

Great Bay Stewards

STRATEGIC PLANNING

2022-2024



Strategic Plan Working Group



Deborah Alberts

Martin Borg

Peter Kinner

Alison Knab

Dennis Malloy

Cory Riley

2022 GBS Mission Statement

“

To promote and protect the health of the Great Bay estuarine ecosystem through supporting education, community outreach, land protection, research and stewardship. We will accomplish this by working with the Great Bay National Estuarine Research Reserve and other conservation-minded organizations.

”

Trends



- ▶ **Increased human development upstream that impacts our watershed**
- ▶ **Global Climate Change**
- ▶ **More availability of Federal dollars**
- ▶ **Focus on Diversity**

GBNERR Plan

- ▶ **Mission:** Practice and promote the stewardship of estuaries through integrated and innovative research, education, resource management, and training in the Great Bay Watershed.
- ▶ **Vision:** A resilient Great Bay Watershed where human and natural communities thrive.
- ▶ **Tag Line:** Promoting research, education, and stewardship throughout the Great Bay Estuary.
- ▶ **Goal 1:** Coastal scientists and managers understand how Great Bay is functioning now, how it may function in the future, and how that is influenced by and will impact people in the watershed.
- ▶ **Goal 2:** People make personal and professional decisions that help restore and protect ecosystem function and advance social priorities.

GBNERR 2020-2025: Themes

- ▶ Human Uses of Natural Resources
- ▶ Land Use Change
- ▶ Climate Change
- ▶ Ecological Communities
- ▶ Water Quality

GBS: High-Level Functions

- i. Fiscal Agency
- ii. Fundraising
- iii. Community Engagement
- iv. Growing GBS's organizational development/capacity

Fiscal Agency

Status: Partially meeting need

Main Goal(s): Provide fiscal administrative support to appropriately manage grants for primarily GBNERR-centered grants/funds.

Main Measures for the next three years:

- ▶ Develop clear guidance around fiscal processes.
- ▶ Define and implement parameters of agency: partners, amounts and conditions.
- ▶ Become an authoritative resource to GBNERR on administration of funds

Fiscal Agency Continued

Investment Required: One/two hours a week by dedicated person to review accounts with GBNERR.

Risks: Liability. Not enough controls on process. Negative impact of reputation if not done well.

Dependencies: Urgent because of availability of funds in next several years.

Benefits: Allows GBNERR to pursue external grants and provides fiscal management/accountability of same funds.

Fundraising

Status: meeting need

Main Goals:

1. Review effectiveness of current activity
2. Increase giving within existing base
3. Capital Campaigns
 - ▶ Develop and support Goals for GC Capital Campaign
 - ▶ Capital Campaign for lab/exhibits/class at Depot Campus

Fundraising Continued

Main Measures for the next three years:

- ▶ Revenue increase by 10% annually for programming and capital investments for existing operations.
- ▶ Effective support of GC/Center capital campaigns
- ▶ Designate board contributions as “matching funds” for upcoming appeals/projects

Fundraising Continued

- ▶ Explore “Leveled” giving in annual appeal; Corporate “level” for partnering
- ▶ Explore establishing an endowment

Investment Required: Possible need for dedicated staff (GBS) for Capital campaigns.

Dependencies:

- ▶ Clear vision from GBNERR for Glenn Cove
- ▶ Clear vision from GBNERR for Center

Community Engagement

Status: partially meeting need

Main Goals:

- 1) Improve federal, state, and local advocacy capability
- 2) Increase awareness of GBS's mission and capabilities to community organizations
- 3) Increase opportunities for estuary education for children, educators and adults
- 4) Promulgate best practice for watershed living

Community Engagement Continued

Main Measures for the next three years:

- ▶ Form an “Issues and Outreach” committee
- ▶ Recruit people to participate
- ▶ Letter writing capability – extend to membership
- ▶ Monitor Legislative activities (get dedicated board member to support)
- ▶ Stewards sponsor speakers program (Lunch and Learn) at Discovery Center
- ▶ Build off TOTE relationships to engage HS students in environmental projects.
- ▶ Increase Tide Turner membership
- ▶ Continue to make the reserve accessible to all people

Organizational development/capacity

Main Goals:

- 1) Succession Planning/Training for Board members
- 2) Recruit Board and committee members with the skills to actively promote the plan.
- 3) Create Committee for Community Engagement
- 4) Increase fundraising expertise and experience
- 5) Create steering committee for Capitol campaign for GC as needed.

Next Steps:

- ▶ Plan approved by GBS Board
- ▶ Goals reviewed by committees to establish tactical goals/work
- ▶ Review of Strategic Plan for annual budgeting
- ▶ Review work performed and progress achieved (Quarterly Board Meetings)