



**Board Strategic Planning
Retreat Summary
January 19, 2031**

Albuquerque Open Space Alliance • Strategic Planning Retreat

January 19, 2013

Retreat Summary

The City of Albuquerque's Open Space Division (OSD) works to protect the natural character of land in the Albuquerque area by acquiring land designated as Open Space, following the guidelines in the 1988 Albuquerque Comprehensive Plan. Presently, OSD oversees over 28,000 acres of public lands, which is the largest per capita amount of municipal Open Space in the country.

The Open Space Alliance (OSA) is a 501(c)(3) non-profit organization, whose members support OSD programs through fundraising, fund management, and special programs that highlight the value of Open Space. OSA is run completely by a volunteer Board of Directors. The Board makes sure that grants for OSD programs are managed responsibly; and helps raise awareness of the value of Open Space at OSD events. Recently, two things have highlighted the need for an OSA strategic plan: First, the Board has felt that the work of OSA falls on too few people, and that there is untapped potential among its member base. Second, OSD has asked the OSA Board to more directly help with fundraising related to annual OSD events. With these and similar concerns in mind, the OSA Board decided to meet for a one-day strategic planning retreat on January 19, 2013 to design a strategic framework of goals and implementing projects.

The planning process consisted of three main topics:

- ✓ A SWOT analysis of OSA's current situation, including internal strengths and weaknesses and external opportunities and threats;
- ✓ Development of a three-year "practical vision," that is, goals for 2016 that have both appropriate scope and specificity; and
- ✓ Identification of specific initiatives to undertake in 2013, including the designation of Board committees to assure their success.

During the SWOT discussion, the Board highlighted the ambiguity of OSA's distinct identity apart from OSD, even among Board members. Asking for volunteers and funding, apart from OSD's own set of volunteers, is sometimes difficult. So, in addition to developing goals for the next three years, the Board re-articulated its distinctive mission/identity.

The notes following record comments and agreements under the following sections:

- *Mission & 2016 Goals*—A synopsis of OSA's mission and its goals for 2016, on page 2;
- *SWOT Analysis*—A table of OSA strengths, weaknesses, opportunities and threats, on page 3;
- *2016 Practical Vision*—A table of the OSA's four 2016 goals along with contributing ideas that led to their identification, on page 4;
- *2013 Objectives & Projects*—An outline of the agreement on initiatives the OSA will undertake this year to move toward its vision, and committee assignments, on page 5;

Mission: What does the Open Space Alliance Do?

- 1. OSA supports the Open Space Division through fundraising and fund management.**
- 2. OSA raises awareness of the value of Open Space in the wider public community, through**
 - Great outdoor events**
 - Educational materials and events**

Open Space Alliance 2016 Goals

- OSA has 12 Board members and a network of 30 active volunteers**
- OSA has broad name recognition throughout the Albuquerque area**
- OSA has 200 members**
- Annual fundraising is \$25,000 from all sources, including:**
 - Annual events for the Open Space user community**
 - Annual donations**
 - OSA-written grants**
 - The Visitor Center Gift Shop**

Open Space Alliance Strategic Planning • January 19, 2013

SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats

Before designing the three-year “practical vision,” the Board reviewed its current situation using a SWOT Analysis, which asks a group to look at its own strengths and weaknesses as well as its external opportunities and threats. Comments are summarized below.

OSA Strengths:

- Board members have personal devotion to the concept of Open Space and to the Open Space Alliance.
- Good working relations with the Open Space Division—they are talented, have strong beliefs and are good partners.
- There is a diversity of professional and personal skills on the Board.
- OSA has demonstrated flexibility in providing program support for OSD.
- Humility.
- A large percentage of the Albuquerque area community uses Open Space.
- Large Open Space acreage—the largest per capita in the US.
- Good support, historically from the City of Albuquerque for Open Space.
- OSA has 501(c)(3) status
- OSA administers grants very well.

OSA Weaknesses

- **We have an unclear picture of what we do!**
- We have difficulty getting members to volunteer (including getting Board members).
- There is a lack of corporate sponsors.
- **Our small Board size limits what we can do.**
- We’re not well-known by the user community—the difference between OSA and OSD, and the relationship between the two, are unclear.
- Our recruitment mechanisms are not effective; we do not have a formal process for recruitment.
- Offering opportunities to help with administrative work—exclusively—can drain passion of volunteers.
- **We lack a process for all fund development approaches.**

OSA Opportunities

- The user network has a broad base and offers great potential for engaging more people.
- Fundraising ideas: “Ghosts of the Bosque;” Conventioneer Hikes; others, too.
- Getting “movers and shakers” on the Board.
- **The strong regional community of outdoor enthusiasts.**
- Getting involved in policy issues by educating the public and decision makers.
- More use of social media, e.g., Facebook, Instagram, apps, etc.
- Writing grants for the OSD.
- Outreach by getting out on the land!

OSA Threats

- Waning City of Albuquerque administration support for Parks and Recreation.
- Commercialization/privatization of the river.
- The present economic environment—less public funding, fewer donations—which leads to greater privatization of the river.
- Having a small Board can lead to “burnout.”
- Possible legal limitation on education (if seen as advocacy).

Open Space Alliance Strategic Planning • January 19, 2013

Practical Vision: “What will OSA have in place by 2016?”

2016 Goals	Contributing Ideas
<p>1. OSA has 12 Board members and a network of 30 active volunteers</p>	<ul style="list-style-type: none"> • OSA Board members represent the diversity of the Albuquerque area community. • 10 to 12 active Board members. • The Board has strong committees that support Open Space Division projects.
<p>2. OSA has broad name recognition throughout the Albuquerque area.</p>	<ul style="list-style-type: none"> • OSA has expanded its name and presence in the community, e.g., we have an advertising person on the Board. • The City of Albuquerque is seeking OSA input for its annual planning. • OSA has a clear sense of identity distinct from OSD. • There is a range of activities for community involvement.
<p>3. OSA has 200 members.</p>	<ul style="list-style-type: none"> • Improved membership recruitment and retention results in a 100% increase in members.
<p>4. Annual fundraising is \$25,000 from all sources, including:</p> <ul style="list-style-type: none"> ➤ Annual events for the Open Space user community ➤ Annual donations ➤ OSA-written grants ➤ The Visitor Center Gift Shop 	<p><i>Re: Annual Events:</i></p> <ul style="list-style-type: none"> • OSA is the lead for two special events at the OSVC • OSA sponsors and organizes two events per year • At least two fundraising events by OSA <p><i>Re: Grants:</i></p> <ul style="list-style-type: none"> • OSA acquires 3-4 grants per year • OSA has a clear grant application process • OSA has an effective policy for grant applications and donations <p><i>Re: Donations:</i></p> <ul style="list-style-type: none"> • At least 25 corporate sponsors (@ at least \$1000/year) • 4-5 figure sponsorships • OSA donations/gifts increase by 25% per year <p><i>Re: Gift Shop:</i></p> <ul style="list-style-type: none"> • The Gift Shop provides a reliable funding stream • An ongoing, profitable Gift Shop • The Gift Shop is running a profit

2013 Objectives and Projects

Following the development of their 2016 Goals, the OSA Board identified objectives and/or projects for the coming year. The list below outlines the Board's agreements on objectives, and identifies the committees taking responsibility for implementation.

1. **User Community Event**—OSA will organize and implement one event to engage the community and raise funds for OSA.
 - Examples: Scavenger Hunt, Orienteering Event, Geo-caching, etc.
 - Committee:
 - ✓ Steve (chair)
 - ✓ Jack
 - ✓ Ellen
 - ✓ Bob

2. **Gift Shop Opening**—OSA will open the Visitor Center Gift Shop, with an adequate number of volunteers, in April 2013.
 - Committee:
 - ✓ Liz (co-chair)
 - ✓ Sallie (co-chair)
 - ✓ Jodi

3. **Conventioneer Hikes**—OSA will offer recreational opportunities for people attending conventions in Albuquerque.
 - Examples: Hikes, “Ghosts of the Bosque,” etc.
 - Committee:
 - ✓ Murphy (chair)

4. **Board Expansion**—OSA will increase the size of its Board.
 - Action: Each Board member will submit two prospects for Board membership and/or OSA volunteering by the March Board meeting.

5. **Outreach/Membership Expansion**—OSA will update and expand its outreach materials and use them to help increase OSA membership.
 - Examples: Sponsorship package, including giving levels and membership benefits; place the new logo on a brochure, t-shirt, etc.; create a Facebook page; develop a Power Point presentation; establish a website link, etc.
 - Committee:
 - ✓ Ellen (chair)
 - ✓ Jack
 - ✓ Murphy
 - ✓ Nick