



ALLIANCE

for the Chesapeake Bay

2023-2028 STRATEGIC PLAN

For our forests. For our streams. For our future.

TAKING ACTION TODAY TO IMPROVE TOMORROW

The Chesapeake Bay watershed is home to over **18 million people** who rely on it for clean water, recreation, and economic opportunity. Our 64,000 square mile region is made up of vulnerable ecosystems and **thousands of species of plants and animals** who depend on it to survive. Pollution, habitat loss, and climate change consistently threaten our communities and the health of our local waterways.

Addressing these threats requires a collaborative and multi-faceted approach. We've made a big impact in our first five decades, but building resilience into changing landscapes takes **long-term, committed action**. For each tree we plant, barnyard we improve, or rain garden we install, more work needs to be done to **protect our streams and rivers for future generations**.

Implementing the Strategies described in this strategic plan will guide the Alliance in its continual pursuit of **protecting the environment for the many individuals** who live, work, and play throughout the watershed.



LOOKING AHEAD TO THE NEXT GENERATION OF CHESAPEAKE STEWARDSHIP

Every adventure starts with a plan.

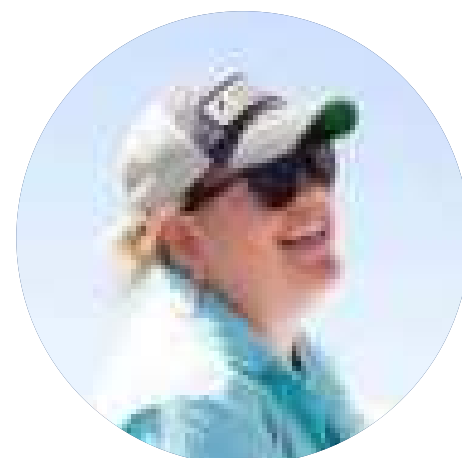
The Alliance is excited to share the roadmap for our next adventure with the release of our **2023 - 2028 Strategic Plan**. Over the course of the last year, **70+ Alliance staff and board members** worked together to envision our path forward for the next six years.

As part of this process, the organization re-committed to our four Program areas of **Agriculture, Forests, Green Infrastructure, and Stewardship and Engagement**. Through these four pillars, the Alliance serves thousands of Chesapeake Bay watershed community members by providing **technical assistance** that moves projects from ideas to **implementation**, and also by helping **build the capacity of our partners** to support their dedicated work toward cleaner water.

We recognize that environmental burdens and benefits are not distributed equitably across the Chesapeake region. The **collaboration and inclusion** of diverse community voices across the watershed **are core to the Alliance's programmatic delivery**.

For 52 years, the Alliance has served as the 'backbone' for regional collaboration - and we are looking ahead to our role in the future of Chesapeake Bay restoration. We know that achieving our ambitious vision requires the support of our partners and generous supporters. **We thank you for joining us in our work of restoring clean water throughout the watershed!**

For our forests. For our streams. For our future.



A handwritten signature in black ink, appearing to read 'K. Fritz'.

KATE FRITZ
CHIEF EXECUTIVE OFFICER



A handwritten signature in black ink, appearing to read 'D. Siglin'.

DREW SIGLIN
CHIEF OPERATING OFFICER

THE NEXT 6 YEARS OF CHESAPEAKE BAY WATERSHED CONSERVATION

OUR VISION

Clean water and resilient landscapes, cared for by all the people who live, work, and play in the Chesapeake Bay watershed.

OUR MISSION

The Alliance restores the lands and waters of the Chesapeake Bay watershed. Our collaborative and action-oriented approach delivers on-the-ground solutions, technical assistance, and builds capacity to achieve healthier lands and cleaner water.

OUR PRINCIPLES

Our work is guided by a set of **core principles** that reflect our broad impact, working together with the communities, companies, and conservationists of the 64,000 square mile Chesapeake Bay region. These principles guide us to make a more robust, multi-beneficial, and sustained impact through the work we do in achieving our vision.

ADAPTIVE  *We design tactics to achieve common goals*

COLLABORATIVE  *We partner across sectors and regions*

RESULTS-ORIENTED  *We deliver efficient, measurable, and holistic programming*

EQUITABLE  *We prioritize inclusivity in directing our impact*

OUR GOALS

1

**Expanding the
Restoration of
Lands & Waters**



2

**Building the
Capacity
of Partner
Organizations**



3

**Connecting More
People to the
Environment**



4

**Sustaining
Funding for
Programmatic
Impact**



5

**Strengthening
Internal
Infrastructure**



GOAL 1

Expanding the Restoration of Lands & Waters

We focus on four program areas of Forests, Agriculture, Green Infrastructure, and Stewardship & Engagement. We intend to increase planning, installation, and maintenance of conservation and restoration practices in the Chesapeake Bay watershed. We utilize innovative, inclusive, and adaptable efforts to fill capacity gaps in the broader watershed movement.

STRATEGIES

- a. Continue to implement both proven best management practices (BMPs) and innovative technologies that deliver water quality, habitat restoration, and climate change mitigation and adaptation benefits.
- b. Utilize tactics to ensure the maintenance and long-term success of practices implemented, including sustained funding, volunteer opportunities, and other related actions.
- c. Prioritize accessibility, efficiency, and flexibility in our programming, especially for communities historically under-represented in environmental conservation efforts.
- d. Deepen impact within, and expand successful initiatives to geographies of greatest need and opportunity beyond the Alliance's current geographic footprint.
- e. Leverage and support initiatives established by federal and state governments, as well as invested foundations, by providing technical support for and the delivery of on-the-ground projects.

GOAL 2

Building the Capacity of Partner Organizations

We will continue to establish and sustain mutually beneficial collaborations with communities, companies, conservation groups, and other stakeholder organizations in the Chesapeake Bay watershed. The Alliance provides technical assistance, drives partnership actions, and facilitates engagement and resource sharing. We create linkages between partner organization goals and restoration efforts that support environmental justice, climate resilience, and other sustainability efforts.

STRATEGIES

- f. In partnership with local communities and organizations, co-design approaches that successfully align community priorities and environmental impact in project delivery.
- g. Grow existing and establish new corporate partnerships to deliver water quality improvements that bolster climate resiliency and biodiversity goals.
- h. Lead and facilitate forums for learning, resource sharing, and inclusive collaboration focused on restoration, conservation, and the protection of the Chesapeake Bay watershed.
- i. Provide technical assistance and capacity to support local, state, and federal efforts in fulfilling the goals of the *Chesapeake Bay Watershed Agreement* and Watershed Implementation Plans (WIPs) and drafting a more inclusive *Agreement* leading up to and beyond 2025.

GOAL 3

Connecting More People to the Environment

The Alliance will continue to engage the diverse residents of the watershed to build long-lasting stewardship of the lands and waters of the region. We intend to increase interactions with the environment through volunteerism, education, outreach, story sharing, and support of individuals who want to make a difference in their communities.

STRATEGIES

- j. Support the growth of, and access to, green jobs and workforce development through training and expanded employment opportunities directly connected to our Program areas.
- k. Host volunteer and engagement opportunities that focus on education, water quality data collection, and hands-on improvements to natural resources, local habitats and waterways.
- l. Educate students on Chesapeake Bay watershed considerations and help them develop the skills to become the next generation of environmental stewards.
- m. Retain consistent and prominent Alliance branding across various communication tactics related to our projects, initiatives, and program areas. Through organizational communication tools, create meaningful engagements that add value to our stakeholders and ultimately increase engagement in, and stewardship of, our work.
- n. Uplift stories of partners and stakeholders through their own words, to provide representative examples of how restoration projects can successfully unfold in different communities.

GOAL 4

Sustaining Funding for Programmatic Impact

In addition to continued identification and securement of public dollars (typically through competitive grant programs), we will build sustained funding streams from private sources. This includes new foundation support, corporate sponsorships and fee-for-service contracts, fundraising efforts, and individual giving.

STRATEGIES

- o. Continue to grow cost-effective project models and develop alternative conservation financing methods (such as revolving loans, fee for service, etc.) through existing and new partnerships.
- p. Build corporate partnership opportunities to sponsor both broad programmatic work and/or deliver services directly to those corporate entities.
- q. Solicit individual and major giving through direct contributions, events, and other fundraising tactics to reinvest into the Alliance's internal infrastructure, ultimately to support enhanced Program delivery of on-the-ground implementation and new partnership building.
- r. Continue to tell stories related to the impact and urgency around our work in order to increase engagement with funders, donors, and other supporters.

GOAL 5

Strengthening Internal Infrastructure

In order to support the Alliance's overarching goals and growth, we intend to build organizational structure to sustain this work. This includes equitable Staff and Board recruitment, retention and support; financial and administrative systems infrastructure, professional communications, development, and administrative services, processes and procedures.

STRATEGIES

- s. Center equity, inclusion, accountability, and transparency in decision making, policies, procedures, and planning efforts across the organization, including in administrative, fundraising, communications, and program functions.
- t. Foster a workplace environment of continuous learning and individual growth, including curated DEIJ-related educational opportunities and other technical training opportunities. Offer tools and resources for the achievement of individual professional aspirations.
- u. Build and sustain effective, efficient, and scalable administrative, financial, and human resources capacity to serve the diverse needs of our Staff and a growing organization.
- v. Grow Staff, Board, and partners of the organization to be representative of the communities of the region in order to most equitably deliver the goals and strategies of the Strategic Plan. Foster an inclusive, supportive, and safe organizational environment.

THE WORK WE DO

For more than 50 years, the Alliance has served as the 'backbone' for action-oriented impact and collaboration across our watershed.

With four strategically placed offices and four focused programs, we're positioned to solve downstream problems with upstream solutions. Through boots-on-the-ground solutions, technical assistance, and expertise, we prevent pollution where it begins – on the land – before it reaches our rivers and the Chesapeake.

By collaborating with like-minded individuals and organizations, the Alliance becomes a catalyst, building the capacity of others to join and accelerate clean water efforts in the Chesapeake Bay watershed.

RESULTS-DRIVEN IMPACT AND COLLABORATION FOR CLEAN WATER



Watch the full video at allianceforthebay.org/WhatWeDo

FOSTERING PARTNERSHIPS AND BUILDING RESILIENCY

Making a difference in our watershed means building relationships with the individuals who live, work, and play throughout its lands and waters. Through a wide variety of projects, we connect people to their local rivers and streams, where they become directly involved in local restoration efforts.

Our combined approach of action and collaboration builds resiliency among our communities and landscapes to continually adapt to an ever-changing world. Staying true to our mission we remain results-driven and focused on the needs of our beloved watershed. ***For our Forests. For our Streams. For our Future.***



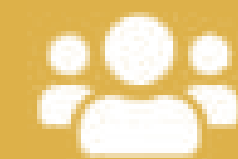
AGRICULTURE



FORESTS



GREEN
INFRASTRUCTURE



STEWARDSHIP &
ENGAGEMENT



AGRICULTURE

The Alliance supports farmers in implementing agricultural best management practices to restore the health of local rivers and streams.

KEY AGRICULTURE TARGETS BY 2028



500 agricultural best management practices (BMPs) installed or implemented



20 new or sustained corporate food supply chain partnerships

FORESTS

The Alliance works collaboratively to improve forest health, create new forests and tree canopy, inform and support private woodland owners, and communicate to the public benefits provided by the woodlands and trees in our landscape.

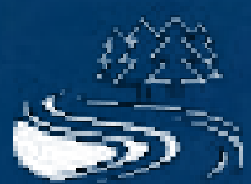
KEY FORESTS TARGETS BY 2028



2,500 acres of land converted to new forests or restored existing forest land



750,000 trees or woody shrubs planted



200,000 linear feet of streams or rivers protected with forested buffers





GREEN INFRASTRUCTURE

The Alliance reduces stormwater runoff by implementing conservation landscaping practices that improve water quality and support healthy landscapes throughout the Chesapeake Bay watershed.

KEY GREEN INFRASTRUCTURE TARGETS BY 2028



7,500 small-scale urban/suburban stormwater BMPs installed or restored



30 large-scale green infrastructure BMPs designed, permitted, and/or implemented



STEWARDSHIP & ENGAGEMENT

The Alliance engages communities, companies, and conservationists to build a more resilient landscape and foster a deeper commitment to improving our local lands and waters in the Chesapeake Bay watershed.

KEY STEWARDSHIP & ENGAGEMENT TARGETS BY 2028



750 training sessions and workgroups



500 partner entities represented at programmatic events, presentations, or forums



1,750 individual water quality monitoring sites





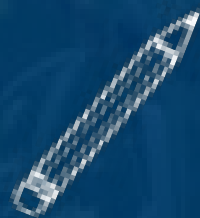
KEY STEWARDSHIP & ENGAGEMENT TARGETS BY 2028 CONTINUED



10% increase in conservation in historically under-resourced or disadvantaged communities



10,000 volunteers engaged



8,000 students of all ages reached



600 local officials engaged in learning about watershed challenges and opportunities



10% increase of internal and external stakeholders identifying as either non-white and/or stakeholders identifying English as a second language

GOALS

INDICATORS

TARGETS BY 2028

1 Expanding the Restoration of Lands & Waters	Forest Restoration	2,500	acres of land converted to new forests or restored existing forest land 🌿
	Trees Planted	750,000	trees or woody shrubs planted 🌿
	Streams with new Forest Buffers	200,000	linear feet of streams or rivers protected with forested buffers 🌿
	Agriculture BMPs	500	agricultural best management practices (BMPs) installed or implemented 🧰
	Agriculture Supply Chain Partners	20	new or sustained corporate food supply chain partnerships 🧰
	Urban Stormwater BMPs	7,500	small-scale urban/suburban stormwater BMPs installed or restored 🌊
	Large Scale Green Infrastructure BMPs	30	large-scale green infrastructure BMPs designed, permitted, and/or implemented 🌊
2 Building the Capacity of Partner Organizations	Training & Workgroup Contribution	750	training sessions and workgroups 👥
	Partners Represented	500	partner entities represented at programmatic events, presentations, or forums 👥
	Water Quality Monitoring Sites	1,750	individual water quality monitoring sites 👥
	Conservation in Under-Resourced Communities	10% increase	in conservation in historically under-resourced or disadvantaged communities 🧰 🌊 🌿
3 Connecting More People to the Environment	Landowners Making Change	4,500	landowners making change 🧰 🌊 🌿
	Volunteers	10,000	volunteers 👥
	Students Reached	8,000	K-12 and college students engaged 👥
	Local Officials Engaged	600	local officials engaged in learning about watershed challenges and opportunities 👥
	Audience Engagement Rate	7%	rate of people engaging with online content ✳️
	Audience Growth	206,000	audience members ✳️
	Diversity of Stakeholders	10% increase	in the percentage of internal and external stakeholders identifying as either non-white and/or stakeholders identifying English as a second language 👥
4 Sustaining Funding for Programmatic Impact	Funding Diversification	300% increase	in secondary funding sources ✳️
5 Strengthening Internal Infrastructure	Staff Retention	90%	average annual retention rate ✳️
	Total Staff & Interns	25% increase	in staff and interns ✳️

🌿 FORESTS

🧰 AGRICULTURE

🌊 GREEN INFRASTRUCTURE

👥 STEWARDSHIP & ENGAGEMENT

✳️ INTERNAL SUPPORT

OUR DIVERSITY, EQUITY, INCLUSION, AND JUSTICE JOURNEY

At the Alliance, we recognize the importance and value of incorporating the needs and perspectives of the varied communities across the seven jurisdictions in the Chesapeake Bay watershed.

We prioritize Diversity, Equity, Inclusion, and Justice (DEIJ) in our policies, strategic efforts, and program delivery.

Our DEIJ journey is a continual process involving ongoing self-reflection, evolution, and a commitment to learning and evolving to better serve our stakeholders.

By incorporating DEIJ values into our collective restoration efforts, we will see more effective, creative, expansive, and sustained environmental impacts that benefit all members of the watershed.



LEARN MORE ABOUT THE ALLIANCE'S DEIJ JOURNEY
[ALLIANCEFORTHEBAY.ORG/DEIJ](https://allianceforthebay.org/deij)

SUPPORT A FUTURE WITH CLEAN WATER AND RESILIENT LANDSCAPES

With so much at stake in the future, the time is now for us to continue to join together to take action for cleaner rivers and streams in the Chesapeake Bay. There are many ways that you can take action in your everyday life, and we invite you to get involved!

- Our [website](#) offers many **resources and tools** for ways to make your home more watershed-friendly; you can find information on how to design and install your own rain garden, assess your property's natural resources, research native plants for your home, and so much more. Visit allianceforthebay.org/resources to explore them all today.
- We are looking for great people to become [volunteers](#)! Help out at a cleanup site, collect local water quality samples, or organize the planting of native trees in your community. Alliance volunteers are one of our most important resources. Stop by allianceforthebay.org/volunteer to learn more.
- **Support our work** with a [financial gift to the Alliance at allianceforthebay.org/donate](https://allianceforthebay.org/donate). Every dollar we raise from individuals is matched over 5x through public funding. Your gift is an effective way to make a positive contribution to the future of the Chesapeake Bay watershed.

We hope you will join the Alliance in our mission to restore the lands and waters of the Chesapeake Bay watershed!

VISIT [ALLIANCEFORTHEBAY.ORG](https://allianceforthebay.org) TO GET INVOLVED



ACKNOWLEDGEMENTS

We would like to express our deepest gratitude to the dedicated members of our staff and board who have contributed their time, expertise, and passion to the development of our strategic plan. Their commitment to the Alliance and its mission is invaluable, and their collective voice paints a vision the organization looks forward to bringing to life in the future.

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THE ALLIANCE’S 2023-2028 STRATEGIC PLAN

OUR VISION

Clean water and resilient landscapes, cared for by all the people who live, work, and play in the Chesapeake Bay watershed.

OUR MISSION

The Alliance restores the lands and waters of the Chesapeake Bay watershed. Our collaborative and action-oriented approach delivers on-the-ground solutions, technical assistance, and builds capacity to achieve healthier lands and cleaner water.

OUR PRINCIPLES



Adaptive



Results-oriented



Collaborative



Equitable

2023-2028 GOALS

1 Expanding the Restoration of Lands & Waters

2 Building the Capacity of Partner Organizations

3 Connecting More People to the Environment

4 Sustaining Funding for Programmatic Impact

5 Strengthening Internal Infrastructure

KEY INDICATORS



Acres of land converted to new forests or restored existing forest land



Number of trees or woody shrubs planted



Linear feet of streams or rivers protected with vegetated buffers



Number of agricultural best management practices (BMPs) installed or implemented



Number of new or sustained corporate food supply chain partnerships



Number of small-scale urban/suburban stormwater BMPs installed or restored



Number of large-scale green infrastructure BMPs designed, permitted, and/or implemented



Number of training sessions and workgroups



Number of partner entities represented at programmatic events, presentations, or forums



Number of individual water quality monitoring sites



Percent of projects implemented in historically under-resourced or disadvantaged communities



Number of landowners making change



Number of volunteers engaged



Number of K-12 and college students engaged



Number of local officials engaged in learning about watershed challenges and opportunities



Percent of people engaging with online content



Number of website users, newsletter recipients, and social media followers



Percentage of internal and external stakeholders identifying as either non-white and/or stakeholders identifying English as a second language



Percentage of different revenue sources



Average annual retention rate



Total staff and interns



ALLIANCE

for the Chesapeake Bay

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For our forests, for our streams, for our future