

Strategic Priorities and Actions 2015-2020

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

To achieve the 2020 Program objectives, we will:	Accomplished	In Progress	No Action
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.	X		
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.		X	
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.		X	
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.		X	
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.		X	
6. Expand outreach to local governments in order to replicate READY as a model for community-based stormwater and green jobs.		X	
Implement a plan to reestablish River Sojourns and pilot at least one Sojourn activity in each state. Secure a lead sponsor for Sojourns.			X
8. Expand coordination of the Alliance's local government training and assistance through the coordination of an Alliance Local Government Assistance Collaborative.		X	
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.	X		
10. Expand efforts to engage Volunteer Scientists and local groups in monitoring and verification related work through the River Trends Program.		X	

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

To achieve the 2020 Staffing and Leadership objectives, we will:	Accomplished	In Progress	No Action
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.		X	
2. Work with the Management Team and 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.		X	
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)		X	

4. Create a more robust and competitive portfolio of options for employee health and retirement benefits to help recruit and retain employees.		X				
5. Conduct an annual Staff and Leadership retreat to build cohesion, encourage feedback to leadership, create opportunities for innovation and foster job satisfaction.		X				
6. Create performance measures for Alliance leadership that evaluate success based on annual work plan, budget, and personal goals.						X
7. Revise Board Committee charters and membership and strengthen the work of Board Committees to provide effective oversight and guidance to the organization.				X		
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.		X				
9. Cultivate relationships between Honorary Directors and the Board.		X				
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.				X		

To achieve the 2020 Outreach and Communications objectives, we will:		Accomplished		In Progress		No Action
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1. Establish and fund full time communications staff.		X				
2. Develop an annual Alliance Communications and Outreach Plan and schedule for implementation that		X				
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).				X		
4. Fully integrate our Salesforce and IContact databases to enhance efficient communications.		X				
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.		X				
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.						X
7. Explore hosting a Chesapeake TedX event to raise awareness of restoration solutions as well as raise the visibility of the Alliance.						X
8. Expand delivery of web-based information on stormwater solutions and promote available Alliance resources such as Bayscapes and Rain Gardens		X				
9. Connect non-English speakers to information about the Bay and its rivers and streams and how they can make a difference locally.				X		
10. Continue to Identify ways to integrate Chesapeake Bay Program, Watershed Network, and Alliance communications/websites (www.chesapeakebay.net and www.allianceforthebay.org)				X		

III. Grow Alliance membership and expand development activities

To achieve the 2020 Development objectives, we will:		Accomplished		In Progress		No Action
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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.				X		
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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.				X		
3. Define and communicate clear membership benefits.		X				
4. Launch a new membership campaign with the theme, "Together, we will get the job done".		X				
5. Establish capacity for volunteer recruitment and coordination in each Office.						X
6. Establish a campaign to cultivate connections with past Board Members and other VIPs.				X		
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").						X
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.				X		
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.						X

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

To achieve the 2020 Financial objectives, we will:	Accomplished	In Progress	No Action
1. Complete an evaluation of indirect rate calculation formula alternatives and use this information to prepare an annual administrative budget.	X		
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.		X	
3. Establish an ongoing business/corporate sponsorship strategy that will fully support Project Clean Stream and engage over 2000 sponsor employees as volunteers.			X
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.		X	
5. Aggressively pursue a diversity of grant applications to build program delivery.		X	
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.			X
To achieve the 2020 Fundraising objectives, we will:	Accomplished	In Progress	No Action
1. With Board support, expand the Taste of the Chesapeake event to over 300 attendees with a \$150,000 annual sponsorship goal.		X	
2. Implement a direct mail marketing campaign as part of the biannual fundraising appeals and monitor and evaluate success.	X		
3. Pilot a "Give a Day" program with corporate or business partners to test an approach to convert excess vacation leave to charitable contributions.		X	

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.				X		
5. Pilot the use of crowd funding as a fund-raising tool (for a select project like Chesapeake TedX).						X
6. Implement an outreach strategy to promote planned giving.						X
7. Support the hiring of full time Development staffing.		X				
8. By 2020, launch a major gifts campaign to raise \$500,000 in unrestricted funds annually.						X