



**Circlewood Board Meeting
February 19, 2022
9:00 – 11:00am PDT**

8:30 - Zoom room opens for catching up and conversation

9:00 – Meeting Begins

Check-in and Opening prayer – *Glenn*

Overview of the meeting – *James*

9:30 – Administrative items

Action: Approve minutes for 12/13/21 meeting – *Glenn* Pages 2-4

Action: Adjust 2022 Board meeting schedule

- Zoom Meeting - Saturday, February 19, 9am-11am
- **Spring In-Person Planning Day - Sat. May 7 from 9am-3pm**
- In-person Annual Retreat – September 23-25 on Camano
- End of Year Zoom Meeting – December 5, 10am-Noon

Financial Summary – *James, Louise and Tim* Page 5

Additional resources

(Dashboard; YTD Budget; YTD project budget; Balance Sheet) Pages 16-22

9:40 – OSKR's update - *James* Pages 6-9

Detailed OSKR report Pages 23-25

10:10 – 2022 Board Development Discussion – *Glenn and Tim* Page 10

10:30 – Executive Session - *Glenn*

Action: Approval of 2022 Operational and Project Budgets Page 11

Additional resources (Line-item Budgets) Pages 12-15

Open Forum

11:00 – Prayer and Adjourn - *Tim*

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

Financial Summary Through January 31, 2022

2022 Summary

Operational Budget: We started 2022 with approximately 90k surplus. We will need to bring in 74k more than last year to fully fund our budget without using surplus.

Project Budget: In 2021, we spent 80k on the project, leaving us 220k to start with in 2022. We will need to raise 500k to accomplish our project goals this year.

2022 Resource Goals

Operations	255k	(Has some "stretch" items for second half of 2022)
Cap. Campaign – Donors	500k	(Still working out details of Cap. Campaign goals)
Cap. Campaign – Grants	400k	(Murdock Grant application)
Other Grants	<u>0k</u>	(We continue to look into possibilities)
TOTAL	1.155m	

Profit/Loss as of January 31:

Income	11,920	
Operating Expenses	18,050	(Net operating loss of 6,130)
<u>Camano Project Exp.</u>	<u>8,000</u>	
Total Profit/Loss	(14,147)	

Cash on Hand as of Feb 15:

Regular Checking	21,110	(Includes some Feb. donations)
Forest Checking	60	(Designated for forest stewardship expenses)
<u>Savings</u>	<u>271,080</u>	(\$212k designated for Camano; 59k operations)
Total	292,250	

Projected Operating Inc.	(Too soon to project)
<u>Projected Operating Exp.</u>	(Too soon to project)
Total	

Projected Designated Funds	(Too soon to project)
<u>Projected Designated Exp.</u>	(Too soon to project)
Total	

Projected Cashflow for 2021

TOTAL projected cash on hand	(Too soon to project)
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NOTES

OSKR's - 2021 Recap and 2022 Update

Objective #1 : Expand and Develop Programs

EARTHKEEPERS PODCAST

2021 Goal: 1000 listeners/podcast with 20% outside U.S. 33% non US/West guests

Result: 350 listeners/podcast with 15% outside U.S. 30% non US/West guests

NOTES: We learned that podcast growth comes a little slower than we thought. That said, we had a successful season 2. We added a professional producer in Dave Ulfers, created 25 original episodes, and reached 15,000 downloads. Forrest did an excellent job!

2022 Goal: 1000 downloads/month with 20% outside U.S. and 33% non US/West guests

NOTES: 1,128 downloads in January.

THE ECOLOGICAL DISCIPLE

2021 Goal: 125 subscribers

Result: 134 subscribers

NOTES: Great launch! Many more people read without subscribing. Louise did a great job setting everything up and becoming the Managing Editor.

2022 Goal: 250 subscribers with 60 CW Stand members

NOTES: Have 146 subscribers with 42 Stand members. We have just secured Vidhya Komattethu as the lead writer for a third column focused on practical earthkeeping.

SOCIAL MEDIA

2021 Goal: 500 Facebook followers; 350 Instagram followers

Result: 470 FB; 300 IG

NOTES: It has made a huge difference having Jessalyn on board and overseeing our Social Media. The numbers tell us people are engaging, and while it's hard to quantify, we can tell that people are discovering Circlewood through Social Media and then exploring what we do.

2022 Goal: 750 FB followers; 500 IG followers; 150 Twitter

NOTES: Jessalyn has started a CW Twitter feed.

EDUCATION

2021 Goal: To put together a detailed educational program plan for CW.

Result: We are not quite there yet, but have made progress.

NOTES: We made this a central part of Forrest's work and secured a partnership with The Seattle School of Theology and Psychology. We started work on 2 online courses.

2022 Goal: Launch 2 online courses; define partnership with TSS; define educational programming at Circlewood Village.

NOTES: We need to define our educational strategy - this is an ongoing priority for Forrest and James. We have made a new partnership with Job Ebenezer and Technology for the Poor. Hosting a bird watching outing with Dr. Joe Sheldon in Feb.

CIRCLEWOOD VILLAGE

2021 Goal: Detailed Site Design

Result: Accomplished.

NOTES: We moved the design forward and had a pre-application meeting with Island County. We put together a great design team and were accepted as a project of The Living Building Challenge.

2022 Goal: Establish first onsite building, caretaker, and programs.

NOTES: We brought on Ray Colliver as our project manager (a huge win!). We've been able to fund this with existing project money, but will need 500k more to accomplish this. Technology for the Poor is a new partner.

Objective #2 : Strengthen Circlewood's Core

BOARD

2021 Goal: Did not have a clear goal set last year

Result:

NOTES: Mike Holmgren and Forrest Inslee stepped off. Kathy Holmgren stepped on. We had board development discussions at Fall retreat and December meeting.

2022 Goal: Clear Board Development plan

NOTES: We have applied for Murdock Trust Board Training program. Will know by end of February.

STAFF

2021 Goal: Staff team setting ambitious goals for 2022.

Result: We added Jessalyn and increased her hours in Oct. We increased Forrest's hours in July. We increased Louise's hours in October. We initiated regular staff meetings and created a Marketing and Communications team. We implemented OSKR goal setting process for all staff and staff teams.

NOTES: The Circlewood staff team works really well together, despite having to coordinate almost everything virtually.

2022 Goal: Increase staff capacity.

NOTES: In July, we hope to move Jessalyn to half time and James to full-time. We budgeted an increase in hours for Louise as well if needed/able.

ADMINISTRATION

2021 Goal: Setup virtual staff collaboration system.

Result: Done through Microsoft Teams – licenses donated by Sean Sutton.

NOTES: Special thanks to Louise for setting it up and administrating Teams.

2022 Goal: TBD

NOTES: We have discussed the possible need for a separate 503c3 (or something similar) to facilitate programming that is not explicitly faith-based. We are also working on segmenting/targeting our communications and marketing work.

Objective #3: Resource for Growth

DONOR SUPPORT

2021 Goal: 228k through 75 donors

Result: 181k through 86 donors

NOTES: We achieved or exceeded all our goals except for welcoming 3-4 new major donors – this explains the 47k difference. We did a formal end-of-year campaign for the first time: in 2020 EOY we raised 65k from 42 gifts – in 2021 EOY we raised 100k from 58 gifts.

2022 Goal: 200k through 135 donors

NOTES: We just launched our first giving campaign through *The Circlewood Stand*, which is the name for the community of supporters standing FOR an ecologically-conscious faith and WITH Circlewood as we grow together and pursue our mission. We believe this will bring in significant new support, but we still would benefit from several large donors and/or operational-focused grants.

FOUNDATIONS/GRANTS

2021 Goal: 250k major grant with Murdock Trust and 30-50k minor grants

Result: Not accomplished

NOTES: We pushed the Murdock grant application to 2022. We attempted to connect with 4-5 foundations regarding other grant options and were either told no or never heard back.

2022 Goal: 400k major grant with Murdock and \$30k minor grants

NOTES: We hope to submit Murdock grant in March. We still need help getting our foot in the door with other foundations.

CAPITAL CAMPAIGN

2021 Goal: Secure 770k in commitments and 385k in hand.

Result: 300k in hand; pushed next phase of campaign to 2022

NOTES: We changed the Resource Team into the Capital Campaign team. We called off tentative campaign event in September due to Covid and the fact that we weren't really ready. J.Paul Fridenmaker has been helping to build the campaign and we should see some traction in 2022.

2022 Goal: Raise 550k

NOTES: This is for continued design work, construction of initial infrastructure, completion of existing building, and initial programming/operational costs. 50k pledged from Technology for the Poor.

PROGRAM INCOME

2021 Goal: 3k

Result: 1k

NOTES: Most of our programming is still in development. What we offered was either low-cost or no cost.

2022 Goal: 2k

NOTES: This will depend on timing and structure of online courses, as well as potential programming on Camano.

CORPORATE GIVING

2021 Goal: 10K

Result: 2.4K

NOTES: Covid cancelled plans for multiple Microsoft volunteer days on Camano. We did receive \$1900 in volunteer matching from Microsoft, and \$500 from Camano Island Coffee partnership.

2022 Goal: 5k

NOTES: If we had some help coordinating, we could have several corporate volunteer days this summer and fall.

OTHER REVENUE

2021 Goal: 5k

Result: \$400

NOTES: Hoped for timber revenue did not materialize. \$400 is from book sales and miscellaneous items.

2022 Goal: 19.5K

NOTES: We are expecting 19k from the Employee Retention Credit Act of 2020. 6k has arrived.

ADDENDUM: The Board requested descriptions of the online courses in development. Here they are:

Earthcare as a Way of Being

Course Description: In this course, you will be challenged to consider how your understanding of your relationship with creation has been formed. The rhythm of the course will alternate between looking at elements of a whole and biblical stance toward the world around us, and examining broken perspectives that need to be reimagined.

Everyday Earthkeeping

Course Description: This practical course considers the many opportunities we all have to practice good creation care in our homes. Learners are presented with affordable, accessible strategies for greening their daily activities, from bathroom to basement. Through these case examples, the course will inspire participants to think creatively in order to discover sustainability solutions for their own living spaces.

2022 Board Development Discussion Guide

Background: At our fall retreat, we began a discussion about where we have been as a Board and where we are heading. We continued in our December meeting, where we agreed to bring to the February meeting a detailed description of two new Board committees. Since then, an opportunity has come up that may lead us a different direction – we have applied to be part of the Murdock Trust’s Board Leadership and Development Program.

Program Description

The Murdock Trust Board Leadership and Development Program equips nonprofit organizations to fulfill their unique missions by building board capacity. Strong institutions are led by strong boards. This training program provides concrete, practical, and proven tools to equip CEO’s, board chairs, and board members to address the most strategic issues, challenges, and opportunities of board leadership. This unique training experience has been researched and developed by a team of experienced coaches and faculty assembled by the Murdock Trust.

- Learn the four pillars of a high performing board including governance, culture, sustainability, and strategic planning.
- Clarify the board’s role and the CEO’s role—eliminate fuzzy responsibilities and create positive synergy
- Maximize the most critical relationship: the board chair and the CEO
- Become a board increasingly characterized by discernment and wisdom
- Leverage the four phases of board development: cultivation, recruitment, orientation, and engagement
- Establish dashboard metrics to monitor the health of an organization
- Identify the strategic next steps and benchmarks needed to create a sustainable future
- Align your mission, vision, and values with measurable results and goals
- Think carefully about the organizational future including succession planning and transitions
- Set the engagement bar high and foster a culture of continuous learning

Program Basics

Over the course of six months, the Board Leadership and Development Program will equip you to fulfill the unique mission of your nonprofit organization. Organizations will receive four days of training over two sessions scheduled in May and June, as well as two days of customized coaching which includes coach preparation time. Often coaching is done over one longer retreat day with the executive director and board, as well as shorter calls. Based on your specific needs and the “Strategic Next Steps” your organization identifies, your assigned coach will suggest how you might allocate your two days of customized coaching over the program’s five phases:

- **Phase 1:** Pre-reading, baseline surveys and webinar briefing (prior to session one)
- **Phase 2:** Session one via Zoom | May 2-3, 2022 | 9:00am-3:00pm PT each day – open to whole board
- **Phase 3:** Enrichment assignments
- **Phase 4:** Session two in-person | June 6-7, 2022 | Day 1: 10:00am-8:00pm Day 2: 8:00am-2:30pm
- **Phase 5:** Completion of Strategic Next Steps (with coach accountability).

Board Proposal

2022 Operating and Project Budgets

We approved a preliminary 2022 budget in December. Here is the finalized budget. 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		205,600	Assumes we meet targeted donor growth.
New Funds	45,000		28,850	New funds needed for full 2022 expenses.
Activity Revenue	37,600	30k forest income	2,100	
Other Income	150		19,300	Expected 19k IRS Earned Retention Credit.
TOTAL INCOME	309,218		255,850	
Program Exp.	122,028	.	10,700	
Camano Exp.	12,900		13,000	*11k taxes (will explore 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		184,815	*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		255,850	See detailed budget below

PROJECT BUDGET SUMMARY

Category	2022 Budget	Notes
Existing Funds	220,200	Designated Funds
New Funds	529,800	Capital campaign donations and grants
TOTAL INCOME	750,000	Capital campaign donations and grants
Expenses	750,000	See detailed budget below

Proposal: That the board approve the \$255,850 2022 operating budget and the \$750,000 2022 project budget.

	A	B	C	D	E	F	G	H	I	J
47										
48	CAMANO LAND & DEVELOPMENT									
49	Property Taxes	10,900	9,244		9,244		5,500	5,500	11,000	We may explore possibility of non-profit tax reduction for land.
50	Maintenance	2,000	54	46	100		500	1,500	2,000	May need new gate.
51	Insurance						0	0	0	Included in general liability insurance below
52	TOTAL CAMANO L&D EXP.	12,900	9,298	46	9,344		6,000	7,000	13,000	
54		2021 Budget	2021 Jan-Oct.	Nov-Dec Projected	2021 Proj.		2022 Budget Jan-June	2022 Budget July-Dec	2022 Budget Total	NOTES
55	ADMINISTRATIVE									
56	Office Supplies	1,000	462	98	560		300	300	600	
57	Postage	250	114	661	775		400	700	1,100	
58	Cedarstone	42,000	33,330	7,171	40,501	*Cedarstone services plus expenses	13,500	0	13,500	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	1,055	25	1,080		300	300	600	
60	Bank Charges and Fees	100	65	5	70		50	50	100	
61	Telecommunications	240	202	20	222		125	125	250	
62	Legal and Prof. Services	1,500	550	0	550		750	750	1,500	May need help setting up supplemental non-profit to handle non faith-based programming.
63	Liability Insurance	2,500	383	1,626	2,009		7,500	7,500	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	0	53		38	38	76	
65	Licences and Fees	100	0		0		50	50	100	
66	Software Subscriptions	150	75	0	75		75	75	150	LIST HERE
67	Gusto Payroll Subscription	750	641	139	780		425	425	850	
68	TOTAL ADMIN. EXP.	49,165	36,930	9,745	46,675		23,513	10,313	33,826	
70	STAFF EXPENSES									
71	Exec. Director Salary	69,000	57,500	11,500	69,000		34,500	43,125	77,625	Includes \$500 for health insurance, full time after June
72	Exec. Dir. Work Expenses	1,000	453	100	553		500	500	1,000	includes \$40/mo cell phone
73	Exec. Dir. Mileage Reimburse	2,400	754	200	954		1,000	1,000	2,000	
74	ED Employer Taxes	5,298	4,754	935	5,689		2,926	3,657	6,583	
75	ED Reimbursemet WA FML	117	97	20	117		69.72	86.99	156.71	\$11.62 through June 14.50 after June per mo.
76	TOTAL EXEC. DIR.	77,815	63,558	12,755	76,313		38,996	48,369	87,365	
77	Assoc. Director Salary	20,000	13,333	6,666	19,999	Moved from Podcast Producer midway through 2021	20,000	20,000	40,000	*Continuing current hours into 2022
78	Assoc Dir. Work Expenses	125			0		125	125	250	
79	Assoc Dir. Mileage Reimburse	125			0		250	250	500	Possible increased trips to Camano.
80	AD Employer Taxes	1,586	1,119	560	1,679		1,734	1,734	3,468	
81	TOTAL ASSOC. DIR.	21,836	14,452	7,226	21,678		22,109	22,109	44,218	
82	Admin. Assist./Managing Ed. Wage	20,000	16,792	4,334	21,126		13,000	16,250	29,250	If move from 20 to 25 hours in July.
83	Admin. Assist./Managing Ed Work	250		45	45		125	125	250	
84	Admin. Assist./Managing Ed Milea	250			0		125	125	250	
85	AA/ME Employer Taxes	1,857	1,390	357	1,747		1,108	1,334	2,442	
86	TOTAL ADMIN. ASST./MANAGIN	22,357	18,182	4,736	22,918		14,358	17,834	32,192	
87	Marketing & Comm. Manager. Wa	8,320	7,454	2,427	9,881		7,280	10,400	17,680	If move from 14 to 20 hours July 1
88	Marketing & Comm ManagerWork	600	1,100		1,100		125	125	250	
89	Marketing & Comm. Manager Mile:	250			0		125	125	250	
90	Marketing & Comm. Employer Tax	693	623	203	826		629	900	1,529	
91	TOTAL MARKETING & COMM. M	9,863	9,177	2,630	11,807		8,159	11,550	19,709	

93	Intern		0				0	0	0	Would come through grants
94	STAFF CONFERENCES	1,000	48		48		500	500	1,000	2 Conferences to network post-COVID
95	TOTAL STAFF EXPENSES	111,035	105,417	27,347	132,764		84,122	100,362	184,484	
96										
97		2021 Budget	2021 Jan-Oct	Nov-Dec Projected	2021 Projected	NOTES	2022 Budget Jan-June	2022 Budget July-Dec	2022 Budget Total	NOTES
98	BOARD									
99	Meetings	2,500	3,725	75	3,800		500	3,500	4,000	Retreats, meeting expenses
100	Reimbursements	250			0		125	125	250	
101	TOTAL BOARD EXPENSES	2,750	3,725	75	3,800		625	3,625	4,250	
102										
103	COMMUNICATION / MARKETING									
104	Constant Contact	220	187	487	674		150	150	300	Prepaid through Oct. 2022
105	Website	700	259	54	313		300	160	460	New Earthkeepers website
106	Marketing Materials	500	2	2	4		250	250	500	
107	TOTAL COMM. EXPENSES	1,420	448	543	991		700	560	1,260	
108										
109	FUNDRAISING									
110	Merchant Fees	500	335	69	404		250	250	500	\$34.81 per month last half 2021
111	Donor Perfect	1,920	720	250	970		750	750	1,500	\$3.45/mo over 2021, plus per transaction fees
112	Cost of Fundraising	7,500	907	200	1,107		3,000	3,000	6,000	Meals with donors, thank you gifts, events, etc., +grant writer
113	TOTAL FUNDRAISING EXP.	9,920	1,962	519	2,481		4,000	4,000	8,000	
114	OTHER EXPENSES		0				0	331	331	
115	TOTAL EXPENSES	286,218	206,302	38,939	245,241	he 45k grant expenses this represented a 12% increase	122,709	133,141	255,850	
116										
117	TOTAL PROFIT	21,836	(134,472)	74,096	(60,376)		-50,209	50,209	0	

2022 CIRCLEWOOD VILLAGE PROJECT BUDGET		
2022 PROJECT INCOME		
Carryover from 2021	220,200	
New Funds	529,800	
TOTAL FUNDS RAISED	750,000	
2022 PROJECT EXPENSES		
	Estimated Costs	Actual Costs YTD
DESIGN		
DV Architects	75,000	
2020 Engineering	80,000	
Katy Scherer Landscaping	25,000	
Ray Colliver/ Projec Man.	30,000	
Mech. Eng. - Trevor Butler	50,000	
Struc. Eng. - Cory Heintzleman	65,000	
Sustainability - Lighthouse	50,000	
TOTAL DESIGN	375,000.00	
DEVELOPMENT		
TOTAL DEVELOPMENT	0	
CONSTRUCTION		
Building	120,000	
Site Work	150,000	
Landscape	30,000	
Tiny House (if needed)	60,000	
TOTAL CONSTRUCTION	360,000	
OPERATIONS		
Staffing	15,000	
Other?		
TOTAL OPERATIONS	15,000	
	Estimated Costs	Actual Costs
TOTAL EXPENSES	750,000	-
PROJECT BALANCE	0	

Resource Dashboard

REVENUE/EXPENSE	2022 Obj.	Jan. 2022	2021 YTD	2021 Total
One-time Gifts \$10 - \$1000	75 gifts \$13,000	3 \$375	1 \$600	64 gifts \$11,200
One-time Gifts \$1000+	15 gifts \$100,000	2 \$2200	0 \$0	13 gifts \$96,000
Recurring Givers \$100 - \$1000/yr	40 givers \$17,000	23 \$975	18 \$782	24 givers \$10,900
Recurring Givers \$1000+/year	15 givers \$70,000	12 \$5,150	10 \$5075	12 givers \$62,200
New Givers	49	2	1	56
Total Givers	135	40	30	86
Camano Project	550,000	0 \$0	N/A	N/A
Foundations	1 28,850	0 \$0	0 \$0	\$0
Corporate Partners	2 \$2500	1 \$125	1 \$110	\$2430
Corporate paid vol. hrs.	100 hrs \$2500	0 \$0	0 \$0	22 hrs \$550
Program Revenue	\$2000	\$0	\$0	\$1000
Product Revenue	\$150	\$15	\$26	\$120
Other Revenue	\$19,000	\$165	\$15	\$300
TOTAL GIVING/REVENUE	\$755,000	\$11,920	\$8135	\$181,700
Operations Expenses	\$255,000	\$18,050	\$41,150	\$245,200
Project Expenses	\$550,000	\$8,000	\$0	\$79,800
TOTAL EXPENSES	\$805,000	\$26,050	\$41,150	\$325,000
Net Income	\$0	-14,150	-\$33,000	-\$143,300

Other Dashboard Data

	2022 Obj.	Jan. 2022	Jan 2021	2021 Total
Donor Perfect Contacts	600	447	386	438
Facebook Followers	700	489	357	470
Instagram Followers	500	312	142	300
Twitter Followers	200		N/A	N/A
Volunteer Hours	1000	680	27	755
Website Visitors/month	500/month	376	217/month	286/month avg.
Podcast Episode Downloads	500/episode 25,000 total	350/episode 16,342 total		350/episode 15,214 total
The Ecological Disciple Subscribers	250	142	N/A	130

Circlewood

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

January 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
EDUCATION ACTIVITY INCOME				
Church Partnerships		41.67	-41.67	
Other Education Income		125.00	-125.00	
Total EDUCATION ACTIVITY INCOME		166.67	-166.67	
MEDIA ACTIVITY REVENUE				
Blog Income		250.00	-250.00	
Publication Income	3.90	8.33	-4.43	46.82 %
Total MEDIA ACTIVITY REVENUE	3.90	258.33	-254.43	1.51 %
Total ACTIVITY REVENUE	3.90	425.00	-421.10	0.92 %
Interest Income	18.16		18.16	
Other Income	160.00	1,608.33	-1,448.33	9.95 %
Sales of Product Income	12.72		12.72	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income		50.00	-50.00	
Cash	11,398.41	13,166.67	-1,768.26	86.57 %
Forest Stewardship		416.67	-416.67	
Total Donor Gifts	11,398.41	13,633.34	-2,234.93	83.61 %
Grants		5,573.75	-5,573.75	
Total SUPPORT	11,398.41	19,207.09	-7,808.68	59.34 %
Total Income	\$11,593.19	\$21,240.42	\$ -9,647.23	54.58 %
GROSS PROFIT	\$11,593.19	\$21,240.42	\$ -9,647.23	54.58 %
Expenses				
ADMINISTRATIVE				
Bank Charges & Fees	50.00	8.33	41.67	600.24 %
Cedarstone	3,333.00	1,125.00	2,208.00	296.27 %
Legal & Professional Services		125.00	-125.00	
Liability Insurance		1,250.00	-1,250.00	
Licenses & Fees		8.33	-8.33	
Office Supplies		50.00	-50.00	
Password Management		6.33	-6.33	
Payroll Processing Cost	69.37	70.83	-1.46	97.94 %
Postage	34.80	91.67	-56.87	37.96 %
Software Subscriptions	52.85	12.50	40.35	422.80 %
State Registrations		50.00	-50.00	
Telecommunications	19.91	20.83	-0.92	95.58 %
Total ADMINISTRATIVE	3,559.93	2,818.82	741.11	126.29 %
BOARD EXPENSES				
Meetings	33.01	333.33	-300.32	9.90 %

	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Reimbursement		20.83	-20.83	
Total BOARD EXPENSES	33.01	354.16	-321.15	9.32 %
CAMANO LAND AND DEVELOPMENT				
Maintenance		166.67	-166.67	
Property Taxes		916.67	-916.67	
Total CAMANO LAND AND DEVELOPMENT		1,083.34	-1,083.34	
COMMUNICATION				
Marketing Materials		41.67	-41.67	
Newsletter		25.00	-25.00	
Website	121.52	38.33	83.19	317.04 %
Total COMMUNICATION	121.52	105.00	16.52	115.73 %
FUNDRAISING				
Cost of Fundraising	290.31	500.00	-209.69	58.06 %
Donor Perfect	204.55	125.00	79.55	163.64 %
Merchant Fees	34.81	41.67	-6.86	83.54 %
Total FUNDRAISING	529.67	666.67	-137.00	79.45 %
PROGRAM EXPENSES				
CAMANO PROGRAMS				
Camano Program Expense		208.33	-208.33	
Forest Expense		125.00	-125.00	
Forest Stewardship		41.67	-41.67	
Total CAMANO PROGRAMS		375.00	-375.00	
EDUCATION PROGRAMS				
Education Expenses	316.62	83.33	233.29	379.96 %
Total EDUCATION PROGRAMS	316.62	83.33	233.29	379.96 %
MEDIA PROGRAM EXPENSES				
Blog Expenses	5.51	83.33	-77.82	6.61 %
New Media Program Expenses		166.67	-166.67	
Podcast Expenses	118.00	183.33	-65.33	64.36 %
Total MEDIA PROGRAM EXPENSES	123.51	433.33	-309.82	28.50 %
Total PROGRAM EXPENSES	440.13	891.66	-451.53	49.36 %
STAFF EXPENSES				
ADMINISTRATIVE ASSISTANT EXPENSES				
Administrative Assistant Employer Taxes	184.61	185.00	-0.39	99.79 %
Administrative Assistant Mileage Reimbursement		20.83	-20.83	
Administrative Assistant Wages	2,166.75	2,166.67	0.08	100.00 %
Administrative Assistant Work Expenses		20.83	-20.83	
Total ADMINISTRATIVE ASSISTANT EXPENSES	2,351.36	2,393.33	-41.97	98.25 %
ASSOCIATE DIRECTOR EXPENSES				
Associate Director Employer Taxes	289.09	289.09	0.00	100.00 %
Associate Director Mileage Reimbursement		41.67	-41.67	
Associate Director Salary	3,333.33	3,333.33	0.00	100.00 %
Associate Director Work Expenses		20.83	-20.83	
Total ASSOCIATE DIRECTOR EXPENSES	3,622.42	3,684.92	-62.50	98.30 %

EXECUTIVE DIRECTOR EXPENSES				
Executive Director Employer Taxes	482.68	487.68	-5.00	98.97 %
Executive Director Mileage Reimbursement		166.67	-166.67	
Executive Director Salary	5,750.00	5,750.00	0.00	100.00 %
Executive Director WA FML reimbursement	9.71	11.62	-1.91	83.56 %
Executive Director Work Expenses		83.33	-83.33	
Total EXECUTIVE DIRECTOR EXPENSES	6,242.39	6,499.30	-256.91	96.05 %
SOCIAL MEDIA COORDINATOR EXPENSES				
Social Media Coordinator Employer Taxes	104.91	104.91	0.00	100.00 %
Social Media Coordinator Mileage Reimbursement		20.83	-20.83	
Social Media Coordinator Wages	1,213.40	1,213.33	0.07	100.01 %
Social Media Coordinator Work Expenses		20.83	-20.83	
Total SOCIAL MEDIA COORDINATOR EXPENSES	1,318.31	1,359.90	-41.59	96.94 %
STAFF CONFERENCES				
Taxes--Washington Employment Administration Fund	-0.03		-0.03	
Total STAFF EXPENSES	13,534.45	14,020.78	-486.33	96.53 %
Total Expenses	\$18,218.71	\$19,940.43	\$ -1,721.72	91.37 %
NET OPERATING INCOME	\$ -6,625.52	\$1,299.99	\$ -7,925.51	-509.66 %
NET INCOME	\$ -6,625.52	\$1,299.99	\$ -7,925.51	-509.66 %

Circlewood

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

January 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
Total Income			\$0.00	0.00%
GROSS PROFIT	\$0.00	\$0.00	\$0.00	0.00%
Expenses				
CIRCLEWOOD VILLAGE EXPENSES				
Design Development Jun-Dec	6,089.00		6,089.00	
Infrastructure	1,925.00		1,925.00	
Total CIRCLEWOOD VILLAGE EXPENSES	8,014.00		8,014.00	
Total Expenses	\$8,014.00	\$0.00	\$8,014.00	0.00%
NET OPERATING INCOME	\$ -8,014.00	\$0.00	\$ -8,014.00	0.00%
NET INCOME	\$ -8,014.00	\$0.00	\$ -8,014.00	0.00%

Circlewood

Balance Sheet

As of January 31, 2022

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	10,187.77
BECU checking Forest	66.30
BECU Savings	281,083.07
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	\$291,344.60
Other Current Assets	
Uncategorized Asset	-37.46
Total Other Current Assets	\$ -37.46
Total Current Assets	\$291,307.14
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	4,745.00
Building Structure - Retreat Center	114,147.80
Total CONSTRUCTION IN PROGRESS	118,892.80
Total Other Assets	\$118,892.80
TOTAL ASSETS	\$1,273,199.94

Circlewood

Balance Sheet

As of January 31, 2022

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	-123.50
Chase #4978	0.00
Key Bank #8088	0.00
Total Credit Cards	-123.50
Total Credit Cards	\$ -123.50
Other Current Liabilities	
Holmgren Loan	0.00
Sales Tax	0.00
Total Other Current Liabilities	\$0.00
Total Current Liabilities	\$ -123.50
Total Liabilities	\$ -123.50
Equity	
Donor Restricted - Camano	300,000.00
Opening Balance Equity	0.00
Retained Earnings	987,962.96
Net Income	-14,639.52
Total Equity	\$1,273,323.44
TOTAL LIABILITIES AND EQUITY	\$1,273,199.94

2022 Objectives, Strategies, and Key Results Update

2022 OBJECTIVE #1: Expand and Develop Programs			
2022 KEY RESULTS	PROGRESS YTD	Q2 Goals	COMMENTS
<i>Expand Creative Media</i>			
Earthkeepers 1,000 downloads per month with 20% outside U.S. and 33% non-Western guests	*1,128 downloads in January *Secured Brian McLaren as future guest	*	
The Eco Disciple 250 subscribers. 60 Stand members	*3 rd column author secured *42 Stand members	*	
Social Media 750 FB Followers 500 IG followers 150 Twitter	*	*	
<i>Education strategy</i>			
Clear education strategy and programming plan	*2 online courses in production *Proposal being writing for Sustainable Technology education unit.	*	
<i>Camano – Establish presence</i>			
Establish first onsite building, caretaker, and programs.	*Hired Ray Colliver project manager. *Tech for Poor partnering with us.	*	

2022 OBJECTIVE #2: Strengthen Circlewood's Core			
2022 KEY RESULTS	YTD PROGRESS	Q2 GOALS	COMMENTS
<i>Engaged Board</i>			
Clear Board Development Plan	*Applied for Murdock Board Training program.	*	
<i>Collaborative Staff</i>			
Increased staff capacity	*	*	In July, we hope to move Jessalyn to half time and James to full-time. We budgeted an increase in hours for Louise as well if needed/able.
<i>Mission-focused Admin.</i>			
TDB			Potential 2022 OSKR's * Create organization structure to support non faith-based programming.

2020 OBJECTIVE #3: Resource for Growth

2022 KEY RESULTS	YTD PROGRESS	Q2 GOALS	COMMENTS
<i>Treat Donors as Partners</i>			
\$200k through 136 donors	*Launched <i>The Circlewood Stand</i>	*	
<i>Cultivate Foundation Relationships</i>			
400k Murdock grant	*Aiming to submit application in March.		Emerging 2022 OSKR's * Submit 400k application
30k small grants	*Trying to make contact with Stewardship Foundation.	*	
<i>Launch Capital Campaign</i>			
550k raised	*50k pledged from Tech for the Poor	.	
<i>Build Program Inc.</i>			
2k			
<i>Cultivate Corp. Rel.</i>			
5k	*		
<i>Other</i>			
19k	*6k of ERC arrived.		*19k in ERC expected.

Circlewood
Board Meeting Minutes—Regular Session
February 19, 2022 via Zoom

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

Glenn opened the meeting with check-ins. The minutes from the regular and executive sessions of the December 13, 2021 meeting were presented for approval. Lenore moved that the minutes be approved as presented. Beth seconded the motion. The motion passed. A discussion was held regarding the in-person board meeting currently scheduled for May 7th from 9-3. Some board members were not available on that date, so a Doodle poll will be sent out.

James presented the Financial Summary contained within the meeting packet. We had strong end-of-year giving. This year, we will need to bring in about 74K more than last year to fully fund the budget. We spent \$80K on the Camano project last year, leaving \$220K in project funds; we will need to raise \$500K to continue the work there. The Capital Campaign Team is still working on donor target for the year. We will be applying for a Murdock Grant soon. If that is given, it will take some of the pressure off regarding what we would need to raise this year. It is too early to do financial projections for the year. Further financial reports are included in the meeting packet.

James gave a report on the OSKR's, recapping 2021 goals and how we did with them and updating the 2022 goals. Our overall goals are: Expand and Develop Programs, Strengthen Circlewood's Core, and Resource for Growth.

Objective #1: Expand and Develop Programs.

- **Media Work.** Podcast: James shared that they have learned that podcast audience grow at a slower pace than they expected, but there has been a steady growth. Dave Ulfers was added as a professional producer. They are exploring how to get a global audience. A current focus is on social and environmental justice issues. The 50th episode is coming up and will be celebrated. Many connections are being made through the podcast. TED: We have a 2022 goal to double our subscribers and are working on encouraging readers to support Circlewood financially. Vidhya Komattethu is planned to be our lead writer for a third column, focusing on practical earthkeeping. James introduced the board to Vidhya through her YouTube site. Social Media: Jessalyn is doing a fantastic job. We measure interaction and growth, but some parts of the social media work are hard to quantify. As people find us through social media, it connects people with Circlewood.
- **Education.** This is a place of focus this year as we clarify what kind of programs we will offer. Forrest is working on courses and moving the partnership with The Seattle School forward. There will be a meeting soon to talk about programming at Circlewood Village. Forrest gave an update on the courses in development and the connection with Job Ebenezer. Two courses are ready; the partnership will be under the Center for Transforming Engagement of The Seattle School and roles are being figured out. Forrest's aim is to show them that they don't need to produce all the videos themselves. The grant from Job Ebenezer is around his work on low-tech solutions for the poor, often used in developing countries where electricity, for instance, isn't available. The work has possibilities for those who want to lower their footprint as well. The grant would be \$50,000 to start with. Board members shared ideas of how this work could be used in other partnerships. Circlewood Village: Last year solidified what we're going to do there from a building and construction standpoint. This year we want to establish our first on-site building, caretaker, and program, which will mean finishing the existing building as a small program center and get someone living on site perhaps in a tiny house. A lot will depend on the county approval process,

which is slow. A skilled and experienced project manager has been found, which is a big win. The Camano project will be a huge topic for our May board meeting. James and Glenn talked with the Whidbey-Camano Land Trust about them taking a role in preserving forest land surrounding our property. They are not interested in taking the lead, but want to be informed if opportunities arise.

- Objective #2: Strengthen Circlewood's Core.
- Board. A goal for this year is creating a clear board development plan. We had talked in December about bringing a proposal for two board committees to this meeting, but we were invited to apply for the Murdock Trust Board Training program. If we are accepted, that would be the process to develop a plan, so a committee proposal is not being brought to this meeting.
- Staff. Hours of staff were increased in 2021 and there are goals to increase them again in 2022.
- Administration. We established a virtual office through Teams in 2021. As we get more clarity about Camano work, setting up a new 501(3)(c) may be useful. This may be a topic for our May board meeting.

Objective #3: Resource for Growth

- Donor Support: We achieved all of our fundraising goals for 2021 except adding 3-4 major donors, which remains challenging. We put together a coordinated end of year campaign. We have just launched a giving campaign for the Circlewood Stand, with the idea of trying to create a membership feel for those who are supporting Circlewood. James shared The Circlewood Stand page. Our first Stand learning event will be a webinar with Randy Woodley and we will be sending copies of Becoming Rooted to Stand members. Any financial gift or repeated volunteering will enroll people in the Stand and our hope is that it creates a sense of community. James mentioned that this is something for board members to invite others into, either through emails or gatherings that he could speak at. Foundations: We are focusing on getting the Murdock grant in and pursuing other foundations. Last year, it was difficult getting our foot in the door anywhere besides Murdock. Capital Campaign: This will be a focus at the May board meeting.

Board members were invited to look through the rest of the OSKR updates included in the packet.

James noted that there needs to be longer conversation about points of connection and possible partnerships.

Glenn led the board in a discussion about Board Development in regard to the Murdock Trust Board Leadership and Development Program that James was invited to apply for. If we are accepted, it would involve Zoom meetings on May 2-3 from 9 am to 3 and in-person meeting in June. James and Glenn are required to attend. Tim went through it with another board a few years ago and the class was very significant to their growth as a board. It helped identify weak spots and cultivate strategy for the board. It was a real growth and learning opportunity. The first session will be open to the entire board and the in-person June sessions will be limited to four people total. It will culminate in a 3-5 year strategic plan with next steps. There are more applications than spots.

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

Louise Conner, Secretary

Circlewood
Board Meeting Minutes—Executive Session
February 19, 2022 via Zoom

Present: Glenn Palmberg, Tim Hedberg, Tom Ruebel, Beth Knox, Lenore Three Stars, Kathy Holmgren, Louise Conner, James Amadon

James reviewed the budget summary. In the December 2021 meeting, the board passed a preliminary 2022 Operating Budget and a preliminary 2022 Project Budget. A final budget is being brought to this meeting. There is not much change to the Operating Budget; the total difference is about \$1000. The Project Budget is much more specific as the projects have been defined and associated costs have been delineated. We have started to receive the ERC funds. Detailed Operating and Project Budgets were included in the packet. The total proposed Operating Budget is \$255,850. The total proposed Project Budget is \$750,000. We will need \$530,000 in new funds from the Murdock Grant and other capital donations for the Project Budget.

A discussion was held. Glenn asked what would happen if we don't get the Murdock grant and James said it would put a pause on our timing. A discussion of other grant possibilities was held. James commented that this is an area where we need help, prayer, guidance as making initial connections is the hard part. Materials to present to individuals/organizations are near-ready, but not quite. Once we have something to show people on Camano, it gets a lot easier to explain what we're doing. Board members mentioned possible resources/partners including: Grant Professionals Association, Clipper Round the World Yacht Race, other Seminaries, including Regents. James said that meeting with J.Paul every two weeks helps move this forward. We may come back to a longer discussion about options and plans for funding in our May meeting.

Tom moved that the board approve the \$255,850 2022 operating budget and the \$750,000 2022 project budget. Kathy seconded the motion. The motion passed.

An open forum was held. A discussion about how to decrease the property taxes on the Camano land was held, including the idea of tying into someone else's accredited education program.

Tim closed the meeting in prayer.

Beth moved that the meeting be adjourned. Tom seconded the motion. The motion passed.

Louise Conner
Secretary