

STRATEGIC PLAN

2022-2024



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STRATEGIC PLAN OVERVIEW

OUR MISSION

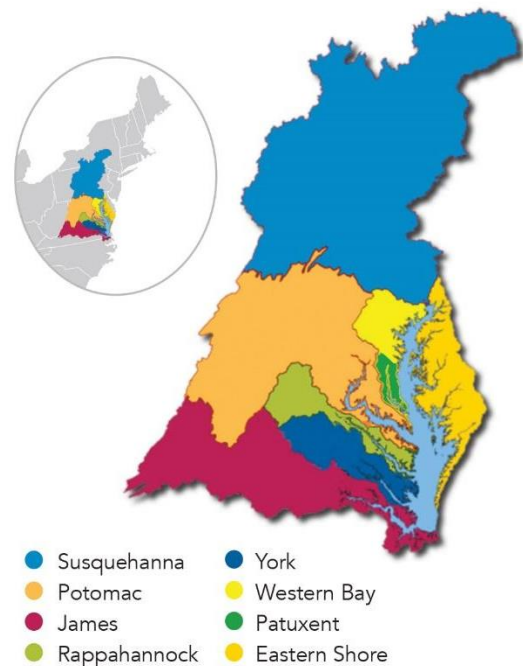
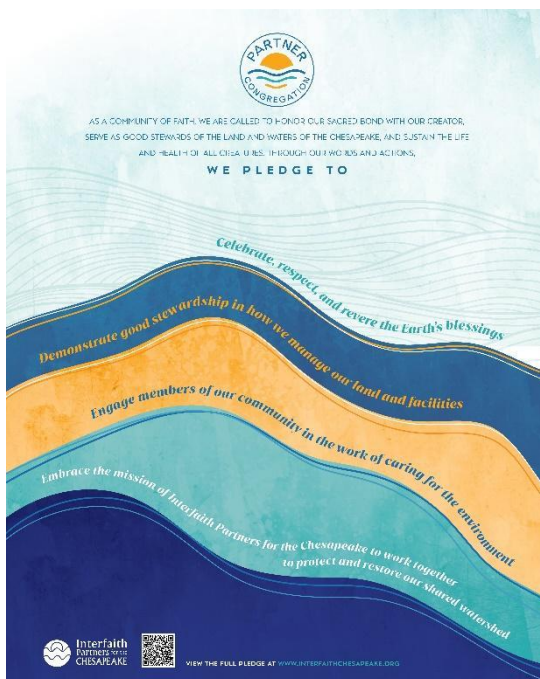
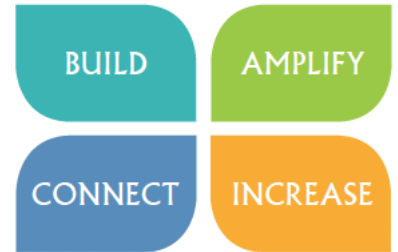
To inspire and equip people of faith to honor, protect, and restore our shared watershed.

OUR VISION

People of faith across the Chesapeake honor, care for, and work together to protect and restore all of Creation so that all communities in the watershed may thrive now and in the future.

OUR STRATEGIC DIRECTION AND GOALS FOR 2022-2024

- Goal 1 Increase the impact of Faith-Based Actions on the Chesapeake
- Goal 2 Build a Movement of Influential Faith Leaders and Institutions
- Goal 3 Increase the Leadership Capacity of Our Network
- Goal 4 Crystalize Our Voice and Communicate Our Brand
- Goal 5 Grow a Strong Organization and Ensure Sustainability



2022-2024 IPC STRATEGIC PLAN

INTRODUCTION

The Interfaith Partners for the Chesapeake (IPC) story began when an inspired group of individuals at the 2004 National Council of Churches “Holy Waters” conference in Annapolis, Maryland came together to form an organization, originally named Chesapeake Covenant Congregations. Our founding was rooted in a deep religious call to care for the Earth, a recognition that the Chesapeake Bay is a significant ecosystem that is important to our health and well-being, and that we have been entrusted with its care and an urgency to restore and protect our local watersheds.

We became IPC in 2013 to reflect the diversity of faith communities in the Chesapeake region and the intention to bridge relationships and engage people across religious and cultural lines. We believe that communities of faith can bring about a transformation of awareness and action that reflects a respect for the environment as a reflection of our respect for one another and for future generations. Through both our faith and our watershed we are all connected.

Between 2016 and 2018, the IPC implemented a 2-year strategic plan for organizational growth and development. That plan called for our young organization to steadily grow its outreach and organizational efforts; explore a bigger vision and scale-up program models that could offer the organization a sustainable future; and provide strategies to expand into more parts of Maryland and beyond.

Our 2019-2021 strategic plan launched new initiatives to mobilize faith-based communities to restore the Chesapeake watershed. Building on a successful pilot project called the One Water Partnership in Baltimore, IPC began building water- and issue-based collaboration among congregations in geographical “hubs.” A successful hub is a group of people of any faith working together to heal their local watershed. In each hub, IPC engaged with congregations and other partners to build awareness, skills, and knowledge, take actions to restore or enhance the watershed, advocate for policies that address environmental concerns, and promote environmental justice. In retrospect, this was a new direction for IPC and continues to be a work in progress. To support and inspire faith communities, IPC launched education and technical training programs to build effective leadership through congregation green teams. We launched a Partner Congregation pledge and dozens of congregations have signed the pledge. In addition, this strategic plan focused on building a stronger, more professional, resilient and sustainable organization through development, communication, fundraising, and growth of board and staff.

This new 3-year strategic direction will guide us from 2022-2024. It builds on and expands our work of the last three years while laying out an ambitious pathway for growth and continued success in accomplishing our mission. This plan pushes us to scale up our existing work, stretch into work that extends beyond stormwater, explore how to help congregations lead their members to take action at home, and innovate the way we operate and are funded.

STRATEGIC PLANNING PROCESS

This strategic plan was developed by the IPC Board of Trustees and staff with significant input from IPC partners. A Strategic Plan Task Force composed of Board members and the Executive Director was formed to outline and guide the planning process. Members of the Task Force represented both seasoned as well as new members of the IPC Board.

In order to gain greater perspective of IPC's past accomplishments and potential future directions, the Task Force conducted a series of over 40 personal interviews over a two-month period that included current and past Board Members, non-profit partners, local and state governments, past and current funders, and faith-based leaders in our community. These robust conversations provided insights that helped inform, challenge, or validate our strategic thinking. To compliment these interviews, zoom listening sessions with 12 congregations across the region were led by IPC staff. In each case a predetermined set of questions helped to standardize the input and facilitate analysis. Notes from these meetings were reviewed by the Task Force and summarized by key findings.

Multiple listening sessions were also incorporated into Board meeting agendas throughout the year and a full-day Board Strategic Planning Retreat was held in August 2021. The retreat featured staff review of past goals and accomplishments, guest speakers who challenged our Board to explore new areas of focus, as well as small group discussions aimed at better identifying potential goals, objectives, and measures of success. We are grateful for the support and contributions of the partners, trustees and staff who made the process both inclusive and strategic (see acknowledgements).

STRATEGIC PLAN IMPLEMENTATION

This strategic plan is intended as an internal guide for the IPC Board of Trustees, Executive Director and staff as they work together to implement the plan goals and objectives. Successful implementation of this strategic plan requires a consistent commitment and shared leadership between the Board of Trustees and the Executive Director to work strategically, efficiently, and effectively with IPC resources. To support implementation of the strategic plan, the Board of Trustees, Executive Director, and staff will:

- Use this plan as our guiding framework for key decisions through 2024.
- Annually develop action plans with specific initiatives, assignments, budget and other resource requirements needed to facilitate plan implementation.
- Report on and document progress on measures of success at all Board meetings.

PRESENTATION OF THE PLAN

The plan is presented in three sections.

Section I presents the highlights of the discovery and dialogue from outreach interviews with stakeholders and partners which helped define the operating environment of needs, challenges, expectations, and opportunities within which the organization develops its programs and initiatives and serves its customers.

Section II presents Interfaith Partners for the Chesapeake identity statements. Organizational identity elements that distinguish IPC include our mission statement, vision statement, core

values, and primary audience that provides the strategic framework for our organization and the basis for our three-year strategic direction and goals.

Section III presents the three-year strategic direction and the goals, objectives, and measures of success that will guide IPC through 2024.

I. STAKEHOLDER INPUT

Outreach to diverse stakeholders and partners was an essential part of the Task Force's deliberations. Our intent was to discern how the organization was perceived, what IPC services, programs and actions were viewed by others as the most important and impactful, what roles the faith community was best equipped to fulfill in support of the Chesapeake restoration effort and what actions or initiatives IPC might pursue in the future that would increase its ability to achieve its mission. In all, 14 Board members, 7 Staff, 4 leaders of local government, 12 partner organizations, 6 foundations/funders, and 5 regional denominational leaders participated in one-on-one interviews. In addition, 3 zoom meetings with representatives from 12 diverse congregations provided their feedback. Detailed notes, transcripts, and summaries are on file and available at the IPC office.

Themes from Outreach Interviews

While the interviews generated extensive notes, the following is a compilation of some of the major themes we heard repeated by a cross-section of stakeholders and partners.

Current standing in the Chesapeake community

- IPC is doing effective and critically important work
- Viewed as a trusted and strong partner - favorable view of organization
- Faith communities are a valuable and influential partner in the work to restore the health of the Chesapeake Bay.
- There is a desire to see IPC to expand its programs and staff to do more

Existing strategies to continue in the future

- Maintain strong relationships
- Green team training and leadership development
- Working in geographic hubs and scaling up
- Restoration outcomes
 - Increase the number and impact of projects on faith-owned properties
 - Help congregations with planning and grant-procurement
 - Tie to local issues
 - Look to broader land stewardship especially in rural areas
 - Communicate results

Existing strategies/Initiatives to grow and strengthen

- Expand number and type of Restoration Projects
 - Linking congregation projects to community needs
 - Translating projects into behavior change - what people can do at home - building the movement
- Strengthen the work of Advocacy
 - Identify and speak up on issues of importance and strengthen leadership
 - Capitalize on the influence and power of faith communities
 - Reach out to elected officials
 - Link environmental and social issues
- Address Diversity, Equity, and Inclusion
 - Fill gaps in religious, racial, demographic diversity

- Expand Communications
 - be more visible and compelling
 - Mobilize the voices of faith organizations through expanded engagement
 - broaden our reach in terms of religious, racial, and demographic diversity
- Work for Environmental Justice
 - Expand religious, racial and demographic diversity in partnerships
 - Identify ways to be more present/influential in this space
- Build a Movement
 - Host events, gatherings that bring people together to learn and experience
 - Spark important conversations
 - Increase interfaith integration
- Build stronger congregation partners
 - Expand the Partner Pledge
- Strengthen the IPC organization
 - Build professionalism of Board and staff
 - Cultivate and grow the Board and Staff and support their development
- Diversify Funding
 - Innovate funding approaches
 - Expand collaborations with businesses, community organizations, and governments
 - Increase unrestricted support

New strategies/initiatives

- Map faith-owned properties and improve the ability to target water quality or other issues and better quantify outcomes
- Expand beyond “institutional congregations” to include religious schools, retreat centers, campus clubs, etc.
- Expand work on local issues related to climate and food justice.
- Reach out to engage youth/young adults
- Engage those who identify as spiritual/not part of denomination
- Test innovative strategies for funding local projects

II. ORGANIZATION IDENTITY

The IPC Board of Trustees examined their shared values and beliefs about the Earth, its creator, and its inhabitants, and the role of IPC in responding to current environmental challenges in light of these values and beliefs. This resulted in a clear articulation of IPC's values, vision and mission. Since our founding in 2013, the core values and guiding mission of IPC has not significantly changed but our work with partners and congregations in the faith community has helped us further refine and clarify the language we use in order to better share and communicate our identity and our purpose.

MISSION

To inspire and equip people of faith to honor, protect, and restore our shared watershed.

VISION

People of faith across the Chesapeake honor, care for, and work together to protect and restore all of Creation so that all communities in the watershed may thrive now and in the future.

GUIDING BELIEFS, VALUES, & THEORY OF CHANGE

Our strategies for achieving our mission are rooted in our beliefs, values and theory of change. These help us make choices aligned with our mission and vision.

SHARED BELIEFS

We believe that all humans are called to love one another. We also believe that we demonstrate that love by honoring and caring for the ecosystem we all share – the water, air, lands, plants, animals, climate, and the interconnected web of life. We believe that when we abuse shared resources, we hurt others, both human and non-human, whether intentionally or not. We acknowledge that this abuse has disproportionately hurt communities of color and low-income. Caring for creation as a manifestation of our love for one another is a guiding principle for people of faith. Our strategic focus on engaging people of faith and moral conscience will empower leaders, reach new audiences, elevate the moral voice, and bring about changes needed to restore and sustain the Chesapeake's lands, waters, and communities.

THEORY OF CHANGE

A theory of change articulates how our work brings about our Vision. We may not be able to realize our Vision entirely on our own because there are myriad factors that influence the outcomes which we cannot control. However, there are factors that we can control, and we theorize that when we influence them, we contribute to our ultimate Vision.

1. When we engage with the faith community, we are reaching new audiences who otherwise might not take action.
2. When we foster a spiritual consciousness about our human relationship with the Chesapeake ecosystem and those who live here, people establish a profound sense of responsibility which will lead them to action.
3. Individuals drive change in their communities. When we equip individuals with resources and knowledge, and support them as leaders,

this increases their capacity to be the right messengers for their communities and lead others.

4. When we organize our network in hubs, we multiply our reach, achieve strength in numbers, capacity through broad connections, and magnify the visibility of the movement.
5. When we create opportunities for people to experience and appreciate the beauty of the Earth, they will love it, protect it, and inspire others to do the same.

CORE VALUES

Our core values guide the way we work:

Respect – Out of love for each other, we cherish nature and strive to protect all of Creation today and for future generations.

Action – Our work is rooted in hope and we live out our call to stewardship by taking action.

Justice - We acknowledge existing injustices and work to achieve a healthy watershed for all community members of every socio-economic status and race.

Inclusion – We strive to build community with all people of conscience, all faiths, all races and cultures, working together for the common good.

Accountability – We are responsible for the resources entrusted to us and expect the same from our partners.

PRIMARY CUSTOMER

IPC's programs are created and implemented to cultivate, organize, and mobilize individuals of faith and conscience to help advance IPC's mission. This includes people affiliated with religious institutions/denominations as well as people who self-identify as spiritual, but may be unaffiliated with any particular denomination.

III. STRATEGIC DIRECTION 2022-2024

This strategic plan is organized by 5 major goals and their key objectives. Measures of Success represent potential key actions we will take or proxy measures of action we will use to achieve our goals.

GOAL 1. INCREASE THE IMPACT OF FAITH-BASED ACTIONS ON THE CHESAPEAKE

Increased impact means a greater number of projects with an ever-expanding network of congregations and spiritually-minded people, slowly opening IPC's focus beyond stormwater into other areas of conservation. Over the past several years, congregations have implemented a variety of environmental and restoration projects on faith-owned properties that have reduced stormwater, increased habitat, restored lands and streams, and engaged faith communities in caring for creation. Substantial potential exists to increase the impact of these congregation-led actions on watershed and community health. Increasing impact includes implementing a greater number of projects annually, expanding our focus to include broader conservation and land stewardship benefits, targeting actions to priority watersheds, setting the example for actions to take at home, and increasing the number/diversity of engaged peoples/congregations.

1. **Objective 1:** Increase the number and breadth of projects undertaken by faith-based institutions

Measures of Success:

- a. 27 acres of conservation projects installed with faith-based institutions (can include camps, schools, community projects, etc.) to accelerate water quality improvements and habitat restoration
 - b. \$2-3M in funding is leveraged to accelerate Chesapeake improvements, including environmental justice, community health, and/or climate resiliency
 - c. A plan is implemented to use GIS data to target watershed and environmental justice projects and guide execution of this strategic plan
 - d. 75% of congregations report satisfaction with the technical assistance received by IPC and our family of partners/volunteers
 - e. A strategy is implemented to monitor the maintenance of installed projects by congregations
 - f. 10% of projects undertaken or led by congregations focus on land conservation, land stewardship and/or sustainable food initiatives
 - g. 20% of congregations implement actions that encourage restoration beyond their facility/grounds to congregation's homes or in the community
2. **Objective 2:** Build new and strengthen established hubs to increase the number and diversity of engaged congregations

Measures of Success:

- a. IPC hosts 2-4 activities annually in established hubs
- b. Established hubs are leading their own activities
- c. 50% of congregations in hubs are taking action
- d. Examples of cross-congregational collaboration and activities that restore healing across religious and racial divides are occurring

- e. All hubs are in active coordination with secular organizations (including non-environmental) and/or government
 - f. Build 2 new hubs in priority areas using data on religious, racial, and geographic diversity as well as opportunities for watershed restoration and community engagement.
 - g. 1 report is prepared to define hubs and document their value and accomplishments
 - h. Environmental justice screening information is used to target resources and programming
3. **Objective 3:** Implement initiatives to address environmental justice
- Measures of Success:**
- a. Respond to 2 issues of localized environmental injustice in hubs, as brought forth by the community
 - b. Leverage \$500,000¹ in innovative funding to accelerate outcomes for environmental justice, community health, and/or climate resiliency
 - c. Acknowledgement of indigenous people's land is regularly incorporated into programming
 - d. 80% of our Action Kits include environmental justice perspectives and guidance
 - e. 1 concept paper is written that summarizes our analysis of food justice as a potential pillar of our work
 - f. 1 concept paper is written that summarizes our analysis of climate change as a potential pillar of our work
4. **Objective 4:** Deliver programming that helps partner institutions encourage members to replicate environmental actions at home.
- Measures of Success:**
- a. 2-3 Action Kits are developed that offer guidance to institutions on how to lead behavior change campaigns
 - b. 50% of our restoration educational programs offer guidance for at-home actions
 - c. The Chesapeake Bay Stewardship Index data is used to inform strategies that will improve faith community behavior change campaigns.

GOAL 2. BUILD A MOVEMENT OF INFLUENTIAL FAITH LEADERS AND INSTITUTIONS

Mobilizing the faithful/spiritual to work for environmental justice and influence environmental policies is important to success. The ability to inform and mobilize our network of faith and community leaders is one of the most powerful tools we have to raise awareness and build support for environmental restoration and justice. In addition, building stronger relationships with elected officials, institutional leaders, and community activists will enhance our ability to influence legislative policies at the local and state levels.

¹ Included in the \$2-3 million mentioned in Objective 1.b.

1. **Objective 1:** Identify priority issues and/or geographic hot spots for mobilizing our network around.

Measures of Success

- a. A plan is written for building our capacity to respond to priority issues
- b. Identify and align with 2 statewide and 3 local/regional coalitions to accomplish shared objectives.
- c. Collect input annually from diverse stakeholders to identify priority issues
- d. Maintain and communicate to our network a list of annual priorities

2. **Objective 2:** Catalyze connections between the faith community and elected officials

Measures of Success:

- a. Host a Chesapeake Prayer Breakfast
- b. Host regional gatherings such as town halls, socials, or listening sessions, to bring together stakeholders and legislative officials

3. **Objective 3:** Effect change on priority issues or in geographic hot spots

Measures of Success

- a. IPC plays a role in helping to enact 2-3 laws that will positively impact the environment or environmental justice
- b. Develop and carry out 1 campaign that mobilizes a coalition of faithful to respond to an issue of concern
- c. 2,000 different people take at least 1 action on a priority issue identified by IPC
- d. 50 congregations make public statements on a priority issue identified by IPC
- e. 2 diocese/conference make public statements on a priority issue identified by IPC

GOAL 3. INCREASE THE LEADERSHIP CAPACITY OF OUR NETWORK

We will cultivate, support, and connect leaders, and increase their capacity to help restore the Chesapeake. Local leaders within the faith community are the catalysts for action. Within congregations, Green Teams provide the focal point for development and implementation of creation care initiatives. The capacity of these dedicated local champions to be leaders in their community depends on their knowledge, their confidence to tackle issues and projects, and the support they receive from partners. We will continue to cultivate local leaders, build their leadership capacity, connect them to resources and to each other, and increase their watershed literacy in order to increase our networks' impact on restoring the Chesapeake.

1. **Objective 1:** Cultivate *new* congregational green teams

Measures of Success:

- a. A plan for cultivating green teams is developed utilizing GIS analysis of water quality needs and environmental justice
- b. 100 new teams are trained
- c. 2 partnerships with denominations to promote and/or innovate the delivery of training

2. **Objective 2:** Support *existing* green teams

Measures of Success:

- a. 1 skills matrix is created and shared with green teams to connect them to experts in a variety of fields
 - b. 1 green team mentoring program is put in place, supported by 15 volunteer mentors
 - c. 20 Action Kits are created that help green teams raise awareness, implement greening initiatives at their congregations, lead behavior change campaigns, or help their members take actions at home
 - d. A program evaluation demonstrates that green team leaders feel connected to resources, equipped to lead their congregations, and supported by IPC.
 - e. Evaluate the potential for hosting a green team summit and if deemed appropriate, 1 green team summit is hosted
- 3. **Objective 3:** Increase watershed literacy within our network
Measures of Success:
 - a. 1 Learning Lab each year focuses exclusively on increasing watershed literacy
 - b. 5 resources are offered on the website aimed at increasing watershed literacy
 - c. 10 congregational leaders attend watershed conferences alongside IPC
 - d. Opportunities for experiential learning are offered to our audience
- 4. **Objective 4:** Increase the capacity of individuals and faith communities to advocate on state/local issues
Measures of Success
 - a. 500 people receive advocacy training that results in improved understanding of tactics to create change
 - b. At least 1 Action Kit is created that offers tactics for congregational action in state and local legislative issues
 - c. At least 1 Action Kit is created that offers tactics for engaging youth/young adults in advocacy
 - d. An environmental justice application/lens is included in the development of all Action Kits
 - e. 1 environmental justice toolkit is created for congregational green teams
- 5. **Objective 5:** Create opportunities to meaningfully engage youth/young adults
Measures of Success
 - a. Host retreat/experience for young adults to inform programming strategies that would resonate with the next generation
 - b. Research opportunities to partner with college/university environmental and religious clubs, faith-based schools, and other organizations
 - c. Recruit a youth minister/youth program leader to serve on the board or a committee

GOAL 4: CRYSTALIZE OUR VOICE AND COMMUNICATE OUR BRAND

IPC must effectively communicate its mission and values in a way that expands impact and influences environmental action. Effective communication is essential in supporting and guiding the green movement among faith communities. The IPC and its network can expand impact and influence through clear messaging that resonates with the deep spiritual beliefs of various faiths

and spiritual people who are unaffiliated. Faith leaders can also be unique and highly effective messengers for reinforcing the moral responsibility for environmental action. Opportunities exist to reach out to diverse faiths as well as those who may be unaffiliated with institutional religion, and to forge partnerships where shared values and spiritual connection exist. Our target audiences include people of faith (or spiritually unaffiliated), congregations, religious leaders, partner nonprofits, policymakers, major donors and key funders.

1. **Objective 1:** Increase awareness within our target audiences of IPC's work, impact, and network.

Measures of Success:

- a. Internal document articulating comprehensive messaging for IPC
- b. 40 congregational stories are showcased in our newsletter, the press, guest blogs/reflections on our website, or social media posts, of which 50% are from underrepresented demographics/denominations²
- c. IPC earns media coverage 5 times per year
- d. Twitter following increases by 25%³
- e. Facebook following increases by 50%⁴
- f. Instagram following increases by 50%⁵
- g. Key performance indicators are identified and used to evaluate IPC's digital reach
- h. A program is developed that recognizes the accomplishments of leaders and Partner Congregations
- i. 1,000 new people subscribe to IPC's email list⁶ (an increase of 25%)
- j. IPC participates in 2-4 conferences/events annually.
- k. Watersheds and their stewardship challenges are highlighted, as appropriate, in our posts/communications to increase watershed literacy.

2. **Objective 2:** Energize a diverse network of congregations and unaffiliated spiritual people to join our work.

Measures of Success:

- a. 50 new congregations from underrepresented demographics sign the pledge, build green teams or join One Water Partnership hubs
- b. 50 new congregations from non-Christian denominations sign the pledge, build green teams or join One Water Partnership hubs
- c. 200 new congregations of any religion, race, or demographic sign the pledge, build green teams or join One Water Partnership hubs
- d. Launch communication strategies for reaching unaffiliated spiritual people (not focused on congregations) and diverse/non-Christian congregations
- e. Evaluate the potential for hosting a green team summit and if deemed appropriate, 1 green team summit is hosted in which diverse people of faith, or

² At this time, we define underrepresented to be those groups who are not in the majority based on population, such as BIPOC, lower socioeconomic groups, non-Christian denominations, etc.

³ As of July 3, 2020, we had 666 Twitter followers, and by September 2021 it had increased to 673 followers

⁴ As of July 3, 2020, we had 772 Facebook followers, and by September 2021 it had increased to 920 followers

⁵ As of September 2021, we had 124 Instagram followers

⁶ As of September 2021, we had 3,945 opted-in subscribers

unaffiliated spiritual people, participate and gain knowledge and inspiration to care for creation.

3. **Objective 3:** Position IPC as a thought leader on the moral imperative for environmental action and environmental justice.

Measures of Success:

- a. Develop an information product that keeps IPC in the public eye (i.e. annual or biannual “State of Creation Care” Report)
- b. Place 2 op-eds per year, by faith leaders speaking on behalf of IPC on key issues, that are carried by mainstream media outlets
- c. The number of secular media mentions of IPC increases by 10%
- d. The number of religious media mentions of IPC increases by 30%
- e. Produce 1 communication product that expands our digital media portfolio, such as a video, podcast series, or other appropriate platform.

4. **Objective 4:** Support and enhance fundraising and partnership efforts through effective communications.

Measures of Success:

- a. A portfolio of compelling stories, videos, staff/board cameo statements, and testimonies is created and used to amplify the voice of faith communities and help build support from donors/businesses
- b. Increase digital individual giving by 30%
- c. At least 1 event is hosted each year that crystalizes IPC’s brand and cultivates potential donors
- d. At least 1 experiential event is organized each year that acts as educational programs as well as fundraisers

GOAL 5: GROW A STRONG ORGANIZATION AND ENSURE SUSTAINABILITY

Continuing to strengthen the board, staff, and operations of IPC will ensure that we can effectively achieve our goals. Our ability to execute this strategic plan requires a strong, effective and financed organization. Strengthening our organization - board, staff, and operations - means increasing our capacity for fundraising, expanding sectors of support, growing an informed and motivated team, and pursuing innovative financing strategies.

1. **Objective 1:** Achieve Full Board Engagement

Measures of Success:

- a. A set of measures is developed for DEI and monitoring our progress on integrating DEI into all facets of the organization.
- b. A minimum of 12 board members is sustained, of which no less than 40% represent underrepresented demographics and/or religions
- c. Outreach is conducted to at least 5 potential board candidates each year to maintain an active recruiting roster for board members and a succession plan for board leadership
- d. 100% of board members actively participate in at least 1 committee
- e. Strengthen the new board member orientation program

- f. Implement programs that increase board retention and effectiveness (i.e. a board mentor program)
2. **Objective 2:** Diversify and broaden sources of revenue and grow unrestricted funding.
- Measures of Success:**
- a. 100% of board members attend IPC-offered fundraising training annually
 - b. Toolkits are provided to board members for all fundraising efforts to increase their involvement
 - c. Board giving is increased by 30% through individual gifts and/or solicitation of Major gifts or sponsorships
 - d. At least 3 months of operating expenses are maintained in a Reserve Fund
 - e. An investment policy is established to guide the leveraging of unrestricted assets for growth
 - f. Annual unrestricted revenue is equal to at least 50% of IPC administrative budget
 - g. 10% of non-grant fundraising comes from corporate sponsorships of IPC events
 - h. Grants/agreements are secured that implement innovative funding strategies (such as regranteeing or market-based private capital) (also see Goal 1/Objective 1)
 - i. 3 business partnerships/sponsorships are established which help underwrite program implementation
3. **Objective 3:** Foster a learning organization that supports leadership, innovation, and dependability
- Measures of Success:**
- a. An organizational chart is delineated that will advance the new strategic plan; clear job descriptions for all roles are prepared
 - b. An equitable performance review process, promotion pathways and annual raise/bonus determination system is developed that emphasizes innovation and dependability
 - c. An annual fund is established to support employee professional development; clear guidelines for its purpose is conveyed to the team
 - d. Annual work plans, with clear performance goals and measures of success, are outlined for employees
 - e. All employees are confident in using IPC's operating systems
 - f. Board members and Staff are recognized verbally at meetings for their performance and dedication.
 - g. Board members use external collaboration such as Linked In profiles, resumes, signature blocks, etc. to highlight their IPC affiliation.

ACKNOWLEDGMENTS

IPC extends its heartfelt thanks to the partners and stakeholders that shared their perspectives, experiences, and knowledge about IPC and our work in the watershed:

Nicholas DiPasquale	Clayton Baker Trust	Baltimore Hebrew Congregation
Blue Water Baltimore	Community Foundation of Eastern Shore	(Baltimore County)
Lower Shore Land Trust	MD-DE Lutheran Synod	St. Francis de Sales Catholic Church
Defensores de la Cuenca	Green Grace/Episcopal Diocese of MD	(Salisbury)
Lancaster Clean Water Partners	Archdiocese of Washington	Salvation Army (Salisbury)
MD League of Conservation Voters	Archdiocese of Baltimore	Unitarian Universalist Church of
Shore Rivers	Lancaster Mennonite Conference	Salisbury
Parks & People Foundation	Churchville Presbyterian Church	Delmarva Islamic Society (Wicomico
Interfaith Power & Light	(Harford County)	County)
CityScape Engineering	Stillmeadow Community Fellowship	St. Paul Episcopal Church (Salisbury)
GreenVest, Inc.	(Baltimore City)	Temple B'Nai Israel (Wicomico
Harry Hughes Center for Agroecology	Mount Olive United Methodist Church (Baltimore City)	County)
Chesapeake Bay Foundation	Beth Shalom (Anne Arundel County)	Grace Lutheran Church (Lancaster
City of Baltimore	Saint John Evangelist Roman Catholic Church (Howard County)	City)
City of Salisbury	Allen African Methodist Episcopal Church (Baltimore City)	Landisville Mennonite Church
Anne Arundel County	Peoples Community Lutheran Church (Baltimore County)	(Lancaster County)
City of Lancaster		Shaare Torah (Gaithersburg City)
National Fish and Wildlife Foundation		St. Stephen Baptist Church (Prince
Campbell Foundation		George's County)
Kentfields Foundation		Cheverly United Methodist Church
Chesapeake Bay Trust		(Prince George's County)

IPC also extends its heartfelt thanks to the Trustees and Staff who actively participated in creating this important roadmap to guide our work for 2022-2024:

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