PURSUANT to notice, a meeting of the Board of Directors of the Alliance for the Chesapeake Bay was convened by Don Boucher, Chair, on Friday, October 30, 2015 at 10:00 AM at St. Margaret’s Church meeting rooms in Annapolis, MD.

Members present: Chair Don Boucher, Jack Detweiler, Katie Maloney, Robin Clark, Doug Lashley, Celeste Regan, Brent Fewell, Jennifer Troy, Jim Elliot, Andrea Field, Martin Poretsky, Richard Hart (via telephone), Virginia Snead (via telephone)

Members not present: Dennis Chestnut, Dan Cornell, Paula Hamel, Stewart Leeth, Alex Beehler, Chris Hamilton, Steve Pattison, Robert Paul, John Quinn

Alliance Staff present: Al Todd, Mary-Angela Hardwick, Jeanne-Marie Leroux, Lou Etgen, Lisa Wadsworth, Corinne Stephens

Welcome and Introductions
The meeting was called to order at 10:00 AM. Don Boucher welcomed all Board members and staff to the meeting. Each attendee introduced themselves.

Looking ahead
Don Boucher began the conversation by sharing some history and reinforcing the Board’s role in strategic guidance since emerging from a period in which the Board was needed for greater financial management and oversight. With the Alliance in a stronger financial and organizational position, the Board will focus more on future direction. We have been working from our strategic plan for 2015 and looking towards 2016.

Al Todd presented our 2015 progress on our strategic plan and outlined some of our 2016 goals. A few key aspects he highlighted were:

Our mission statement was revised to meet our objective to be a catalyst to inspire people to take action. Our goals are to build and lead strong partnerships, inspire people and communities to be stewards, and to launch innovative local and regional programs. Our strengths are that we have been in existence for over 40 years, we are trusted, our work focuses on healing local streams, we implement local programs, we mobilize volunteers and build stewardship, and we are a neutral unbiased voice for clean water. Remaining
organizational challenges include: an inadequate donor base, staff working at capacity and constricted by grants, the need for greater diversity in grant sources, the need to grow communications and development, a very diverse audience for our work, and scaling up and managing work over a large geographical region.

AI then highlighted the 4 areas of strategic priority in our Plan:

**Programs** – We have defined and coalesced around 5 areas of program focus. AI presented an overview of our most successful programs which included the Chesapeake Forest Fund, READY, Businesses for the Bay, launch of a 6 year citizen monitoring initiative, and expanded PCS. We now have goals and measures proposed for all our programs. 2016 goals are to launch and grow B4B, define a plan for expansion of ForumPlus, expand READY to PA and VA, pilot a River Sojourn program, refine measurement and reporting of outcomes, expand PCS sponsorship and launch an online native plant center.

**Organization** – He discussed increased staffing in PA and elsewhere, new executive assistant and development/communications support, increased coordination between staff, Management Team and CBP, updated our logos (with triangle) to increase branding, newsletter was expanded, launched stronger social media initiative, watershed network was rebuilt, new program displays were created and a strong and diverse board was recruited. In 2016, we will resolve employee benefit plans, host development events at state offices, launch a new website, develop a new member brochure and “play book”, develop a social media plan, implement a planned giving campaign, and hold a staff retreat.

**Membership and Development growth** – During this year we worked with Joe Barsin to develop Alliance specific art, expanded Do-it-yourself sites to reach new members, expanded donor base and cultivation actions, researched foundations and prepared sought grants for support, updated Salesforce to better understand donor trends. In 2016, we will launch a “Join the Alliance” Membership campaign, cultivate businesses, implement Salesforce training for staff, change web hosting, hire communications staff, and expand volunteer recruitment efforts.

**Achieve excellence in financial management and expand fundraising to support programs** – We implemented a direct mail marketing campaign via purchasing a 10,000 mail list, expanded our Taste venue at the AAMC, expanded contacts, achieved a clean audit, increased total revenue and expect to eliminate our deficit. In 2016, we will be seeking to implement an automated grants management system, a planned giving campaign, improve organizational interaction in finances, expand finance and organization metrics, build engagement with the honorary board, target CFC tabling events and launching a partnership initiative with Flying Dog Brewery.

Don then opened the meeting to feedback on the strategic plan.

Don noted that launching the new Alliance website in 2016 will be made possible by Dan Cornell and Dan has been great in getting resources donated to us. He encouraged other Board members to think about how their expertise or that of their organizations can also help the
Alliance. Dan found a pro bono team from iGate to join with Altria to do the website for us with an amazing team of 12 people.

Doug noted that the implementation of strategic plan takes money and people and we should cultivate and continue making sure that existing programs are well run and funded. He cautioned to make sure we have money and staff committed before we create new programs.

Don stated that we needed to develop a way to measure success of programs and what to measure them against so we can better make these decisions. We should also ask “How do these programs address our mission and goals?”

Business and Committee Reports

Approval of July Minutes
Jim Elliott offered the Minutes from the July 17, 2015 meeting for review. There were no revisions or corrections to be made.

Upon motion made by Doug Lashley, seconded by Don Boucher and unanimously approved, it was RESOLVED that the draft minutes from the July 17, 2015 Board Meeting, previously provided, be approved.

Finance Report

Celeste Regan presented the budget as of September 30, 2015. Overall revenues in 2015 are ahead of budget. The change in net assets is a positive $266,785. Of this amount $25,355 is in unrestricted funds from gifts, taste, forum, etc. $243,430 is in restricted net assets.

Grants receivable is very high at $956,176 as we are waiting for money from READY and RiverSmart. These programs incur highest costs in summer when construction is most active. There are also a few payments on USDA grants overdue. Doug stated that the USDA grants must be paid in 90 days or there is a 10% penalty. There are no concerns with getting the funds it’s just timing.

Celeste introduced the fiscal year 2016 draft budget. The 2016 budget is more aggressive than in the past. We have an increase in line items for Donations, Events and Program income/sponsorships which are non-grant items but reflect more accurate costs. We are looking for more corporate and foundation funding in 2016. There is also a new column in the budget titled “New Program Investment” that includes all the work for Businesses for the Bay, expansion of Project Clean Stream, and the portion of state directors salary that is dedicated to new grant development, partnership building, etc.

The floor was opened to comments and questions.

Upon motion made by Jack Detweiler, seconded by Doug Lashley and unanimously approved, it was RESOLVED that the 2016 Budget be approved.
Governance Report

Rich Hart gave an update on the Governance committee’s activities. We are taking a look at the by-laws. They need to be refreshed to reflect current organization and operations) such as electronic communications, etc.) We hope to have them updated and sent out to the Board for comment and approval by the January Meeting.

A sheet was passed out to all Board members that outlined each committee that they could participate in and a sign-up sheet to select the committees that they wanted to participate in for the upcoming year. A copy will be emailed to everyone that did not attend to complete and return.

Honorary directors – Mary Barber will take leadership of the group to engage them more with the Alliance. One idea is to assign them to a specific campaign to take on.

Two board members are up for re-election, Jack Detweiler and Dan Cornell. They have agreed to sit on the board for a second term. The Board held a vote.

Upon motion made by Celeste Regan, seconded by Marty Poretsky and unanimously approved, it was RESOLVED that Jack Detweiler and Dan Cornell be elected to the Board for another term.

Stewart Leeth has said that he will not renew his seat on the Board and recommended Bill Gill as Smithfield foods corporate representative on the Alliance board. His approval to the Board was put to vote.

Upon motion made by Doug Lashley, seconded by Celeste Regan and unanimously approved, it was RESOLVED that Bill Gill be elected to the Board with a term beginning January 2016.

Don Boucher took the floor to present the chair elect. Bob Paul is chair elect for 2015 and will assume the 2 year term as chair beginning in 2017. The past few chairs have been more related to business and Don has suggested that Bob’s science background and experience in leadership at St, Mary; s would be a strong background. Bob is very willing and excited to be chair elect. A vote was put to the Board to elect Bob Paul as chair elect.

Upon motion made by Celeste Regan, seconded by Marty Poretsky and unanimously approved, it was RESOLVED that Bob Paul be elected as chair elect.

Al is going to be setting up small group board meetings in different areas of watershed in early 2016. The smaller groups will meet to talk about board recruitment. Small groups allow opportunity to meet in a relaxed environment and are generally just small social events.

Development Report
Mary-Angela Hardwick presented an overview of the 2015 Taste income and expenses. Sponsorships were down this year but ticket sales and silent auction ticket sales were up allowing us to surpass total income for 2015. Our expenses for the year were higher due to a new venue, addition of another caterer, and one-time expenses such as new pop-ups and easels. Everyone enjoyed and approved of the new venue at AAMC. We are already planning for Taste 2016 and hope to have it at the AAMC again.

Don asked that development create and review a 30 second elevator speech for the Board about the Alliance. Don suggested that each member practice its pitch. Robin mentioned that there is a need for two speeches as there are two groups, individuals and companies, to present to and we need to let each one know what they get out of joining the Alliance.

Celeste requested that the Development Team give her specific assignments for outreach and others concurred. The Board will take action as long as it is clearly defined.

We will rent a 10,000 name direct mail list for at least one more year. The goal is to touch mail recipients at least 3-5 times to get our name out into the watershed community and inspire people to donate. Don inquired if we have implemented a cross check to distinguish between donors and Taste sponsors. Could we be cannibalizing donors by making them taste sponsors and vice-versa. We should make sure we are sharing information and keeping tabs on what each donor does. Al mentioned that the Alliance is still defining campaign and donor categories and as our metrics improve, we will have clearer picture of campaign members and will be better able to define and target donor roles.

The January board meeting will have focus on development issues.

Break for Lunch

Alliance Program Highlight: Businesses for the Bay

Corinne Stephens presented a brief overview of the Chesapeake Bay watershed agreement and from there launched into an overview of the reasons to join businesses for the bay – businesses can have an impact, be a part of an elite business network, take voluntary and measureable actions to protect the bay, facilitate professional development, engage employees, enhance business social responsibility and meet environmental sustainability goals.

Corinne presented an overview of the B4B membership fees and requirements to be a member and options that members could choose to meet membership requirements. Membership can also be tiered based on annual commitments fulfilled. Some benefits of tiered membership may be recognition on the Alliance website, inclusion in press releases and the annual report, use of logos and stickers, invitations to members only events, support and project guidance, and discounts to Alliance events.

Corinne provided an update on the B4B website which should launch in early 2016 and invited everyone to the Business Forum which will be held on November 10th. Corinne provided an
outline of the speakers and format for the Forum. Corinne also gave an overview of the Create-A-thon held by Altria and how we are excited to see what type of campaign they developed for B4B.

The floor was opened to the Board for questions and comments. Doug Lashley thinks that B4B has benefits for public companies with Chief Sustainability Officers and we should focus here. Participation by these companies in B4B may meet one of their sustainability requirements. We should learn more about CSO roles and requirements and target these executives if B4B can indeed help them meet their goals.

**The Next Big Things**

Don asked that each employee and Board member go around the room and state one word that describes what the Alliance is to them. Responses varied widely – stormwater, neutral, trees, inspire, energetic, measured, collaborator, doer, distinguishable, problem solver, educator, watershed, motivator, partner, water, and passion.

The floor was open to the Board to present ideas on what may be the “next big things” for the Alliance in terms of issues or focus. Doug pointed out that the Alliance has a more senior donor base and that we may be able to tap the younger generation by working with schools to meet environmental literacy requirements in Maryland. There may be grants that we could get to introduce the Alliance to kids at an early age. We can meet service requirements via PCS and tree plantings by working with environmental clubs in high school and college to make students aware of us.

Doug also said that schools have the most non-permeable surfaces of any entity in the state of Maryland. The Alliance should think about a “Riverwise Schools” type program to follow in the “Riverwise Congregations” program footsteps.

Andrea stated that she would be interested in working with Mary Gattis on how we can work with local governments

The Board feels that we have strength in tree planting. Trees are about best thing that we can do for the environment – water quality, engaging, teaching, etc. The Alliance should become a facilitator for tree planting. We could also bring further awareness to tree plantings by trying to get easements so that we can see and protect our efforts in the future.

The Alliance is also in a good position to make headway in stormwater mitigation since we are a neutral entity. We should also be in tune with what is going on during election years to be aware of environmental changes.

Don thanked everyone for coming. Our next meeting will be held in January at the Chesapeake Bay Program offices in Annapolis.

**Meeting adjourned at 3:15 PM**