



# 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 vary across the Chesapeake region. **Considering and collaborating** with the wide range of community voices across the watershed is **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 blue ink, appearing to read 'K. Fritz'.

**KATE FRITZ**  
CHIEF EXECUTIVE OFFICER



A handwritten signature in blue 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 intentional, robust, multi-beneficial, and sustained impact with a wide range of community voices to achieve 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*



# 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, people-centered, 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 efficiency, flexibility, and customization of our programming to meet the unique needs of the communities we engage 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 people-centered approaches, create communities that are resilient to changing environmental conditions, 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 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 revised *Agreement* leading up to and beyond 2025.



## GOAL 3

### Connecting More People to the Environment



*The Alliance will continue to engage watershed community members 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 number of opportunities for, 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 intentional Staff and Board recruitment, retention and support; financial and administrative systems infrastructure, professional communications, development, and administrative services, processes and procedures.*

### STRATEGIES

- s. Center responsiveness, opportunity, 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 leadership and development opportunities that promote a workplace culture of appreciation and belonging. 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 varied needs of our Staff and a growing organization.
- v. Grow Staff, Board, and partners of the organization to be representative of all communities of the region in order to mindfully deliver the goals and strategies of the Strategic Plan. Champion all staff in a 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](https://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



**675,000** 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.

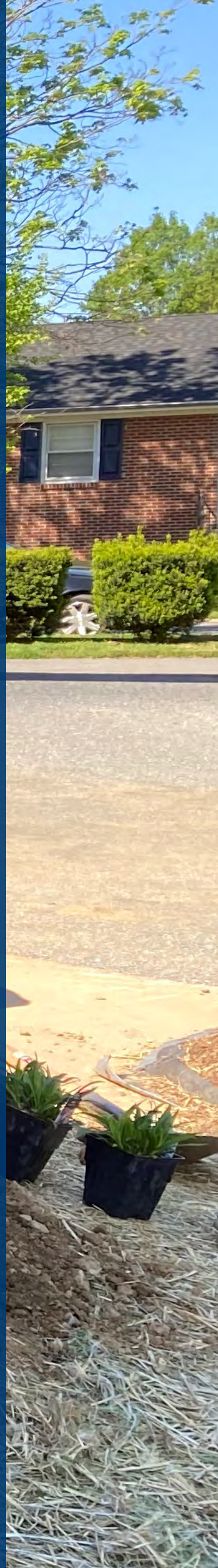
## KEY GREEN INFRASTRUCTURE TARGETS BY 2028



**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



**1,475** individual water quality monitoring sites







# KEY STEWARDSHIP & ENGAGEMENT TARGETS BY 2028 CONTINUED

---



**10,000** volunteers engaged



**8,000** students of all ages reached



**1,800** local officials engaged in learning about watershed challenges and opportunities



GOALS








INDICATORS

TARGETS BY 2028

1

Expanding the Restoration of Lands & Waters

- Forest Restoration
- Trees Planted
- Streams with new Forest Buffers
- Agriculture BMPs
- Agriculture Supply Chain Partners
- Urban Stormwater BMPs
- Large Scale Green Infrastructure BMPs

2,500	acres of land converted to new forests or restored existing forest land	
750,000	trees or woody shrubs planted	
675,000	linear feet of streams or rivers protected with forested buffers	
500	agricultural best management practices (BMPs) installed or implemented	
20	new or sustained corporate food supply chain partnerships	
7,500	small-scale urban/suburban stormwater BMPs installed or restored	
30	large-scale green infrastructure BMPs designed, permitted, and/or implemented	

2

Building the Capacity of Partner Organizations









- Training & Workgroup Contribution
- Partners Represented
- Water Quality Monitoring Sites

750	training sessions and workgroups	
500	partner entities represented at programmatic events, presentations, or forums	
1,475	individual water quality monitoring sites	

3

Connecting More People to the Environment

- Landowners Making Change
- Volunteers
- Students Reached
- Local Officials Engaged
- Audience Engagement Rate
- Audience Growth

4,500	landowners making change	  
10,000	volunteers	
8,000	K-12 and college students engaged	
1,800	local officials engaged in learning about watershed challenges and opportunities	
7%	rate of people engaging with online content	
206,000	audience members	

4

Sustaining Funding for Programmatic Impact



- Funding Diversification

300% increase	in secondary funding sources	
---------------	------------------------------	--

5

Strengthening Internal Infrastructure

- Staff Retention
- Total Staff & Interns

90%	average annual retention rate	
25% increase	in staff and interns	



# 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](https://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](https://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.

## STAFF

Kate Fritz  
Drew Siglin  
Jamie Alberti  
Craig Highfield  
Jenny McGarvey  
Jenna Mitchell Beckett  
Erin O’Grady  
Adam Miller  
Jessica Blackburn  
Liz Chudoba  
Rachel Felter  
Jennifer Starr  
Jimmy Gibbons  
Christina Bonini  
Ryan Davis  
Mauricio Rosales  
Laura Todd

Christian Anderson  
Cathleen Anthony  
Amanda Bland  
Patricia Bohnsack  
Eric Braker  
Adam Bray  
Emily Broich  
Laura Cattell Noll  
Meredeth Dash  
Robert Frank  
Neal Friedman  
Jordan Gochenaur  
Emma Gregory  
Mason Hendrick  
Jim Kauffman  
Eleni Kotsis  
Rebecca Lauver

David Lanier  
Savanna Lightcap  
Jenna Mackley  
Alexa Maione  
John Montgomery  
Alexandra Neumann  
Kayli Ottomanelli  
Will Parson  
Kristen Parsons  
Lauren Sauder  
Brittany Smith  
Jake Solyst  
Carly Starobin  
Maya Sterett  
Sophie Stern  
Tyler Walston

## BOARD

Brian Macnamara  
Susan Johnson  
Kurt Heister  
Tennille Checkovich  
Andrea Field  
Elizabeth Abdoo  
Lisa Ausherman  
Matthew McGehrin  
John Cox  
Kaci Easley  
Shawn Kimbro  
Chris Sigmund  
Marvin Washington  
Mark Williams  
Gregory Wims



# 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
-  Collaborative
-  Results-oriented

## 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
-  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 different revenue sources
-  Average annual retention rate
-  Total staff and interns





# ALLIANCE

---

## for the Chesapeake Bay

### WASHINGTON, DC

729 8th Street SE  
Suite 200  
Washington, DC 20003

### MARYLAND

151 West Street  
Suite 101  
Annapolis, MD 21401

### PENNSYLVANIA

841 Flory Mill Road  
2nd Floor  
Lancaster, PA 17601

### VIRGINIA

612 Hull Street  
Suite 101C  
Richmond, VA 23224

For our forests, for our streams, for our future