



ShoreRivers STRATEGIC ROADMAP | 2021-2023

VISION: Healthy waterways across Maryland's Eastern Shore.

MISSION: To protect and restore Eastern Shore waterways through science-based advocacy, restoration, and education.

VALUES

Collaborative & Inclusive

Visionary & Entrepreneurial

Goal Oriented & Results-Driven

Independent & Science-Based

Professional & High Quality

STRATEGIC PLANNING TIMELINE

June-August 2020

- Staff review progress on 2019-2021 Strategic Roadmap
- Staff develop draft plan with 3-5 high level goals per department

August 2020

- Draft plan introduced to governing and watershed boards at their quarterly meetings and feedback solicited

August 2020-January 2021

- Board members and staff provide feedback and continue to refine
- Governing board committees review and provide feedback, develop addendums

February 2021

- Vote to approve the 2021-2023 Strategic Plan at the Governing Board meeting

ORGANIZATIONAL GOALS

1. Solidify our reputation as *the* water quality experts on the Eastern Shore.
2. Maintain high standards and output in the face of repercussions from COVID-19.
3. Enhance collaboration among departments to ensure efficient and effective operations.
4. Cultivate Staff Magic (a professional, regenerative work culture) to achieve greater results for our rivers.
5. Raise annual and perpetual funds through deliberate retention, expansive identification, and compelling solicitation of donors.

RESULTS

Healthy Waterways

Actively Engaged Community



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DEPARTMENTAL GOALS

Riverkeeper

1. Pass impactful legislation in the MD General Assembly
2. Hold enforcement agencies accountable
3. Enhance Swimmable ShoreRivers (SSR)
4. Build advisory boards strategically to grow supporters and impact
5. Deepen river-specific voice and impact

Agriculture & Restoration

1. Help our region become climate resilient through co-beneficial projects/practices
2. Strengthen and expand ShoreRivers' role as a "boundary organization"
3. Explore developing a contractual (fee-for-service) arm and other diverse funding sources

Education

1. Build education department staff capacity
2. Develop summer teacher professional development programs
3. Engage youth voices in mission focused advocacy
4. Maintain sustainable MWEEs in partner counties (Meaningful Watershed Education Experience)

Community Engagement

1. Expand and deepen engagement with all communities
2. Develop an established River-Friendly Yard program across the region
3. Coordinate messaging and implementation for all volunteer programs
4. Support Development Department

Development

1. Increase renewable, unrestricted funding sources and amounts
2. Increase and diversify annual membership
3. Create communications that inspire action (print, mail, live, social)
4. Maximize database facility

STRATEGIES & INDICATORS

- Develop a legislative process roadmap and schedule
- Maintain enforcement database to improve accountability and reporting
- Enhance SSR webpage
- Engage Black, Indigenous, and People of Color (BIPOC) in SSR
- Engage advisory boards to add members and increase BIPOC representation
- Proactively engage with local communities

- By 6/2021, 80% of SOPs in draft form; 2 finalized
- By 12/2022, achieve 50% increase in farmers/ag landowners engaged
- Maintain current and create new partnerships
- By spring 2021 develop plan for contractual work
- Develop strategy to diversify funding opportunities

- Build and maintain a department of 3 FTE staff
- Identify renewable funding
- Collaborate with Riverkeepers to expand youth advocacy
- Fund and expand MWEE Academy
- Provide diversity training for educational staff
- Create an education committee on the board

- Build and maintain a department of 2 FTE staff
- Boards & staff reflect our communities: at least 20% BIPOC (1 on Exec Comm), 50% F, increased age diversity
- Create opportunities for youth voices and employment
- Institutionalize DEIJ as part of organization culture
- Strengthen WAB and volunteer engagement
- Increase renewable funding

- Reach beyond MD to new major funding sources
- Implement new strategies for membership retention
- Execute meaningful major donor stewardship
- Launch Planned Giving campaign; promote endowment
- Train staff to ensure professional, on-brand communications
- Support staff proficiency in relevant database modules

RESULTS

Healthy Waterways

Actively Engaged Community