



**Circlewood Board Meeting
December 5, 2022
10am-Noon**

10:00 – Convene

Check-in and Opening prayer – *Glenn*
Overview of the meeting – *James*

10:30 – Administrative items

Action: Approve minutes for 9.28.22 meeting – *Glenn*

Pages 2-3

Action: Confirm 2023 meeting schedule

- Zoom Meeting - Monday, February 13, 10am-Noon
- Spring In-Person Planning Day - Sat., May 6 from 9am-3pm
- In-person Annual Retreat – September 22-24 on Camano
- End of Year Zoom Meeting – December 4, 10am-Noon

Information: Financial Summary – *James, Louise and Tim*
Additional resources

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10:40 - OSKR's update - *James*

Additional Resources

Pages 5

Pages 16-18

10:50 – **Discussion** – Board Leadership and Development Plan – *Glenn*

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11:30 – Executive Session – *Glenn*

Action: Adoption of Preliminary 2023 Budget

Budget Summary

Line-item budget

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Action: Nominating Committee

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12:00 – **Prayer and Adjourn**

Circlewood
Board Meeting Minutes
September 23, 2022
Regular Session

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

Glenn called the meeting to order and opened in prayer. Those present shared personal check-ins.

The minutes from the regular session of the May 21, 2022 meeting were presented for approval. Lenore moved that the minutes be approved as presented. Beth seconded the motion. The motion passed.

The time of the next meeting was discussed, and it was decided that it will be on December 5 from 10 am to noon and will be either in person, on zoom, or a hybrid.

James presented the Financial Summary contained within the meeting packet and pointed people to the extra resources included in the packet. He shared that he believes Circlewood is at a pretty good place financially. With the project budget we are spending money that has already been set aside, not income. Circlewood has faithful donors, with more being added at a trickle. The big question is whether we will be given a Murdock grant which will be decided at the end of November. A fundraising event is being planned, the success of which remains to be seen.

The Development Team (James, Forrest, Ray Colliver, and David Vandervort) are being careful with expenses and will pause the longer-range project to finish the existing building. Ray, our project manager and his partner are managing the county process. James estimated it would take 3 ½ months to finish the current building and the groundbreaking for that may be in March. Beth will look into Seattle rotary grants.

A discussion was held on the revised Statement of Inclusion, which reads, “We are all kin. As we accelerate the greening of faith together, we honor and welcome every person who loves and cares for creation. We recognize the unique gifts and perspectives that come from differences in ability, gender, race, color, ethnicity, religion, age, national origin, social background, gender identity, and sexual orientation.” Beth moved that we adopt the revised statement, to be used at James’ discretion in Circlewood’s communication and marketing endeavors. Lenore seconded the motion. The motion passed.

Beth suggested that we include our statement of purpose as a reminder at the beginning of meetings.

James and staff shared OSKR updates.

Objective #1 Expand and Develop Programs. The podcast had the most downloads ever last month. Forrest is focusing on environmental justice this year. About 20% of listeners are outside the U.S. The Ecological Disciple is doing some cross-posting with Godspace Light and Christ and Cascadia. We are working with Jenny and Emerson Cobbley on updating the website and Circlewood area logos, such as TED and Earthkeepers). We are helping produce a YouTube Climate Vigil video to coincide with COP27. We are going to add a one-minute intro video to the front page of the Circlewood website. Forrest is ending his work with Seattle School, and we are exploring partnerships with many different people/organizations but are now working on putting together our own material first, based on our strengths and then looking into integrating it with others.

Objective #2 Strengthen Circlewood's Core. We will be working on board OSKR's in the afternoon session.
Objective #3 Resource for Growth. We will probably exceed our yearly goal for donor support, which was \$200k. We will hear about the Murdock grant mid-November. The board received and approved a financial and OSKR update.

The meeting went into recess.

Minutes submitted by Louise Conner, Secretary

The regular session of the Circlewood Board meeting resumed after lunch.

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

James introduced the Murdock Trust Training Packet and briefly went over the top five strategic steps.

1. Define process and create resources for the life cycle of a board member. See below.
2. Tim and James are to develop a contingency plan
3. James is developing a three-year rolling strategic plan
4. Louise is developing a board calendar
5. Glenn is empowering for outreach

Define process and create resources for the life cycle of a board member.

Questions to help define this:

- How do we find new board members? Answers given: demographics and skills matrix, process to connect with board potentials, "board buddies" for first 6 months.
- When do we have working teams outside board meetings? What is board role in outside policy decisions such as sick/vacation time?
- How do we increase board members? We have a healthy board; how do we expand it but keep it healthy?

James proposed identifying a task force/timeline for goal of life cycle of board members. Beth suggested reviewing each briefly to identify which we are missing: legal, accounting, sustainability, education, non-Covenant background, ages, racial diversity. The question of whether board members need to be Christian was raised. A discussion followed. A further discussion was held on whether we lead with the "greening" or with "faith" from our mission statement. James invited board members to come back to December board meeting with ideas about how to make faith central without using the word, "Christian."

Beth, Lenore, James (plus others who want to be part of the discussion) will bring something to the December board meeting to address the question of what we say when people ask if we are a Christian organization or not. What words can we consistently use?

The meeting was adjourned.

Minutes taken by Jessalyn Gentry in absence of Louise Conner
Submitted by Louise Conner, Secretary

Financial Summary Through November 30, 2022

2022 Summary

Operational Budget: We are 11 months through our fiscal year. Our projections have us ending the year with a 15k operational loss, which can be covered easily by cash on hand and leaves us with 75k heading into 2023.

Project Budget: This year we are projecting 110k in capital campaign contributions, with 135k in expenses. The 25k loss will be covered by cash in hand and leaves us with 195k designated for the project heading into 2023.

2022 Resource Goals

Operations	255k	(Projecting to end at 220k)
Cap. Campaign – Donors	150k	(Projecting to end at 110k)
Cap. Campaign – Grants	350k	(Came in a 229k – based on percentage of overall cost)
Other Grants	<u>0k</u>	(We will continue to look into possibilities)
TOTAL	755k	

Profit/Loss as of November 30:

Income	268,395	(194k operating inc.; 74k capital campaign inc.)
Expenses	<u>338,850</u>	(215k operating exp.; 123k capital project exp.)
Total Profit/Loss	(70,455)	(Operating loss 21k; Project loss of 49k)

Cash on Hand as of November 30:

Regular Checking	21,535	
Forest Checking	65	(Designated for forest stewardship expenses)
Regular Savings	<u>227,280</u>	
Total	248,880	

Projected Operating Inc.	220,000	
Projected Operating Exp.	<u>235,400</u>	(Assumes spending of all remaining budget items fully)
Total	(15,400)	(Covered by cash on hand)

Projected Designated Inc.	110,000	(Assumes pledges come in before Dec. 31)
Projected Designated Exp.	<u>135,000</u>	(Assumes building costs start in 2023)
Total	(25,000)	(Covered by cash on hand)

Projected Cashflow at end of 2022

Cash on hand at start of 2022	310,000	
Projected profit/loss for 2022	<u>(40,400)</u>	
TOTAL projected cash on hand	269,600	(Would start 2023 w/ 75k for operations; 195k for project)

NOTES

OSKR's - 2022 Update

Objective #1 : Expand and Develop Programs

MEDIA UPDATE

- Earthkeepers podcast averaging over 1000 downloads/month.
- The Ecological Disciple up to 221 subscribers.
- Social Media continues to add followers.
- Website redesign in progress, as well as new logos.

EDUCATION UPDATE

- Partnership possibilities continue to come to us.
- Forrest - rewilding projects with Bethany Comm. Church and Andi Saccacio.
- James putting together an "Ecological Pastors" cohort for next year.
- Louise working on excursions for the new year.

CIRCLEWOOD VILLAGE

- Murdock Grant for \$229,000 awarded. Seattle fundraiser brought in \$50,000.
- Building permit application for initial building submitted.
- Complete site plan almost ready for submittal.

Objective #2 : Strengthen Circlewood's Core

BOARD

- Board Leadership and Development plan progressing.

STAFF

- Staff started meeting once a month in-person on Camano.

Objective #3: Resource for Growth

DONOR SUPPORT/CAPITAL CAMPAIGN

- 16 new donors. Projecting 220k operating income.
- 110k raised for project. (229k Murdock grant will come in 2023).

Discussion Guide: Rolling Strategic Plan

Background: The Board Development and Leadership Training program through the Murdock Trust helped us identify 5 strategic goals for the Board. This document highlights the progress we have made and what still needs to happen.

Goal #1: Define process and create resources for the life cycle of a board member.

Point Person: Louise

Progress Made: None

Next Steps:

- Put together Board Development team that meets monthly.

Goal #2: Develop a contingency plan

Point Person: Tim

Progress Made: None

Next Steps:

- James and Tim to draft plan
- Draft presented at Feb. meeting

Goal #3: Develop a three-year rolling strategic plan

Point Person: James

Progress Made: Discussions with staff.

Next Steps:

- James to write draft.
- Review by Ed McDowell (Murdock Coach) and Jeff Pinneo (Murdock Trustee)
- Draft presented at Feb. meeting

Goal #4: Develop a board calendar

Point Person: Louise

Progress Made: None

Next Steps:

- Draft presented at Feb. meeting.

Goal #5: Empower board members for one act of outreach

Point Person: Glenn

Progress Made:

- Beth invited James to present at Nov. Seattle Rotary Meeting
- Tim is organizing a Circlewood presentation at Covenant Shores
- Glenn and Louise invited several people to fundraiser.

Next Steps:

- Continue to identify opportunities that fit each board member.

Board Proposal

2023 Preliminary Operating and Project Budgets

We have put together a preliminary 2023 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	2022 Budget	2022 Notes	2023 Budget	2023 Notes
Donor Support	205,600		205,350	
New Funds	28,850		80,748	
Activity Revenue	2100		5600	
Other Income	19,300	19k E.R.C.	150	
TOTAL INCOME	255,850		291,848	
Program	10,700		19,100	9k increase for T.E.D. third column
Camano Land	13,000		17,000	2023 property tax increase.
Administrative	33,826		20,126	No more Cedarstone consulting.
Staff	184,484	July increase for James + Jessalyn.	215,842	Full year for James and Jessalyn, + a 7.7% cost of living adjustment for all staff.
Board	4250		5450	
Comm./Marketing	1260		4500	Video production equipment
Fundraising	8000		9500	
Other	331		330	
TOTAL EXPENSE	255,850		291,848	40k increase - 14%

PROJECT BUDGET SUMMARY

Category	2022 Budget	NOTES	2023 Budget	Notes
Existing Funds	226,000		194,000	Designated Funds
New Funds			306,000	229k Murdock Grant + 77k donors
Expenses:	100,000		500,000	Will bring detailed 2023 budget to next bd. mtg.

Proposal: That the board approve the \$291,848 preliminary 2023 operating budget and the \$500,000 preliminary 2023 project budget.

Resource Dashboard

REVENUE/EXPENSE	2022 Obj.	Jan-Nov. 2022	2021 YTD	2021 Total
One-time Gifts \$10 - \$1000	75 gifts \$13,000	26 \$5670	28 \$3710	64 gifts \$11,200
One-time Gifts \$1000+	15 gifts \$100,000	7 \$83,210	8 \$10,520	14 gifts \$96,000
Recurring Givers \$100 - \$1000/yr	40 givers \$17,000	24 \$10,545	24 \$9915	24 givers \$10,900
Recurring Givers \$1000+/year	15 givers \$70,000	13 \$69,255	13 \$56,915	12 givers \$62,200
New Givers	49	16	26	56
Total Givers	135	54	56	86
Capital Campaign	150,000	16 \$23,410	N/A	N/A
Foundations	2 350,000	1 \$50,000	0 \$0	\$0
Corporate Partners	2 \$2500	2 \$1470	2 \$2430	\$2430
Corporate paid vol. hrs.	100 hrs \$2500	80 \$2000	22 \$550	22 hrs \$550
Program Revenue	\$2000	\$0	\$0	\$1000
Product Revenue	\$150	\$60	\$100	\$120
Other Revenue	\$19,000	\$20,195	\$300	\$300
TOTAL GIVING/REVENUE	\$655,000	\$265,815	\$84,440	\$181,700
Operations Expenses	\$255,000	\$215,380	\$227,120	\$245,200
Project Expenses	\$90,000	\$123,470	\$56,514	\$79,800
TOTAL EXPENSES	\$345,000	\$338,850	\$283,632	\$325,000
Net Income	\$310,000	-\$73,035	-\$199,192	-\$143,300

Other Dashboard Data

	2022 Obj.	As of Nov. 2022	2021 Total
Donor Perfect Contacts	600	501	438
Facebook Followers	700	597	470
Instagram Followers	500	455	300
Twitter Followers	200	69	N/A
Volunteer Hours	1000		755
Website Visitors/month	500/month	300/month	286/month avg.
Podcast Episode Downloads	1000 dloads/mth 25,000 total	1150/month 27,865 total	350/episode 15,214 total
The Ecological Disciple Subscribers	250	220	130

Circlewood

Budget vs. Actuals: 2022 Circlewood Final Operating Budget - FY22 P&L

January - November, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
EDUCATION ACTIVITY INCOME				
Church Partnerships		458.34	-458.34	
Other Education Income		1,375.00	-1,375.00	
Total EDUCATION ACTIVITY INCOME		1,833.34	-1,833.34	
MEDIA ACTIVITY REVENUE				
Publication Income	7.40	91.66	-84.26	8.07 %
Total MEDIA ACTIVITY REVENUE	7.40	91.66	-84.26	8.07 %
Total ACTIVITY REVENUE	7.40	1,925.00	-1,917.60	0.38 %
Interest Income	391.94		391.94	
Other Income	19,760.41	17,691.66	2,068.75	111.69 %
Sales of Product Income	55.54		55.54	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income	245.34	550.00	-304.66	44.61 %
Cash	193,022.82	175,000.00	18,022.82	110.30 %
Forest Stewardship		4,583.34	-4,583.34	
Total Donor Gifts	193,268.16	180,133.34	13,134.82	107.29 %
Grants		24,041.66	-24,041.66	
Total SUPPORT	193,268.16	204,175.00	-10,906.84	94.66 %
Total Income	\$213,483.45	\$223,791.66	\$ -10,308.21	95.39 %
GROSS PROFIT	\$213,483.45	\$223,791.66	\$ -10,308.21	95.39 %
Expenses				
ADMINISTRATIVE				
Bank Charges & Fees	50.00	91.66	-41.66	54.55 %
Cedarstone	13,233.00	12,375.00	858.00	106.93 %
Legal & Professional Services	630.00	1,375.00	-745.00	45.82 %
Liability Insurance	383.00	13,750.00	-13,367.00	2.79 %
Licenses & Fees	81.65	91.66	-10.01	89.08 %
Office Supplies	19.67	550.00	-530.33	3.58 %
Password Management	52.85	69.66	-16.81	75.87 %
Payroll Processing Cost	687.50	779.16	-91.66	88.24 %
Postage	298.12	1,008.34	-710.22	29.57 %
Software Subscriptions	207.00	137.50	69.50	150.55 %
State Registrations	430.00	550.00	-120.00	78.18 %
Telecommunications	228.26	229.16	-0.90	99.61 %
Total ADMINISTRATIVE	16,301.05	31,007.14	-14,706.09	52.57 %
BOARD EXPENSES				
Meetings	5,253.57	3,666.66	1,586.91	143.28 %
Reimbursement		229.16	-229.16	

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total BOARD EXPENSES	5,253.57	3,895.82	1,357.75	134.85 %
CAMANO LAND AND DEVELOPMENT				
Maintenance	392.20	1,833.34	-1,441.14	21.39 %
Property Taxes	10,443.88	10,083.34	360.54	103.58 %
Total CAMANO LAND AND DEVELOPMENT	10,836.08	11,916.68	-1,080.60	90.93 %
COMMUNICATION				
Marketing Materials	107.42	458.34	-350.92	23.44 %
Newsletter		275.00	-275.00	
Website	362.81	421.66	-58.85	86.04 %
Total COMMUNICATION	470.23	1,155.00	-684.77	40.71 %
FUNDRAISING				
Cost of Fundraising	6,931.22	5,500.00	1,431.22	126.02 %
Donor Perfect	683.56	1,375.00	-691.44	49.71 %
Merchant Fees	1,270.14	458.34	811.80	277.12 %
Total FUNDRAISING	8,884.92	7,333.34	1,551.58	121.16 %
PROGRAM EXPENSES				
CAMANO PROGRAMS				
Camano Program Expense		2,291.66	-2,291.66	
Forest Expense		1,375.00	-1,375.00	
Forest Stewardship		458.34	-458.34	
Total CAMANO PROGRAMS		4,125.00	-4,125.00	
EDUCATION PROGRAMS				
Education Expenses	369.02	916.66	-547.64	40.26 %
Total EDUCATION PROGRAMS	369.02	916.66	-547.64	40.26 %
MEDIA PROGRAM EXPENSES				
Blog Expenses	91.71	916.66	-824.95	10.00 %
New Media Program Expenses		1,833.34	-1,833.34	
Podcast Expenses	1,428.00	2,016.66	-588.66	70.81 %
Total MEDIA PROGRAM EXPENSES	1,519.71	4,766.66	-3,246.95	31.88 %
Total PROGRAM EXPENSES	1,888.73	9,808.32	-7,919.59	19.26 %
STAFF EXPENSES				
ADMINISTRATIVE ASSISTANT EXPENSES				
Administrative Assistant Employer Taxes	2,008.02	2,220.00	-211.98	90.45 %
Administrative Assistant Mileage Reimbursement		229.16	-229.16	
Administrative Assistant Wages	23,834.25	26,541.67	-2,707.42	89.80 %
Administrative Assistant Work Expenses	102.57	229.16	-126.59	44.76 %
Total ADMINISTRATIVE ASSISTANT EXPENSES	25,944.84	29,219.99	-3,275.15	88.79 %
ASSOCIATE DIRECTOR EXPENSES				
Associate Director Employer Taxes	2,856.29	3,179.00	-322.71	89.85 %
Associate Director Mileage Reimbursement		458.34	-458.34	
Associate Director Salary	36,666.63	36,666.66	-0.03	100.00 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Associate Director Work Expenses	35.46	229.16	-193.70	15.47 %
Total ASSOCIATE DIRECTOR EXPENSES	39,558.38	40,533.16	-974.78	97.60 %
EXECUTIVE DIRECTOR EXPENSES				
Executive Director Employer Taxes	6,681.32	5,973.49	707.83	111.85 %
Executive Director Mileage Reimbursement	742.40	1,833.34	-1,090.94	40.49 %
Executive Director Salary	80,932.90	70,437.50	10,495.40	114.90 %
Executive Director WA FML reimbursement	106.81	142.22	-35.41	75.10 %
Executive Director Work Expenses	289.44	916.66	-627.22	31.58 %
Total EXECUTIVE DIRECTOR EXPENSES	88,752.87	79,303.21	9,449.66	111.92 %
SOCIAL MEDIA COORDINATOR EXPENSES				
Social Media Coordinator Employer Taxes	1,362.99	1,378.99	-16.00	98.84 %
Social Media Coordinator Mileage Reimbursement		229.16	-229.16	
Social Media Coordinator Wages	15,947.40	15,946.66	0.74	100.00 %
Social Media Coordinator Work Expenses		229.16	-229.16	
Total SOCIAL MEDIA COORDINATOR EXPENSES	17,310.39	17,783.97	-473.58	97.34 %
STAFF CONFERENCES				
Taxes--Washington Employment Administration Fund	-48.76	916.66	-789.76	13.84 %
Total STAFF EXPENSES	171,644.62	167,756.99	3,887.63	102.32 %
Total Expenses	\$215,279.20	\$232,873.29	\$ -17,594.09	92.44 %
NET OPERATING INCOME	\$ -1,795.75	\$ -9,081.63	\$7,285.88	19.77 %
Other Expenses				
OTHER EXPENSE	100.00	275.25	-175.25	36.33 %
Total Other Expenses	\$100.00	\$275.25	\$ -175.25	36.33 %
NET OTHER INCOME	\$ -100.00	\$ -275.25	\$175.25	36.33 %
NET INCOME	\$ -1,895.75	\$ -9,356.88	\$7,461.13	20.26 %

Circlewood

Budget vs. Actuals: 2022 Circlewood Project Budget - FY22 P&L

January - November, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
PROJECT FUNDS				
Existing Funds		220,200.00	-220,200.00	
New Funds	54,911.50	485,650.00	-430,738.50	11.31 %
Total PROJECT FUNDS	54,911.50	705,850.00	-650,938.50	7.78 %
Total Income	\$54,911.50	\$705,850.00	\$ -650,938.50	7.78 %
GROSS PROFIT	\$54,911.50	\$705,850.00	\$ -650,938.50	7.78 %
Expenses				
CIRCLEWOOD VILLAGE EXPENSES				
Circlewood Construction				
Building		110,000.00	-110,000.00	
Landscape		27,500.00	-27,500.00	
Site Work	3,915.83	137,500.00	-133,584.17	2.85 %
Tiny House		55,000.00	-55,000.00	
Total Circlewood Construction	3,915.83	330,000.00	-326,084.17	1.19 %
Circlewood Village Design Expenses				
Architect	61,522.00	68,750.00	-7,228.00	89.49 %
Engineering	17,232.08	73,333.34	-56,101.26	23.50 %
Landscaping	6,435.00	22,916.66	-16,481.66	28.08 %
Mechanical Engineering		45,833.33	-45,833.33	
Project Management	20,545.00	27,500.00	-6,955.00	74.71 %
Structural Engineering		59,583.34	-59,583.34	
Sustainability	13,821.83	45,833.34	-32,011.51	30.16 %
Total Circlewood Village Design Expenses	119,555.91	343,750.01	-224,194.10	34.78 %
Operations				
Staffing		13,750.00	-13,750.00	
Total Operations		13,750.00	-13,750.00	
Total CIRCLEWOOD VILLAGE EXPENSES	123,471.74	687,500.01	-564,028.27	17.96 %
Total Expenses	\$123,471.74	\$687,500.01	\$ -564,028.27	17.96 %
NET OPERATING INCOME	\$ -68,560.24	\$18,349.99	\$ -86,910.23	-373.63 %
NET INCOME	\$ -68,560.24	\$18,349.99	\$ -86,910.23	-373.63 %

Circlewood

Balance Sheet

As of December 1, 2022

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	207.99
BECU checking Forest	66.30
BECU Savings	228,197.60
Covenant Trust	7.46
Holmgren Property Gift	0.00
Holmgren Property Loan	0.00
Total Covenant Trust	7.46
Key Bank Checking	0.00
Paypal	0.00
Petty Cash & Cash Equivalent	0.00
Reimbursement Clearing	0.00
SaveSave Fees	0.00
Total Bank Accounts	\$228,479.35
Other Current Assets	
Uncategorized Asset	-37.46
Total Other Current Assets	\$ -37.46
Total Current Assets	\$228,441.89
Fixed Assets	
Camano Island Land	
Land Value	863,000.00
Total Camano Island Land	863,000.00
Total Fixed Assets	\$863,000.00
Other Assets	
CONSTRUCTION IN PROGRESS	84,546.96
Building Structure - Retreat Center	114,147.80
Total CONSTRUCTION IN PROGRESS	198,694.76
Total Other Assets	\$198,694.76
TOTAL ASSETS	\$1,290,136.65

Circlewood

Balance Sheet

As of December 1, 2022

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	1,281.39
Chase #4978	0.00
Key Bank #8088	0.00
Total Credit Cards	1,281.39
Total Credit Cards	\$1,281.39
Other Current Liabilities	
Holmgren Loan	0.00
Sales Tax	0.00
Total Other Current Liabilities	\$0.00
Total Current Liabilities	\$1,281.39
Total Liabilities	\$1,281.39
Equity	
Donor Restricted - Camano	220,198.04
Opening Balance Equity	0.00
Retained Earnings	1,148,076.88
Net Income	-79,419.66
Total Equity	\$1,288,855.26
TOTAL LIABILITIES AND EQUITY	\$1,290,136.65

2022 Objectives, Strategies, and Key Results Update

2022 OBJECTIVE #1: Expand and Develop Programs			
2022 KEY RESULTS	PROGRESS YTD	2023 Emerging OSKR's	COMMENTS
<i>Expand Creative Media</i>			
Earthkeepers 1,000 downloads per month with 20% outside U.S. and 33% non-Western guests	*Averaged 1,150 downloads/month *25% downloads outside U.S. *36% non-Western Guests *Secured Brian McLaren as guest	*Design a new format for episodes. *Create an Earthkeepers website.	
The Eco Disciple 250 subscribers. 60 Stand members	*221 subscribers *42 Stand members	*Hire 3 rd column editor	
Social Media 750 FB Followers 500 IG followers 150 Twitter	*596 FB followers *455 IG followers *69 TW followers *Also created LinkedIn page		
OTHER		*Launch redesigned website with new logos.	
2022 KEY RESULTS	PROGRESS YTD	2023 Emerging OSKR's	COMMENTS
<i>Education strategy</i>			
Clear education strategy and programming plan	*1 online course completed *Areas of education identified – ecological leadership and practical earthkeeping.	*3 rd educational focus *Pastor's cohort *Partner development	Our educational work is definitely still forming as we determine who to serve, what to offer, and who to work with.
<i>Camano – Establish presence</i>			
Establish first onsite building, caretaker, and programs.	*Hired Ray Colliver project manager. *Submitted permit application to finish existing building. *Preparing to submit full site plan app.	*Start and finish construction to finish first building and begin onsite programming.	*Lots of moving parts regarding the timing of construction.

2022 OBJECTIVE #2: Strengthen Circlewood’s Core

2022 KEY RESULTS	YTD PROGRESS	2023 Emerging OSKRS	COMMENTS
<i>Engaged Board</i>			
Clear Board Development Plan	*Accepted into Murdock Trust’s Board Leadership and Development Program. *Identified 5 strategic goals.	*Complete all 5 strategic goals.	
<i>Collaborative Staff</i>			
Increased staff capacity	*James moved to full time. *Jessalyn moved to half-time	*Increased hours for Jessalyn, Louise, and Forrest as we are able.	*Increasing staff hours and benefits will be an important and challenging aspect of the work ahead.
<i>Mission-focused Admin.</i>			
TBD		*Create volunteer support program. *Secure new and improved insurance. *Implement property tax plan.	

2020 OBJECTIVE #3: Resource for Growth

2022 KEY RESULTS	YTD PROGRESS	Emerging 2023 OSKRS	COMMENTS
<i>Treat Donors as Partners</i>			
\$200k through 136 donors	*Launched <i>The Circlewood Stand</i> *Added 16 new donors		
<i>Cultivate Foundation Relationships</i>			
400k Murdock grant	*229k awarded		
30k small grants	*50k grant from Tech for Poor		
<i>Launch Capital Campaign</i>			
550k raised	*110k raised	.	
<i>Build Program Inc.</i>			
2k	*		
<i>Cultivate Corp. Rel.</i>			
5k	*4k raised		
<i>Other</i>			
19k	*19k of ERC received.		

2023 Circlewood Operating Budget (with growth items)										
INCOME	2022 Budget Jan-June	2022 Budget July -Dec	2022 Budget Total	2022 YTD - Jan-Nov.	2022 Projected	NOTES	2023 Budget Total	2023 Budget Total w/cost of living	2023 Budget Total w/cost of living + hrs	NOTES
DONOR SUPPORT										
Unrestricted Cash	50,000	150,000	200,000	168,042	199,022	EOY projections: 75k gift; 25k small gifts; 6k regular giving. Does not include 19k in ERC	200,000	200,000	200,000	Assumes no change in giving.
In-kind	0	0	0							
Forest Stewardship	2,500	2,500	5,000				5,000	5,000	5,000	Assumes Microsoft opportunities
Camano Island Coffee Roasters	300	300	600	245	245		350	350	350	Assumes minimal growth
TOTAL DONOR SUPPORT	52,800	152,800	205,600	168,287	199,267		205,350	205,350	205,350	
NEW FUNDS	0	28,850	28,850		0		67,357	80,748	120,093	New funds needed to cover full expenses.
ACTIVITY REVENUE										
CAMANO ACTIVITY REVENUE										
Forest Income	0	0	0							
Camano Events Income	0	0	0				1,000	1,000	1,000	Unsure yet what is possible in 2023
TOTAL CAMANO ACT. INCOME			0				1,000	1,000	1,000	
EDUCATION ACTIVITY REVENUE										
Presentation Income	0	0	0							
Church Partnerships	500	0	500			Bellingham Covenant	2,500	2,500	2,500	
Other Education Income	0	1,500	1,500			Online courses.	2,000	2,000	2,000	
TOTAL EDUCATION INCOME			2,000				4,500	4,500	4,500	
MEDIA ACTIVITY REVENUE										
Publication Income	50	50	100	63	70		100	100	100	This comes from previous publications of MSA.
Podcast Income	0	0	0							
TED Income		0	0							
Other Media Income			0	63						
TOTAL MEDIA INCOME			100				100	100	100	
TOTAL ACTIVITY REVENUE	550	1,550	2,100	63	70		5,600	5,600	5,600	
OTHER INCOME	19,150	150	19,300	20,180	20,180	19,790 ERC, 390 interest	150	150	150	interest, no ERC
TOTAL INCOME	72,500	183,350	255,850	188,530	219,517		278,457	291,848	331,193	

	2022 Budget Jan-June	2022 Budget July -Dec	2022 Budget Total	2022 YTD	2022 Proj.		2023 Budget Total	2023 Budget Total w/cost of living	2023 Budget Total w/cost of living + hrs	NOTES	
32	PROGRAM EXPENSES										
33	CAMANO PROGRAMS										
34											
35	Camano Program Expense	0	2,500	2,500		2022 programs undefined	2,500	2,500	2,500	2023 programs undefined	
36	Forest Expense	500	1,000	1,500		Forestry expenses	0	0	0		
37	Forest Stewardship	250	250	500		NNRG	4,000	4,000	4,000	Designated funds in hand for this from 2022.	
38	TOTAL CAMANO PROG EXP	750	3,750	4,500	0	0	6,500	6,500	6,500		
39	EDUCATION PROGRAMS										
40	Education Expenses	500	500	1,000	369	369	Online courses, webinars, new ideas.	1,500	1,500	1,500	Online courses, webinars, new ideas.
41	TOTAL EDUC PROG EXP	500	500	1,000	369	369	1,500	1,500	1,500		
42	MEDIA PROGRAMS										
43	Podcast Expenses	1,000	1,200	2,200	1,428	1,596		2,000	2,000	2,000	Production and equipment.
44	TED Expenses	500	500	1,000	92	150	Budgeted for paid writer for 3rd column.	9,100	9,100	9,100	\$50/column = \$2600, third column editor = \$6500
45	New Media Programs	1,000	1,000	2,000		0	Video expenses and other opportunities that may emerge	0	0	0	Video costs moved to Marketing/Comm budget.
46	*Podcast	0	0	0		0	2021 grant idea.				
47	*Blog	0	0	0		0	2021 grant idea.				
48	*Marketing	0	0	0		0	2021 grant idea.				
49	*Video	0	0	0		0	2021 grant idea.				
50	TOTAL MEDIA PROG EXP	2,500	2,700	5,200	1,520	1,746		11,100	11,100	11,100	
51	TOTAL PROGRAM EXP.	3,750	6,950	10,700	1,889	2,115		19,100	19,100	19,100	
53	CAMANO LAND & DEVELOPMENT										
54	Property Taxes	5,500	5,500	11,000	10,444	10,444		15,000	15,000	15,000	Assessment took jump for 2023. We will work on implementing programs/practices that may reduce property tax for 2024.
55	Maintenance	500	1,500	2,000	392	392		2,000	2,000	2,000	May need new gate.
56	Insurance	0	0	0							Included in general liability insurance below
57	TOTAL CAMANO L&D EXP.	6,000	7,000	13,000	10,836	10,836		17,000	17,000	17,000	

	2022 Budget Jan-June	2022 Budget July -Dec	2022 Budget Total	2022 YTD	2022 Proj.		2023 Budget Total	2023 Budget Total w/cost of living	2023 Budget Total w/cost of living + hrs	NOTES	
59											
60	ADMINISTRATIVE										
61	Office Supplies	300	300	600	36	56	600	600	600		
62	Postage	400	700	1,100	282	330	Jam, book expenses included in fundraising exp.	750	750	750	
63	Cedarstone	13,500	0	13,500	13,233	13,233	*Cedarstone services plus expenses	0	0	0	
64	State Registrations	300	300	600	355	400		600	600	600	
65	Bank Charges and Fees	50	50	100	50	60		100	100	100	
66	Telecommunications	125	125	250	228	250		250	250	250	
67	Legal and Prof. Services	750	750	1,500	630	630		1,500	1,500	1,500	
68	Liability Insurance	7,500	7,500	15,000	383	1,700		15,000	15,000	15,000	
69	Last Pass	38	38	76	53	53		76	76	76	
70	Licences and Fees	50	50	100	82	92		100	100	100	
71	Software Subscriptions	75	75	150	207	247		250	250	250	
72	Gusto Payroll Subscription	425	425	850	687	825		900	900	900	
73	TOTAL ADMIN. EXP.	23,513	10,313	33,826	16,226	17,876		20,126	20,126	20,126	
74											
75	STAFF EXPENSES										
76	Exec. Director Salary	34,500	43,125	77,625	80,932	88,850	Full time after June, includes \$500 for health insurance until Sept. \$1000 for last quarter	95,000	101,391	101,391	Second column includes 7.7% COLA on non-insurance salary. SSI COLA is 8.7%
77	Exec. Dir. Work Expenses	500	500	1,000	290	350	includes \$40/mo cell phone	1,000	1,000	1,000	
78	Exec. Dir. Mileage Reimburse	1,000	1,000	2,000	742	1,200		2,000	2,000	2,000	
79	ED Employer Taxes	2,926	3,657	6,583	6,681	7,275		7,620	8,209	8,209	
80	ED Reimbursemet WA FML	69.72	86.99	156.71	107	117.00	\$11.62 through June 14.50 after June per mo.	174	174	174	
81	TOTAL EXEC. DIR.	38,996	48,369	87,365	88,752	97,792		105,794	112,774	112,774	
82	Assoc. Director Salary	20,000	20,000	40,000	36,666	40,000	(Current pay= \$38.46 per hour/20 hours)	40,000	43,080	43,080	
83	Assoc Dir. Work Expenses	125	125	250	36	50		250	250	250	
84	Assoc Dir. Mileage Reimburse	250	250	500		0		500	500	500	
85	AD Employer Taxes	1,734	1,734	3,468	2,856	3,145		3,145	3,387	3,387	
86	TOTAL ASSOC. DIR.	22,109	22,109	44,218	39,558	43,195		43,895	47,217	47,217	

87	Admin. Assist./Managing Ed. Wages	13,000	16,250	29,250	23,834	26,000	(Current pay=\$25 per hour/20 hours) Budgeted for increased hours in July that did not happen	26,000	28,002	49,203	Right column calculated on 30 hours beginning in July and \$600/mo insurance addition.
88	Admin. Assist./Managing Ed Work I	125	125	250	103	110		250	250	250	
89	Admin. Assist./Managing Ed Mileag	125	125	250	0	0		250	250	250	
90	AA/ME Employer Taxes	1,108	1,334	2,442	2,008	2,190		2,190	2,350	3,538	
91	TOTAL ADMIN. ASST./MANAGING	14,358	17,834	32,192	25,945	28,300		28,690	30,852	53,241	
92	Marketing & Comm. Manager. Wag	7,280	10,400	17,680	15,947	17,680	(Current pay = \$20 per hour/20 hours) Increased hours in July	20,800	22,401	38,400	Right column shows 30 hrs starting in July, and \$600/mo. insurance
93	Marketing & Comm ManagerWork I	125	125	250		20		250	250	250	
94	Marketing & Comm. Manager Mileag	125	125	250		50		250	250	250	
95	Marketing & Comm. Employer Taxe	629	900	1,529	1,363	1,510		1,772	1,098	2,055	
96	TOTAL MARKETING & COMM. MG	8,159	11,550	19,709	17,310	19,260		23,072	23,999	40,955	
97											
98	Intern	0	0	0							Would come through grants
99	STAFF MEETINGS							500	500	500	*New 2023 expense line for staff meetings, one-on-ones
100	STAFF CONFERENCES	500	500	1,000	127	230		500	500	500	2 Conferences to network post-COVID
101	TOTAL STAFF EXPENSES	84,122	100,362	184,484	171,692	188,777		202,451	215,842	255,187	
102											
103		2022 Budget Jan-June	2022 Budget July -Dec	2022 Budget Total	2022 YTD	2021 Projected	NOTES	2023 Budget Total	2023 Budget Total w/cost of living	2023 Budget Total w/cost of living + hrs	NOTES
104	BOARD										
105	Meetings	500	3,500	4,000	5,192	5,192		5,200	5,200	5,200	Retreats, meeting expenses
106	Reimbursements	125	125	250	0			250	250	250	
107	TOTAL BOARD EXPENSES	625	3,625	4,250	5,253	5,253		5,450	5,450	5,450	

109	COMMUNICATION / MARKETING										
110	Marketing Software							1,000	1,000	1,000	Constant Contact/Later/Flickr/Editing Software
111	Constant Contact	150	150	300		550	Prepay through 12 months	0	0	0	Prepaid through Oct. 2023
112	Websites (Main + Earthkeepers)	300	160	460	363	412		500	500	500	New Earthkeepers website
113	Marketing Materials	250	250	500	107	115		500	500	500	Patches/Printed material, etc.
114	Equipment/Hardware							2,500	2,500	2,500	Camera/Mic/Gimbal/Wildlife camera/Batteries
115	TOTAL COMM. EXPENSES	700	560	1,260	470	1,077		4,500	4,500	4,500	
116											
117	FUNDRAISING										
118	Merchant Fees	250	250	500	683	849		1,000	1,000	1,000	\$3.45/mo over 2021, plus per transaction fees
119	Donor Perfect	750	750	1,500	1,270	1,400		1,500	1,500	1,500	*Due to having over 1000 records, our monthly rate has increased from \$35/mo to \$83/mo
120	Cost of Fundraising	3,000	3,000	6,000	6,931	7,250		7,000	7,000	7,000	Meals with donors, thank you gifts, events, etc., +grant writer
121	TOTAL FUNDRAISING EXP.	4,000	4,000	8,000	8,884	9,499		9,500	9,500	9,500	
122	OTHER EXPENSES	0	331	331	100	150		330	330	330	
123	TOTAL EXPENSES	122,709	133,141	255,850	215,250	235,433	Minus the 45k grant expenses this represented a 12% increase	278,457	291,848	331,193	9% increase from 2022 budget first column, 14.2% increase second column
124											
125	TOTAL PROFIT	-50,209	50,209	0	-26,720	-15,916		0	0	0	
126											

BOARD TERMS

Name	Begin	End	Term #	Notes
Glenn	Jan. 2021	Dec. 2023	2	
Tim	Jan. 2021	Dec. 2023	2	
Louise	Jan. 2022	Dec. 2024	2	
Tom	Jan. 2020	Dec. 2022	1	
Lenore	Jan. 2020	Dec. 2022	1	
Beth	Jan. 2021	Dec. 2023	1	
Kathy	Jan. 2021	Dec. 2023	1	Finishing Mike's term