“Together, we will get the job done!”
Past Alliance Strategic Plans

• 1989 – Collaboration & Partnership w/the CBP
  Issue Management, Public Communication, Coalition/Consensus Building, Organizational Effectiveness – Action Plan

• 2003 – Vision 2007
  Staff led – Strategic objectives for organization visibility and effectiveness – Broad and visionary new programs, new staffing – Strong program development action plan – success reliant on new $

• 2007 – Program Development Focused
  Professional consultant – issue analysis – Specific Program driven – Focus on Action Assistance, Watershed Assistance Center, Businesses for the Bay, Forestry for the Bay, Policy Solutions
Who is the Alliance?

“We take action!”
“We create and implement restoration approaches”
“We work with partners to restore watersheds”
“We solve problems at the local/grass roots level”
“We build partnerships with diverse groups “
“We build capacity and help local groups succeed”
“We get people involved and connected to their local streams”
“We facilitate consensus-based, realistic solutions”
“We help educate decision makers and others”
“We are an honest broker: unbiased, credible, fair – the Bay watershed is our agenda !”
Developing the Plan

- **2012** – Internal process begins – Strategy sessions with Management Team
- **2013** – Board/Staff Communications Retreat led by David Rockland, Ketchum – SWOT, Barriers and Gaps
- **2014** – Board Meetings with focus on specific topics – Programs, Membership and Fundraising, Organization, Communication
- **Fall 2014** – Board Retreat at Shepherdstown
- **2015** – Adopted in January
Our Mission

... to lead, support, and inspire local action to restore and protect the health of the streams, rivers and lands of the Chesapeake watershed.
Our Goals: the way we work.

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

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

- Create and launch innovative local and regional programs that produce measurable results.
Our Strengths:

- For over 45 years, the Alliance has been a trusted leader of Bay and river restoration across the watershed.
- Our work is uniquely focused on healing local streams.
- We build strong partnerships—rallying others to join together to find and implement practical solutions.
- We lead, inspire and support on the ground programs.
- We mobilize volunteers and build watershed stewardship.
- We are a neutral unbiased voice, advocates for clean water and a healthy environment but we do not litigate or lobby.
Organizational Challenges

- Donor Base/Unrestricted Funds
- Clarity of Mission
- Staff Capacity
- Diversify Grants
- Communications and Development Capacity
- Diverse audience
- Large Geography
- Neutral Voice
Our Strategic Priorities: 2015-2020

- Expand and cultivate signature programs that support the Alliance mission.
- Ensure the Alliance is an effective, creative, and supportive organization.
- Grow Alliance membership and expand development activities.
- Achieve excellence and sustainability in financial management and expand fundraising to support Alliance programs.
Building Innovative and Signature Programs

1. Launched Businesses for the Bay
2. Forum as ACB Event and Forum Plus
3. Forests – progress, RCPP, urban, markets
4. Expand RiverWise/River Smart and Local Planning
5. READY Annapolis/READY Lancaster
6. Expanded Project Clean Stream
7. River Sojourns – discussion
8. Local Government Assistance – expanding work
9. Congregations and IPC launch
10. Chesapeake Monitoring Cooperative

**actions to date**
Effective, Creative and Supportive Organization

- Expanded staffing (22–33) especially in State Offices
- Implemented benefit plans including health benefits
- Implemented Board Recruitment Outreach and succession planning
- Management Team Planning Retreats
- Branding efforts and expanded communications – (New Communications Staff/social media and new materials)
- New ACB website and online resources (RYS/NPC)
- Produced Alliance promotional Video
- Created the Innovation Fund
- Service Enterprise (Volunteer) Plan

**actions to date**
Grow and expand Development Activities

- 2017 Comprehensive Development and Fundraising Plan
- Begun tracking for integration of program participants
- 2 year Direct Mail Campaign
- Membership evaluation resulted in playing down this aspect of donor development
- Expanded use of the Taste Event as outreach and cultivation event for past Board Members and VIPs
- Implementing Salesforce database
- Full-time Development Staffing

**actions to date**
Elimination of Unrestricted net asset Deficit – Cash Flow Improved

“Clean” audit for 2012–2015

New Grants tracking and management systems including sub account expense tracking

Evaluation/guidance on indirect cost recovery

Creation of Finance & Organization Metrics

Foundation capacity applications – 0 for 12

2017 Comprehensive Development and Fundraising Plan

Expanded B4B & PCS Sponsors – still work to be done

New Initiatives under development – Chesapeake Rivers Brewery Partnership and Give a Day programs

**actions to date**
Use of the Plan

• Guide Executive Director and Staff
• Action Plan for Finance, Development and Fundraising
• Identify priorities for Program Growth
• A Point in time/A Look to the future
• Review actions annually
“Together, we will get the job done!”