

**Board of Directors Meeting  
January 12, 2018  
Conference Call**

Board Members In-Person:	Lee Constantine	Vicki Tschinkel	
Board Members By-Phone:	Lester Abberger	Greg Barnhart	Courtney Cunningham
	Tim Jackson	Roy Rogers	Timothee Sallin
	Susan Trevarthen	Mark Watts	
Staff Members Present:	Thomas Hawkins	Toni Russell	Vivian Young
	Ryan Smart		

**ADMINISTRATIVE ACTIONS**

- 1) Accept Ryan Smart's resignation.
- 2) Approve Vivian Young as Interim President and to sign contracts up to \$20,000 with prior approval of Mark Watts.
- 3) Remove Ryan Smart as check signing authority from accounts at Regions Bank and Tallahassee State Bank.
- 4) Approve adding Toni Russell with authority to sign checks and other financial documents on accounts at Regions Bank and Tallahassee State Bank.

**ACTION:** Lester Abberger moved to approve all proposed administrative changes. Mark Watts Seconded. ***All administrative actions were unanimously approved.***

**ACTION:** Susan Trevarthen moved to approve the minutes of the Administrative Action delivered via email, Vicki Tschinkel seconded. ***The minutes were unanimously approved.***

**BOARD DISCUSSION**

***Personnel:***

Ryan Smart resigned as President of 1000 Friends of Florida due to relocating to Jacksonville for personal circumstances. Tim reiterated the thoughts shared by Nathaniel Reed who wrote an open heartfelt note to Ryan regarding his departure and his service during his tenure. Vicki added that Ryan had made great contributions over the last few years and that he is leaving us in a good situation. Lester noted that the decision to hire Ryan had paid off and that he had an amazing performance. Susan thanked Ryan for his excellent work and Mark added that he hoped that 1000 Friends could work with Ryan in future. Ryan thanked everyone for the opportunity he was given and shared that resigning was the most difficult professional and personal decision he has ever had to make. He appreciates the understanding and added that staff is strong and will continue good work during the transition. Communications regarding Ryan's resignation will go out in the next legislative update and will be placed on the website. Board will reach out to selected donors, staff members and members of the community to discuss their vision for a next President. In the interim, Lester agreed to take care of conservation legislation and Thomas will cover growth management legislation. Vicki shared that Ryan recommended that Thomas take his place on FCC steering committee. Thomas accepted the new role.

### ***2018 Board Meeting Schedule:***

The board agreed to the following board meeting schedule:

- In Person: March, September
- By Phone: January, May, July, November

### **MEETING MINUTES REVIEW**

- Tim asked if there were any comments on the June 29, 2017 board meeting minutes. There were no comments or concerns.

**ACTION:** Lester moved to approve the minutes, Mark seconded. ***The minutes were unanimously approved.***

### **BOARD OF DIRECTORS ITEMS**

- ***Officer Terms***

The term for three members on the Executive Team, Tim Jackson, Vicki Tschinkel and Greg Barnhart, are up for review and vote. In light of Ryan's resignation and the search for a new President, approving an extension of the office terms for a year to maintain continuity was discussed. Tim suggested that the vote be placed on the agenda item for discussion at the September in-person board meeting.

**ACTION:** Lester moved to extend the office terms with a September board meeting discussion, Susan seconded. ***The motion was unanimously approved.***

- ***Conflict of Interest Statement***

Tim asked that all sign the form that was sent with the board packet and return it to Toni Russell.

### **FINANCIAL REPORT**

- ***2016 - 990 and Audit***

- **990:** Mark asked if there were any questions on the 990, none were raised.
- **Audit:** Mark shared the highlights of the audit. There were no deficiencies in 1000 Friends' internal controls. The prior noted deficiency regarding staff providing receipts for credit cards expenses was resolved and overall, the audit was very clean. The net asset position has had a significant decrease between 2015 and 2016. The position in 2015 was \$512,990 and in 2016 it decreased to \$397,885. Mark cautioned that the board should keep an eye on this position as we move forward. In 2017 the trend started to reverse course both on the expense side and the revenue side. Susan asked if 1000 Friends was on good ground. Mark responded that we are on good ground and heading in the right direction.

**ACTION:** Mark moved to accept the 990 and the Audit, Vicki seconded. ***The motion was unanimously approved.***

- ***2017 Revenue & Expenses***

Mark noted that there was an increase in 2017 in net operating income of \$21,000. In 2016 net

operating income was \$475,575 and in 2017 it was \$496,884. In 2017 total revenues were up significantly at \$515,000, compared to \$416,000 in 2016 and operating expenses were down by about \$53,000 in 2017 from 2016. So, revenue went up and expenses went down. In addition, though net assets were only \$13,000 in 2017, when compared to net assets in 2016 of -\$60,500 there was a total change in net assets in 2017 of \$74,000.

- ***FCC Transfer to Special Account***

Vivian shared that the finances for FCC (Florida Conservation Coalition) are run through 1000 Friends of Florida. She shared that our CPA felt it would be better to be transferred into special account and released as expenses are accumulated.

**ACTION:** Mark moved to approve the transfer of FCC funds to the Special Account, Lee seconded. ***The motion was unanimously approved.***

## **2018 BUDGET**

- ***2018 Budget***

Vivian shared that the proposed 2018 budget is a continuation budget from 2017. The 2018 proposed budget reflects a little less revenue and a little more in terms of expenses. It was noted that the revenue line items are collapsed to allow for more accurate reflection of the annual mailings and allows for membership to be more accurately tracked. Sub-categories will be shown under each revenue line that reflect new memberships and repeat gifts. Vicki noted that there could be a bit of cushion in the budget depending upon the timeline for hiring a new President.

**ACTION:** Susan moved to approve the 2018 Proposed Budget, Mark seconded. ***The motion was unanimously approved.***

- ***Change of Fiscal Year***

Tim shared that typically, when the budget is created at the end of the year, the revenues are not completely collected from the year end appeal making it a bit more difficult to create a solid budget. By switching the fiscal year to July 1 – June 30, all revenue streams would be accounted for creating a draft budget in March would have the benefit of knowing the revenues of the year-end appeal. This is a much better model and the new budget will be adopted at the May meeting.

## **STAFF REPORT AND QUESTIONS**

- ***Development Update – Vivian Young***

Vivian Young shared that Timothee Sallin is hosting the CherryLake Farm road race in Groveland on February 3<sup>rd</sup> and that all proceeds from the race will go to 1000 Friends. Thomas will be in attendance and will be available to answer questions and talk about 1000 Friends to participants. Email alerts are going out regarding the race and it is posted as a banner on our webpage with the CherryLake logo and link for registration to help promote it. It is an exciting way to reach a new audience and we appreciate the opportunity to be part of the event.

- ***Development Update - Toni Russell***

Prospect Mailings: Toni shared that in 2017 a number of new prospect mailings were rolled into the annual appeals. In addition, those same prospects received the regular donor communications throughout the year as part of the cultivation process. The new prospect lists generated about the same amount in revenue for both the spring and year-end appeals and together they generated over \$15,000 in new first-time gifts. In addition, some prospects that gave a first-time gift from the spring prospect were retained and gave again when they received the year-end mailing. One of the goals is to keep retention rates as high as possible.

Special Mailings: Special mailings were sent to our donors to say thank you and to let them know that they are appreciated by 1000 Friends. Over the summer the annual Anniversary Cards were sent to the appropriate donors as was a letter and notecard asking our donors to tell us why they support 1000 Friends. The level of response from the “Tell Us Your Story” mailing was unexpected. In addition, quotes from those that responded were used to tell their “story” in our newsletter and quotes were also featured on our website. A page was created on the website to allow others to tell their story. Donor efforts in 2017 were focused on connecting. We want to connect with our donors and let them know they are appreciated and that they make a difference, which in turn helps to make them more connected to 1000 Friends. Tim shared that as revenue grows we hope to see more people become engaged. Greg added that the connection to people and keeping them involved is wonderful and it is important to keep donors engaged and make them feel valued.

- ***Communications Update – Vivian Young***

Webinars: Vivian shared that she has been involved in the webinar program since its inception in 2012. In 2016, 1250 people attend 8 webinars (some of which were free), in 2017 it was decided to make all the webinars free and to add two additional programs, the attendance increased to 2329. In addition, the new platform has the functionality to gather information on the attendees, including name, address and email. We will use that information to conduct direct appeals to obtain new members at the \$35 to \$50 level. Many of the webinars offer professional credits for Attorneys and Planners etc. and are becoming known as the “go to” place for credits as well as for information on Florida specific timely topics. Three webinars are planned for January, February and March. Susan Trevarthen has agreed to host one in the spring for professional certification credit for planners in ethics and Timothee Sallin has agreed to coordinate one in the fall on sustainability. Lee Constantine shared that the longer we can keep the webinars free it will be better in the long run. Tim thanked Vivian and Susan and all others that have donated their time and effort to making the webinars such a success. Susan shared her thanks to Vivian for all that she does.

Publications:

The Fall digital newsletter was sent to 8400 individuals in our Constant Contact database and the Winter newsletter was mailed out to over 4500 people.

Outreach:

Email alerts continue to go out and are being sent out more frequently now that session is in. The website continues to be updated on a regular basis and in the fall a 2018 database was created for the session and is currently being updated weekly. An online petition regarding the Tree and Timber Removal and Harvesting bill has been created and other groups have been passing it out. About 1100 people have signed the petition even without much promotion, and

we are now working on the appropriate time to release it. In addition, we are collecting the email addresses for our Constant Contact database.

- ***Policy/Legal/Legislative Activities – Thomas Hawkins, Ryan Smart***

Corbett Property:

With 1000 Friends' input, the landowner dramatically reduced the size of the project to mitigate impacts on Wakulla Springs. It was an exciting and positive development.

Mayors Urban Area Expansion Task Force:

1000 Friends was appointed by the County Mayor to sit on the task force which has been looking into possible changes to the county comp plan and possible areas in which to expand the urban growth boundary.

North Florida Land Trust Conservation Communities:

1000 Friends is working with law students at the UF Conservation Clinic to provide work product to the North Florida Land Trust. The students drafted a conservation subdivision model ordinance for the Trust to propose to St. Johns County.

Golden Ocala:

1000 Friends has been involved in a comprehensive plan amendment in Marion County that would place the project in the Rainbow Springs springshed. Thomas prepared a comment letter opposed to the comprehensive plan amendment and attended the County Commission hearing to present testimony.

Review of proposed Pine Prairie development:

Thomas reviewed and prepared an analysis and made recommendations on the project.

Senate Bill 370:

Ryan share that \$100M passed appropriations committee yesterday and also has a House sponsor. The bill limits some of the irresponsible uses of money. Ryan shared that 1000 Friends has had a lot to do with the success and that we should keep a focus on the bill as it goes a long way on the land conservation front.

**Meeting Adjourned at 3:20 and Executive Session Convened.**

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F. Gregory Barnhart, Secretary



### **President Search Update:**

Susan discussed the approach for the president search and shared that the search committee consists of Tim, Vicki, Courtney, and Susan. She added that the search is a multi-prong approach and that the search plan developed with Courtney Cunningham is attached. Applications have begun to come in and Susan will lead the search effort. In addition to the normal channels, the Board members should look actively as well. **ACTION ITEM:** Vivian will provide job links to the board to use to send to their colleagues and peers. Timeline for the search: the resumes will be reviewed by April 6<sup>th</sup> with the final top (3-5) choices forwarded to the board members. All resumes are to remain completely confidential.

### **Financial Report**

#### **Financial Update:**

Mark Watts shared that the statement of assets has stayed consistent with last year. The current assets are at \$406,698 as compared to \$407,829 for last year. The checking account cash balance is down but our special account balance is higher than last year, and the reserve account is slightly higher than last year. The liabilities are down \$16,734 as compared to \$29,298 from last year. The YTD revenue is \$15,210 and expenses are at \$43,279. This is not unexpected nor out of the ordinary due to the normal cycle of the cash flow which dips between the fundraising appeals.

#### **Draft 2018-2019 (FY19) Budget:**

Note: the draft budget includes \$26K savings due to the President open position and is a continuation budget based on where 1000 Friends was last year.

**Revenue:** The FY19 projections are up on the spring appeal, year-end appeal and board donations with corporate sponsorships slightly up and foundation general and projects down from 2017. Not including the FCC, the 2018 budget is \$496,970. In 2017 the actual revenue was \$481,632 raised with the FY19 budget showing an increase of \$15,000 in revenue which is a 3% increase over a year-and-a-half period.

**Expenses:** On the expense side there is a \$23,000 increase for a new President and staff salaries as well as additional increases for the cost of doing business. Accounting has increased as well as equipment purchases. The total FY19 budget is \$496,970. In 2017 the revenue raised was \$481K and the expenses were \$443K leaving an excess revenue of \$38K. It was noted that every board member has donated and should be proud of the organization. Timothee Sallin volunteered to assist with updating Friends' technological systems.

### **Legislative Update**

While the 2018 session does not end until March 9, Thomas Hawkins discussed successful advocacy on two pieces of legislation. Affordable Housing legislation had bad language regarding impact fees and 1000 Friends were successful in having those sections of the bill removed. Senator Perry was very appreciative of our support. The Tree Trimming and Removal bill, which prohibits local governments from having any regulations about tree trimming and removal could have had disastrous repercussions had it passed. 1000 Friends established a web-based petition form and received a lot of enthusiasm from members that signed the petition. We were successful in preventing the bill from passing.

## **Staff Report and Questions**

### **Toni Russell – Development Update:**

The prospect mailing for the webinar attendees just dropped in the mail so we do not yet have any results. The attendee prospects will be pulled into our regular donor communications cycle and will be sent another fundraising appeal over the summer. The Spring Appeal will go out in mid-April and will include the prospect lists from the last two fundraising appeals. The prospect lists have generated some encouraging returns and some of the new members from the prospect lists are now beginning to become repeat donors. We are also planning to fundraise in communities in which we have a connection through our advocacy work.

### **Vivian Young – Administration/Communications Update:**

The shift to free webinars has greatly increased attendance and with the new platform being used, it now allows us to capture both names and addresses that can be used for future mailings and communications. The 2017 Annual Report has been dropped in the mail and the Spring Newsletter is coming up soon. A great deal of email alerts were sent out and have been very useful in getting legislation blocked. 1000 Friends' information for FY 2017 was updated on GuideStar, resulting in a **Platinum (highest) designation**. Charity Navigator information was also updated for 2016, but due to their review process it can take a while for the updated rating to post.

### **Thomas Hawkins – Policy/Legal Update:**

Thomas shared that 1000 Friends is actively tracking and providing updates to members on 60 bills pending before the 2018 Legislative session. He also discussed 1000 Friends' involvement in and opposition to the Golden Ocala plan which resulted in a settlement offer to include connecting all new units to central water and wastewater and which also included concessions on transportation. This resolution is a big win for 1000 Friends, Marion County residents and Rainbow Springs. In Escambia County 1000 Friends provided expert planning analysis to residents who petitioned in opposition to a change in the sector plan. It was determined that the Escambia County ordinance is not in compliance with the Community Planning Act and because this is the first instance of a local government removing property from an existing sector plan in Florida; the outcome will have an effect on sector planning throughout the state. Thomas testified in the Division of Administrative Hearings hearing in this dispute which occurred Monday, February 19.

### **Discussion of Advocacy Rubric:**

**ACTION:** Approve/Modify Rubric. It was not formally voted on though Tim asked all members to share thoughts on it.

**Meeting Adjourned at 2:00.**

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F. Gregory Barnhart, Secretary

**1000 Friends of Florida  
Board of Directors Meeting**

May 24, 2018  
Conference Call



**11:00 a.m. Meeting Convened**

Board Members Present and on Phone: Vicki Tschinkel, Greg Barnhart, Mark Watts, Lester Abberger, Lee Constantine, Andrew Dickman, Nathaniel Reed, Timothee Sallin, Susan Trevarthen, Jake Varn

Staff Present: Thomas Hawkins, Toni Russell, Vivian Young

**Minutes Review**

Vicki asked if there were any comments on the March 8th, 2018 Board Meeting minutes.

**ACTION:** Lester Abberger moved to approve the minutes, Jake Varn seconded. *The minutes were approved unanimously.*

**Financial Report**

Mark shared that total assets were up over last year and total liabilities were down from last year. Vivian shared that 1000 Friends is on target for cash flows. The draft budget for fiscal year 2019 was presented and discussed at the March 8<sup>th</sup> board meeting. Vicki asked if there were any additional comments on the 2018-2019 budget.

**ACTION:** Jake Varn moved to approve the FY19 budget, Lester Abberger seconded. *The budget was approved unanimously.*

**Policy/Legal Update – Thomas Hawkins**

Thomas shared that there have been two successes in Martin County. The recommendations 1000 Friends made on the proposed comprehensive plan amendment and rezoning for Pineland Prairie were reflected in the county staff revisions to the plan adopted by the county commission. 1000 Friends also submitted written correspondence to Martin County expressing opposition to the change in laws requested by Harmony Ranch. The county commission voted unanimously to deny the proposed changes. 1000 Friends also provided expert planning analysis to neighbors who petitioned in opposition to the Escambia County Mid-West Sector Plan change and testified in the Division of Administrative Hearings hearing in this dispute. The final order finding was that the plan amendment was found to be in compliance. This will have an effect on sector planning throughout the state. 1000 Friends will appear in the Lake Pickett South case as amicus curiae. Thomas also is representing 1000 Friends on the steering committee for development of a Transportation and Parking Strategic Plan for Gainesville/University of Florida and has attended a hearing to argue in favor of keeping the Citizen Planning Bill of Rights for Gadsden County.

**Communications Update – Vivian Young**

Vivian shared that the spring appeal is on target to bring in \$110,000, which is needed in order to stay on track. Timothee Sallin conducted an Urban Tree Selection for Sustainability webinar that was attended by 300 people. Another webinar will be conducted by Timothee and Pierce Jones this Fall. Vivian also shared that 1000 Friends participated in the Great Give, but did not generate much and does not plan to participate again in 2019. She also said that the Charity

Navigator rating fell, as expected but that once the 2017 audit is complete, it should return us to 4 stars.

**Fundraising Update – Toni Russell**

Toni shared that the spring appeal went out in the mail in mid-April. The mailing was segmented into regions and the letters were tailored for each area. Toni said that the webinar attendee new prospect mailing was sent in February and that the solicitation was split between direct mail and an online appeal. Toni also noted that the upcoming schedule for mailings includes a mailing to Orange County residents, a summer survey mailing, the annual anniversary mailing and a second webinar attendee mailing for general membership support.

**Board Discussion**

Vicki thanked the board members for their commitment and participation.

**11:30 Adjourn**

The meeting adjourned and Executive Session Convened.

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F. Gregory Barnhart, Secretary

**1000 Friends of Florida  
Board of Directors Meeting**

August 3, 2018  
Albin Polasek Museum  
Capen House  
Winter Park, Florida



**10:00 a.m. Meeting Convened**

Board Members Present: Tim Jackson, Vicki Tschinkel, Greg Barnhart, Mark Watts, Lester Abberger, Courtney Cunningham, Andrew Dickman, Lee Constantine  
Staff Present: Thomas Hawkins, Paul Owens, Toni Russell, Vivian Young

**Board actions and summary of discussion**

**Welcome, Introductions, Purpose**

Tim introduced Andrew Dickman, our newest member. Memories of Nathaniel Reed's legacy and friendship were shared.

Tim said the purpose of the meeting was to work out an action plan for 1000 Friends fundraising for the following year. Tim said the meeting would address what we raise money for, where it comes from and what we can do to move forward.

Board members discussed strategies for fundraising.

**Advocacy Programs and Activities**

Tim welcomed Paul as the new president, and thanked Vivian for serving as acting president. He expressed appreciation for the work of Toni and Thomas. Tim said 1000 Friends has a \$500,000 budget to cover a core set of activities and the staff to conduct them, and would need to seek additional funding to expand those activities. Of that budget, 85 percent covers staff and work on core activities, and 15 percent covers administration – rent, equipment, accounting, etc.

**Overview – Paul Owens**

Paul noted that at least 70 percent of contributions come through Nathaniel's donors, and while we lost Nathaniel, we haven't lost the donors and will concentrate on maintaining relationships with those donors. The transition also presents an opportunity to expand our base.

Paul said Thomas is focusing on state issues and helping different communities that have statewide impact. Vivian is giving donors and potential donors a clear idea of the work we are doing through webinars, publications, emails and our social media. Paul said Vivian did a masterful job editing, polishing Nat Reed's last project, the "Trouble in Paradise" report, and building the coalition behind it.

Paul said his goals for fundraising preceded Nathaniel's passing: increase the bottom line, increase the number of contributors and engage a new generation of givers, who won't be big givers but will be an investment for the future. 1000 Friends needs to look at innovative ways of engaging new givers.

Paul said Toni takes a very informed and strategic approach to our fundraising. For our Orange County appeal organized by Toni, former County Mayor Linda Chapin will be signing the letter. Paul said board members are 1000 Friends' greatest resource for continuing to move the organization forward and fill in any gaps caused by Nathaniel's passing. Every staff member is willing to support any board member's fundraising initiative. Paul shared that he is ready to go anywhere in the state, talk to anybody or any group.

Paul said 1000 Friends is the indispensable organization for advocacy for responsible and sustainable growth. He said this year's election results could create opportunities to pursue growth management policies on the state level. Regardless, plenty of local leaders share our goals and look to us for our expertise. There is a great demand for our leadership. We have to continue to be engaged and involved.

### **Communications Update – Vivian Young**

Vivian said the biggest consumer of her time is the webinars, calling them a great way to reach out to people. Since we decided to offer them for free, attendance has risen 72 percent. We offer credits for free to many professionals. Lester has participated in 12-13 webinars. Webinar attendees provide a database of 1,200 to 1,300 potential donors.

Vivian said she also dedicates time to fundraising letters, newsletters, inserts, annual report. She keeps donors aware of our activities through email alerts and website postings. 1000 Friends operates a "robust" website, with 400 pages – a clearinghouse of useful information because we can't personally help every Floridian engaging in the planning process. We have close to 9,000 people in email alert system; our normal rate of one to two a week during the summer dropped off because of other projects, but we send four to five a week during the legislative session, often appealing for people to call legislators. Vivian said our social media, Facebook and Twitter need more attention. Vivian also does press releases and calls to the media. Because of her more than two decades with 1000 Friends, she also spends time on other organization activities, including financial management and policy history.

Vivian said the summer of 2018 has been challenging because of her work as editor of "Trouble in Paradise," Nat Reed's final project. Environmental advocates wrote essays in the report to highlight key environmental issues facing Florida. Nat pledged \$15,000 to cover production costs, but passed away unexpectedly. 1000 Friends moved forward with the project to honor his legacy. Vivian has scheduled a media webinar and general public webinar for August and September. The report will be sent to all candidates. The project occupied her nearly full time since late June.

Vivian also has spent a large portion of her time organizing workshops in Palm Beach and Martin counties. Ryan Smart obtained a grant from the Palm Beach Community Foundations in 2015 to conduct the workshops but they were not held by the foundation's deadline; Vivian got an extension to do four workshops this year to maintain a good relationship with the foundations. Thomas and Paul are now taking the lead on Martin and Palm Beach counties, respectively. A discussion ensued about other means of fundraising, with board members suggesting utilizing interns, social media and photos to engage more donors.

### **Policy/Legal Update – Thomas Hawkins**

Thomas discussed items listed in his written report to the board, including commenting with

other environmental organizations on delegation of authority under Clean Water Act section 404 and on Basin Management Action Plans; and rewriting outdated citizen activism manuals. Thomas said 1000 Friends is preparing comments to oppose the River Cross development in rural Seminole County, and both Thomas and Paul will attend a County Commission hearing to register our opposition. 1000 Friends has been working with the Florida Conservation Coalition since December to formalize our relationship to protect our non-profit status and the groups have come to an agreement. Staff and board members praised the new FCC administrator, Haley Burger. Thomas said 1000 Friends is monitoring the Florida Administration Commission's proposal to increase housing in the Florida Keys without going through the required rulemaking process, supporting Tampa transportation advocates for road improvements, and filing an amicus brief to support Wellington's ability to regulate agricultural buildings. Thomas said 1000 Friends of Florida developed a citizens planning bill of rights, and Gadsden County adopted a version of it, but is now considering repealing it, and 1000 Friends is defending it. Also 1000 Friends drafted an amicus brief to support plaintiffs challenging Lake Pickett South, who maintain the Florida Administration Commission must heed findings of fact from an administrative law judge.

#### **Chairman's description of 1000 Friends' activities**

Tim cited four things that 1000 Friends does: 1) We get involved in comprehensive plan rezonings that we decide have statewide ramifications; 2) On statewide issues like water quality standards, "we are the voice of growth management in that advocacy work"; 3) On other issues, such as the Tampa Bay transportation issue, we informally provide policy guidance or other assistance rather than legal advocacy; 4) And we conduct legislative advocacy – we are the voice of growth management for the Legislature.

Lester and Tim praised Thomas' legislative advocacy. Vicki said 1000 Friends mission is "sustainable" growth management, a description that allows us to get engaged in environmental crises.

#### **Budget and Status – Paul Owens and Mark Watts**

Paul and Mark described the budget as on track and in good shape. There were no specific questions from other board members or staff.

#### **Fundraising Update – Toni Russell**

Toni said we do two appeals a year, but need to talk about branching out and raising money from different sources. The 2018 spring appeal raised about \$94,000 to \$95,000 of its \$100,000 goal, with 82 percent from Nat Reed's donors. Their average donation is \$917; the average of all other donors is \$155.

Toni said our fundraising model is based on direct mail. She recommends we transition to a major gifts model, which includes phone calls, introduction and visits. Board members shared ideas for honoring Nat Reed in our communications and fundraising, and involving other conservation leaders.

### **Further fundraising discussion**

Members discussed creating giving levels to honor Nat Reed. Vicki advocated a major gifts model. Toni also called for a more personal approach to fundraising. Toni proposed creating a prospect list of current donors for board members, and offered for staff to assist members in reaching out to those prospects. The board agreed that Toni would send the entire list of current donors, sorted by county, with giving history, to members, and for each member to identify at least five possible targets for major gifts, and a strategy to persuade them. Tim also called for a list of former board members to be circulated among current members as prospects.

Vicki called for setting monetary fundraising goals for each board member. The board estimated that Nat's passing would leave a \$100,000 fundraising gap to fill. Divided among 10 members, that would leave \$10,000 to raise per member.

Courtney suggested that 1000 Friends obtain list of supporters of Gwen Graham and Andrew Gillum, and propose to them that they contribute \$10 a month for a year. He suggested also obtaining list of conservationists or hunters. Greg suggested Ducks Unlimited and fishing organizations. Toni pointed out research shows that seven appeals are necessary to register with potential donors. Lee called for staff concentrating on major donors, and going for Phillip Levine's donors and Adam Putnam's donors after the election. Vivian suggested a narrower focus on regional candidates who are strong on water quality issues in South Florida. Lee suggested larger donors to gubernatorial candidates. Courtney said an email appeal rather than mail appeal would be a "game changer." Tim said we would pursue this strategy "after the first of the year."

Tim reviewed the fundraising action plan: Board members will be sent a list of current donors and former board members, and each board member will identify at least five possible major givers – people who will give \$5,000 – and plan a way to reach \$10,000 in contributions each. Tim said assembling a list of political donors for an additional appeal can wait until after the holidays.

### **2:00 p.m. Adjourn**

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F. Gregory Barnhart, Secretary

**1000 Friends of Florida  
Board of Directors Meeting**

December 4, 2018  
Via Conference Call



**2 p.m. Meeting Convened**

Board Members Present: Vicki Tschinkel, Greg Barnhart, Mark Watts, Lester Abberger, Courtney Cunningham, Lee Constantine, Andrew Dickman, Timothee Sallin, Susan Trevarthen, Jake Varn

Staff Present: Thomas Hawkins, Paul Owens, Toni Russell, Vivian Young

**Welcome, Introductions, Purpose**

Vice Chair Vicki Tschinkel convened the meeting as acting chair in place of Chairman Tim Jackson, who was unavailable to join because of a canceled flight.

Vicki said the most important items on the agenda were board members' commitments for fundraising and the expiration of officers' terms. Vicki said officers had not had time to discuss the expiring terms, and would ask the board to postpone the expiration dates to allow consideration at the next meeting.

**Board Action and Discussion (with Actions Taken in Bold)**

**Jake Varn moved that the board approve the minutes from the May 24 and August 3 board meetings. Lester seconded the motion. Board members unanimously approved the motion.**

**Jake moved that the board reappoint the seven board members whose terms end in December. Susan seconded the motion. Board members unanimously approved the motion.**

Vicki addressed the proposal for the board to consider staggering terms of members, endorsing the idea in principle. Greg also expressed support for it. Jake did as well, but said the terms need to be synchronized to maintain consistency and continuity on the board, so that the same portion of the board is up for renewal each year. Vicki said the issue would be reviewed to be ready for further consideration at the next board meeting. Vicki said she and Tim would make a suggestion at the next meeting for the best possible grouping of members to serve together in three-year, staggered terms. Thomas said he would review the bylaws to determine whether any rule changes were necessary, and draft a change if needed.

Addressing the next item on the agenda, recruitment of board members, Vicki asked Paul if he had anyone in mind. Paul said the board also lacks representatives from the Jacksonville and Panhandle areas. Vicki said she had some people in mind to call for ideas, and would contact them. Lee said he had some ideas about possible board members in the Jacksonville area, and would pursue them.

Vicki said she and Tim agree it is time to consider new leadership on the board, and either is willing to stay in a leadership position to help with the transition. Vicki said she had met with Noah Valenstein, the director of the state Department of Environmental Protection under Gov. Rick Scott, who said that water quality issues in South Florida would be a top priority for the incoming administration of Gov.-elect Ron DeSantis. Vicki said 1000 Friends needs to find a constructive role, and that will play into the choice of any new leaders for the board. She invited board members who are interested and want to discuss it further to contact her, Tim or Paul. She called the choices of new leaders on the board as important for the organization as bringing Paul in as president.

**Susan made a motion to extend the terms of 1000 Friends' executive officers for 6 months to allow further discussion of other board members moving into those positions. Greg seconded. The motion was approved.**

**Jake moved for the names of former staff members Charles Pattison and Kathleen Morris to be removed from authorization to do business with 1000 Friends' Synovus accounts, to be replaced with current staff members Paul Owens and Toni Russell. Mark seconded. The motion was approved.**

Vicki encouraged board members to complete their annual conflict of interest statements, sign them and return them to Toni.

### **Advocacy Programs and Activities**

Paul thanked Vicki and her husband, Walter, on behalf of the board and staff for their extraordinarily generous donation at a critical time for the organization as it moves on in the wake of the loss of its premier fundraiser, Nathaniel Reed. Roy Rogers seconded those thanks. Paul thanked Roy for setting up trips in South Florida so that Paul could build relationships and cultivate 1000 Friends supporters.

### **Overview – Paul Owens**

Paul cited some major projects since the last board meeting: the Trouble in Paradise report aimed at candidates for state and federal office in Florida, spearheaded by Vivian; the Nathaniel Reed tribute newsletter; day and evening workshops in Palm Beach and Martin counties that generated good will in both counties; several well-attended webinars, another project spearheaded by Vivian; and extensive coverage of 1000 Friends in Florida newspaper articles and editorials.

### **Communications Update – Vivian Young**

Vivian reviewed highlights from her report in the board packet. The Nathaniel Reed newsletter, featuring tribute essays from friends and admirers, was well received. The Reed family requested copies for distribution at his Dec. 8 memorial service; copies were sent. Seven of eight webinars for the year have been presented, attracting an average of 325 viewers each. At Timothee Sallin's recommendation, webinars are now approved for credit for Florida Landscape Architects. Social media postings continue. The website has been updated. Issues with the online donations

platform have been fixed with transfer to a new platform that makes it easier for people to make monthly donations. Trouble in Paradise generated extensive media coverage. Paul is preparing the reports from the evening workshops, and Vivian is preparing the final report to the grant provider to conclude the project.

Susan asked if 1000 Friends was considering doing similar workshops in other locations around the state. Paul said we had received interest from other counties, but we would hope to streamline the presentation. The Palm Beach and Martin county workshops were time consuming to plan and expensive to present. Vivian said that when the costs are tallied for the Palm Beach and Martin county workshops, our intent on future workshops will be to have those costs, including staff time, covered up front, and the events used for greater outreach. Susan said sponsorships or support from local governments could cover the costs. Paul said the Palm Beach and Martin events wouldn't have been possible without support from two foundations. Vicki said the workshops presented for the first time an opportunity for 1000 Friends to replicate a program, and would make the organization more valuable throughout the state. Paul said the workshops can begin by leveraging content that has already been produced, though he noted that there is a cost associated with generating data county by county -- \$2,500 with the University of Florida GeoPlan Center.

To build the following of the 1000 Friends Twitter account, Paul encouraged board members to follow the account and retweet. He also encouraged members, based on advice from Courtney Cunningham, to follow accounts for other conservation organizations, and for politicians. Following those accounts will prompt their holders to follow board members' accounts in return, and will expand the reach of 1000 Friends tweets.

### **Policy/Legal Update – Thomas Hawkins**

Thomas shared six items from his report in the board's packet:

1. Because of the relationship that developed from assistance that 1000 Friends provided to two citizens organizations in Marion County, the organizations lobbied the county commission to amend its comprehensive plan with a protection from 1000 Friends' citizen planning bill of rights. The commission agreed – a “big win” for 1000 Friends.
2. 1000 Friends provided a letter and testimony to support residents in Sarasota County challenging a comprehensive plan amendment. The amendment would clear the way for a new development that would undermine restrictions outside the county's urban services area.
3. 1000 Friends filed an amicus brief in *Cruz v. Miami*, a case whose unfortunate ruling, if it stands, would weaken the use of the consistency challenge to require local governments to follow their comprehensive plan. The case could reach the state Supreme Court. Thomas agreed to share the brief with board members.
4. 1000 Friends provided expert testimony in a comprehensive plan challenge in Escambia County. Thomas said it was a “long shot,” though 1000 Friends had good arguments. The challenge did not succeed; the administrative law judge found in favor of the county.

5. In the ongoing citizen challenge of the proposed Lake Pickett South development in Orange County, the appellate court accepted 1000 Friends' amicus brief. The court has not yet scheduled oral arguments.
6. In 2016, Walton County agreed in a settlement with 1000 Friends and two citizens who had challenged development near the county's coastal dune lakes to conduct a study of the impact on the water quality of the lakes. The study was released this fall, and 1000 Friends submitted technical comments and policy recommendations to the county. 1000 Friends will keep in touch with allies in Walton County and monitor the implementation of the recommendations.

Vicki complimented Thomas on "a lot of good work." Thomas said he would forward the Cruz v. Miami decision to Toni for distribution to board members.

### **Budget update**

Treasure Mark Watts said he had reviewed the latest financial results, but would yield to Paul to lead the discussion of them. Paul said the numbers shared with the board were for July through October 2017, because our accountant did not have time to close the books on November's results before the meeting. Paul called the results a snapshot and said they were a little misleading in showing expenses running over revenues, because they reflect the unusual costs of presenting the workshops in October, but don't reflect some significant donations received in November. Paul said 1000 Friends is doing substantially better financially than the July-October snapshot would suggest.

Paul pointed out the completed 990 form for 2017, circulated by email to board members the day before the meeting, showed 1000 Friends finished that year with a \$23,000 surplus, a substantial improvement over its six-figure deficit from 2016.

Paul said he and Toni had conducted a conference call with the auditors on the results of the 2017 audit, and the auditors were very positive about the state of our finances and the state of our bookkeeping. Paul said Toni deserves credit for how she has kept our books.

Greg said the passing of Nathaniel Reed, our most prolific fundraiser, was an irreplaceable loss for 1000 Friends. He asked what we were doing to make up for his absence, and even to expand fundraising to make 1000 Friends "a more permanent, less precarious charitable organization." Paul said 1000 Friends had persuaded Nathaniel Reed's three children to sign the latest annual fundraising appeal to Hobe Sound residents, but Paul considers that a "bridge" rather than a long-term strategy. He said he and staff would be working on more fundraising appeals in 2019 through emails, including following through on a suggestion from the August board meeting to pull names of contributors to gubernatorial candidates. A preliminary inquiry was made on hiring a firm to match emails to the addresses on the contributor lists, and the minimum cost would be \$700.

Paul said we also are relying on board members to help make up the fundraising gap by identifying prospects from lists Toni distributed in August, and to ask staff for any necessary support, including drafting letters to potential contributors, joining meetings with them, or

calling them. Paul said Greg is a good model for this kind of board member initiative; his letter to prospects in Palm Beach is already producing good results.

Paul said 1000 Friends had received some large donations in honor of Nathaniel Reed, but said those donations should be viewed as nontypical, and should not hinder our resolve to diversify and expand our fundraising base going forward. Lester agreed.

### **Fundraising Update – Toni Russell**

Toni said 1000 Friends received three large gifts in September totaling \$92,000 and should not count on receiving the same amount from those sources next year. Toni said the total donations received through the end of November, \$261,133, compares with \$99,559 by the same time a year ago. She said it's possible people are contributing earlier this year. Toni said she believed we will end December ahead of where we ended a year ago. She said it appears that many of Nathaniel Reed's friends have been giving larger gifts.

Vicki complimented Toni and Paul, but echoed others who said not to expect this year's large contributions in honor of Nathaniel Reed to recur next year. Toni agreed, and said it was the time now to plant the seeds for the future. She called for exploring additional fundraising through corporations and board members, and opportunities online. She said 1000 Friends had picked up 60 new donors from July through November, a good number. She pointed out a graph in board members' packets, showing individual giving growing as a share of revenue, and called for emphasizing other areas, including corporate, online and board giving.

### **Upcoming Projects and Priorities**

#### **Legislative Agenda**

Paul said the legislative agenda included in the board member packet was a long wish list based on previous 1000 Friends policy positions. He invited board members to help set priorities and shorten the list. Paul said he would be following environmental issues during the upcoming session, and Thomas would be following growth management issues. Vicki suggested that Paul and Thomas work with Jake on water quality issues, and also consult Lester on legislative priorities. Vicki also suggested coordinating where possible with the legislative priorities developed by the FCC. She said land acquisition is likely to be a major issue during the session, due in part to this year's court ruling surrounding use of Amendment 1 funds. Jake reiterated his point that advocates for springs restoration should be working with advocates for Everglades restoration. Lee offered to help develop the agenda, as a former legislator himself. He said the FCC, for which he is a leader, and other groups are working on a proposal for a single, statewide fund dedicated to water quality, to avoid fights for funding among different regions in the state.

#### **2070 Documentary Proposal**

Paul introduced to the board a proposal from Chad Crawford, an award-winning producer of Florida travel programs syndicated for broadcast on commercial and public TV, to do an hour-long documentary on the Florida 2070 report. It would emphasize the need for growth

management in Florida and the risks for the environment without it. Crawford said the documentary could cost a couple hundred thousand dollars to produce, and he would like 1000 Friends to partner with him to raise the money. Crawford said he is willing to do the crowd funding portion of the fundraising, but would like 1000 Friends to join him in seeking donations. Paul conceded it was a challenging time for 1000 Friends to take on a new commitment requiring significant additional fundraising when there is uncertainty about the ability to sustain fundraising at its current level. Paul said we could approach some donors with this project in mind specifically. He said we could set a threshold for fundraising that would have to be reached before the project could move forward. Paul said it presented an opportunity to reach a new donor base that might not be aware of 1000 Friends. He conceded that it would represent a significant fundraising burden, and taking it on could prevent 1000 Friends from doing some other projects.

Jake said it was daunting to think about raising more money when 1000 Friends needs to identify supporters to sustain its current commitments. Timothee said the potential return on a \$150,000 investment would need to be weighed against the return on other possible investments. He said 1000 Friends could do a lot for the same amount of money, including making a series of videos for less. He inquired about the reach of the documentary; Paul said Crawford said it would reach 3 million viewers. Susan said funding the documentary might be more than 1000 Friends can take on. Vicki said it might be better to pursue if 1000 Friends were part of a consortium of environmental groups raising money together. Greg agreed.

### **Sea Level 2070**

Vivian said two faculty members at the University of Florida College of Design, Construction and Planning, Michael Volk and Tom Hctor, have expressed interest in partnering with 1000 Friends on a Sea Level 2070 report. Volk and Hctor are finishing work on Florida GIS studies related to sea level rise with funding from the U.S. Department of Defense and U.S. Fish and Wildlife Service, and think funding might be available from the same sources for a Sea Level 2070 report. They are unlikely to be available to launch the 2070 report before late spring. Vicki called it an exciting possibility to keep in mind.

The board held a brief discussion with Paul, and then conducted a short executive session before adjourning.

### **4:00 p.m. Adjourn**

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Timothee Sallin, Secretary