



STRATEGIC PLAN

2020 – 2025

Mission: Restore America's Estuaries is dedicated to the protection and restoration of bays and estuaries as essential resources for our nation.

Values: What we stand for



Leadership

- We are forward-looking, strategic, and influential leaders
- We lead, inspire, and engage communities to drive positive change
- We achieve scientifically sound and innovative projects on the ground



Collaboration

- We are committed to building a more diverse and inclusive community at all levels
- We are dedicated to a shared purpose and to learning from each other
- We leverage partnerships to achieve greater outcomes



Impact

- We are passionate about driving results that benefit people and wildlife
- We serve as hands-on, action-oriented leaders who make things happen on the ground
- We commit ourselves to delivering relevant, efficient, and effective programs and projects

Vision: Our picture of the ideal future

We envision a future in which bays and estuaries are healthy, thriving, and resilient ecosystems for both people and wildlife to benefit from and enjoy!

In the next five years, we as an organization will make forward progress on the following fronts:

- Establishing RAE as a well-branded, national thought leader and "go to" organization for issues concerning bays and estuaries
- Creating strong awareness at all levels of the critical role estuaries play as vanguards for coastal resilience in an era of climate change.
- Ensuring our community is working to restore more acres of habitat than we are losing, making coastal communities more resilient.
- Developing fully scaled programs and infrastructure in order to meet dramatic changes in the environment.
- Facilitation of a broader, more inclusive network of diverse members, affiliates, and other organizations sharing best practices and creating big wins for our estuaries.
- Cultivating relationships with strong political advocates at the federal, state, and local levels.
- Securing robust funding from numerous sources to drive a national estuaries campaign and to operate nimbly.
- RAE alliance board members and their respective organizations are raising funds, providing strategic direction, and leveraging resources to support a national campaign.
- Establishing exciting new partnerships to bring additional resources and innovative programs to our efforts.

GOAL 1

Launch a national campaign aimed at achieving massive federal investment to protect and restore our nation's estuaries

Goal 1 focuses on a national campaign led by RAE and its partners to support our estuaries. The campaign will be designed to communicate a sense of urgency about the dramatic changes in the environment, advocate for strong bipartisan support, and champion the need for a large, permanent federal investment focused on restoration, adaption, and the substantial scaling of programs related to our estuaries.

Desired Results:

- A national campaign that is big, nationwide, and focused on estuaries that will be implemented regionally and locally
- A broad coalition of bipartisan congressional leaders championing policies and appropriating substantial federal funds to protect and restore our nation's estuaries
- Legislated sources of federal funding that are diversified with new federal players
- Support from all coastal state governors for this national campaign
- Healthy and resilient habitats, less flooding, and clean water at regional and local levels

Healthy estuaries are the first line of defense for coastal areas worldwide, providing protection from climate change impacts.

Will Baker, Chesapeake Bay Foundation President

GOAL 2

Increase the scale of our efforts to achieve big wins that lead to healthy and resilient bays and estuaries

The success of Goal 1 in achieving a massive federal investment in support of our bays and estuaries is essential to the success of **Goal 2**. This focuses on engaging a broader, more inclusive community to implement and scale innovative strategies to protect, restore, and adapt estuaries to climate change and other dramatic changes in the environment.

Desired Results:

- A broader, more diverse and inclusive community engaging in protecting and restoring estuaries
- Established adaptation strategies readily available for deployment in the field
- Policy and regulation changes in place to support practitioners
- On-the-ground practitioners achieving "big wins" at the regional and local levels



GOAL 3

Build RAE's capacity to lead a national campaign and become the "go-to" organization for estuaries

Goal 3 focuses on building RAE's internal capacity and mobilizing partner resources to fulfill its mission and ability to lead a large-scale, national campaign.

Desired Results:

- Strong recognition of RAE's mission and its role as a national thought leader, convener, and catalyst
- Robust funding to create and lead a powerful federal campaign
- Increased funding to support a nimble and growing organization
- Broader, more diverse and inclusive community of engaged partners and practitioners

I've personally seen the impact RAE has on the ground in vital coastal areas and I'm proud to support the critically important work they're doing to benefit estuaries across the country.

Steve Dubiel, EarthCorps Executive Director

