



Circlewood Board Agenda
Feb. 12, 2017, 10:30am-12:30 pm
6710 108th Ave NE
Kirkland, WA 98033

- 10:30 Gather and greeting
 Devotional/prayer - *Louise*
 Personal "check in"
 Action: Sign thank you notes
 Action: Approve 1-12-18 meeting minutes
- 10:45 Executive Director report - *James*
 Cedarstone Report
 Programming Update
- 11:10 Board Development Update
 Action: Confirm Tim Hedberg as Vice Chair
 Action: Set next meeting - March 30-31 May 4-5
 Action: Decide on committee formation
 Action: Determine consulting relationship with Cedarstone
 New Member Update
- 11:40 Internal Operations Update
 Financial Reports - *Louise*
 2017 Year End and 2018 Year-to-Date
 Action: Determine financial relationship with Cedarstone
 Action: Decide next steps on assessment of Camano land.
- 11:45 External Outreach Update
 Fundraising
 Small group gatherings - *James*
 Communication
 Website Update - *James*
 E-News Update - *James*
 Action: Decide strategic ministry relationship
 w/Cedarstone
- 12:15 Review Action Steps - *Forrest*
 Pray
- 12:30 Adjourn

Executive Director Report

January 8 - February 12, 2018

Summary

It's been a productive month. The main highlight was meeting with consultants from Cedarstone at their offices in Wheaton, IL. You can see both a summary of that meeting and options moving forward in the other documents prepared for the board meeting. Below is a summary of what I've been up to.

Vision and Mission

- The emerging mission statement:
Empowering followers of Jesus to care for the earth in ways that deepen their faith and cultivate God's comprehensive shalom.

We do this through education, hands-on experience, and community building.
(LEARN - ACT - CONNECT)

STRATEGIC GOALS UPDATE

GOAL: IMPLEMENT CIRCLEWOOD NAME/BRAND

- Website under construction - domain name is www.circlewood.online through Wix.

GOAL: BECOME A STABLE ORGANIZATION POISED FOR GROWTH

- Administration
 - Louise Conner has taken over bookkeeping and other administrative tasks.
 - Met with Cedarstone group in Chicago - see other agenda attachments
 - Applied for Nonprofit Directors' and Officers' Liability insurance
- Board
 - Added Lenore Three Stars
 - Spoke with Diane and Tom Ruebel
 - Drafted Board philosophy and committee roles (see other agenda attachments)
- Partnerships/Networks
 - Covenant
 - Met with Greg Yee, Superintendent of Covenant's Pacific Northwest Conference.
 - Met with Mark Novak, Interim Director of Cascades Camp in Yelm.
- Communication
 - Sent out 2nd enews
 - Set up a Linked in account
 - 1 Covenant Church

- Fundraising
 - Added 1 new monthly donor and had two one-time gifts in December.
 - First small group gathering in works with Louise Conner
 - Tax statements sent out.

GOAL: PURSUE INITIAL PROGRAM OPPORTUNITIES

- Taught workshop at Covenant Midwinter pastors' conference - Jan. 24
- Lectured at Northwest University on Jan. 30.
- Will teach three-part course at Covenant Shores Retirement Community Mar. 5, 12, 19.
- Renew Covenant Church community garden.
 - Jan. 15 meeting cancelled. Next up - Feb. 13.
- Programs in development
 - Saturday, April 21st - Earth Day clean up on Camano
 - Bring in a dumpster for trash
 - Can we add an educational component?
 - 9-1pm, lunch included.
 - April 27-28 Inhabit Conference participation?
 - Leadership learning trip – taking key leaders and others on an educational trip to help them think through and experience what a Christian ecological worldview is like. Idea is to visit urban, suburban/rural, and wilderness areas and integrating educational components with the experience. Target date is mid-August. Potential Covenant connection through Adam Gustine, director of ministry development for Love Mercy, Do Justice arm of the Covenant Church.
 - Farther-out / brainstorming ideas
 - Conference/Retreat - Spring 2019. Bringing together Circlewood supporters as well as other like-minded organizations for mutual learning, action, and community.

GOAL: CARE FOR THE LAND ON CAMANO

- 10-acre Land transfer complete. We now own 20 of the 40 acres.
- Posted new signs, added cameras, and have Tom Ruebel checking on land.
- Met with Forrest Inslee, Dave Luebke (Plant with Purpose) and Jeff Ericson on Camano. Had interesting discussion with Jeff about developing the land.
- Need to come up with a development assessment plan.

Personal

- Will be out of town Feb. 16-24 on vacation.
- Have made progress on my Duke thesis - plan is to be done by end of summer.
- My son Luke and I are planning to visit the North Cascades Institute in May for a one-day spring snake search program.



Cedarstone Report for Circlewood Board
February 12, 2018

Meeting: January 24-25, 2018 in Wheaton, IL
Attendees: David Jones and Kurt Tillman
James Amadon and Glenn Palmberg

SUMMARY

Cedarstone is a company in Wheaton, IL that assists non-profits in financial operations, marketing communication, executive and board development, communications, human resourcing, and analytics and strategy. We experienced a “Deep Dive” with them - essentially like an annual physical exam where they analyzed all the core aspects of Circlewood. We came away from our time with them feeling affirmed in our general direction and challenged to keep developing key areas.

5 Key Priorities and Action Steps for the immediate future

- Funding and Financial Operations
 - Grow monthly donor base through home based group events
 - Assess whether “Faith and Learning” financial operations umbrella is right step
- Messaging
 - Clarify Vision and Mission
 - Get Website up
- Personal/Family Integration for James
 - Embrace James’ journey as a way to connect with potential Circlewood people.
 - Prophetic and invitational
- Board Development
 - Shift board meetings from monthly to 2-3 times/year
 - Form 3 core committees
 - Recruit new members
- Land Discernment
 - Assess feasibility of development on Camano property.

Three Options for Ongoing relationship with Cedarstone (proposals attached)

1. *Regular Coaching and Strategic Planning*
 - a. Monthly hour-long phone calls
 - b. Quarterly two-hour phone calls
 - c. Annual one-day check-up with Board Chair and Executive Staff
 - d. Cost - \$400/month

2. *Marketing, Communication, and Strategic Ministry Planning*
 - a. "Cedarstone's Managing Director David Jones will lead the work effort with Circlewood's Executive Director to address an overarching strategic plan for ministry programs and messaging, foundation and major donor counsel, board and executive team development, and ministry sustainability. Cedarstone's Marketing and Communications Manager, Jared Yapple, will lead marketing and communications efforts to address Circlewood's key marketing and communications goals, specifically focused on increased brand awareness and favorability."
 - b. Cost - \$2000/month

3. *"Faith and Learning" (See separate proposal)*
 - a. This is a wing of Cedarstone that does the following for non-profits
 - i. Access to online fund reports
 - ii. Donor contact List and Contributions
 - iii. Personalized Online Giving Page
 - iv. Charitable Registration Compliance
 - v. Audited Financial Reports
 - vi. IRS Form 990
 - vii. Matching Gifts Administration
 - viii. ECFA Accreditation
 - ix. Bookkeeping and CPA Services
 - x. Tax Deductible Donor Receipts
 - xi. Bill Pay
 - xii. International And Domestic Wires
 - xiii. Form 1099 Filing
 - xiv. Donor Support/service/helpdesk
 - b. Cost: 7% of all donations, payments, and registrations processed. Right now that would be approximately \$340/month.



CEDARSTONE

To: Circlewood
From: David Jones and Jared Yapple, Cedarstone
Re: Work Proposal
Date: 30 January, 2018

This proposal is designed to help Circlewood achieve its strategic planning, messaging, communications and fundraising goals and will be accomplished by Cedarstone's Strategic Ministry and Marketing and Communications teams, in cooperation with Circlewood leaders and staff.

(1) MARKETING, COMMUNICATIONS & STRATEGIC MINISTRY

Cedarstone's Managing Director David Jones will lead the work effort with Circlewood's Executive Director to address an overarching strategic plan for ministry programs and messaging, foundation and major donor counsel, board and executive team development, and ministry sustainability.

Cedarstone's Marketing and Communications Manager, Jared Yapple, will lead marketing and communications efforts to address Circlewood's key marketing and communications goals, specifically focused on increased brand awareness and favorability.

We are seeking notable ministry growth in the following key areas:

- Awareness and a favorable view of the ministry and its work
- Strategic interaction with existing audiences through all communications channels
- Increased interaction with, and new, meaningful avenues for, donor partnerships
- Increased quality and number of donors that give to the ministry at least once each year, with an emphasis on bolstering monthly donor partners
- Growth in the number of major donors and foundations giving to the ministry

- Regular interaction and executive coaching for Circlewood's President that will assist in accomplishing all key result areas, including: board development, major donors and foundations

(A) ONBOARDING (FEBRUARY/MARCH 2018)

The beginning of our partnership is marked by a dedicated period of time allowing us to glean a comprehensive understanding of all aspects of the ministry, and leading to the development of the overarching materials necessary for optimal collaboration and operational success.

Onboarding Services Include:

- Research and analysis; identifying major goals, target audiences including audience/donor personas, content priorities, and campaign elements
- Creation of a Development Plan, Communications Calendar, and Social Media Calendar, identifying aligned objectives, a corresponding narrative arc, and schedule
- Reporting setup, optimization, and a Benchmark Report of all marketing channels
- Regular interaction and executive coaching with Circlewood's President, leaders and staff to discuss marketing, communications and strategic ministry

(B) MONTHLY MARKETING, COMMUNICATIONS & STRATEGIC MINISTRY (APRIL 2018 AND ONGOING)

Our ongoing work continues after the onboarding is complete. Building upon our understanding, and the detailed plans we have made, specific elements are designed and developed to achieve the strategic goals identified in the onboarding process. In this Cedarstone will serve as key members of your team, allowing you to operate while knowing that our expertise and skills are at your disposal.

- Marketing & Communications
 - *Telling your story: translating your work into effective, written content*
 - *Coordination of writing, editing, design, and distribution of:*
 - 1 monthly ministry update, via email
 - 3 ministry updates, per week, on all social media channels
 - 1 additional content piece (e.g. newsletter, print mail, etc.)
 - *Reaching a new audience: putting content in front of the right people in the right ways to gain new followers and supporters*

- Ongoing digital performance analysis in Google Analytics and other channel-specific analytics tools
 - Delivery of a monthly Data Analysis Report containing digital performance metrics and recommendations
- Grassroots Donor Development:
 - Wealth screening, including publicly available information from more than a dozen databases (giving histories and charitable interests, capacity, etc.)
 - Major donor analysis and coaching for new prospective donors, worthy of targeting based upon donor research and collected information
 - Foundations research and the submission of 4 proposals per calendar year
- Project Management Support
 - A monthly review meeting with Cedarstone’s communication specialists for the purposes of getting input, staying on track with the big picture, solving problems, and identifying goals and priorities
 - Additional strategy meetings based upon need and opportunity
 - Access to Cedarstone’s web-based project management tool (Teamwork), for real-time organization, project management and accountability
 - Active engagement with Circlewood’s leaders and key staff members to engage their ideas and work efforts to support all communication and fundraising efforts

C O S T

- Marketing, Communications & Strategic Ministry
 - \$2000 per month, first for the Onboarding period (February-March 2018) and then for all Ongoing activities (April 2018-Ongoing)

MONTHLY COACHING / STRATEGIC PLANNING PROPOSAL

If the above more robust plan is not possible due to cash flow issues, as we discussed, we still want to figure out how to work together. Here is an idea:

Monthly Hour-Long Coaching Calls

Quarterly Two-Hour Strategic Planning Calls

Annual One-Day Assessment and Planning with Board Chair and Exec Staff

We need to review the amount of time that we will need to prep, plan and follow up on this Coaching / Planning Proposal, but believe the cost will be right around \$400 per month.

CONCLUSION

The robust plan outlined in this proposal gives you bandwidth, experience and expertise to address macro messaging and structure needs as well as communications and fundraising opportunities - all from a team with decades of executive ministry leadership, and communications and development experience. And, the coaching / planning proposal will provide the connection for you to receive helpful counsel at a much lower price threshold.

We worked hard to make such an omnibus proposal as palatable as possible! We believe that, as God enables, we can be a great help to Circlewood. Keep in mind that the Cedarstone contract calls for a 60-day notice period to exit the relationship if either side would wish to do so.

May God's Kingdom be expanded and deepened as a result of this strategic partnership!

FAITH & LEARNING

INTERNATIONAL

WHO WE ARE:

Since 2004 Faith and Learning International (FLI) has existed to serve the global church in helping people share the love of Christ, serve the poor and disadvantaged in Jesus' name and assist in building the kingdom of God through discipleship and leadership development. FLI encourages, equips and connects believers around the world with one another thus enabling them to facilitate God's call on their lives.

We want to help you do what God has called you to do.

Practically, this is accomplished for our projects through the umbrella of Faith and Learning's 501(c)3 status. Our projects are varied: short-term, entrepreneurial, foreign organizations desiring a US presence or smaller ministries, some with their own 501(c)3. All of these ministries desire to take advantage of our structure and resources.

WE'LL TAKE CARE OF:

- Access to Online Fund Reports
- Donor Contact List & Contributions
- Personalized Online Giving Page
- Charitable Registration Compliance
- Audited Financial Reports
- IRS Form 990
- Matching Gifts Administration
- ECFA Accreditation
- Bookkeeping & CPA Services
- Tax Deductible Donor Receipts
- Bill Pay
- International and Domestic Wires
- Form 1099 Filing
- Donor support/service/helpdesk

COST:

- Faith and Learning takes 7% of all donations, payments and registrations processed. There is a reduced fee of 5% for any one donation received in excess of \$25,000.
- Each Project pays the 2.5-3% charged by the credit card companies (Visa, MasterCard, etc.). Electronic Checks (ACH) cost \$0.25 per payment, regardless of size. Physical checks have no additional fees.

DBA OPTION:

- "Doing Business As" - The DBA option allows you to create, establish or maintain branding and still function under the fiduciary umbrella of Faith and Learning International. Your DBA name can be used in marketing and branding, donors can write checks made out to the DBA name and receipts are issued with DBA branding.
- FLI Set up fee: \$80.00
- Illinois DBA Registration Fee: The 5 year fee is \$150.00
- Online Credit Card/ACH Processor: Initial Set Up \$49.00 -- Ongoing Monthly \$20
- Receipt Postage & Mailing: Scaled based on quantities

CROWDSOURCING OPTION:

- www.FiveTwo.org - Every donor/missionary/staff member/trip participant can create a campaign page and fundraise for your cause. Crowdsourcing unleashes the power of your network to mobilize their friends and leverage the reach of social media to increase your visibility. FiveTwo takes an additional 3% on all donations.

GETTING STARTED:

- Apply Online: www.faithandlearning.org/apply-now/ (\$100 Application Fee)
- Recruit an Advisory Council: The FLI board of directors is the legal, governing body of Faith and Learning but we ask that each project have their own Advisory Council. We believe it is essential and invaluable to your mission that your board serves to support and advise you, provide encouragement, accountability, advocacy, resources and strategic thinking for your work.
- Once the application is submitted, the Faith and Learning Board of Directors will review and vote to accept the new project. Typically the board will reach a decision within two weeks.

MSA Center for New Creation

BUDGET VS. ACTUALS: SEP-DEC 2017 - FY17 P&L

January - December 2017

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
Presentation Income	458.64		458.64	
Publication Income	751.63		751.63	
Total ACTIVITY REVENUE	1,210.27		1,210.27	
Sales of Product Income	25.39		25.39	
SUPPORT				
Donor Gifts				
Cash	43,416.00	17,869.76	25,546.24	242.96 %
In-kind Gifting	1,462.53		1,462.53	
Total Donor Gifts	44,878.53	17,869.76	27,008.77	251.14 %
Total SUPPORT	44,878.53	17,869.76	27,008.77	251.14 %
Uncategorized Income	0.14	1,775.00	-1,774.86	0.01 %
Total Income	\$46,114.33	\$19,644.76	\$26,469.57	234.74 %
GROSS PROFIT	\$46,114.33	\$19,644.76	\$26,469.57	234.74 %
Expenses				
GENERAL				
Bank Charges & Fees	68.95		68.95	
Dues & Subscriptions	60.00		60.00	
GL Insurance	325.00		325.00	
Legal & Professional Services	2,570.00	1,600.00	970.00	160.63 %
Licenses & Fees	70.00	300.00	-230.00	23.33 %
Marketing				
Newsletter	22.94	28.00	-5.06	81.93 %
Website	739.65	56.00	683.65	1,320.80 %
Total Marketing	762.59	84.00	678.59	907.85 %
Office Supplies	1,496.86		1,496.86	
Payroll	32,333.00	15,282.44	17,050.56	211.57 %
Postage	123.52		123.52	
Software Subscriptions	769.20	180.00	589.20	427.33 %
T&E				
Travel	348.00		348.00	
Total T&E	348.00		348.00	
Telecommunications	239.39		239.39	
Total GENERAL	39,166.51	17,446.44	21,720.07	224.50 %
PROGRAM				
Costs of Fundraising	56.29		56.29	
Costs of Land				
Property Taxes	2,515.89	1,258.00	1,257.89	199.99 %
Repairs & Maintenance	143.45		143.45	
Total Costs of Land	2,659.34	1,258.00	1,401.34	211.39 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Costs of Merchant Fees	954.90	140.00	814.90	682.07 %
Total PROGRAM	3,670.53	1,398.00	2,272.53	262.56 %
Uncategorized Expense	11.61		11.61	
Total Expenses	\$42,848.65	\$18,844.44	\$24,004.21	227.38 %
NET OPERATING INCOME	\$3,265.68	\$800.32	\$2,465.36	408.05 %
NET INCOME	\$3,265.68	\$800.32	\$2,465.36	408.05 %

Circlewood Board Meeting 2-12-18

Present: Glenn Palmberg, Tim Hedberg, Forrest Inslee, Louise Conner, James Amadon, Greg Nelson, Lenore Three Stars, Tom Ruebel

Introductions all around, meet potential new board member, Tom Ruebel

Opening meditation – Louise

Check in, including Louise's question: What is a point of connection to the Circlewood vision

Director Report - James:

- Look at last meeting minutes
- Feedback solicited on new vision statement (James will incorporate suggestions by next meeting)
- Summary of events and engagements to come, incl.
- Covenant youth event
- Clean up on the land for Earth Day? Sat. April 21
- Planning an education travel seminar for creation care examples in the region

Voted to accept Greg Nelson's resignation, with gratitude

Voted to accept Tim Hedberg in role of vice chair

Meeting schedule - James:

- Move away from monthly meetings
- Perhaps next meeting an overnight retreat?
 - Forrest will do Doodle poll
 - Cascade camp as site?
Lenore recommended Randy Woodley's educational farm/center as possible future site

Formation of committees – James and Glen:

- Need three areas of committee focus
 - Board development
 - Internal operations
 - External outreach
- Voted to create three-committee structure now, without dividing board yet (all on all committees for now)

Cedarstone - James:

- Discuss three options for possible continued engagement with organization
 - Regular Coaching and Strategic Planning - \$400/mo

- James likes this option if possible
 - But perhaps adapt it to less frequent consultations to reduce price
- Marketing, Communication, and Strategic Ministry Planning - \$2,000/mo (not for consideration at this point in our development)
- “Faith and Learning” back office support (see separate proposal) -7% of donations (currently about \$340/mo)
 - Greg suggests that this is a good deal at this price. Saves time, allows focus on important stuff. But when the donations get bigger, either renegotiate, or discuss exit strategy from the relationship. So would be a good support for this early stage of development

Conversation about Camano land development:

- Glenn had conversation with someone about questions that need to be answered prior to development
- Tom knows an architect who can be the one to help ask the questions, visit the county
- James: Three questions to answer re. feasibility:
 - Permissions
 - Cost
 - Fit

Circlewood website – James:

- Showed us the site under construction

Voted to bring on Tom Ruebel as board member

Action Steps:

- Forrest will send Doodle poll for possible retreat dates
- James will get more information on the Cedarstone Faith and Learning office support option (but the board is inclined to give the go ahead next meeting to engage them for a year)
- James will ask Cedarstone about an adapted, less expensive Coaching option and possibly seek to raise some special project funds for this
- James will glean as much info about land use questions as possible based on available resources
- Tom will engage the volunteer architect and coordinate meeting with James