

**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

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

—
Timothee Sallin, Secretary

1000 Friends of Florida Board of Directors Meeting



February 1, 2019
Albin Polasek Museum
Capen House
Winter Park, FL

10 a.m. Meeting Convened

Board Members Present: In Person – Tim Jackson, Vicki Tschinkel, Mark Watts, Courtney Cunningham, Lee Constantine, Timothee Sallin, Susan Trevarthen; Via Conference Call – Andrew Dickman, Roy Rogers

Staff Present: In Person – Thomas Hawkins, Paul Owens, Toni Russell; Via Conference Call – Vivian Young

Welcome, Introductions, Purpose

Chair Tim Jackson convened the meeting and took the roll. He outlined the following goals for the meeting:

- An update on the state of our fundraising following the death in July of our most prolific fundraiser, co-founder Nathaniel Reed
- Consideration of the results of the November election and their impact on 1000 Friends' agenda
- Discussion of our messaging, spurred by Paul's eight months as president and meetings with each board member
- Appointment of executive committee members
- Naming committees for legal advocacy and legislative affairs to increase board engagement and support for staff in those areas

Vice Chair Vicki Tschinkel said the *Trouble in Paradise* report that Vivian took the lead in publishing in August has framed the discussion of environmental policy in Florida, and 1000 Friends' *Florida 2070* report continues to be cited in the debate over growth management policy. Vicki complimented Thomas' successful legal advocacy on behalf of 1000 Friends and preparation for the legislative session. She hailed Toni's success in fundraising, Paul's public outreach and the time and engagement from board members. Tim, Vicki and Susan praised the staff's "team effort."

Board Action and Summary of Discussion (with Actions Taken in Bold)

Mark moved that the board approve the minutes from the December 4 board meeting. Susan seconded the motion. Board members unanimously approved the motion.

Tim distributed a list of committees and their proposed memberships:

Executive Committee

- Vicki Tschinkel, Chair
- Greg Barnhart, Vice Chair
- Timothee Sallin, Secretary
- Tim Jackson, Treasurer

Legal Advocacy Committee

- Susan Trevarthen, Chair
- Courtney Cunningham
- Vicki Tschinkel
- Mark Watts

Government & Legislative Affairs Committee

- Jake Varn, Chair
- Lee Constantine
- Jim Swann
- Andrew Dickman

Tim's list also detailed the following proposed staggered terms for board members:

Expiring 2022

- Greg Barnhart
- Andrew Dickman
- Timothee Sallin
- Jim Swann

Expiring 2021

- Courtney Cunningham
- Susan Trevarthen
- Jake Varn
- Mark Watts

Expiring 2020

- Lee Constantine
- Tim Jackson
- Vicki Tschinkel

Susan moved that the board approve the officers' nominations, the staggered terms for members, and the membership of the Legal Advocacy and Legislative Affairs. Mark seconded the motion. Board members unanimously approved the motion.

Roy Rogers, who nominated Jim Swann, recommended him as a leader who had served with distinction in numerous organizations. Vicki and Susan also endorsed his nomination.

Timothee moved that the board approve Jim's appointment, and Courtney seconded the motion. Board members unanimously approved the motion.

Advocacy and Activities

Overview – Paul Owens

Paul echoed the praise from Tim and Vicki for the good work of the staff. He went through a few highlights: Vivian organizing two successful webinars since the last Board meeting, and putting out two exhaustive grant reports; Thomas supporting citizens in local land disputes and crafting a legislative agenda; and Toni organizing our year-end fundraising appeals with good results, and getting started on an email appeal to gubernatorial donors.

Paul listed highlights of his activities since the last board meeting in December, including several op-eds published, interviews with journalists, meetings and other contacts with prospective donors, and outreach to conservation allies.

Susan is also on the board of Citizens for a Scenic Florida, and mentioned a successful program it is considering from Scenic Texas that encourages communities to become “scenic cities” through good landscaping practices on their right of ways and parks, and by controlling billboards. Tim suggested a Board member could take the lead on participating for 1000 Friends.

Communications Update – Vivian Young

Vivian highlighted the recent editorial in the six USA Today network newspapers in Florida on the need to restore growth management at the state level. The editorial mentioned our *Florida 2070* report and our *Trouble in Paradise* report.

Vivian said our most recent webinar in January achieved our highest-ever attendance, with 427 attendees. Feedback on the webinars obtained through a survey continues to be positive, ranging from 4.3 to 4.6 on a scale of 5.

Vivian said she continues to send regular email alerts to about 9,500 active contacts. On Facebook, we’ve exceeded 5,200 likes, and 5,100 followers, both increases from prior years. Our Twitter following is also up from the previous year, from 4,654 to 4,787 as of the end of December.

Vivian said some of the state’s leading nature photographers have donated images to 1000 Friends, but we have had difficulty assembling urban images, so she has been taking photos during trips around the state to bolster our urban photo gallery.

Since our last meeting, Vivian wrote two grant requests, and submitted two grant reports. She prepared six targeted email appeals for giving Tuesday, and eight year-end appeals, statewide and targeted.

Policy/Legal Update – Thomas Hawkins

Thomas updated the Board on two policy debates in which he has represented 1000 Friends since the last meeting in December:

Providing expert planning analysis to support a challenge from Tropical Audubon Society and other petitioners who contend a comprehensive plan amendment for the proposed extension of State Road 836, the Everglades Expressway, does not comply with the Community Planning Act. The administrative hearing is scheduled for April.

Providing expert planning analysis to support the South Walton Community Council in challenging an amendment to the county’s comprehensive plan that would increase residential density in large undeveloped areas in the county by 500 percent. The SWCC contends the amendment does not comply with the Community Planning Act.

Susan said her law firm represents the Miami Dade Expressway Authority, the defendant in the first case, and would recuse herself from any 1000 Friends’ involvement in the case.

Staff and board members further discussed 1000 Friends’ principles for getting involved in policy debates.

Legislative agenda – Thomas

Thomas presented our policy positions for the 2019 session of the Florida Legislature, condensed to a single page. The major priorities include:

- Adopt a state economic plan
- Protect coastal communities
- Water and land conservation
- Smart infrastructure investment

Vicki suggested the infrastructure investment priority expand beyond transportation to include helping local governments to invest in water-related infrastructure. She noted there is expected to be a huge push during the upcoming legislative session to expand investments in wastewater treatment, including septic tank remediation. Tim said other areas for investment, including parks and open space, should also be included, as part of a broader livable communities approach. Thomas said he would amend the outline accordingly, and share it with members of the legislative affairs committee.

Tim highlighted the importance of the economic plan priority as a guide for state investments in conservation and infrastructure. Vicki said an economic plan would promote greater transparency in budgeting, an idea that seems to be increasingly popular.

Vicki advised Thomas to revise the agenda to emphasize every possible connection with water quality, which has become a top state priority. Susan said the agenda priority on protecting coastal communities should include a bullet point on the need to invest in infrastructure.

Thomas highlighted several bills pending in the upcoming legislative session that deal with 1000 Friends' priorities, including land acquisition, water quality and affordable housing.

Programs update – Vivian

Vivian shared details on our four workshops in Palm Beach and Martin counties. Two hundred twenty-five people attended the four workshops, which were well received. We partnered with local groups, the North County Neighborhood Coalition in Palm Beach County and the Guardians of Martin County. Vivian said the total cost for the four workshops in staff time and hard costs combined was \$40,000. We will be using those costs to develop proposals for other counties that are interested in workshops.

Budget update – Paul

As of the end of the calendar year, revenue is running \$122,000 ahead of expenses, thanks to a surge of donations in December. Through six months, we have brought in more than 75 percent of our revenue for the year. Paul said Toni has done good work on our fundraising, and achieved good results.

Paul pointed out a couple of areas where we are running over our budget:

One is printing/graphic design/copying, and one of the reasons we are over budget is the cost of producing the "Trouble in Paradise" report; we had expected Nat Reed to help cover it, but he passed away before the report was published. Tim helped secure a \$5,000 gift from Weyerhaeuser to help cover the cost. We also printed 750 extra copies of our Nat Reed tribute newsletter for his family to distribute at his memorial service, which added to printing and postage costs.

The other overage is in the meals/travel line item, reflecting the additional costs of trips and overnight stays for our four workshops, and the cost of Paul's trips to Tallahassee every other week and multiple trips to South Florida. This includes mileage costs to both locations, and Airbnb expenses in Tallahassee. Paul stays without cost with friends in South Florida.

Paul and Toni fielded further questions from the board about budget details.

Fundraising Update – Toni Russell

Toni said fundraising revenue increased by 30 percent in 2018 compared with 2017. New members increased by 58 percent, and the total number of gifts increased by 27 percent. Toni analyzed donations and subtracted large ones we wouldn't expect to receive in a normal year. She came up with an adjusted total of \$494,000 in revenue for 2018, which exceeds the \$480,000 we budgeted for the

calendar year, so Toni said she is confident in saying we exceeded our fundraising goals for 2018. Toni provided an updated total for revenue raised from our 2018 year-end appeal of \$230,000, which exceeds the total from 2017 of just under \$209,000, and our goal for the 2018 appeal of \$207,000.

Toni said 1000 Friends is very healthy financially, and she is hopeful we can add to the money in our reserve account. Paul said he has discussed with Toni and Jeannie Scruggs, our accountant, putting our reserve funds in an account that generates interest. Paul said the fundraising gains have come with huge effort by Toni. She has more than doubled the fundraising mailings in recent years.

Tim said it remains an expectation that Board members will do their part to raise funds for 1000 Friends. He said Toni is available to help.

Refresh/Redesign of Communications Portals and Messaging – Vivian/Paul

Paul introduced a memorandum for Board members on possible messages as a conversation starter. He said Courtney had offered to help us redesign and rebrand our homepage for our website, our Facebook page and our Twitter account, and launch an Instagram page.

Led by Courtney, board members held a lengthy discussion about what our message is, to whom we're directing it, what our role is, and why our message should resonate with the public.

Vivian said our slogans, saving special places and building better communities, are intended to be open to different interpretations in different parts of the state. A special place could be a beach in South Florida or a spring in North Florida. Building better communities could include expanding transportation or affordable housing, or installing complete streets or other aspects of good community design.

Paul said despite the legitimate concerns about public difficulty in understanding growth management, we should be wary of simplifying our message to where it is indistinguishable from environmental organizations. Then we would be competing with lots of other groups, many of which have more resources for fundraising.

Timothee suggested we survey members, webinar attendees or legislators about the general perception of 1000 Friends of Florida.

Mark suggested it might be appropriate to convene a communications committee to discuss these issues further. Tim asked Paul to convene a committee to list questions that have been posed and discuss possible answers.

Courtney told Paul he thinks 1000 Friends' look can change before we have resolved all of our messaging issues. Paul said any change in look should preserve the functionality on our website of connecting to the extensive information available in our archives. Courtney said he's thinking about a new "skin" on the webpage without changing the architecture behind it.

Concluding remarks

Vicki thanked Tim for his leadership in a challenging time of transition for 1000 Friends. Tim thanked Vicki for taking on the role of Chair.

3:40 p.m. Adjourn

Timothee Sallin, Secretary

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

Agenda

June 7, 2019

Albin Polasek Museum, Capen House
Winter Park, Florida



10:00 a.m. Meeting Convened – Roll Call

In-Person: Lee Constantine, Andrew Dickman, Tim Jackson, Timothee Sallin, Jim Swann, Vicki Tschinkel, Paul Owens, Thomas Hawkins, Toni Russell

On phone: Lester Abberger, Greg Barnhart, Courtney Cunningham, Roy Rogers, Susan Trevarthen, Vivian Young

Welcome and Introductions; Purpose of Meeting

Vicki welcomed Jim Swann to the board and shared that this has been the most productive year that 1000 Friends has had over the last 10-15 years. 1000 Friends was refreshed with staff and faced some big battles this year. Fundraising has had a spectacular year and communications has been busy upgrading and modernizing and the webinars have exploded. The board has been outstanding in its participation and Vicki shared that she is very proud of everything that has been accomplished. Tim added that Paul has been a “shot in the arm” and that staff have done a wonderful job from fundraising to webinars to policy work.

Board Action and Discussion

ACTION: Approve/Modify Meeting Minutes from Feb. 1, 2019

- Tim moved to approve, no objections were made. The minutes were unanimously approved.

Advocacy and Activities

Overview – Paul Owens

Paul shared that the legislative session has absorbed a huge amount of the staff’s time and attention since the last board meeting. 1000 Friends fought hard against bills authorizing three new toll roads and weakening growth management. Despite our best efforts to oppose them, the bills passed and were signed by the governor. Our opposition did generate a great deal of press coverage due to Vivian’s efforts and helped raise our profile in the process. Since our last meeting, a communications committee was formed, with many in the room and some on the phone attending the meetings. The committee recommended that a survey be developed, which will be shared later in the meeting. Toni closed the books on our latest audit with a positive result. Thomas completed an analysis on Collier County’s land stewardship area. The spring appeal generated great contributions, and Toni also helped with some successful grant applications that resulted in funding. We have been listening to suggestions from the board, one of which was an appeal to gubernatorial contributors, which was executed. The results weren’t huge, but we gained experience to draw from for future efforts. A new “skin” for our website was developed with an up-to-date and attractive, more modern look. We plan to do more extensive changes to the website, which will include a new operating system to be more mobile friendly. The board also had suggested we look for ways to earn more interest from our reserve account. Three options were obtained with virtually the same choices and rates. Because of fundraising success, we should be able to add funds to our reserve account as well. Paul made numerous public appearances representing 1000 Friends since the last board meeting. Lee Constantine arranged a meeting with members of Florida Association of Counties that generated good contacts and cultivated good relationships for 1000 friends.

Paul spoke to several groups and participated in a 2-day trip arranged by Tim and sponsored by the Florida Chamber Foundation to view the area impacted by Hurricane Michael, which generated good contacts. In the pipeline are some additional presentations. It's been a good few months; while we suffered some setbacks in the legislative session, we learned valuable lessons. Thomas was point man for 1000 Friends during the session and did an outstanding job. There was discussion about ways to anticipate issues coming up for planning ahead.

Communications Update – Vivian Young

Vivian shared that webinar attendance was hovering under 500 so we upgraded our webinar hosting to allow for over 500 and in May, for the first time, we exceeded 500 webinar attendees. The year-to-date total is 2,171 participants. We are now averaging 434 attendees per webinar and they continue to increase in popularity. Upon Timothee's encouragement, Vivian added professional certification credits for landscape architects, and we now have landscape architects attending. The session has been very busy. Paul and Thomas wrote op-eds on various topics including the toll roads and growth management. We posted them on social media, which generated a lot of coverage around the state. It has been 1000 Friends' busiest year for coverage since 2011. We purchased Facebook ads for \$250 and through that we reached about 15,600 individuals. The op-eds written by Thomas and Paul were picked up by papers that generated tremendous coverage. Thomas, Paul and Vivian all wrote draft op-eds so when the growth management bill is transmitted to the governor we are ready to reach out to media. The communications committee met in early spring to discuss strategy for messaging. One of the items to come from that was an opinion survey to find out what various constituents think about 1000 Friends. A board survey and staff survey and a public opinion survey were sent out and will be discussed later in the meeting. We also talked about updating and redesigning our website. Social media has seen a significant increase in Facebook likes and Twitter followers, because of the session. We had 5,500 Facebook likes at the end of April and added an additional 160 by the end of May.

Policy/Legal Update – Thomas Hawkins

Since the last board meeting, Thomas shared that he has spent more time on the legislative session than anything else. On a local level, we were contacted by the Conservancy of Southwest Florida who asked that we update our development analysis for the Rural Land Stewardship Area in the northeastern part of Collier County. The last update completed by 1000 Friends was about 5 years ago and we have been involved there for the last 15 years. We published a document that gives an overview of our 5-year-old analysis, comparing it against developments that have happened in the last 5 years. The latest analysis concludes that the recommendations given in our 2014 analysis are still current and relevant. The SW Conservancy can use the recommendations to bolster their advocacy with Collier County in its comp plan review. In Gadsden County, we have had quite a bit of interaction with activists supporting their citizens' bill of rights. Some county leaders would like to repeal it. We helped by participating in meetings and by drafting correspondence. In Miami-Dade, the SR 836 extension is proposed to provide more transportation for the Miami area, and it extends into the Everglades and south. Thomas provided testimony in opposition of the amendments to their comp plan to allow the SR 836 extension. A hearing is scheduled in July that Thomas will attend. Last week, the 5th DCA issued a decision in Orange County on Lake Pickett South. The petitioners want to file a petition for a written opinion, but Thomas feels we should not pursue. Susan affirmed that, in this case, 1000 Friends should not, because a written opinion could set a damaging precedent. 1000 Friends had offered to give expert testimony in Walton County's comp plan amendment challenge, but before depositions were taken the parties settled.

We supported HB 107, which strengthened the law against texting and driving. It passed. We were unsuccessful in stopping SB 7068, the toll-roads bill, and HB 7103, which weakened citizen enforcement of growth management. Thomas said we generally excel at bill analysis and developing good relationships with allied organizations, but have more difficulty anticipating legislative actions. Lee shared that this is not only a 1000 Friends issue, but an issue that spans most advocacy groups. Paul noted that a very bad bill, expanding settlements owed to property owners under the Bert Harris act, did not make it out of committee because Thomas caught it early, contacted the committee members and got the bill killed. This was a direct result of our expertise and the fact that we were proactive.

Participation on MCORES Task Forces

Paul shared that he was successful in getting 1000 Friends mentioned as a possible task force member in an amendment to SB 7068 and that Thomas has taken the lead on coordinating conservation groups on strategy on how we approach being a task force member. We have proposed three people on the task force to the Florida Department of Transportation, one on each task force. Board members discussed the challenges and opportunities of participating on the task forces.

- **ACTION:** Paul to send a memo to the board summarizing the MCORES task force discussion.

Financial and Fundraising Report

Fundraising Update – Toni Russell

The spring appeal has done very well and has generated \$108,812. The anniversary card mailing is coming up over the summer; it is anticipated that it will be updated this year. It is a stewardship mailing and is sent as a thank you to our members. Fundraising is up in every category. The Town of Palm Beach prospect list was sent letters signed by Greg and has generated 41 new members, totaling \$18,375. We would welcome anyone on the board who would like to follow Greg's example and sign a letter to people in their community or personal contact list. The fundraising dashboard format was well received. Toni shared that she talked to Paul about having him film a personal video thank you to our donors that can be posted on our website as well as be sent as a link when someone donates online.

Budget and Status – Tim Jackson/Paul Owens

2018-2019 / 2019-2020 budget

Paul shared that we think we will end up \$153,000 ahead of what was budgeted for FY19 and have increased the expenses for FY20 to \$570,000 up from \$540,000 in FY19. A projected increase in revenue will cover the increase in expenses.

- **ACTION:** Approve 990 for January-June 2018
Move to approve by Jim Swann. Tim Jackson seconded. The 990 was unanimously approved.
- **ACTION:** Approve audit for January-June 2018
Moved to approve by Jim Swann. Andrew Dickman seconded. The Audit was unanimously approved.

Consideration of 2019-2020 Budget

- **ACTION:** Approve Budget
Tim Sallin moved to approve. Vicki seconded. The budget was unanimously approved.
- **ACTION:** Approve transfer of reserve to investment account
Tim Jackson moved to approve. Vicki seconded. The transfer was unanimously approved.

Board, staff, email survey results

Vivian shared that based on board recommendations, three different surveys were sent. The board, the staff and those that are in our constant contact database (approximately 7,500 people) received the survey. The board and staff survey report are summarized into areas of agreement and areas of divergence. The full reports were sent to the board for reference. There were many parallels between the way board, staff and public view 1000 Friends. Some divergence was seen regarding the relevance of the tag line. Board ranked land conservation and water conservation as of top importance, but Vivian shared that we need to delve more deeply into the responses in order to draw better conclusions.

Interim website redesign

Our current website has aesthetic and technical shortcomings. It appears dated, but for the short term we have an interim redesign which is visible through the desktop website. It has rotating photos of both problems and hoped-for outcomes. We will be securing a new operating system that is more mobile-friendly. Our social media presence is increasing. Our Twitter followers have gone up from 4,500 to 4,900 and our number of Facebook likes and shares is very high. We are a small organization but have a strong following.

Further Board Discussion

Paul, Thomas and Vivian each drafted an op-ed that we would like to have board members sign on to or write a similar one for us to publish. Vicki, Greg, Tim and Jim all shared that they would be willing to author op-eds.

Thomas shared some lessons learned from his tenure as policy and planning director. He said while he uses his legal training constantly and it has been extremely valuable, it is not as crucial as core planning knowledge. Public presentation experience also is important, and the person hired should be comfortable in making presentations to large and small audiences. Lee shared his wish list of finding someone that has access to decision makers and lobbying experience.

Vicki presented a resolution in honor of Thomas Hawkins for his work and dedication to 1000 Friends of Florida.

Tim Jackson volunteered to be on the Legal Advocacy Committee and has been placed on the committee.

Tim inquired about the status of FCC and how that program is going. Vicki shared that it is facing financial challenges. According to a written agreement, 1000 Friends will not subsidize FCC if it slips into a deficit. 1000 Friends and FCC have been in step on legislative priorities.

Thomas shared a warm good-bye to all.

Staff was adjourned and executive session began with Paul in attendance.

Paul departed the executive session which continued until adjournment.