



## **Circlewood Board Meeting February 19-20, 2021**

### **February 19**

**1:00 pm** – Gather

Check-in

Opening prayer – *Glenn*

Overview of the meeting – *James*

**1:30** – Administrative items

**Action:** Approve December Meeting Minutes – *Glenn*

Pages 2-4

Financial Report – *James, Louise, and Tim*

Page 5

Additional resources

Pages 14-19

**2:00** – Vision and Mission

Clarified Vision and Discussion - *James*

Page 6

2021 OSKR's (Objectives, Strategies, Key Results) - *James*

Page 7

OSKR's Progress YTD

Pages 20-22

**Action:** Farm and Forest Proposal

Page 8

**Action:** 2021 Finalized Budget Proposal

Pages 9-13

**2:50** - Next Steps

Louise will send out minutes and assignments

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

**3:00** - Pray and Adjourn until 10:00am tomorrow

### **February 20**

**10:00 am** – Gather and Prayer

**Discussion:** Circlewood Village with David Vandervort

**10:30 – Discussion:** Building the Circlewood Community through Friendraising

**11:50 – Prayer and Adjourn**

**Next Meeting – May – Specific date TBD**

## **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

## Financial Summary Through February 17, 2021

### 2020 Summary

Last year we added staff/contracted help and got the development process on Camano going. Despite these aggressive steps, and the emergence of COVID, we ended the year in a strong financial position.

2020 Profit/Loss	(22,680)
------------------	----------

### 2021 Summary

This year we have added a part-time Social Media Director and increased hours for Louise and James. We plan to increase Forrest's hours mid-year. We have money set aside for site design and preliminary development work on Camano. We created a growth budget for further design/development work as well as new program ideas that would be funded with new giving and/or grants.

Operations Budget	265,000	(To be voted on at this meeting)
Project Budget	300,000	(For Circlewood Development work – fully funded)
Growth Budget	45,000	(For media development – funded through grants)

### Profit/Loss as of February 17:

Income	15,516	
Operating Expenses	46,242	(26k for road work – will be offset by logging)
<u>Camano Project Exp.</u>	<u>0</u>	
<b>Total Profit/Loss</b>	<b>(30,728)</b>	

### Cash on Hand as of February 17:

Regular Checking	25,927	
Forest Checking	616	(Designated for forest stewardship expenses)
Savings	93,275	(Undesignated Reserves)
Covenant Trust 1	300,000	(Gift – proposal to designate this for CW Village)
<u>Covenant Trust 2</u>	<u>350,000</u>	(Loan – proposal to return this to lender)
<b>Total</b>	<b>769,818</b>	

**Projected Cashflow for 2021** (not enough data yet)



## UPDATED VISION

### Core Beliefs + Guiding Purpose + Current Mission

#### Our Core Beliefs

We are in a period of rapid ecological change that requires radical transformation of humanity's worldview and way of life.

Followers of Jesus must develop an ecologically-conscious faith (eco-faith) that helps lead this transformation.

#### Our Purpose

Circlewood exists to accelerate the development of an ecologically-conscious faith (eco-faith) that restores health to the community of creation and leads humanity into a more just, sustainable, and verdant way of life.

*"Accelerating the Greening of Faith"*

#### Our 30-year Mission

- To accelerate the greening of faith through:
  - Creating media that build global awareness, community, and change.
  - Designing programs and courses that train a generation of earthkeepers.
  - Building a world-class center for eco-faith development on Camano Island.
- We will know we have accomplished the mission when:
  - Circlewood media are regular and trusted sources for individuals, communities, and organizations around the globe.
  - There are 1,000 CW alumni accelerating change in 1,000 places.
  - Circlewood Village is a recognized and recommended destination for individuals, communities, and organizations.



“Accelerating the Greening of Faith”

**2021 Objective #1**  
Expand and develop programs.

**Strategy and Key Results**

*Expand Creative Media*

- 1,000 listeners per podcast episode with 20% outside U.S.
- New email Newsletter with 250 subscribers.
- 750 FB Followers / 1,000 IG followers

*Develop Education Program strategy*

- Detailed program plan
- 2021 programs tbd

*Get Camano ready to build*

- Detailed design for whole site + Phase 1.
- Infrastructure plan in place.

**2021 Objective #2**  
Strengthen Circlewood’s core.

**Strategy and Key Results**

*Keep Developing the Board*

- TBD

*Build Collaborative Staff System*

- Staff team setting ambitious goals for 2022.
- Integrated Communications and Marketing plan serving our community circles.

*Create Volunteer Opportunities*

- TBD

*Mission-Focused Administration*

- Office system that supports online collaboration and physical sustainability.
- Data system that supports relationship building with Circlewood community.

**2021 Objective #3**  
Resource for Growth

**Strategy and Key Results**

*Treat Donors As Partners*

- \$228k through:
  - 70 one-time gifts (5 avg. \$25k)
  - 32 recurring givers

*Cultivate Long-term Foundation Relationships*

- 250k Initial major grant proposal.
- 45k in small grant wins.

*Lay Groundwork for Capital Campaign*

- Begin feasibility study.

*Build Program Income*

- 3.5k

*Cultivate Corporate Relationships*

- 7.5k - Microsoft
- 1k - Affiliate partnerships (Spark and CICR)

*Develop Forest Products*

- 5k - Timber Harvest
- List of potential forest products



# Board Proposal

February 19, 2021

## Camano Forest and Farm Discernment

**Proposed by:** James Amadon, Glenn Palmberg

**Description:**

In November, we tried to purchase a 2-acre property on Camano that was near our forest and could become a small farm. A \$300,000 gift and \$350,000 loan were given to help make this possible. We were unsuccessful, and decided to keep our options open in case another property became available. Four months later, no property has emerged and real estate prices have increased on Camano. Meanwhile, progress has been made on our forest development - we have made access road improvements, began comprehensive site design work with David Vandervort Architects, and started working toward a substantial grant proposal with the Murdock Trust. Having a forest/farm combination on Camano is desirable in the long-term, but it seems prudent in the present to focus our limited time and resources on one or the other. We think that it makes sense, for the immediate future, to focus on the forest.

**Specific proposal:** We propose the following steps:

- Change the designation of the \$300,000 gift from farm property to forest development work. The donors, Mike and Kathy Holmgren, have agreed to this.
- Return the \$350,000 loan to Mike and Kathy. They have communicated that that it could be available to us again should we need it.
- Move the \$300,000 gift from our Covenant Trust account into our BECU account so it is available for development costs.

**Extra information – Forest Project Budget**

Design development Jan-May	60k	(For comprehensive site design)
Design development Jun-Dec	50K	(For Phase 1 Design. Est. 35-50k)
Construction Documents	45K	(Est. 35-45K – may be done in 2022)
Tiny Home	60K	(Will need someone on land)
<u>Infrastructure</u>	<u>85K</u>	(Rough estimate – on the higher side)
<b>TOTAL</b>	<b>300K</b>	

\*These figures represent the higher end of estimated costs for this work. There is a good chance the total will come in under 300K. Some of this will probably be in 2022.



2021 Circlewood Operating Budget (with growth items)				
INCOME	2020 Budget	2020 Actual	2021 Budget	NOTES
<b>DONOR SUPPORT</b>				
<b>Unrestricted Cash</b>	165,698	139,954	218,468	* The 2020 actual does not include the \$300K gift for farm property
<b>In-kind</b>		440,000	0	2020 - received 20 acres of land.
<b>Forest Stewardship</b>	2,500	3,100	7,500	In 2020 these funds came from Microsoft's giving program
<b>Camano Island Coffee Roasters</b>	250	148	500	
<b>TOTAL DONOR SUPPORT</b>	<b>168,448</b>	<b>583,202</b>	<b>226,468</b>	
<b>*GRANTS/NEW FUNDS</b>	0		<b>45,000</b>	See lines 43-46 for grant expenses.
<b>ACTIVITY REVENUE</b>				
<b>CAMANO ACTIVITY REVENUE</b>				
<b>Forest Income</b>	60,000	1,078	30,000	Estimated income from commercial thinning in 2021
<b>Camano Events Income</b>				
<b>Other Camano Income</b>				
<b>EDUCATION ACTIVITY REVENUE</b>				
<b>Presentation Income</b>				
<b>Church Partnerships</b>		1,000	2,200	Renew Covenant and Bellingham Covenant
<b>Other Education Income</b>	6,000	1,060	5,000	Increased programming in 2021.
<b>MEDIA ACTIVITY REVENUE</b>				
<b>Publication Income</b>	150	364	400	This comes from previous publications of MSA.
<b>Podcast Income</b>	0		0	Sponsorships and grants listed in growth budget.
<b>Blog Income</b>			0	Just getting started.
<b>Other Media Income</b>				
<b>TOTAL ACTIVITY REVENUE</b>	<b>66,150</b>	<b>3,502</b>	<b>37,600</b>	
<b>OTHER INCOME</b>	<b>150</b>	<b>10,067</b>	<b>150</b>	
<b>TOTAL INCOME</b>	<b>234,748</b>	<b>596,771</b>	<b>309,218</b>	

	2020 Budget	2020 Actual	2021 Budget	NOTES	
30					
31	<b>PROGRAM EXPENSES</b>				
32	<b>CAMANO PROGRAMS</b>				
33	Camano Program Expense	4,500	4,746	5,000	2021 programs undefined
34	Forest Expense			26,028	
35	Forest Stewardship	40,000	2,485	3,000	NNRG
36	<b>EDUCATION PROGRAMS</b>				
37	Education Expenses	1,500	2,673	3,500	Online courses, webinars, new ideas.
38	<b>MEDIA PROGRAMS</b>				
39	Podcast Producer	20,000	20,000	33,000	Assuming increase of hours after June at same rate
40	Podcast Expenses	5,000	2,271	5,000	
41	Blog Expenses	500		1,000	
42	New Media Programs	1,500		500	For 2021 opportunities that may emerge
43	*Podcast			15,000	GRANT: New laptop for Forrest, Slight increase in Forrest's hours, Help in production/research.
44	*Blog			15,000	GRANT: Salary for Editor, stipend for writers, technical setup and support
45	*Marketing			10,000	GRANT: Double Jessalyn's hours, new laptop
46	*Video			5,000	GRANT: CW Promotional Video
47	<b>TOTAL PROGRAM EXP.</b>	<b>73,000</b>	<b>32,175</b>	<b>122,028</b>	
48					
49	<b>CAMANO LAND &amp; DEVELOPMENT</b>				
50	Property Taxes	7,826	8,732	10,900	We may explore possibility of non-profit tax reduction for land.
51	Maintenance	500	35	2,000	May need new gate.
52	Insurance				
53	<b>TOTAL CAMANO L&amp;D EXP.</b>	<b>8,326</b>	<b>8,767</b>	<b>12,900</b>	

	2020 Budget	2020 Actual	2021 Budget	NOTES	
55					
56	<b>ADMINISTRATIVE</b>				
57	Office Supplies	300	431	1,000	
58	Postage	250	75	250	
59	Cedarstone	45,000	37,994	42,000	Cedarstone services plus expenses
60	State Registrations	250	200	500	
61	Bank Charges and Fees	100		100	
62	Telecommunications	240	215	240	
63	Legal and Prof. Services	500	2,510	1,500	
64	Liability Insurance	1,250	1,242	2,500	This includes general liability and board and officers insurance - we will be looking at alternative providers in
65	Last Pass	35	53	75	
66	Licences and Fees	100	65	100	
67	Software Subscriptions	150	75	150	LIST HERE
68	Gusto Payroll Subscription	600	654	750	
69	<b>TOTAL ADMIN. EXP.</b>	<b>48,775</b>	<b>43,514</b>	<b>49,165</b>	
70					
71	<b>STAFF EXPENSES</b>				
72	Exec. Director Salary	46,000	48,000	69,000	2020 Includes bonus, \$500 for health insurance 2021 assumes 30 hours for full year at same rate
73	Exec. Dir. Work Expenses	1,000	548	1,000	includes \$40/mo cell phone
74	Exec. Dir. Mileage Reimburse	2,400	1,945	2,400	
75	ED Employer Taxes	3,870	4,069	5,298	
76	ED Reimburse ment WA FML	117	108	117	\$9.71/mo.
77	<b>TOTAL EXEC. DIR.</b>	<b>53,387</b>	<b>54,670</b>	<b>77,815</b>	
78	Admin. Assist. Wages	10,000	11,000	20,000	10 months@\$25/hr. in 2020. 2021 Amount calculated on increase to 15 hours in Jan
79	Admin. Assist. Work Expenses			250	
80	Admin. Assist. Mileage Reimburse			250	
81	AA Employer Taxes		807	1,857	
82	<b>TOTAL ADMIN. ASST.</b>	<b>10,000</b>	<b>11,807</b>	<b>22,357</b>	
83	Soc. Media Coord. Wages			8,320	Assumes 8 hours/week at \$20/hour.
84	Soc. Media Coord. Work Exp.			600	
85	Soc. Media Coord. Mileage			250	
86	SMC Employer Taxes			693	
87	<b>TOTAL SOC. MEDIA COORD.</b>			<b>9,863</b>	
88	Intern	2,000	0		Would come through grants
89	<b>STAFF CONFERENCES</b>	500		1,000	2 Conferences to network post-COVID
90	<b>TOTAL STAFF EXPENSES</b>	<b>65,387</b>	<b>66,477</b>	<b>111,035</b>	

	2020 Budget	2020 Actual	2021 Budget	NOTES	
92					
93	<b>BOARD</b>				
94	Meetings	1,200	1,423	2,500	Retreats, meeting expenses
95	Reimbursements	250	151	250	
96	<b>TOTAL BOARD EXPENSES</b>	<b>1,450</b>	<b>1,574</b>	<b>2,750</b>	
97					
98	<b>COMMUNICATION / MARKETING</b>				
99	Constant Contact	240	206	220	Prepaid through July 2021 1 year is \$240.
100	Website	600	682	700	
101	Marketing Materials	500	26	500	Banner display, etc.
102	<b>TOTAL COMM. EXPENSES</b>	<b>1,340</b>	<b>914</b>	<b>1,420</b>	
103					
104	<b>FUNDRAISING</b>				
105	Merchant Fees	500	208	500	
106	Donor Perfect	1,920	1,198	1,920	\$3.45/mo over 2020, plus per transaction fees
107	Cost of Fundraising	5,000	6,698	7,500	Meals with donors, thank you gifts, events, etc., +grant writer
108	<b>TOTAL FUNDRAISING EXP.</b>	<b>7,420</b>	<b>8,104</b>	<b>9,920</b>	
109	<b>OTHER EXPENSES</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	
110	<b>TOTAL EXPENSES</b>	<b>235,698</b>	<b>161,525</b>	<b>309,218</b>	
111					
112	<b>TOTAL PROFIT</b>	(950)	435,246	0	

**2021 Circlewood Project Budget**

FUNDS	2020 Project Budget	2020 Actual Costs	2021 Budget	2021 Actual Costs	NOTES
Existing Funds	30,200	30,200	300,000		Gift given in 2020
<b>CIRCLEWOOD VILLAGE EXPENSES</b>					
Design Development Jan-May			60,000		Comprehensive Site Design
Design Development Jun-Dec.			50,000		Phase 1 Design - Estimated 35-50k
Construction Document Fees			45,000		Estimated 35-45k (some of this may be 2022)
Tiny Home			60,000		Need someone on land before development begins.
Infrastructure	30,200		85,000		Road and Utilities (50k-85k)
<b>TOTAL EXPENSES</b>	<b>30,200</b>	<b>17,544</b>	<b>300,000</b>		<b>Probably won't spend all of this in 2021.</b>
<b>TOTAL PROFIT</b>	<b>0</b>	<b>12,656</b>	<b>0</b>		

# APPENDIX

## Resource Dashboard

REVENUE/EXPENSE	2021 Obj.	Jan. 2021	2020 YTD	2020 Total
One-time Gifts \$10 - \$1000	60 gifts \$12,000	1 \$600		47 gifts \$9372
One-time Gifts \$1000+	15 gifts \$143,000	0 \$0	N/A	10 gifts \$61,520
Recurring Givers \$100 - \$1000/yr	20 givers \$10,000	18 \$782	N/A	18 givers \$8337
Recurring Givers \$1000+/year	12 givers \$63,000	11 \$5074	N/A	10 givers \$61,729
<b>New Givers</b>	<b>22</b>	<b>1</b>		<b>18</b>
<b>Total Givers</b>	<b>70</b>	<b>30</b>		<b>48</b>
<b>Camano Project</b>				
	1 \$300,000*	1 \$300,000*	N/A	N/A
<b>Foundations</b>	2 \$45,000	0 \$0	0 \$0	\$0
<b>Corporate Partners</b>	3 \$5000	1 \$110	0 \$0	\$850
<b>Corporate paid vol. hrs.</b>	100 hrs \$2,500	0 \$0	0 \$0	16 hrs / \$400
<b>Program Revenue</b>	\$3500	\$0	\$0	\$2890
<b>Product Revenue</b>	\$30,000	\$26	\$12	\$105
<b>Other Revenue</b>	\$1000	\$15	\$23	\$
<b>TOTAL GIVING/REVENUE</b>	<b>\$615,000</b>	<b>\$8,135</b>	<b>\$7808</b>	<b>\$156,771</b>
<b>Operations Expenses</b>				
	\$265,000	\$30,700	\$9919	\$161,725
<b>Project Expenses</b>	\$300,000	\$0	\$426	\$17,544
<b>Growth Expenses</b>	\$45,000	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>	<b>\$610,000</b>	<b>\$30,700</b>	<b>\$10,345</b>	<b>\$179,268</b>
<b>Net Income</b>	<b>\$5000</b>	<b>-\$22,565</b>	<b>-\$537</b>	<b>-\$22,497</b>

\*300k for camano project given in 2020

# Other Dashboard Data

	2021 Obj.	Jan. 2021	2020 YTD	2020 Total
<b>Donor Perfect Contacts</b>	500	386	367	383
<b>Facebook Followers</b>	750	357	N/A	307
<b>Instagram Followers</b>	1000	142	N/A	119
<b>Volunteer Hours</b>	750	N/A	52	640
<b>Website Visitors/month</b>	500/month	217	77/month	232/month avg.
<b>James' Work Miles</b>			N/A	2114
<b>Podcast Episode Downloads</b>	1000/episode 20,000 total	215/episode 6,369	N/A	N/A

# Circlewood

## Balance Sheet

As of February 17, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
BECU checking	25,700.49
BECU checking Forest	616.24
BECU Savings	93,274.97
Covenant Trust	7.46
Holmgren Property Gift	300,000.00
Holmgren Property Loan	350,000.00
<b>Total Covenant Trust</b>	<b>650,007.46</b>
Key Bank Checking	0.00
Paypal	-19.99
Petty Cash & Cash Equivalent	0.00
Reimbursement Clearing	0.00
SaveSave Fees	191.98
<b>Total Bank Accounts</b>	<b>\$769,771.15</b>
Other Current Assets	
Uncategorized Asset	0.00
<b>Total Other Current Assets</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$769,771.15</b>
Fixed Assets	
Camano Island Land	
Land Value	863,000.00
<b>Total Camano Island Land</b>	<b>863,000.00</b>
<b>Total Fixed Assets</b>	<b>\$863,000.00</b>
Other Assets	
CONSTRUCTION IN PROGRESS	
Building Structure - Retreat Center	96,603.85
<b>Total CONSTRUCTION IN PROGRESS</b>	<b>96,603.85</b>
<b>Total Other Assets</b>	<b>\$96,603.85</b>
<b>TOTAL ASSETS</b>	<b>\$1,729,375.00</b>



	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
BECU	932.25
Chase #4978	0.00
Key Bank #8088	0.00
<b>Total Credit Cards</b>	<b>932.25</b>
<b>Total Credit Cards</b>	<b>\$932.25</b>
Other Current Liabilities	
Holmgren Loan	350,000.00
Sales Tax	0.00
<b>Total Other Current Liabilities</b>	<b>\$350,000.00</b>
<b>Total Current Liabilities</b>	<b>\$350,932.25</b>
<b>Total Liabilities</b>	<b>\$350,932.25</b>
Equity	
Opening Balance Equity	0.00
Retained Earnings	1,409,168.54
Net Income	-30,725.79
<b>Total Equity</b>	<b>\$1,378,442.75</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,729,375.00</b>

# Circlewood

## Profit and Loss

January 1 - February 17, 2021

	TOTAL
Income	
ACTIVITY REVENUE	51.50
Publication Income	26.52
<b>Total ACTIVITY REVENUE</b>	<b>78.02</b>
Interest Income	15.72
Sales of Product Income	0.13
SUPPORT	
Donor Gifts	
Camano Island Coffee Roasters Income	110.93
Cash	15,311.90
<b>Total Donor Gifts</b>	<b>15,422.83</b>
<b>Total SUPPORT</b>	<b>15,422.83</b>
<b>Total Income</b>	<b>\$15,516.70</b>
<b>GROSS PROFIT</b>	<b>\$15,516.70</b>
Expenses	
ADMINISTRATIVE	
Cedarstone	3,333.00
Office Supplies	364.64
Password Management	52.90
State Registrations	25.00
Telecommunications	20.21
<b>Total ADMINISTRATIVE</b>	<b>3,795.75</b>
BOARD EXPENSES	
Meetings	33.01
<b>Total BOARD EXPENSES</b>	<b>33.01</b>
COMMUNICATION	
Website	24.22
<b>Total COMMUNICATION</b>	<b>24.22</b>
FUNDRAISING	
Cost of Fundraising	386.24
Donor Perfect	249.61
Merchant Fees	33.15
<b>Total FUNDRAISING</b>	<b>669.00</b>
PROGRAM	
OUTREACH PROGRAMS	
Podcast Expenses	32.00
Podcast Producer	3,333.34
<b>Total OUTREACH PROGRAMS</b>	<b>3,365.34</b>
<b>Total PROGRAM</b>	<b>3,365.34</b>

Profit and Loss  
January 1 - February 17, 2021

	TOTAL
<b>PROJECT EXPENSES</b>	
Civil Engineering	26,028.50
<b>Total PROJECT EXPENSES</b>	<b>26,028.50</b>
<b>STAFF EXPENSES</b>	
Administrative Assistant Wages	1,625.00
Executive Director Salary	5,750.00
Executive Director Work Expenses	123.50
Reimbursement for Taxes--WA Family & Medical Leave	65.82
Social Media Coordinator	693.40
Taxes--Medicare	116.99
Taxes--Social Security	500.24
Taxes--Washington Employment Administration Fund	79.37
Taxes--Washington Unemployment Insurance	8.07
Taxes--Workmans Compensation	31.28
<b>Total STAFF EXPENSES</b>	<b>8,993.67</b>
Unapplied Cash Bill Payment Expense	3,333.00
<b>Total Expenses</b>	<b>\$46,242.49</b>
NET OPERATING INCOME	<b>\$ -30,725.79</b>
NET INCOME	<b>\$ -30,725.79</b>

## 2021 Objectives, Strategies, and Key Results Update

2020 OBJECTIVE #1: Expand and Develop Programs			
2021 KEY RESULTS	PROGRESS YTD	Q1 Goals	COMMENTS
<i>Expand Creative Media</i>			
1,000 listeners per podcast episode with 20% outside U.S.	*New producer Dave Ulfers freeing up Forrest to focus on content.		
New email blog with 250 subscribers.		*Test out new platform.	Goal to launch April 1.
750 FB Followers / 1,000 IG followers	*Jessalyn Megerle hired as Social Media Director.	*Jessalyn visit Camano. *3 posts/wk.	Working on SM guidelines.
<i>Education strategy</i>			
Detailed plan in place		*Brainstorming session with Forrest on Feb. 26.	
2021 programs?			Not sure what possibilities are yet.
<i>Camano Ready to Build</i>			
Detailed design for whole site + Phase 1.	*David Vandervort Architects working on master site design.	*Draft of phases of construction.	
Infrastructure plan in place.			Need help here.

**2021 OBJECTIVE #2: Strengthen Circlewood's Core**

2020 KEY RESULTS	YTD PROGRESS	Q1 GOALS	COMMENTS
<i>Engaged Board</i>			
<i>Collaborative Staff</i>			
Staff team setting ambitious goals for 2022.	*Had first staff meeting.	*Set up monthly meeting.	
Integrated Comm. + Mark. plan serving our community circles.	*Drafted Circlewood Community Circles and funnel.		This will take more shape as the year progresses.
<i>Mission-focused Admin.</i>			
Office system that supports online collaboration and physical sustainability.	*Working with Sean Sutton from Microsoft on Office365 integration. *Purchased recycled greeting cards for board and staff.	*O365 up and running.	
Data system that supports relationship building with Circlewood community.			This will come a little later in the year.

2020 OBJECTIVE #4: Resource for Growth			
2020 KEY RESULTS	YTD PROGRESS	Q1 GOALS	COMMENTS
<i>Treat Donors as Partners</i>			
\$228k through 70 one-time gifts (5 avg. \$25k) and 32 recurring gifts	*Resource team met.		
<i>Cultivate Foundation Relationships</i>			
250k Initial major grant proposal.	*Mike and James met with Jeff Pinneo, Trustee of Murdock Trust.	*Submit LOI to Murdock.	Timing of proposal dependent on how development of Camano proceeds.
30k-50k small grants	*Identified 4 potential foundations to focus on this year.	*LOI submitted to at least one.	
<i>Lay Groundwork for Capital Campaign</i>			
Feasibility Study			This will come later in the year.
<i>Build Program Inc.</i>			
3.5k in program income			Not sure yet what program lineup will be.
<i>Cultivate Corp. Rel.</i>			
10k - Microsoft			This will later in the year, post-Covid.
6k - Affiliate partnerships (Spark and CICR)	*Met with founders of Spark Giving.		*Waiting for new Spark platform.
<i>Develop Forest Prod.</i>			
5k - Timber thinning	*Timber thinning scheduled for March.		*Profit will depend on timber market at time of sale.
List of potential products			This will come later in the year.

