



**Circlewood Board Meeting
December 13, 2021
12:00-2:00pm PDT**

12:00 am – Meeting Begins

Check-in

Opening prayer – *Glenn*

Overview of the meeting – *James*

12:30 – Administrative items

Action: Approve minutes for 9/18 and 9/25 meetings – *Glenn*

Pages 2-3

Financial Summary – *James, Louise and Tim*

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Additional resources

(Dashboard; YTD Budget; YTD project budget; Balance Sheet)

Pages 14-18

12:40 – 2021 OSKR’s update with 2022 preliminary goals

Pages 5-7

1:10 – 2022 Board Development Discussion

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1:30 – Executive Session

Action: Approval of 2022 Preliminary Budget

2022 Preliminary Budget Summary

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Additional resources (Line-item Budget)

Pages 10-13

Action: Consider Louise Conner for 2nd board term.

2:00 – Prayer and Adjourn

**Circlewood
Board Meeting Minutes
September 18, 2021 via Zoom**

Present: Board Members—Glenn Palmberg, Tim Hedberg, Beth Knox, Tom Ruebel, Forrest Inslee, Louise Conner; Absent—Lenore Three Stars, Mike Holmgren. Staff – James Amadon

Glenn opened the meeting with prayer.

Glenn introduced the topic of the meeting, which were the anticipated resignations of Mike Holmgren and Forrest Inslee from the Circlewood Board of Directors and the proposed invitation to Kathy Holmgren and J. Paul Fridenmaker to attend the Circlewood retreat in order to provide an opportunity for us to observe each other in anticipation of an Executive Session during the Circlewood retreat on September 25th to take action on extending an invitation to each of them to join the Circlewood Board, finishing the terms being vacated by Mike and Forrest.

Beth raised the question of Board goals and James explained that board development would be a major theme of the retreat, including the makeup of the Board. Beth suggested creating a matrix of members and categories of people in order to determine what types of board members are currently needed for the Circlewood Board. James shared a document showing each Board member's current term. Board members were asked to voice any objections they had to inviting Kathy and J.Paul to the retreat. No objections were raised.

James shared the anticipated retreat schedule. Attendees of the retreat are being encouraged to get COVID tests before the retreat if possible.

The meeting was adjourned.

**Circlewood
Board Meeting Minutes
September 25, 2021, 9:00 am**

Present: Board Members—Glenn Palmberg, Tim Hedberg, Beth Knox, Tom Ruebel, Lenore Three Stars, Forrest Inslee, Louise Conner, James Amadon; Guests—Jessalyn Megerle, David Jones, J. Paul Fridenmaker, Kathy Holmgren

Glenn called the meeting to order. Guest, J. Paul and Kathy, were welcomed to the meeting. James led attendees in a game of "Circlewood Jeopardy." Glenn opened the meeting with prayer.

James presented an overview of the meeting, with the theme, "Guiding Circlewood's Growth."

The minutes from May 14, 2021 were presented for approval. Tim moved that the minutes be approved as presented. Forrest seconded the motion. The motion passed.

Tim presented the Financial Summary contained within the meeting packet, highlighting that the summary covers through the end of August. James presented some background information as well. The projected cash flow for 2021 (using conservative income figures and worse case scenario expense figures) is a deficit for the Operating Budget of -\$81,600 and 2021 Designated Fund expenses of \$91,670, leaving us with projected cash on hand of \$238,446. We will continue to monitor finances

closely as we are consistently running a monthly deficit. Our end of the year campaign has a stretch goal of \$125,000. James, Tim and Louise will bring a 2022 draft budget and resource plan to the next board meeting.

James presented a staffing update. The staff held a retreat on Friday focused on media, communications, and marketing work. This year James' hours were increased to ¾ time. We hope to move him to full time next year. Forrest became an Associate Director in July. He was moved from contractor to employee and his hours were increased to 20 per week. Beginning October 1, Louise will be Managing Editor of The Ecological Disciple as well as Administrative Assistant and will be adding 5 hours a week for a total of 20 hours a week. Beginning October 1, Jessalyn will be Marketing and Communications Manager as well as Social Media Director and will be adding 6 hours per week for a total of 14 hours a week. David's current role is focused on Board development, Marketing and Communications, and Donor development.

James introduced a 2021 Programming Update on three current areas of work: Media, Education, and Place. Media work includes: The Earthkeepers Podcast, The Ecological Disciple, and Circlewood Social Media. Forrest reported that the next frontier for the podcast is being more intentional about the personal aspect. During the Social Media discussion, Beth suggested considering a presence on LinkedIn, which is a more professional site than Facebook and said she would report back on what she discovers about paid advertising in her work with the Seattle Sports Commission that might be useful to Circlewood. In social media, post interaction is highest with personal posts and Jessalyn invited board members to share cool things that might interest Circlewood followers.

Forrest shared information about the organizations that have approached us wanting to have stakeholder voices. It was suggested that we reach out to other groups who have not reached out to us to find out what they might need/want. The possibility of a separate 501 (3)(c) for an education board was mentioned. This would require a board distinct from the Circlewood board, with some, but not complete, overlap okay. Voting would need to be separate.

For Circlewood Village, James presented the latest articulation of the Village vision and David Vandervort distributed packets of the site plans, walking Board members through the illustrations and presentation. The zoning of the property allows a maximum of 80 people. The priorities are integration, immersion, and elegant simplicity. Current partners are: Vandervort Architects, Living Building Challenge, 2020 Engineering, Katy Scherer, and Construction for Change. The Village would occupy 10 of Circlewood's 40 acres. The Board travelled to the property site to explore the land and share lunch.

David Jones led the Board in a discussion on Board Development. Board members were asked to share their positive and negative experiences with boards. He led the Board through a set of 10 Roles and Responsibilities of a Non-Profit Board based on the book, "Board Orientation," that board members had been given to read before the meeting. Board members were asked to evaluate how the Board is doing with each of these roles and share any areas of concern.

Lenore closed the Regular Session of the Board meeting in prayer.

The Board went into Executive Session (minutes sent separately)

Louise Conner
Secretary

Financial Summary Through November 30, 2021

2021 Summary

Operational Budget: We have used surplus money from past years to move Circlewood forward through increased staff and needed road and logging work on Camano. We started 2021 with approximately 154k surplus and will end with approximately 89k.

Project Budget: We estimate that we will have spent 74k on development, leaving us 226k to keep the work moving forward while we ramp up the capital campaign.

2021 Resource Goals

Operations	265k	(Has a lot of "stretch" items. Projection of 177k)
Cap. Campaign – Donors	0k	(Shifted to 2022)
Cap. Campaign – Grants	0k	(Shifted to 2022)
Media Grants	45k	(No luck so far with foundation work in this area)
TOTAL	300k	

Profit/Loss as of November 30:

Income	80,391	
Operating Expenses	227,117	(34k for road/logging; 90k staff/contractors)
Camano Project Exp.	58,810	(Design work so far – 300k designated for project)
Total Profit/Loss	(205,536)	

Cash on Hand as of Nov. 30:

Regular Checking	14,882	(Includes most of Sept. donations)
Forest Checking	66	(Designated for forest stewardship expenses)
Savings	233,073	(\$255k designated for Camano)
Covenant Trust	0	(300k moved to savings. 350k loan returned)
Total	248,021	(\$241,190k designated; 6,831k undesigned)

Projected Operating Inc.	180,038	(2020 total: \$156,770)
Projected Operating Exp.	244,793	(2020 total: \$161,725)
Total	(64,690)	(Covered by surplus from 2020).

Projected Designated Funds	301,166	(300k project; 1,166 Forest Stewardship)
Projected Designated Exp.	73,810	(Design and development costs)
Total	227,356	

Projected Cashflow for 2021

TOTAL projected cash on hand **315,541** (226,190 Designated; 89,351 undesigned)

NOTES

At estimated profit/loss rate for first 6 months of 2022, 89k undesigned funds estimated to be at 39k by mid-year (assuming full expenses and no new income).

2021 Objectives, Strategies, and Key Results Update

2021 OBJECTIVE #1: Expand and Develop Programs			
2021 KEY RESULTS	PROGRESS YTD	Q4 Goals	COMMENTS
<i>Expand Creative Media</i>			
1,000 listeners per podcast episode with 20% outside U.S.	<ul style="list-style-type: none"> *New producer Dave Ulfers freeing up Forrest to focus on content. *25 new episodes; 9,000 downloads *Estimating 325 listeners per episode. *15% listeners outside U.S. 	*Keep making quality episodes.	Emerging 2022 OSKR's <ul style="list-style-type: none"> * 3-4 "Big Name" guests *Dedicated website *New "feel" for episodes
New online journal with 125 subscribers.	<ul style="list-style-type: none"> *Launched <i>The Ecological Disciple!</i> *117 subscribers *66 original posts *20% website readers outside US 	*Create OSKR plan for rest of year.	Emerging 2022 OSKR's <ul style="list-style-type: none"> * Add 3rd column – practical earthkeeping *250 subscribers; 100 paid
750 FB Followers / 500 IG followers	<ul style="list-style-type: none"> *Jessalyn Megerle hired as SM Director. *Added 150 FB followers and 165 IG followers. 	*Integrate SM into End of Year Giving campaign.	Emerging 2022 OSKR's <ul style="list-style-type: none"> * Possibly add a third SM channel.
Explore Video	*Podcast intro videos		Emerging 2022 OSKR's <ul style="list-style-type: none"> * Create volunteer role for Dave Ulfers. *Add video content to online courses.
<i>Education strategy</i>			
Detailed plan in place	<ul style="list-style-type: none"> *Added this area to Forrest's work July. Secured official declaration of partnership from the Seattle School. *Started forming two online courses. 	<ul style="list-style-type: none"> *Continue to work on online courses. *Push partnership with TSS. 	Emerging 2022 OSKR's <ul style="list-style-type: none"> * Launch 2 online courses. * Formalize relationship with TSS. * Clear program for Circlewood Village.
2021 programs	*"Gather" movie event July 2		
<i>Camano Ready to Build</i>			
Detailed design for whole site + Phase 1.	<ul style="list-style-type: none"> *Built Design Team *Registered as official project of "The Living Building Challenge" *Had Pre-Application mtg. w/county *2 Design charrettes held with new design partners. 	*Continue to refine design.	Emerging 2022 OSKR's <ul style="list-style-type: none"> * Open ROW. * Get site plan approved. * Break ground on first project. * Establish on-site host/caretaker.

2021 OBJECTIVE #2: Strengthen Circlewood's Core

2020 KEY RESULTS	YTD PROGRESS	Q4 GOALS	COMMENTS
<i>Engaged Board</i>			
	*Two great board meetings. *One great retreat	*Great December meeting *2022 Board OSKR's	Emerging 2022 OSKR's * 2 business mtgs * 2 retreats * 2 active committees
<i>Collaborative Staff</i>			
Staff team setting ambitious goals for 2022.	*Implemented monthly staff meetings.	*Reassess staff meetings for 2022.	Emerging 2022 OSKR's * Move James to full-time. * Move Jessalyn to part-time.
Integrated Comm. + Mark. plan serving our community circles.	*Drafted Circlewood Community Circles and funnel. *Created Marketing and Communications team. *Implemented coordinated EOY giving campaign "Rise to the Challenge"	*Finish "Rise to the Challenge" *Create base calendar for 2022. *Orient Jessalyn as new Director of Marketing and Communications.	Emerging 2022 OSKR's * Coordinated branding * Annual MarCom calendar
<i>Mission-focused Admin.</i>			
Office system that supports online collaboration and physical sustainability.	*Office 365 up and running. Moved main platform to TEAMS. *Purchased recycled greeting cards for board and staff.		Emerging 2022 OSKR's * Create organization structure to support non faith-based programming. *Develop data system that identifies different levels of commitment within the Circlewood community.

2020 OBJECTIVE #3: Resource for Growth			
2020 KEY RESULTS	YTD PROGRESS	Q4 GOALS	COMMENTS
<i>Treat Donors as Partners</i>			
\$228k through 70 one-time gifts (5 avg. \$25k) and 32 recurring gifts	*80k through 29 one-time gifts and 36 recurring gifts.	*Projections are \$180k through 60 one-time gifts and 36 recurring gifts.	Emerging 2022 OSKR's * 100k – Regular giving * 75k – End of Year Giving
<i>Cultivate Foundation Relationships</i>			
250k Initial major grant proposal.	*Were invited to submit grant by Murdock. Aiming for \$400k. *Got basic grant application info into system.		Emerging 2022 OSKR's * Submit 400k application
30k-50k small grants	*Pursued 4 foundations and did not make headway	*Have new contact with Stewardship Foundation.	Emerging 2022 OSKR's *Apply for 2 grants.
<i>Launch Capital Campaign</i>			
Secure 770k in commitments and 385k in hand.	*Resource team shifted into capital campaign team	.	Emerging 2022 OSKR's *Launch silent phase of campaign
<i>Build Program Inc.</i>			
3.5k program income			Emerging 2022 OSKR's * 3k in online course revenue
<i>Cultivate Corp. Rel.</i>			
10k - Microsoft	*\$550 given in volunteer time/money.		Emerging 2022 OSKR's * 5k - Could use a coordinator for this.
6k – Affiliate partnerships	*Met with founders of Spark Giving.		*Not sure if these are worth the amount of time it takes to grow revenue.
<i>Develop Forest Prod.</i>			
List of potential products			Keeping an eye on this for 2022
5k – Timber thinning	*Timber thinning done.		*Ended up paying a bit with extra expense of the harvest.



2022 Board Development Discussion Guide

Background: At our fall retreat, we had a good discussion about where we have been as a Board and where we are heading. This discussion focuses us on how we want to grow as a Board in 2022.

Opening Questions

Board Learning - What do board members need in 2022 to understand and further our mission to “accelerate the greening of faith?”

Board Leading - What does the Board as a whole want/need to do in 2022 to further our mission?

Ideas to Consider

Form 2 working committees that would meet 1-2 times between board meetings:

- **Internal Committee** – would provide oversight and guidance for Circlewood’s administrative work. This would include financial health, regulatory compliance, and the formation of needed policies and procedures.
- **Board Development Committee** – would provide oversight and guidance for the health and growth of the Board. This would include recruitment and development of members, meetings/retreats, and board policies, procedures, and guiding documents.

Set 2022 Meeting Dates Earlier (Can Change if we need to)

- In-person Planning Day - Saturday, February 19, 9am-2pm
- Mid-Year Zoom Meeting – Monday, May 9, 10am-Noon
- In-person Annual Retreat – September 23-25 on Camano
- End of Year Zoom Meeting – Monday, December 5, 10am-Noon

Board Proposal

2022 Preliminary Operating and Project Budgets

We have put together a preliminary 2022 budget. We will present a finalized budget proposal at our first board meeting of the new year. Full line-item budget is also included in the packet.

OPERATING BUDGET SUMMARY

Category	2021 Budget	2021 Notes	2022 Budget	2022 Notes
Donor Support	226,468		163,600	Projected support if no change from 2021.
New Funds	45,000		66,885	New funds needed for full 2022 expenses.
Activity Revenue	37,600	30k forest income	5,100	
Other Income	150		19,300	Expected IRS Earned Retention Credit.
TOTAL INCOME	309,218		254,885	
Program Expenses	122,028	*45k grant ideas *26k forest exp. *30k Podcast Prod.	10,700	
Camano Land Exp.	12,900		13,000	*11k taxes (need to explore non-profit tax options)
Administrative	49,165		33,825	*Reduction in Cedarstone from 42k to 13.5k – Acknowledges 1)David’s success in helping us grow; 2) need to reduce expenses and 3) need to invest in building local staff. Plan is to continue working with David for first 6 months, then assess.
Staff	111,035	*Added Jessalyn *Added hours for Forrest, Jessalyn, and Louise.	183,850	*Change reflects a full year with 4 staff and potential increases in July – James to full time; Louise from 20 to 25 hrs; Jessalyn from 14 to 20 hrs.
Board	2,750		4,250	
Communication/Marketing	1,420		1,260	
Fundraising	9,920		8,000	
TOTAL EXPENSE	309,218		254,885	

PROJECT BUDGET SUMMARY

Category	2021 Budget	Notes
Existing Funds	226,000	Designated Funds
Expenses: Design + Dev.	100,000	Will bring more detailed 2022 budget to next bd. mtg.

Proposal: That the board approve the \$254,885 preliminary 2022 operating budget and the \$100,000 preliminary 2022 project budget.

2022 Circlewood Preliminary Operating Budget					
INCOME	2021 Budget	2021 Projected	NOTES	2022 Budget Total	NOTES
DONOR SUPPORT					
Unrestricted Cash	217,304	182,479	EOY projections: 75k gift; 25k small gifts; 12k regular giving. Does not include 19k in ERC	158,000	Assumes no change in giving.
In-kind		0		0	
Forest Stewardship	7,500	550		5,000	Assumes Microsoft opportunities
Camano Island Coffee Roasters	500	431		600	Assumes minimal growth
TOTAL DONOR SUPPORT	225,304	183,460		163,600	
*GRANTS/NEW FUNDS	45,000	0		66,885	New funds needed to cover full expenses.
ACTIVITY REVENUE					
CAMANO ACTIVITY REVENUE					
Forest Income	30,000	0		0	
Camano Events Income		0		0	Unsure yet what is possible in 2022
EDUCATION ACTIVITY REVENUE					
Presentation Income		0		0	
Church Partnerships	2,200	1,000	Bellingham Covenant	500	Bellingham Cov.
Other Education Income	5,000	0		1,500	Online courses.
MEDIA ACTIVITY REVENUE					
Publication Income	400	56		100	This comes from previous publications of MSA.
Podcast Income	0	0		0	
TED Income		0		3,000	Assumes subscriptions starting mid-year.
Other Media Income		0		0	
TOTAL ACTIVITY REVENUE	37,600	1,056		5,100	
OTHER INCOME	150	349		19,300	Assumes 19k ERC; Interest, etc.
TOTAL INCOME	308,054	184,865		254,885	

	2021 Budget	2021 Proj.		2022 Budget Total	NOTES
29	PROGRAM EXPENSES				
30	CAMANO PROGRAMS				
31					
32	Camano Program Expense	5,000	3,822	2,500	2022 programs undefined
33	Forest Expense	26,028	26,028	1,500	Forestry expenses
34	Forest Stewardship	3,000	4,508	500	NNRG
35	EDUCATION PROGRAMS				
36	Education Expenses	3,500	802	1,000	Online courses, webinars, new ideas.
37	MEDIA PROGRAMS				
38	Podcast Producer	10,000	11,667		Forrest's role now Assoc. Dir.
39	Podcast Expenses	5,000	1,871	2,200	Production and equipment.
40	TED Expenses	1,000	488	1,000	Possible paid writer for 3rd column.
41	New Media Programs	500	0	2,000	Video expenses and other opportunities that may emerge
42	*Podcast	15,000	0	0	2021 grant idea.
43	*Blog	15,000	0	0	2021 grant idea.
44	*Marketing	10,000	0	0	2021 grant idea.
45	*Video	5,000	0	0	2021 grant idea.
46	TOTAL PROGRAM EXP.	99,028	49,186	10,700	
47	CAMANO LAND & DEVELOPMENT				
48					
49	Property Taxes	10,900	9,244	11,000	We may explore possibility of non-profit tax reduction for land.
50	Maintenance	2,000	100	2,000	May need new gate.
51	Insurance			0	Included in general liability insurance below
52	TOTAL CAMANO L&D EXP.	12,900	9,344	13,000	
55	ADMINISTRATIVE				
56	Office Supplies	1,000	560	600	
57	Postage	250	775	1,100	
58	Cedarstone	42,000	40,501	13,500	*Cedarstone services plus expenses Includes \$3300 invoice from Dec. 2021. Plan is to have David Jones at \$10k for 6 months, and reassess possibilities for second half of 2022.
59	State Registrations	500	1,080	600	
60	Bank Charges and Fees	100	70	100	
61	Telecommunications	240	222	250	
62	Legal and Prof. Services	1,500	550	1,500	May need help setting up supplemental non-profit to handle non faith-based programing.
63	Liability Insurance	2,500	2,009	15,000	This includes general liability and board and officers insurance - we will be looking at alternative providers in 2021.
64	Last Pass	75	53	76	
65	Licences and Fees	100	0	100	
66	Software Subscriptions	150	75	150	LIST HERE
67	Gusto Payroll Subscription	750	780	850	
68	TOTAL ADMIN. EXP.	49,165	46,675	33,826	

69						
70	STAFF EXPENSES					
71	Exec. Director Salary	69,000	69,000		77,562	Includes \$500 for health insurance, full time after June
72	Exec. Dir. Work Expenses	1,000	553		1,000	includes \$40/mo cell phone
73	Exec. Dir. Mileage Reimburse	2,400	954		2,000	
74	ED Employer Taxes	5,298	5,689		6,205	
75	ED Reimbursemet WA FML	117	117		156.71	\$11.62 through June 14.50 after June per mo.
76	TOTAL EXEC. DIR.	77,815	76,313		86,924	
77	Assoc. Director Salary	20,000	19,999	*Moved from Podcast Producer midway through 2021	40,000	*Continuing current hours into 2022
78	Assoc Dir. Work Expenses	125	0		250	
79	Assoc Dir. Mileage Reimburse	125	0		500	Possible increased trips to Camano.
80	AD Employer Taxes	1,586	1,679		3,356	
81	TOTAL ASSOC. DIR.	21,836	21,678		44,106	
82	Admin. Assist./Managing Ed. Wage	20,000	21,126		29,250	If move from 20 to 25 hours in July.
83	Admin. Assist./Managing Ed Work l	250	45		250	
84	Admin. Assist./Managing Ed Mileag	250	0		250	
85	AA/ME Employer Taxes	1,857	1,747		2,412	
86	TOTAL ADMIN. ASST./MANAGIN	22,357	22,918		32,162	
87	Marketing & Comm. Manager. Wa	8,320	9,881		17,680	If move from 14 to 20 hours July 1
88	Marketing & Comm ManagerWork	600	1,100		250	
89	Marketing & Comm. Manager Milea	250	0		250	
90	Marketing & Comm. Employer Tax	693	826		1,478	
91	TOTAL MARKETING & COMM. M	9,863	11,807		19,658	
92						
93	Intern				0	Would come through grants
94	STAFF CONFERENCES	1,000	48		1,000	2 Conferences to network post-COVID
95	TOTAL STAFF EXPENSES	111,035	132,764		183,850	
98	BOARD					
99	Meetings	2,500	3,800		4,000	Retreats, meeting expenses
100	Reimbursements	250	0		250	
101	TOTAL BOARD EXPENSES	2,750	3,800		4,250	
102						
103	COMMUNICATION / MARKETING					
104	Constant Contact	220	674		300	Prepaid through Oct. 2022
105	Website	700	313		460	New Earthkeepers website
106	Marketing Materials	500	4		500	
107	TOTAL COMM. EXPENSES	1,420	991		1,260	

	2021 Budget	2021 Projected	NOTES	2022 Budget Total	NOTES
109	FUNDRAISING				
110	500	404		500	\$34.81 per month last half 2021
111	1,920	970		1,500	\$3.45/mo over 2021, plus per transaction fees
112	7,500	1,107		6,000	Meals with donors, thank you gifts, events, etc., +grant writer
113	9,920	2,481		8,000	
114	OTHER EXPENSES				
115	286,218	245,241	the 45k grant expenses this represented a 12% increase	254,885	
116					
117	21,836	(60,376)		0	

Resource Dashboard

REVENUE/EXPENSE	2021 Obj.	Jan-Nov. 2021	2020 YTD	2020 Total
One-time Gifts \$10 - \$1000	60 gifts \$12,000	25 \$5,264	13 \$2147	47 gifts \$9372
One-time Gifts \$1000+	15 gifts \$143,000	4 \$6,520	4 \$6500	10 gifts \$61,520
Recurring Givers \$100 - \$1000/yr	20 givers \$10,000	23 \$9,864	18 \$7626	18 givers \$8337
Recurring Givers \$1000+/year	12 givers \$63,000	13 \$56,915	10 \$56,656	10 givers \$61,729
New Givers	22	22	7	18
Total Givers	70	52	37	48
Camano Project	N/A	0 \$0	N/A	N/A
Foundations	N/A	0 \$0	0 \$0	\$0
Corporate Partners	3 \$5000	2 \$2430	2 \$1190	\$1268
Corporate paid vol. hrs.	100 hrs \$2,500	22 \$550	40 \$1,000	40 hrs \$1000
Program Revenue	\$3500	\$0	\$3138	\$3138
Product Revenue	\$30,000	\$100	\$335	\$350
Other Revenue	\$1000	\$300	\$9800	\$10,000
TOTAL GIVING/REVENUE	\$266,500	\$80,390	\$64,169	\$150,607
Operations Expenses	\$265,000	\$227,115	\$147,565	\$161,725
Project Expenses	\$300,000	\$58,810	\$7,043	\$17,544
Growth Expenses	\$45,000	\$0	\$0	\$0
TOTAL EXPENSES	\$610,000	\$285,925	\$224,618	\$179,268
Net Income	\$5000	-206,085	-\$160,449	-\$22,497

Other Dashboard Data

	2021 Obj.	Nov. 2021	2020 YTD	2020 Total
Donor Perfect Contacts	500	428	379	383
Facebook Followers	500	457	304	307
Instagram Followers	500	285	105	119
Volunteer Hours	750	680	792	840
Website Visitors/month	500/month	361	280	232/month avg.
Podcast Episode Downloads	1000/episode 20,000 total	350/episode 14,365 total	5039	5739
The Ecological Disciple Subscribers	125	117	N/A	N/A

Circlewood

Budget vs. Actuals: 2021 Circlewood Operating Growth Budget - FY21 P&L
January - November, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
CAMANO ACTIVITY REVENUE				
Forest Income		27,500.00	-27,500.00	
Total CAMANO ACTIVITY REVENUE		27,500.00	-27,500.00	
EDUCATION ACTIVITY INCOME				
Church Partnerships		2,016.66	-2,016.66	
Other Education Income		4,583.33	-4,583.33	
Total EDUCATION ACTIVITY INCOME		6,599.99	-6,599.99	
MEDIA ACTIVITY REVENUE				
Publication Income	55.66	366.66	-311.00	15.18 %
Total MEDIA ACTIVITY REVENUE	55.66	366.66	-311.00	15.18 %
Total ACTIVITY REVENUE	55.66	34,466.65	-34,410.99	0.16 %
Interest Income	295.08		295.08	
Other Income	3.51	137.50	-133.99	2.55 %
Sales of Product Income	44.46		44.46	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income	431.09	458.34	-27.25	94.05 %
Cash	79,011.51	199,195.07	-120,183.56	39.67 %
Forest Stewardship	550.00	6,875.00	-6,325.00	8.00 %
Total Donor Gifts	79,992.60	206,528.41	-126,535.81	38.73 %
Grants		41,250.00	-41,250.00	
Total SUPPORT	79,992.60	247,778.41	-167,785.81	32.28 %
Total Income	\$80,391.31	\$282,382.56	\$ -201,991.25	28.47 %
GROSS PROFIT	\$80,391.31	\$282,382.56	\$ -201,991.25	28.47 %
Expenses				
ADMINISTRATIVE				
Bank Charges & Fees	64.50	91.66	-27.16	70.37 %
Cedarstone	37,168.40	38,500.00	-1,331.60	96.54 %
Legal & Professional Services	550.00	1,375.00	-825.00	40.00 %
Liability Insurance	2,009.00	2,291.66	-282.66	87.67 %
Licenses & Fees		91.66	-91.66	
Office Supplies	624.42	916.66	-292.24	68.12 %
Password Management	52.90	68.75	-15.85	76.95 %
Payroll Processing Cost	710.15	687.50	22.65	103.29 %
Postage	751.80	229.16	522.64	328.07 %
Software Subscriptions	75.00	137.50	-62.50	54.55 %
State Registrations	1,055.62	458.34	597.28	230.31 %
Telecommunications	222.36	220.00	2.36	101.07 %
Total ADMINISTRATIVE	43,284.15	45,067.89	-1,783.74	96.04 %

BOARD EXPENSES				
Meetings	3,757.95	2,291.66	1,466.29	163.98 %
Reimbursement		229.16	-229.16	
Total BOARD EXPENSES	3,757.95	2,520.82	1,237.13	149.08 %
CAMANO LAND AND DEVELOPMENT				
Maintenance	54.06	1,833.34	-1,779.28	2.95 %
Property Taxes	9,243.86	9,991.66	-747.80	92.52 %
Total CAMANO LAND AND DEVELOPMENT	9,297.92	11,825.00	-2,527.08	78.63 %
COMMUNICATION				
Marketing Materials		458.34	-458.34	
Newsletter	674.06	201.66	472.40	334.26 %
Website	289.45	641.66	-352.21	45.11 %
Total COMMUNICATION	963.51	1,301.66	-338.15	74.02 %
FUNDRAISING				
Cost of Fundraising	966.76	6,875.00	-5,908.24	14.06 %
Donor Perfect	813.28	1,760.00	-946.72	46.21 %
Merchant Fees	369.63	458.34	-88.71	80.65 %
Total FUNDRAISING	2,149.67	9,093.34	-6,943.67	23.64 %
PROGRAM EXPENSES				
CAMANO PROGRAMS				
Camano Program Expense	3,822.50	4,583.34	-760.84	83.40 %
Forest Expense	26,028.50	23,859.00	2,169.50	109.09 %
Forest Stewardship	4,507.66	2,750.00	1,757.66	163.91 %
Total CAMANO PROGRAMS	34,358.66	31,192.34	3,166.32	110.15 %
EDUCATION PROGRAMS				
Education Expenses	750.00	3,208.34	-2,458.34	23.38 %
Total EDUCATION PROGRAMS	750.00	3,208.34	-2,458.34	23.38 %
MEDIA PROGRAM EXPENSES				
Blog Expenses	446.96	14,666.66	-14,219.70	3.05 %
Media Marketing Expenses	2.00	9,166.66	-9,164.66	0.02 %
New Media Program Expenses		458.34	-458.34	
Podcast Expenses	1,538.76	18,333.34	-16,794.58	8.39 %
Podcast Producer	11,666.69	10,000.00	1,666.69	116.67 %
Video Expenses		4,583.34	-4,583.34	
Total MEDIA PROGRAM EXPENSES	13,654.41	57,208.34	-43,553.93	23.87 %
Total PROGRAM EXPENSES	48,763.07	91,609.02	-42,845.95	53.23 %
STAFF EXPENSES				
ADMINISTRATIVE ASSISTANT EXPENSES				
Administrative Assistant Employer Taxes	1,568.70	1,702.25	-133.55	92.15 %
Administrative Assistant Mileage Reimbursement		229.16	-229.16	
Administrative Assistant Wages	18,958.50	18,333.33	625.17	103.41 %

	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Administrative Assistant Work Expenses	47.29	229.16	-181.87	20.64 %
Total ADMINISTRATIVE ASSISTANT EXPENSES	20,574.49	20,493.90	80.59	100.39 %
ASSOCIATE DIRECTOR EXPENSES				
Associate Director Employer Taxes	1,398.60	1,321.45	77.15	105.84 %
Associate Director Mileage Reimbursement		104.16	-104.16	
Associate Director Salary	16,666.65	16,666.65	0.00	100.00 %
Associate Director Work Expenses		104.16	-104.16	
Total ASSOCIATE DIRECTOR EXPENSES	18,065.25	18,196.42	-131.17	99.28 %
EXECUTIVE DIRECTOR EXPENSES				
Executive Director Employer Taxes	5,158.47	4,856.50	301.97	106.22 %
Executive Director Mileage Reimbursement	754.00	2,200.00	-1,446.00	34.27 %
Executive Director Salary	63,250.00	63,250.00	0.00	100.00 %
Executive Director WA FML reimbursement	106.81	107.25	-0.44	99.59 %
Executive Director Work Expenses	452.72	916.66	-463.94	49.39 %
Total EXECUTIVE DIRECTOR EXPENSES	69,722.00	71,330.41	-1,608.41	97.75 %
SOCIAL MEDIA COORDINATOR EXPENSES				
Social Media Coordinator Employer Taxes	724.97	635.25	89.72	114.12 %
Social Media Coordinator Mileage Reimbursement		229.16	-229.16	
Social Media Coordinator Wages	8,667.40	7,626.66	1,040.74	113.65 %
Social Media Coordinator Work Expenses	1,099.90	550.00	549.90	199.98 %
Total SOCIAL MEDIA COORDINATOR EXPENSES	10,492.27	9,041.07	1,451.20	116.05 %
STAFF CONFERENCES				
STAFF CONFERENCES	47.53	916.66	-869.13	5.19 %
Total STAFF EXPENSES	118,901.54	119,978.46	-1,076.92	99.10 %
Total Expenses	\$227,117.81	\$281,396.19	\$ -54,278.38	80.71 %
NET OPERATING INCOME	\$ -146,726.50	\$986.37	\$ -147,712.87	-14,875.40 %
NET INCOME	\$ -146,726.50	\$986.37	\$ -147,712.87	-14,875.40 %

Circlewood
Board Meeting Minutes—Regular Session
December 13, 2021 via Zoom

Present: Board Members—Glenn Palmberg, Tim Hedberg, Tom Ruebel, Lenore Three Stars, Kathy Holmgren, Louise Conner, James Amadon; Guests—Forrest Inslee, Jessalyn Gentry, David Jones; Absent—Beth Knox

Glenn opened the meeting with check-ins and a prayer.

James gave an overview of the meeting.

The minutes from September 18, 2021 were presented for approval. Tim moved that the minutes be approved as presented. Tom seconded the motion. The motion passed.

The minutes from the regular session of the September 25, 2021 meeting were presented for approval. Tim moved that the minutes be approved as presented. Lenore seconded the motion. The motion passed.

The minutes from the executive session of the September 25, 2021 meeting were presented for approval. Lenore moved that the minutes be approved as presented. Tim seconded the motion. The motion passed.

James presented the Financial Summary contained within the meeting packet. The summary covers through November 30, 2021. The profit/loss as of Nov. 30 for the Operating Budget plus the Project Budget is -\$205,536. This doesn't include end of the year giving, which so far has brought in \$84,000 and also doesn't include regular giving for December. We are estimating a drawdown in our surplus of approximately \$64,690 in 2021 and expect to start the year with approximately \$226,190 in our designated project funds and \$89,351 in undesignated funds, for a total of \$315,541 cash on hand. We expect to spend down our undesignated funds from \$89k to \$39k by the middle of the year, assuming full budget expenses and no new income. There is hope of new funding from donors and grants, but we will be watching carefully as having funds for our operating expenses could be a concern at mid-year. Budget details will be discussed later in the meeting during the Executive Session where a preliminary budget for 2022 will be presented. A finalized 2022 budget will be brought to the first board meeting of 2022.

James led the board through the OSKR's spreadsheet, discussing progress and goals of our three current objectives: Expand and Develop Programs, Strengthen Circlewood's Core, and Resource for Growth.

Objective #1: Expand and Develop Programs.

- Media Work. James and Forrest shared Earthkeepers accomplishments in 2021 and hopes for 2022. James and Louise shared the same for The Ecological Disciple, and James and Jessalyn shared accomplishments and hopes for Social Media. James shared the connections formed through our media work with other groups and people doing

similar work and how, especially during Covid, this has helped move Circlewood forward. The different media forms feed each other; adding video production will enhance all the existing media work and provide an online form of media that many people particularly resonate with.

- Education work. James and Forrest shared plans to debut online courses in January and February. James is speaking at an annual Seattle School lecture series in January, addressing what it means to lead people when you have an ecological consciousness. He hopes to have defined a clear relationship with Seattle School in regards to online projects by the end of 2022 as well as a clear sense of what the programs on Camano will be. Lenore inquired about specific class information and Forrest will send out syllabus information to board members in January. The working titles for the courses being developed are *Everyday Earthkeepers* and *Earthkeeping as a Way of Being*. Lenore mentioned Randy Woodley's new book as a possible resource and James shared the current idea of sending that book out to all Circlewood supporters early in 2022 along with offering a webinar with Randy Woodley to supporters.
- Camano. James reported on the current progress. They are waiting for a report from an earlier meeting with the county. More detailed updates will be provided in February at the board's in-person day of planning. The first identified Camano project will be to finish the existing building both as program space and as lodging for an on-site caretaker and host.

Objective #2: Strengthen Circlewood's Core.

- Staff. James, Jessalyn, David, and Louise meet weekly to coordinate communication. They are currently working on a coordinated end-of-the year appeal.
- One of the goals in 2022 is to work on datasystems that can differentiate between different Circlewood communities.
- A topic for the February board meeting will be to discuss the possibility of a slightly broader mission for Circlewood Village than for Circlewood in general.

Objective #3: Financial Objectives.

- The plan is to come to February board meeting with more specific goals.
- At the beginning of 2021, the thought was to apply for a 250k Murdock grant, but now the thought is that we can apply for a 400k grant. We need to be further along to apply, so plans to apply have been moved to 2022.

Tim led the board in a Board Development Discussion. The purpose is to strengthen Circlewood's core by shaping and forming the next year so that the board grows and deepens. In the area of Board Learning, the question was posed, "What do we need to grow as a board?" as applied to both personal and board growth at the intersection of ecology and faith. Requests for recordings of James speaking, resources on the website, a short intro video, James dissertation, and Randy Woodley's book were all mentioned as possible useful resources. In the area of Board Leading, the possibilities of an Internal Committee and a Development Committee were presented. An Internal Committee might meet with James and Louise to provide oversight and guidance between meetings on policies, procedures, etc. A Development Committee would help provide processes for finding new board members and orientation to

the existing board culture for new board members as well as other questions of current board rhythms. A more detailed proposal will be fleshed out and presented at the February board meeting.

The following dates for the year's board meeting were presented as tentative meeting dates:

- In-person Planning Day - Saturday, February 19, 9am-2pm
- Mid-Year Zoom Meeting – Monday, May 9, 10am-Noon
- In-person Annual Retreat – September 23-25 on Camano
- End of Year Zoom Meeting – Monday, December 5, 10am-Noon.

These dates will be pencilled in, with doodle polls going out before those dates to confirm the dates.

Board members were encouraged to contact James, Glenn, or Tim with further ideas about how the board can learn and grow. There was discussion about the board as a governing body versus active volunteers in other areas. Louise will send out the link to the board member pages on our website.

Non-board members (Jessalyn, Forrest, and David) left the meeting as the Regular session of the board meeting closed and the Executive Session began.

Louise Conner
Secretary