Meeting was held at McGuire Woods in Richmond, VA.

**PURSUANT** to notice, a meeting of the Board of Directors of the Alliance for the Chesapeake Bay was convened by Ginny Snead, Chair, on Friday, May 17, 2019 at 10:00 AM.

**Board Members Present:** Chris Sigmund, Andrea Field, Jim Elliott, Paula Hamel, Gregory Wims, Susan Johnson, Bill Gill, Brian Macnamara, Ginny Snead, Bob Paul, Deb Lucas, Naomi Young.

**Members Not Present:** Jack Detweiler, Sally Hornor, Jennifer Troy, Dennis Chestnut, Jan Jarrett, Kelly Gutshall, Shawn Kimbro, Stephan Levistky, Steve Pattison, Tara Scully.

**Alliance Staff Present:** Kate Fritz, Nissa Dean, Jenna Mitchell, Suzanne Martin, Marissa Spratley.

**WELCOME AND INTRODUCTIONS**

The meeting was called to order by Ginny Snead at 10:00 AM, followed by introductions.

**SETTING THE STAGE**

Kate introduced Bess and Adrianna from Due East Partners and the work scheduled for the day. Due East stated that the Alliance has come a long way in talking about the mission, vision, and priorities of the organization and the Board will continue to do this work today with Due East Partners. Strategic Planning Committee members have been thinking about what larger landscape level change the Alliance wants to be impacting. The staff got to dig into this at the staff retreat at the beginning of May, and the Board will do this work today.

Ginny explained that it is important that the Board thinks about our role in this process, and that we are informing the work that the staff does, while also supporting the work that staff do. The strategic planning process will help develop processes and procedures, and will help the staff to do better planning for the future of the Alliance.

**STRATEGIC PLAN PRESENTATION BY DUE EAST PARTNERS**

- **Essential role of the Board**
  o Select, support, and assess the CEO/ED
  o Financial oversight and legal and ethical accountability
  o Train and develop Board, including Board leaders
  o Ensure the organization has adequate resources
  o Serve as an effective champion to engage others
  o Lead and guide strategic planning
- **Looking Back/Looking Ahead - Recap of Growth Capacity Assessment**
See Due East’s presentation from March 2019 Board meeting on the Board portal

**Results-Based Accountability**

See Due East’s presentation from May 2019 Board meeting on the Board portal

**Revised Strategic Framework – Mission, Vision, Values, Priorities and Results**

- **DRAFT Vision:** *Clean streams and rivers flowing through resilient landscapes, cared for by people who live, work, and play in the watershed of the Chesapeake Bay.*
  - Vision commentary
    - Brian – watershed doesn’t necessarily mean anything to everyone
    - Ginny – from the Strategic Planning Committee’s standpoint we were trying to capture the land around the rivers and streams too
    - Naomi – may not necessarily agree that watershed is too much of a jargon word; people in Pennsylvania might not necessarily identify with the Chesapeake region so we need to think about the different areas
    - Deb – watershed stood out to her and she really likes it
    - Bob, Jim, Naomi – resilient landscapes makes me pause

- **DRAFT Mission:** *The Alliance unites diverse voices to work together to improve our lands and waters, community by community.*
  - Mission commentary
    - Deb – change voices to forces
    - Susan – change unites to brings together voices and then eliminate to work together

- **Taglines**
  - Purpose = quickly and efficiently sums up and differentiate the Alliance; tell something about the brand’s personality; fills in gaps/breaks down misconceptions
  - Opportunities for the Alliance = highlight the partner/together focus; expand beyond just the bay; breakdown the Maryland-based stereotype; steering clear of three individual words that may be vague or lack unique differentiation
  - Tagline suggestions
    - Change “For the forests. For the streams. For YOU.” To “For the forests. For the streams. For the Future.”
  - Additional recommendations:
    - *Your Partner for a Stronger Chesapeake.*
    - *Bringing Chesapeake Communities Together.*
    - *Connecting streams, states, and communities.*

- **Comments:**
  - Nissa – does it always need to go with the mission?
    - No, the mission achieves everything it is supposed to so it does not need to.
  - Deb – forests and streams seem too specific
  - Ginny – Together for healthy lands, clean water
  - Jim – Beyond the Bay: tagline here
  - Naomi – what’s wrong with the original “Together, we will get the job done!”; “For the forests. For the streams. For the future.” is very similar to the mission/vision; is it just repeating itself?

- **Values**
- **Impact, Inclusion, Collaboration**
  - Deb – missing the trust/integrity piece – where did that go or how is it included in these words?
    - Struggling with how to say trust in a less wonky way
    - There was so much back and forth on the word, the committee decided to leave it out to see if anything else came up
  - Andy – they just feel generic, but she can’t think of words that would be better
    - Kate – we’d have the opportunity to define these values ad what they mean to us
  - Nissa – is impact a value or outcome?
  - Deb – inclusion came out of the word diversity; it talks about all of the different types of constituencies that we work with and collaboration talks about the action of working with different groups
  - Chris – as we’re hiring, do we want people to have these values? If so should it be passion and integrity?
  - Naoimi – this speaks to the purpose of values; passion and integrity are integral and should be assumed; do we use the lens to say do we accomplish work in an impactful, inclusive, and collaborative way?

**STRENGTHENING OUR STRATEGIC ROADMAP – STRATEGY SESSION**

- Are these the right strategies to advance our priorities and move closer to our desired results?
- What’s missing?
  - Susan – if you just look at priorities and strategies, there is nothing about healthy lands and waters; the strategies seem so far and distant
  - Nissa – the bulk of the work that we’re doing is missing in the strategies and priorities
  - Brian – strategies are higher level and we stay out of tactics, but that doesn’t mean we shouldn’t call out some of the tactics so it feels more connected to our work
  - Andy – The priorities and strategies are fuzzy and hard to really grasp

**WORKING LUNCH**

- **What shifts will we need to make as a Board to fulfill our evolving roles?**
  - Role = fundraising, networking, strategic thinking, leverage assets
  - Recruit more diverse Board members and more influencers
  - Access to deep pockets, individuals or network
  - Making sure Board members are fully developed and committed
  - Once our strategy is in place, revisit the Board committee structure
  - Board priorities is too heavy, we need to prioritize and eliminate
  - Succession planning for Board turnover
  - Looking at holes in our skill sets (legal, finance, development)
  - Board trainings (fundraising) and staff trainings
    - Fundraising training with Due East at July Board meeting
  - Ask staff what they need from the Board and how we can better support them
  - Create progress indicators for tracking Board performance and growth (attendance, fundraising, committees, etc.)
• How might we need to better align our Board’s priorities? Share thoughts and next steps
  o 2019 Board goals and priorities should align with the organizational priorities and strategies
• What’s next in the strategic planning process:
  o June 3: Board Strategic Planning Committee Meeting #5 – Refine and finalize Roadmap based on Board and staff feedback and develop Plan Narrative
  o Mid-May – June: Develop progress measures and management dashboard
  o July 22 Board Meeting: discuss and approve updated strategic plan and management dashboard

Approval of Minutes from March 15, 2019
Greg Wims motions to approve the January meeting minutes, Jim Elliot seconded the motion. The minutes were approved unanimously without any amendments.

BOARD AND COMMITTEE UPDATES

Governance Committee Update – Andy Field
• We need to talk about Board succession planning, 5 member’s terms end this year and 4 next year.
• We need to talk about the role of people who are here as corporate representatives.
  o Andy – We need to get a better understanding of someone who is sitting here for dual reasons (corporate representative and also personal interest).
  o Paula – Corporate representative provides a bridge to the philanthropic arm of the corporation and others in the corporation who have budgets they can use to sponsor the Alliance.
• Doug Palmore from Luckstone Corporation joined us for the pre-Board meeting happy hour last night. Members talked to him and liked his commitment to our work. Nissa has worked with him in the past and has found him to be a great resource.
• Susan Johnson made a motion to vote on Doug Palmore as a new Board Member. Paula Hammel seconded the motion. Doug was approved unanimously.

Program Committee Update – Sally Hornor
• Convening the program committee to revisit the innovation fund and update its purpose.

Development Committee Update – Susan Johnson
• Jenn Troy created a development report that is on the Board portal on the website.
• If you haven’t done so already, make sure you attend a Project Clean Stream event this year.
• The big focus moving forward is reaching our Taste sponsorship goal.
  o We will need everyone’s help to make this happen.
  o We have challenged each Board member to bring in $6,100 in sponsorships.
• In your Board packet, there is a chart that shows the 2019 Taste sponsor worksheet so that you can pick and chose who you will be soliciting.
  o Let Suzanne know who you will be soliciting and she will update the worksheet.
• Joe Carnahan brought in a lot of sponsorships, so we may need to talk to Joe to get those connections or see if Doug can bring the same connections.

Finance Committee Report – Brian Macnamara
• There was a decrease in net assets in 2018. One of our key grants was not able to be renewed in 2018, but was renewed in early 2019 instead, so that accounts for a large percentage of that.
• We are starting to really look at the grants we accept and put new policies and procedures in place.
• We have been able to increase our recovery percentage in order to cover our operating costs.

Diversity, Equity, and Inclusion Initiative – Dennis Chestnut

• The Board signed a resolution in 2017 to work toward being more diverse, equitable, and inclusive.
• The staff created an internal team to support that work organizationally, and have created their own mission and vision statement.
• The staff committee created a standard job description and we have placed a statement on our website that talks about our committee to DEI.
• The staff committee looked at funding opportunities so we can get some training in order to have better cultural competency, and they’re looking at the demographics around our four major regions
• We have earmarked some funding to bring in a consultant and do some of this work.

ACTION ITEMS

1. If you have any additional thoughts about the vision, mission, values, or tagline, please send your thoughts to Kate or Adrianna at Due East (adrianna@dueeastpartners.com). – All Board Members.
2. If you have any additional thoughts about the Alliance one page roadmap, our priorities, and strategies, please send your thoughts to Kate or Adrianna at Due East (adrianna@dueeastpartners.com). – All Board Members.
3. Solicit Taste sponsorships. The development and Taste committee have challenged each Board member to bring in at least $6,100 in sponsorships to help us reach our goal. Please look at the Taste Sponsor Worksheet in your Board meeting packet and let Suzanne know who you will be soliciting so she can update the worksheet. – All Board Members.
4. Call Doug Palmore to let him know he has been approved to join the Board. – Ginny Snead
   a. Once this is done, let Susan know so she can contact him about bringing in the same Taste sponsorships that Joe Carnahan brought in. – Susan Johnson
5. Think about soliciting new Board members. We will lose five members at the end of 2019, and four more in 2020. We will have gaps in legal, finance, and development. – All Board Members.
6. Create progress indicators for tracking Board performance and growth (attendance, fundraising, committees, etc.). – Who should own this?
7. Attend a Project Clean Stream event near you. You can find an event near you at www.allianceforthebay.org/projectcleanstream or contact the Annapolis office at (443) 949-0575 and we can find an event for you. – All Board Members.
8. The 2019 Strategic Communications Plan progress report is on the Board portal for the May meeting under Development if you wish to review the progress being made on the plan so far.

Susan Johnson motioned to adjourn meeting at 1:34 pm, Brian Macnamara seconded the motion.
Meeting adjourned at 1:35 pm.

Minutes taken by: Marissa Spratley, Alliance Staff
Edited and Submitted by: Marissa Spratley, Alliance Staff and Jim Elliott, Board Secretary