



**Circlewood Board Meeting
October 7, 2019
808 Aloha Pl. Edmonds, WA 9020**

- 10:00 Gather and Personal Updates
1. How are you personally?
2. What feelings/ideas/questions are you bringing to the meeting?
Prayer
- 10:30 Administrative Items
Action: Approve 7-13-19 Minutes (p. 2-3) – *Glenn*
Action: Sign thank you notes – *James*
Discussion: Organizational documents – bylaws, policies, procedures.
Executive Director Insurance Quarterly Review – *Glenn*
Financial Report (pp. 4-7) – *Louise*
- 11:00 2020 Vision - Annual and Quarterly OKR Review (pp. 8-13) - *James*
Objective 1 – Complete Phase 1 of Circlewood Village
Resource: Letter of Agreement with DVA (pp. 21-22)
Objective 2 – Expand Circlewood’s Community and Voice
Action: Podcast Proposal (pp. 14-15)
Discussion: Fuller class
Objective 3 – Strengthen Circlewood’s Core
Discussion: David Jones and Cedarstone (pp. 16-20)
Objective 4 – Fund for Growth
Discussion: Capital Campaign
- 11:45 Next Steps
Actions: Review Assignments - *Forrest*
Next Meeting Options – *Glenn*
Check-in
What feelings/insights/questions do you have as we close?
Pray and Adjourn
- 12:00/12:30 Lunch

Circlewood Board Annual Meeting Minutes
July 13, 2019
793 N. Sunset Drive
Camano Island, WA 98282

Present: James Amadon, Louise Conner, Beth Knox, Lenore Three Stars, Glenn Palmberg, Tom Ruebel, Forrest Inslee

9:00 Gather and Personal Updates

1. How are you personally?
2. What feelings/ideas/questions are you bringing to the meeting?

Prayer

9:30 Administrative Items

Approved 4-19-19 Minutes (see attached)

Signed thank you notes at lunch

Nominating Committee Policy

• **Action (Beth, Glenn and James):**

- Develop a proposal for bylaws change re. annual mtg. incl. definition of “majority”, etc.
 - Adjust the Nominating Committee Policy draft for consideration next mtg.
Honorariums, income
 - *Decision:* Approved provisional language for the following
 - James will keep speaking honorariums for the present, to be reviewed if/when he is full-time
 - James will report all honorariums (to be recorded)
 - **Action: (Glenn)** Develop proposal for more detailed policy on this for next meeting
 - **Action: (Forrest and James):** Clarify ownership of curricula that is developed for other organizations, including material to appear in James’ publications
 - *Decision:*
 - Revenue from income generating activities such as online education will accrue to Circlewood in the future
 - Future income-generating arrangements with external organizations must be reviewed and approved by the board
 - Director Expenses
 - *Decision:* Board approved policy stating that director will be reimbursed for expenses related to Circlewood, including mileage, meals, and lodging, as well as costs associated with meetings (mileage, food/drink for others involved)
 - **Action: (Beth)**
 - Develop/borrow guiding language for a permanent component of policy on this
 - James will include this in a larger policy document in process
- Approved/Accepted:* Financial Report (see attached)

Executive Director Insurance Quarterly Review – *Glenn*

10:00

Director Report

Annual and Quarterly Goals Review (see attached)

- Reported on logical ways forward in terms of land donations
- Report on moving forward to getting people in residency on the land
- Overview of pending and current new associations/partnerships
- Board matters
- New board material will come for future approval
- Mike Holmgren is considering membership
- We need to continue to look to potential board members

Discussion: Expanding the Circlewood mission
(See James' notes)

1:00

Lunch

Note: During lunch Forrest agreed, with Glenn and James, to put together proposal language to use when asking individual donors to contribute to a 5-unit tiny house project. The project will allow resident caretakers to live on the land in one unit, and generate income with the other four. Beth will send Forrest some guidelines for how to shape such a proposal.

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD BUDGET 2019 - FY19 P&L

January - September, 2019

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
Church Partnerships	1,000.00	1,125.00	-125.00	88.89 %
Event Income	1,410.00	1,874.98	-464.98	75.20 %
Presentation Income	1,500.00	749.98	750.02	200.01 %
Publication Income	82.26	187.48	-105.22	43.88 %
Total ACTIVITY REVENUE	3,992.26	3,937.44	54.82	101.39 %
Interest Income	140.77		140.77	
Other Income	183.40	112.50	70.90	163.02 %
SUPPORT				
Donor Gifts				
Cash	85,954.99	63,749.98	22,205.01	134.83 %
Total Donor Gifts	85,954.99	63,749.98	22,205.01	134.83 %
Total SUPPORT	85,954.99	63,749.98	22,205.01	134.83 %
Total Income	\$90,271.42	\$67,799.92	\$22,471.50	133.14 %
GROSS PROFIT	\$90,271.42	\$67,799.92	\$22,471.50	133.14 %
Expenses				
ADMINISTRATIVE				
Bank Charges & Fees		75.01	-75.01	
Cedarstone	3,917.91	2,624.99	1,292.92	149.25 %
Costs of Publications		38.00	-38.00	
Legal & Professional Services	500.00	337.50	162.50	148.15 %
Licenses & Fees	50.00	74.98	-24.98	66.68 %
Office Supplies	188.38	225.00	-36.62	83.72 %
Password Management	52.84	26.27	26.57	201.14 %
Payroll Processing Cost	436.63	450.00	-13.37	97.03 %
Postage		187.48	-187.48	
Software Subscriptions	82.00	112.50	-30.50	72.89 %
Telecommunications	152.64	135.00	17.64	113.07 %
WA State Registration		45.00	-45.00	
Total ADMINISTRATIVE	5,380.40	4,331.73	1,048.67	124.21 %
BOARD EXPENSES				
Liability Insurance		637.48	-637.48	
Meetings	446.05	412.48	33.57	108.14 %
Reimbursement		187.00	-187.00	
Retreat	75.75		75.75	
Total BOARD EXPENSES	521.80	1,236.96	-715.16	42.18 %
COMMUNICATION				
Marketing Materials	60.72	375.02	-314.30	16.19 %
Newsletter	207.59	180.00	27.59	115.33 %
Website	268.89	300.01	-31.12	89.63 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total COMMUNICATION	537.20	855.03	-317.83	62.83 %
FUNDRAISING				
Costs of Fundraising	3,466.55	1,499.99	1,966.56	231.10 %
Donor Perfect	93.68	1,440.00	-1,346.32	6.51 %
SafeSave Payments	500.61		500.61	
Total Donor Perfect	594.29	1,440.00	-845.71	41.27 %
Fund Development	37.71		37.71	
Merchant Fees	116.70	374.99	-258.29	31.12 %
Total FUNDRAISING	4,215.25	3,314.98	900.27	127.16 %
PROGRAM				
CONNECTING REFORMERS				
Events, meetings, conferences	125.51	374.99	-249.48	33.47 %
Total CONNECTING REFORMERS	125.51	374.99	-249.48	33.47 %
Costs of Events	20.00		20.00	
EDUCATIONAL				
Other	1,099.30	749.98	349.32	146.58 %
Summer Retreat	619.02	2,250.00	-1,630.98	27.51 %
Total EDUCATIONAL	1,718.32	2,999.98	-1,281.66	57.28 %
FORMING LEADERS				
Leadership Events	62.04	187.48	-125.44	33.09 %
Total FORMING LEADERS	62.04	187.48	-125.44	33.09 %
PRACTICAL PROJECTS				
Camano--Development	599.93	7,499.98	-6,900.05	8.00 %
Camano--Insurance		374.99	-374.99	
Camano--Maintenance	80.56	374.00	-293.44	21.54 %
Camano--Property Taxes	2,692.37	3,749.99	-1,057.62	71.80 %
Church Partnerships		374.99	-374.99	
Total PRACTICAL PROJECTS	3,372.86	12,373.95	-9,001.09	27.26 %
Total PROGRAM	5,298.73	15,936.40	-10,637.67	33.25 %
STAFF EXPENSES				
Executive Director Salary	34,499.97	34,499.98	-0.01	100.00 %
Executive Director Work Expenses	327.26	374.99	-47.73	87.27 %
Intern		2,000.00	-2,000.00	
Reimbursement for Taxes--WA Family & Medical Leave	87.39		87.39	
Taxes--Medicare	500.22	464.99	35.23	107.58 %
Taxes--Social Security	2,139.03	2,025.00	114.03	105.63 %
Taxes--Washington Employment Administration Fund	10.35	5.99	4.36	172.79 %
Taxes--Washington Unemployment Insurance	34.47	1,837.49	-1,803.02	1.88 %
Taxes--Workmans Compensation	169.02	163.49	5.53	103.38 %
Total STAFF EXPENSES	37,767.71	41,371.93	-3,604.22	91.29 %
Total Expenses	\$53,721.09	\$67,047.03	\$ -13,325.94	80.12 %
NET OPERATING INCOME	\$36,550.33	\$752.89	\$35,797.44	4,854.67 %
NET INCOME	\$36,550.33	\$752.89	\$35,797.44	4,854.67 %

Circlewood

BALANCE SHEET

As of September 30, 2019

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	24,434.94
BECU Savings	86,304.29
Key Bank Checking	0.00
Paypal	-19.99
Petty Cash & Cash Equivalent	0.00
Reimbursement Clearing	0.00
SaveSave Fees	191.98
Total Bank Accounts	\$110,911.22
Other Current Assets	
Uncategorized Asset	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$110,911.22
Fixed Assets	
Camano Island Land	
Land Value	423,000.00
Total Camano Island Land	423,000.00
Total Fixed Assets	\$423,000.00
Other Assets	
CONSTRUCTION IN PROGRESS	
Building Structure - Retreat Center	96,603.85
Total CONSTRUCTION IN PROGRESS	96,603.85
Total Other Assets	\$96,603.85
TOTAL ASSETS	\$630,515.07
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	498.56
Chase #4978	0.00
Key Bank #8088	0.00
Total Credit Cards	498.56
Total Credit Cards	\$498.56
Other Current Liabilities	
Sales Tax	0.00
Total Other Current Liabilities	\$0.00
Total Current Liabilities	\$498.56
Total Liabilities	\$498.56

Cash Basis Friday, October 4, 2019 09:50 AM GMT-7

1/2

	TOTAL
Equity	
Opening Balance Equity	0.00
Retained Earnings	593,466.18
Net Income	36,550.33
Total Equity	\$630,016.51
TOTAL LIABILITIES AND EQUITY	\$630,515.07

Dashboard Key Metrics

	2019 Q1-3	2018 Q1-3	2018 Total
Financial			
Monthly Givers	23/month	15/month	20 (Dec.)
Monthly Gifts Average	\$5587	\$4851	\$5200
One-time Gifts	14	14	42
One-time Gifts total	\$32,296	\$14,692	\$74,100
New First-time Givers	8	16	34
Total Givers	56	29	48
Other Income	\$4285	\$1760	\$2750
Net Income	\$36,570	\$15,000	\$69,250
Other			
Volunteer Hours	445	318	430
Donor Perfect Contacts	329	291	286
Website visitors	72 per month	N/A	48 per month
FBook Followers	182	N/A	132
James' hours	31.6/wk	N/A	N/A
James' mileage	912	N/A	N/A
James' honoraria	\$150	N/A	N/A

MISSION

To cultivate transformative communities that love and care for all creation.



VALUES

Hopeful, Integrative, Faith-based

"Cultivating Communities that Care for Creation"

2020 Objective: Implementing first key aspects of clarified vision:

Visible progress on Camano, Circlewood community increased and deepened.

2020 Vision Overview for Board

We came out of the summer with a clarified vision and some working ideas. I've been working on refined the long-term vision and creating a workable plan for where we want to be by the end of 2020. We will be centered around 4 key objectives, each of which has its own set of strategies and key results (together these are called OKR's). This allows us to focus our work, be able to track progress, and make corrections as needed. We are at a point where we have the opportunity to help Circlewood take some significant strides forward. It will require stretching a little and taking some risks, but it is clear to me that some great opportunities lie before us.

Our Four Objectives with key items for board engagement at this meeting.:

2020 Objective #1

Complete Phase 1 of Circlewood Village.

Update on plans.

2020 Objective #2

Expand Circlewood's community and voice.

Podcast proposal.
Fuller Seminary class opportunity.

2020 Objective #3

Strengthen Circlewood's core.

Cedarstone Discussion

2020 Objective #4

Fund for Growth

Capital Campaign discussion

MISSION

To cultivate transformative communities that love and care for all creation.



VALUES

Hopeful, Integrative, Faith-based

“Cultivating Communities that Care for Creation”

**2020 Objective: Implementing first key aspects of clarified vision:
Visible progress on Camano, Circlewood community increased and deepened.**

2020 Objective #1
Complete Phase 1 of Circlewood Village.

Strategy and Key Results

Active Forest Stewardship

- Timeline in place for forest stewardship.
- Attain Forest Stewardship Council certification
- Remaining 20 acres transferred

Basic Infrastructure

- Road work begun
- Well operational
- Caretaker(s) on site

Inspired and Purposeful Design

- Circlewood Village development team in place
- First micro-village plans submitted to county

Community Engagement

- 2 programs that engage people with the land.
- Relationship with and blessing of local Native

2020 Objective #2
Expand Circlewood’s community and voice.

Strategy and Key Results

Interactive media

- Blog launched with X posts and X subscribers
- Podcast with weekly episodes and X subscribers
- Website offers clear pathways to all media, program, and support options.
- Facebook at least 1 post/wk.
- Integrated communications calendar.

Print Media and Marketing Materials

- Basic literature + travel display
- 2 brand awareness items

Intentional Speaking and teaching

- 5 targeted speaking engagements
- Host initial class through Fuller.

Targeted Networking

- Have exploratory meetings

2020 Objective #3
Strengthen Circlewood’s core.

Strategy and Key Results

Engaged Board

- Add 1-2 new members
- Every board member actively participating in committee work.

Expanded personnel roles

- Executive Director able to envision and manage growth
- Experienced podcast producer
- Integrated consultant
- X Volunteer positions

Passionate Members/Partners

- X official members

Growth-enabling Administration

- Legal name change
- Board and policy handbook

2020 Objective #4
Fund for Growth

Strategy and Key Results

Regular Donors

- Retain 100% of 2019 donors
- Welcome X new donors

Capital Campaign

- Raise X amount

Program Income

- Podcast monetization plan in place

Grants

-

Business Partnerships

- Integrate Camano Coffee and Realize Giving into media, communication and marketing plans.

Forest Stewardship

- Stewardship practices pay for themselves. (Carbon?)

2020 Objective 1: Complete Phase 1 of Circlewood Village

2020 KEY RESULTS	STATUS	2019 Q3 PROGRESS	COMMENTS	2019 Q4 GOALS
Timeline in place for forest stewardship		*Created Forest Stewardship volunteer and donation options with Benevity.	*Waiting to receive Conservation Action Plan from Northwest Natural Resources Group	*Conservation Action Plan finished and 2020 goals identified.
Attain Forest Stew. Council certification				*Join NNRG as member *Apply for certification
Receive remaining 20 acres				*Talk to Sines about donation
Road Work Begun		*Signed letter of agreement with David Vandervort Architects to do preliminary research and survey work.	County advised us to have a survey of road done as well as some title research prior to application.	*Schedule ROW survey *Identify potential construction companies
Well Operational				*Process for well completion outlined.
Caretaker(s) on site				*Develop housing plan and job description.
Micro village plans submitted to county				*Draft vision process w/David Vandervort
2 programs that engage people w/land		*Connected with Scouts BSA re: potential service/learning on land.		*Draft Forest service and learning program
Relationship/Blessing of local Native tribe(s)				*Visit Hibulb Cultural Center.
Circlewood Village development team in place				*Draft vision of development team mission/purpose and process for recruitment.
Additional Comments/ Opportunities				

2020 Objective 2: Expand Circlewood's Community and Voice

2020 KEY RESULTS	STATUS	2019 Q3 PROGRESS	COMMENTS	2019 Q4 GOALS
Podcast launched with 26 episodes		*Created board proposal w/Forrest.		*Formally start work on Dec. 1
Blog launched with X posts				*Draft vision of blog.
Website offers clear pathways for all media, programs, and support.		*Updated website with new vision/mission language and program direction.		
Facebook at least 1 post/week				
Integrated comm. calendar.				
Basic print literature and travel display.				
2 brand awareness items		Paul Hoeffler creating Circlewood patch.		Have patch available.
5 targeted speaking eng.		*Preached at Maplewood Presb. *Spoke at Bellevue Christian School.		
Host 1 class w/Fuller			*Taking class will enable us to become facilitators.	*Take Environmental Justice class as participants.
Networking mtgs w/X higher ed. Inst.		*Spoke with Rhonda McEwan of Regent College		
Additional Comments/ Opportunities				

2020 Objective 3: Strengthen Circlewood's Core				
2020 KEY RESULTS	STATUS	2019 Q3 PROGRESS	COMMENTS	2019 Q4 GOALS
Add 1-2 Board Members		*Met with Mike Holmgren	Mike still unsure about best role with us.	*Confirm Mike's role. *Create list of potential members.
Every board member active in committee work			Would like to align committees with 4 main objectives.	*Board members identified with particular objectives.
Exec. Dir. able to envision and manage growth				*Job description created. *Annual review implemented. *2020 OKR's more fully fleshed out.
Experienced podcast producer				*Forrest to create podcast OKR's.
Integrated Senior Advisor		*Discussed new role for David Jones		*Meet with David in November
X Volunteer positions			Not sure yet what these would be.	
X official members			Not sure yet how to define this.	
Additional Comments/ Opportunities				

2020 Objective 4: Fund for Growth				
2020 KEY RESULTS	STATUS	2019 Q3 PROGRESS	COMMENTS	2019 Q4 GOALS
Retain 100% of 2019 donors				*End of year appeal.
Welcome X new donors				
Raise X amount in capital campaign				*Define scope of capital campaign. *Mini-campaign with key donors.
Podcast revenue plan in place				Include in OKR's
Establish relationship with Murdock trust				Set a date for initial visit/presentation.
Integrate CICR + Realize Giving into media/mark.			Should be part of communications plan.	
Additional Comments/ Opportunities				



Proposal for the Board October 7, 2019



Subject: Launching of Circlewood podcast

Proposed by: James Amadon

Author: James Amadon and Forrest Inslee

Brief Description: This proposal deals with creating a Circlewood podcast that will gather, educate, motivate, and mobilize a virtual, global community around core values of earth care, environmental justice, and life-integration with creation, as well as providing pathways for deeper engagement with Circlewood.

Key Details:

Audience

The podcast will engage people who are longing to be part of something bigger than themselves, specifically those who understand the need for a radically redefined way of living *in, with, and for* creation. While there will be particular focus on those who have become disenchanted with—and distanced from—a Church that does not cultivate creation-centered spirituality and ignores urgent matters of social and environmental justice, the podcast will do this in a way that makes space for adherents of other faiths—and of no faith, as well as those who encounter Spirit most directly through nature.

Style

The tone and language of podcast will be accessible and authentic, and will usually take the form of conversations with interesting practitioners, authors, community activists, innovators . . . those with good ideas and/or good examples who can offer hope and inspire transformative praxis.

Content

Episodes will educate and engage listeners on a diverse array of issues from a biblical/ecological worldview. Topics will range from “the big picture” (climate change, political policies) to “the backyard” (greening one’s home/church/community). In addition to one-time interviews/topics, potential larger themes include:

- *Introduction to eco-theology: Re-forming faith from the ground up*
- *Re-wilding: Recovering urban spaces with native plantings*
- *Just Money: Promoting the green tech revolution through strategic investment*
- *Kincentric Ecology: An Indigenous critique of the human-nonhuman divide*
- *Beyond Composting: Community activism for systemic policy change*
- *Understanding Energy: How to de-carbonizing your life and our culture*
- *New Monastics: A Celtic theology for life together*

Structure

Regular episodes will be released on a monthly basis to start, with a weekly release schedule as the ultimate goal by year's end.

Leadership

Forrest Inslee would be hired on a quarter time basis to produce this podcast. Ideally he would begin the work of research, design, and development in November, with the aim of releasing initial podcasts in January of 2020. Forrest would serve as the primary host of the podcast, in charge of recruiting, scheduling, and interviewing podcast guests. He would also be responsible for recording and editing episodes, as well as promoting them to a wide audience, and making them accessible in multiple platforms. As often as possible, James Amadon would serve as co-host of these "curated conversations". James would provide general oversight of Forrest's work, including ultimate approval of the podcast's message and ethos. (Forrest's continuing role on the board will need to be discerned).

Cost

Forrest's salary would be \$20,000/year. In addition, we would allocate \$5,000/year for other costs (e.g. equipment, travel). Funds would come from regular giving, and from our savings account as needed. Costs would be offset (and eventually exceeded) by podcast sponsorships, potential advertising, and new donors that come through the podcast.

Rationale:

The production of a podcast as a next step for Circlewood makes sense because:

- *It meets an important need.* Generally speaking, people in Western contexts need pathways into community; younger generations in particular search for new ways of connection around common purpose, and express deep needs for belonging and collective identity. At the same time, people who are passionate about earth care and eco-justice often feel isolated and discouraged, especially in the current political milieu. A podcast can help make these connections.
- *It expands Circlewood's reach and voice.* A podcast offers a practical venue for Circlewood to broadcast its core message of hope to a broad, diverse audience. The move puts Circlewood in a virtual space inhabited by the "young and the restless" (a key demographic in Circlewood's target audience); podcasting as a medium appeals to younger generations in particular, but also to people who are essentially curious, teachable, and hungry for knowledge that leads to change.
- *It serves our larger objectives.* James will be establishing a blog soon, and the podcast can work in synchrony with that medium (as well as Facebook, monthly emails, etc.) in a coordinated approach to messaging that will serve to expand Circlewood's reach and strengthen our community. It will also give us a powerful medium to connect people to our work on Camano.
- *It provides pathways into Circlewood.* The community that the podcast will gather and shape will be invited to participate in Circlewood programs and to become financial supporters.

Specific proposal: I propose that we create a Circlewood podcast and hire Forrest Inslee to produce it under the terms described above.



CEDARSTONE

Board Discussion Guide – October 7, 2019

IDEA FOR DISCUSSION: Glenn and James have been talking to David Jones regarding the possibility of increasing his role with us, so that he would essentially be an embedded consultant providing a high level of advising as well as leading specific projects designed to help us grow (e.g. capital campaign).

RATIONALE: The following factors indicate we are in a position to take significant growth steps:

- Strong and connected board and staff.
- Clear sense of vision and direction.
- Solid finances.
- Increasing interest in who we are and what we are doing.
- Culture becoming more aware of, and concerned about, ecological realities – both inside and outside the Church - and significant aspects of our culture continuing to resist these realities.

Some limitations to growth include:

- Lack of significant growth capital.
- Challenges of modern communication and marketing.
- Board size.
- Limits of Executive Director in time, experience, and expertise.

James and Glenn have enjoyed a warm and productive work relationship with David over the past two years, much of which has been about setting things in place for ministry expansion. As Circlewood comes to a point where growth is possible but will require some significant and strategic steps, David is in a place where he is able and willing to invest in Circlewood to help move the mission forward.

SPECIFICS:

Key Areas of David's Role:

1. **Leading a Circlewood Village Capital Campaign** - David would lead the work effort to create a Circlewood Village Feasibility Study, including a Case Statement, Capital Campaign Committee formation, and facility plans to launch a fundraising effort to build out Circlewood Village on Camano Island. A preliminary draft of this process can be found below.

2. **Supporting Circlewood's communication expansion.** This would involve helping figure out how to position, present, post, and market Circlewood's podcast and blog, as well as developing an integrated communications strategy and calendar for all our communication work (social media, board, donor, etc.). David would also help us connect to individuals, communities, and organizations that have an ecological worldview (or want to develop one) in ways that support our mission.

3. **Board Development** – David would work with Glenn, James and the rest of the board to continue to recruit and engage great board members and to experience great board meetings. This would be done through:
 - a. Monthly Hour-Long Board Development Calls.
 - b. Establishment of cultivation, recruitment, orientation, engagement and evaluation processes for board members.
 - c. Assistance in the creation of well-run and motivating board meetings and retreats.

4. **Executive Development through Objectives and Key Results (OKR's)**

David would continue to work with James in developing 4-5 OKRs that would address the very top priorities of the organization. A major objective will be created around each topic, with SMART goals (specific, measurable, achievable, relevant and time-bound) presented for each key result that is required to achieve the objective.

What This Would Look Like:

Though in some ways David would be functioning like a staff member, his expanded role would continue to be contracted through Cedarstone (potential titles that have been floated for the role include Senior Advisor, Chief Operating Officer, Associate Director, and Community Catalyst). David would likely have weekly meetings with James by Zoom, and meet face-to-face with James and/or the Board at least quarterly. We would continue to do a “Deep-Dive” with Cedarstone once a year, most likely at the Cedarstone offices in Wheaton. In addition to meeting times, David would have ongoing writing projects, outreach phone calls and meetings, and planning time each week.

Cost:

This role would require a significant amount of time and effort to address the four areas outlined above. Fundraising firms are paid anywhere from \$50,000 to \$80,000 just to do the capital campaign work outlined here. Preliminary conversation has been in the \$40,000/year range.

Funds could come from a combination of Circlewood savings, monthly giving/revenue, and/or special fundraising. Also to be considered is the increase in giving and revenue than this position would help bring about.

The Feasibility Study for Circlewood Village Capital Campaign

The feasibility study will allow Circlewood to assess the overall interest in such an undertaking and to determine the final goal (funding amount). By meeting somewhat informally with our top 30-40 donors, we will be able to determine each donor's potential gift pledge and to tell them the long-term plans of Circlewood. There will be three phases in conducting the feasibility study for Circlewood Village:

Phase I: Setup: This phase involves four steps:

Initial meeting of Campaign Committee: David Jones presents the master schedule outlining all the tasks, when they are to take place and be completed, and who is responsible. During this meeting, all the key documents are reviewed: the schedule, respondent selection criteria, sample letters, and the fact sheet form for respondent data.

Draft of the case statement: David will prepare a preliminary case statement draft during the set-up phase of the feasibility study. The preliminary draft will be finalized presented to the Circlewood Board and Campaign Committee. A copy of the final case statement will be sent to each respondent prior to his or her interview. A complete interview schedule will be created, with a proposed interview schedule.

Respondent Review: Following a review of the selection criteria, potential key constituencies, including major donors, board members, pastors of key churches, and foundations will be considered.

Interview Instrument: Based on its experience with other Christian organizations, Cedarstone will develop a structured interview instrument to be used in the feasibility study. The questions will focus on campaign issues related to Case, Leadership, Prospects, and Strategy/Plan.

Phase II: Data collection and interviews: 30-40 interviews will be conducted by the Campaign Committee, with no more than 10 of the interviews to be conducted via the telephone.

Phase III: Preparation and presentation of the report: The report will be completed two weeks following completion of the data collection and will be presented to the staff and board.

What is the role of Circlewood Staff and Board?

The clarity of the case and the caliber of people who are interviewed are the primary factors in conducting a quality feasibility study. The objective is to ensure that both the case and respondents are of the highest quality, resulting in the best data for moving from the "silent phase" to the "active phase" of the campaign.

This high standard means that the staff at Circlewood must be involved early on in the feasibility study, both in selection and recruitment of respondents and in the articulation of the case. David and James and the board would work together in drafting the case to be tested, selecting the respondents to participate, and providing demographic and financial data prior to conducting the interviews.

An important role of the Executive Director is to create ownership of the campaign among the various constituencies. The Executive Director will personally invite key respondents to participate in the interview process. A personal invitation letter to the feasibility study participants will indicate that the study is of the utmost priority to Circlewood and will greatly increase the likelihood of their participation.

We will work together to prepare materials, such as letters and other documents, and to assist in scheduling appointments.

Documents / Resources to be created by David (with the help of James and Board):

- A. Case Statement Draft
- B. List of Potential Campaign Leaders Identified by Circlewood Board and Staff
- C. Interview Request Letter
- D. Interview Questionnaire

Services Provided by David

Pre-Interview Set-Up Phase:

Prepare the master schedule of all tasks with start/finish dates and names of task owners
Outline of respondent selection criteria
Provide sample letters and fact sheet for respondent data
Develop the case statement draft
Assemble a structured interview instrument, and
Refine the respondent list in close consultation with James and the board

Interview Phase (overseen by David, accomplished by Campaign Committee):

Respondent Review: The respondents will include members of various donor constituencies, including individual major donors, board members, pastors of key congregations, and foundations.

Interviews: Conduct 30-40 structured interviews.

Methods: These interviews will be confidential "interview/discussion" meetings guided by the questions in the structured interview instrument, and the data collected will be kept confidential and destroyed following preparation of the feasibility study report.

Report and Public Launch Phase:

David will prepare a detailed, written feasibility study report presenting data from respondents, evaluating the fundamental factors listed above, and presenting conclusions and recommendations. The report will be presented personally to Circlewood leaders.

Case: Immediately upon submission of the feasibility study report, reshape case statement as necessary to reflect input gathered from respondents. Campaign materials will need to be designed and produced for distribution.

Strategy and Plan: Develop monthly timetables of activities and due dates based on the overall campaign timetable developed during the feasibility study. Utilize members of the board and campaign committee to achieve the goals laid out in the plan.

Special consideration will be given to Circlewood's desire to broaden its donor base and will implement the strategy of launching the public phase of the campaign once 75 – 80% of the funds are raised. This feasibility study phase will enable the Campaign Committee to devote some time to cultivating new potential donors or existing donors with capacity to give more than they are currently.

Key Campaign Dates: The start of the "super silent" phase of the campaign (to raise the funds needed to launch the actual feasibility study, could begin within the next few weeks. We would then need to determine dates for the first meeting of the Campaign Committee, the first feasibility study interviews, the active phase of the campaign, and the public phase of the campaign. Funds would be pledged in 2020 and gifts would be made over the next 3-5 years, allowing for the spend-out of the campaign funding corpus to take place now through 2025.

September 13, 2019

James Amadon
Circlewood
2007 179th Ct. NE
Redmond, WA 98052

RE: Proposal for Services
Camano Property development support – ROW/Property access
DVA Project No: 1920

Dear James,

Thank you for the opportunity to present this proposal for services to support the development of the land located on Camano Island. We look forward to collaborating with you to determine the best path forward in securing Island County approval for opening the unopened right of way (ROW) as well as the construction work to provide access to your land. Please note that the intention of this agreement is address only our services necessary to secure these approvals – we will continue to provide support to the other master planning aspects of the development of the property on a pro bono basis at this time.

This Letter Agreement and accompanying Terms and Conditions will serve as the basis for our agreement for the above referenced services moving forward.

Project Scope

You are seeking to secure approval from Island County to open a currently unopened ROW access to your Camano land and to develop this right of way in a sustainable way in order to provide access to land. This access is planned to serve the programmatic goals as outlined in the ZCI document obtained from county for this property. The initial phase of our services will be to provide or support the investigative work needed to verify that the adjacent property owner's legal descriptions are in line with the 40' wide ROW deeded to the county in 1914. We will work with a Title Company and consultant surveyor as necessary to define and locate this easement and then to provide the documentation required to the county to begin opening the remaining portions of the unopened ROW. Accompanying this will be other documents that will address the construction of road and utility improvements that are intended to be made. We will design and coordinate consultants work in order to have drawings for this application to the County. Every effort will be made to have the constructed elements of this project reflect the overall goals of Circlewood for sustainability.

This documents to be prepared and included in this application will include:

- Application to perform Work in County Right of Way
- Application for Access to County Road Right of way
- The defined site plan and new road access.
- Plan and Section drawings for the road
- Drawings to address storm water management and other utilities as required
- Additional documents as required by Island County

Compensation

Architectural services for this work scope will be performed on an hourly basis to a maximum of 60 hours. **Note:** Hourly services fees have been reduced 15% for this project. Consultant fees are not included in this proposal and will be separately to avoid mark up. See attached Terms and Conditions document for additional information regarding fees, payment, etc.

If the foregoing meets with your approval, please sign and return one copy to us as authorization to proceed. Please feel free to contact me if you have any questions or comments regarding this proposal. We are looking forward to working with you on this project.

Sincerely,



David Vandervort, AIA
David Vandervort Architects, AIA, P.S.

Enclosures: 2018 Terms and Conditions

Confirmed & Accepted

By: _____ Date: _____



Circlewood Board Meeting Notes

October 7, 2019

808 Aloha Pl. Edmonds, WA 98020

10:00 Gather and Personal Updates

-

10:30 Administrative Items

- **Action: 7-13-19 Minutes approved**

James noted that some of the action items are pending and have morphed a bit since last meeting, but they are still in his purview

- **Discussion:** Organizational documents – bylaws, policies, procedures.

This was postponed for a future date

Action: Louise, Beth, and James will work on these docs and have them for next time.

- Executive Director Insurance Quarterly Review – Glenn

There is some uncertainty due to changes in Emily's insurance from work, but Glenn, Beth, and Louise are authorized to make any nec. decisions if these changes have immediate implications for James

- Financial Report (pp. 4-7) – Louise

James reported that Microsoft is now our partner in terms of empowering employee donations of money (they match) and volunteer work (they pay \$25/hr to CW)

Action: Report was unanimously approved

11:00 2020 Vision—Annual and Quarterly OKR Rev (pp. 8-13) James

- **Objective 1** – Complete Phase 1 of Circlewood Village

Resource: Letter of Agreement with DVA (pp. 21-22)

- **Objective 2** – Expand Circlewood's Community and Voice

Discussion: Fuller class

Action: Beth, Tom, Glenn, Lenore, Forrest, Louise, and James agreed to take the pilot course

Action: Podcast Proposal and the hiring of Forrest approved; the basis (contract, employee) to be determined. Commitment is for 14 months.

Discussion: James intends to move to Camano by 2022; we need to begin thinking about when and how to move him to full-time

- **Objective 3** – Strengthen Circlewood’s Core

Discussion: David Jones and Cedarstone (pp. 16-20)

We will meet with David as a board before making the decision to hire him

- **Objective 4** – Fund for Growth

Discussion: Capital Campaign

11:45 Next Steps

- **Actions:** Review Assignments - *Forrest*
- Next Meeting Options – *Glenn*
James will send out a doodle poll to find a date in December
- Pray and Adjourn

1:00 Lunch