



**Circlewood Board Meeting  
October 19, 2018  
88 Aloha Place  
Edmonds, WA 98020**

- 10:00 Gather and Personal Updates  
Devotional/prayer – *Shalom and Community of Creation* conversation
  
- 10:30 Administrative Items
  - Actions:**
    - Approve 4-30-18 Minutes (pp. 2-3) – *Glenn*
    - Sign thank you notes - *James*
    - Executive Director Insurance – *Glenn*
    - Determine board terms for Lenore and Louise - *Glenn*
  - Information:**
    - Financial Update – (pp. 4-6 ) *Louise*
    - Insurance Update - *James*
    - Tax Exemption for Camano land - *James*
  
- 10:45 Executive Director report (pp. 7-9) - *James*
  
- 12:00 Lunch - *Forrest*
  
- 12:15 Next Steps
  - Actions:**
    - Board and Staff Review Proposal (p. 10) – *James and Glenn*
    - Review Assignments - *Forrest*
    - Next Meeting – January \_\_\_\_\_, 2019 - *Glenn*
  
- 12:45 Pray
  
- 1:00 Adjourn

## Circlewood Board Meeting

7-27-18

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

8:00 Gather and Personal Updates Devotional/prayer - *Lenore*

8:30 Administrative Tasks

- **Action:** Approve 4-30-18 Minutes
  - Amended to correct error: include James Amadon's name, delete Greg Nelson's name
- **Action:** Executive Director Insurance - James
  - James will work with Glenn on new insurance options for James and family, then report for board decision
  - This was voted on and approved for moving to this transition
- Financial Update – Louise
  - Donations are trending up, including new givers being added
  - James found \$2,400 in an old kickstarter-type account
- Update on Insurance for Circlewood – James
  - James consulted with a local agent, who referred to an agent in Edmonds
  - First Mark brokerage was the agency that eventually seemed to fit
  - James just applied for director's and officer's insurance, employment coverage, and general liability
  - It was recommended that anyone on a board get an "umbrella policy for board members" to "insure their insurance"
  - According to this site, the risk for Circlewood is quite low since we have one employee: <http://www.blueavocado.org/content/board-members-guide-nonprofit-insurance>
- **Action:** Sign thank you notes (later in break)

9:15 Executive Director report - James

- (See report handout)
- Lots to celebrate – goals for changes mostly completed, and things are on track
- Transition to new forms and systems has gone well
- Income is steadily increasing as well
- In particular, the idea of "Circlewood Church" affiliation has interesting possibilities based on James' experience with one local church and their community garden

9:30 Break

9:40 5-Year Vision Overview

- Used worksheet to make response notes as James presented (see separate doc)

- Laid out three goal areas

9:45ff. Goal 1-3 discussion and lunch

2:30 Approved meeting schedule for the next year  
Considered board member involvements

2:45 Review Action Steps - *Forrest*

- Everyone - read Woodley's book on Shalom
- James and Tom - Begin to plan for tiny house on Camano in new year – explore granting or Kickstarter -type funding - permitting
- James - will report on what he is thinking about future salary/hours needs
- Glenn and James - will explore the possibility of funding for Mark Carlson, for a Camano site director position
- Forrest and James - Consider what a “menu” of services that we could offer to Circlewood churches, and begin to frame monetized benefits structure and curriculum
- Tim and James - Visit Tiera Nueva/New Earth Recovery retreat house and research model and connection
- Lenore – working on Native community connections

2:50 Pray

3:00 Adjourn

# Circlewood

## BUDGET VS. ACTUALS: CIRCLEWOOD BUDGET JAMES - FY18 P&L

January - September, 2018

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Income</b>				
<b>ACTIVITY REVENUE</b>				
Events	2,200.00		2,200.00	
Publication Income	278.53		278.53	
<b>Total ACTIVITY REVENUE</b>	<b>2,478.53</b>		<b>2,478.53</b>	
Sales of Product Income	62.79		62.79	
<b>SUPPORT</b>				
Donor Gifts				
Cash	60,881.65	45,000.00	15,881.65	135.29 %
<b>Total Donor Gifts</b>	<b>60,881.65</b>	<b>45,000.00</b>	<b>15,881.65</b>	<b>135.29 %</b>
<b>Total SUPPORT</b>	<b>60,881.65</b>	<b>45,000.00</b>	<b>15,881.65</b>	<b>135.29 %</b>
Uncategorized Income	157.34		157.34	
<b>Total Income</b>	<b>\$63,580.31</b>	<b>\$45,000.00</b>	<b>\$18,580.31</b>	<b>141.29 %</b>
<b>GROSS PROFIT</b>	<b>\$63,580.31</b>	<b>\$45,000.00</b>	<b>\$18,580.31</b>	<b>141.29 %</b>
<b>Expenses</b>				
<b>BOARD EXPENSES</b>				
Meetings	285.76	149.99	135.77	190.52 %
Reimbursement		187.51	-187.51	
Retreat	167.40	187.51	-20.11	89.28 %
<b>Total BOARD EXPENSES</b>	<b>453.16</b>	<b>525.01</b>	<b>-71.85</b>	<b>86.31 %</b>
<b>CAMANO EXPENSES</b>				
Property Taxes	2,234.09	3,749.99	-1,515.90	59.58 %
Repairs & Maintenance	270.03	374.99	-104.96	72.01 %
<b>Total CAMANO EXPENSES</b>	<b>2,504.12</b>	<b>4,124.98</b>	<b>-1,620.86</b>	<b>60.71 %</b>
<b>FUNDRAISING</b>				
Donor Perfect		1,440.00	-1,440.00	
Fund Development	380.35	225.00	155.35	169.04 %
Merchant Fees	35.55		35.55	
Paypal	19.99		19.99	
<b>Total FUNDRAISING</b>	<b>435.89</b>	<b>1,665.00</b>	<b>-1,229.11</b>	<b>26.18 %</b>
<b>GENERAL</b>				
Bank Charges & Fees	79.26	75.01	4.25	105.67 %
Cedarstone	3,900.00	1,875.00	2,025.00	208.00 %
GL Insurance	27.63		27.63	
Legal & Professional Services	450.00		450.00	
Licenses & Fees	100.00	45.00	55.00	222.22 %
Marketing				
Newsletter	228.51	180.00	48.51	126.95 %
Website	466.40	300.01	166.39	155.46 %
<b>Total Marketing</b>	<b>694.91</b>	<b>480.01</b>	<b>214.90</b>	<b>144.77 %</b>
Office Supplies	108.77	225.00	-116.23	48.34 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Password Management	34.52	20.25	14.27	170.47 %
Payroll Processing Cost	422.90		422.90	
Postage	101.93	187.51	-85.58	54.36 %
Software Subscriptions	149.00		149.00	
T&E				
Donor Meals & Entertainment	47.97		47.97	
<b>Total T&amp;E</b>	<b>47.97</b>		<b>47.97</b>	
Telecommunications	138.54	135.00	3.54	102.62 %
<b>Total GENERAL</b>	<b>6,255.43</b>	<b>3,042.78</b>	<b>3,212.65</b>	<b>205.58 %</b>
<b>PROGRAM</b>				
Costs of Events	2,842.30	375.00	2,467.30	757.95 %
Costs of Fundraising	954.40		954.40	
Costs of Merchant Fees	343.19		343.19	
Costs of Publications	37.84		37.84	
<b>Total PROGRAM</b>	<b>4,177.73</b>	<b>375.00</b>	<b>3,802.73</b>	<b>1,114.06 %</b>
<b>STAFF EXPENSES</b>				
Executive Director Salary	30,499.97	30,000.00	499.97	101.67 %
Executive Director Work Expenses		750.01	-750.01	
Taxes--Medicare	442.26	435.01	7.25	101.67 %
Taxes--Social Security	1,890.99	1,860.01	30.98	101.67 %
Taxes--Washington Employment Administration Fund	6.12	6.01	0.11	101.83 %
Taxes--Washington Unemployment Insurance	1,738.50	1,710.00	28.50	101.67 %
Taxes--Workmans Compensation	164.01	163.51	0.50	100.31 %
<b>Total STAFF EXPENSES</b>	<b>34,741.85</b>	<b>34,924.55</b>	<b>-182.70</b>	<b>99.48 %</b>
<b>Total Expenses</b>	<b>\$48,568.18</b>	<b>\$44,657.32</b>	<b>\$3,910.86</b>	<b>108.76 %</b>
<b>NET OPERATING INCOME</b>	<b>\$15,012.13</b>	<b>\$342.68</b>	<b>\$14,669.45</b>	<b>4,380.80 %</b>
<b>NET INCOME</b>	<b>\$15,012.13</b>	<b>\$342.68</b>	<b>\$14,669.45</b>	<b>4,380.80 %</b>

## Circlewood Dashboard

	Jan	Feb.	Mar	Apr	May	June	July	Aug	Sept.	Year to Date Total
<b>Monthly gifts</b>	12	12	12	13	15	13	18	19	19	
<b>Monthly gift amount</b>	\$4,601	\$4,600	\$4,553	\$4,639.50	\$4,780.10	\$4,675.10	\$5,081	\$5,340	\$5,190	<b>\$43,460</b>
<b>One-time gifts</b>	2	2	5	2	0	0	0	2	1	<b>14</b>
<b>One-time gift amount</b>	\$2,600	\$1,400	\$3,151.50	\$30.75	0	0	\$0	\$7,010	\$500	<b>\$14,692</b>
<b>Total Number of gifts</b>	14	14	17	14	17	12	18	21	20	<b>147</b>
<b>New givers</b>	1	2	2	2	2	1	3	3	0	<b>16</b>
<b>Total givers</b>	14	15	18	20	22	24	26	29	29	<b>29</b>
<b>Total Amount of Gifts per QB</b>	\$6,481	\$6,020	\$4,854.50	\$7,320.25	\$5,980.10	\$4,355.10	\$8,013.10	\$12,168	\$5,690	<b>\$60,882</b>
<b>Other Income</b>	\$51.06	\$100	\$107.78	\$109.42	\$8.65	\$1,400.53	\$38.42	\$867.89	\$14.91	<b>\$2,698.66</b>
<b>Total Income</b>	\$6,532.06	\$6,120	\$4,962.28	\$7,429.67	\$5,988.75	\$5,755.63	\$8,051.52	\$13,035.49	\$5,704.91	<b>\$63,580.31</b>
<b>Total Expenses</b>	\$4,035.67	\$6,564.96	\$4,398.28	\$6,379.40	\$4,016.70	\$5,286.31	\$5,053.95	\$7,056.41	\$5,776.50	<b>\$48,568.18</b>
<b>Net Income</b>	\$2,496.39	<b>(\$444.96)</b>	\$564.00	\$1,050.27	\$1,972.05	\$469.32	2997.57	5979.08	-71.59	<b>\$15,012.13</b>
<b>Volunteer Hours</b>	36	20	20	36	20	60	70	29	27	<b>318</b>
<b>Active Donor Perfect Contacts</b>	226	240	247	250	266	276	287	290	291	<b>291</b>

# Executive Director Status Report

Progress Made on Key Goals of 5-year plan (Aug.-Oct.)	Progress Planned for next 3 months (Nov-Jan)
<p><b>Establishing programs, events, and resources in 3 core program areas (General Ed., Practical Care, Leadership Development) focused in PNW.</b></p> <ul style="list-style-type: none"> <li>• Successful vision and learning trip in August. Great immersive experience.</li> <li>• 2 session workshop at Covenant Shores – focused on the difference between being a part of creation and apart from creation.</li> <li>• Met with Dave Kersten, Dean of North Park Seminary, to talk about possible classes we could offer in partnership with them.</li> <li>• Duke thesis – on track to be finished by May, 2019.</li> <li>• Danielle Humphries to do another year of internship with Cloud Mountain – any significant partnership put on hold (possible workshop in the spring).</li> <li>• Made a proposal to Pastor Dave Sim regarding a Church Partnership program with Renew Covenant.</li> <li>• Introduced Dick and Carol Sundholm to Circlewood and Camano property – potential financial supporters and have experience developing property.</li> </ul> <p><b>Strengthen organizational foundation to support growing vision.</b></p> <p><i>Staff</i></p> <ul style="list-style-type: none"> <li>• Medical insurance stipend granted to James (thank you!).</li> <li>• New monthly mentors: Kirk Lider (business), Paul Hoeffler (comm/prog)</li> <li>• Met w/Advisory Team and had phone calls with David Jones (Cedarstone)</li> </ul> <p><i>Finances</i></p> <ul style="list-style-type: none"> <li>• 6 new donors / \$7510 in one-time gifts / \$9,000 in net income</li> </ul> <p><i>Board</i></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><i>Communications</i></p> <ul style="list-style-type: none"> <li>• Mailed out newsletter w/annual update.</li> </ul> <p><i>Marketing</i></p>	<p><b>Establishing programs, events, and resources in 3 core program areas (General Ed., Practical Care, Leadership Development) focused in PNW.</b></p> <ul style="list-style-type: none"> <li>• Detail partnership with Renew Covenant if it's a go.</li> <li>• Begin to put together a program plan strategy w/near-term step.</li> <li>• Meet with David Vandervoort (architect) and determine next steps for development.</li> <li>• Work with Tom and Lenore to organize local Camano support.</li> </ul> <p><b>Strengthen organizational foundation to support growing vision.</b></p> <p><i>Staff</i></p> <ul style="list-style-type: none"> <li>• Set date for “Deep Dive” with Cedarstone.</li> </ul> <p><i>Finances</i></p> <ul style="list-style-type: none"> <li>• Hold small group fundraiser on Vashon Island with Glenn.</li> <li>• Continue to explore Coffee/MTI/Circlewood partnership.</li> <li>• Put together end of year campaign.</li> <li>• Pin down a date for a Portland trip – Murdock/Swanson family.</li> </ul> <p><i>Board</i></p> <ul style="list-style-type: none"> <li>• Draft board handbook.</li> <li>• Speak to Beth Knox about coming on the board.</li> <li>• Start sending progress report between meetings.</li> </ul> <p><i>Communication</i></p> <ul style="list-style-type: none"> <li>• Create communications plan.</li> </ul> <p><i>Marketing</i></p> <ul style="list-style-type: none"> <li>• Update website.</li> <li>• Create travel banner and basic office supplies.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Possible partnership w/Camano Island Coffee, Medical Teams Int'l, and Circlewood. Benefits to Circlewood would include: 1% of revenue, learning social business skills for James, networking, deeper connections with key Camano influencers.</li> <li>• Possible large financial gift in the works (in the range of \$50,000).</li> </ul>	<p style="text-align: center;"><b>Current Risks and Concerns</b></p> <ul style="list-style-type: none"> <li>• Keeping programmatic momentum – how do we put together short-term program opportunities while we build the bigger plan?.</li> <li>• Growing workload – how do we share/give some of the work to the Circlewood community? – Board, Volunteers, Staff</li> </ul>

## Vision 2018-2023



With key partners in place and abundant resources, we are running creative programs out of strategic locations. Our expanded staff and fully-engaged board is pleased with our progress and strategizing about expanding our programs and influence beyond the Pacific Northwest.

### **GOAL #1: Establish programs, events, and resources around 3 core program areas (General Education, Practical Care, Leadership Development), focused in PNW, that:**

- Help people understand why care for the earth is at the heart of Christian faith.
- Empower people to care for the earth in practical ways.
- Form Christian leaders with care for the earth as a core aspect of their discipleship and leadership.

### **STRATEGY**

1. Design programs that integrate core areas, engage people holistically, are financially sustainable.
2. Focus practical care projects on meeting human needs.
3. Partner with experts - Board / Volunteers / Partner Organizations / Existing resources
4. Focus on organizations/individuals/leaders in the PNW already inclined to Circlewood's vision.

### **ACTIONS**

- Develop a comprehensive program plan
  - Steps
    - Brainstorm with board and coaches (e.g. Paul Hoeffler) (2018).
  - Outcomes
    - A program road map to follow.
- Establish writing as core aspect of Circlewood.
  - Steps
    - Finish D.Min thesis and graduate (May, 2019).
    - Write book (2019-2020).
  - Outcomes
    - Enhanced reach and reputation.
- Develop Church Partnership Program
  - Steps
    - Pilot program with 1 church (2019)
  - Outcomes
    - Establishing Circlewood as a valuable and trusted resource – an expert in the field.
    - Expanded Circlewood community.
- Establish Camano as a program center.
  - Steps
    - Create development plan (2018).
    - Create long-range stewardship plan for the property (2019).
    - Phase 1 – infrastructure projects (2019-2020).
    - Phase 2 – Initial housing and classroom (2020-2021).
    - Phase 3 - Increased housing and supplemental buildings (2021-2022).
  - Outcomes
    - Established program base.



## **KEY GOAL #2: Strengthen organizational foundation to support vision as it grows.**

STRATEGY - Invest in organizational leaders – board, staff, and volunteers.

- Expand and equip the Board
  - Steps
    - Formalize board responsibilities and processes with handbook (2019).
    - Establish a recruiting process that grows board to 12 by 2020 (2019).
  - Outcomes
    - Effective Board with engaged members.
- Allocate resources for staff to thrive
  - Steps
    - Add additional staff as needed.
    - Be generous in compensation, benefits, training/education etc.
  - Outcomes
    - Staff retention, satisfaction, and commitment.
- Create key volunteer positions
  - Steps
    - Create specific and official teams and individual roles for volunteers.
  - Outcomes
    - Increased productivity and engagement.

STRATEGY – Create multiple revenue streams.

- Develop economic opportunities on Camano.
  - Steps
    - Include economic options as part of long-term land stewardship plan.
    - Explore opportunities for increased partnership with Camano Island Coffee.
  - Outcomes
    - Increased revenue/income.
- Pursue initial grants
  - Steps
    - Research and create list of potential granting agencies (2018-2019).
    - Develop relationship with Murdock Trust (2018-2019).
  - Outcomes
    - Resources to help “kick-start” projects and initiatives.
- Increase donor base to 100.
  - Steps
    - Host individual and small-group gatherings (2018-2019).
    - Host large-group fundraiser (2019/2020).
  - Outcomes
    - Freedom to pursue new opportunities.

STRATEGY – Organize communication and marketing efforts

- Develop Comprehensive communication strategy
  - Steps
    - Create communications calendar and additional platforms (e.g. Facebook)
    - Identify roles for non-staff.
    - Develop basic marketing plan (seek expert help).
  - Outcomes
    - Consistent, coordinated, and targeted communication efforts.



## Proposal for the Board October 19, 2018

**Subject:** Board and Executive Director Reviews

**Author:** James Amadon, Executive Director

**Description:** The proposal is that we implement an annual review process for both the Board and the Executive Director.

**Rationale:** An annual review facilitates good communication and provides a helpful tool to assess performance, both at the corporate and individual level.

**Stakeholders:** This will affect the Board and James.

**Goals:** The goals for this proposal are:

1) Establish a helpful and regular process to assess the health and strength of the Board and Executive Director.

**Main activities needed to enact the proposal:** Board members need to agree on the process outlined below. Appropriate materials and instructions would then need to be distributed.

**Specific proposal:** That we adopt the following review process:

### BOARD REVIEW TIMELINE

**October – November:** Board members submit self-assessments.

**January Board Meeting:** Collated results shared and action steps identified.

### EXECUTIVE DIRECTOR REVIEW TIMELINE

**October – November:** Board members submit comments to Board Chair.

**December:** In-person, 60-90 minute review conducted by Board Chair at a least one other board member chosen by chair.

**January:** Written summary produced and shared with Board and Exec. Dir.

Forms and questions for both reviews to be taken from *Doing Good Better: How to be an Effective Board Member of a Nonprofit Organization* by Edgar Stoesz.

At the January board meeting, the process will be reviewed and amended as needed.

**Proposed by:** James Amadon, Executive Director and Glenn Palmberg, Board Chair

## Circlewood Board Meeting Minutes 10-19-18

- 10:00 Gather and Personal Updates
  - Glenn: Devotional/prayer – *Shalom and Community of Creation* conversation
  
- 10:30 Administrative Items
  - **Actions:**
    - Approved 7-27-18 Minutes
    - Signed thank you notes (lunch)
    - Executive Director Insurance – *Glenn*
      - Insurance was approved by all (by email)
    - James says thanks!
    - Determine board terms for Lenore and Louise – *Glenn*
      - Terms are three years
      - The terms will be worked out and sent out to accommodate newness of board, and the fact that these terms have not been defined until now.
  - **Information:**
    - Financial Update – *Louise*
      - Things look good, with admirable surpluses
      - Added six new donors in last six months
      - Will move money from checking to savings
      - Anticipating a \$50K donation later in year, maybe will leverage it for matching fundraising program at end of year
    - Insurance Update – *James*
      - We'll enact director/officer insurance and liability w/ Philadelphia
      - When we begin to do projects on land, will need to revisit coverage
      - No coverage on the building now but when we start fixing things up we'll need that
      - James will check on property coverage; board approves up to \$500 but we can revisit if it is more than that
    - Tax Exemption for Camano land – *James*
      - Need eventually to do some exploration about how and what of the land is taxable and at what rates
      - Note: The Sines will not donate the next portion in 2018 per tax planning advice - James will get clarification about what the land donation plan really is

- 10:45 Executive Director report - *James*
- Highlights below; see attached report for complete version
  - Educational trip was successful
  - James continues to develop teaching content, finding ways to “translate” the message about God and Creation
  - Also looking into developing seminary course
  - But first priority is finishing the doctoral thesis—and that needs some restructuring, said James. New focus: How do you help people make the paradigm shift re. ecologically biblical worldview
  - ***May is still the target date for completion***
  - Possible church partnerships in the works
  - Operational mentorships are helping James in terms of management and leadership of Circlewood
  
- 12:00 Lunch - *Forrest*
  
- 12:15 Next Steps
  - **Actions:**
    - Board and Staff Review Proposal (p. 10)
      - These review processes were approved by the board
      - Will be distributed in the next month or two for completion
    - Review Assignments – *Forrest*
      - James will look at property insurance for the land
    - Next Meeting – TBD via Doodle poll/
  
- 12:45 Pray
  
- 1:00 Adjourn