Day One

1:00  **Our Strategic Vision 2020: Setting the Stage**
This retreat will provide us an opportunity to discuss where we have come and where we are going. Many elements of the discussion below we have addressed in previous meetings but never with the time needed to fully explore.

**Objectives**
- Build a common understanding of the current state of the Alliance in terms of trends, challenges, and opportunities
- Develop a shared vision and discuss our views of the desired future
- Identify critical priorities and brainstorm goals on which to focus
- Discuss how we achieve our vision
- Build a foundation for a new Strategic Plan

1:15  **The Alliance Mission**
Review the evolution of the Alliance Mission, what has remained and what has changed. Discuss the values we really care about? What principles should guide our actions?

2:00  **Communicating Our Mission**
Who are our key audiences? Who should we be communicating with? Who are our stakeholders? How do we communicate and share our mission, goals and actions? Identify how we should successfully deliver our message to each these audiences.

2:45  **Strengths, Problems/Weaknesses, Opportunities, Threats**
Look at the organizations current Strengths, Problems/Weaknesses, Opportunities, and Threats to see which can create opportunities and which problems pose threats. What are the most pressing issues facing the Chesapeake Bay and its restoration? Physical, Biological, Social, Economic?
3:00  Break

3:15  **CREATING OUR HISTORY: THE WORK WE DO**
Looking back in 2020, what should the Alliance be known for in terms of its programs and accomplishments? What will be our contribution to a healthy environment in the Chesapeake Bay watershed?

**OUR STRATEGIC GOALS: WILL THEY GET US THERE? ARE THEY THE RIGHT ONES?**
1) Engaging diverse watershed communities
2) Connecting people to the Bay and its Rivers (Building Citizen Stewardship)
3) Healing the land and water

Our Goals represent a statement of our Mission. Should they be revised or redefined based on our mission discussion? What specific objectives will help us accomplish these goals.

4:15  **STRATEGIC PROGRAMS: WHAT ARE BOLD AREAS THAT WE CAN STEP OUT IN?**
Strategic Program work has already been done by staff and programs committee. Looking at these priorities, we will discuss a vision of success for this program (looking back from 2020), identify the key elements of the program (what it would be known for), how to measure success and how we can support financially and organizationally.

5:00  **ADJOURN FOR THE DAY**

5:30  **DINNER**

7:00  **OPTIONAL EVENING ACTIVITY:** Hike to the River, Fishing, Bike Riding, etc.

**DAY TWO**

8:30  **WHAT IS OUR VISION OF A HEALTHY ORGANIZATION?**
During this part of our agenda, we will discuss our vision of the Alliance as a healthy thriving organization both in terms of financial health and from the point of view of robust membership and cultivating financial support.

**FINANCIAL HEALTH**
Where have we come from? Review historical information and trends in terms of sources of revenue, grants, indirect rate, administrative costs, and financial status.
ORGANIZATIONAL HEALTH
Grants income has been growing. We have gone from $2 million to over $3 million in annual grants. This is what has helped us become more visible, reduce our deficit, and build new partnerships and programs. Staff has grown little. If we had $5 million in grants funds what should our organization look like? What is our vision of what we should look like in the future? If we had $1 million in unrestricted funds what would we do with it?

10:30 Development: Fund Raising/Membership/Cultivation:
Review historical information and trends in terms of donations and membership. Discuss the potential for various sources of unrestricted donations. Review the history and needs of a capital campaign.

Where do our strengths lie in raising unrestricted funds? How can we best grow a donor base? What are the opportunities for program sponsorship? Who are our Members? What does Membership mean to the Alliance? How should members be cultivated?

11:15 Campaign for the Bay: Making the Case
What factors need to be in place for the Alliance to move to a major fund-raising campaign?

11:45 Wrap up

12:00 Adjourn, Pick up Box lunches, Travel to Antietam Creek

1:00 Kayak Trip on the Antietam River

3:30 Head for Home