- New technology in Continuous Monitoring Stations
- Data analysis, charts, graphs
- Reports on accuracy of our data from partners

### **Goal 4: Expanding our outreach and community engagement**

- Current collaborations, alliances, and partnerships in watershed and along the coast, specifically noting new partnerships
- Volunteer metrics, including numbers of volunteers (new and returning), projects/programs, hours, data collected, observations recorded
- Online communication metrics, including website visits, social media engagements, email open rates
- Media stories generated, including outlet and date
- Attendance numbers and attendee evaluations of our events, including field trips, speaking engagements, annual meetings, film festivals, house parties, and community events
- Community engagement efforts, including programs, communications, calls to action, and their results

### **Goal 5: Evolving and Growing the Organization**

- Financial and development metrics, including revenues, expenses, assets and liabilities, numbers of donors by category (individual, corporate, foundation, government, nonprofit), fees for service (pumpout), giving pyramids, and financial and fundraising trends
- Demographic data on staff, board, volunteers, membership, and communities we serve
- New office space

### **Closing Summation**

Friends of Casco Bay is working with communities along the coast as well as with partners throughout the watershed to reduce pollution and increase climate resiliency. We recognize that the cleaner the waters flowing into our coastal waters are, the healthier Casco Bay will be. Guided by science, environmental justice, and common decency, we are building partnerships and engaging the community in meaningful work that will benefit the environmental health of the Bay.

<b>FY24</b> <b>Proposed</b> <b>BUDGET</b> <b>TOTAL</b>
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**Ordinary Income/Expense**

**Income**

**Unrestricted Contributions**

**Total Individuals** 480,000

**Total Corporations** 55,000

**Total Foundations** 155,000

**Total Government & Quasi Govt** 100,000

**Total Nonprofits** 10,000

**Total Unrestricted Contributions** 800,000

**Releases**

**Releases Unrestricted Gifts** 223,000

**Releases for Programs** 171,800

**Releases for CMS Data & Com Eng** 105,000

**Releases from Baykeeping Fund** 38,316

**Releases from Boats Fund** 10,000

**Releases from Emer Advocacy Fd** 10,000

**Total Releases of Restrctd Net Assets** 558,116

**Less Restricted**

**Total Releases** 558,116

**Earned Income**

**Film Festival Income** 12,000

**Sponsorship Revenue** 10,000

**Total Film Festival Income** 22,000

**Total Sponsored Event - Film Festival** 22,000

**Total Special Events** 22,000

**Total Earned Income** 22,000

**Other Operating Income**

**Total Other Operating Income** 8,000

**Total Income** 1,388,116

**Gross Profit** 1,388,116

<b>Expense</b>	
<b>Compensation</b>	
<b>Total Compensation</b>	866,000.00
<b>Program Expenses</b>	
<b>Total Baykeeping Program</b>	66,475.00
<b>Total Boat and Vehicle Expenses</b>	29,450.00
<b>Total Casco Bay Monitoring</b>	175,100.00
<b>Total Pumpout Program</b>	<u>19,150.00</u>
<b>Total Program Expenses</b>	<u>290,175.00</u>
<b>Total Management and Administration</b>	158,220.00
<b>Total Fund Raising Expenses</b>	57,350.00
<b>Contingency Expense</b>	12,000
<b>Total Expense</b>	<u>1,383,745.00</u>
<b>Net Ordinary Income</b>	4,371.00

See Operating Plan page 50 (nn.)  
for notes



		<b>FY24 Proposed BUDGET TOTAL</b>	<b>FY23 PROJECTED Actuals</b>	FY23 Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>Unrestricted Contributions</b>				
Total Individuals		480,000	<b>694,000</b>	467,000
Total Corporations		55,000	<b>46,000</b>	50,000
Total Foundations		155,000	<b>176,000</b>	155,000
Total Government & Quasi Govt	<b>1</b>	100,000	<b>115,000</b>	85,540
Total Nonprofits		10,000	<b>12,000</b>	10,000
<b>Total Unrestricted Contributions</b>		800,000	<b>1,043,000</b>	767,540
<b>Releases</b>				
Releases Unrestricted Gifts	<b>2</b>	223,000	<b>205,000</b>	205,000
Releases for Programs	<b>3</b>	171,800	<b>70,000</b>	70,000
Releases for CMS Data & Com Eng	<b>4</b>	105,000	<b>107,000</b>	107,000
Releases from Baykeeping Fund	<b>4</b>	38,316	<b>38,316</b>	38,316
Releases from Boats Fund	<b>4</b>	10,000	<b>10,000</b>	10,000
Releases from Emer Advocacy Fd	<b>4</b>	10,000	-	10,000
<b>Total Releases of Restrctd Net Assets</b>		558,116	<b>430,316</b>	440,316
<b>Less Restricted</b>				
<b>Total Releases</b>		558,116	<b>430,316</b>	440,316
<b>Earned Income</b>				
<b>Special Events</b>				
Sponsored Event - Film Festival				
Film Festival Income		12,000		10,000
Sponsorship Revenue		10,000		10,000
<b>Total Film Festival Income</b>		22,000	<b>20,601</b>	20,000
<b>Other Operating Income</b>				
<b>Total Other Operating Income</b>		8,000	<b>8,142</b>	8,000
<b>Total Income</b>		<b>1,388,116</b>	<b>1,502,059</b>	1,235,856
<b>Gross Profit</b>		1,388,116		

<b>Expense</b>			
<b>Compensation</b>			
Salaries - Gross		714,000	
Total Payroll Taxes		55,000	
Total Benefits		97,000.00	
Accrued Vacation Adjustment			
<b>Total Compensation</b>	<b>5</b>	<b>866,000.00</b>	<b>910,000</b>
<b>Program Expenses</b>			
<b>Baykeeping Program</b>			
<b>Baykeeping Program Expenses</b>			
Conferences, Meetings, Seminars	6	4,000	
Trainings	7	5,000	
Other Meetings - Food, Supplies		1,000	
Dues and Subscriptions		1,200	
Postage		500	
Printing		2,000	
Supplies		700	
Telephone		1,600	
Travel		1,500	
Waterkeeper Alliance Dues Mtgs		1,000	
Waterkeeper Alliance Travel		1,000	
<b>Total Baykeeping Program Expenses</b>		<b>19,500.00</b>	<b>15,050</b>
<b>Volunteer Activities</b>			
<b>Water Reporter Activities</b>			
Water Reporter Activities		800	
Supplies		500	
Travel		500	
<b>Total Water Reporter Activities</b>		<b>1,800.00</b>	<b>1,500</b>
<b>Beach Clean Ups</b>			
Travel		200	
Supplies		500	
<b>Total Beach Clean Ups</b>		<b>700.00</b>	<b>300</b>
<b>Stormdrain Stenciling</b>			
Supplies for Stenciling		800	550
<b>Total Stormdrain Stenciling</b>		<b>800.00</b>	
Telephone		450	400
Postage		200	120
Other Volunteer Expenses	8	1,500	500
Volunteer Activities - Other			
<b>Total Volunteer Activities</b>		<b>5,450.00</b>	<b>3,370</b>
<b>Baykeeping PR and Events</b>			
<b>Casco Bay Matters series</b>			
Facility rental		500	
Printing and Postage		2,000	
Supplies		500	
Travel		125	
<b>Total Casco Bay Matters series</b>		<b>3,125.00</b>	<b>1,075</b>

<b>Public Relations</b>			
Advertising and Messaging		2,500	
Design Work		700	
Photography, Film Making		1,200	
Swag		2,000	
PR Meetings and Events		1,000	
PR Printing		1,800	
PR Supplies		1,100	
PR Telephone		200	
PR Travel		700	
<b>Total Public Relations</b>		<u>11,200.00</u>	10,200
<b>Total Baykeeping PR and Events</b>		<u>14,325.00</u>	11,275
<b>Website &amp; Online Communications</b>			
Design	9	6,000	
Software and Tools		600	
<b>Total Website &amp; Online Communication</b>		<u>6,600.00</u>	1,250
<b>Publications</b>			
Annual Report			
Design		800	
Postage		2,800	
Printing		5,000	
<b>Total Annual Report</b>		<u>8,600.00</u>	
Newletters			
Postage		2,800	
Printing		9,000	
<b>Total Newletters</b>	10	<u>11,800.00</u>	
Other Publications			
<b>Total Publications</b>		<u>20,400.00</u>	18,400
Travel		200	
<b>Total BayScaping</b>		<u>200.00</u>	200
<b>Total Baykeeping Program</b>		<u>66,475.00</u>	46,000
<b>Boat and Vehicle Expenses</b>			
R/V Payne Expenses			
Fuel R/V Payne		800	
Repairs & Mtnc - R/V Payne		10,000	
Insurance - R/V Payne		5,500	
Registration - R/V Payne		250	
<b>Total R/V Payne Expenses</b>		<u>16,550.00</u>	
<b>Total Boat Expenses</b>		<u>16,550.00</u>	14,350
<b>Vehicle Expenses</b>			
BK Truck			
BK Truck - Fuel		1,400	
BK Truck - Repairs & Mtnc	11	10,000	
BK Truck - Insurance		1,300	
BK Truck - Registration		200	
<b>Total BK Truck</b>		<u>12,900.00</u>	

<b>Total Vehicle Expenses</b>		<u>12,900.00</u>		<u>6,300</u>
<b>Total Boat and Vehicle Expenses</b>		29,450.00	28,000	20,650
<b>Casco Bay Monitoring</b>				
<b>Water Quality Monitoring</b>				
<b>Sondes, Probes, and Sensors</b>	<b>12</b>	10,000		2,500
<b>Broad Reach Tech Team Equipment</b>	<b>13</b>	89,000		
<b>Broad Reach Tech Team Invoice</b>	<b>14</b>	44,000		
<b>pCO2 Calibration ship &amp; repair</b>		4,500		7,120
<b>Supplies to Deploy Equipment</b>				
<b>Travel CM Stations</b>		1,900		1,800
<b>Insurance</b>		6,700		6,700
<b>CMS Supplies</b>		500		400
<b>Calibration Standards</b>		2,600		5,000
<b>Lab Analyses grab samples CMS</b>		5,800		4,400
<b>Other WQ Equipment</b>		500		500
<b>Equipment for 2nd Station</b>				
<b>Equipment for 3rd Station</b>				
<b>Total Sonde Deployment Program</b>		<u>165,500.00</u>		<u>28,420</u>
<b>Nitrogen Sampling</b>				
<b>Laboratory Analysis</b>		4,700		
<b>Postage and Shipping</b>		900		
<b>Supplies</b>		600		
<b>Travel</b>		100		
<b>Total Nitrogen Sampling</b>		<u>6,300.00</u>		<u>6,600</u>
<b>Data Analysis</b>				
<b>Software and Tools</b>		500		
<b>Graphics and Design</b>		500		
<b>Total Data Analysis</b>		<u>1,000.00</u>		<u>1,000</u>
<b>Conferences, Meetings, Seminars</b>		600		600
<b>Supplies - Other</b>		1,000		1,000
<b>Telephone</b>		200		200
<b>Travel</b>		500		500
<b>Total Water Quality Monitoring</b>		<u>175,100.00</u>		
<b>Total Casco Bay Monitoring</b>		175,100.00	26,000	38,320
<b>Pumpout Program</b>				
<b>PO Program Expenses</b>				
<b>Supplies</b>		300		250
<b>Postage</b>				
<b>Telephone</b>		600		600
<b>Insurance</b>		3,000		3,000
<b>Registration</b>		250		250
<b>Maintenance and Storage</b>		15,000		15,000
<b>Total Pumpout Program</b>		<u>19,150.00</u>	<u>23,000</u>	<u>19,100</u>
<b>Total Program Expenses</b>		<u>290,175.00</u>	<u>123,000</u>	<u>127,815</u>
<b>Management and Administration</b>				
<b>Occupancy</b>				

Rent		18,000		18,000
Utilities	15	5,000		1,000
Provision for Increase in Rent	15	20,000		10,000
<b>Total Occupancy</b>		43,000.00	26,000	29,000
Contingency Office Relocation	16	45,000		30,000
<b>Office and Management</b>				
Computer and Server Expenses		12,000		12,000
Google access and backup		2,000		2,000
Conferences, Meetings, Seminars		2,000		2,000
Software Upgrades		2,000		2,000
Copier and Printer Expenses		4,500		4,500
Computers and Equipment		4,000		4,000
Insurance		3,200		3,200
Lincenses, Dues, Continuing Ed		3,000		3,000
Maintenance and Repairs		600		600
Office Supplies		3,000		3,000
Payroll Service		4,000		4,000
Filing Fees		100		100
Retirement Plan Admin Fees		1,400		1,400
Postage		3,600		3,600
Printing		900		900
Professional Fees - Accounting	17	14,000		15,000
Subscriptions		600		600
Telephone		4,800		4,800
Travel and Meals		1,300		1,300
<b>Total Office and Management</b>		67,000.00	48,000	69,800
<b>Board Expenditures</b>				
Meeting Room Rental		1,500		600
Supplies - Board Meetings		500		500
Travel - Board related		500		500
<b>Total Board Expenditures</b>		2,500.00	3,200	1,600
<b>Financing Costs</b>				
Bank Charges		720	500	720
<b>Total Financing Costs</b>				
<b>Total Management and Administration</b>		158,220.00	70,218	131,120
<b>Fund Raising Expenses</b>				
<b>House Party &amp; Similar Events</b>				
Event Supplies		2,000		2,000
Gifts		300		300
Printing and Postage		3,000		3,000
Refreshments		8,000		4,000
Photos		600		600
Rentals		8,000		7,000
Travel		250		250
<b>Total House Party &amp; Similar Events</b>		22,150.00		17,150
<b>Fund Raising Expenses</b>				



FR Telephone		200		200
Special Mailings		1,200		1,200
Conferences, Meetings, Seminars		100		100
Database and Tech Support	18	10,000		9,000
Dues and Subscriptions		700		700
Gift Processing Fees		3,000		3,000
Lists Purchasing		400		400
Postage		8,500		8,500
Printing		5,000		5,000
Workstation Upgrade		2,500		2,500
Supplies		2,000		2,000
Travel		1,600		1,600
<b>Total Fund Raising Expenses</b>		<u>35,200.00</u>	<u>38,000</u>	<u>34,200</u>
<b>Total Fund Raising Expenses</b>		57,350.00		51,350
<b>Contingency Expense</b>		<u>12,000</u>		<u>12,000</u>
<b>Total Expense</b>		<u>1,383,745.00</u>	<u>1,032,206</u>	<u>1,232,285</u>
<b>Net Ordinary Income</b>	19	4,371.00	<b>355,910</b>	3,571

## **What Environmental Justice, Diversity, Equity, and Inclusion Mean to Friends of Casco Bay (Draft 4, 3/10/2023)**

**Environmental Justice is** an equitable, safe, healthy, productive, and sustainable environment for those underserved populations who have disproportionately experienced the historic brunt of air and water pollution and the ensuing negative consequences of climate change.

**Equity is** fair access to resources and opportunities that will help ensure environmental justice for underserved and underrepresented populations.

**Equity is** fair access to resources and opportunities for underserved and underrepresented populations. Equity and equality are not synonymous: equity is providing for each according to their need.

**Inclusion is** the active, intentional, and continuous effort and process of creating opportunities for underserved and underrepresented populations to be heard and participate in the decision-making that affects their environmental well-being.