

Advocates for the Natural World



Photo by Sue Mace (MC39)

Environmental Forum of Marin
2015–2016
Annual Report



Promoting a Sustainable World through Environmental Education

Environmental Forum of Marin promotes a sustainable world by providing exceptional educational programs on environmental issues.

Founded 1972
Environmental Forum of Marin
A California, 501(c)3, nonprofit organization
#94-2644185

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Message from the President

Continuing Transformation

In 2015-16 we built on the transformation begun in 2014-15 and focused our efforts on executing the Strategic Plan adopted at the end of that year. The 2015-18 Strategic Plan establishes specific goals within three “pillars of success”:

- Education Programs
- Inclusivity
- Organizational Effectiveness

The areas of focus during the past twelve months have been:

- Firmly establishing the new shorter and more focused Master Class structure (Education Programs);
- Expanding outreach to the broader community through designing the Lecture Series to address environmental topics of general interest and partnering in the *Time to Lead on Climate* coalition (Education Programs & Inclusivity);
- Opening Forum membership to non-program graduates (Inclusivity); and
- Redesigning the Forum organization to achieve greater stability and continuity (Organizational Effectiveness).

Educational Programs

The new Master Class format integrates an understanding of Marin's environment through field trips with an empowerment of students through advocacy training. This training includes an orientation to county government, effective communication skill building, and completion of environmental/sustainability projects designed to effect meaningful change. It is very hands-on. Many of this year's class felt better able to participate in the program because of the mixed Tuesday/Saturday schedule (rather than an all-weekday schedule). These two years proved the new format attracts impressive participants who bond as a class, complete quality projects, and attain high graduation rates.

The Lecture Series also built on the format established last year. Topics were selected to address an audience with mixed levels of interest; two-thirds were designed to appeal to concerned citizens seeking to understand current environmental issues, especially those impacting climate change:

Carbon Capture Strategies
Renewable Energy Progress

Carbon Capture (a Deeper Dive)
Waste: Taking Responsibility

Sea Level Rise Adaption
Importance of Citizen Science

We believe providing objective, science-based lectures to large groups of concerned citizens is the most effective way to prepare Marin's citizens to make informed decisions and participate in mediating climate change in both their personal and public lives. We also believe a powerful lecture series is a very effective recruitment tool for the Master Class and its higher level of advocacy training.

The Lecture Series has proven to be an effective means of increasing Forum membership. So far in this, our first year of offering Forum membership to non-graduates, 26 people have joined the Forum.

Inclusivity

For the past five years, Forum membership has been slowly declining, though many of our graduates continue to play advocacy roles in other environmental organizations. With the Master Class producing 20-25 graduates, the base from which to recruit a board, not to mention “off board” support, is simply too small. Furthermore there are many members of the environmental community who hold the Forum in high regard but have not and will not fit the Master Class into their schedules.

So a keystone of our Strategic Plan is to offer membership to this potential base of support as well as to people who become interested in the work of the Forum through lecture attendance or website/social media engagement.

Increasing both membership and member participation is critical to ensuring the Forum's strength and viability now and in the future. In 2015–16 we attracted 27 non-graduate members, five of them at the Steward level; non-graduate members now constitute 17% of total membership. Also there are clear indications of increasing public awareness of the Forum and its work. So, we expect membership to continue to grow and will focus energy on making membership itself more meaningful.

Organizational Effectiveness

Both 2014–15 and 2015–16 were dedicated to successfully implementing our education program and inclusivity goals. But the Forum cannot be fully functional without implementing the organizational effectiveness goals. It has long been an issue that the Forum's heavy workload creates an annual “revolving door” of volunteers, which, sadly, has the effect of keeping it in a “perpetual start-up mode.” In addition, with so much of board members' time and energy spent doing staff work (delivering programs, events, etc), the board is challenged to provide the organizational leadership that is its primary responsibility.

After thoughtful review of the challenges and successes of the past two years, the board has decided to create a half-time Executive Director position to be filled in June, 2016. This position will increase the Forum's stability by offering guidance and leadership that spans a broader expanse of Board terms. In 2016–17, the Executive Director will focus on building and strengthening the membership program with the goal of increasing the voice and impact of the Forum in Marin, and engaging a broader base of active, engaged volunteers.

To augment and support the Executive Director position, we will actively pursue a development and fund-raising program, which we expect to begin bearing fruit in 2016–17 and to prosper further in the following years.

Our current Board enthusiastically supports this step, which will put us well on the road to implementing our Strategic Plan, thereby achieving much greater organizational stability, by its target date of 2017–18.

2016 Annual Meeting Agenda

May 19, 2016

6:30–9:30pm

Tamalpais Valley Community Center

203 Marin Avenue
Mill Valley, CA 94941

- 6:30** Doors open, light refreshments
- 7:00** 2016 Business Meeting called to order
- Introduction of 2015–2016 Board of Directors
 - Report on State of Environmental Forum of Marin – Vicki Rupp
 - Treasurer's Report – Sally Wilkinson
 - Adoption of the 2016–2017 Budget – Sally Wilkinson
 - Vote on Proposed Revision to the Bylaws – Vicki Rupp
 - Nominating Committee Report – Greg Brockbank
 - Election of the 2016–2017 Officers and Directors – Vicki Rupp
 - Recognition of Outgoing Officers and Directors – Vicki Rupp
 - Closing Remarks – Vicki Rupp and Kathryn Olson
- 8:15** Adjourn Business Meeting
- 8:15–9:00** Social
- 9:00** End of meeting

2015–2016 Officers, Directors, and Standing Committee Member

Officers

Vicki Rupp (33), President

Kathryn Olson (41), Vice President

Sally Wilkinson (41), Treasurer

Pat Nelson (40), Secretary

Directors

Andrea Taylor (38), Master Class Director

Karen Mendelow Nelson (38), Assistant Master Class Director

Ann Bauer (41), Lecture Series Director

Kim Rago (38), Membership Director

Susan Bierzychudek (40), Marketing and Communications Director

Susan Rusche (24, 1A), Development Director

Off-Board Positions

Nominating Committee

Greg Brockbank (15, 15A, 7A, 8A), Chair

Andrea Taylor (38)

Kim Rago (38)

Kathy Cuneo (0)

Strategic Plan Advisor

Sarah Kelley (39)

Social Media Coordinator

Tamela Fish (39)

Webmeister

Bruce Bell (7A)

Assistant Lecture Series Director

Trevor Stevenson (42)

Database Manager

Susan Rusche (24, 1A)

MC 42 Recruitment Coordinator

Jayni Allsep (41)

Treasurer's Report

Profit & Loss Fiscal Year 2015–16 11 Months from June 1, 2015 to April 25, 2016 (Cash Basis)

Prepared by Sally Wilkinson, *Treasurer*; Vicki Rupp, *President*

Operating Income	
- Interest Income	\$6.42
- Grants	-
- Donations & Gifts	\$2,060.00
- Membership Dues	\$11,365.00
<hr/>	
Program Income	
- Master Class	\$8,712.50
- Lecture Series	\$3,394.25
<hr/>	
Total Income	\$25,638.17
<hr/>	
Operating Expenses	
- Executive Director	-
- Professional Fees	\$300.00
- External Memberships	\$319.00
- External Events	\$218.67
- Internal Events	\$742.77
- Insurance & Tax Filings	\$2,111.00
- Database & Web Hosting	\$3,837.03
- Merchant & Banking Services	\$582.54
- Membership Drive	\$552.51
- Membership Communications	\$660.00
- Office Supplies etc.	\$1,302.78
<hr/>	
Program Expenses	
- Master Class	\$5,284.48
- Lecture Series	\$3,465.74
- Partnered Lectures & Events	-
<hr/>	
Total Expenses	\$19,376.52
<hr/>	
Net Income	\$6,261.65

**Balance Sheet as of April 25, 2016
(Cash Basis)**

Assets	
- Checking Account	\$18,069.64
- Savings Account (General)	\$16,072.56
- Savings Account (Educational)	\$27,523.13
Total Assets	\$61,665.33

Liabilities & Equity	
- Liabilities	-
- Equity	\$61,665.33
o Retained Earnings	\$55,403.68
o Net Income	\$6,261.65
Total Liabilities & Equity	\$61,665.33

**Proposed Budget for Fiscal Year 2016–2017
(June 1, 2016 to May 31, 2017)**

Operating Income	
- Interest Income	\$10.00
- Grants	\$10,000.00
- Donations & Gifts	\$5,000.00
- Membership Dues	\$15,000.00
Program Income	
- Master Class	\$10,000.00
- Lecture Series	\$3,500.00
Total Income	\$43,510.00
Operating Expenses	
- Executive Director	\$40,000.00
- Professional Fees	\$2,500.00
- External Memberships	\$500.00
- External Events	-
- Internal Events	\$2,000.00
- Insurance & Tax Filings	\$2,300.00
- Database & Web Hosting	\$4,300.00
- Merchant & Banking Services	\$800.00
- Membership Drive	\$1,000.00
- Membership Communications	\$900.00
- Office Supplies etc.	\$2,000.00
Program Expenses	
- Master Class	\$6,000.00
- Lecture Series	\$3,500.00
- Partnered Lectures & Events	\$1,000.00
Total Expenses	\$66,800.00
Net Income	(\$23,290.00)

**Budget Projection for Fiscal Year 2017–2018
(June 1, 2017 to May 31, 2018)**

Operating Income	
- Interest Income	\$10.00
- Grants	\$20,000.00
- Donations & Gifts	\$10,000.00
- Membership Dues	\$20,000.00
Program Income	
- Master Class	\$10,000.00
- Lecture Series	\$5,000.00
Total Income	\$65,010.00
Operating Expenses	
- Executive Director	\$40,000.00
- Professional Fees	\$2,500.00
- External Memberships	\$500.00
- External Events	-
- Internal Events	\$2,000.00
- Insurance & Tax Filings	\$2,300.00
- Database & Web Hosting	\$2,000.00
- Merchant & Banking Services	\$1,000.00
- Membership Drive	\$1,500.00
- Membership Communications	\$1,000.00
- Office Supplies etc.	\$2,000.00
Program Expenses	
- Master Class	\$6,000.00
- Lecture Series	\$3,500.00
- Partnered Lectures & Events	\$1,000.00
Total Expenses	\$65,300.00
Net Income	(\$290.00)

Proposed Revisions to Bylaws

Revision of ARTICLE IV, 7-9, Conflict of Interest, "Interested Persons," and "Composition of the Board" to address issues relating to proposed hiring of Executive Director and use of paid contractors

Revision of Treasurer Job Duties, ARTICLE VI, 1(d) to reflect hiring of Executive Director

Minor editorial amendments at Art. IV and VII, conforming references to the Nominating Committee to reflect approved change in bylaws in 2015 and completing a footnote

ARTICLE IV Board of Directors

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7. Conflict of Interest.

- a) No member of the Board of Directors shall participate in any discussion or vote on any matter in which he or she or a member of his or her immediate family has potential conflict of interest due to having material economic involvement regarding the matter being discussed. When such a situation presents itself, the director must announce his or her potential conflict, disqualify himself or herself, and be excused from the meeting until discussion is over on the matter involved. The President of the meeting is expected to make inquiry if such conflict appears to exist and the board member has not made it known.
- b) Transactions with "Interested Persons." Prior to making its decision on any proposed transaction with an interested person, the board must have obtained and relied upon appropriate data as to comparability. The board must adequately document the basis for its determination at the time it makes a decision and report the transaction appropriately on its Form 990.

8. "Interested Persons." For purposes of decision-making regarding transactions with interested persons, an "interested person" is 1) any person, or relative of any person, currently being compensated by Environmental Forum, or 2) any person who, at any time during the five-year period ending on the date of a transaction, was in a position to exercise substantial influence over the affairs of Environmental Forum, or a relative of a person in such a position. This definition includes former officers and directors, and major donors.

9. Composition of the Board. No more than 49% of those serving on the board may be a person, or a relative of a person, currently being compensated by Environmental Forum for services rendered within the previous twelve months, whether as a full or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to an Officer or Director as Officer/Director.

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ARTICLE VI Officers

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d) Treasurer

1. shall ensure proper investment and maintenance of funds of Environmental Forum in a manner approved by the Board;
2. shall ensure appropriate levels of insurance;
3. shall ensure the collection of tuition, fees, dues and donations;
4. shall ensure appropriate disbursements of Environmental Forum funds;
5. shall present a financial statement at each regular Board meeting;
6. shall present a financial report for the preceding fiscal year and a budget for the following fiscal year in the Annual Report;

7. shall ensure preparation of annual tax and appropriate state of information filings.

ARTICLE IV Board of Directors

1. **Number and Composition.** The Board shall have no fewer than eight and no more than fourteen members, the exact number to be determined annually by the President and **Nominating Committee**. Officers and Directors shall be elected to the Board by the membership at each Annual Meeting. Additional Directors may be appointed by the elected Board provided that the total number of members does not exceed fourteen.

ARTICLE VII Committees

1. **Categories of Committees.** There are three committee categories:
 - a) **Administrative Committees:** Executive, **Nominating** and Budget.

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4. **Executive Committee.**

- a) **Composition.** The Executive Committee shall be composed of the Officers of Environmental Forum plus one Director-at-Large, appointed at the discretion of the President when deemed appropriate by her/him.
- b) **Powers and Duties.** The Executive Committee shall have the power and authority to take action on routine administrative matters and to recommend action to the Board. In addition, when a matter arises which requires action by Environmental Forum before the next meeting of the Board, the Executive Committee shall have and may exercise all the powers of the Board except as limited by Section 5212¹ of the Nonprofit Law. . . .

¹ This refers to Section 5212 of the California Corporations Code, which currently governs the formation of committees, or any superseding section, should this section be revised or renumbered.

Click on the link below to review the current Environmental Forum of Marin Bylaws.

https://efm.memberclicks.net/assets/docs/environmental%20forum%20bylaws_approved%202013.p

2016–2017 Slate of Officers and Directors

The Nominating Committee respectfully submits the following nominees for the slate of Officers and Directors for Environmental Forum of Marin, for a term of service starting June 1, 2016, through May 31, 2017:

Officers

Kathryn Olson** (41), President
David Kunhardt (42), Vice President
Karen Mendelow Nelson** (38), Secretary
Vicki Rupp** (33), Treasurer

Directors

Norma Fragoso (42), Master Class Director
Ann Bauer* (41), Lecture Series Director
Susan Rusche* (24, 1A), Development Director
Open – Membership Director

*continuing in the same position from 2015–2016

**continuing in a new position from 2015–2016

2016–2017 Off-Board Positions and Standing Committees

Tamela Fish – Social Media Coordinator
Open – Nominating Committee Chair
Open – Master Class Assistant Director
Open – Master Class Recruitment Coordinator

Environmental Forum Members

Lifetime Members

Inka Benton
Barbara Boxer, Senator
Ann Christensen
Kathy Cuneo
Nona Dennis

Phyllis Faber
Martin Griffin
Gini Havel
Pam Lloyd
Kathy Lowery

Barbara Perlman-Whyman
Karol Raymer
Barbara Salzman
Ginger Souders-Mason
Kraemer Winslow

Graduate Members

Supporter (\$35)

Bruce Ackerman
Vaughan Acton
Molly Attell
Carrie Bachelder
Anne Baele
Nancy Barbour
Julia Bartlett
Dan Bell
Nancy Benjamin
Andria Benner
Ed Boisson
Tom Borello
Barbara Boucke
Jane Bowen
Sandi Bowman
Gary Brand
Cindy Brown
Joan L. Brown
Tish Brown
Eva Buxton
Pamela Cook
Julie Dashiell
Hamilton Everts
David Fix
Norma Fragoso
Kathleen Gaines
Betty Gandel
Louise E. Gilbert
Rachel Ginis
Rika Gopinath
David Greenberg

Randy Greenberg
Jay Gustafson
Carol Haggerty
Helen Heitkamp
Bonnie Herzog
Jessica Hollinger
Hilary Hyde
Joan Irwin
Heather Itzla
Nancy Johnson
Alex Kahl
Kay Karchevski
Marie Kerpan
Sita Khufu
Susan Kirsch
David Kunhardt
Kiki La Porta
Gretchen Likander
Johnathan Logan
Martin Lowenstein
Sue Mace
Susan Mackenzie
Edward Mainland
Roger Marsden
Gayle Marsh
Kenneth Mayer
Nancy Mcklveen
Robert Miller
Alicia Montesa
Douglas Mundo
Soo-hi K. Nayer

Norma Pomerance
Kate Powers
Alan Proctor
Martha Proctor
Pamela Reaves
Eliana Reeves
Madeleine Rethmeyer
Katie Rice
William Ring
Nancy Roen
Sandy Ross
Conn Rusche
Susan Rusche
Linda Sawtelle
Eleanor Siperstein
Trevor Stevenson
Susan Stompe
Judy Teichman
Jody Timms
Jill Templeton
Christina Toms
Barbara M. Tracy
Wanden Treanor
Sandy Wallenstein
Jeni Webber
Sunshine Weismehl
Sally Wilkinson
Hilary Winslow
Sandra Kay Wollenberg
Ruth Zamist

Advocate (\$50)

Judy Alstrom
Christin Anderson
Nancy Bell
Bruce Bell
Susan Bierzychudek
Bob Brown
Priscilla Bull

Ronald Burlick
Peter Clare
Tamela Fish
Diane Furst
Diane Griffeath
Maureen Groper
Wade Holland

Karen Hyde
Mardi Leland
Claire Mcauliffe
Karen Mendelow Nelson
Donna Miller
Dan Monte
Pat Nelson

Advocate (\$50), continued

Diane Nicolson
John Nygren
Barbara O'grady
Maureen Parton
Jean Rhodes
Bruce Richard

Holly Shepard
Susan Simpson
April Starke Slakey
Iris Stevens
Andrea Taylor
Steve Thal

Nancy Vernon
Christina Waldeck
Ken Waldeck
Sallyanne Wilson
Barbara Winter
Chip Wray

Steward (\$100)

Leslie Alden
Jan Alff Wiegel
Julie Allecta
Jayni Allsep
David Bernard
N. Edward Boyce
Nancy Boyce
Greg Brockbank
Stockton Buck

Bob Bundy
Ann Fricker
Dianne Fruin
Heather Furmidge
Katy Hallal
Bettina Hughes
Sarah Kelley
Cheryl Longinotti
Mary Morgan

Marilyn Norman
Mary O'mara
Ellen Obstler
Robert Reyff
Kimberly Scheibly
Bob & Sue Spofford
Barbara Thornton
Anthony Williams

Benefactor (\$250)

Ann Bauer

Kathryn Olson

Kim Rago

Guardian (\$500)

Vera Meislin

Protector (\$1000)

Vicki Rupp

Non-Graduate Members

Supporter (\$35)

Ted Bissell
Barbara Bogard
Tom Bradner
Robert Callender
William Carney
Anne Devero-Rosenfeld

Sharon Farrell
Mary Fraser
Robert K. Gboluma, Jr.
Kathryn Hyde
Betty Jennings
Marcy Levine

Don Magdanz
Nicole Pantaleo
Delgene Pufpaf
Judy Schriebman
Barbara Tjernell
Cherie Whitmore

Advocate (\$50)

Robert Archer
Elizabeth Clark
Kate Colin

Douglas Cooper
Peter Joseph
Tamra Peters

Patricia Ravasio

Steward (\$100)

Charles McLaughlin
Gabrielle Tierney

Ben Toland
Elaine Tope

Arlin Weinberger

Environmental Forum Donors

\$1000

Sally Wilkinson
Two Sigma Investments, LP

\$500

Susan Rusche
Conn Rusche

\$250

Kathy Cuneo
Deborah Robbins & Henry Navas, In Honor of Heather Furmidge

\$50–100

Jade Goranson
Elin Hadler-Olsen
Pamela Lloyd

Up to \$50

Gail Robertson
Kraemer Winslow

Director's Reports

Master Class 42

Andrea Taylor (38), Director

Karen Mendelow Nelson (38), Assistant Director

The 20 Master Class 42 graduates developed into an impressive group of community leaders who are now stronger and more confident about their advocacy in Marin County. We are honored to have helped them find their voices.

This is the second year of our new nine-class structure, which works well in conjunction with the Lecture Series to deliver a well-rounded, quality program, covering Marin's ecosystem, environmental history, advocacy and stewardship. Advocacy training remains an integral component of the Master Class, and walking field trips are crucial to its success. This year we offered interactive exercises which allowed the students to reflect on the topic as a group. This activity helped the students to digest the information presented in an interactive, facilitated discussion, separate from the Q&A with presenters.

This year we introduced a Tuesday/Saturday schedule to accommodate working people. When polled, we learned working students were able to arrange to attend the few Tuesdays we had class and the alternating Saturday classes did not adversely impact their weekends. Thus, this schedule allowed several students to participate who would otherwise have been unable to do so.

Our outreach to working people and minorities was a success, broadening the demographic for our student body and burnishing our reputation for making concerted efforts to be more inclusive.

This year's student projects are once again outstanding examples of effective local environmental activism. Projects are our signature deliverable, and our mark in this county can be measured by the many ongoing initiatives first developed as Master Class projects.

Scholarships

We had two recipients for the Joseph Kohn Scholarship Award, David Kunhardt and Jody Timms. There was no Jerry Friedman scholarship awarded this year by Environmental Action Committee (EAC).

Budget

Our budget is small and reflects expenses that are mostly fixed. Our income is based on tuition and number of participants. Because of the nature of the program and certain venues, we cap enrollment at 30 students. This year we contained costs through a few changes, e.g. extra charges for buses came from money usually spent on giving books to students. The budget is adequate. However, it is important for students to understand what they are getting for their \$500 tuition.

Acknowledgments

Class Coordinators and Volunteers

The Master Class program is supported and made possible by the significant contributions of many volunteers.

We extend deep, and truly heartfelt, appreciation for their help.

The Master Class 42

Orientation	Kraemer Winslow (30) Andrea Taylor (38)
Critical Thinking	Heather Furmidge (34) Mary Morgan (40)
Geology and Watersheds	Karen Mendelow Nelson (38)
Plant Communities and Baylands	Kathy Cuneo (0, HL) Nona Denis (0, HL)
Agriculture and Mariculture	Phyllis Faber (0, HL)
Open Space and Public Lands	Nona Dennis (0, HL) Karen Mendelow Nelson (38)
Advocacy and Forms of Advocacy Advocacy Speeches	Kraemer Winslow (30) Kraemer Winslow (30)

Other Contributors to the Success of Master Class 42

Project Process Manager

Diane Griffeath

Video Photography

David Fix (30)

Still Photography

Jocelyn Knight (36)

Website Maintenance

Bruce Bell
Alex Kahl (41)

Graphic Art Support

Gayle Marsh (39, 6A)

The success of the Master Class is only possible through the active participation of a strong support base. I would like to thank Karen Mendelow Nelson for her clear vision and invaluable contribution as the Assistant Program Director; Kraemer Winslow for her continued support as a presentation skills trainer, Tamela Fish for her contribution in keeping us abreast of social media; the coordinators, without whom the production of weekly classes of this caliber would not be possible.

Lecture Series 2016

Ann Bauer (41), Director

Trevor Stevenson (42), Assistant Director

In 2015, the Lecture Series was designed to be Module 2 for the Master Class. This year, the Lecture Series was not linked directly to the Master Class and its focus was to be the primary outreach for the public: bringing experts on locally important environmental topics, issues and actions to Marin residents.

The Goals of the Lecture Series were:

- Present lectures on current environmental concerns to help audience be well informed and ideally, prepared to take action
- Build the reputation that the EFM series offers meaningful, high-quality lectures
- Recruit for Master Class 43

Six Lectures were presented from January 13–April 27. There were five Wednesday evening lectures: three took place at the First Presbyterian Church in San Rafael, and two were held at the Corte Madera Community Center. One Saturday lecture was held at the Bay Model in Sausalito. A new weeknight venue in Southern Marin, the Corte Madera Community Center, was an ideal size with good equipment and resources.

We began a study of the demographic breakdown of lecture attendees and other parameters in order to make informed decisions to ensure that we serve our primary target in future lectures. The average attendance was 76 participants, with 40 EFM members and 36 members of the general public.

Three lectures included local youth who presented their environmental research, projects and passion related to the topic of the evening. All youth were poised, excellent speakers, leaving the audience proud and motivated by the next generation of local environmentalists.

2016 Lectures

Beyond Emissions Reductions: Carbon Capture Strategies

Coordinators: Judy Teichman (42) and Andrea Taylor (38)

Beyond Emissions Reductions: Carbon Capture Strategies, a Deeper Dive (Saturday)

Coordinators: Andrea Taylor (38) and Judy Teichman (42)

Sea Level Rise Adaptation in Marin: Pilots, Possibilities, and Pitfalls

Coordinators: Nancy Bell (37, 5A) and Sandy Wallenstein (28)

Renewable Energy Progress

Coordinator: David Kunhardt (43)

Waste Not, Want Not: Taking Responsibility

Coordinator: Kim Rago (38)

What the Heck Is Citizen Science and Why Is It So Important?

Coordinator: Heather Furmidge (34)

Membership

Kim Rago (38), Director

This year we transformed membership by making it available to everyone. In accordance with our Strategic Plan, we made membership more inclusive to reverse the trend of our declining numbers. In fall 2015, our Board voted to update membership for the first time in 45 years. The updates included:

- Allowing non graduates to join the Forum
- Defining different monetary membership levels and the benefits that come with each level

Our campaign began in October 2015 with emails to all graduates and emails to our “interested parties” (folks who have been speakers or attended lectures) to renew for 2016. This was followed in December by a hard copy mailing to about 250 of our more active members. In January, we completed a phone campaign, calling 120 recent members who had not yet renewed. The campaign continued informally during our Lecture Series with reminders to renew membership. Several non-graduate members joined during this time.

As of May 2, 2016: here is where we stand:

Graduate Members: 142 Graduate members, plus life members (15): 157

Non-Graduate Members: 30

Total Membership as of May 2016: 187 members

This is up approximately 12% from last year and begins our positive trend.

Additionally, we exceeded our income projections, as half of members were willing to pay higher membership levels:

Graduate Members: 72 Supporters (\$35), 39 Advocates (\$50), 26 Stewards (\$100), 3 Benefactors (\$250), 1 Guardian (\$500), 1 Protector (\$1000)

Non-Graduate Members: 18 Supporters (\$35), 7 Advocates (\$50), 5 Stewards (\$100)

A big thank you to the Board, as collecting fees, writing membership reminders and updating our database is a collaborative effort!!

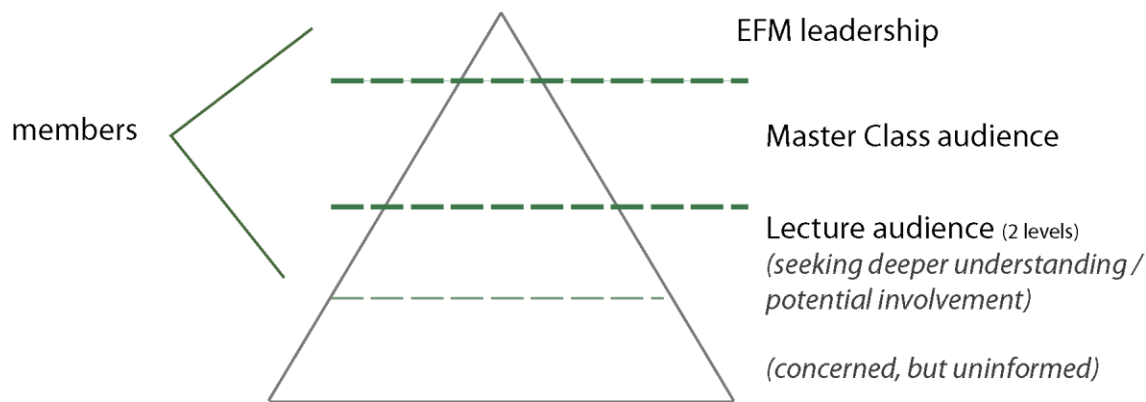
Marketing and Communications

Susan Bierzychudek (40), Director

Our Focus Through the Year

This past year was one of evolution in the Forum’s marketing and communication, as we focused on implementing the recently completed Strategic Plan to strengthen and revitalize the organization. Among the earliest tasks was the development of an overarching Marketing Plan to coordinate efforts to increase membership and thus create a more inclusive organization. This graphic (below) illustrates the Forum’s current view on membership, setting a foundational level of “education for all,” which splits the Lecture audience into two levels of interest and engagement.

Lecture attendees who seek deeper levels of information are viewed as prospective members, and may be candidates for our Master Class. Master Class graduates, in turn, may become leaders of the organization, as future Board members.



With renewed attention on membership development, we expended energetic efforts to open membership to all, waiving the requirement of Program completion that has been required through the past four decades. We also increased membership fees, developing a layered roster of member benefits to reflect corresponding fees.

We then focused on website, collateral and membership materials updates and revision, in order to welcome our first-ever non-graduate membership, and to implement the roster of level-related benefits.

Additional Marketing/Communications efforts concentrated on these areas:

- *Lecture Publicity*—traditional media Op-Ed pieces and PR to ensure high attendance at this year’s Lecture Series
- *Cross-Sell Marketing at Lectures*—introductory slides at each lecture to publicize the Forum’s two key programs, urging Lecture attendees to learn more about our Master Class
- *Partnership Publicity*—sponsorship and PR support of like-minded organizations (such as the Sustainable San Rafael/Organizing for Action partnership for their *Time to Lead on Climate* events)
- *Membership Development*—development of materials to welcome our new non-graduate members in meaningful and appropriate ways
- *Website Updates*—continuous efforts to keep the Forum’s Home page fresh and exciting, with an “In the News” section that highlighted events of interest and member accomplishments

Many Thanks

As in every year past, deep thanks go out to the few tireless volunteers who assist and advise on Marketing for the Forum. Among these are Nancy and Bruce Bell, Gayle Marsh, Tamela Fish and Heather Furmidge, though there are many others who have earned our gratitude.

Looking Ahead

While I will not be extending my Board position through the coming fiscal year, there are a few items of importance that were considered this year, but defied completion due to time constraints. I believe that some of these could have significant impact on the Forum's future success. One is the creation of a brief informational slide presentation to present to targeted, like-minded organizations, alerting people to the mission and offerings of the Forum, and to our new membership invitation to all.

Development

Susan Ruche (24, 1A), Director

In the budget proposed in last year's Annual Report, Environmental Forum of Marin included a revenue increase of \$25,000. This revenue increase was to offset an expense of \$25,000 to pay for administrative help to run the organization. As the fiscal year started, there was the intention to raise additional revenue, but it became clear that the organization was not yet ready to utilize the additional funds as the functions for which administrative help had been planned, were not well identified.

Instead of focusing on raising money through events and grant proposals, it was decided that the time of the Development Director would be better utilized by working on increasing membership through setting up the process by which people who were not graduates could become members. This has been accomplished, and new members have joined the Forum. The 2014–15 strategic planning process established a set of building blocks that the Forum would use to recalibrate. Through the course of the past year, it became clear that more work needed to be done to fill in certain details in the Strategic Plan and bring it toward implementation. The section of the Strategic Plan that needed more detailed work involved organizational effectiveness, and now that this has been done, the organization looks forward to filling the position that will provide administrative support. It will be necessary to raise funds to cover the cost.

There will be many development activities taking place during the next year. These activities will include grant proposals, fundraising, and membership expansion.

Master Class 42 Student Projects

Sea Level Rise in San Rafael Canal District

Douglas Mundo and **Hamilton Everts** are teaming up to video tape sessions for the sea-level rise discussions ongoing in Marin, and working with Youth Exploring Sea Level Rise (YESS) <http://www.yessproject.org>, to videotape how their lives will be impacted by sea level rise while living in the Canal.

Proclamation and Lecture on Renewables

David Kunhardt coordinated the Forum Lecture on the current state of renewable energy for the second year in a row.

Pesticide Free Mill Valley

Hilary Hyde, Susan Kirsch, Gretchen Likander and **Nancy McKlveen** have been working as a team to create Glyphosate Free Mill Valley. Their project has worked in partnership with Pesticide Free Marin. The project promotes public awareness and support of initiatives to remove use of glyphosate from use on Mill Valley public lands.

Pesticide Free Marin County Schools through Integrated Pest Management Planning

Rika Gopinath has been working to empower every Marin County K-12 school to create a pesticide-free Integrated Pest Management plan for maintaining school grounds and influence at least one school district to eliminate glyphosate use by August 2016.

EFM Lectures on Carbon Capture Strategies

Judy Teichman co-coordinated two lectures with Andrea Taylor on "Beyond Emissions Reductions: Carbon Capture Strategies." She will give background on "carbon farming," briefly describe the presentations and sources for more information, and suggest steps to support carbon sequestration on agricultural and public lands in Marin.

Economics of Carbon Farming

Robert Miller has been working on an economic analysis of Carbon-sequestration in Marin rangelands, developing a very early overview of potential costs, benefits, and importance in greenhouse gas abatement.

Lecture Series Assistant Director

Trevor Stevenson was the 2016 Assistant Director of the Lecture Series. In addition to supporting the logistics of the lecture series, he did an analysis of the demographics of the lecture attendees, in order to inform decisions about the strategic direction of the Environmental Forum. He also evaluated whether each lecture provided clear actions that people could take based on what they had learned.

Youth Speaks

Jody Timms organized a Millennial Activists Panel for 350.Marin presented by young adults about what it means to be an activist for Climate Change.

One Tam

Nancy Benjamin has been working on building One Tam's Volunteer Ambassador Network to increase community awareness and encourage stewardship and philanthropy by engaging local businesses.

Cascade Canyon OSP Fish Protection Project

Christina Toms developed a joint proposal for the Marin County Bicycle Coalition Off-Road Program and Friends of Corte Madera Creek to replace at-grade crossings over San Anselmo Creek within Cascade Canyon Open Space Preserve.

Be The Dream 2016 Environmental Theme

Nancy Johnson and **Jessica Hollinger's** project sought to incorporate, for the first time, an environmental theme into Marin Grassroots' annual Be The Dream Awards Celebration in order to demonstrate the interconnections between environmental stewardship and the pursuit of social equity.

The Macro and Micro of Water Molecules and Water Conservation in Fairfax

Norma Fragoso and **Ken Mayer** focused on the Town of Fairfax and their water conservation efforts by providing information about water use, best practices for water preservation and recycling; and by expanding exposure to a wider audience through the Fairfax Planning Commission.

Cohousing

Sandi Bowman is developing a cohousing project that is sustainable.