



**Circlewood Board Meeting
December 4, 2020**

1:00pm – Gather

Check-in

Opening prayer – *Glenn*

Overview of the meeting – *James*

1:30 – Administrative items

Action: Approve September Meeting Minutes – *Glenn*

Pages 2-5

Action: Nominating Committee Formation - *Glenn*

Action: Conflict of Interest Policy - *Glenn*

Pages 6-10

Financial Report – *James, Louise, and Tim*

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Additional resources

Pages 14-20

2:00 – Vision and Mission

OSKR Updates – *James*

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Detailed OSKR info

Pages 21-23

Action: 2021 Preliminary Budget Proposal

Pages 13

2021 Preliminary Budget Details

Pages 24-27

Camano Development Team update – *James*

Timeline and Goals

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Action: Potential Farm on Camano

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Resource Team update- *James*

Grant Development update - *James*

2:40 - Next Steps

Louise will send out minutes and assignments

Check-in - What feelings/insights/questions do you have as we close?

2:45 - Celebration of gratitude for Tom and Christine Sine

3:00 - Pray and Adjourn

Next Meeting – December – Specific date TBD

**Circlewood
Board Meeting Minutes
September 30, 2020, 3:00 pm, via Zoom**

Present: Glenn Palmberg, James Amadon, Mike Holmgren, Tim Hedberg, Lenore Three Stars, Tom Ruebel, Forrest Inslee, Beth Knox, Louise Conner, Guest: David Jones

Check in: James shared a poll, with questions about each board members to open the meeting and begin check-ins. Glenn opened the meeting in prayer. A motion was made to approve the minutes as amended. The motion was seconded and passed.

Glenn and James presented the “Board Nomination Process, Guidelines, and Current Board Member Terms” proposal to the board. Proposed terms are intended to stagger terms and listed start dates are somewhat artificial in order to accomplish this aim. Glenn and James proposed that the Board adopt the proposed 6 steps as our board nomination process and guidelines from this day forward, and the term descriptions of current members as outlined. Discussion was held on which term this should be for Forrest. His current term was changed to his first term from second term. The motion, with the amendment, passed.

James gave an update on finances, pointing Board members to the appendix for further supporting information. The revenue goal for 2020 was revised from \$445K to \$200K due to the impact of the coronavirus and moving an anticipated capital campaign to 2021. Goals for the last quarter include bringing in new donors, new relationship, and having a good end of the year campaign. He also hopes to get grant applications out by end of year. The timber harvest on Camano should be happening in a couple of weeks. So far in 2020, we have spent down our savings by about \$66,000, which was the plan since the beginning of 2020. The cash on hand is still pretty strong (\$112,450). Our best estimate of income and expenses through the end of the year is a small total loss of about \$17,000 for 2020. These are conservative projection of both expenses and income as we hope to connect with some more people and may also have more expenses in Camano development. Louise pointed out that the in-kind land gift given this year is excluded from budget vs. expense reports in the appendix, but the balance sheet does include this gift. The land value was derived from the land appraisal done at the time of the gifting. The Board moved to accept the financial report and the motion was seconded and approved.

Objectives, Strategies and Key Results.

Camano Project: The timber harvest is going forward in mid-October. The team is working hard on the access road project by working with a surveyor, land use attorney and neighbors to put together the best plan that makes most sense for everyone. Good progress has been made and the hope is to have an application to the county to open the road by end of 2020. A new design partner--Terra Phoenix Design has been brought in. They specialize in thinking about projects like this from a whole-project and permaculture perspective. We are waiting to hear their proposal on their involvement and we are hoping to have a master plan to share with people by the end of the year. Someone ran through the gate to our property and severely damaged it. We have talked with neighbors about people running through the property on ATV's at all hours and have determined it is a very small number of people. Through these conversations, good connections with neighbors have been made as we collaborate on the issues. James and Forrest have made many of these connections.

Circlewood's Voice & Community: The podcast continues to reach new listeners. Forrest is doing an awesome job putting together compelling episodes. James and Forrest have lots of creative ideas, some which are being set aside until there is more time to do them. We are offering *The Bible, Ecology, and Practical Earthkeeping* again this fall. Anna Carlson is facilitating the class and we have made a few improvements. We have some new volunteers who are going to help us in the areas of social media and general communication strategy.

Circlewood's core: Have begun to plan for increases in staff roles next year. This will be part of our budget presentation and discussion at our next board meeting. We plan to move James to $\frac{3}{4}$ time, add some hours to Louise's time, and are looking ahead further into 2021 to how we can expand Forrest's role.

Resource for Growth: Dave talked about Tara Britton, the grant developer we have contracted with. Many of David's connections from the past are more evangelical and less in line with environmental issues. He introduced Tara's experience and his impressions of her. We have asked her to create a 40-foundation profile. She will identify foundations that align with what we're trying to do and provide us with useful information about that foundations, including deadlines, involvement, etc. We provided her with a preliminary list of projects we consider fundable so she can begin to match that list with possible grants. She is capable of a wide range of tasks, including preliminary work, grant writing, and grant assessment. We should have the foundation profile list by end of month and may have one or two places where we could send letters of interest to by end of year.

Vision planning: David and James want to bring more people into the brainstorming and collaboration process to discern where Circlewood might be heading. The goal is to identify places where board members are already involved or where they would like to have more of a voice and then create a format to explore that area together, putting goals in place for 2021. In late October, David and James will contact board members to invite people onto these teams, with November meetings planned. There will probably be two meetings, which will start with everyone together and then break into smaller groups.

Glenn and James brought a proposal in partnership with the resource team and Camano development team: Authorization to pursue housing options on Camano. As we gear up to do things programmatically and with development on Camano, it is becoming increasingly important to have people on site—learning, interacting with neighbors, problem solving, building support and providing basic security. We need an in-person, on-site communication person. There are two options:

1. Purchase a tiny home or RV, which is off-grid capable, can be driven onto the land, install someone to explore that lifestyle for a few months who can act as a Circlewood ambassador, learn more about the forest. James talked to one person, but doesn't think it's the right person and stated that finding the right person is harder than finding a home or RV that would work.

2. Noticed some months ago a nearby property on the market, which almost backs up to our access road. Have dreamt for a while about forest and farm presence on Camano. This property would allow that. It is two acres, has a 2500 sq. ft. home, a detached garage with an apartment, a view of Puget Sound, and a large field. James shared PowerPoint pictures of the property and location. James, Tom and Forrest have walked on the land. They have contacted a realtor friend of Forrest's. There is a three-month old pending offer on the property, which is delayed due to

Issues with the seller. We have been encouraged to put together a back-up offer if the Board is interested in pursuing this. The estimated cost is between \$550K-600K. A generous donor has offered the first \$200k as a down payment. There are a couple of different options for purchase:

1. Pursue Circlewood ownership through combination of gifts and loans
3. Independent ownership by someone else but in partnership w/Circlewood in terms of use, lease, option to own in future. If the Board agrees and gives authority, the resource team would iron out details. Although this is unexpected, James has thought and talked to people about it, and it would allow us to start programming and plant something sooner than anticipated. Glenn expressed his excitement that this would allow us to move ahead much more quickly than otherwise. He suggested we start to get ready and if this property doesn't work out, we would be ready if another opportunity came. Forrest has had direct conversation with the seller's realtor and our realtor; the house is in foreclosure, with at least three banks holding a claim, so title is not free and clear and there no telling how long it will take to resolve. We could put together offer in case it becomes available again. The property was listed on Zillow in June for \$550K, the Zillow estimate is \$750K. The current offer is \$595K and has changed from a cash offer to a financed offer. With the changed offer, that offer may no longer have precedence. There is a tentative appointment next Tuesday (Oct 6th) to see the property with our realtor, and maybe seller's realtor. The two proposals were discussed and people mentioned many positive opportunities this property would provide to Circlewood. The Board was unanimous in their enthusiasm about the 2nd option. A proposal was introduced; discussion continued. The final proposal was as follows: The board authorizes Forrest and James to work with the Resource team to put an offer together on the house for up to \$650K and to consult the Board as needed. The motion passed. A vote on the other proposal was set aside on as the Board decided to focus on this option for now and will return to the other option if this option fall through.

Circlewood is holding an October 29th Zoom event. It stemmed from David and James thinking about lack of ability to meet w/people who might want to learn about Circlewood. Goals of the evening: 1. Encourage people 2. Draw people by having Mike's name attached 3. Provide an opportunity to talk about Circlewood. 4. Provide options for people to connect with Circlewood. The name is: *Signs of Hope in a Troubled World: A Circlewood Webinar hosted by Mike Holmgren*. James commented that people are hungry for this. There are lots of things to be worried and anxious about, and angry about. We will be highlighting people and places who are working hard to imagine and work toward an alternative future, which is the kind of transformation that Circlewood is wanting to foster and support. We hope to gather existing Circlewood friends, make a chance to invite new people in to get a sense of who we are, and give people ways to connect with us. The program will be tight and engaging. The Board can be involved by attending if possible, promoting the event on social media and sending emails. Board involvement—attend if you can, promote on social media, email to send out, and personally invite 2-5 people who might enjoy the event and be interested in our work. It will be a Zoom webinar and will be broadcast on Facebook Live.

Glenn affirmed James' leadership and reflected on Circlewood's progress in the last couple of years.

It was moved, seconded and passed that the meeting be adjourned. Tim closed the meeting in prayer. Next Meeting—December—Specific date TBD

Actions Items:

- Forrest, James, Resource Team-- put an offer together on the Camano property for up to \$650K and consult the Board as needed.
- All Board Members—Support the upcoming Circlewood webinar by attending if possible, promoting the event, and personally inviting 2-5 people

On Wednesday, October 7, 2020, the Board approved the following resolution via email vote:

Resolved, that Circlewood shall establish the Circlewood Investment Management Account with Covenant Trust Company. Further resolved, that the Executive Director and Chairperson are hereby authorized to execute the documents required to establish this account with Covenant Trust Company. Further resolved, that the Executive Director and Chairperson are hereby authorized to provide investment direction to Covenant Trust Company regarding this account. Further resolved, that the Executive Director and Chairperson are hereby authorized to request payments from this account.

[Note: This establishes a place to hold the 650k for possible farm purchase

Submitted by:

Louise Conner
Secretary



Conflict of Interest Policy

Adopted: _____

1. PURPOSE

The purpose of this Conflict of Interest Policy (the “*Policy*”) is to protect the interests of Circlewood in connection with any transaction or arrangement that might benefit the private interests of any Covered Person, as defined below. This Policy provides (i) a systematic mechanism for disclosing and evaluating potential and actual conflicts; and (ii) procedures for the Board of Directors in considering any transaction or arrangement where a conflict may exist.

2. PERSONS COVERED BY THE POLICY

This policy applies to “Covered Persons,” defined as any Corporation director, officer, or member of any committee of the Corporation’s Board of Directors that has authority to act on behalf of the Board of Directors.

3. DUTIES OF COVERED PERSONS

1. **Duty of Care.** Every Covered Person shall perform his or her duties for the Corporation in good faith and with the degree of care that an ordinarily prudent person would exercise under similar circumstances.
2. **Duty of Loyalty.** Every Covered Person must act with loyalty to the Corporation, meaning that no Covered Person may use his or her position with the Corporation to make personal profit or gain other personal advantage. No Covered Person may personally take advantage of a business opportunity that is offered to the Corporation unless the Board of Directors determines (after full disclosure and a disinterested and informed evaluation) not to pursue that opportunity.
3. **Conflicts of Interest.** No Covered Person may engage in any transaction or arrangement or undertake positions with other organizations that involve a conflict of interest, except in compliance with this Policy. Covered Persons should avoid both actual conflicts and the appearance of conflicts of interest. Every Covered Person shall:
 - i. Disclose all actual and potential conflicts as set out below in Section 5; and
 - ii. Recuse himself/herself from voting on any transaction or arrangement in which he/she has a potential or actual conflict of interest and shall not be present when any such vote is taken.

4. CONFLICT OF INTEREST

1. **Potential Conflict.** A Covered Person may have a conflict of interest with respect to a transaction or arrangement whenever he or she, or any of his or her family members:
 - i. Receives compensation or other funding directly or indirectly from the Corporation and the transaction or arrangement involves such compensation or funding (other than a Covered Person’s receipt of regular salary or Board of Directors fees from the Corporation);

- ii. Has or anticipates having a compensation arrangement with any entity or individual that either: (a) sells goods or services to, or purchases services from, the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation;
 - iii. Has or anticipates having any ownership or investment interest in, or serves or anticipates serving as a director or officer of, any entity that either: (a) sells goods or services to, or purchases services from, the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation; or
 - iv. Has accepted any gift, entertainment, or other favor or item of value where such acceptance might create the appearance of influence on the Covered Person (other than gifts of nominal value, which are clearly tokens of respect and friendship unrelated to any particular transaction).
2. No Conflict. A Covered Person does not have a conflict of interest if the Covered Person owns securities of a publicly traded company with which the Corporation has a transaction or arrangement if:
 - i. Such securities are less than 5% of the outstanding securities of the publicly traded company; and
 - ii. Their fair market value is less than 5% of the Covered Person's annual gross income.
3. Irreconcilable Conflict. Covered Persons shall not engage in any of the following actions:
 - i. Represent clients or vendors before the Board of Directors for compensation;
 - ii. Represent any claimant requesting compensation or damages from the Corporation; or
 - iii. Accept employment, or engage in any business, or be involved in any activity which one might reasonably expect would require disclosure of privileged information gained by virtue of their official duties at the Corporation.

5. DISCLOSURE AND EVALUATION OF CONFLICTS

1. Each Covered Person shall promptly and fully disclose all material facts of every actual or potential conflict of interest:
 - i. Existing at the time when he/she becomes a Covered Person;
 - ii. That arises while he/she is a Covered Person, at the time such actual or potential conflict arises; and
 - iii. Annually in conjunction with his/her delivery of his/her acknowledgement of this Policy.
 - iv. All disclosures involving a transaction or arrangement being considered at a meeting of the Board of Directors or a committee shall be made to all members present at such meeting. All other disclosures shall be made to the President (who shall disclose his or her conflicts to the Board of Directors).
2. Evaluation. The President shall disclose to the Board of Directors all conflicts of interest reported to him or her under this Policy. The Board of Directors will evaluate the disclosures to determine whether they involve actual conflicts of interest and may attempt to develop alternatives to remove the conflict from the situation.

6. PROCEDURES FOR ACTING ON CONFLICT OF INTEREST TRANSACTIONS

1. Formal Approval. The Corporation may enter into a transaction or arrangement in which a Covered Person has a conflict of interest if:

- i. The Covered Person has disclosed the conflict of interest in accordance with this Policy;
 - ii. A majority of directors who have no interest in the transaction or arrangement approve the transaction or arrangement at a Board of Directors or committee meeting after determining, in good faith and after reasonable investigation, that the transaction or arrangement is fair and reasonable to the Corporation and is in the Corporation's best interest;
 - iii. Any Covered Person who has an actual or potential conflict with respect to the transaction or arrangement does not participate in and is not present for the vote regarding any such transaction or arrangement (provided, however, that any such Covered Person may appear at a meeting to answer questions concerning the transaction or arrangement); and
 - iv. The Board of Directors relies upon appropriate comparability data, such as an independent appraisal or an independent compensation study, in reaching its determination as to the fairness and reasonableness of the transaction or arrangement to the Corporation.
2. Transaction Fair to the Corporation. It shall not be a violation of this Policy if all the requirements for formal approval, outlined above, are not satisfied, so long as the transaction or arrangement is in fact fair to the Corporation.
3. Irreconcilable Conflicts. Notwithstanding anything in this Policy to the contrary, no action or transaction identified in Section 4(c) that is taken or proposed to be taken by a Covered Person shall be approved by the Board of Directors and the taking of such action by a Covered Person shall be a violation of this Policy.

7. RECORDS OF PROCEEDINGS

The minutes of the Board of Directors or any committee of the Board of Directors for any meetings described above shall contain:

1. The names of the persons who disclosed an actual or potential conflict of interest or otherwise were found to have a conflict of interest, and the nature of the conflict of interest; and
2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement considered and the appropriate comparability data relied upon, and a record of any votes taken.

8. ENFORCEMENT

Each Covered Person shall sign a statement acknowledging that he or she has received a copy of this Policy, has read and understands it, and agrees to comply with it. If the Board of Directors has reasonable cause to believe that a Covered Person has failed to comply with this Policy, the Board of Directors may counsel the Covered Person regarding such failure and, if the issue is not resolved to the Board of Directors' satisfaction, may consider additional corrective action as appropriate.



Conflict of Interest Questionnaire

Adopted: _____

This questionnaire is to be completed annually by Circlewood officers, directors, and members of committees of the Board of Directors authorized to act on behalf of the Board.

NAME AND BACKGROUND INFORMATION

Name:

Address:

Email:

Position with Circlewood:

CONFLICT OF INTEREST STATEMENT

Investments. Identify any investments or ownership interests of 2% or more in any organization that you or a member of your family has or had during the last five (5) years if the organization has, does, or is likely to provide goods or services to Circlewood or purchase services from Circlewood:

Director or Other Services. Identify any services that you or a member of your family provides or provided within the last five (5) years as a director, partner, principal, manager, employee or consultant to any organization that does, has, or is likely to provide goods or services to Circlewood or purchase services from Circlewood:

Interests in Transactions. Identify any interest (not already identified above) that you or a member of your family, or any organization in which you or a member of your family has or had an interest of 2% or more (e.g., a corporation or partnership), has had in any transaction during the last five (5) years to which Circlewood or any related organization was a party (e.g., any loans, sales of goods or services, or guarantees):

Positions and Charitable Grantees. Positions with Charitable Grantees. Identify any management or board level position that you or a member of your family living in the same household has or had during the last five (5) years in any organization that has received or is likely to receive grants from Circlewood:
None

Other. Identify all other circumstances affecting you or members of your family that might appear to involve a conflict of interest, actual or potential, and any circumstances that could be viewed as use of information relating to Circlewood's business for personal profit or advantage:

Acknowledgement. I acknowledge that:

- I have received a copy of the Conflict of Interest Policy of Circlewood, a copy of which is attached to this Questionnaire,
- I have read and understand the Policy, and
- I agree to comply with the Policy.

CERTIFICATION AND SIGNATURE

I, _____, certify under penalty of perjury under the laws of the State of Washington that the foregoing, to the best of my knowledge and belief, is true and correct.

Dated this _____ day of _____, 2021 at _____

Signature _____

Financial Information Through November of 2020

We entered 2020 planning to spend some of our accumulated savings in order to add more staff/contracted help and to enable the development process on Camano to move forward. The understanding was that we would need to bring in new resources to make the additions sustainable and to fund new endeavors. We expected to use some of our existing savings; we did not expect the coronavirus and its impact on developing new resources.

Updated 2020 Resource Goal 200k (Revised from stretch goal of 445k)

Q4 Revised Resource Goals 45 EOY gifts totaling \$20k / 1 major EOY gift \$50k

Profit/Loss as of November 30:

Income	87,120	(Includes 8900 PPP loan)
Operating Expenses	148,324	
<u>Camano Project Exp.</u>	<u>16,425</u>	(Budgeted 30,000 for 2020)
Total Profit/Loss	(77,629)	

Cash on Hand as of November 30:

Checking	16,456
<u>Savings</u>	<u>79,841</u>
Total	96,297

Trust Account 650,000 (300k gift and 350k loan for farm property)

Projected Cashflow for 2020

Projected Income	172,590	(Projects \$15k EOY giving, \$50k EOY gift)
<u>Projected Expenses</u>	<u>198,900</u>	(Includes \$70k of increased staffing costs for 2020)
Total	(26,310)	

2020 Objectives, Strategies, and Key Results Summary – YTD

(Detailed report in appendix)

2020 OBJECTIVE #1: Get Camano Project Going

- Road work should happen in December for \$16k. Timber Harvest re-scheduled for January with new forester – harvest should pay for road work with a little left over.
- We have outlined the next design phases with David Vandervort Architects.
- Big need is for a project manager/general contractor who can help us plan and implement infrastructure projects – road, utilities, water.
- Generous offer was made on potential farm property but was not seriously considered as an alternative to existing offer. Need to chart strategy moving forward.
 - **Emerging 2021 goals**
 - Finish forest thinning project.
 - Finish detailed master site and program plan.
 - Establish infrastructure feasibility – road, utilities, water.
 - Phase 1 construction ready to launch.
 - Continue to pursue potential farm property on Camano.

2020 OBJECTIVE #2: Expand Circlewood’s Voice and Community

- Podcast now has over 5,000 downloads – estimated regular audience of 325-350.
- Second round of *The Bible, Ecology, and Practical Earthkeeping* was offered in Oct.
- Hosted first live webinar, *Signs of Hope*.
 - **Emerging 2021 goals**
 - Produce Season 2 of the podcast and grow to 1,000 regular listeners.
 - Launch blog.
 - Grow social media work through a volunteer/hired social media coordinator.
 - Host 3-4 webinars and expand array of online programming.

2020 OBJECTIVE #3: Strengthen Circlewood’s Core

- Expanded annual “Deep Dive” vision time to include board, staff, and key volunteers.
 - **Emerging 2021 goals**
 - James to go $\frac{3}{4}$ time Jan 2021 and add regular writing work.
 - Louise to add 5 or 10 hours starting Jan 2021.
 - Forrest to go $\frac{1}{2}$ time in late spring/summer of 2021, move to Camano by summer.
 - David Jones to add more communications responsibilities to his work with us.
 - Establish a Board Development Team.

2020 OBJECTIVE #4: Resource for Growth

- Revised 2020 revenue goal down from stretch goal of 445k to 200k.
- Received detailed profile of 70 foundations from Tara Britton.
 - **Emerging 2021 goals**
 - Restart fundraising goals put on pause during Covid.
 - Identify and pursue “Top 10” foundation prospects.
 - Develop forest products and create Circlewood Christmas shop.



Board Proposal

2021 Budget Increases

We are hard at work putting together the 2021 budget. As the year is not over, and some 2021 costs are yet to become clear, a finalized budget proposal is not yet possible. We will present a finalized 2021 budget proposal at our first board meeting of the new year. The following budget increases would be (or might be) implemented before our first meeting:

OPERATING BUDGET

Category	2020 Budget	2021 Budget	Notes
Exec. Dir. Salary + Expenses	53,387	77,839	Reflects an increase from 20 hrs/week to 30.
Admin. Asst.	11,854	21,810	Reflects an increase from 10 hrs/week to 20.
Social Media Coordinator	0	8,500	New 8hr/week position.

*The proposed budget also includes an increase for our podcast producer (Forrest), but that would not start until late spring/summer.

PROJECT BUDGET

Category	2020 Budget	2021 Budget	Notes
Survey work	7200	8000	May need additional site surveys.
Civil engineering	5000	15000	May need engineering work.
Architect fees	7000	50,000	Reflects increase in design work.
Circlewood Farm	0	650,000	May find a property

Proposal: That the board approve the preliminary 2021 operating budget and preliminary 2021 project budget.

APPENDIX

Resource Dashboard

	2020 Obj.	YTD total (Jan-Nov)	Q4 growth	2019 YTD	2019 Total
Circlewood Supporters: One-time Givers \$10 - \$1000	40	13	+6	N/A	29
Circlewood Supporters: One-time Gift Total	\$22,500	\$2145	+\$1160	N/A	\$17,800
Circlewood Sustainers:					
Recurring Givers \$100 - \$1000/yr	25	18	0	N/A	19
Circlewood Sustainers: Recurring Gift Total	\$9000	\$7500	+\$1460	N/A	\$8072
Circlewood Stewards:					
One-time Donors \$1000+/year	6	3	2	N/A	4
Circlewood Stewards: One-time Gift Total	\$75,000	\$5500	\$4000	N/A	\$60,500
Circlewood Stewards: Recurring Donors \$1000+/year	15	10	0	N/A	13
Circlewood Stewards: Major Donors Gift Total	\$67,500	\$56,500	+\$9,600	N/A	\$96,500
New Givers					
	25	7	4	3	21
Total Givers	75	33	0	29	60
Foundations					
	0	0	0	0	\$0
Corporate Partners	\$2500	\$148	+70	0	\$850
Corporate paid vol. hrs.	0 hrs / \$	0	0	0	16 hrs / \$400
Program Revenue					
	\$3500	\$3140	+\$260	N/A	\$2890
Product Revenue	\$20,000	\$340	+\$4	N/A	\$105
Total Giving/Revenue					
	\$200,000	\$87,120	+\$17,000	\$66,675	\$185,850
Net Income		-\$77,632		\$30,015	\$98,500

*Data does not include \$300k capital gift and \$350k loan from October for potential farm property.

Other Dashboard Data

	2020 Obj.	2020 YTD	Q4 growth	2019 YTD	2019 Total
Circlewood Friends: Donor Perfect Contacts	500	379	+18	314	336
Circlewood Friends: FB Followers	300	314	+29	N/A	189
Volunteer Hours			+	201	640
Website Visitors/month		233		56/month	72/month avg.
<hr/>					
James' Work Miles		1940	+450	N/A	1678
James' Work Hours/week		30		N/A	27.3 hrs/wk
<hr/>					
Podcast Episode Downloads		5039	+1606	N/A	N/A
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2020 Projected Cash Flow

2020 YTD Income	87,120	NOTES
2020 Dec Est. Income		
Activity revenue	0	Timber harvest income to come in 2021.
Sales	100	
Monthly donors	17,200	Assumes numbers stay the same
End of Year	15000	Based on 2019 EOY giving
Special Gift	50,000	Promised gift for Nov/Dec
Coffee	70	
Corporate	3100	We received this from Microsoft Dec. 1.
TOTAL Dec. Est. Income	85,470	
TOTAL 2020 EST. INCOME		
172,590		
2020 YTD Expenses		
2020 Dec Est. Expenses		
Administrative	5,000	Cedarstone fees + Louise's salary, Insurance, gen. costs
Board	200	
Camano Operations	200	
Communication	250	
Fundraising	1500	Remaining cost for Tara Britton's work.
Program	2,000	Podcast expenses
Camano Project Dev.	20,000	Road work and general design costs
Staff	5,000	James' salary, taxes, expenses
Total Dec. Est. Expenses	34,150	
TOTAL 2020 EST. EXPENSES		
198,900		

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
Church Partnerships	1,000.00		1,000.00	
Forest Income	1,078.35	60,000.00	-58,921.65	1.80 %
Other Program Income	1,060.00	6,000.00	-4,940.00	17.67 %
Podcast Income		2,000.00	-2,000.00	
Publication Income	29.62	150.00	-120.38	19.75 %
Total ACTIVITY REVENUE	3,167.97	68,150.00	-64,982.03	4.65 %
Interest Income	169.65		169.65	
Other Income	9,883.35	150.00	9,733.35	6,588.90 %
Sales of Product Income	326.27		326.27	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income	148.13	250.00	-101.87	59.25 %
Cash	373,423.25	165,698.00	207,725.25	225.36 %
Forest Stewardship		2,500.00	-2,500.00	
In-kind Gifting	440,000.00		440,000.00	
Total Donor Gifts	813,571.38	168,448.00	645,123.38	482.98 %
Total SUPPORT	813,571.38	168,448.00	645,123.38	482.98 %
Total Income	\$827,118.62	\$236,748.00	\$590,370.62	349.37 %
GROSS PROFIT	\$827,118.62	\$236,748.00	\$590,370.62	349.37 %
Expenses				
ADMINISTRATIVE				
Administrative Assistant	9,900.00	10,000.00	-100.00	99.00 %
Bank Charges & Fees		100.00	-100.00	
Cedarstone	34,661.07	45,000.00	-10,338.93	77.02 %
Costs of Publications		50.00	-50.00	
Legal & Professional Services	2,510.00	500.00	2,010.00	502.00 %
Liability Insurance	1,242.00	1,250.00	-8.00	99.36 %
Licenses & Fees	20.00	100.00	-80.00	20.00 %
Office Supplies	362.55	300.00	62.55	120.85 %
Password Management	52.90	35.00	17.90	151.14 %
Payroll Processing Cost	597.47	600.00	-2.53	99.58 %
Postage	74.83	250.00	-175.17	29.93 %
Software Subscriptions	75.00	150.00	-75.00	50.00 %
State Registrations	75.00	250.00	-175.00	30.00 %
Telecommunications	194.51	240.00	-45.49	81.05 %
Total ADMINISTRATIVE	49,765.33	58,825.00	-9,059.67	84.60 %
BOARD EXPENSES				
Meetings	1,390.04	1,200.00	190.04	115.84 %
Reimbursement	151.18	250.00	-98.82	60.47 %

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total BOARD EXPENSES	1,541.22	1,450.00	91.22	106.29 %
CAMANO DEVELOPMENT	618.50		618.50	
CAMANO LAND AND DEVELOPMENT				
Camano--Maintenance	34.98	500.00	-465.02	7.00 %
Camano--Property Taxes	8,731.85	7,826.00	905.85	111.57 %
Total CAMANO LAND AND DEVELOPMENT	8,766.83	8,326.00	440.83	105.29 %
COMMUNICATION				
Marketing Materials	26.00	500.00	-474.00	5.20 %
Newsletter	205.59	240.00	-34.41	85.66 %
Website	658.63	600.00	58.63	109.77 %
Total COMMUNICATION	890.22	1,340.00	-449.78	66.43 %
FUNDRAISING				
Cost of Fundraising	4,542.34	5,000.00	-457.66	90.85 %
Donor Perfect	1,105.28	1,920.00	-814.72	57.57 %
Merchant Fees	207.90	500.00	-292.10	41.58 %
Total FUNDRAISING	5,855.52	7,420.00	-1,564.48	78.92 %
PROGRAM				
CAMANO PROGRAMS				
Camano Program Expense	4,745.70	3,000.00	1,745.70	158.19 %
Forest Stewardship	2,409.34	40,000.00	-37,590.66	6.02 %
Summer Retreat	200.00		200.00	
Total CAMANO PROGRAMS	7,355.04	43,000.00	-35,644.96	17.10 %
OTHER PROGRAM EXPENSES		4,500.00	-4,500.00	
OUTREACH PROGRAMS				
Blog Expenses		500.00	-500.00	
Events, meetings, conferences		500.00	-500.00	
Fuller Class Expenses	500.00	500.00	0.00	100.00 %
Other Outreach Expenses	2,173.35		2,173.35	
Podcast Expenses	1,789.42	5,000.00	-3,210.58	35.79 %
Podcast Producer	20,000.04	20,000.00	0.04	100.00 %
Total OUTREACH PROGRAMS	24,462.81	26,500.00	-2,037.19	92.31 %
Total PROGRAM	31,817.85	74,000.00	-42,182.15	43.00 %
STAFF EXPENSES				
Executive Director Mileage Reimbursement	1,326.33	2,400.00	-1,073.67	55.26 %
Executive Director Salary	44,008.56	46,000.00	-1,991.44	95.67 %
Executive Director Work Expenses	496.39	1,000.00	-503.61	49.64 %
Intern		2,000.00	-2,000.00	
Reimbursement for Taxes--WA Family & Medical Leave	102.19	117.00	-14.81	87.34 %
Taxes--Medicare	812.94	675.00	137.94	120.44 %
Taxes--Social Security	3,476.15	2,900.00	576.15	119.87 %
Taxes--Washington Employment Administration Fund	16.21	15.00	1.21	108.07 %

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Taxes--Washington Unemployment Insurance	54.02	50.00	4.02	108.04 %
Taxes--Workmans Compensation	263.82	230.00	33.82	114.70 %
Total STAFF EXPENSES	50,556.61	55,387.00	-4,830.39	91.28 %
Total Expenses	\$149,812.08	\$206,748.00	\$ -56,935.92	72.46 %
NET OPERATING INCOME	\$677,306.54	\$30,000.00	\$647,306.54	2,257.69 %
Other Expenses				
OTHER EXPENSE		30,000.00	-30,000.00	
Total Other Expenses	\$0.00	\$30,000.00	\$ -30,000.00	0.00%
NET OTHER INCOME	\$0.00	\$ -30,000.00	\$30,000.00	0.00 %
NET INCOME	\$677,306.54	\$0.00	\$677,306.54	0.00%

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD PROJECT BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
PROJECT FUNDS				
Existing Funds		30,200.00	-30,200.00	
Total PROJECT FUNDS		30,200.00	-30,200.00	
Total Income	\$0.00	\$30,200.00	\$ -30,200.00	0.00%
GROSS PROFIT	\$0.00	\$30,200.00	\$ -30,200.00	0.00 %
Expenses				
PROJECT EXPENSES				
Architect Fees	6,603.20	7,000.00	-396.80	94.33 %
Civil Engineering		5,000.00	-5,000.00	
County Fees		1,000.00	-1,000.00	
Site Security		10,000.00	-10,000.00	
Survey Work	9,822.25	7,200.00	2,622.25	136.42 %
Total PROJECT EXPENSES	16,425.45	30,200.00	-13,774.55	54.39 %
Total Expenses	\$16,425.45	\$30,200.00	\$ -13,774.55	54.39 %
NET OPERATING INCOME	\$ -16,425.45	\$0.00	\$ -16,425.45	0.00%
NET INCOME	\$ -16,425.45	\$0.00	\$ -16,425.45	0.00%

Circlewood
BALANCE SHEET
As of December 2, 2020

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	13,865.09
BECU checking Forest	1,590.46
BECU Savings	78,249.78
Covenant Trust	7.46
Holmgren Property Gift	300,000.00
Holmgren Property Loan	350,000.00
Total Covenant Trust	650,007.46
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	\$743,884.78
Other Current Assets	
Uncategorized Asset	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$743,884.78
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	
Building Structure - Retreat Center	96,603.85
Total CONSTRUCTION IN PROGRESS	96,603.85
Total Other Assets	\$96,603.85
TOTAL ASSETS	\$1,703,488.63
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	940.74
Chase #4978	0.00
Key Bank #8088	0.00
Total Credit Cards	940.74
Total Credit Cards	\$940.74
Other Current Liabilities	
Holmgren Loan	350,000.00
Sales Tax	0.00
Total Other Current Liabilities	\$350,000.00
Total Current Liabilities	\$350,940.74
Total Liabilities	\$350,940.74
Equity	
Opening Balance Equity	0.00
Retained Earnings	691,666.80
Net Income	660,881.09
Total Equity	\$1,352,547.89
TOTAL LIABILITIES AND EQUITY	\$1,703,488.63

2020 Objectives, Strategies, and Key Results Update

2020 OBJECTIVE #1: Get Camano Project Going			
2020 KEY RESULTS	PROGRESS YTD	December GOALS	COMMENTS
2020 Forest Stewardship Projects completed	*Harvest thinning tentatively re-scheduled for Jan. Trees marked and ready.	*Harvest scheduled for January	Due to problems with the Janicki bid, we are working with a new timber company.
Receive remaining 20 acres from Sines	*We have successfully transferred the remaining 20 acres!	*Sines will be honored at Dec. 4 board event.	
Prepare application to open right of way and create permanent driveway into property.	*Coordination begun between Development Team, Northwest Natural Resources Group, Janicki Logging, and 2020 Engineering. *Identified key neighbors and met with most. Presented one neighbor with Easement agreement *Met with land use atty.	*Continue to work with partners to put together a plan that is ecologically friendly and financially feasible. *Have road improvement done for logging that may satisfy fire marshall for emergency access.	We are in a critical phase of this project. Key neighbor declined to sign Easement Agreement. Really need a project manager/general contractor.
Master Plan in place	*Development Team began work. *David Vandervort Architects done site survey and working to prepare plan. *Terra Phoenix Design team added as potential designers partners.	*Permaculture workshop with Terra Phoenix Design Dec. 2 and 9. *More detailed design work from DVA with more drawings and master plan detail by Dec. 31.	We are getting closer to a comprehensive site and program plan that will play a key role in fundraising.
2 programs connecting people to land.	*Wilderness trip cancelled. *Summer gathering date cancelled.	*Consider option of on-site caretaker.	Limits to what we can do during coronavirus.
Explore purchasing farm property.	*2-acre property came on market in summer. Offer made on 2-acre property but not accepted.	*Discern parameters of farm search.	With first property not available, its important to identify details and priorities for property search.

2020 OBJECTIVE #2: Expand Circlewood's Voice and Community

2020 KEY RESULTS	YTD PROGRESS	December GOALS	COMMENTS
Podcast with regular episodes and growing community of listeners.	<ul style="list-style-type: none"> *17 episodes are now live *5,000 episode downloads, estimated regular listeners at 350. *Added donation option. 	<ul style="list-style-type: none"> *2 more episodes *Plan Season 2 for 2021. *Begin to identify possible grants. 	Forrest is doing excellent work. Podcast is driving a lot of traffic to website.
Weekly blog	On hold for as we figure out a larger communications strategy.	<ul style="list-style-type: none"> *James to begin regular writing. *Begin to outline publication strategy for 2021 	
Active Facebook account with weekly posts and 300 followers.	<ul style="list-style-type: none"> *313 followers – yay! *Connected with young person who will help develop social media strategy. 	*Create social media strategy for 2021.	In conversation with Jessalyn Megerle regarding a volunteer or paid social media role.
Launch Instagram account	<ul style="list-style-type: none"> *23 posts *104 followers. 	*Refine strategy for 2021	In conversation with Jessalyn Megerle re: a volunteer or paid social media role.
Begin online education/formation programs	<ul style="list-style-type: none"> *Ran 5-week online class – <i>The Bible, Ecology and Practical Earthkeeping</i> with 20 participants. *Offered resources for understanding environmental and racial justice. *Ran second course of <i>B,E,+PE</i> with 8 participants. 	*Develop program strategy for 2021.	
Update Website	*Updated content, added podcast.	*Keep updating.	
Clear Role with Christ and Cascadia Journal	*James wrote one of the first articles for the renewed journal.	*Work with Forrest to determine best role for Circlewood.	Christ and Cascadia is an online journal started by Fuller Seminary and recently acquired by Seattle School of Theology – Forrest is the new editor.

2020 OBJECTIVE #3: Strengthen Circlewood's Core

2020 KEY RESULTS	YTD PROGRESS	DEC GOALS	COMMENTS
Add 2 Board Members	*Welcomed Mike to the Board. *Clarified terms and nominating process.	*Form Board Development Team.	Does not feel like a pressing need yet, but good to start thinking about this.
Every Board member active in comm. work	*Started Development Team *Started Resource Team	*Continue to develop these teams.	
Hold 2 great retreats and 2 great meetings.	*Held retreat in February. *Held board meeting April 20 *Board meeting July 17-18 *Board meeting Sept	*Board meeting early December	James missedsbeing together!
Clarify James' role for the next phase of CW	*Initial conversations with David Jones		As Circlewood grows, James' role is shifting in several ways.
Integrate David Jones more fully into Circlewood	*Participated in February retreat and April/July/Sep board meetings. *Read <i>Shalom + Comm. of Creation</i> .	*Continue to evaluate role and bring update to Dec. meeting.	David continues to help shape CW's direction and strategically navigate COVID disruptions.
Expand Forrest's role to include Camano	*Created plan for 2021.	*Further define and include in 2021 budget.	This is an important element in our continued growth.
Established Admin. Assistant	*Louise began work on March 1.	*Include expanded hours in 2021 budget.	Louise is doing great work! This role will need to be expanded for Circlewood to continue to grow.

2020 OBJECTIVE #4: Resource for Growth

2020 KEY RESULTS	YTD PROGRESS	DEC GOALS	COMMENTS
\$200,000 Revenue (revised from 445k)	*\$k income *Projected income for 2020 - \$,000 *Created Q4 fundraising plan to reach 200k. *Grant Developer has produced for us a detailed profile of 70 foundations.	*45 EOY donors at 20k *Identify top 10 foundations to pursue as well as next steps.	Current coronavirus crisis requires revision of plans. The Resource Team will continue to work on strategic planning while also factoring in contingencies.

2021 Circlewood Operating Budget (Preliminary)

INCOME	2020 Budget	2020 Actual	2020 Projected	2021 Budget	NOTES
DONOR SUPPORT					
Unrestricted Cash	165,698	73,000	139,276	225,000	
In-kind		440,000	440,000	0	2020 - received 20 acres of land.
Forest Stewardship	2,500	3,100		7,500	In 2020 these funds came from Microsoft's giving program
Camano Island Coffee Roasters	250	78	328	500	
TOTAL DONOR SUPPORT	168,448	516,178	579,604	233,000	
GRANTS	0			4,154	
ACTIVITY REVENUE					
Presentation Income					
Church Partnerships		1,000	1,000	1,500	Renew Covenant and Bellingham Covenant
Publication Income	150	353	653	400	This comes from previous publications of MSA.
Event Income					Summer Retreat--this is now included in "Other Program Income"
Podcast Income	2,000			0	Not sure if sponsors or listener donations will be possible.
Blog Income				0	Just getting started.
Forest Income	60,000	1,078	21,078	15,000	Estimated net income from commercial thinning in 2021
Other Program Income	6,000	800	1,200	5,000	Increased programming in 2021.
TOTAL ACTIVITY REVENUE	68,150	3,231	23,931	21,900	
OTHER INCOME	150	10,025	10,025	15,000	Timber harvest and forest products.
TOTAL INCOME	236,748	529,434	613,560	274,054	
PROGRAM EXPENSES					
OUTREACH PROGRAMS					
Podcast Producer	20,000	16,667	20,000	33,000	Assuming increase of hours after June at same rate
Podcast Expenses	5,000	1,757	2,343	5,000	
Blog Expenses	500			500	
Fuller Class Expenses	500	500	500	0	
Leadership Event Expenses	0				We included this in "Events, Meetings, Conferences"
Events, Meetings, Conferences	500		400	1,000	2 Conferences to network post-COVID
Other Outreach Expenses		1,773	1,773	3,000	Online courses, webinars, etc.
TOTAL OUTREACH EXPENSE	26,500	20,697	25,016	42,500	
CAMANO PROGRAMS					
Program Expense	3,000	4,746	4,746	5,000	2021 programs undefined
Summer Retreat		200	200	0	
Forest Stewardship	40,000	2,409	2,409	5,000	
TOTAL CAMANO PROGRAMS	43,000	7,355	7,355	10,000	
OTHER PROGRAM EXPENSE	4,500		0	4,500	For 2021 opportunities that may emerge.
TOTAL PROGRAM EXPENSE	74,000	28,052	32,371	57,000	

43						
44	CAMANO LAND & DEVELOPMENT					
45	Property Taxes	7,826	8,732	8,732	10,900	We may explore possibility of non-profit tax reduction for land.
46	Maintenance	500	35	50	2,000	May need new gate.
47	Insurance					
48	TOTAL CAMANO L&D EX	8,326	8,767	8,782	12,900	
49	Church Partnerships				0	
50						
51	ADMINISTRATIVE					
52	Administrative Support	10,000				Moved to staff segment below
53	Office Supplies	300	119	159	300	
54	Postage	250	15	20	250	
55	Cedarstone	45,000	27,995	37,995	45,000	Cedarstone services plus expenses
56	State Registrations	250	60	60	250	
57	Bank Charges and Fees	100			100	
58	Telecommunications	240	155	207	240	
59	Legal and Prof. Services	500	2,510	2,510	1,500	
60	Liability Insurance	1,250		1,242	1,250	This includes general liability and board and officers insurance - we will be looking at alternative providers in 2021.
61	Last Pass	35	53	71	75	
62	Quickbooks					
63	Licences and Fees	100	10	50	100	
64	Software Subscriptions	150	75	75	150	
65	Cost of Publications	50			50	
66	Gusto Payroll Subscription	600	541	721	750	
67	TOTAL ADMIN. EXP.	58,825	31,533	43,110	50,015	
68						
69	STAFF EXPENSES					
70	Exec. Director Salary	46,000	36,342	48,000	69,000	2020 Includes bonus, \$500 for health insurance, \$40/mo cell phone? 2021 assumes 30 hours for full year at same rate
71	Exec. Dir. Work Expenses	1,000	460	614	1,000	includes \$40/mo cell phone?
72	Exec. Dir. Mileage Reimburse	2,400	1,326	1,626	2,400	
73	ED Workmans Comp.	230	179	239	318	
74	ED Social Security	2,900	2,263	2,976	3,958	
75	ED Medicare	675	558	725	964	
76	ED WA Unemployment Ins.	50	36	47	63	
77	ED WA Emp. Admin. Fund	15	11	14	19	
78	ED Reimbursemet WA FML	117	83	112	117	\$9.71/mo.
79	TOTAL EXEC. DIR.	53,387	41,258	54,353	77,839	

77	Admin. Assist. Wages		7,700	10,949	20,000	See above for 2020 budget. 10 months @ \$25/hr. in 2020. 2021 Amount calculated on increase to 20 hours in January
80	AA Workmans Comp.		35	50	100	
81	AA Social Security		477	681	1,362	
82	AA Medicare		112	160	320	
83	AA WA Unemployment Ins.		8	11	22	
84	AA WA Emp. Admin. Fund		2	3	6	
85	TOTAL ADMIN. ASST.	0	8,334	11,854	21,810	
86	Intern	2,000	2,000	0	2,000	For help in summer.
87	TOTAL STAFF EXPENSES	55,387	51,592	66,207	101,649	
88						
89	BOARD					
90	Meetings	1,200	1,324	2,324	2,500	Retreats, meeting expenses
91	Reimbursements	250	151	151	250	
92	TOTAL BOARD EXPENSES	1,450	1,475	2,475	2,750	
93						
94						
95	COMMUNICATION / MARKETING					
96	Constant Contact	240	206	206	220	Prepaid through Nov. 2020? 1 year is \$240. Included in DonorPerfect?
97	Website	600	620	620	600	Domain name purchase, host fees, and gift for designer.
98	Marketing Materials	500	17	23	500	Banner display, etc.
99	Social Media Coordinator	0	0	0	8,500	Assumes 8 hours/week at \$20/hour.
100	TOTAL COMM. EXPENSES	1,340	843	849	9,820	
101						
102	FUNDRAISING					
103	Merchant Fees	500	208	277	500	
104	Donor Perfect	1,920	963	1,284	1,920	\$3.45/mo over 2020, plus per transaction fees
105	Cost of Fundraising	5,000	2,770	4,270	7,500	Meals with donors, thank you gifts, events, etc., + grant writer
106	TOTAL FUNDRAISING EXP.	7,420	3,941	5,831	9,920	
107						
108	OTHER EXPENSES	30,000			30,000	Possible new opportunities
109						
110	TOTAL EXPENSES	236,748	126,203	162,100	274,054	
111						
112	TOTAL PROFIT	0	403,231	451,460	0	

2021 Circlewood Project Budget (Preliminary)					
FUNDS	2020 Budget	2020 Actual	2020 Projected	2021 Budget	NOTES
Existing Funds	30,200	30,200		700,000	650k = 300k gift and 350k loan. \$50k = existing savings
New Funds	0	650,000	0	200,000	
TOTAL FUNDS	30,200	680,200	0	900,000	
EXPENSES					
Survey Work	7,200	9822	8391	8000	
Civil Engineering	5,000		15000	15000	
Architect Fees	7,000	6603	5760	50,000	Comprehensive Design work.
County Fees	1,000	619	619	2000	
Site Security	10,000	0	0	0	Unsure what steps are needed
Phase 1 Construction	0	0	0	175,000	
Circlewood Farm	0	0		650,000	
TOTAL EXPENSES	30,200	17,044	29,770	900,000	
TOTAL PROFIT	0	663,156	-29,770	0	

Camano Update

Progress in 2020 YTD

January - Development Team began mtg.

February - Met with Construction for Change

March - Met with Janicki Logging re: thinning forest

April - Met with Engineering 2020 re: driveway project

May - Finalized transfer of remaining 20 acres with Tom and Christine Sine.

June - Marked trees to harvest for thinning project. Topographical survey of likely building areas done by David Vandervort Architects. Met with key neighbor.

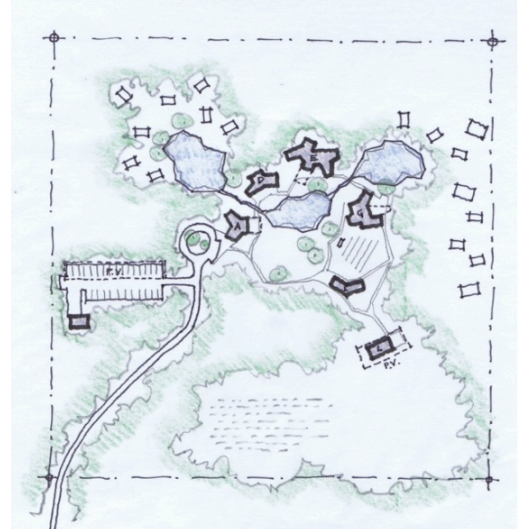
July - Met with Terra Phoenix Design team on the land to explore the possibilities for adding agriculture, agro-forestry, and sustainability systems to master plan.

August – Had follow up meeting with Terra Phoenix Design. Asked the to put together proposal for their engagement

September – Camano Development Team met. Had vision meeting with David Vandervort Architects. Met with 3 key neighbors.

October – Walked road and land with Mark Buhner of 2020 Engineering and road builder from Janicki.

November – Made decision to have Janicki do the road work in Dec., and another company do the timber work in Jan/Feb.



Goals for December

- Get timber road improvement work done.
- Sign timber harvest contract.
- Sign updated design contract with David Vandervort Architects
- Host permaculture workshop through Terra Phoenix Design



**Circlewood Board Meeting
December 4, 2020**

1:00pm – Gather

Check-in

Opening prayer – *Glenn*

Overview of the meeting – *James*

1:30 – Administrative items

Action: Approve September Meeting Minutes – *Glenn*

Pages 2-5

Action: Nominating Committee Formation - *Glenn*

Action: Conflict of Interest Policy - *Glenn*

Pages 6-10

Financial Report – *James, Louise, and Tim*

Page 11

Additional resources

Pages 14-20

2:00 – Vision and Mission

OSKR Updates – *James*

Page 12

Detailed OSKR info

Pages 21-23

Action: 2021 Preliminary Budget Proposal

Pages 13

2021 Preliminary Budget Details

Pages 24-27

Camano Development Team update – *James*

Timeline and Goals

Page 28

Action: Potential Farm on Camano

Page 14

Resource Team update- *James*

Grant Development update - *James*

2:40 - Next Steps

Louise will send out minutes and assignments

Check-in - What feelings/insights/questions do you have as we close?

2:45 - Celebration of gratitude for Tom and Christine Sine

3:00 - Pray and Adjourn

Next Meeting – December – Specific date TBD

**Circlewood
Board Meeting Minutes
September 30, 2020, 3:00 pm, via Zoom**

Present: Glenn Palmberg, James Amadon, Mike Holmgren, Tim Hedberg, Lenore Three Stars, Tom Ruebel, Forrest Inslee, Beth Knox, Louise Conner, Guest: David Jones

Check in: James shared a poll, with questions about each board members to open the meeting and begin check-ins. Glenn opened the meeting in prayer. A motion was made to approve the minutes as amended. The motion was seconded and passed.

Glenn and James presented the “Board Nomination Process, Guidelines, and Current Board Member Terms” proposal to the board. Proposed terms are intended to stagger terms and listed start dates are somewhat artificial in order to accomplish this aim. Glenn and James proposed that the Board adopt the proposed 6 steps as our board nomination process and guidelines from this day forward, and the term descriptions of current members as outlined. Discussion was held on which term this should be for Forrest. His current term was changed to his first term from second term. The motion, with the amendment, passed.

James gave an update on finances, pointing Board members to the appendix for further supporting information. The revenue goal for 2020 was revised from \$445K to \$200K due to the impact of the coronavirus and moving an anticipated capital campaign to 2021. Goals for the last quarter include bringing in new donors, new relationship, and having a good end of the year campaign. He also hopes to get grant applications out by end of year. The timber harvest on Camano should be happening in a couple of weeks. So far in 2020, we have spent down our savings by about \$66,000, which was the plan since the beginning of 2020. The cash on hand is still pretty strong (\$112,450). Our best estimate of income and expenses through the end of the year is a small total loss of about \$17,000 for 2020. These are conservative projection of both expenses and income as we hope to connect with some more people and may also have more expenses in Camano development. Louise pointed out that the in-kind land gift given this year is excluded from budget vs. expense reports in the appendix, but the balance sheet does include this gift. The land value was derived from the land appraisal done at the time of the gifting. The Board moved to accept the financial report and the motion was seconded and approved.

Objectives, Strategies and Key Results.

Camano Project: The timber harvest is going forward in mid-October. The team is working hard on the access road project by working with a surveyor, land use attorney and neighbors to put together the best plan that makes most sense for everyone. Good progress has been made and the hope is to have an application to the county to open the road by end of 2020. A new design partner--Terra Phoenix Design has been brought in. They specialize in thinking about projects like this from a whole-project and permaculture perspective. We are waiting to hear their proposal on their involvement and we are hoping to have a master plan to share with people by the end of the year. Someone ran through the gate to our property and severely damaged it. We have talked with neighbors about people running through the property on ATV's at all hours and have determined it is a very small number of people. Through these conversations, good connections with neighbors have been made as we collaborate on the issues. James and Forrest have made many of these connections.

Circlewood's Voice & Community: The podcast continues to reach new listeners. Forrest is doing an awesome job putting together compelling episodes. James and Forrest have lots of creative ideas, some which are being set aside until there is more time to do them. We are offering *The Bible, Ecology, and Practical Earthkeeping* again this fall. Anna Carlson is facilitating the class and we have made a few improvements. We have some new volunteers who are going to help us in the areas of social media and general communication strategy.

Circlewood's core: Have begun to plan for increases in staff roles next year. This will be part of our budget presentation and discussion at our next board meeting. We plan to move James to $\frac{3}{4}$ time, add some hours to Louise's time, and are looking ahead further into 2021 to how we can expand Forrest's role.

Resource for Growth: Dave talked about Tara Britton, the grant developer we have contracted with. Many of David's connections from the past are more evangelical and less in line with environmental issues. He introduced Tara's experience and his impressions of her. We have asked her to create a 40-foundation profile. She will identify foundations that align with what we're trying to do and provide us with useful information about that foundations, including deadlines, involvement, etc. We provided her with a preliminary list of projects we consider fundable so she can begin to match that list with possible grants. She is capable of a wide range of tasks, including preliminary work, grant writing, and grant assessment. We should have the foundation profile list by end of month and may have one or two places where we could send letters of interest to by end of year.

Vision planning: David and James want to bring more people into the brainstorming and collaboration process to discern where Circlewood might be heading. The goal is to identify places where board members are already involved or where they would like to have more of a voice and then create a format to explore that area together, putting goals in place for 2021. In late October, David and James will contact board members to invite people onto these teams, with November meetings planned. There will probably be two meetings, which will start with everyone together and then break into smaller groups.

Glenn and James brought a proposal in partnership with the resource team and Camano development team: Authorization to pursue housing options on Camano. As we gear up to do things programmatically and with development on Camano, it is becoming increasingly important to have people on site—learning, interacting with neighbors, problem solving, building support and providing basic security. We need an in-person, on-site communication person. There are two options:

1. Purchase a tiny home or RV, which is off-grid capable, can be driven onto the land, install someone to explore that lifestyle for a few months who can act as a Circlewood ambassador, learn more about the forest. James talked to one person, but doesn't think it's the right person and stated that finding the right person is harder than finding a home or RV that would work.

2. Noticed some months ago a nearby property on the market, which almost backs up to our access road. Have dreamt for a while about forest and farm presence on Camano. This property would allow that. It is two acres, has a 2500 sq. ft. home, a detached garage with an apartment, a view of Puget Sound, and a large field. James shared PowerPoint pictures of the property and location. James, Tom and Forrest have walked on the land. They have contacted a realtor friend of Forrest's. There is a three-month old pending offer on the property, which is delayed due to

Issues with the seller. We have been encouraged to put together a back-up offer if the Board is interested in pursuing this. The estimated cost is between \$550K-600K. A generous donor has offered the first \$200k as a down payment. There are a couple of different options for purchase:

1. Pursue Circlewood ownership through combination of gifts and loans
3. Independent ownership by someone else but in partnership w/Circlewood in terms of use, lease, option to own in future. If the Board agrees and gives authority, the resource team would iron out details. Although this is unexpected, James has thought and talked to people about it, and it would allow us to start programming and plant something sooner than anticipated. Glenn expressed his excitement that this would allow us to move ahead much more quickly than otherwise. He suggested we start to get ready and if this property doesn't work out, we would be ready if another opportunity came. Forrest has had direct conversation with the seller's realtor and our realtor; the house is in foreclosure, with at least three banks holding a claim, so title is not free and clear and there no telling how long it will take to resolve. We could put together offer in case it becomes available again. The property was listed on Zillow in June for \$550K, the Zillow estimate is \$750K. The current offer is \$595K and has changed from a cash offer to a financed offer. With the changed offer, that offer may no longer have precedence. There is a tentative appointment next Tuesday (Oct 6th) to see the property with our realtor, and maybe seller's realtor. The two proposals were discussed and people mentioned many positive opportunities this property would provide to Circlewood. The Board was unanimous in their enthusiasm about the 2nd option. A proposal was introduced; discussion continued. The final proposal was as follows: The board authorizes Forrest and James to work with the Resource team to put an offer together on the house for up to \$650K and to consult the Board as needed. The motion passed. A vote on the other proposal was set aside on as the Board decided to focus on this option for now and will return to the other option if this option fall through.

Circlewood is holding an October 29th Zoom event. It stemmed from David and James thinking about lack of ability to meet w/people who might want to learn about Circlewood. Goals of the evening: 1. Encourage people 2. Draw people by having Mike's name attached 3. Provide an opportunity to talk about Circlewood. 4. Provide options for people to connect with Circlewood. The name is: *Signs of Hope in a Troubled World: A Circlewood Webinar hosted by Mike Holmgren*. James commented that people are hungry for this. There are lots of things to be worried and anxious about, and angry about. We will be highlighting people and places who are working hard to imagine and work toward an alternative future, which is the kind of transformation that Circlewood is wanting to foster and support. We hope to gather existing Circlewood friends, make a chance to invite new people in to get a sense of who we are, and give people ways to connect with us. The program will be tight and engaging. The Board can be involved by attending if possible, promoting the event on social media and sending emails. Board involvement—attend if you can, promote on social media, email to send out, and personally invite 2-5 people who might enjoy the event and be interested in our work. It will be a Zoom webinar and will be broadcast on Facebook Live.

Glenn affirmed James' leadership and reflected on Circlewood's progress in the last couple of years.

It was moved, seconded and passed that the meeting be adjourned. Tim closed the meeting in prayer. Next Meeting—December—Specific date TBD

Actions Items:

- Forrest, James, Resource Team-- put an offer together on the Camano property for up to \$650K and consult the Board as needed.
- All Board Members—Support the upcoming Circlewood webinar by attending if possible, promoting the event, and personally inviting 2-5 people

On Wednesday, October 7, 2020, the Board approved the following resolution via email vote:

Resolved, that Circlewood shall establish the Circlewood Investment Management Account with Covenant Trust Company. Further resolved, that the Executive Director and Chairperson are hereby authorized to execute the documents required to establish this account with Covenant Trust Company. Further resolved, that the Executive Director and Chairperson are hereby authorized to provide investment direction to Covenant Trust Company regarding this account. Further resolved, that the Executive Director and Chairperson are hereby authorized to request payments from this account.

[Note: This establishes a place to hold the 650k for possible farm purchase

Submitted by:

Louise Conner
Secretary



Conflict of Interest Policy

Adopted: _____

1. PURPOSE

The purpose of this Conflict of Interest Policy (the “*Policy*”) is to protect the interests of Circlewood in connection with any transaction or arrangement that might benefit the private interests of any Covered Person, as defined below. This Policy provides (i) a systematic mechanism for disclosing and evaluating potential and actual conflicts; and (ii) procedures for the Board of Directors in considering any transaction or arrangement where a conflict may exist.

2. PERSONS COVERED BY THE POLICY

This policy applies to “Covered Persons,” defined as any Corporation director, officer, or member of any committee of the Corporation’s Board of Directors that has authority to act on behalf of the Board of Directors.

3. DUTIES OF COVERED PERSONS

1. **Duty of Care.** Every Covered Person shall perform his or her duties for the Corporation in good faith and with the degree of care that an ordinarily prudent person would exercise under similar circumstances.
2. **Duty of Loyalty.** Every Covered Person must act with loyalty to the Corporation, meaning that no Covered Person may use his or her position with the Corporation to make personal profit or gain other personal advantage. No Covered Person may personally take advantage of a business opportunity that is offered to the Corporation unless the Board of Directors determines (after full disclosure and a disinterested and informed evaluation) not to pursue that opportunity.
3. **Conflicts of Interest.** No Covered Person may engage in any transaction or arrangement or undertake positions with other organizations that involve a conflict of interest, except in compliance with this Policy. Covered Persons should avoid both actual conflicts and the appearance of conflicts of interest. Every Covered Person shall:
 - i. Disclose all actual and potential conflicts as set out below in Section 5; and
 - ii. Recuse himself/herself from voting on any transaction or arrangement in which he/she has a potential or actual conflict of interest and shall not be present when any such vote is taken.

4. CONFLICT OF INTEREST

1. **Potential Conflict.** A Covered Person may have a conflict of interest with respect to a transaction or arrangement whenever he or she, or any of his or her family members:
 - i. Receives compensation or other funding directly or indirectly from the Corporation and the transaction or arrangement involves such compensation or funding (other than a Covered Person’s receipt of regular salary or Board of Directors fees from the Corporation);

- ii. Has or anticipates having a compensation arrangement with any entity or individual that either: (a) sells goods or services to, or purchases services from, the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation;
 - iii. Has or anticipates having any ownership or investment interest in, or serves or anticipates serving as a director or officer of, any entity that either: (a) sells goods or services to, or purchases services from, the Corporation; (b) has any other transaction or arrangement with the Corporation; or (c) competes with the Corporation; or
 - iv. Has accepted any gift, entertainment, or other favor or item of value where such acceptance might create the appearance of influence on the Covered Person (other than gifts of nominal value, which are clearly tokens of respect and friendship unrelated to any particular transaction).
2. No Conflict. A Covered Person does not have a conflict of interest if the Covered Person owns securities of a publicly traded company with which the Corporation has a transaction or arrangement if:
 - i. Such securities are less than 5% of the outstanding securities of the publicly traded company; and
 - ii. Their fair market value is less than 5% of the Covered Person's annual gross income.
3. Irreconcilable Conflict. Covered Persons shall not engage in any of the following actions:
 - i. Represent clients or vendors before the Board of Directors for compensation;
 - ii. Represent any claimant requesting compensation or damages from the Corporation; or
 - iii. Accept employment, or engage in any business, or be involved in any activity which one might reasonably expect would require disclosure of privileged information gained by virtue of their official duties at the Corporation.

5. DISCLOSURE AND EVALUATION OF CONFLICTS

1. Each Covered Person shall promptly and fully disclose all material facts of every actual or potential conflict of interest:
 - i. Existing at the time when he/she becomes a Covered Person;
 - ii. That arises while he/she is a Covered Person, at the time such actual or potential conflict arises; and
 - iii. Annually in conjunction with his/her delivery of his/her acknowledgement of this Policy.
 - iv. All disclosures involving a transaction or arrangement being considered at a meeting of the Board of Directors or a committee shall be made to all members present at such meeting. All other disclosures shall be made to the President (who shall disclose his or her conflicts to the Board of Directors).
2. Evaluation. The President shall disclose to the Board of Directors all conflicts of interest reported to him or her under this Policy. The Board of Directors will evaluate the disclosures to determine whether they involve actual conflicts of interest and may attempt to develop alternatives to remove the conflict from the situation.

6. PROCEDURES FOR ACTING ON CONFLICT OF INTEREST TRANSACTIONS

1. Formal Approval. The Corporation may enter into a transaction or arrangement in which a Covered Person has a conflict of interest if:

- i. The Covered Person has disclosed the conflict of interest in accordance with this Policy;
 - ii. A majority of directors who have no interest in the transaction or arrangement approve the transaction or arrangement at a Board of Directors or committee meeting after determining, in good faith and after reasonable investigation, that the transaction or arrangement is fair and reasonable to the Corporation and is in the Corporation's best interest;
 - iii. Any Covered Person who has an actual or potential conflict with respect to the transaction or arrangement does not participate in and is not present for the vote regarding any such transaction or arrangement (provided, however, that any such Covered Person may appear at a meeting to answer questions concerning the transaction or arrangement); and
 - iv. The Board of Directors relies upon appropriate comparability data, such as an independent appraisal or an independent compensation study, in reaching its determination as to the fairness and reasonableness of the transaction or arrangement to the Corporation.
2. Transaction Fair to the Corporation. It shall not be a violation of this Policy if all the requirements for formal approval, outlined above, are not satisfied, so long as the transaction or arrangement is in fact fair to the Corporation.
3. Irreconcilable Conflicts. Notwithstanding anything in this Policy to the contrary, no action or transaction identified in Section 4(c) that is taken or proposed to be taken by a Covered Person shall be approved by the Board of Directors and the taking of such action by a Covered Person shall be a violation of this Policy.

7. RECORDS OF PROCEEDINGS

The minutes of the Board of Directors or any committee of the Board of Directors for any meetings described above shall contain:

1. The names of the persons who disclosed an actual or potential conflict of interest or otherwise were found to have a conflict of interest, and the nature of the conflict of interest; and
2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement considered and the appropriate comparability data relied upon, and a record of any votes taken.

8. ENFORCEMENT

Each Covered Person shall sign a statement acknowledging that he or she has received a copy of this Policy, has read and understands it, and agrees to comply with it. If the Board of Directors has reasonable cause to believe that a Covered Person has failed to comply with this Policy, the Board of Directors may counsel the Covered Person regarding such failure and, if the issue is not resolved to the Board of Directors' satisfaction, may consider additional corrective action as appropriate.



Conflict of Interest Questionnaire

Adopted: _____

This questionnaire is to be completed annually by Circlewood officers, directors, and members of committees of the Board of Directors authorized to act on behalf of the Board.

NAME AND BACKGROUND INFORMATION

Name:

Address:

Email:

Position with Circlewood:

CONFLICT OF INTEREST STATEMENT

Investments. Identify any investments or ownership interests of 2% or more in any organization that you or a member of your family has or had during the last five (5) years if the organization has, does, or is likely to provide goods or services to Circlewood or purchase services from Circlewood:

Director or Other Services. Identify any services that you or a member of your family provides or provided within the last five (5) years as a director, partner, principal, manager, employee or consultant to any organization that does, has, or is likely to provide goods or services to Circlewood or purchase services from Circlewood:

Interests in Transactions. Identify any interest (not already identified above) that you or a member of your family, or any organization in which you or a member of your family has or had an interest of 2% or more (e.g., a corporation or partnership), has had in any transaction during the last five (5) years to which Circlewood or any related organization was a party (e.g., any loans, sales of goods or services, or guarantees):

Positions and Charitable Grantees. Positions with Charitable Grantees. Identify any management or board level position that you or a member of your family living in the same household has or had during the last five (5) years in any organization that has received or is likely to receive grants from Circlewood:
None

Other. Identify all other circumstances affecting you or members of your family that might appear to involve a conflict of interest, actual or potential, and any circumstances that could be viewed as use of information relating to Circlewood's business for personal profit or advantage:

Acknowledgement. I acknowledge that:

- I have received a copy of the Conflict of Interest Policy of Circlewood, a copy of which is attached to this Questionnaire,
- I have read and understand the Policy, and
- I agree to comply with the Policy.

CERTIFICATION AND SIGNATURE

I, _____, certify under penalty of perjury under the laws of the State of Washington that the foregoing, to the best of my knowledge and belief, is true and correct.

Dated this _____ day of _____, 2021 at _____

Signature _____

Financial Information Through November of 2020

We entered 2020 planning to spend some of our accumulated savings in order to add more staff/contracted help and to enable the development process on Camano to move forward. The understanding was that we would need to bring in new resources to make the additions sustainable and to fund new endeavors. We expected to use some of our existing savings; we did not expect the coronavirus and its impact on developing new resources.

Updated 2020 Resource Goal 200k (Revised from stretch goal of 445k)

Q4 Revised Resource Goals 45 EOY gifts totaling \$20k / 1 major EOY gift \$50k

Profit/Loss as of November 30:

Income	87,120	(Includes 8900 PPP loan)
Operating Expenses	148,324	
<u>Camano Project Exp.</u>	<u>16,425</u>	(Budgeted 30,000 for 2020)
Total Profit/Loss	(77,629)	

Cash on Hand as of November 30:

Checking	16,456
<u>Savings</u>	<u>79,841</u>
Total	96,297

Trust Account 650,000 (300k gift and 350k loan for farm property)

Projected Cashflow for 2020

Projected Income	172,590	(Projects \$15k EOY giving, \$50k EOY gift)
<u>Projected Expenses</u>	<u>198,900</u>	(Includes \$70k of increased staffing costs for 2020)
Total	(26,310)	

2020 Objectives, Strategies, and Key Results Summary – YTD

(Detailed report in appendix)

2020 OBJECTIVE #1: Get Camano Project Going

- Road work should happen in December for \$16k. Timber Harvest re-scheduled for January with new forester – harvest should pay for road work with a little left over.
- We have outlined the next design phases with David Vandervort Architects.
- Big need is for a project manager/general contractor who can help us plan and implement infrastructure projects – road, utilities, water.
- Generous offer was made on potential farm property but was not seriously considered as an alternative to existing offer. Need to chart strategy moving forward.
 - **Emerging 2021 goals**
 - Finish forest thinning project.
 - Finish detailed master site and program plan.
 - Establish infrastructure feasibility – road, utilities, water.
 - Phase 1 construction ready to launch.
 - Continue to pursue potential farm property on Camano.

2020 OBJECTIVE #2: Expand Circlewood’s Voice and Community

- Podcast now has over 5,000 downloads – estimated regular audience of 325-350.
- Second round of *The Bible, Ecology, and Practical Earthkeeping* was offered in Oct.
- Hosted first live webinar, *Signs of Hope*.
 - **Emerging 2021 goals**
 - Produce Season 2 of the podcast and grow to 1,000 regular listeners.
 - Launch blog.
 - Grow social media work through a volunteer/hired social media coordinator.
 - Host 3-4 webinars and expand array of online programming.

2020 OBJECTIVE #3: Strengthen Circlewood’s Core

- Expanded annual “Deep Dive” vision time to include board, staff, and key volunteers.
 - **Emerging 2021 goals**
 - James to go $\frac{3}{4}$ time Jan 2021 and add regular writing work.
 - Louise to add 5 or 10 hours starting Jan 2021.
 - Forrest to go $\frac{1}{2}$ time in late spring/summer of 2021, move to Camano by summer.
 - David Jones to add more communications responsibilities to his work with us.
 - Establish a Board Development Team.

2020 OBJECTIVE #4: Resource for Growth

- Revised 2020 revenue goal down from stretch goal of 445k to 200k.
- Received detailed profile of 70 foundations from Tara Britton.
 - **Emerging 2021 goals**
 - Restart fundraising goals put on pause during Covid.
 - Identify and pursue “Top 10” foundation prospects.
 - Develop forest products and create Circlewood Christmas shop.



Board Proposal

2021 Budget Increases

We are hard at work putting together the 2021 budget. As the year is not over, and some 2021 costs are yet to become clear, a finalized budget proposal is not yet possible. We will present a finalized 2021 budget proposal at our first board meeting of the new year. The following budget increases would be (or might be) implemented before our first meeting:

OPERATING BUDGET

Category	2020 Budget	2021 Budget	Notes
Exec. Dir. Salary + Expenses	53,387	77,839	Reflects an increase from 20 hrs/week to 30.
Admin. Asst.	11,854	21,810	Reflects an increase from 10 hrs/week to 20.
Social Media Coordinator	0	8,500	New 8hr/week position.

*The proposed budget also includes an increase for our podcast producer (Forrest), but that would not start until late spring/summer.

PROJECT BUDGET

Category	2020 Budget	2021 Budget	Notes
Survey work	7200	8000	May need additional site surveys.
Civil engineering	5000	15000	May need engineering work.
Architect fees	7000	50,000	Reflects increase in design work.
Circlewood Farm	0	650,000	May find a property

Proposal: That the board approve the preliminary 2021 operating budget and preliminary 2021 project budget.

APPENDIX

Resource Dashboard

	2020 Obj.	YTD total (Jan-Nov)	Q4 growth	2019 YTD	2019 Total
Circlewood Supporters: One-time Givers \$10 - \$1000	40	13	+6	N/A	29
Circlewood Supporters: One-time Gift Total	\$22,500	\$2145	+\$1160	N/A	\$17,800
Circlewood Sustainers:					
Recurring Givers \$100 - \$1000/yr	25	18	0	N/A	19
Circlewood Sustainers: Recurring Gift Total	\$9000	\$7500	+\$1460	N/A	\$8072
Circlewood Stewards:					
One-time Donors \$1000+/year	6	3	2	N/A	4
Circlewood Stewards: One-time Gift Total	\$75,000	\$5500	\$4000	N/A	\$60,500
Circlewood Stewards: Recurring Donors \$1000+/year	15	10	0	N/A	13
Circlewood Stewards: Major Donors Gift Total	\$67,500	\$56,500	+\$9,600	N/A	\$96,500
New Givers					
	25	7	4	3	21
Total Givers	75	33	0	29	60
Foundations					
	0	0	0	0	\$0
Corporate Partners	\$2500	\$148	+70	0	\$850
Corporate paid vol. hrs.	0 hrs / \$	0	0	0	16 hrs / \$400
Program Revenue					
	\$3500	\$3140	+\$260	N/A	\$2890
Product Revenue	\$20,000	\$340	+\$4	N/A	\$105
Total Giving/Revenue					
	\$200,000	\$87,120	+\$17,000	\$66,675	\$185,850
Net Income		-\$77,632		\$30,015	\$98,500

*Data does not include \$300k capital gift and \$350k loan from October for potential farm property.

Other Dashboard Data

	2020 Obj.	2020 YTD	Q4 growth	2019 YTD	2019 Total
Circlewood Friends: Donor Perfect Contacts	500	379	+18	314	336
Circlewood Friends: FB Followers	300	314	+29	N/A	189
Volunteer Hours			+	201	640
Website Visitors/month		233		56/month	72/month avg.
<hr/>					
James' Work Miles		1940	+450	N/A	1678
James' Work Hours/week		30		N/A	27.3 hrs/wk
<hr/>					
Podcast Episode Downloads		5039	+1606	N/A	N/A
<hr/>					

2020 Projected Cash Flow

2020 YTD Income	87,120	NOTES
<hr style="border: 1px solid #ccc;"/>		
2020 Dec Est. Income		
Activity revenue	0	Timber harvest income to come in 2021.
Sales	100	
Monthly donors	17,200	Assumes numbers stay the same
End of Year	15000	Based on 2019 EOY giving
Special Gift	50,000	Promised gift for Nov/Dec
Coffee	70	
Corporate	3100	We received this from Microsoft Dec. 1.
TOTAL Dec. Est. Income	85,470	
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TOTAL 2020 EST. INCOME	172,590	
<hr style="border: 1px solid #ccc;"/>		
2020 YTD Expenses	130,500	
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2020 Dec Est. Expenses		
Administrative	5,000	Cedarstone fees + Louise's salary, Insurance, gen. costs
Board	200	
Camano Operations	200	
Communication	250	
Fundraising	1500	Remaining cost for Tara Britton's work.
Program	2,000	Podcast expenses
Camano Project Dev.	20,000	Road work and general design costs
Staff	5,000	James' salary, taxes, expenses
Total Dec. Est. Expenses	34,150	
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TOTAL 2020 EST. EXPENSES	198,900	

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
ACTIVITY REVENUE				
Church Partnerships	1,000.00		1,000.00	
Forest Income	1,078.35	60,000.00	-58,921.65	1.80 %
Other Program Income	1,060.00	6,000.00	-4,940.00	17.67 %
Podcast Income		2,000.00	-2,000.00	
Publication Income	29.62	150.00	-120.38	19.75 %
Total ACTIVITY REVENUE	3,167.97	68,150.00	-64,982.03	4.65 %
Interest Income	169.65		169.65	
Other Income	9,883.35	150.00	9,733.35	6,588.90 %
Sales of Product Income	326.27		326.27	
SUPPORT				
Donor Gifts				
Camano Island Coffee Roasters Income	148.13	250.00	-101.87	59.25 %
Cash	373,423.25	165,698.00	207,725.25	225.36 %
Forest Stewardship		2,500.00	-2,500.00	
In-kind Gifting	440,000.00		440,000.00	
Total Donor Gifts	813,571.38	168,448.00	645,123.38	482.98 %
Total SUPPORT	813,571.38	168,448.00	645,123.38	482.98 %
Total Income	\$827,118.62	\$236,748.00	\$590,370.62	349.37 %
GROSS PROFIT	\$827,118.62	\$236,748.00	\$590,370.62	349.37 %
Expenses				
ADMINISTRATIVE				
Administrative Assistant	9,900.00	10,000.00	-100.00	99.00 %
Bank Charges & Fees		100.00	-100.00	
Cedarstone	34,661.07	45,000.00	-10,338.93	77.02 %
Costs of Publications		50.00	-50.00	
Legal & Professional Services	2,510.00	500.00	2,010.00	502.00 %
Liability Insurance	1,242.00	1,250.00	-8.00	99.36 %
Licenses & Fees	20.00	100.00	-80.00	20.00 %
Office Supplies	362.55	300.00	62.55	120.85 %
Password Management	52.90	35.00	17.90	151.14 %
Payroll Processing Cost	597.47	600.00	-2.53	99.58 %
Postage	74.83	250.00	-175.17	29.93 %
Software Subscriptions	75.00	150.00	-75.00	50.00 %
State Registrations	75.00	250.00	-175.00	30.00 %
Telecommunications	194.51	240.00	-45.49	81.05 %
Total ADMINISTRATIVE	49,765.33	58,825.00	-9,059.67	84.60 %
BOARD EXPENSES				
Meetings	1,390.04	1,200.00	190.04	115.84 %
Reimbursement	151.18	250.00	-98.82	60.47 %

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total BOARD EXPENSES	1,541.22	1,450.00	91.22	106.29 %
CAMANO DEVELOPMENT	618.50		618.50	
CAMANO LAND AND DEVELOPMENT				
Camano--Maintenance	34.98	500.00	-465.02	7.00 %
Camano--Property Taxes	8,731.85	7,826.00	905.85	111.57 %
Total CAMANO LAND AND DEVELOPMENT	8,766.83	8,326.00	440.83	105.29 %
COMMUNICATION				
Marketing Materials	26.00	500.00	-474.00	5.20 %
Newsletter	205.59	240.00	-34.41	85.66 %
Website	658.63	600.00	58.63	109.77 %
Total COMMUNICATION	890.22	1,340.00	-449.78	66.43 %
FUNDRAISING				
Cost of Fundraising	4,542.34	5,000.00	-457.66	90.85 %
Donor Perfect	1,105.28	1,920.00	-814.72	57.57 %
Merchant Fees	207.90	500.00	-292.10	41.58 %
Total FUNDRAISING	5,855.52	7,420.00	-1,564.48	78.92 %
PROGRAM				
CAMANO PROGRAMS				
Camano Program Expense	4,745.70	3,000.00	1,745.70	158.19 %
Forest Stewardship	2,409.34	40,000.00	-37,590.66	6.02 %
Summer Retreat	200.00		200.00	
Total CAMANO PROGRAMS	7,355.04	43,000.00	-35,644.96	17.10 %
OTHER PROGRAM EXPENSES		4,500.00	-4,500.00	
OUTREACH PROGRAMS				
Blog Expenses		500.00	-500.00	
Events, meetings, conferences		500.00	-500.00	
Fuller Class Expenses	500.00	500.00	0.00	100.00 %
Other Outreach Expenses	2,173.35		2,173.35	
Podcast Expenses	1,789.42	5,000.00	-3,210.58	35.79 %
Podcast Producer	20,000.04	20,000.00	0.04	100.00 %
Total OUTREACH PROGRAMS	24,462.81	26,500.00	-2,037.19	92.31 %
Total PROGRAM	31,817.85	74,000.00	-42,182.15	43.00 %
STAFF EXPENSES				
Executive Director Mileage Reimbursement	1,326.33	2,400.00	-1,073.67	55.26 %
Executive Director Salary	44,008.56	46,000.00	-1,991.44	95.67 %
Executive Director Work Expenses	496.39	1,000.00	-503.61	49.64 %
Intern		2,000.00	-2,000.00	
Reimbursement for Taxes--WA Family & Medical Leave	102.19	117.00	-14.81	87.34 %
Taxes--Medicare	812.94	675.00	137.94	120.44 %
Taxes--Social Security	3,476.15	2,900.00	576.15	119.87 %
Taxes--Washington Employment Administration Fund	16.21	15.00	1.21	108.07 %

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD OPERATING BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Taxes--Washington Unemployment Insurance	54.02	50.00	4.02	108.04 %
Taxes--Workmans Compensation	263.82	230.00	33.82	114.70 %
Total STAFF EXPENSES	50,556.61	55,387.00	-4,830.39	91.28 %
Total Expenses	\$149,812.08	\$206,748.00	\$ -56,935.92	72.46 %
NET OPERATING INCOME	\$677,306.54	\$30,000.00	\$647,306.54	2,257.69 %
Other Expenses				
OTHER EXPENSE		30,000.00	-30,000.00	
Total Other Expenses	\$0.00	\$30,000.00	\$ -30,000.00	0.00%
NET OTHER INCOME	\$0.00	\$ -30,000.00	\$30,000.00	0.00 %
NET INCOME	\$677,306.54	\$0.00	\$677,306.54	0.00%

Circlewood

BUDGET VS. ACTUALS: CIRCLEWOOD PROJECT BUDGET 2020 - FY20 P&L

January - December 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
PROJECT FUNDS				
Existing Funds		30,200.00	-30,200.00	
Total PROJECT FUNDS		30,200.00	-30,200.00	
Total Income	\$0.00	\$30,200.00	\$ -30,200.00	0.00%
GROSS PROFIT	\$0.00	\$30,200.00	\$ -30,200.00	0.00 %
Expenses				
PROJECT EXPENSES				
Architect Fees	6,603.20	7,000.00	-396.80	94.33 %
Civil Engineering		5,000.00	-5,000.00	
County Fees		1,000.00	-1,000.00	
Site Security		10,000.00	-10,000.00	
Survey Work	9,822.25	7,200.00	2,622.25	136.42 %
Total PROJECT EXPENSES	16,425.45	30,200.00	-13,774.55	54.39 %
Total Expenses	\$16,425.45	\$30,200.00	\$ -13,774.55	54.39 %
NET OPERATING INCOME	\$ -16,425.45	\$0.00	\$ -16,425.45	0.00%
NET INCOME	\$ -16,425.45	\$0.00	\$ -16,425.45	0.00%

Circlewood
BALANCE SHEET
As of December 2, 2020

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
BECU checking	13,865.09
BECU checking Forest	1,590.46
BECU Savings	78,249.78
Covenant Trust	7.46
Holmgren Property Gift	300,000.00
Holmgren Property Loan	350,000.00
Total Covenant Trust	650,007.46
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	\$743,884.78
Other Current Assets	
Uncategorized Asset	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$743,884.78
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	
Building Structure - Retreat Center	96,603.85
Total CONSTRUCTION IN PROGRESS	96,603.85
Total Other Assets	\$96,603.85
TOTAL ASSETS	\$1,703,488.63
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	940.74
Chase #4978	0.00
Key Bank #8088	0.00
Total Credit Cards	940.74
Total Credit Cards	\$940.74
Other Current Liabilities	
Holmgren Loan	350,000.00
Sales Tax	0.00
Total Other Current Liabilities	\$350,000.00
Total Current Liabilities	\$350,940.74
Total Liabilities	\$350,940.74
Equity	
Opening Balance Equity	0.00
Retained Earnings	691,666.80
Net Income	660,881.09
Total Equity	\$1,352,547.89
TOTAL LIABILITIES AND EQUITY	\$1,703,488.63

2020 Objectives, Strategies, and Key Results Update

2020 OBJECTIVE #1: Get Camano Project Going			
2020 KEY RESULTS	PROGRESS YTD	December GOALS	COMMENTS
2020 Forest Stewardship Projects completed	*Harvest thinning tentatively re-scheduled for Jan. Trees marked and ready.	*Harvest scheduled for January	Due to problems with the Janicki bid, we are working with a new timber company.
Receive remaining 20 acres from Sines	*We have successfully transferred the remaining 20 acres!	*Sines will be honored at Dec. 4 board event.	
Prepare application to open right of way and create permanent driveway into property.	*Coordination begun between Development Team, Northwest Natural Resources Group, Janicki Logging, and 2020 Engineering. *Identified key neighbors and met with most. Presented one neighbor with Easement agreement *Met with land use atty.	*Continue to work with partners to put together a plan that is ecologically friendly and financially feasible. *Have road improvement done for logging that may satisfy fire marshall for emergency access.	We are in a critical phase of this project. Key neighbor declined to sign Easement Agreement. Really need a project manager/general contractor.
Master Plan in place	*Development Team began work. *David Vandervort Architects done site survey and working to prepare plan. *Terra Phoenix Design team added as potential designers partners.	*Permaculture workshop with Terra Phoenix Design Dec. 2 and 9. *More detailed design work from DVA with more drawings and master plan detail by Dec. 31.	We are getting closer to a comprehensive site and program plan that will play a key role in fundraising.
2 programs connecting people to land.	*Wilderness trip cancelled. *Summer gathering date cancelled.	*Consider option of on-site caretaker.	Limits to what we can do during coronavirus.
Explore purchasing farm property.	*2-acre property came on market in summer. Offer made on 2-acre property but not accepted.	*Discern parameters of farm search.	With first property not available, its important to identify details and priorities for property search.

2020 OBJECTIVE #2: Expand Circlewood's Voice and Community

2020 KEY RESULTS	YTD PROGRESS	December GOALS	COMMENTS
Podcast with regular episodes and growing community of listeners.	<ul style="list-style-type: none"> *17 episodes are now live *5,000 episode downloads, estimated regular listeners at 350. *Added donation option. 	<ul style="list-style-type: none"> *2 more episodes *Plan Season 2 for 2021. *Begin to identify possible grants. 	Forrest is doing excellent work. Podcast is driving a lot of traffic to website.
Weekly blog	On hold for as we figure out a larger communications strategy.	<ul style="list-style-type: none"> *James to begin regular writing. *Begin to outline publication strategy for 2021 	
Active Facebook account with weekly posts and 300 followers.	<ul style="list-style-type: none"> *313 followers – yay! *Connected with young person who will help develop social media strategy. 	*Create social media strategy for 2021.	In conversation with Jessalyn Megerle regarding a volunteer or paid social media role.
Launch Instagram account	<ul style="list-style-type: none"> *23 posts *104 followers. 	*Refine strategy for 2021	In conversation with Jessalyn Megerle re: a volunteer or paid social media role.
Begin online education/formation programs	<ul style="list-style-type: none"> *Ran 5-week online class – <i>The Bible, Ecology and Practical Earthkeeping</i> with 20 participants. *Offered resources for understanding environmental and racial justice. *Ran second course of <i>B,E,+PE</i> with 8 participants. 	*Develop program strategy for 2021.	
Update Website	*Updated content, added podcast.	*Keep updating.	
Clear Role with Christ and Cascadia Journal	*James wrote one of the first articles for the renewed journal.	*Work with Forrest to determine best role for Circlewood.	Christ and Cascadia is an online journal started by Fuller Seminary and recently acquired by Seattle School of Theology – Forrest is the new editor.

2020 OBJECTIVE #3: Strengthen Circlewood's Core

2020 KEY RESULTS	YTD PROGRESS	DEC GOALS	COMMENTS
Add 2 Board Members	*Welcomed Mike to the Board. *Clarified terms and nominating process.	*Form Board Development Team.	Does not feel like a pressing need yet, but good to start thinking about this.
Every Board member active in comm. work	*Started Development Team *Started Resource Team	*Continue to develop these teams.	
Hold 2 great retreats and 2 great meetings.	*Held retreat in February. *Held board meeting April 20 *Board meeting July 17-18 *Board meeting Sept	*Board meeting early December	James missedsbeing together!
Clarify James' role for the next phase of CW	*Initial conversations with David Jones		As Circlewood grows, James' role is shifting in several ways.
Integrate David Jones more fully into Circlewood	*Participated in February retreat and April/July/Sep board meetings. *Read <i>Shalom + Comm. of Creation</i> .	*Continue to evaluate role and bring update to Dec. meeting.	David continues to help shape CW's direction and strategically navigate COVID disruptions.
Expand Forrest's role to include Camano	*Created plan for 2021.	*Further define and include in 2021 budget.	This is an important element in our continued growth.
Established Admin. Assistant	*Louise began work on March 1.	*Include expanded hours in 2021 budget.	Louise is doing great work! This role will need to be expanded for Circlewood to continue to grow.

2020 OBJECTIVE #4: Resource for Growth

2020 KEY RESULTS	YTD PROGRESS	DEC GOALS	COMMENTS
\$200,000 Revenue (revised from 445k)	*\$k income *Projected income for 2020 - \$,000 *Created Q4 fundraising plan to reach 200k. *Grant Developer has produced for us a detailed profile of 70 foundations.	*45 EOY donors at 20k *Identify top 10 foundations to pursue as well as next steps.	Current coronavirus crisis requires revision of plans. The Resource Team will continue to work on strategic planning while also factoring in contingencies.

2021 Circlewood Operating Budget (Preliminary)

INCOME	2020 Budget	2020 Actual	2020 Projected	2021 Budget	NOTES
DONOR SUPPORT					
Unrestricted Cash	165,698	73,000	139,276	225,000	
In-kind		440,000	440,000	0	2020 - received 20 acres of land.
Forest Stewardship	2,500	3,100		7,500	In 2020 these funds came from Microsoft's giving program
Camano Island Coffee Roasters	250	78	328	500	
TOTAL DONOR SUPPORT	168,448	516,178	579,604	233,000	
GRANTS	0			4,154	
ACTIVITY REVENUE					
Presentation Income					
Church Partnerships		1,000	1,000	1,500	Renew Covenant and Bellingham Covenant
Publication Income	150	353	653	400	This comes from previous publications of MSA.
Event Income					Summer Retreat--this is now included in "Other Program Income"
Podcast Income	2,000			0	Not sure if sponsors or listener donations will be possible.
Blog Income				0	Just getting started.
Forest Income	60,000	1,078	21,078	15,000	Estimated net income from commercial thinning in 2021
Other Program Income	6,000	800	1,200	5,000	Increased programming in 2021.
TOTAL ACTIVITY REVENUE	68,150	3,231	23,931	21,900	
OTHER INCOME	150	10,025	10,025	15,000	Timber harvest and forest products.
TOTAL INCOME	236,748	529,434	613,560	274,054	
PROGRAM EXPENSES					
OUTREACH PROGRAMS					
Podcast Producer	20,000	16,667	20,000	33,000	Assuming increase of hours after June at same rate
Podcast Expenses	5,000	1,757	2,343	5,000	
Blog Expenses	500			500	
Fuller Class Expenses	500	500	500	0	
Leadership Event Expenses	0				We included this in "Events, Meetings, Conferences"
Events, Meetings, Conferences	500		400	1,000	2 Conferences to network post-COVID
Other Outreach Expenses		1,773	1,773	3,000	Online courses, webinars, etc.
TOTAL OUTREACH EXPENSE	26,500	20,697	25,016	42,500	
CAMANO PROGRAMS					
Program Expense	3,000	4,746	4,746	5,000	2021 programs undefined
Summer Retreat		200	200	0	
Forest Stewardship	40,000	2,409	2,409	5,000	
TOTAL CAMANO PROGRAMS	43,000	7,355	7,355	10,000	
OTHER PROGRAM EXPENSE	4,500		0	4,500	For 2021 opportunities that may emerge.
TOTAL PROGRAM EXPENSE	74,000	28,052	32,371	57,000	

43						
44	CAMANO LAND & DEVELOPMENT					
45	Property Taxes	7,826	8,732	8,732	10,900	We may explore possibility of non-profit tax reduction for land.
46	Maintenance	500	35	50	2,000	May need new gate.
47	Insurance					
48	TOTAL CAMANO L&D EX	8,326	8,767	8,782	12,900	
49	Church Partnerships				0	
50						
51	ADMINISTRATIVE					
52	Administrative Support	10,000				Moved to staff segment below
53	Office Supplies	300	119	159	300	
54	Postage	250	15	20	250	
55	Cedarstone	45,000	27,995	37,995	45,000	Cedarstone services plus expenses
56	State Registrations	250	60	60	250	
57	Bank Charges and Fees	100			100	
58	Telecommunications	240	155	207	240	
59	Legal and Prof. Services	500	2,510	2,510	1,500	
60	Liability Insurance	1,250		1,242	1,250	This includes general liability and board and officers insurance - we will be looking at alternative providers in 2021.
61	Last Pass	35	53	71	75	
62	Quickbooks					
63	Licences and Fees	100	10	50	100	
64	Software Subscriptions	150	75	75	150	
65	Cost of Publications	50			50	
66	Gusto Payroll Subscription	600	541	721	750	
67	TOTAL ADMIN. EXP.	58,825	31,533	43,110	50,015	
68						
69	STAFF EXPENSES					
70	Exec. Director Salary	46,000	36,342	48,000	69,000	2020 Includes bonus, \$500 for health insurance, \$40/mo cell phone? 2021 assumes 30 hours for full year at same rate
71	Exec. Dir. Work Expenses	1,000	460	614	1,000	includes \$40/mo cell phone?
72	Exec. Dir. Mileage Reimburse	2,400	1,326	1,626	2,400	
73	ED Workmans Comp.	230	179	239	318	
74	ED Social Security	2,900	2,263	2,976	3,958	
75	ED Medicare	675	558	725	964	
76	ED WA Unemployment Ins.	50	36	47	63	
77	ED WA Emp. Admin. Fund	15	11	14	19	
78	ED Reimbursemet WA FML	117	83	112	117	\$9.71/mo.
79	TOTAL EXEC. DIR.	53,387	41,258	54,353	77,839	

77	Admin. Assist. Wages		7,700	10,949	20,000	See above for 2020 budget. 10 months@ \$25/hr. in 2020. 2021 Amount calculated on increase to 20 hours in January
80	AA Workmans Comp.		35	50	100	
81	AA Social Security		477	681	1,362	
82	AA Medicare		112	160	320	
83	AA WA Unemployment Ins.		8	11	22	
84	AA WA Emp. Admin. Fund		2	3	6	
85	TOTAL ADMIN. ASST.	0	8,334	11,854	21,810	
86	Intern	2,000	2,000	0	2,000	For help in summer.
87	TOTAL STAFF EXPENSES	55,387	51,592	66,207	101,649	
88						
89	BOARD					
90	Meetings	1,200	1,324	2,324	2,500	Retreats, meeting expenses
91	Reimbursements	250	151	151	250	
92	TOTAL BOARD EXPENSES	1,450	1,475	2,475	2,750	
93						
94						
95	COMMUNICATION / MARKETING					
96	Constant Contact	240	206	206	220	Prepaid through Nov. 2020? 1 year is \$240. Included in DonorPerfect?
97	Website	600	620	620	600	Domain name purchase, host fees, and gift for designer.
98	Marketing Materials	500	17	23	500	Banner display, etc.
99	Social Media Coordinator	0	0	0	8,500	Assumes 8 hours/week at \$20/hour.
100	TOTAL COMM. EXPENSES	1,340	843	849	9,820	
101						
102	FUNDRAISING					
103	Merchant Fees	500	208	277	500	
104	Donor Perfect	1,920	963	1,284	1,920	\$3.45/mo over 2020, plus per transaction fees
105	Cost of Fundraising	5,000	2,770	4,270	7,500	Meals with donors, thank you gifts, events, etc., + grant writer
106	TOTAL FUNDRAISING EXP.	7,420	3,941	5,831	9,920	
107						
108	OTHER EXPENSES	30,000			30,000	Possible new opportunities
109						
110	TOTAL EXPENSES	236,748	126,203	162,100	274,054	
111						
112	TOTAL PROFIT	0	403,231	451,460	0	

2021 Circlewood Project Budget (Preliminary)					
FUNDS	2020 Budget	2020 Actual	2020 Projected	2021 Budget	NOTES
Existing Funds	30,200	30,200		700,000	650k = 300k gift and 350k loan. \$50k = existing savings
New Funds	0	650,000	0	200,000	
TOTAL FUNDS	30,200	680,200	0	900,000	
EXPENSES					
Survey Work	7,200	9822	8391	8000	
Civil Engineering	5,000		15000	15000	
Architect Fees	7,000	6603	5760	50,000	Comprehensive Design work.
County Fees	1,000	619	619	2000	
Site Security	10,000	0	0	0	Unsure what steps are needed
Phase 1 Construction	0	0	0	175,000	
Circlewood Farm	0	0		650,000	
TOTAL EXPENSES	30,200	17,044	29,770	900,000	
TOTAL PROFIT	0	663,156	-29,770	0	

Camano Update

Progress in 2020 YTD

January - Development Team began mtg.

February - Met with Construction for Change

March - Met with Janicki Logging re: thinning forest

April - Met with Engineering 2020 re: driveway project

May - Finalized transfer of remaining 20 acres with Tom and Christine Sine.

June - Marked trees to harvest for thinning project. Topographical survey of likely building areas done by David Vandervort Architects. Met with key neighbor.

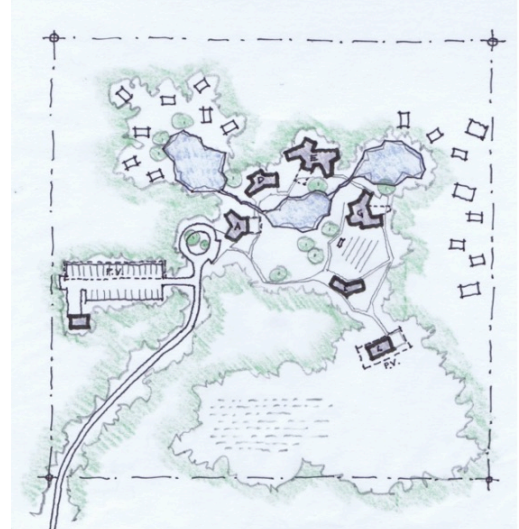
July - Met with Terra Phoenix Design team on the land to explore the possibilities for adding agriculture, agro-forestry, and sustainability systems to master plan.

August – Had follow up meeting with Terra Phoenix Design. Asked the to put together proposal for their engagement

September – Camano Development Team met. Had vision meeting with David Vandervort Architects. Met with 3 key neighbors.

October – Walked road and land with Mark Buhner of 2020 Engineering and road builder from Janicki.

November – Made decision to have Janicki do the road work in Dec., and another company do the timber work in Jan/Feb.



Goals for December

- Get timber road improvement work done.
- Sign timber harvest contract.
- Sign updated design contract with David Vandervort Architects
- Host permaculture workshop through Terra Phoenix Design

Circlewood Board Meeting December 4, 2020 via zoom

Present: James Amadon, Glenn Palmberg, Tim Hedberg, Lenore Three Stars, Forrest Inslee, Beth Knox, Tom Ruebel, Mike Holmgren, Louise Conner. Guest: David Jones.

There was a check-in of those present. The meeting was opened in prayer. James shared a zoom poll, which was followed by an overview of the meeting.

Glenn presented the minutes for the last meeting. Forrest moved to approve the minutes as presented in the meeting packet. Tom seconded the motion. The motion passed.

A short Nominating Committee Meeting was held. Beth was appointed as chair while Glenn and Tim absented themselves during the discussion of their terms. According to the nominating policy adopted at our last meeting, Glenn and Tim's current terms will expire at the end of December, 2020. Both are open and eager to serve second terms as Board members if the Board wishes them to. After affirmative comments, Beth entertained a motion to extend an invitation for a second three-year term for both Glenn and Tim; Tom made the motion; Mike seconded the motion. The motion passed. Glenn and Tim returned to the meeting and both accepted the invitation. Their second Circlewood terms will begin on 1/1/2020 and will run until 12/31/2023.

Conflict of Interest Policy: James introduced the draft Conflict of Interest Policy. Forrest moved to approve. Tom seconded. The motion passed. James and Louise will implement the questionnaire portion of the policy beginning in January.

Financial Updates: James referred people to the packet, with additional information in the back. Profit and Loss as of Nov. 30 is -\$77,629. We expect year-end giving in December to cut this loss and the loss is not unexpected this year as we expanded our work this past year. The PPP loan has been fully forgiven. Cash on hand total reflects funds in Trust account that was voted on last month (\$300K gift, \$350K loan for farm property). The Projected cash flow for the year is anticipated to be an annual loss of \$26,310.

OSKR Update:

Camano: The timber harvest scheduled has been readjusted. Preparation work on access road for timber harvest should be started and completed by the end of the year, which we hope will help the long-term access road project work as well. Entrance will be widened to nine feet and turnouts will be added. We will use a different timber company than originally planned for due to their proposed cost. A contract with a new forester is in process, with the harvest to take place in January. Expenses from the harvest will be in 2020, while the income will be pushed into 2021. James is reviewing a proposal submitted by David Vandervort for more thorough design work over the next six to eight months. There is a need to balance what should be done now and what should wait until questions such as road accessibility are more settled. A project manager is a need in this area and options are being explored. James wants to schedule Camano Development team meeting soon to catch everyone up and chart out what is possible over the next year. Update on Camano property that we made offer on was given. The offer was not really considered since it was a bank manager looking at offers. The new owners are property investors and have begun gutting the house and plan to upgrade it and possibly live in it.

Emerging 2021 Goals:

James is working on possible 2021 projects and the budget for those. The podcast now has over 5000 downloads in first season and the downloads are steadily rising. A second Bible, Ecology and Practical Earthkeeping class was held and we are looking at and learning from the surveys. We hosted our first webinar with Mike, James appreciated having a seasoned pro as cohost. The feedback has been really good; people appreciated that we highlighted hope. While people need to know the bad news about the environment, purposefully highlighting the signs of hope around us is important also and that emphasis may become part of our Circlewood way of being. The second season of the podcast will launch in January. James is starting an hour a day of writing next week. There is an opportunity to bring on a social media coordinator. Additional webinars/live events bringing people together are also possible. The annual deep dive vision discussion was held and James felt it was good to expand the circle and have more voices at the table. James is prepared to go $\frac{3}{4}$ time in January; Louise will add five to ten hours. Forrest plans to add more Circlewood hours in late spring/summer. David is continuing on, with shifted responsibilities. Creating a small board development team is anticipated.

Resource for Growth: The Circlewood stretch goal for 2020 was revised due to the coronavirus. Tara Britton has provided thorough profile of 70 foundations which might be good connections. She provided extra profiles voluntarily because she likes what we're doing. This will help us in 2021 as we will have some projects that are grant-ready. The current goal is to identify ten foundations from this list that we want to pursue and, with the Resource Team, determine next steps. An new idea is to develop forest products from Camano and create a Christmas shop next year. When we are able to invite people to the land, more opportunities will be opened up.

2021 Budget Proposal. To allow some plans to be made without having all the budget details resolved, a preliminary budget was presented at this meeting and a finalized 2021 budget proposal will be brought to the first meeting of 2021. There were three proposed staff positions changes: James, Louise, and a social media coordinator. Numbers for the Project Budget are not known yet. The proposal was to approve a preliminary Operating Budget and Project Budget, with the assumption that we will come back to the board in early 2021 with a finalized budget.

James, Louise, Forrest and David left the meeting during discussion of the staff section of the budget proposal.

(Secretary was absent during budget discussion and any votes that were taken. Per others present, Glenn asked the Board for permission to purchase a Christmas gift for James and Emily on behalf of the Board and the Board approved that purchase. The Board voted on and approved a preliminary 2021 Operating Budget and preliminary 2021 Project Budget.)

James, Louise, Forrest, and David returned to the meeting.

James presented a Proposal for Potential Farm on Camano. James and Forrest have created a list of criteria, James does not anticipate a rush to implement this proposal on a new property.

The following proposal was presented: That the board authorize Forrest and James to work with the Resource team to offer up to \$650K on a suitable property, and to consult the Board as needed. Lenore asked if the gift and loan were tied to the particular piece of property. Glenn stated that it was not. Mike asked if there was any chance of purchasing the original property from the new owners so that they could avoid their planned remodeling costs. James stated that if the proposal was passed, it

would include that property as well as new possibilities. He wants the Resource team to meet soon to look into options of pursuing that property further.

Glenn entertained the motion to adopt the Proposal for a Potential Farm on Camano. Lenore made the motion and Mike seconded the motion. The proposal was passed.

James proposed that the Resource Team stay on for a short meeting, depending on how things go with the Sines.

Tom and Christine Sine joined the meeting. Reflections on the Sines, their legacy, and our common vision were shared. The Sines opened their gifts. They expressed their appreciation for the gifts and their desire to continue to support Circlewood and its ongoing vision. Tim led a prayer. The Sines left the meeting. Glenn closed the meeting.

Next meeting—late January or February. Lenore expressed the desire to be introduced to the Sines if/when they are part of a Circlewood meeting in the future.

After technical difficulties, the meeting was adjourned.

Submitted by

Louise Conner
Secretary

Action Items:

- James and Louise—will distribute Conflict of Interest Questionnaire to Board Members in January
- James—will schedule Resource Team meeting
- James (or other board member)—introduce Lenore to Sines next time they are present