



**Circlewood Board Retreat
September 24-26, 2021**

“Guiding Circlewood’s Growth”

Friday, September 24

- 2:00 pm** – Hibulb Cultural Center Tour
- 4:00 pm** – Arrive on Camano - Settle into rental house and Ruebel house
- 5:30 pm** - Dinner Together

Saturday, September 25

- 9:00 am** – Meeting Begins
 - Welcome of Guests – J.Paul Fridenmaker; Kathy Holmgren
 - Opening prayer – *Glenn*
 - Overview of the meeting – *James*

- 9:15** – Administrative items
 - Action:** Approve May Meeting Minutes – *Glenn* Pages 3-6
 - Financial Summary – *Tim* Page 7
 - Additional resources Pages 14- 20

- 10:00** – Staffing update Page 8

- 10:30** – Program updates Pages 9-11
 - Additional Resources

- 11:00** – Program Focus: Circlewood Village

- 12:00** - Visit to Circlewood Forest

- 12:30** – Lunch on site

- 2:00** – Return to Ruebels

3:00 – Board Development

Discussion: What kind of board do we need to become?

Pages 12-13

5:30 – Executive Session

Action: Board resignations and new candidate

6:00 – Dinner

Sunday, September 26

9:00 am – Worship and Prayer

10:30 - Depart

**Circlewood
Board Meeting Minutes
May 14, 2021, 1:00 pm, via Zoom**

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

Check In and Opening: James shared a Zoom poll for check-ins. James gave an overview of the meeting. He did not anticipate many action items or discussion as it would mostly be updates, taking questions and sharing ideas about things we're working on. Glenn opened the meeting with prayer. A motion was made to approve the minutes as presented. The motion was seconded and approved.

Financial summary: James shared the financial summary through April 30, 2021, which includes operations resource goals, capital campaign goals, including stretch items. The capital campaign goal is for around \$800K, hoping to have half of that in-hand at the end of the year. The anticipated request for a Murdock grant we are working on is \$400K. We anticipate submitting the application in late September or early October. If the grant is approved, the money may not come in until next year, depending on the process. Ideas for media grants for around \$45K—we have reached out to 4-5 foundations, but there hasn't been headway. The \$45K was part of the growth budget, not the regular operations budget. Through April, Circlewood shows a four-month loss of \$72K. Leaving out the Camano project costs (\$6670) which we have money set aside for, and adding in the anticipated logging income of around \$30K, (to offset the included 26K expense) we are left with a net loss of \$36K. This is a slightly bigger loss than this time last year, but James doesn't consider it concerning. We have a separate forest account for the work on the forest and our savings account includes the \$300K which was given for the potential farm property. Those funds were moved from Covenant Trust and the \$350K loan has been returned. The focus of the 300K has been shifted to the Camano project. Assuming no change in donors, our projected cash flow is a net loss of \$48K at the end of the year. There is enough in savings to cover this loss. The Designated Projected Cashflow assumes the capital campaign is successful and includes a real estimate of development work costs this year. The \$158K in expenses is on the high side as some expenses may not come until 2022. Even if capital campaign is delayed, we have enough cash on hand to cover the work we need to do this year on Camano. At the September board meeting, we will have a more accurate picture of year-end projections. Beth asked about if the \$300K from Covenant Trust is in a regular savings account or in an interest-bearing account such as a CD. Due to necessity of having it available for costs, it is in savings, but when we have a better sense of expense timing, we might explore the possibility of moving it. Beth is exploring a similar question with the Seattle Sports and will pass on the info she expects to have in a week or so. Budget to actuals and other documents are in the appendix.

Vision and Mission updates: All particular goals for the year are in the board packet. This meeting will cover seven things it is important for the Board to know about.

1. Podcast. Forrest mentioned the upcoming film showing, with Lenore and Randy Woodley. He also shared that production is ahead. David Ulfers has helped streamline the process and Forrest is encouraged about new system as long as everyone continues. James added that Dave is an independent film producer who does mostly television commercials. He is now producing all of our episodes and brings technical expertise that frees Forrest to concentrate on content. Once Forrest's work situation is freed up in the next couple of months, they plan to try some new things with the podcast. Beth asked about where the podcast has met or exceeded Forrest's expectations and where has it not, and what his vision for the future is. Forrest shared that he had hoped for

bigger audience by this point. In terms of surpassing expectations, he mentioned video promos that required too much work for him to maintain, but with Jessalyn now doing a great job with them, he thinks they will be helpful in getting the podcast in front of people's eyes. James said the quality has exceeded his expectations and thinks that the growth is a trickle and not a flood, but that we are learning how to expand, in part through Jessalyn's work in social media. Beth also asked whether the podcast was leading people to connect to Circlewood and James commented that not too much yet, but that there haven't been a lot of events to invite people to. 11% of listeners are from outside the US, and they would like to get that to 20%. Post-covid, they look forward to doing interviews in-person and perhaps on-site. For both the podcast and the blog, it's all about the long game, being helpful to people and providing consistent quality.

2. **The Ecological Disciple.** Louise shared a general update on the blog. There are currently 51 subscribers and it is designed primarily as an email post, with sharable links and the ability to comment. It is housed at www.ecodisciple.com. James added that they are planning to have a Members Mailbag and, when they feel more established with their two weekly posts, hope to bring in guest writers and start experimenting.
3. **Social Media.** Since Jessalyn started, we have added 103 new Facebook followers and 77 new Instagram followers. She has been working on staff and board member highlights—posts with Circlewood family consistently get a lot of engagement, opening up a wider platform for the podcast, The Ecological Disciple, and other things we are doing as Circlewood. People respond well to podcast videos and she is seeing the connection made to Circlewood. James reminded people to please respond if they have gotten a request from Jessalyn for a bio. James shared that we can track in the blog whether people are new or coming from our current Circlewood audience. Out of 51 current subscribers, 10 or 11 are new to Circlewood, which is a great way to expand our community. Beth asked about paid advertising, such as boosting posts on Facebook. We do not currently use them, and Jessalyn doesn't see it as a priority right now since we are growing quickly without it and it creates more of a community feel when sharing happens organically rather than through ads. When we have events to invite people to, we will consider using it. James said that we use the 80% rule on posts, where 80% is not about Circlewood and only 20% has to do with us, the others are about highlighting other things of interest.
4. **Upcoming event: Gather Film event.** A list of interesting documentaries that have been coming out was made and this one stuck out as one that might particularly be of interest to Circlewood people. It highlights a native American communities' efforts to revitalize traditional foods and traditional food ways as a means to connect people back to those traditional foods, foster healing, and communicate to non-native people the importance of these things. It will be June 2nd from 6:30 -8:30. The first 1.25 hours, everyone will watch the film together and following, Lenore and Forrest will facilitate a Zoom conversation with Randy and Edith Woodley from Eloheh, The Indigenous Center for Earth Justice to help Circlewood people make some important connections. James will send the link soon so board members can watch the preview and get a free ticket. We continue to explore the virtual space for gathering. James has found the movie provocative and deeply moving.
5. **Seattle School of Theology and Psychology.** We are exploring a budding partnership with the Seattle School of Theology and Psychology, an organization Forrest has been involved with over the years. There were many connections between the Seattle School and MSA and Tom & Christine Sine who had dreams of working together at some point. Forrest shared that history and their hopes for collaboration. Seattle School recently hired a business development person for the school who approached us about possible collaboration. Forrest is moving into curriculum development with Seattle School with a high priority on ecology and creation care. Conversations are exploratory, but there is excitement on both sides. James named three ways we might partner:

1) host programs on Camano, 2) collaborate on temporary things like courses or events, 3) full partnership—ongoing relationship, building together in an ongoing mutually beneficial relationship. He shared specifics of what this might include and he and Glenn shared ideas of how this could open doors with other seminaries and the Lilly Endowment. If we move forward, this wouldn't be our only partner or program—just our first institutional partnership to build others around.

6. Camano Update. James shared pictures of the logging and road work and plans for the forest, new partners we've brought on, and updated architectural pictures from David Vandervort. The current design team includes:
 - a. David Vandervort Architects
 - b. Living Building Challenge. We are a registered project under this certification pathway in which projects are regenerative, self-sufficient, and add more than they take from a place. As a project, we have been assigned a coach.
 - c. Civil Engineer, Mark Buehrer with 2020 Engineering. He helped set up Living Building Challenge.
 - d. Terra Phoenix—Permaculture folks from Orcas Island we are still talking with.
 - e. Katy Scherrer—an ecological landscape designer we are about to bring on.
 - f. Construction for Change: Talked to them over a year ago about project management and it didn't pan out, but they have added a regional person and have agreed help us with practical things such as working with neighbors and the county and determining costs. They are a Christian organization and understand our vision.

James showed current slides of the Camano project design. The next step with the architect will be to give feedback about refinement, what we think phase 1 should include. Lenore commented that the center looks very crisp, clean, and sophisticated. and she hopes there might be less sophisticated areas around the margins. The current first focus is on dining hall/multipurpose space w/garden as showcase. Mike asked about a timetable. Design work would happen this year and construction, infrastructure, and the first buildings would be done by the end of next year, dependent at our end on funds and at the architect's end on finishing the design work and getting permits lined up. James will bring back the designs again after the next refinement. Lenore suggested that the kitchen be a priority. Louise suggested the unfinished building also be a priority.

7. We are planning a webinar focused on the Circlewood vision so supporters can see what board has talked about today—sharing the big vision, where we are, what the plans, and take questions. It will also be an intro for those who don't know about Circlewood. Board Members are asked to invite a couple people each and the date will be shared as soon as it is determined. It will be an hour-long webinar.
8. Capital campaign: The Resource Team is putting together a pathway for a capital campaign. The goal will be to raise 1.5 million, which might be on the low side. 300k is already received, 800k would come from the capital campaign, 400k would come from Murdock Trust. The Resource Team temporarily agreed to become the Capital Campaign Team, as that needs to be the focus for the next 6-12 months. May's goal is to generate a list of 30-40 potential major donors. Board members are asked to spend some time thinking about people who might be able to give a gift of \$10k or above to the campaign. Next month—start meeting individually with those people to share our vision and see how interested they might be, moving toward donor event in Sept. It would be the afternoon of the board retreat. David shared that he sees Circlewood Village as the coordinating aspect of all we talk about. Media, ed, place could all emanate from the Village. Mike stressed that we need to agree that we are going to submit the claim and that we have to be sure we have that amount before we submit to Murdock.

Next Steps:

1. Board member to send names of people who could be part of the campaign effort to James by May 31
2. Make space for monthly donor program—The Stand, which will be part of vision webinar
3. Subscribe to The Ecological Disciple—www.ecodisciple.com
4. Plan on June 2 Gather event
5. James will email all board members to check on Sept. 24th to 26th for board retreat—please respond ASAP with yes, no, or maybe.

James expressed gratitude for a lot of listening from board members.

David closed in prayer

Submitted by

Louise Conner
Secretary

Action Items

- Send names of people who could be part of the campaign effort to James
- Subscribe to T.E.D.
- June 2 Gather event
- Respond to James' email regarding the September board retreat
- Invite 1-2 people to the Circlewood Vision webinar

Financial Summary Through August 31, 2021

2021 Summary

Operational Budget: We have used surplus money from past years to move Circlewood forward through increased staff and needed road and logging work on Camano. We estimate that this will deplete that surplus by 81k, leaving us with 29k to start 2022. New resources will be needed to sustain/grow operations for 2022.

Project Budget: We estimate that we will have spent 91k on development, leaving us 209k to keep the work moving forward while we ramp up the capital campaign.

2021 Resource Goals

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

Profit/Loss as of August 31:

Income	54,270	
Operating Expenses	164,820	(34k for road/logging; 90k staff/contractors)
<u>Camano Project Exp.</u>	<u>45,172</u>	(Design work so far – 300k designated for project)
Total Profit/Loss	(155,722)	

Cash on Hand as of Sept. 14:

Regular Checking	22,929	(Includes most of Sept. donations)
Forest Checking	66	(Designated for forest stewardship expenses)
Savings	276,377	(\$255k designated for Camano)
<u>Covenant Trust</u>	<u>0</u>	(300k moved to savings. 350k loan returned)
Total	299,372	(\$255k designated; 44k undesignated)

Projected Cashflow for 2021

Projected Operating Inc.	177,300	(75k End of Year giving; 19k Employee Ret. Credit)
<u>Projected Operating Exp.</u>	<u>258,900</u>	(Est. \$15k insurance increase; Additional \$2850 in staff)
Total	(81,600)	(Est. net gain of \$29k from Sept.- Dec.)

Projected Designated Funds	301,166	(300k project; 1,166 Forest Stewardship)
<u>Projected Designated Exp.</u>	<u>91,670</u>	(90k Design costs; 1.6k Forest exp.)
Total	209,496	

TOTAL projected cash on hand **238,446** (209k Designated; 29k undesignated)

Plan for next 3 months

- Continue to monitor finances closely; EOY campaign with stretch goal of 125k; Bring 2022 draft budget and resource plan to next Board meeting.



Staffing Update

Background: We are blessed with tremendous people working together to help Circlewood move forward. This year, we have been able to add staff, add hours/roles to existing staff, and shift assignments based on Circlewood needs. All this happens quickly in a young, growing organization, so we thought it would be helpful to give you an update on our staff and what they do.

James Amadon – Executive Director

James oversees Circlewood, working with both Board and staff to guide its vision and growth. This year James went from part-time to $\frac{3}{4}$ time. We hope he will be able to move to full time next year.

Forrest Inslee – Associate Director

Forrest has been our Earthkeepers podcast producer since 2019 at 10 hours/week. In July of this year we added 10 hours to his work and made him our associate director. In that role, Forrest continue to oversee the podcast, as well as developing our educational programming and assisting James in the overall development of Circlewood.

Louise Conner – Administrative Assistant (and soon to be Managing Editor of *The Ecological Disciple*)

Louise started volunteering in 2017, joined the Board in 2018, and became our administrative assistant in 2020. She oversees the administration of our legal, organizational, and programmatic work, and helped start our T.E.D. blog this year. Starting October 1, we are adding 5 hours/week to her work (for 20 hours total), which will enable her to grow T.E.D. as the Managing Editor and be part of our new Communications team.

Jessalyn Megerle – Social Media Director (and soon to be Marketing and Communications Manager)

Jessalyn joined us in January of this year and helped get our social media work in order. Starting October 1, we are adding 6 hours/week to here work (for 14 hours total), which will enable her to take on the management of our website as well as some general marketing and communications coordination.

David Jones – Senior Advisor

David has been an advisor/consultant since 2018. He has helped Circlewood find its vision, James learn the Executive role, and has worked on various resource and communication projects. His role has gone through several shifts depending on what Circlewood needs. The most recent shift focuses his work on Board development, Marketing and Communications, and Donor development.



2021 Programming Update

MEDIA

Earthkeepers Podcast Report

We've had some really great guests, from grass roots practitioners to thought leaders. Forrest continues to seek interviews with people outside of N. America; so far in 2021 there have been four of those conversations. A couple of the episodes this year were experimental: One featuring musical compositions (from Camano Island musician Jeff Johnson), and another centered around practical earthkeeping tips and listener Q&A with Courtney Christenson. Forrest is exploring the possibility of helping Courtney start her own podcast under the Circlewood umbrella.

2021 BY THE NUMBERS

19 Episodes 6,251 downloads 19% listeners outside the U.S.

The Ecological Disciple Report

Since launching The Ecological Disciple in April, we have been consistently publishing two posts a week (on Mondays and Fridays) and slowly but steadily growing our subscriber list. Through comments and direct emails, the response from our readers has been positive and we have invited reader participation through two Members Mailbox posts and one Reader Photography post. We will continue to build community within the blog readership by responding to questions and comments from our readers and by finding creative ways to incorporate reader contributions and perspectives into our columns. We recently invited eight people to tell their own stories of ecological discipleship in a series responding to James' series on Seven Shifts We Need to Make. All eight enthusiastically agreed to contribute as guest writers. This will both provide a break from writing for James and bring different voices into the blog. It also increases the blog's reach as these writers share their posts with friends and family. We saw this with our first of these as we gained quite a number of first-time readers in India as a result of Vidhya's post. Louise has one guest writer post scheduled for October and we will continue to thoughtfully find and invite guest writers to contribute to The Ecological Disciple.

2021 BY THE NUMBERS

45 Original Posts 86 Subscribers Readers in 10 different countries

EDUCATION

Education Initiatives and Partnerships - Forrest is developing curriculum for at least one online course, and exploring online learning platforms that are cost effective and matched to Circlewood's needs. He is also in conversation with three different higher education organizations: The Seattle School, Seminary of the Wild, and Au Sable Institute. All are interested in collaborative course building and (in the future) hosting their students in our Camano Island facility when that is completed. Forrest is looking at the possibilities for collaborative grant writing with these organizations, to fund some of the land development costs.

2021 Programming Update Continued...

CIRCLEWOOD VILLAGE

Forest Care – We completed the tree thinning throughout the 40 acres and it looks great. We've constructed two wildlife habitat piles, with more to come.

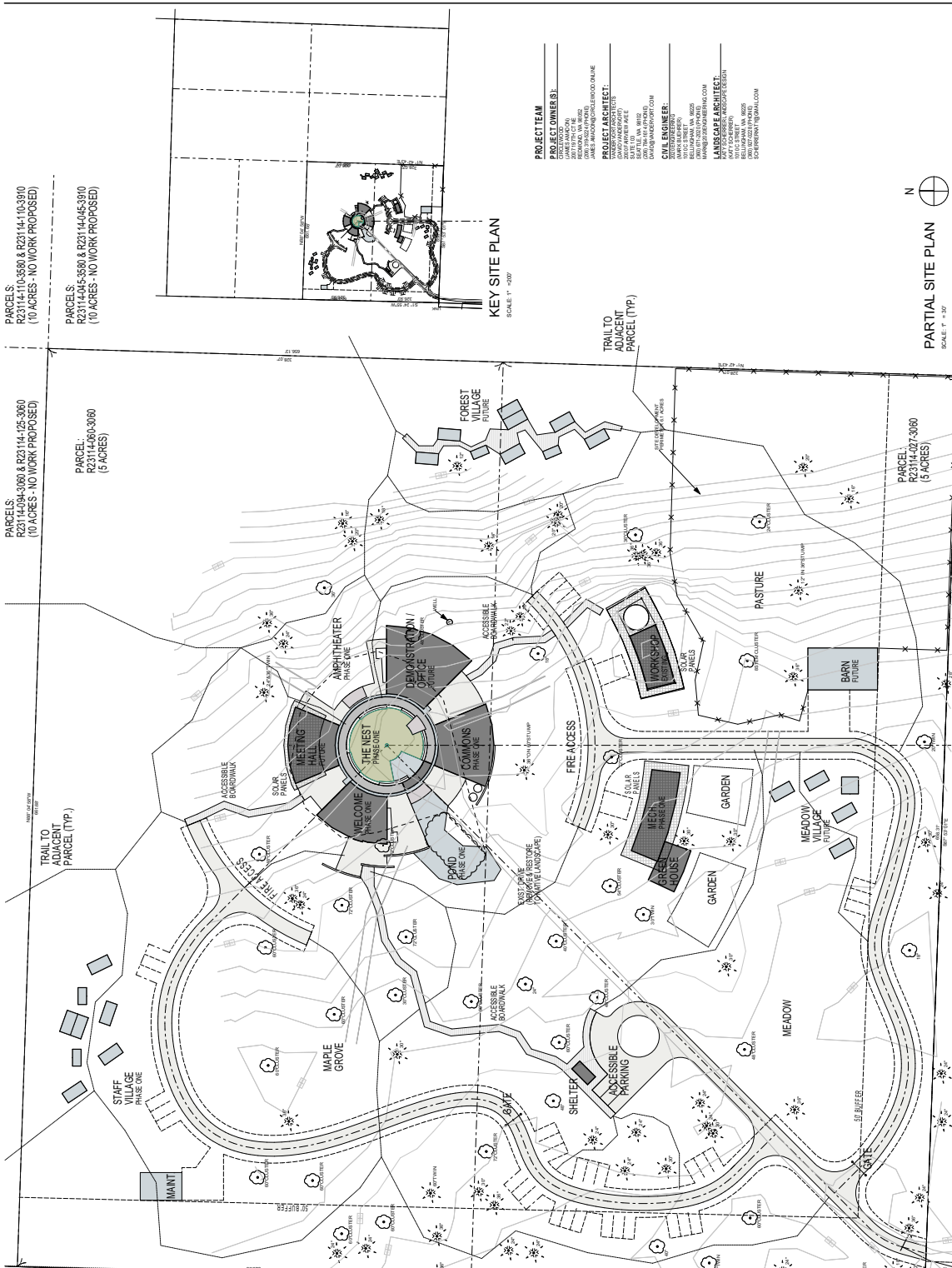
Design Advancement – We have made significant progress in the village's design through a great team:

- James and Forrest – CW reps
- David Vandervort Architects
- 2020 Engineering
- Katy Scherer – Landscape Architect
- Construction for Change
 - See updated design on next page

We are preparing to do a “pre-application” process with Island County – running our vision past the various county departments for review and advice.

Capital Campaign – We have an active campaign team – J.Paul, Glenn, James, Beth, and Tim. Goal of the campaign is approximately \$2 million. Key aspects of the work include:

- Murdock grant application – underway
- Additional grant exploration - underway
- Major donor cultivation – underway
- Official launch of campaign – Spring

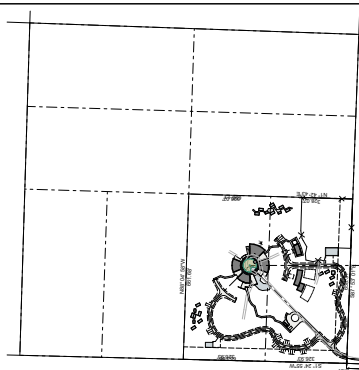


PARCELS:
R231141-10-5360 & R231141-10-3910
(10 ACRES - NO WORK PROPOSED)

PARCELS:
R231140-45-3060 & R231140-45-3910
(10 ACRES - NO WORK PROPOSED)

PARCEL:
R231140-3060
(5 ACRES)

PARCELS:
R231140-94-3060 & R231141-05-3060
(10 ACRES - NO WORK PROPOSED)



KEY SITE PLAN
SCALE 1" = 100'

PROJECT OWNERS:
DANIEL M. WOOD
CIRCLE WOOD
CRENSHAW
REAR 100' WIDE
REAR 100' WIDE
JAMES M. AND JENNIFER M. WOOD
1333 1ST AVE. S.W.
SEATTLE, WA 98148
PHONE: 206.461.1111
FAX: 206.461.1112

PROJECT ARCHITECT:
DANIEL M. WOOD
CIRCLE WOOD
CRENSHAW
REAR 100' WIDE
REAR 100' WIDE
JAMES M. AND JENNIFER M. WOOD
1333 1ST AVE. S.W.
SEATTLE, WA 98148
PHONE: 206.461.1111
FAX: 206.461.1112

SCALE ENGINEER:
DANIEL M. WOOD
CIRCLE WOOD
CRENSHAW
REAR 100' WIDE
REAR 100' WIDE
JAMES M. AND JENNIFER M. WOOD
1333 1ST AVE. S.W.
SEATTLE, WA 98148
PHONE: 206.461.1111
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LANDSCAPE ARCHITECT:
DANIEL M. WOOD
CIRCLE WOOD
CRENSHAW
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REAR 100' WIDE
JAMES M. AND JENNIFER M. WOOD
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PHONE: 206.461.1111
FAX: 206.461.1112

REVISION	DATE



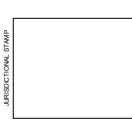
DATE: 03/20/2021

PROJECT NAME: 1333 1ST AVE. S.W.

CHECKED BY: DANIEL M. WOOD

JOINED: #11

PRELIMINARY USE PLAN



PARTIAL SITE PLAN
SCALE 1" = 200'



PRELIMINARY
01



Board Development Discussion Guide

Background: Over the last four years, Circlewood has grown from an organization with a vague vision, one staff member, and a transitional board to an organization with a clear vision, multiple staff, and a growing board. Praise God! For Circlewood to continue growing, the Board needs to continue to develop.

Opening Questions

Who has been on a Board(s) before? What was your experience? What makes for a great Board? What should be avoided?

Ten Roles/Responsibilities of a Non-Profit Board (From “Board Orientation” by Michael Batts)

Key Question: Are we doing this currently?

1. Acting as the Legal Authority for the Organization
2. Guiding the “Big Picture” – TOPS
 - a. Treasury
 - b. Oversight
 - c. Policy
 - d. Strategy
3. Establishing 3 Key Committees that help guide “Big Picture” items
 - a. Board Development
 - b. Internal
 - c. External
4. Managing Risk – mitigating risk through appropriate policies and procedures.
5. Providing Financial Oversight
 - a. Internal committee
 - b. Annual budget and annual audit (tied to mission)
6. Creating and Maintaining Governing and Policy Documents
7. Securing Liability Protection
 - a. Directors and Officers Insurance
 - b. General Liability insurance
 - c. Legal counsel/review
8. Guarding the Mission
 - a. Clear Statements
 - b. “Keepers of the Flame”
9. Advancing the Mission
 - a. Friendraising (Networking)
 - b. Fundraising

10. Organizing Board Meetings - Professional, friendly, enjoyable, collegial, prepared.

Circlewood Board History in Phases

Phase One: Friends of James

- Time frame: Starting with transition from Mustard Seed Associates to Circlewood in fall of 2017, and continuing for the first year or so.
- Board Characteristics: Supportive of James in helping get documents in order, initial funding, and basic legal oversight, as well as helping to discern mission.
- Questions: Who was around for this phase? Does this quick overview ring true to you?

Phase Two: Building the Support Structure

- Time frame: Last three years up to today.
- Board Characteristics: Began to set framework for the 10 board roles/responsibilities mentioned above.
- Questions: What has been most enjoyable or perhaps frustrating about your service during this phase?

Phase Three: Full structure, Full funding, Full speed ahead

- Time frame: Today and forward
- Board Characteristics: Filling all 9 roles/responsibilities: Active Friendraising and Fundraising
- Questions: What would you like most to do for CW moving forward? What do you think are our 2-3 biggest needs as an organization?

Phase Four: Foundation Set, Ready for Next Mission Challenge

- Time frame: 5 Years from now
- Characteristics:
 - High level engagement and pursuit of excellence in all 10 areas
 - TOPS: Treasury (raising and allocating), Oversight, Policy, Strategy
 - Keepers of the Flame - Avoidance of "Mission Creep"
 - Establishing extra supports/catalysts, like an Advisory Board

Key Next Steps - Moving Into Phase 3

Brainstorming Session:

- Which of the 9 roles/responsibilities need prioritized attention?
 - What specific action steps might we take to address these?
- How should Board members be involved in advancing the mission- friendraising and/or fundraising?
- What skills/abilities do we need on the Board going forward?

APPENDIX

Resource Dashboard

REVENUE/EXPENSE	2021 Obj.	Jan-Aug 2021	2020 YTD	2020 Total
One-time Gifts \$10 - \$1000	60 gifts \$12,000	12 \$1675	5 \$850	47 gifts \$9372
One-time Gifts \$1000+	15 gifts \$143,000	1 \$2000	1 \$1500	10 gifts \$61,520
Recurring Givers \$100 - \$1000/yr	20 givers \$10,000	23 \$7,060	18 \$5400	18 givers \$8337
Recurring Givers \$1000+/year	12 givers \$63,000	11 \$40,604	10 \$41,674	10 givers \$61,729
New Givers	22	9	2	18
Total Givers	70	39	32	48
Camano Project				
	N/A	0 \$0	N/A	N/A
Foundations				
	N/A	0 \$0	0 \$0	\$0
Corporate Partners				
	3 \$5000	2 \$2325	1 \$78	\$850
Corporate paid vol. hrs.				
	100 hrs \$2,500	22 \$550	0 \$0	40 hrs \$1000
Program Revenue				
	\$3500	\$0	\$2850	\$3138
Product Revenue				
	\$30,000	\$100	\$335	\$350
Other Revenue				
	\$1000	\$230	\$9800	\$10,000
TOTAL GIVING/REVENUE				
	\$266,500	\$54,270	\$64,169	\$150,607
Operations Expenses				
	\$265,000	\$164,820	\$103,475	\$161,725
Project Expenses				
	\$300,000	\$45,172	\$13,447	\$17,544
Growth Expenses				
	\$45,000	\$0	\$0	\$0
TOTAL EXPENSES				
	\$610,000	\$209,992	\$10,345	\$179,268
Net Income				
	\$5000	-\$155,722	-\$52,752	-\$22,497

Other Dashboard Data

	2021 Obj.	Aug. 2021	2020 YTD	2020 Total
Donor Perfect Contacts	500	407	357	383
Facebook Followers	500	426	278	307
Instagram Followers	500	248	N/A	119
Volunteer Hours	750	308	543	840
Website Visitors/month	500/month	320	77/month	232/month avg.
Podcast Episode Downloads	1000/episode 20,000 total	325/episode 11,883 total	2515	5813

Circlewood

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

January - August, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
CAMANO ACTIVITY REVENUE				
Forest Income		20,000.00	-20,000.00	
Total CAMANO ACTIVITY REVENUE		20,000.00	-20,000.00	
EDUCATION ACTIVITY INCOME				
Church Partnerships		1,466.64	-1,466.64	
Other Education Income		3,333.32	-3,333.32	
Total EDUCATION ACTIVITY INCOME		4,799.96	-4,799.96	
MEDIA ACTIVITY REVENUE				
Publication Income	55.66	266.64	-210.98	20.87 %
Total MEDIA ACTIVITY REVENUE	55.66	266.64	-210.98	20.87 %
Total ACTIVITY REVENUE	55.66	25,066.60	-25,010.94	0.22 %
Interest Income	227.10		227.10	
Other Income	3.51	100.00	-96.49	3.51 %
Sales of Product Income	44.35		44.35	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income	110.93	333.36	-222.43	33.28 %
Cash	53,829.00	144,869.12	-91,040.12	37.16 %
Forest Stewardship		5,000.00	-5,000.00	
Total Donor Gifts	53,939.93	150,202.48	-96,262.55	35.91 %
Grants		30,000.00	-30,000.00	
Total SUPPORT	53,939.93	180,202.48	-126,262.55	29.93 %
Total Income	\$54,270.55	\$205,369.08	\$ -151,098.53	26.43 %
GROSS PROFIT	\$54,270.55	\$205,369.08	\$ -151,098.53	26.43 %
Expenses				
ADMINISTRATIVE				
Bank Charges & Fees	64.50	66.64	-2.14	96.79 %
Cedarstone	26,664.10	28,000.00	-1,335.90	95.23 %
Legal & Professional Services		1,000.00	-1,000.00	
Liability Insurance		1,666.64	-1,666.64	
Licenses & Fees	200.00	66.64	133.36	300.12 %
Office Supplies	419.21	666.64	-247.43	62.88 %
Password Management	52.90	50.00	2.90	105.80 %
Payroll Processing Cost	502.04	500.00	2.04	100.41 %
Postage	114.15	166.64	-52.49	68.50 %
Software Subscriptions	111.00	100.00	11.00	111.00 %
State Registrations	330.00	333.36	-3.36	98.99 %
Telecommunications	161.95	160.00	1.95	101.22 %
Total ADMINISTRATIVE	28,619.85	32,776.56	-4,156.71	87.32 %

Circlewood

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

January - August, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
BOARD EXPENSES				
Meetings	1,025.60	1,666.64	-641.04	61.54 %
Reimbursement		166.64	-166.64	
Total BOARD EXPENSES	1,025.60	1,833.28	-807.68	55.94 %
CAMANO LAND AND DEVELOPMENT				
Maintenance	38.85	1,333.36	-1,294.51	2.91 %
Property Taxes	4,622.21	7,266.64	-2,644.43	63.61 %
Total CAMANO LAND AND DEVELOPMENT	4,661.06	8,600.00	-3,938.94	54.20 %
COMMUNICATION				
Marketing Materials		333.36	-333.36	
Newsletter	187.24	146.64	40.60	127.69 %
Website	210.21	466.64	-256.43	45.05 %
Total COMMUNICATION	397.45	946.64	-549.19	41.99 %
FUNDRAISING				
Cost of Fundraising	1,208.56	5,000.00	-3,791.44	24.17 %
Donor Perfect	249.61	1,280.00	-1,030.39	19.50 %
Merchant Fees	265.20	333.36	-68.16	79.55 %
Total FUNDRAISING	1,723.37	6,613.36	-4,889.99	26.06 %
PROGRAM EXPENSES				
CAMANO PROGRAMS				
Camano Program Expense	3,822.50	3,333.36	489.14	114.67 %
Forest Expense	26,028.50	17,352.00	8,676.50	150.00 %
Forest Stewardship	4,507.66	2,000.00	2,507.66	225.38 %
Total CAMANO PROGRAMS	34,358.66	22,685.36	11,673.30	151.46 %
EDUCATION PROGRAMS				
Education Expenses	1,696.31	2,333.36	-637.05	72.70 %
Total EDUCATION PROGRAMS	1,696.31	2,333.36	-637.05	72.70 %
MEDIA PROGRAM EXPENSES				
Blog Expenses	286.43	10,666.64	-10,380.21	2.69 %
Media Marketing Expenses	2.00	6,666.64	-6,664.64	0.03 %
New Media Program Expenses		333.36	-333.36	
Podcast Expenses	898.00	13,333.36	-12,435.36	6.73 %
Podcast Producer	11,666.69	10,000.00	1,666.69	116.67 %
Video Expenses		3,333.36	-3,333.36	
Total MEDIA PROGRAM EXPENSES	12,853.12	44,333.36	-31,480.24	28.99 %
Total PROGRAM EXPENSES	48,908.09	69,352.08	-20,443.99	70.52 %
STAFF EXPENSES				
ADMINISTRATIVE ASSISTANT EXPENSES				
Administrative Assistant Employer Taxes	1,077.06	1,238.00	-160.94	87.00 %
Administrative Assistant Mileage Reimbursement		166.64	-166.64	
Administrative Assistant Wages	13,000.00	13,333.32	-333.32	97.50 %

Circlewood

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

January - August, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Administrative Assistant Work Expenses		166.64	-166.64	
Total ADMINISTRATIVE ASSISTANT EXPENSES	14,077.06	14,904.60	-827.54	94.45 %
ASSOCIATE DIRECTOR EXPENSES				
Associate Director Employer Taxes	559.44	528.58	30.86	105.84 %
Associate Director Mileage Reimbursement		41.66	-41.66	
Associate Director Salary	6,666.66	6,666.66	0.00	100.00 %
Associate Director Work Expenses		41.66	-41.66	
Total ASSOCIATE DIRECTOR EXPENSES	7,226.10	7,278.56	-52.46	99.28 %
EXECUTIVE DIRECTOR EXPENSES				
Executive Director Employer Taxes	3,819.77	3,532.00	287.77	108.15 %
Executive Director Mileage Reimbursement	754.00	1,600.00	-846.00	47.13 %
Executive Director Salary	46,000.00	46,000.00	0.00	100.00 %
Executive Director WA FML reimbursement	77.68	78.00	-0.32	99.59 %
Executive Director Work Expenses	419.81	666.64	-246.83	62.97 %
Total EXECUTIVE DIRECTOR EXPENSES	51,071.26	51,876.64	-805.38	98.45 %
SOCIAL MEDIA COORDINATOR EXPENSES				
Social Media Coordinator Employer Taxes	463.87	462.00	1.87	100.40 %
Social Media Coordinator Mileage Reimbursement		166.64	-166.64	
Social Media Coordinator Wages	5,547.20	5,546.64	0.56	100.01 %
Social Media Coordinator Work Expenses	1,099.90	400.00	699.90	274.98 %
Total SOCIAL MEDIA COORDINATOR EXPENSES	7,110.97	6,575.28	535.69	108.15 %
STAFF CONFERENCES				
Total STAFF EXPENSES	79,485.39	81,301.72	-1,816.33	97.77 %
Total Expenses	\$164,820.81	\$201,423.64	\$ -36,602.83	81.83 %
NET OPERATING INCOME	\$ -110,550.26	\$3,945.44	\$ -114,495.70	-2,801.98 %
NET INCOME	\$ -110,550.26	\$3,945.44	\$ -114,495.70	-2,801.98 %

Circlewood

Budget vs. Actuals: 2021 Circlewood Project Budget - FY21 P&L

January - August, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
PROJECT FUNDS				
Existing Funds		300,000.00	-300,000.00	
Total PROJECT FUNDS		300,000.00	-300,000.00	
Total Income	\$0.00	\$300,000.00	\$ -300,000.00	0.00%
GROSS PROFIT	\$0.00	\$300,000.00	\$ -300,000.00	0.00 %
Expenses				
CIRCLEWOOD VILLAGE EXPENSES				
Construction Document Fees		30,000.00	-30,000.00	
Design Development Jan-May	26,127.73	40,000.00	-13,872.27	65.32 %
Design Development Jun-Dec	14,730.10	33,333.36	-18,603.26	44.19 %
Infrastructure	4,315.00	56,666.64	-52,351.64	7.61 %
Tiny House		40,000.00	-40,000.00	
Total CIRCLEWOOD VILLAGE EXPENSES	45,172.83	200,000.00	-154,827.17	22.59 %
Total Expenses	\$45,172.83	\$200,000.00	\$ -154,827.17	22.59 %
NET OPERATING INCOME	\$ -45,172.83	\$100,000.00	\$ -145,172.83	-45.17 %
NET INCOME	\$ -45,172.83	\$100,000.00	\$ -145,172.83	-45.17 %

Circlewood

Balance Sheet

As of August 31, 2021

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	16,525.82
BECU checking Forest	66.30
BECU Savings	276,371.92
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	\$292,971.50
Other Current Assets	
Uncategorized Asset	-37.46
Total Other Current Assets	\$ -37.46
Total Current Assets	\$292,934.04
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	\$1,274,826.84

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

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

Glenn opened the meeting with prayer.

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

Beth raised the question of Board goals and James explained that board development would be a major theme of the retreat, including the makeup of the Board. Beth suggested creating a matrix of members and categories of people in order to determine what types of board members are currently needed for the Circlewood Board.

James shared a document showing each Board member's current term.

Board members were asked to voice any objections they had to inviting Kathy and J.Paul to the retreat. No objections were raised.

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

The meeting was adjourned.

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

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

Glenn called the meeting to order.

Guest, J. Paul and Kathy, were welcomed to the meeting.

James led attendees in a game of "Circlewood Jeopardy."

Glenn opened the meeting with prayer.

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

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

Tim presented the Financial Summary contained within the meeting packet, highlighting that the summary covers through the end of August. James presented some background information as well. The projected cash flow for 2021 (using conservative income figures and worse case scenario expense figures) is a deficit for the Operating Budget of -\$81,600 and 2021 Designated Fund expenses of \$91,670, leaving us with projected cash on hand of \$238,446. We will continue to monitor finances closely as we are consistently running a monthly deficit. Our end of the year campaign has a stretch goal of \$125,000. James, Tim and Louise will bring a 2022 draft budget and resource plan to the next board meeting.

James presented a staffing update. The staff held a retreat on Friday focused on media, communications, and marketing work. This year James' hours were increased to $\frac{3}{4}$ time. We hope to move him to full time next year. Forrest became an Associate Director in July. He was moved from contractor to employee and his hours were increased to 20 per week. Beginning October 1, Louise will be Managing Editor of The Ecological Disciple as well as Administrative Assistant and will be adding 5 hours a week for a total of 20 hours a week. Beginning October 1, Jessalyn will be Marketing and Communications Manager as well as Social Media Director and will be adding 6 hours per week for a total of 14 hours a week. David's current role is focused on Board development, Marketing and Communications, and Donor development.

James introduced a 2021 Programming Update on three current areas of work: Media, Education, and Place.

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

Forrest shared information about the organizations that have approached us wanting to have stakeholder voices. It was suggested that we reach out to other groups who have not reached

out to us to find out what they might need/want. The possibility of a separate 501 (3)(c) for an education board was mentioned. This would require a board distinct from the Circlewood board, with some, but not complete, overlap okay. Voting would need to be separate.

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

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

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

Louise Conner
Secretary