



Strategic Plan
2015-2020



STRATEGIC PLAN 2015-2020

Leading, supporting, and Inspiring local action to restore and protect the lands, rivers and streams of the Chesapeake Bay watershed.

For centuries, the Chesapeake Bay and its rivers have sustained communities and livelihoods, powered economic growth, and inspired generations. The future of all who live in this region remains tied to the vitality of this national treasure. A wide range of environmental threats impact the Bay and its watershed. The Alliance's highest priority is to increase the local stewardship of the lands and the local streams that ultimately determine the health of the Chesapeake Bay.

To address the challenges that threaten water quality and the watershed, the Alliance is forging coalitions of individuals, communities, conservation groups, businesses and governments to work together; increasing personal stewardship, promoting volunteerism, providing education, creating innovative solutions, and taking action. Our programs demonstrate practical, creative ways to get the job done.

The Alliance and its programs have made progress as evidenced by improved water quality, restored streams and forests, innovations in best management practices, and growing local leadership. We stand ready to continue to contribute to progress in the future.

Background

The Alliance was formed in 1971 by a coalition of concerned citizens representing business, agriculture, conservation, academia and government. The Alliance was dedicated to bringing information about the state of the Bay to public attention, recognized as a convener of people early in the Bay restoration effort, and for building consensus on solutions and actions needed to restore its health. The Alliance has been an instrumental force in forging the regional agreements that created the Chesapeake Bay Program partnership and have shaped state and federal policies and programs that address water pollution and land conservation ever since..

With more than 40 years of experience, we still believe that the best results come from bringing people together to find common ground and harnessing their talents to make a difference on the ground. Building partnerships is in our DNA. The Alliance remains highly effective in forming collaborative efforts that support local governments, watershed and conservation groups, faith-based and community organizations, and others with the aim of improving local water quality and restoring local streams and the Chesapeake Bay.

From the beginning, the Alliance also recognized the importance of making watershed restoration relevant to people. We believe in the power of individual stewardship. It is this belief that drives us to engage a wide diversity of people and groups in our work and create opportunities for volunteers to take practical actions at home and in their communities.

As the work of Bay restoration has become more local and community-based, the Alliance has also shifted its focus to creating and implementing local solutions. We developed innovative programs that demonstrate cost-effective and meaningful ways to protect and heal the land and water. The Alliance pioneered green stormwater practices like rain gardens, restored urban forests and streams, protected fisheries and drinking water, improved conservation on forests and farms, educated contractors and homeowners, and mobilized businesses, local governments and thousands of volunteers.

Protecting and restoring the Chesapeake is a long term challenge. Beyond 2015, the Alliance will build on a solid foundation of success rooted in effective collaboration. We will continue to seek the broadest possible participation in the restoration effort and work to advance action from the ground up. This engagement will be inclusive, diverse, participatory, practical, and solution-based. We will support the work of local governments as leaders in watershed protection and restoration.

Over the next 5 years, the Alliance will be a visible and effective catalyst for local action, an organization known for connecting people to the environment and to each other, and a leader in building lasting partnerships that will get the job done and ensure the long term health of the Bay and its watershed.

The Alliance Mission

Our mission is to lead, support and inspire local action to restore and protect the lands, rivers and streams of the Chesapeake Bay watershed.

Our Vision

We envision a future where the rivers and streams of the Chesapeake watershed experience improved water quality and habitat that enhances quality of life for residents; where local communities and governments understand environmental issues and are inspired to take action to protect and restore the environment; where enjoyment and stewardship of the Bay and its rivers and streams is part of the daily lives of watershed residents; and where the Alliance and its programs play an important role in achieving these outcomes.

Alliance Goals

The Alliance mission is fulfilled by bringing together individuals, organizations, businesses and governments in partnership to work on solutions, building connections between people and nature, and developing innovative programs that benefit the land, waters and residents of the Chesapeake Bay watershed. With a vision that is built on collaboration and innovation, the Alliance will work to achieve three critical goals in all our work:

Build and lead strong partnerships of individuals, communities, businesses, NGOs and governments across the watershed States and District of Columbia.

Our strength is in the diversity of voices we bring together to find solutions. It will take commitment from all segments of society and a broad base of participation to be successful in the Bay restoration effort. Community and watershed groups, local governments, farmers and

businesses, all play a role in sustaining the health of the watershed and local communities. The Alliance brings these groups together and enables them to better contribute to the work of restoration.

 **Inspire the people and communities of the watershed to be stewards of their local streams and take part in the work of restoration.**

A personal connection between people and their local watershed is vital to realizing the vision of a healthy Bay. People care for the things they know and love. The Alliance works to create this connection through volunteerism, local programs, and education. Connecting people with nature and creating opportunities to build personal knowledge and experience lead to personal support of the environment. Community-based programs empower adults and youth to take on conservation challenges and increase the power of local stewardship. Fostering personal ownership in local watershed challenges and engaging more people in stewardship practices will advance larger Chesapeake restoration goals.

 **Create and support innovative local and regional programs that produce measurable results.**

On-the-ground programs and restoration projects heal the land, clean up local rivers and streams, reduce storm water pollution, conserve and enhance watershed forests and farms, train and educate residents and decision-makers, and enhance local communities. Support for local governments helps to sustain conservation and showcase successful cost effective approaches to improve the health of watersheds. The Alliance finds and demonstrates practical solutions to water quality and natural resource problems.

What Sets Us Apart

A leading organization working across the watershed, the Alliance's ultimate goal is improving the water quality of the Chesapeake Bay and the health of its tributary rivers and streams. However, partnerships are essential to how we accomplish this goal and our programs are designed to foster local action and build a deeper commitment to the environment in the communities we work.

Our Strengths:

- For over 40 years, the Alliance has been a trusted leader -- guiding Bay and river restoration efforts across all six watershed States and the District of Columbia.
- Our work is uniquely focused on restoring the health of the Bay by healing local streams.
- We rally diverse residents, communities, organizations, businesses, and governments to join together to find and implement practical solutions.
- We have a bias for action.
- We lead, inspire and support local programs that conserve forests and farms, restore stream buffers, plant trees, reduce stormwater runoff, and clean up rivers and streams.
- We mobilize thousands of volunteers and build lasting commitments to stewardship.
- As a neutral unbiased voice, we advocate for clean water and a healthy environment but we do not litigate or lobby.

Emerging Opportunities

A variety of emerging issues and opportunities may affect future program development and success. These include new stormwater fees and growing local government programs that address polluted runoff, heightened regulation and the increased local role in BMP implementation, recognition of the value of trees and forests in sustaining watershed health, business's interest in sustainability and social responsibility, environmental literacy and community service in schools, growing cultural diversity and an untapped volunteer reservoir, growing number of local watershed organizations, the 2014 Chesapeake Watershed Agreement Management Strategies, and a need to accelerate BMP implementation and the reduction of pollution related to stormwater and agriculture.

Organizational Challenges

The Alliance's ability to respond to emerging opportunities and address emerging issues has been challenged by a variety of factors. First is a limited private donor base and insufficient unrestricted funds as a percentage of the Alliance budget. Unrestricted funding gives the Alliance flexibility to proactively build new partnerships and pilot new programs. The Alliance also needs a greater diversify in grant funding and less dependence on federal sources where future spending may decline. New alliances, clear goals, creative and effective programs, and leveraging of resources are essential.

The Alliance also currently lacks a mature communications and development program and the resources and tools to implement it. Limited outreach and communications capability is a critical deficiency in an NGO environment that has grown (in the Bay watershed) to more than 500 groups who are working on some aspect of water quality and/or local conservation. The Alliance must translate its unique mission, communicate its results regularly, and deliver clear and compelling messages to successfully compete for available private funds and to tell our story to the public and potential supporters and funders.

The Alliance also works across a large geography with very diverse audiences but with local areas of strength (the communities where Alliance offices are located). The Alliance faces the challenge of expanding its visibility and scaling up program delivery into broader portions of the watershed.

Another challenge for the Alliance is continuing to maintain our neutral, non-political, collaborative posture while the public pays attention most often to confrontation and conflict and the trend in private foundation funding continues to move toward greater political advocacy.

Strategic Priorities 2015-2020

The Alliance has evolved over the past 40 years. While the organization's work was once strongly defined by the Chesapeake Bay Program (CBP), the Alliance has now established itself as an NGO with an independent mission and programs that stand alone in helping to accomplish the broad goals of the Chesapeake Bay watershed restoration effort. While our staff and our programs still provide critical support for the CBP, the Alliance implements a wide variety of unique partnership efforts across the watershed. As the Alliance continues to grow over the next 5 years, we will focus on the following strategic priorities to grow and sustain our role as a leader in the Chesapeake Bay restoration effort.

I. Expand and cultivate signature programs that support the Alliance mission.

Over its history, the Alliance has developed and delivered a wide diversity of projects and programs; including facilitation of advisory committees and task forces; technical assistance in rural and urban BMPs; education and training; conferences and workshops; assessments and monitoring; volunteer engagement, and on the ground restoration and conservation projects. This work has evolved with new science and technology, regional policies and priorities for action, shifts in funding availability, and changes in the strengths and expertise of Alliance staff.

The Alliance has long been an innovator of new approaches and programs. In some cases, programs that the Alliance built, tested, branded and delivered were shared broadly and then lost the identity of their origins. An example of this would be the Bayscapes conservation landscaping program and Rain Garden technology. In other cases, the Alliance worked with government to set the broader foundations for pollution prevention programs or initiatives and now continues to implement localized projects to achieve their goals. Examples of this would be riparian forest buffers and urban tree planting. The Alliance is continually developing new approaches to address emerging issues and needs and reflect our partnerships. Signature programs are those for which the Alliance is known by the public and its partners.

The Alliance will reduce the number of small independent projects in its portfolio and better link local activities to regional programs. This linkage will provide the opportunity to scale up our impact across the watershed and help people more clearly understand the Alliance and its mission. Further defining, consolidating and integrating our projects into clear program areas and strengthening and expanding the reach of signature projects and programs will be the focus of our strategic actions under this plan.

As a part of this plan, the Alliance will unify its actions within a limited set of program areas: these are Conserving Chesapeake Forests, Reducing Stormwater Pollution, Assisting Local Governments, Building Stewardship, and Supporting Partners and Building Capacity. New program areas may be added to respond to emerging needs but will be strategically designed to address a compelling need through clear goals, defined performance measures and partner engagement.

2020 Program Objectives

- Link independent projects and initiatives with defined and integrated regional programs.
- Develop a Goal and Implementation strategy for major program areas including objectives, performance metrics, audience, and key partners.
- Expand successful and well-recognized program efforts by diversifying audiences, adding or expanding program elements, and expanding geographic reach.
- Continue to assist the Chesapeake Bay Program partnership in the accomplishment of its goals especially in the area of local government engagement and stewardship.
- Initiate strong engagement and program development efforts especially with the business community, faith-based organizations, and local governments.
- Diversify funding sources that support program implementation.
- Pursue opportunities to support the success of our partners.

II. Ensure the Alliance is an effective, creative, and supportive organization.

Our people are the heart of our programs. The Alliance maintains an Executive Director and state directors in Pennsylvania, Maryland and Virginia with associated program staff. The Annapolis, MD office houses the state office and the organization's administrative and financial staff. Alliance staff size has grown in recent years and employees have a variety of expertise and experience with most having general environmental management experience coupled with a specific technical expertise, such as forestry, education, biology, urban planning, landscape architecture, and water quality.

The Alliance will strengthen its public reputation for leadership in solving environmental issues through partnerships and differentiate itself from other regional organizations working to restore the Bay by a focus on local action. The Alliance will increase its flexibility, initiative, innovation, and executive leadership through better utilization of staff skills and by internal collaboration on Alliance-wide programs. All staff will participate in building strong and effective partnerships that leverage our resources and support action at the local level. Innovation and creativity in program development will remain a hallmark of our work.

Alliance state offices will expand the reach of their work beyond their home base to other key priority areas in the states. State Directors will provide greater leadership in outreach, fundraising, communication and development in their states. Alliance staff will have the ability to tell our story and promote our distinctive brand.

2020 Staffing and Leadership Objectives:

- Increase public recognition of the Alliance for its mission effectiveness, high quality outcomes, staff and program accountability and dedication to local empowerment through partnerships.
- Increase the quality of service and interaction of staff with other NGOs, private sector and government partners.
- Hire, retain, and empower a diverse and high-performing staff by maintaining a performance culture with a shared understanding of mission, goals, and expectations.
- Encourage and reward staff for innovative and creative approaches that grow the Alliance beyond existing or traditional programs and advance our work in new and diverse ways.
- Increase the executive leadership capacity of the Alliance Management Team on issues of importance to the organization and effectiveness in program development.
- Maintain a diverse and effective Board with a strong commitment and shared responsibility for the Alliance Mission. Strengthen the work of Board Committees.

2020 Outreach and Communications Objectives:

- Define the unique mission of the Alliance and communicate it clearly and strategically.
- Increase the public's understanding of watershed issues and solutions and the work of the Alliance to address these challenges.
- Use enhanced electronic and print outreach materials and deliver outreach campaigns that increase knowledge of Alliance programs in targeted communities and encourage volunteerism.
- Expand the diversity of outreach tools used to communicate with members, donors, partners, and the public about Alliance activities and events.
- Create uniform branding tools and resources for promotion of the Alliance.

III. Grow Alliance membership and expand development activities.

The Alliance's organizational capacity for outreach, development, and ongoing donor recruitment and cultivation programs has not been fully developed. The Alliance has a limited membership and outreach database which has its limited progress in fund raising and communications. The Alliance will focus on building a sustainable and comprehensive development effort that can create and cultivate a broader base of contacts, members, and donors, expand communications and volunteer recruitment and support, as well as generate additional unrestricted income.

Alliance Members are individuals who pay membership dues, make donations or gifts, or give a meaningful contribution of time to the Alliance. However, the benefits of membership have not been clearly defined. The Alliance will grow its membership base in order to increase the scope of our communications, to build a more diverse constituency that can support our programs, to recruit volunteers, to increase our grant competitiveness, and ultimately, to support our fundraising campaigns. Our Membership and Donor base will include a true "alliance" of local citizen, environmental, business, government, and scientific interests as well as geographic representation.

2020 Development Objectives:

- Clearly define membership benefits and increase the membership base to at least 5000 members.
- Retain high levels of membership in DC and MD and increase membership in PA and VA by 30% each. Target additional membership outreach in WV, DE, and NY.
- Deepen relationships with members and donors by improving the quantity and quality of communication and cultivation opportunities.
- Work with the Board to expand cultivation activities for individual donors and members, moving them up the giving scale.
- Expand outreach to and successfully cultivate foundations as a source of Alliance support.
- Develop volunteer programs that routinely offer opportunities for volunteers to contribute throughout the year.
- Grow an annual Alliance volunteer base of over 10,000 volunteers annually.

IV. Achieve excellence and sustainability in financial management and expand fundraising to support Alliance programs.

Over its history, the Alliance budget has been driven by grant income derived primarily from government funded programs. In the early years (1970-1990s), nearly 90% of revenue was from EPA Chesapeake Bay Program support. Unrestricted funding is from limited private donations, Board contributions, and the success of the annual gala, the Taste of the Chesapeake. Even though project delivery has grown, administrative spending has been relatively flat for a decade. The Alliance's organizational capacity for fund-raising and ongoing donor recruitment and cultivation has not yet been fully developed. A strong capacity for unrestricted fund raising is essential to support new program development, sustain outreach and communications, and support staff development.

Even with its limitations, in the last 3 years, the Alliance has managed to revamp and revitalize its financial systems, significantly increase grant revenues, double net receipts from the Taste, and eliminate a 10 year unrestricted net asset deficit. The Alliance has diversified funding by increasing corporate, local government and foundation support. Much of this progress has been made during a period of national recession and contraction in private philanthropic giving.

Moving forward, the Alliance will continue to aggressively pursue program grants, maintain strong grants management oversight, continue to improve its financial systems, and document and train its staff in business procedures. However, to achieve a more stable and secure financial position, the Alliance will also expand its fundraising and development activities and achieve a greater balance between unrestricted and restricted funding. Although we will focus on securing a stable financial future for the Alliance, we will also look for opportunities to support the work of our local partners.

2020 Financial Objectives:

- Ensure the Alliance has an indirect cost recovery system that effectively supports annual administrative expenses while retaining and improving Alliance competitiveness.
- Enhance the efficiency of grant tracking and reporting.
- Build an unrestricted net asset annual balance of at least \$500,000.
- Increase total annual revenues (restricted & unrestricted income) to \$5 million by 2020.
- Diversify and pursue grant applications to foundations, local governments, states, and businesses in order to maintain a non-federal funding percentage at less than 50%.
- Create a funding base that can allow the Alliance to provide strong support to local partnerships.

2020 Fundraising Objectives:

- Strengthen and expand the number and effectiveness of annual fundraising events.
- Conduct corporate outreach and cultivate relationships with business to build partnerships that result in sponsorship of specific Alliance programs.
- Pilot new and innovative fund raising initiatives.
- Evaluate and successfully implement direct mail fundraising efforts.
- Increase Combined Federal Campaign (CFC) outreach, corporate giving, and membership revenue.
- Implement outreach for planned giving and private gifts.
- Increase the total annual unrestricted income to 20% of the annual operating budget.
- Launch a major gifts campaign by 2020.

DEVELOPMENT, ADOPTION, AND USE OF THE PLAN

The Alliance Management Team and Board conducted several focused meetings to identify strengths, weaknesses, opportunities and strategic actions in the areas of development and fundraising, membership, program development, financial management, and staffing and organizational management. In addition, the Board and Executive Director held a strategic planning retreat in September of 2014 to lay the foundation for these areas of focus. This Strategic Plan represents the findings of those discussions and was adopted by the Board on January 23, 2015. An annual work plan will be developed each year to target implementation. This plan will also be a dynamic document, reviewed each year to ensure that the Alliance continues to grow and excel in achieving its mission.



Albert H. Todd, Executive Director

Appendix A: 2015-2020 Strategic Action Plan

I. Expand and Cultivate Signature Programs that support the Alliance Mission.

To achieve the 2020 Program objectives, we will:

1. Define the structure and potential for a membership and sponsor based, **Businesses for the Bay** initiative. Host at least one B4B Forum each year.
2. Develop a plan to expand participation in and success of the **Project Clean Stream** through outreach to schools and universities, businesses, and churches and inclusion of year-round cultivation efforts for volunteers.
3. Expand training and information exchange for local watershed groups through the reach of the **Watershed Forum**. Establish a clearly defined schedule of Alliance-sponsored **ForumPlus** activities aimed at regional capacity building, education, and discussion through web-based and local venues. Reinforce through the **Watershed Network**.
4. Implement a watershed-wide **Chesapeake Forests Program** aimed at expanding conservation, riparian and urban tree planting, and improved forest management. Pilot new projects that explore the potential for engagement in water quality trading and mitigation banking.
5. Organize and coordinate stormwater projects, expand leadership, outreach and local transfer of model residential-scale projects (like **RiverWise**) across the watershed to support local stormwater programs.
6. Expand outreach to local governments in order to replicate **READY** as a model for community-based stormwater and green jobs.
7. Implement a plan to reestablish **River Sojourn** and pilot at least one Sojourn activity in each state by 2017. Secure a lead sponsor for sojourns.
8. Expand coordination of the Alliance's local government training and assistance through the coordination of an Alliance **Local Government Assistance Collaborative**.
9. Expand work with Faith-based communities through a partnership with the **Interfaith Partners for the Chesapeake** and develop a strategy for engagement of Faith and minority communities.
10. Expand efforts to engage **Volunteer Scientists** and local groups in monitoring and verification related work through the River Trends Program.

II. Ensure the Alliance is an effective, creative, and supportive organization

To achieve the 2020 Staffing and Leadership objectives, we will:

1. Increase the amount of administrative funding available to State Directors/Program Directors to support strong partner engagement, expand visibility with funders, and develop new funding proposals and initiatives.
2. Work with the Program Committee to define Alliance-wide crosscutting programs to link technical expertise and project delivery across the watershed and better utilize state office staffs. Begin with forests, stormwater, and local government assistance.
3. Establish measures of success and indicators of organizational health for use by Board and Staff in evaluating ongoing performance (both financial, development, and program-based)
4. Create a more robust and competitive portfolio of options for employee health and retirement benefits that are attractive to existing staff and help recruit new employees.
5. Conduct an annual Staff and Leadership retreat to build cohesion, encourage feedback to leadership, create opportunities for innovation and foster job satisfaction.

6. Create performance measures for Alliance leadership that evaluate success based on annual work plan, budget, and personal goals.
7. Revise Board Committee charters and membership and strengthen the work of Board Committees to provide effective oversight and guidance to the organization.
8. Create a robust Board of Directors succession plan that will strengthen and diversify Board membership and the range of experiences and expertise they bring to the organization.
9. Cultivate relationships between Honorary Directors and the Board.
10. Establish a new home for the Alliance's headquarters in Annapolis and seek operational support needs such as adequate storage and a corporate truck and trailer.

To achieve the 2020 Outreach and Communications objectives, we will:

1. Establish and fund full time communications staff.
2. Develop an annual Alliance Communications and Outreach Plan and schedule for implementation that increases the frequency and consistency of communication, supports the development program and uses a diversity of traditional and new social media with measures for monitoring performance (include communication with non-email members).
3. Establish guidance on Alliance branding including logo use and related coordination of program theme art, stationary, email name blocks and tags. Create tools and resources to support the Alliance "brand" (new brochure, fact sheets, displays, and other materials).
4. Fully integrate our Salesforce and IContact databases to enhance efficient communications.
5. Redesign our website to provide a stronger and more visible connection with our mission and programs, easy to find and navigate resources, and a comprehensive giving and volunteer center with multiple options for sign up as an Alliance Member and Donor as well as a volunteer for Alliance programs and events.
6. Create an online Watershed Heroes Registry/Hall of Fame to build public recognition and engagement in honoring local stewards and reinforce Alliance mission goals.
7. Explore hosting a Chesapeake TedX event to raise awareness of restoration solutions as well as raise the visibility of the Alliance.
8. Expand delivery of web-based information on stormwater solutions and promote available Alliance resources such as Bayscapes and Rain Gardens.
9. Connect non-English speakers to information about the Bay and its rivers and streams and how they can make a difference locally.
10. Continue to Identify ways to integrate Chesapeake Bay Program, Watershed Network, and Alliance communications/websites (www.chesapeakebay.net and www.allianceforthebay.org)

III. Grow Alliance membership and expand development activities

To achieve the 2020 Development objectives, we will:

1. Develop and implement a comprehensive five-year development and communications plan to grow and diversify our funding base, increase membership, and expand our partner outreach. Present a Development Budget to the Board at the beginning of each year.
2. Use existing programs such as the Chesapeake Network, Project Clean Stream, RiverSmart Homes, RiverWise Communities, the Watershed Forum, Chesapeake Forests, and other Alliance efforts as opportunities to gather information for member outreach. Use online sign ups and have cards/sign in sheets available at volunteer events so that we can capture the information we need to include new contacts in our database.

3. Define and communicate clear membership benefits.
4. Launch a new membership campaign with the theme, “*Together, we will get the job done*”.
5. Establish capacity for volunteer recruitment and coordination in each Office.
6. Establish a campaign to cultivate connections with past Board Members and other VIPs.
7. Create a campaign with Board support to encourage existing members to be ambassadors by giving memberships to friends or relatives (“buy one get one free”).
8. Establish a plan for expanding access of members and donors to benefits (special events, regional meetings, event discounts, promotional items such as stickers, pens, logo gear, etc.). Promote the benefits of membership on our website.
9. Host at least one member/donor event annually in each state. Events will be organized to bring together members, donors, Board and staff, and recognize them for their support.

IV. Achieve excellence and sustainability in financial management and expand fundraising to support Alliance programs

To achieve the 2020 Financial objectives, we will:

1. Complete an evaluation of indirect rate calculation formula alternatives and use this information to prepare an annual administrative budget.
2. Create a set of financial measures/indicators that can be used to track trends in the health of the Alliance budget and development programs.
3. Establish an ongoing business/corporate sponsorship strategy that will fully support Project Clean Stream and engage over 2000 sponsor employees as volunteers.
4. Prepare a list of Foundations with interests in Alliance program areas and identify annual targets for outreach by Alliance program staff. Ensure at least one new source of private support is cultivated each year.
5. Aggressively pursue a diversity of grant applications to build program delivery.
6. Enhance the recognition of the organization’s standards of operation by evaluating and engaging Charity Navigator, and/or other respected and recognized NGO registries.

To achieve the 2020 Fundraising objectives, we will:

1. With Board support, expand the *Taste of the Chesapeake* event to over 300 attendees with a \$150,000 annual sponsorship goal.
2. Implement a direct mail marketing campaign as part of the biannual fundraising appeals and monitor and evaluate success.
3. Pilot a “Give a Day” program with corporate or business partners to test an approach to convert excess vacation leave to charitable contributions.
4. Develop and market business partnerships beginning such as a “Chesapeake River Brews” campaign targeting microbreweries in the watershed with a message of clean water and support of river protection and restoration efforts.
5. Pilot the use of crowd funding as a fund-raising tool (for a select project like Chesapeake TedX).
6. Implement an outreach strategy to promote planned giving.
7. Support the hiring of full time Development staffing.
8. By 2020, launch a major gifts campaign to raise \$500,000 in unrestricted funds annually.

“Together, we will get the job done!”

www.allianceforthebay.org