

Friends of the Lower Suwannee and Cedar Keys National Wildlife Refuges
July 18, 2018
Board of Directors Meeting
Minutes

In Attendance:

Board Members – Bill Dummit, Russ Hall, Debbie Jordan, Dan Kline, John McPherson, Debbie Meeks, Margy VanLandingham

Refuge Staff – Refuge Manager Andrew Gude

Other Friends Members – Peg Hall

Bill called the meeting to order at 10:00

A motion was made, seconded, and approved to accept the meeting agenda as presented.

A motion was made, seconded, and approved to accept the Minutes of the May meeting as submitted by Debbie Meeks.

Vista Report

John reported that he had recently talked to Belinda who was unable to attend this meeting. She is in the final stage of preparing her dissertation defense. The demands of that academic priority are likely to delay the completion of the report that is due to Friends in the fall.

She is working on the report which includes a summary of the results of the charette held in February 2017, but it is not yet complete and we have not had a report on the charette. John reminded the Board that the charette had fallen short of its ultimate goal to reach agreement among the three primary parties to the project . . . the donor family, the Refuge staff, and the Friends Board . . . concerning the use of the buildings and layout of the site. The principle barrier to agreement was a plan for parking at the site.

Although we do not yet have a draft report from her, John reported that she is committed to the project and to completing the contracted work.

Russ discussed that at the charette the donor family described philanthropic efforts they are involved in their home cities. He suggested that they might be able to help with planning for the funding of future work on the Vista site if we involve them and indicate progress. John said that he would be in touch with the family and bring them up to date on the work.

Margy asked how Belinda's work is dependent on Rick Kanaski's report. John said Belinda believes Rick's report is critical to hers. She and John discussed that she could leave that part blank and provide the rest of her findings. Rick must approve the ultimate plan for the

Vista site, but we can go forward without his interim archaeological assessment. Andrew said he would follow up with Rick to move the process along.

John said we need to next have an architect review of the buildings on the site. We could do that before having Rick's archaeological report. Belinda identified a potential source of funding for the architect and developed a proposal to the State of Florida requesting a grant to Friends for \$50,000 to fund an architectural review of the buildings specifying what is needed to keep their historic nature and value intact. Having informed the Board by email, John approved the submission of the application.

Margy suggested the Board could schedule another meeting to demonstrate its commitment and show progress. John said he would prefer to have the Belinda's report before the next meeting so the purpose and goal of that meeting would be to react to the report's recommendations and findings.

Andrew says he wants to be in contact with the donor family and John agreed to contact them soon.

Visitor Welcome Summer-Program

Peg reported on the summer visitor welcome program. The Welcome Desk was staffed by Friends volunteers from 10:00 to 1:00 on Mondays in June and on Mondays and Tuesdays in July. The goal is to continue the Monday-Tuesday staffing through August.

Membership Report

Debbie and Anne Lindgren had provided a written report. There was one new \$10-individual membership since the last meeting. The new member is from Gainesville.

Communications Report

Debbie and Anne provided a written report:

- **Brochures and Panels**
 - Shell Mound interpretive panels and brochure are progressing. Current focus is on the vegetation panel.
- **News Brief**
 - Peg sent an issue on June 18.
 - 51% open rate (compared to 54% in May)
 - 420 subscribers (down by 2)
- **Friends Facebook**
 - 8 posts (same as May)
 - 503 likes (up by 4), 502 followers
- **Friends Website**
 - 3 web posts last month.
 - 704 visitors have been to the site last week; 3,600 in the past month
 - Over 3,000 pages were viewed last week; 3,600 pages in the past month
 - Most viewed page was the CR 349 Cycling Tour, followed by the paddling pages.

Financial Report

John reported that he and Bill had reviewed the report prior to the meeting and found that some expenditures seemed to have been charged against the wrong budget items. Margy noted that the expenditure for the Collaborators' Lunch struck her as potentially incorrect. The annual meeting expenditure was higher than we budgeted. Earth Day was not budgeted and needs to be tracked as an event. John will review the items and discuss the coding with the bookkeeper who will make any needed changes. John will provide an updated report.

Margy raised the question of whether dues and donations should be reported separately. Discussion followed about the practicalities and policy implications.

John reported that he filed our 990 Form with IRS and Charitable Solicitation Form with the State of Florida

Refuge Report

Andrew reported that:

- Shell Mound panels are excellent and have been sent to headquarters for approval to produce them and to place them on site.
- Our Refuge and Complex are part of the USFWS Southeast Region which covers several states and the Caribbean region. The Southeast Regional Office has been de-staffed to the point that it is has great difficulty keeping up with the needs of the Refuges. One immediate result for our Refuge is that we have not been provided with a Law Enforcement officer. This could compromise public health and safety.
- There is a hunt review today by a representative from the Washington office who is seeking to identify additional hunting and fishing opportunities, as mandated by Secretary of Interior's office.
- Hydrologic Project continues to provide the assessment of what is needed. The Refuge is working on Levy County issues now and next will identify issues in Dixie County.
- The Refuge will transfer \$100,000 from its budget to Dixie County for road maintenance on Dixie Mainline because the Refuge no longer has the equipment or staff to be able to maintain the road on its own.
- The Refuge's Landscape Management Plan is being expanded to help the Refuge be able to work with private landowners who want to put their lands into conservation uses. Lyme Timber is discussing making a very large tract of land available for sustainable forestry if a land easement becomes available.

Fund-raising Presentation

Peg provided a presentation on a leading nonprofit capital campaign fund-raising model. The Board discussed how we are already well into the Planning Phase of the model. The presentation is summarized below.

Partnership Agreement

Bill reported that Andrew was recently contacted and told that we are one of the few Friends groups that has not signed the Friends - Refuge System agreement proposed by the Washington Office of the Refuge System in 2014.

Bill led a discussion of the issues and the analysis that our Friends group had prepared under then-president Bob Hudson's leadership concerning changes we would expect before we would be willing to sign the agreement.

Andrew reported that there is a new version of the agreement being prepared. The consensus of the Board was to wait and review the latest version before taking an action.

NFWF Grant Opportunity

Bill raised the possibility of applying for the upcoming NFWF capacity-building grant. Proposal should seek funds for projects initiated and managed by Friends groups, including peer-to-peer coaching by Friends groups, or enhanced hunting and fishing opportunities. No action was taken.

New Business

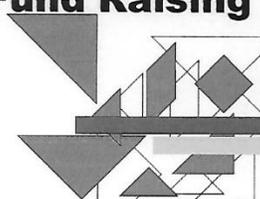
A motion was made, seconded, and approved to provide \$100 to Clint Wynns to support the project of painting murals on bridges on the Dixie Mainline.

There being no further business the meeting adjourned at 11:45 am.

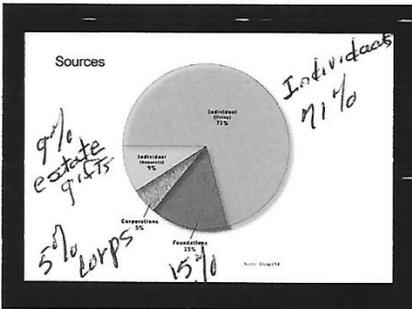
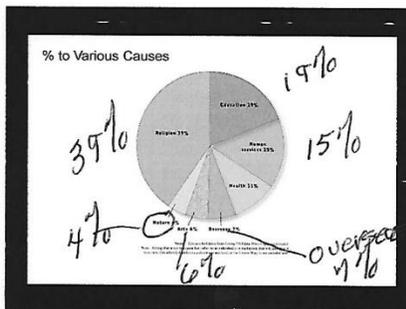
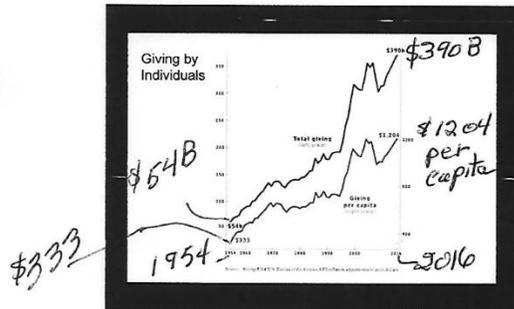
Submitted by Peg Hall

Appendix Capital Campaign Presentation Summary

Non-Profit Sector Fund Raising



- ### American Giving
- ◆ Capital campaign - concentrated effort to accomplish high-impact goal
 - Concrete projects with specific end-dates
 - Land acquisition, buildings, major purchase
 - ◆ Not will people give, but where
 - ◆ Relationship model versus Sales model



- ### Number and Type
- ◆ 1.5M IRS approved +300,000 churches
 - ◆ 4 major IRS categories
 - Charities 501 (c) (3)s
 - Foundations
 - Social welfare organizations 501 (c) (4)s
 - NRA, NOW, NAACP
 - Mutual benefit organizations
 - Fraternal, unions, social

501(c)(3)s

- ◆ Charitable nonprofits
- ◆ About 60 % of nonprofits
- ◆ Pay no taxes
- ◆ Can receive tax-exempt gifts

Fund-Raising Model

1. Planning phase
2. Pre-campaign phase
3. Quiet phase
4. Public phase
5. Post-campaign phase

Planning

- ◆ Vista as opportunity
- ◆ Possible results
- ◆ Planning by primary parties
- ◆ Scope of project
- ◆ Desired outcomes
- ◆ Friends role as leader
- ◆ Infrastructure and materials needed

Research & Relationship

- ◆ R & R Committee
 - Potential government grants
 - Corporations with a potential interest
 - Individuals with a probable interest
 - Gift pyramid
 - Private informational events

Gift Pyramid

- ◆ 80% of dollars from 20% of donors
- ◆ 20% of dollars from 80% of donors
- ◆ 50% from grants
- ◆ 25 % of non-grant amount from 1 donor
- ◆ <https://www.blackbaud.com/nonprofit-resources/gift-range-calculator>

Quiet Implementation

- ◆ Grant applications
- ◆ Proposals to corporations and individuals who participated in private informational events
- ◆ Acquisition of 80%-90% of goal

Public Implementation

- ◆ Vista Project teams
 - Team leaders from Board or donors
 - Gift Pyramid 2
 - Semi-private informational events with individuals and companies on the pyramid
 - Acquisition of 10% to 20% of goal

Sharing Results

- ◆ Success party
- ◆ Annual progress events

The End

