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Resist Board Meeting Minutes

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10-6-2002

### Resist Board Meeting, Oct. 6, 2002

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**LRPC Meeting  
September 11, 2002  
Resist Office 8:30am**

**Present: Pam, Becca, Marc, and Carol.**

**I. Set Agenda.**

**II. Review Aug Board Meeting**

A. Did not finish talking about Personnel structure

1. Hank, Carol and Jorge are writing position papers for the three structural options: Rotating Coordinator, Collective, and Executive Director, respectively.
2. These papers will be distributed before the Oct Board meeting.
3. There will be a vote in Oct on Staff Structure [More details on vote

below]

**III. Review where we are in the process- revisit and revise Calendar**

A. The process is taking longer than the original LRPC schedule. The Oct meeting will address Staff Structure; the remaining meetings are Program (to led by Grants and Communication Committees), Board Responsibilities and Territory, (Board Development Committee) and Fundraising (Fundraising Committee).

B. Discussion about which topic (Program or Board Responsibilities and Territory) should follow the Staff Structure discussion:

-If Board Responsibilities and Territory discussion comes in Dec, that follows the structural discussion in regards to staffing to discuss Board structure.

-If Program discussion comes in Dec, we get to have a break between structural planning meetings. Also, any changes in the programmatic focus may have implications for the structure of Board Responsibilities.

C. The LRPC decided to propose revisions to LRP schedule:

Dec: Program discussion

Feb: Board Responsibility and Territory

April: Fundraising

June: Wrap-up and Summary

**IV. Oct Board Meeting: Staff Structure**

A. Suggested Structure for Oct Long Range Planning Discussion (90 minutes):

1. Authors- summaries of position papers (5 min each- 15 minutes)
2. Individuals- responses (2-3 minutes each- 25 minutes)
3. General Discussion (30 minutes)
4. Vote and Implementation Discussion, including a discussion of next

steps, responsible committee(s), and timing (20 minutes)

B. Everyone not attending the meeting will be invited to submit statements about their views regarding the three options for staff structure.



C. Due to the significant nature of this policy decision, the LRPC suggests RESIST seek a clear consensus about the Staff Structure. If this doesn't emerge at the October meeting (taking into account the breakdown of opinions, the opinions of those absent from the meeting, etc.), the vote will be only a tentative decision that would be reviewed and finalized in December. At the December meeting, the Board will make a final decisions, including proxy votes of absent members.

The Long Range Planning Committee makes the following recommendations to the Executive Committee:

-For the discussion at the next board meeting, we have several suggestions for the process. We make these based on a few considerations:

1. This is the hardest decision we have to make in the long-range planning process. It is also the decision with the largest impact not only on RESIST's effectiveness but on how we operate as a group.
2. To the extent possible, everyone on the board should feel comfortable with both the process and the decision. This does not necessarily mean agreeing with the decision but feeling that everyone was heard and the path taken is a good one.
3. Sensitivity, maturity, and focus are all qualities that every board member should bring to this discussion (and to every discussion, of course). Each board member is responsible for this, and person chairing the discussion is responsible for maintaining a process based on these qualities and for keeping us on track.
4. Every board member has something of value to say in this discussion. All are encouraged to speak, and the meeting should be structured so that everyone is allotted some time.
5. A decision has to be made as soon as possible. While this may not occur at the October meeting, the process should lead to closure within a defined time.

With that as preface, we propose:

1. The goal is to have a strong consensus in support of the decision.
2. If the board members at the October meeting feel they can not come to a clear consensus in the allotted time, or if there are strongly felt minority positions, the members present will make only a preliminary, non-binding decision about structure. The final, binding decision will take place in December, with limited discussion at the time.
3. If the final decision is postponed until December, board members who can't be present at that meeting will be invited to submit written statements of their position. These will be considered as votes.

## **V. Dec Board Meeting: Program**

A. Suggest either a 2-day meeting or a long 1-day meeting- soliciting the needs especially of parents



B. Long Range Planning Discussion will be run jointly by the Communications and Grants Committees and include program possibilities not currently in the purview of either committee. It will address RESIST programming in the light of the current political environment, the RESIST mission, etc.

C. The LRPC asks the Communications and Grants Committees to begin developing plans for addressing the questions outlined in or suggested by the 10/01 Board retreat, Board questionnaire responses, and LRPC Survey data. The LRPC will then work with both committees (and possibly others) to design and prepare for the meeting.

**The next LRPC Meeting will be Thurs Oct 17<sup>th</sup> at 8:30am in the Resist Office**



## **Grant Committee Minutes**

9/18/02

Present: Robin Carton, Becca Howes-Mischel, Kay Mathew and Marc Miller

### **Agenda**

#### **1. Grants**

The Committee weeded out 44 of the 49 grants reviewed.

#### **2. Application Revision**

The Committee reviewed the newest draft of the application (attached). Several minor changes were proposed by Marc and Kay. They will be incorporated into the final draft. Kay will look over this draft before bringing it to the Board. At the October Board meeting during the Grant Committee report, Kay will ask Board members to review a copy of the application and to set up a mechanism to accept or reject the application as presented (either by e-mail, polling or other format).

#### **3. Grant-O-Matic Request**

During the last four years, Steve Wishengrad (a donor) has been developing a fairly sophisticated relational data base for Resist's grantmaking program called Grant-O-Matic. The original intention was that, once completed, Resist would share this data base freely with other foundations who were as "retro" as we were- and could use a grantmaking database program.

Recently, Steve was approached by our grantee Rich Cowan of the Organizers Collaborative. Steve had been helping them with a few bugs in their Organizer's Data Base program and realized they needed a lot more help in order to make it truly functional. Rich then asked Steve if he could review a copy of Grant-O-Matic, which would he could then use to up-date their ODB package. Rich mentioned that he could incorporate it into ODB and then thought he could offer it to foundations as an incentive to fund him. Steve asked for Resist's input on this request.

The Grant Committee considered several issues Steve raised, including: 1) the potential that work developed on a voluntary basis for Resist would be marketed to other foundations or organizing groups; 2) giving this product to one grantee would unfairly favor them over others who might use/develop it; and 3) OC might use Grant-O-Matic as is.

*Recommended:* Based on the discussion of the issues above, the Grant Committee recommends that it would not be appropriate to provide Organizers Collaborative with a copy of Grant-O-Matic.

#### **4. Immigrant Workers' Resource Center**

IWRC's multi-year grant is up for year-three renewal in October. It had been suspended last year pending resolution of internal organizational conflicts. It was released in April of this year retroactive to 2001 period. Since there has been no Progress Report received at this point, the year three renewal for IWRC cannot be released.

#### **5. Upcoming Agenda Topic**

The next Grant Committee meeting will be focused on the facilitation of the Long Range Planning discussion regarding program components. This will be coordinated with the Communications Committee.



**Grant Committee- Screening List  
September 2002**

**1. Action L.A.**

**\$3,000**

1013 Mission Street, #6, South Pasadena, CA, 91030 Lee Siu Hin 626/695-3405

Funding for a media training project for immigrant youth utilizing a community media resource center with web and audio production training.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Still coordinating rather than organizing. No obvious connections to working with youth organizing groups in this project. Who are the youth to be trained and how will the training help their organizing work?

**2. ANSWER-Southern Oregon**

**\$2,000**

60 Golden Spike Way, Ashland, OR, 97520 Hal Jamison 541/488-5653

Funding for organizational development for a group working against the Israeli Occupation, the war on terrorism, and other military aggressions tied to global economics.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Just started. Application missing pieces. No positions on reproductive rights.

**3. Arts in Action- LA**

**\$3,000**

1919 W. 7th Street, Fourth Floor, Los Angeles, CA, 90017 Kelly Hardy 213/483-3504

Funding for outreach materials for an cultural and political collective that seeks to build a multicultural community space for organizers across Los Angeles.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Mostly providing space rather than actually organizing.

**4. Boston Global Action Network (BGAN)**

**\$3,000**

P.O. Box 2362, Boston, MA, 02107 Beth White 617/524-8110

Funding for an IMF/World Bank protest and for a retreat to strategize and refocus work building a global justice movement bringing together activists from difference social justice causes.

Decision: Leave In \_\_\_\_\_ No x Undecided \_\_\_\_\_

Comments:

Some weaknesses in questions 10 & 11. Still unable to expand diversity. Not clear any progress made since last grant.

**5. Catholic Action Network for Social Justice/ Center for Theology and Social Analysis** **\$3,000**

1077 Newstead Avenue, St. Louis, MO, 63110 Jenny Truax 314/533-4114

Funding for the "Instead of War" project which will mobilize the local community in opposing an extension of the "War on Terrorism" through community picnics, town hall meetings, and mass rallies.

Decision: Leave In X No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:



**6. Concerned Citizens for Family Preservation****\$3,000**

182 Continental Place, Staten Island, NY, 10303 Folasade Campbell 718/983-9181

Funding for "An International Forum on African Immigration" which seeks to build a bridge between recent immigrant and long-term communities on Staten Island.

Decision: Leave In \_\_\_\_\_ No x Undecided \_\_\_\_\_

Comments:

Mostly social services- come back after conference for general support. Good awareness of GLBT and reproductive rights as welfare issues.

**7 Day, Swing, Grave Productions****\$3,000**

4203 Jackson Avenue, Culver City, CA, 90232 Amie Williams 310/559-7065

Funding for 2-day video training workshop for LA-area organizers and activists to enable them to better use video activism.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Come back when can demonstrate organizing component.

**8. Dignidad Latina Corp.****\$3,000**

PO Box 521054, Salt Lake City, UT, 84152 Mark Alvarez 801/548-8046

Funding for general support for a group opposing a memorandum that would give local and state police limited immigration authority as a way of increasing Latino community involvement.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Only 3 people in the group so far. No sense of political perspective and currently have limited practical goals. Work with UPNET but seem mainstream- don't talk about other Latino organizations in the area.

**9. Eviction Free Zone****\$3,000**

55 Norfolk Street, Cambridge, MA, 02139 Natalie Smith 617/354-1300

Funding for the printing costs associated with the Campaign for Immigrant Voting Rights which links immigrant voting rights to the fight against the Unz/Tamayo referendum, as well as educational materials.

Decision: Leave In x No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

**10. Exceptional Nurse.com****\$3,000**

13019 Coastal Circle, Palm Beach Gardens, FL, 33410 Donna Maheady 561/627-9872

Funding for a new web site that will help to support, advocate for, and empower nurses with disabilities while alleviating the national nursing shortage.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:



**11. Federal CURE****\$3,000**

P.O. Box 153, Reynoldsburg, OH, 43068 Karen Bond 614/501-6896

Funding for a newsletter that would advocate for change in the federal prison system through a diverse population of prisoners and prison reform organizations.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Budget is too large \$215,000.

**12. Florida Fair Trade Campaign****\$2,800**

P.O. Box 3709, St. Petersburg, FL, 33709 Eric Rubin 727/896-8224

Funding for general support to start up new statewide coalition of labor groups, farmworkers, environmentalists, and other activists to fight trade laws and economic globalization.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Very new. Demonstrate a lack understanding of connections between issues, despite goals to unite different groups. No real coalition. Somewhat patronizing perspective of other issue activists.

**13. Forum for Understanding Prisons (FFUP)****\$2,500**

29631 Wild Rose Drive, Blue River, WI, 53518 Peggy Swan 608/536-3993

Funding for the outreach and publication materials for a new organization working on raising community awareness to build a coalition focused on both reforming the local Supermax prison and general reform of the prison industrial system.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Very unstructured. Not tied to strong organizing campaign- doing a bunch of service projects. All white. Goals overly broad.

**14. Friends of the Kaw/ Kansas Riverkeeper****\$3,000**

PO Box 1612, Lawrence, KS 66044 Debra Baker 785/841-7571

Funding for general support for an environmental advocacy organization that monitors pollution levels in the Kansas River as a way to increase community support for restoration and protection efforts.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Other funders are very mainstream. Limited focus. Very mainstream approach.

**15. Grassroots Volunteers****\$300**

911 Southerly Road, #3, Baltimore, MD, 21204 Brad Johnson 410/935-0447

Funding for general support for an organization creating a web based resource for individuals interested in either volunteering with an existing grassroots organization or starting their own.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

They don't answer questions fully or at all. Not tied to direct organizing. Replicates resources already available.



**16. Green Anarchy****\$2,000**

PO Box 11331, Eugene, OR, 97440 John Zerzan 541/687-1833

Funding for a free quarterly publication of alternative news and analysis about global struggles against capital and technology.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Rhetoric rather than substantive answers. White group not doing diversity outreach.

**17. High Plains Films****\$3,000**

PO Box 8796, Missoula, MT, 59807 Doug Hawes-Davis 406/543-6726

Funding for distribution costs of a documentary *This is Nowhere* which provides organizers with visual images of the connections between pressing environmental and social problems facing American society.Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Not organizing. Want to distribute the film but are still prospecting for uses.

**18. International Commission for Labour Rights (ICLR)****\$3,000**

306 S. Washington- 6th Floor, Royal Oak, MI, 48067 Jeanne Mirer 248/398-9800

Funding for travel stipends to bring international labor lawyers to a training that will prepare them for a delegation to Columbia to monitor labor rights violations.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

All money for travel. Legal services/ monitoring rather than organizing.

**19. Islamiyyah Difa Ash-Shura (IDAS)****\$3,000**

PO Box 2472, Sausalito, CA, 94966-2472 Akilah Shakur 415/331-7830

Funding for equipment to establish a data base to gather and disseminate information related to documenting injustices within the prison system.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Mostly service work. No information on coalitions already in existence.

**20. Just Harvest Education Fund****\$3,000**

16 Terminal Way, Pittsburgh, PA, 15219 Ken Regal 412/431-8960

Funding for the productions in support of the "Welfare Justice Project" which provides guidance for navigating the Pennsylvania Department of Public Welfare system.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Budget is \$430,000. Service work.



**21. Lewisburg Prison Project****\$3,000**

434 Market Street, Suite 307, Lewisburg, PA, 17837 Angela Trop 570/ 523-1104

Funding for a part-time employee to investigate allegations of racism against Latinos within the local federal prison.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Mostly litigation and service work.

**22. Lucy Parsons Center****\$600**

549 Columbus Avenue, Boston, MA, 02118 Jessica Thrall 617/267-6272

Funding for an updated computer inventory system for a progressive community bookstore.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

No discernable organizing. Looking for a cash register and a scanner.

**23. Minnesota Alliance for Progressive Action****\$600**

394 Lake Avenue South #312, Duluth, MN, 55802 Johanna Bossuot 218/727-8900

Funding for the "Northeast Minnesota Organizing Training" which will provide organizations and activists the skills to build both individual capacity and coalitions.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Their FY2001 budget was over \$300,000 (from Guidestar). Training is important for addressing whiteness of Board (not clear if this will happen). Not clear if training is separate from MAPA.

**24. National Welfare Engine****\$3,000**

PO Box 7772, Missoula, MT, 59807 Wendy Young 208/433-0323

Funding for a gathering to bring together grassroots organizations from across the country to discuss TANF and develop new steps toward a just welfare system.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Money is only for one gathering with unclear followup. Projected budget is \$200,000. Unclear if a project of WEEL or separate.

**25. National Lawyers Guild Post 9-11 Project****\$3,000**

558 Capp Street, San Francisco, CA, 94110 Riva Enteen 415/285-1055

Funding for general support for the Post 9-11 project which has a dual focus on facilitating internal communication and resource sharing about work protecting civil liberties and on promoting this work in the national media through coalitions.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Too big \$210,000 and basically for NLG general support.



**26. National Network to End the War on Iraq****\$3,000**

521 Lincoln Ave, Takoma Park, MD, 20912 Mike Zmolek 301/381-0605

Funding for general support for a national coalition opposing the Bush Administration's plans to invade Iraq through coordinated local actions, legislative pressure and media education work.

Decision: Leave In X No        Undecided       

Comments:

**27. No Ordinary Time****\$3,000**c/o St. John's Episcopal Church, 234 Alveston Street, Jamaica Plain, MA, 02130 Arrinton Chambliss  
617/524-2999

Funding for a Peace and Justice Fellow who will engage community members with the Justice for Janitors campaign.

Decision: Leave In        No x Undecided       

Comments:

Budget is \$126,000 for FY2002 and \$145,000 for FY2003. Organizing seems more support of others' campaigns than their own.

**28. Nor'easter****\$1,800**

P.O. Box 23259, Providence, RI 02903 Beatrice McGeoch 401/861-9864

Funding for 6 issues of a local independent newspaper, which will allow the staff to focus on diversification instead of fundraising.

Decision: Leave In        No X Undecided       

Comments:

Not thinking beyond print media- no organizing connections.

**29. off our backs****\$2,500**

2337B 18th Street NW, Washington, DC 20009 Karla Mantilla 202/234-8072

Funding for a capacity-building project for a progressive feminist publication, which includes upgrading their database, increasing distribution, and increasing their subscription base.

Decision: Leave In        No X Undecided       

Comments:

2002 budget submitted indicates \$150,000 in expenses. No last complete financial statement, but Guidestar shows 2000 income and expenses were \$353,764 and \$74,000 respectively

**30. Oxygen Collective****\$3,000**

430 Ashland Street, Ashland, OR 97520 Laurel Sutherlin 541/482-7131

Funding for a series of street theater actions against U.S. militarism, including the war on terrorism, which will be held around the country.

Decision: Leave In        No X Undecided       

Comments:

National nature of this project is problematic: with what groups in which parts of the country will they be working? No such connections demonstrated.



**31. Padres Unidos****\$3,000**

2009 West 33rd Avenue, Denver, CO, 80211 Pam Martinez 303/458-6545

Funding for general support for a parent-led group organizing for educational justice through a focus on immigrant rights, building youth empowerment, and opposing efforts to promote incarceration rather than education.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Budget is \$170,000. FY2001 income was \$141,000 (Guidestar).

**32. Peace in the Streets, Peace on Earth****\$3,000**

240 South Ridley Creek Road, Media, PA, 19063 Terry Rumsey 601/891-8968

Funding for a march and rally in the impoverished community of Chester, PA to call attention to the amount of money spent on war preparations rather than social services, affordable housing and health care, education, and other community priorities.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Only one real action planned. Not making a lot of connections. No long term strategy.

**33. Philadelphia Area Committee to Defend Health Care****\$3,000**

704 North 23rd Street, Philadelphia, PA, 19130 Tim Lachman 267/253-5074

Funding for a ballot initiative campaign that would require the City of Philadelphia to prepare a plan for universal health care for city residents.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Limited campaign disconnected from broader movement.

**34. Philadelphia Student Union****\$3,000**

1315 Spruce Street, Philadelphia, PA 19107 Courtney Lewis 215/546-3290

Funding for general support for organization that works with youth to improve the quality of education at Philadelphia high schools.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Budget is too big.

**35. Positive Promotions Ltd.**

285 Spelman Street NW, Atlanta, GA 30314 Josetta Shropshire 404/792-4215

Funding for the "Remembering the Children" project, which will document 1970s and 1980s unsolved murders of Atlanta children.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Not a full application. Not a priority.



**36. Prison Radio****\$3,000**

P.O. Box 411074, San Francisco, CA 94141 Noelle Hanrahan 415/648-4505

Funding for the distribution costs of "Dispatches from Death Row," which features new essays by Mumia Abu-Jamal.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

FY budget is too high but it's a dream budget. Not connected to other organizing projects.

**37. Rainforest Relief****\$3,000**

P.O. Box 566, Brooklyn, NY 11215 Joan Roney 212/879-2118

Funding for the Waster Reduction and Forest Protection Program, which will include two multi-media forums and other public education.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Budget doesn't add up. Not a priority.

**38. Ruby Bridges Foundation****\$3,000**

P.O. Box 127, Winnetka, IL 60093-2345 Betsy Hammond 847/778-1272

Funding for the Ruby's Bridges project, a collaboration with the Museum of Tolerance in Los Angeles, that will partner schools in various cities with differing racial and ethnic makeups.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Mainstream goals and tactics. A one-time meeting between a white child and a black child- where hope is meeting will affect the white student's "values" for the rest of their life.

**39. Sacco & Vanzetti Players****\$3,000**

70 Judson Avenue, New Haven, CT 06511 Paula Panzarella 203/562-2798

Funding for the presentation of the play, "Outcry for Justice," about two Italian immigrant anarchists excuted by the Commonwealth of Massachusetts in five cities in the Northeast.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Not working/organizing beyond the performances

**40. Seacoast Anti-Pollution League****\$3,000**

P.O. Box 1136, Portsmouth, NH 03802 Jennifer Hicks 603/431-5089

Funding for the Seacoast Watchdog Program, which monitors the Seabrook nuclear plant.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Have a "people of color should come to us" attitude.



**41. September 11 Families for Peaceful Tomorrows****\$3,000**

5111 Telegraph Avenue, #185, Oakland, CA 94609 Kelly Campbell 415/518-1991

Funding for the Afghan Sister Families Project, which includes working on legislation and public education around civilian casualties in Afghanistan.

Decision: Leave In \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

Budget is \$215,000. Have access to larger funders.

**42. Silver Valley People's Action Coalition****\$3,000**

P.O. Box 362, Kellogg, ID 83837 Barbara Miller 208/784-8891

Funding for the Community Health Outreach Project, which is a public education component of the Bunker Hill Superfund clean-up project.

Decision: Leave In X \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

**43. Southern Sudanese Community Center of San Diego****\$3,000**

2420 52nd Street, San Diego, CA 92105 Dep Tuany 619/263-5660

Funding for general support for organization that works with Sudanese refugees against racism and for economic justice.

Decision: Leave In \_\_\_\_\_ No X \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

Social service. No position on reproductive rights. Some language in the application is problematic.

**44. Speak Out- Institute for Democratic Education and Culture****\$3,000**

P.O. Box 99096, Emeryville, CA 94662 Katya Min 510/601-0182

Funding for the Action for Democratic Education campaign, which mobilizes youth against anti-democratic forces in schools, including military recruitment.

Decision: Leave In \_\_\_\_\_ No X \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

Budget too high, \$204,000.

**45. Thin Air Community Radio****\$3,000**

31 West Main Street, Suite 340, Spokane, WA 99201 Lupito Flores 509/747-3807

Funding for a new low power FM non-commercial community radio station, including for broadcast equipment.

Decision: Leave In \_\_\_\_\_ No X \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

Not connected to local organizing. Don't have FM permit yet. No position on reproductive rights.



**46. United Workers Committee****\$3,000**

626 Broad Street, Central Falls, RI 02863 Mario Bueno 401/728-5920 x 329

Funding for the first stage of a two-part education project combating workplace discrimination that will educate about workers' rights and train new leaders within the immigrant Latino community.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

UWC appears from proposal to not stand alone from Progressive Latino. Annual budget does not include UWC figures per se. Budget of PL is too large, \$1,237,797. Weak positions on reproductive and glbt rights

**47. United Action of Southeastern Connecticut****\$3,000**

P.O. Box 1723, New London, CT 06320-1723 Don Campbell 860/739-6304

Funding for the continued building of the organization's faith- and labor-based coalition for economic justice.

Decision: Leave In \_\_\_\_\_ No x Undecided \_\_\_\_\_

Comments:

Very mainstream approach to political perspective. Continue to have no position on reproductive rights, glbt rights.

**48. Virginia Mitigation Project****\$2,877.40**

PO Box 5467, Charlottesville, VA, 22905 Marie Deans 434/971-1261

Funding for production and distribution costs of a fundraising brochure for an organization which provides mitigation specialists for indigents charged with capital murder.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

Legal assistance project.

**49. Witness for Peace Northwest****\$1675**

823 Bancroft Avenue, Coeur d'Alene, Idaho, 83814 Kris Hannigan-Luther 208/664-7946

Funding for a quarterly newsletter to build a strong grassroots coalition in the Pacific Northwest to impact change on US policies toward Latin American and the Caribbean.

Decision: Leave In \_\_\_\_\_ No X Undecided \_\_\_\_\_

Comments:

No strong political analysis of global North/South relations. Did not give sample NL for own organization.



## 2003 Budget Narrative

### Income

*Internal and external mailing income:* Newsletter, ABC and prospect) have an almost static projection based upon current income patterns and market projections. Pledge income is projected to increase \$5,000 based upon pledge drive, electronic fund transfers and credit card increases.

*Stocks:* projecting \$15,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Stock Dividends:* projected \$5,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Unrealized Gain/Loss:* projected \$20,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Total Income:* Projection is for \$30,000 less in revenue in comparison to FY02

### Expenses

*Grants:* projecting a \$7,000 increase in grant spending based upon current spending patterns

*Personnel:* This increase will be a total of \$45,000. This figure includes: staff cost-of-living increase, health insurance cost increase and the 6 month costs for a fourth staff person to be paid at a rate of \$55,000 per year. Additional staff costs for 4<sup>th</sup> person projected as: Salary: \$27,500; Payroll Taxes: \$3,000; 403(b) match: \$1,100; health insurance: \$1,800 (if not using a family plan) for a total of \$33,400.

These are the most significant adjustments. There are smaller adjustments based on increased postage and mailing costs reflected across spending categories.



**Budget - 2003**  
**Consolidated Form**

	<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
		<b>2002</b>	<b>2003</b>
<b>Income</b>			
Internal Mailings	\$296,086	\$329,000	\$335,000
Prospect Mailings	\$52,353	\$45,000	\$45,000
Special Contributions	\$266,200	\$250,500	\$235,000
Investments	(\$13,271)	\$8,000	(\$17,500)
Other	\$976	\$385	\$3,650
<b>Total Income</b>	<b>\$602,344</b>	<b>\$632,885</b>	<b>\$601,150</b>
<b>Expenses</b>			
<i>Fundraising</i>			
Internal Mailing Costs	\$15,822	\$19,100	\$20,600
Prospect Mailing Costs	\$53,922	\$45,000	\$48,000
Other Fundraising Costs	\$1,069	\$2,140	\$1,820
<b>Total Fundraising Costs</b>	<b>\$70,813</b>	<b>\$66,240</b>	<b>\$70,420</b>
<i>Program</i>			
Grants	\$295,900	\$299,000	\$306,000
Grants Program	\$895	\$1,400	\$1,025
Newsletter	\$34,774	\$42,400	\$43,800
Website	\$784	\$1,000	\$700
<b>Total Program Costs</b>	<b>\$332,353</b>	<b>\$343,800</b>	<b>\$351,525</b>
<i>Other</i>			
Personnel	\$153,338	\$161,271	\$206,743
General and Administrative	\$52,382	\$72,925	\$71,470
Board Expenses	\$8,172	\$8,650	\$8,100
<b>Total Other Costs</b>	<b>\$213,892</b>	<b>\$242,846</b>	<b>\$286,313</b>
<b>Total Expenses</b>	<b>\$617,058</b>	<b>\$652,886</b>	<b>\$708,258</b>
<b>Total Income (Loss)</b>	<b>(\$14,714)</b>	<b>(\$20,001)</b>	<b>(\$107,108)</b>



## Budget 2003 Overview

			FY2001	Budget 2002	Budget 2003	03% 02
<b>Income</b>						
	304	Contributions-Pledges	129,883	140,000	145,000	104%
	305	Contributions-Newsletter	52,089	64,000	65,000	102%
	306	Contributions-ABC Mailing	114,115	125,000	125,000	100%
	314	Contributions-Prospecting	52,353	45,000	45,000	100%
		<b>Total Mailing Income</b>	<b>348,439</b>	<b>374,000</b>	<b>380,000</b>	<b>102%</b>
	320	Other Contributions	266,200	250,500	235,000	94%
	351	List Sales	0	300	300	100%
	360	Sales	446	(200)	2,800	-1400%
	370	Royalties	11	10	25	250%
	375	Fiscal Sponsorship Fees	151	175	175	100%
	380	Interest & Dividends	(13,271)	8,000	(17,500)	-219%
	390	Miscellaneous Income	607	100	350	350%
		<b>Total Other Revenue</b>	<b>254,143</b>	<b>258,885</b>	<b>221,150</b>	<b>85%</b>
		<b>Total Revenue</b>	<b>602,582</b>	<b>632,885</b>	<b>601,150</b>	<b>95%</b>
<b>Expenses</b>						
	411	Pledge Costs	6,008	8,100	8,400	104%
	421	Newsletter Costs	34,774	42,400	43,800	103%
	441	ABC Mailing Costs	9,814	11,000	12,200	111%
	471	Prospecting Mailing Costs	53,922	46,000	48,000	104%
		<b>Total Mailing Costs</b>	<b>104,518</b>	<b>107,500</b>	<b>112,400</b>	<b>105%</b>
	495	Resist Grants Paid Out	295,900	299,000	306,000	102%
	496	Other Fundraising Costs	1,069	2,140	1,820	85%
	501	Personnel	157,627	165,771	211,743	128%
	510	Rent	25,444	30,000	32,495	108%
	511	Occupancy	3,462	4,000	4,000	100%
	520	Office Expenses	7,165	13,850	11,325	82%
	525	Grant Program	895	1,400	1,025	73%
	530	Postage	1,611	3,600	3,700	103%
	540	Travel	10	1,200	50	4%
	542	Staff Development	795	2,400	2,000	83%
	545	Conferences/Meetings	393	500	400	80%
	551	Advertising and Outreach	2,635	12,200	8,000	66%
	555	Repairs and Maintenance	1,883	400	300	75%
	560	Professional Fees	9,094	10,500	9,500	90%
	570	Insurance-Office	1,086	2,500	2,200	88%
	580	Board Expenses	8,172	8,650	8,100	94%
	590	Other Expenses	7,122	5,275	7,800	148%
		<b>Total Non-Mailing Expenses</b>	<b>524,362</b>	<b>563,386</b>	<b>610,458</b>	<b>108%</b>
		<b>Total Expenses</b>	<b>628,879</b>	<b>670,886</b>	<b>722,858</b>	<b>108%</b>
		<b>Other Income/Expenses</b>	<b>(11,824)</b>	<b>(17,000)</b>	<b>(14,600)</b>	<b>86%</b>
		<b>Net Income</b>	<b>(14,474)</b>	<b>(21,001)</b>	<b>(107,108)</b>	<b>510%</b>



			FY2001	Budget 2002	Budget 2003
<b>Income</b>					
304	Contributions-Pledges		129,883	140,000	145,000
305	Contributions-Newsletter		52,089	64,000	65,000
306	Contributions-ABC Mailing		114,115	125,000	125,000
	<b>Total Internal Mailings</b>		<b>296,086</b>	<b>329,000</b>	<b>335,000</b>
314	Contributions-Prospecting		<b>52,353</b>	<b>45,000</b>	<b>45,000</b>
320	Other Contributions				
	Restricted		5,670	5,500	5,000
	Stocks		26,758	35,000	20,000
	Foundations		110,843	100,000	100,000
	Unsolicited		122,929	110,000	110,000
	In Kind		0	0	0
	<b>Total</b>		<b>266,200</b>	<b>250,500</b>	<b>235,000</b>
351	List Sales				
	Names in the News		0	300	300
	Other List Sales		0	0	0
	<b>Total</b>		<b>0</b>	<b>300</b>	<b>300</b>
360	Sales				
	T-Shirt Sales		446	2,800	2,800
	T-Shirt Costs		(239)	(3,000)	0
	<b>Total</b>		<b>207</b>	<b>(200)</b>	<b>2,800</b>
370	Royalties		<b>11</b>	<b>10</b>	<b>25</b>
375	Fiscal Sponsorship Fees		<b>151</b>	<b>175</b>	<b>175</b>
380	Interest & Divedends				
	Bank Interest		2,389	2,000	1,500
	Stock Dividends		21,138	6,000	1,000
	Loan Interest		0	0	0
	Realized Gains/Losses		0	0	0
	Unrealized G/L		(36,798)	0	(20,000)
	Commission on Stock Sale		0	0	0
	<b>Total</b>		<b>(13,271)</b>	<b>8,000</b>	<b>(17,500)</b>
390	Miscellaneous Income		<b>607</b>	<b>100</b>	<b>350</b>
	<b>Total Other Revenue</b>		<b>306,258</b>	<b>303,885</b>	<b>266,150</b>
	<b>Total Revenue</b>		<b>602,343</b>	<b>632,885</b>	<b>601,150</b>
<b>Expenses</b>					
411	Pledge Costs				
	Printing		2,204	3,100	3,100
	Postage		1,872	2,800	3,000
	Mailhouse		1,932	2,200	2,300
	<b>Total</b>		<b>6,008</b>	<b>8,100</b>	<b>8,400</b>
421	Newsletter Costs				
	Printing		19,000	25,000	25,000
	Postage		8,612	9,000	10,000
	Mailhouse		6,651	6,500	7,000
	Consultants		0	1,200	1,200
	Photos/Graphics		510	700	600
	Misc		0	0	0
	<b>Total</b>		<b>34,774</b>	<b>42,400</b>	<b>43,800</b>



			<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
				<b>2002</b>	<b>2003</b>
441	ABC Mailing Costs				
	Printing		3,418	4,200	4,500
	Postage		3,609	3,800	4,200
	Mailhouse		2,787	3,000	3,500
	Total		<b>9,814</b>	<b>11,000</b>	<b>12,200</b>
	<b>Total Internal Mailing Costs</b>		<b>50,596</b>	<b>61,500</b>	<b>64,400</b>
471	Prospecting Mailing Costs				
	Printing		21,648	18,000	20,000
	Postage		12,134	11,000	11,000
	Mailhouse		6,308	6,000	6,000
	Consultants		6950	5,000	6,000
	Photos/Graphics		0	0	0
	List Rentals		6,881	5,000	5,000
	Total		53,922	45,000	48,000
	<b>Total External Mailing Costs</b>		<b>53,922</b>	<b>45,000</b>	<b>48,000</b>
	<b>Total Mailing Costs</b>		<b>104,518</b>	<b>106,500</b>	<b>112,400</b>
	<b>Net Revenue After Mail Costs</b>		<b>497,826</b>	<b>526,385</b>	<b>488,750</b>
494	Fiscal Sponsor Grants				
	NWTRCC: In		(2,860)	4,000	4,000
	NWTRCC: Out		2,860	(4,000)	(4,000)
	Total		<b>0</b>	<b>0</b>	<b>0</b>
495	Resist Grants Paid Out				
	Multi-Year Grants		48,000	60,000	60,000
	Resist Grants		244,900	230,000	240,000
	Cohen Grants		0	0	0
	Holmes Grants		0	3,000	0
	Salzman Grants		3,000	6,000	6,000
	Total		<b>295,900</b>	<b>299,000</b>	<b>306,000</b>
496	Other Fundraising Costs				
	Thank You Cards- Cost		127	140	50
	Thank You Cards- Printing		55	100	250
	Thank You Cards- Postage		658	700	850
	Promo T-Shirts		230	400	270
	Other		0	800	400
	Total		<b>1,069</b>	<b>2,140</b>	<b>1,820</b>
501	Personnel				
	Gross Pay		125,039	132,821	166,964
	Employer Taxes		11,492	13,000	15,500
	Retirement Match		4,502	4,000	6,679
	Staff Health Insurance		11,783	11,000	17,000
	Worker's Compensation		521	450	600
	Consultants		4,289	4,500	5,000
	Total		<b>157,627</b>	<b>165,771</b>	<b>211,743</b>



			<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
				<b>2002</b>	<b>2003</b>
510	Rent		<b>25,444</b>	<b>30,000</b>	<b>32,495</b>
511	Occupancy		<b>3,462</b>	<b>4,000</b>	<b>4,000</b>
	Office Expenses				
	Telephone		3,727	3,500	3,600
	Internet		784	1,000	700
	Office Supplies		1,815	2,000	2,000
	Office Xerox		20	100	200
	Office Library		157	250	200
	Office Printing		350	1,000	2,000
	Minor Office Equipment		238	5,000	2,500
	Bank Charges		75	1,000	125
	Total		<b>7,165</b>	<b>13,850</b>	<b>11,325</b>
525	Grant Program				
	Printing		337	550	400
	Postage		558	600	500
	Consultants		0	0	0
	Library		0	250	125
	Other		0	0	0
	Total		<b>895</b>	<b>1,400</b>	<b>1,025</b>
530	Postage				
	Office Postage		499	1,700	1,800
	UPS		0	100	100
	Postage Due/BREs		1,112	1,800	1,800
	Total		<b>1,611</b>	<b>3,600</b>	<b>3,700</b>
540	Travel		<b>10</b>	<b>1,200</b>	<b>50</b>
542	Staff Development		<b>795</b>	<b>2,400</b>	<b>2,000</b>
545	Conferences/Meetings		<b>393</b>	<b>500</b>	<b>400</b>
550/	Advertising and Outreach				
551	Advertising		1,635	3,700	3,000
	Brochure		1,000	8,500	5,000
	Annual Report		0	0	0
	Total		<b>2,635</b>	<b>12,200</b>	<b>8,000</b>
555	Repairs and Maintenance		<b>1,883</b>	<b>400</b>	<b>300</b>
560	Professional Fees				
	Legal Fees		0	500	0
	Accounting Fees		9,094	8,000	8,500
	Computer Consulting Fees		0	2,000	1,000
	Total		<b>9,094</b>	<b>10,500</b>	<b>9,500</b>
570	Insurance-Office		<b>1,086</b>	<b>2,500</b>	<b>2,200</b>
580	Board Expenses				
	Board Xerox		2,409	2,500	2,700
	Board Postage/UPS		489	700	1,000
	Board Travel		2,779	2,500	3,200
	Board Food/Meetings		1,570	800	1,200
	Board Outreach		0	150	0
	Other		925	2,000	0
	Total		<b>8,172</b>	<b>8,650</b>	<b>8,100</b>



			<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
				<b>2002</b>	<b>2003</b>
	590	Other Expenses			
		Bad Debts	0	0	0
		Dues and Fees	1,533	1,000	1,600
		Tax Penalties and Interest	0	125	50
		Other Penalties and Fines	0	50	50
		Bounced Checks- Unknown	0	0	0
		Misc. Expenses	239	100	100
		Depreciation	5,349	4,000	6,000
		Total	7,122	5,275	7,800
		<b>Total Expenses</b>	<b>524,362</b>	<b>563,386</b>	<b>610,458</b>
		Other Income/Expenses	(11,824)	(17,000)	(14,600)
		<b>Net Income</b>	<b>(14,712)</b>	<b>(20,001)</b>	<b>(107,108)</b>



**Finance Narrative to accompany the  
Resist Balance Sheet and Board Report (1/1/02-8/31/02):**

**Big Picture:**

(refer to Balance Sheet- A)

**Assets:**

Total assets are down (in comparison to FY01) about \$16,000 resulting from stock prices falling (see page 3). In particular:

- Domini Social Equity** is down about \$19,000 (~ 15%)
- Citizen's Index, Neuberger Berman, Women's Equity, and Calvert Balanced Fund** are each down between \$1,000-3,000 (~ 21%, 4%, 9% and 9% respectively)
- While **Calvert Bond Fund** has remained essentially static

All together, dropping stock valuation accounts for a \$25,000 drop in total assets.

- The \$23,000 drop in **Schwab One** reflects an internal money transfer into the **Wainwright Bank General Cash Account**

**8 Month Income and Expense levels (Month End August 31,2002)  
(FY 2001 compared to FY 2002- refer to Board Report- B):**

**Revenue:**

Total Revenue 2002 Y-T-D is about \$21,000 less than 2001 Y-T-D (\$272,273 vs. \$293,221) (see page one). This difference can be explained in part by the following factors:

- Prospect mailing contributions** are down about \$15,000 due to the fact that we have only dropped one prospect mailing in FY02 while we had dropped two by this time in FY01. (See page one)
- "Special Contributions"** are down about \$33,000. (See page two)
  - \$5,000 reflects the loss of a contribution by George Salzman.
  - \$10,000 reflects the decrease in number and valuation of stock gifts.
  - \$9,000 reflects a change in timing of foundation gifts. (We just received a \$12,000 foundation gift in September).
  - \$7,000 reflects a change in timing of unsolicited gifts (We just received a \$10,000 gift from a major donor).
- Income from Investments** is down about \$8,000 due to the falling stock market (see page one).



The above drops in income result in a \$56,000 difference between 2002 Y-T-D and 2001 Y-T-D. However, this is partially made up by the following areas which show an improvement over 2001:

-**Internal Mailing Contributions** (Pledge, ABC, and *Newsletter*) are up about \$34,000 (see page two). This is largely attributed to a \$24,000 increase in *Newsletter* contributions.

-**Other Income** is up about \$1,500 mostly due to T-shirt sales (see page two).

The \$35,500 increase from these two categories offsets the \$56,000 decrease, accounting for the \$21,000 difference between 2002 Y-T-D and 2001 Y-T-D.

## Expenses:

Total expenses 2002 Y-T-D are about \$27,000 over 2001 Y-T-D. Total expenses for 2002 Y-T-D are below Budget in all expense categories except **Grants**\*

Costs are below 2001 Y-T-D in the following areas:

-**Prospect mailing costs** are down about \$3,000 since there has only been one mailing this year (see page one). (N.B. The \$21,000 cost for Prospect Consultants (see page three) needs to be reallocated across that expense category- the true consultant cost is \$5,000).

-**Personnel costs** are down \$4,000 due to a smaller staff size (see page one).

Costs are above 2001 Y-T-D as expected in the following areas: **Pledge costs** and **Newsletter costs** due to expected increases in printing and postage costs. (see page three).

-**ABC Mailing Costs** look so much higher in 2002 Y-T-D due to a credit from Watson Mailing in 2001.

Costs are \$11,000 over 2001 Y-T-D and \$31,000 over Budget in **Grants** spending (see page one).\*

Increases in general and administrative costs (see page four):

-**Accounting fees, Health Insurance, Rent, Office Postage costs** all show a relative increase over 2001 Y-T-D due to price increases.

-**Brochure costs** reflect that a new brochure was printed this year rather than last year.

-**Consultants costs** are up about \$2,000 as we are currently paying an intern stipend.

-**Minor Office Equipment costs** are up \$3,500 reflecting the costs of a new computer, DSL wiring and equipment, and new file cabinets.

Total increases for the above general and administrative costs= \$17,500.

The combined \$21,000 decrease in income and the \$27,000 increase in expenses result in the \$48,000 difference between 2002 Y-T-D and 2001 Y-T-D.

\* This is one category in which it is appropriate to compare Y-T-D figures to Budget Projections as Grant costs are evenly spread throughout the year.



RESIST, Inc.  
Balance Sheet  
As of August 31, 2002

A

Printed On: September 27, 2002

**ASSETS**

	<i>THIS PERIOD</i>	<i>THIS PERIOD LAST YEAR</i>
<b>CURRENT ASSETS</b>		
Operating Cash		
11035 GENERAL CASH-CAMB. TRUST	\$ <1,902.25>	35,195.96
11037 GENERAL CASH - WAINWRIGHT B	23,347.70	0.00
11050 PETTY CASH	50.00	50.00
OPERATING FUND-SCHWAB	7,945.63	29,332.33
	<hr/>	<hr/>
Total Cash	29,441.08	64,578.29
Investments		
11245 HOLMES MEMORIAL FUND	100.00	0.00
11400 CASH TRANSFER	49,494.18	0.00
14000 INVESTMENTS/STOCKS	373.07	390.25
15000 STOCK VALUE GAIN/LOSS	<136.81>	<229.95>
11045 CALVERT INVSTMNT BOND FND	0.00	0.02
11046 CALVERT INVSTMNT MGD GRTH	4,543.54	4,817.53
INVESTMENT FUND-SCHWAB	128,976.86	151,135.89
RESIST LOAN FUND-SCHWAB	13,925.79	13,796.78
RESIST ENDOWMENT-SCHWAB	72,049.74	70,160.68
COHEN MEM FUND-SCHWAB	9,699.36	8,570.49
HOLMES MEM FUND-SCHWAB	13,327.61	20,444.78
	<hr/>	<hr/>
Total Investments	292,353.34	269,086.47
	<hr/>	<hr/>
TOTAL CURRENT ASSETS	321,794.42	333,664.76
<b>OTHER ASSETS</b>		
16220 PRE-PAID INSURANCE	263.37	170.84
16225 PRE-PAID EXPENSES-OTHER	2,060.44	1,403.06
6230 INVENTORY- T-SHIRTS	2,405.99	613.55
16240 ACCOUNTS RECEIVABLE	0.00	<44.70>
16250 DEPOSITS	2,230.00	2,230.00
16260 LOANS OUTSTANDING-LN FND	0.00	1,000.00
	<hr/>	<hr/>
TOTAL OTHER ASSETS	6,959.80	5,372.75
<b>FIXED ASSETS</b>		
18000 IMPROVEMENTS	15,064.68	15,064.68
18100 DEPRECIATION	<4,911.11>	<3,404.64>
19000 OFFICE FURN./EQUIPMENT	32,496.54	32,496.54
19100 ACCUMULATED DEPRECIATION	<28,725.40>	<24,882.63>
	<hr/>	<hr/>
TOTAL FIXED ASSETS	13,924.71	19,273.95
	<hr/>	<hr/>
TOTAL ASSETS	\$ 342,678.93	358,311.46
	<hr/>	<hr/>

Unaudited



RESIST, Inc.  
Balance Sheet  
As of August 31, 2002

Printed On: September 27, 2002

**LIABILITIES AND CAPITAL**

	THIS PERIOD	THIS PERIOD LAST YEAR
<b>CURRENT LIABILITIES</b>		
20100 ACCOUNTS PAYABLE	\$ 0.00	<230.00>
20500 GRANTS PAYABLE	39,000.00	43,000.00
EMPLOYMENT TAX	1,153.64	4,882.41
21085 ACCRUED VACATION	10,342.92	4,710.43
29000 SECURITY DEPOSITS HELD	1,500.00	1,500.00
TOTAL CURRENT LIABILITIES	51,996.56	53,862.84
<b>LONG-TERM LIABILITIES</b>		
TOTAL LONG-TERM LIABILITIES	0.00	0.00
TOTAL LIABILITIES	51,996.56	53,862.84
<b>CAPITAL</b>		
29501 Fund Balance: Cohen Endmt	10,022.62	10,022.62
29502 Fund Balance: Resist Endm	50,754.03	50,754.03
29600 FUND BALANCE- GENERAL	358,113.43	372,825.34
CURRENT EQUITY	<127,945.88	<129,153.37
TOTAL CAPITAL	290,944.20	304,448.62
TOTAL LIABILITIES & CAPITAL	\$ 342,940.76	358,311.46

Unaudited



RESIST, Inc.  
Balance Sheet  
As of August 31, 2002

Printed On: September 27, 2002

Subsidiary Ledger

**BREAKDOWN BY ACCOUNT**

**OPERATING ACCT**

10199	SCHWAB 1 - OPERATING	\$ 7,945.63	29,332.33
	<b>TOTAL OPERATING-SCHWAB</b>	<b>7,945.63</b>	<b>29,332.33</b>

**INVESTMENT ACCT**

14000	INVESTMENTS/STOCKS	373.07	390.25
15000	STOCK VALUE GAIN/LOSS	<136.81>	<229.95>
10293	CITIZEN'S INDEX - INVESTMENT	4,242.73	5,367.94
10295	WOMEN'S EQUITY - INVESTMENT	26,923.34	29,697.63
10296	DOMINI SOC EQUITY - INVESTME	79,178.96	96,596.71
10297	CALVERT BALANCED FUND-INVS	8,095.23	9,123.37
10298	CALVERT BOND FND - INVESTME	9,366.13	9,193.06
10299	SCHWAB 1 - INVESTMENT	1,170.47	1,157.18
11045	CALVERT INVSTMNT BOND FND	0.00	0.02
11046	CALVERT INVSTMNT MGD GRTH	4,543.54	4,817.53
	<b>TOTAL INVSTMNT FND</b>	<b>133,756.66</b>	<b>156,113.74</b>

**RESIST LOAN FUND**

10399	SCHWAB 1 - LOAN FUND	13,925.79	13,796.78
	<b>TOTAL RESIST LOAN FND-SCHWAB</b>	<b>13,925.79</b>	<b>13,796.78</b>

**RESIST ENDOWMENT**

10494	N & B - RESIST ENDWMT	11,623.48	12,136.41
10498	CALVERT BOND FND-ENDWMT	58,378.13	58,021.87
10499	SCHWAB 1 - ENDOWMENT	2,048.13	2.40
	<b>TOTAL RESIST ENDWMNT-SCHWAB</b>	<b>72,049.74</b>	<b>70,160.68</b>

**COHEN MEMORIAL FUND**

0500	SCHWAB 1 - COHEN MEM FUND	7.03	7.03
10596	DOMINI-COHEN MEM FUND	9,692.33	8,563.46
	<b>TOTAL COHEN MEM FND-SCHWAB</b>	<b>9,699.36</b>	<b>8,570.49</b>

**HOLMES MEMORIAL FUND**

10696	DOMINI SOC EQUITY - HOLMES	13,272.71	16,315.17
10699	SCHWAB 1 - HOLMES	54.90	4,129.61
	<b>TOTAL HOLMES FUND-SCHWAB</b>	<b>13,327.61</b>	<b>20,444.78</b>

<b>TOTAL BY ACCOUNT</b>	<b>250,704.79</b>	<b>298,418.80</b>
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**BREAKDOWN BY INVESTMENT**

Citizen's Index	4,242.73	5,367.94
Neuberger Berman	11,623.48	12,136.41
Women's Equity	26,923.34	29,697.63
Domini Social Equity	102,144.00	121,475.34
Calvert Balanced Fund	12,638.77	13,940.90
Calvert Bond	67,744.26	67,214.95
Schwab One	25,144.92	48,418.30
Stocks	236.26	160.30
Uninvested	7.03	7.03
<b>TOTAL BY INVESTMENT</b>	<b>250,704.79</b>	<b>298,418.80</b>

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	2002 Y-T-D	2002 Budget Y-T-D	2001 Y-T-D
<b>Income</b>			
Internal Mailings	200,910.88	219,333.36	166,703.17
Prospect Mailings	20,163.50	30,000.00	35,842.45
Special Contributions	72,679.56	167,000.00	105,628.22
Investments	<23,673.99>	10,666.72	<15,697.33>
Other	2,192.82	2,073.28	744.26
<b>Total Income</b>	<b>272,272.77</b>	<b>429,073.36</b>	<b>293,220.77</b>
<b>Expenses</b>			
<i>Fundraising</i>			
Internal Mailing Costs	7,984.51	13,400.00	4,900.81
Prospect Mailing Costs	30,506.29	30,000.08	33,554.20
Other Fundraising Costs	2,025.37	3,426.64	567.31
<b>Subtotal</b>	<b>40,516.17</b>	<b>46,826.72</b>	<b>39,022.32</b>
<i>Program</i>			
Grants	230,280.00	199,333.36	219,800.00
Grants Program	390.93	933.28	645.16
Newsletter	25,512.55	28,266.64	23,420.51
Website	343.00	666.64	340.90
<b>Subtotal</b>	<b>256,526.48</b>	<b>229,199.92</b>	<b>244,206.57</b>
<i>Other</i>			
Personnel	99,676.72	107,514.00	103,940.83
General and Administrative	47,945.46	61,149.92	30,460.97
Board Expenses	5,322.42	5,300.00	4,743.45
<b>Subtotal</b>	<b>152,944.60</b>	<b>173,963.92</b>	<b>139,145.25</b>
<b>Total Expenses</b>	<b>449,987.25</b>	<b>449,990.56</b>	<b>422,374.14</b>
<b>Total Income (Loss)</b>	<b>&lt;177,714.48&gt;</b>	<b>&lt;20,917.20&gt;</b>	<b>&lt;129,153.37&gt;</b>



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## SUBSIDIARY SCHEDULE

		2002 Y-T-D	2002 Budget	2001 Y-T-D
<b>INTERNAL MAILINGS</b>				
30400	CONTRIBUTIONS- PLEDGES	81,871.00	93,333.36	78,532.50
30500	CONTRIBUTIONS- NEWSLETTER	55,397.60	42,666.64	31,551.42
30600	CONTRIBUTIONS-ABC MAILING	63,642.28	83,333.36	56,619.25
		<hr/>	<hr/>	<hr/>
		200,910.88	219,333.36	166,703.17
<b>PROSPECT MAILINGS</b>				
31400	CONTRIBUTIONS-PROSPECTING	20,163.50	30,000.00	35,842.45
		<hr/>	<hr/>	<hr/>
		20,163.50	30,000.00	35,842.45
<b>SPECIAL CONTRIBUTIONS</b>				
32010	CONTRIBUTIONS-RESTRICTED	0.00	3,666.64	5,570.00
32020	CONTRIBUTIONS- STOCKS	12,906.41	23,333.36	22,545.22
32040	CONTRIBUTIONS-FOUNDATIONS	43,577.14	66,666.64	54,435.00
32050	CONTRIBUTIONS-UNSOLICITED	16,196.01	73,333.36	23,078.00
		<hr/>	<hr/>	<hr/>
		72,679.56	167,000.00	105,628.22
<b>INVESTMENTS</b>				
38001	BANK INTEREST CAMB TR, WAINWRI	883.92	1,333.36	2,068.34
38002	STOCK DIVIDENDS	0.00	4,000.00	0.00
38006	UNREALIZED G/L ON INVSTMT	<105.05>	0.00	0.00
38007	COMMISSION ON STOCK SALE	0.00	5,333.36	0.00
38093	INT&DIVIDENDS CITIZEN'S	0.00	0.00	74.89
38094	INT&DIVIDENDS - NEUBERGER BERM	386.02	0.00	0.00
38096	INT&DIVIDENDS - DOMINI	0.00	0.00	46.71
38097	INT&DIVIDENDS - CALVERT BAL FD	79.54	0.00	123.71
38098	INT&DIVIDENDS - CALVERT BOND	<152.96>	0.00	2,501.57
38099	INT&DIVIDENDS - SCHWAB ONE	<116.20>	0.00	1,199.32
38500	GAIN/LOSS - MISC	191.20	0.00	<229.95>
38593	GAIN/LOSS - CITIZENS INDEX	<760.77>	0.00	<1,581.72>
38594	GAIN/LOSS - NEUBERGER BERMAN	<1,487.30>	0.00	<915.35>
38595	GAIN/LOSS - WOMEN'S EQUITY	<2,880.87>	0.00	<2,212.77>
38596	GAIN/LOSS - DOMINI	<13,194.57>	0.00	<22,509.58>
38597	GAIN/LOSS - CALVERT BALANCED	<805.92>	0.00	<691.80>
38598	GAIN/LOSS - CALVERT BOND	990.41	0.00	6,429.30
38599	GAIN/LOSS - SCHWAB ONE	<6,701.44>	0.00	0.00
		<hr/>	<hr/>	<hr/>
		<23,673.99>	10,666.72	<15,697.33>
<b>OTHER INCOME</b>				
35110	LIST SALES NAMES IN NEWS	186.69	200.00	0.00
36001	T-SHIRT SALES	2,170.00	1,866.64	244.00
37000	ROYALTIES	0.00	6.64	0.00
37500	FISCAL SPONSORSHIP FEE	174.25	0.00	122.50
39050	MISCELLANEOUS INCOME	<338.12>	0.00	377.76
		<hr/>	<hr/>	<hr/>
		2,192.82	2,073.28	744.26

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		SUBSIDIARY SCHEDULE		
		2002 Y-T-D	2002 Budget	2001 Y-T-D
<b>INTERNAL MAILING COSTS</b>				
41101	PRINTING-PLEDGES	1,374.94	2,066.64	2,226.09
41102	POSTAGE- PLEDGES	1,559.00	1,866.64	1,027.22
41103	MAILHOUSE- PLEDGES	670.28	1,466.64	673.03
44101	PRINTING-ABC MAILINGS	965.16	2,800.00	2,086.00
44102	POSTAGE-ABC MAILINGS	1,908.66	2,533.36	3.31
44103	MAILHOUSE- ABC MAILINGS	1,506.47	2,000.00	<1,114.84>
		<hr/>	<hr/>	<hr/>
		7,984.51	12,733.28	4,900.81
<b>PROSPECT MAILING COSTS</b>				
4710	MAILHOUSE-PROSPECTING	0.00	4,000.00	0.00
47101	PRINTING- PROSPECTING	2,205.07	12,000.00	15,012.08
47102	POSTAGE- PROSPECTING	6,610.38	7,333.36	7,759.65
47103	MAILHOUSE-PROSPECTING	0.00	4,000.00	6,481.76
47104	CONSULTANTS-PROSPECTING	21,405.48	3,333.36	0.00
47107	LIST RENTALS-PROSPECTING	285.36	3,333.36	4,300.71
		<hr/>	<hr/>	<hr/>
		30,506.29	34,000.08	33,554.20
<b>OTHER FUNDRAISING COSTS</b>				
36002	T-SHIRT COSTS	1,031.22	2,000.00	0.00
49601	THANK YOU CARDS-COST	0.00	93.36	57.60
49602	THANK YOU CARDS-PRINTING	170.00	66.64	55.00
49603	THANK YOU CARDS- POSTAGE	674.15	466.64	454.71
49610	PROMO T-SHIRT GIFTS	0.00	266.64	0.00
49620	OTHER FUNDRAISING COSTS	150.00	533.36	0.00
		<hr/>	<hr/>	<hr/>
		2,025.37	3,426.64	567.31
<b>GRANTS</b>				
49411	NWTRCC: IN	<3,310.75>	<2,666.64>	<2,327.50>
49412	NWTRCC: OUT	3,310.75	2,666.64	2,327.50
49509	RESIST MULTIYEAR GRANTS PD OUT	33,000.00	40,000.00	33,000.00
49510	RESIST GRANTS PAID OUT	194,280.00	153,333.36	183,800.00
49512	SALZMAN GRANTS PAID OUT	3,000.00	4,000.00	3,000.00
49514	HOLMES GRANTS PAID OUT	0.00	2,000.00	0.00
		<hr/>	<hr/>	<hr/>
		230,280.00	199,333.36	219,800.00
<b>GRANTS PROGRAM</b>				
52501	PRINTING-GRANT PROGRAM	63.60	366.64	336.95
52502	POSTAGE-GRANT PROGRAM	327.33	400.00	308.21
52540	LIBRARY-GRANT PROGRAM	0.00	166.64	0.00
		<hr/>	<hr/>	<hr/>
		390.93	933.28	645.16
<b>NEWSLETTER</b>				
42101	PRINTING NEWSLETTER	12,341.98	16,666.64	14,053.37
42102	POSTAGE- NEWSLETTER	8,952.71	6,000.00	4,934.95
42103	MAILHOUSE- NEWSLETTER	3,742.86	4,333.36	4,072.19
42104	CONSULTANTS-NEWSLETTER	0.00	800.00	0.00
42105	PHOTOS/GRAPHICS NEWSLETR	287.50	466.64	360.00
42107	MISC. EXP.-NEWSLETTER	187.50	0.00	0.00
		<hr/>	<hr/>	<hr/>
		25,512.55	28,266.64	23,420.51
<b>WEBSITE</b>				
51700	INTERNET	343.00	666.64	340.90
		<hr/>	<hr/>	<hr/>
		343.00	666.64	340.90



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		SUBSIDIARY SCHEDULE		
		2002 Y-T-D	2002 Budget	2001 Y-T-D
<b>PERSONNEL</b>				
50110	GROSS PAY	82,509.96	88,547.36	83,159.42
50120	EMPLOYER TAXES (Rfica,DES	3,172.38	8,666.64	8,040.16
50125	RETIREMENT MATCH	2,193.70	2,666.64	2,976.73
50130	STAFF HEALTH INSURANCE	11,548.68	7,333.36	9,517.52
50140	WORKER'S COMPENSATION	252.00	300.00	247.00
		<hr/>	<hr/>	<hr/>
		99,676.72	107,514.00	103,940.83
<b>GENERAL AND ADMINISTRATIVE</b>				
50150	CONSULTANTS	2,062.08	3,000.00	0.00
51000	RENT	22,231.25	20,000.00	19,012.50
51100	OCCUPANCY	2,795.60	2,666.64	1,412.33
51500	TELEPHONE	1,976.98	2,333.36	1,899.09
52010	OFFICE SUPPLIES	1,567.92	1,333.36	1,563.19
52020	OFFICE XEROX	149.99	66.64	19.60
52040	OFFICE LIBRARY	67.50	166.64	156.50
52050	OFFICE PRINTING	1,446.71	666.64	280.00
52060	MINOR OFFICE EQUIPMENT	3,804.00	3,333.36	297.64
52070	BANK CHARGES	706.85	666.64	12.50
53010	OFFICE POSTAGE	1,002.71	1,133.36	346.58
53020	UPS	50.41	66.64	0.00
53030	POSTAGE DUE/BRE ENVELOPES	1,234.33	1,200.00	816.65
54000	TRAVEL	6.50	800.00	6.00
54200	STAFF DEVELOPMENT	1,050.00	1,600.00	795.00
54500	CONFERENCES/MEETINGS	264.49	1,600.00	286.45
55101	ADVERTISING	1,485.00	2,466.64	1,635.00
55102	BROCHURE	2,750.00	5,666.64	0.00
55500	REPAIRS AND MAINTENANCE	0.00	266.64	945.22
56010	LEGAL FEES	0.00	333.36	0.00
56020	ACCOUNTING FEES	7,732.00	5,333.36	5,477.50
56030	PROFESSIONAL FEES	0.00	1,333.36	0.00
57000	INSURANCE- OFFICE	1,402.00	1,666.64	1,914.00
59020	DUES AND FEES	1,225.00	666.64	1,118.10
59030	TAX PENALTIES & INTEREST	0.00	83.36	0.00
59040	OTHER PENALTIES/FINES	0.00	33.36	0.00
59060	MISCELLANEOUS EXPENSE	4.56	0.00	0.00
59090	DEPRECIATION	0.00	2,666.64	0.00
81000	RENTAL INCOME	<6,200.00>	0.00	<7,132.59>
81100	OCCUPANCY INCOME	<870.42>	0.00	<400.29>
		<hr/>	<hr/>	<hr/>
		47,945.46	61,149.92	30,460.97
<b>BOARD EXPENSES</b>				
58001	BOARD XEROX	1,467.97	1,666.64	1,515.06
58002	BOARD POSTAGE/UPS	691.33	0.00	302.06
58003	BOARD TRAVEL	2,205.63	1,666.64	1,599.94
58004	BOARD FOOD/MEETINGS	957.49	533.36	451.39
58005	BOARD OUTREACH	0.00	100.00	0.00
58006	BOARD EXPENSE: OTHER	0.00	1,333.36	875.00
		<hr/>	<hr/>	<hr/>
		5,322.42	5,300.00	4,743.45



RESIST, Inc.  
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	***** THIS YEAR *****		**BUDGET**	***** LAST YEAR *****		*
	Current Month	Y-T-D	Budget	Current Month	Y-T-D	
<b>REVENUE</b>						
Revenue - Internal Mailings						
30400 CONTRIBUTIONS- PLEDGES	10,507.00	81,871.00	93,333.36	10,108.00	78,532.50	
30500 CONTRIBUTIONS- NEWSLETTER	2,070.00	55,397.60	42,666.64	3,119.18	31,551.42	
30600 CONTRIBUTIONS-ABC MAILING	5,883.50	63,642.28	83,333.36	3,981.00	56,619.25	
Total Internal Mailings	18,460.50	200,910.88	219,333.36	17,208.18	166,703.17	
Other Revenue						
31400 CONTRIBUTIONS-PROSPECTING	1,476.00	20,163.50	30,000.00	570.00	35,842.45	
OTHER CONTRIBUTIONS	728.59	72,679.56	167,000.00	2,000.00	105,628.22	
LIST SALES	0.00	186.69	200.00	0.00	0.00	
36001 T-SHIRT SALES	32.00	2,170.00	1,866.64	28.00	244.00	
37000 ROYALTIES	0.00	0.00	6.64	0.00	0.00	
37500 FISCAL SPONSORSHIP FEE	0.00	174.25	0.00	15.00	122.50	
INTEREST & DIVIDENDS	325.14	975.27	10,666.72	615.92	6,014.54	
UNREALIZED GAIN/LOSS	736.06	<24,649.26>	0.00	<10,997.90>	<21,711.87>	
STOCK SALE COMMISSIONS	0.00	0.00	0.00	0.00	0.00	
39050 MISCELLANEOUS INCOME	9.00	<338.12>	0.00	244.56	377.76	
Total Other Revenue	3,306.79	71,361.89	209,740.00	<7,524.42>	126,517.60	
TOTAL REVENUE	21,767.29	272,272.77	429,073.36	9,683.76	293,220.77	
<b>COST OF SALES</b>						
36002 T-SHIRT COSTS	0.00	1,031.22	2,000.00	0.00	0.00	
Total Cost of Sales	0.00	1,031.22	2,000.00	0.00	0.00	
Gross Profit	21,767.29	271,241.55	427,073.36	9,683.76	293,220.77	
<b>EXPENSES</b>						
Internal Mailing Costs						
PLEDGE COSTS	215.00	3,604.22	5,399.92	296.69	3,926.34	
NEWSLETTER COSTS	1,075.14	25,512.55	28,266.64	3,341.39	23,420.51	
NATIONAL LIST COSTS	0.00	0.00	0.00	0.00	0.00	
ABC MAILING COSTS	840.34	4,380.29	7,333.36	1,788.03	974.47	
ZO COSTS	0.00	0.00	666.72	0.00	0.00	
Total Internal Mailing Costs	2,130.48	33,497.06	41,666.64	5,426.11	28,321.32	
PROSPECTING MAILING COSTS	0.00	30,506.29	30,000.08	28.90	33,554.20	
Total Mailing Costs	2,130.48	64,003.35	71,666.72	5,455.01	61,875.52	
Net Revenue After Mailing Costs	19,636.81	207,238.20	355,406.64	4,228.75	231,345.25	
Program, General & Administrative Expenses						
FISCAL SPONSOR GRANTS	0.00	0.00	0.00	0.00	0.00	
RESIST GRANTS PAID OUT	55,580.00	230,280.00	199,333.36	66,600.00	219,800.00	
OTHER FUNDRAISING COSTS	155.42	994.15	1,426.64	0.00	567.31	
PERSONNEL	13,695.26	101,738.80	110,514.00	12,883.21	103,940.83	
OCCUPANCY	3,542.44	25,026.85	22,666.64	2,271.31	20,424.83	
OFFICE EXPENSES	314.76	10,062.95	9,233.28	646.49	4,569.42	
GRANT PROGRAM	97.37	390.93	933.28	0.00	645.16	
POSTAGE	321.10	2,287.45	2,400.00	34.00	1,163.23	
54000 TRAVEL	0.00	6.50	800.00	0.00	6.00	
54200 STAFF DEVELOPMENT	0.00	1,050.00	1,600.00	0.00	795.00	
54500 CONFERENCES/MEETINGS	0.00	264.49	1,600.00	42.73	286.45	
ADVERTISING & OUTREACH	1,250.00	4,235.00	8,133.28	0.00	1,635.00	
55500 REPAIRS AND MAINTENANCE	0.00	0.00	266.64	945.22	945.22	
PROFESSIONAL FEES	0.00	7,732.00	7,000.08	1,632.50	5,477.50	
57000 INSURANCE- OFFICE	0.00	1,402.00	1,666.64	0.00	1,914.00	
BOARD EXPENSES	697.47	5,322.42	5,300.00	770.88	4,743.45	
OTHER EXPENSES	0.00	1,229.56	3,450.00	0.00	1,118.10	
Total Program, G & A Expenses	75,653.82	392,023.10	376,323.84	85,826.34	368,031.50	

Unaudited



RESIST, Inc.  
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	***** THIS YEAR *****		**BUDGET**	***** LAST YEAR *****		*
	Current Month	Y-T-D	Budget	Current Month	Y-T-D	
Other Income & Expenses						
81000 RENTAL INCOME	<1,100.00>	<6,200.00>	0.00	<900.00>	<7,132.59>	
81100 OCCUPANCY INCOME	<361.98>	<870.42>	0.00	<116.43>	<400.29>	
Total Other Income/Expense	<1,461.98>	<7,070.42>	0.00	<1,016.43>	<7,532.88>	
Total Expenses	74,191.84	384,952.68	376,323.84	84,809.91	360,498.62	
NET INCOME (LOSS)	<54,555.03>	<177,714.48>	<20,917.20>	<80,581.16>	<129,153.37>	

Unaudited



RESIST, Inc.  
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			***** THIS YEAR *****		**BUDGET**	***** LAST YEAR *****	
			SUBSIDIARY SCHEDULE				
		Current Month	Y-T-D	Budget	Current Month	Y-T-D	
OTHER CONTRIBUTIONS							
32010	CONTRIBUTIONS-RESTRICTED	0.00	0.00	3,666.64	0.00	5,570.00	
32020	CONTRIBUTIONS- STOCKS	15.30	12,906.41	23,333.36	0.00	22,545.22	
32040	CONTRIBUTIONS-FOUNDATIONS	688.29	43,577.14	66,666.64	1,000.00	54,435.00	
32050	CONTRIBUTIONS-UNSOLICITED	25.00	16,196.01	73,333.36	1,000.00	23,078.00	
		728.59	72,679.56	167,000.00	2,000.00	105,628.22	
LIST SALES							
35110	LIST SALES NAMES IN NEWS	0.00	186.69	200.00	0.00	0.00	
		0.00	186.69	200.00	0.00	0.00	
SALES							
36001	T-SHIRT SALES	32.00	2,170.00	1,866.64	28.00	244.00	
36002	T-SHIRT COSTS	0.00	<1,031.22>	<2,000.00>	0.00	0.00	
		32.00	1,138.78	<133.36>	28.00	244.00	
INTEREST & DIVIDENDS							
38093	INT&DIVIDENDS CITIZEN'S	0.00	0.00	0.00	0.00	74.89	
38094	INT&DIVIDENDS - NEUBERGER B	0.00	386.02	0.00	0.00	0.00	
38096	INT&DIVIDENDS - DOMINI	0.00	0.00	0.00	0.00	46.71	
38097	INT&DIVIDENDS - CALVERT BAL	37.26	79.54	0.00	49.49	123.71	
38098	INT&DIVIDENDS - CALVERT BON	235.16	<152.96>	0.00	312.35	2,501.57	
38099	INT&DIVIDENDS - SCHWAB ONE	21.19	<116.20>	0.00	109.46	1,199.32	
38001	BANK INTEREST CAMB TR, WAIN	31.53	883.92	1,333.36	144.62	2,068.34	
38002	STOCK DIVIDENDS	0.00	0.00	4,000.00	0.00	0.00	
38006	UNREALIZED G/L ON INVSTMT	0.00	<105.05>	0.00	0.00	0.00	
38007	COMMISSION ON STOCK SALE	0.00	0.00	5,333.36	0.00	0.00	
		325.14	975.27	10,666.72	615.92	6,014.54	
UNREALIZED GAIN/LOSS							
38500	GAIN/LOSS - MISC	0.00	191.20	0.00	<67.76>	<229.95>	
38593	GAIN/LOSS - CITIZENS INDEX	0.00	<760.77>	0.00	<449.55>	<1,581.72>	
38594	GAIN/LOSS - NEUBERGER BERM	246.71	<1,487.30>	0.00	<531.29>	<915.35>	
38595	GAIN/LOSS - WOMEN'S EQUITY	257.33	<2,880.87>	0.00	<1,314.35>	<2,212.77>	
38596	GAIN/LOSS - DOMINI	35.66	<13,194.57>	0.00	<8,793.94>	<22,509.58>	
38597	GAIN/LOSS - CALVERT BALANCE	67.08	<805.92>	0.00	<408.22>	<691.80>	
38598	GAIN/LOSS - CALVERT BOND	125.04	990.41	0.00	567.21	6,429.30	
38599	GAIN/LOSS - SCHWAB ONE	4.24	<6,701.44>	0.00	0.00	0.00	
		<736.06>	24,649.26	0.00	10,997.90	21,711.87	
PLEDGE COSTS							
41101	PRINTING-PLEDGES	85.00	1,374.94	2,066.64	296.69	2,226.09	
41102	POSTAGE- PLEDGES	130.00	1,559.00	1,866.64	0.00	1,027.22	
41103	MAILHOUSE- PLEDGES	0.00	670.28	1,466.64	0.00	673.03	
		215.00	3,604.22	5,399.92	296.69	3,926.34	
NEWSLETTER COSTS							
42101	PRINTING NEWSLETTER	0.00	12,341.98	16,666.64	3,326.16	14,053.37	
42102	POSTAGE- NEWSLETTER	1,075.14	8,952.71	6,000.00	15.23	4,934.95	
42103	MAILHOUSE- NEWSLETTER	0.00	3,742.86	4,333.36	0.00	4,072.19	
42104	CONSULTANTS-NEWSLETTER	0.00	0.00	800.00	0.00	0.00	
42105	PHOTOS/GRAPHICS NEWSLETR	0.00	287.50	466.64	0.00	360.00	
42107	MISC. EXP.-NEWSLETTER	0.00	187.50	0.00	0.00	0.00	
		1,075.14	25,512.55	28,266.64	3,341.39	23,420.51	
NATIONAL LIST COSTS							
		0.00	0.00	0.00	0.00	0.00	

Unaudited



RESIST, Inc.  
Income Statement  
For the Eight Months Ending August 31, 2002

Printed On: September 27, 2002

\*\*\*\*\* THIS YEAR \*\*\*\*\*      \*\*BUDGET\*\*      \*\*\*\*\* LAST YEAR \*\*\*\*\*  
SUBSIDIARY SCHEDULE

	Current Month	Y-T-D	Budget	Current Month	Y-T-D
<b>ABC MAILING COSTS</b>					
44101 PRINTING-ABC MAILINGS	0.00	965.16	2,800.00	905.00	2,086.00
44102 POSTAGE-ABC MAILINGS	0.34	1,908.66	2,533.36	0.00	3.31
44103 MAILHOUSE- ABC MAILINGS	840.00	1,506.47	2,000.00	883.03	<1,114.84>
	840.34	4,380.29	7,333.36	1,788.03	974.47
<b>Z0 COSTS</b>					
45101 PRINTING- Z0 MAILINGS	0.00	0.00	200.00	0.00	0.00
45102 POSTAGE- Z0 MAILINGS	0.00	0.00	133.36	0.00	0.00
45103 MAILHOUSE- Z0 MAILINGS	0.00	0.00	333.36	0.00	0.00
	0.00	0.00	666.72	0.00	0.00
<b>PROSPECTING MAILING COSTS</b>					
47101 PRINTING- PROSPECTING	0.00	2,205.07	12,000.00	0.00	15,012.08
47102 POSTAGE- PROSPECTING	0.00	6,610.38	7,333.36	0.00	7,759.65
47103 MAILHOUSE-PROSPECTING	0.00	0.00	4,000.00	0.00	6,481.76
47104 CONSULTANTS-PROSPECTING	0.00	21,405.48	3,333.36	0.00	0.00
47107 LIST RENTALS-PROSPECTING	0.00	285.36	3,333.36	28.90	4,300.71
	0.00	30,506.29	30,000.08	28.90	33,554.20
<b>FISCAL SPONSOR GRANTS</b>					
49411 NWTRCC: IN	0.00	<3,310.75>	<2,666.64>	<285.00>	<2,327.50>
49412 NWTRCC: OUT	0.00	3,310.75	2,666.64	285.00	2,327.50
	0.00	0.00	0.00	0.00	0.00
<b>RESIST GRANTS PAID OUT</b>					
49509 RESIST MULTIYEAR GRANTS PD	9,000.00	33,000.00	40,000.00	15,000.00	33,000.00
49510 RESIST GRANTS PAID OUT	46,580.00	194,280.00	153,333.36	51,600.00	183,800.00
49512 SALZMAN GRANTS PAID OUT	0.00	3,000.00	4,000.00	0.00	3,000.00
49514 HOLMES GRANTS PAID OUT	0.00	0.00	2,000.00	0.00	0.00
	55,580.00	230,280.00	199,333.36	66,600.00	219,800.00
<b>OTHER FUNDRAISING COSTS</b>					
49601 THANK YOU CARDS-COST	0.00	0.00	93.36	0.00	57.60
49602 THANK YOU CARDS-PRINTING	55.00	170.00	66.64	0.00	55.00
49603 THANK YOU CARDS- POSTAGE	100.42	674.15	466.64	0.00	454.71
49610 PROMO T-SHIRT GIFTS	0.00	0.00	266.64	0.00	0.00
49620 OTHER FUNDRAISING COSTS	0.00	150.00	533.36	0.00	0.00
	155.42	994.15	1,426.64	0.00	567.31
<b>PERSONNEL</b>					
50110 GROSS PAY	11,811.40	82,509.96	88,547.36	10,741.30	83,159.42
50120 EMPLOYER TAXES (Rfica,DES	0.00	3,172.38	8,666.64	840.27	8,040.16
50125 RETIREMENT MATCH	378.00	2,193.70	2,666.64	360.92	2,976.73
50130 STAFF HEALTH INSURANCE	1,405.86	11,548.68	7,333.36	924.72	9,517.52
50140 WORKER'S COMPENSATION	0.00	252.00	300.00	16.00	247.00
50150 CONSULTANTS	100.00	2,062.08	3,000.00	0.00	0.00
	13,695.26	101,738.80	110,514.00	12,883.21	103,940.83
<b>OCCUPANCY</b>					
51000 RENT	2,637.50	22,231.25	20,000.00	2,143.75	19,012.50
51100 OCCUPANCY	904.94	2,795.60	2,666.64	127.56	1,412.33
	3,542.44	25,026.85	22,666.64	2,271.31	20,424.83

Unaudited



RESIST, Inc.  
Income Statement  
For the Eight Months Ending August 31, 2002

Printed On: September 27, 2002

		***** THIS YEAR *****		**BUDGET**	***** LAST YEAR *****		*
		SUBSIDIARY SCHEDULE					
		Current Month	Y-T-D	Budget	Current Month	Y-T-D	
OFFICE EXPENSES							
51500	TELEPHONE	202.14	1,976.98	2,333.36	264.52	1,899.09	
51700	INTERNET	21.99	343.00	666.64	20.95	340.90	
52010	OFFICE SUPPLIES	0.00	1,567.92	1,333.36	31.05	1,563.19	
52020	OFFICE XEROX	0.00	149.99	66.64	0.00	19.60	
52040	OFFICE LIBRARY	0.00	67.50	166.64	67.50	156.50	
52050	OFFICE PRINTING	0.00	1,446.71	666.64	200.00	280.00	
52060	MINOR OFFICE EQUIPMENT	43.04	3,804.00	3,333.36	59.97	297.64	
52070	BANK CHARGES	47.59	706.85	666.64	2.50	12.50	
		314.76	10,062.95	9,233.28	646.49	4,569.42	
GRANT PROGRAM							
52501	PRINTING-GRANT PROGRAM	0.00	63.60	366.64	0.00	336.95	
52502	POSTAGE-GRANT PROGRAM	97.37	327.33	400.00	0.00	308.21	
52540	LIBRARY-GRANT PROGRAM	0.00	0.00	166.64	0.00	0.00	
		97.37	390.93	933.28	0.00	645.16	
POSTAGE							
53010	OFFICE POSTAGE	321.10	1,002.71	1,133.36	34.00	346.58	
53020	UPS	0.00	50.41	66.64	0.00	0.00	
53030	POSTAGE DUE/BRE ENVELOPES	0.00	1,234.33	1,200.00	0.00	816.65	
		321.10	2,287.45	2,400.00	34.00	1,163.23	
ADVERTISING & OUTREACH							
55101	ADVERTISING	250.00	1,485.00	2,466.64	0.00	1,635.00	
55102	BROCHURE	1,000.00	2,750.00	5,666.64	0.00	0.00	
		1,250.00	4,235.00	8,133.28	0.00	1,635.00	
PROFESSIONAL FEES							
56010	LEGAL FEES	0.00	0.00	333.36	0.00	0.00	
56020	ACCOUNTING FEES	0.00	7,732.00	5,333.36	1,632.50	5,477.50	
56030	PROFESSIONAL FEES	0.00	0.00	1,333.36	0.00	0.00	
		0.00	7,732.00	7,000.08	1,632.50	5,477.50	
BOARD EXPENSES							
58001	BOARD XEROX	54.60	1,467.97	1,666.64	445.30	1,515.06	
58002	BOARD POSTAGE/UPS	163.33	691.33	0.00	0.00	302.06	
58003	BOARD TRAVEL	265.50	2,205.63	1,666.64	271.61	1,599.94	
58004	BOARD FOOD/MEETINGS	214.04	957.49	533.36	53.97	451.39	
58005	BOARD OUTREACH	0.00	0.00	100.00	0.00	0.00	
58006	BOARD EXPENSE: OTHER	0.00	0.00	1,333.36	0.00	875.00	
		697.47	5,322.42	5,300.00	770.88	4,743.45	
OTHER EXPENSES							
59020	DUES AND FEES	0.00	1,225.00	666.64	0.00	1,118.10	
59030	TAX PENALTIES & INTEREST	0.00	0.00	83.36	0.00	0.00	
59040	OTHER PENALTIES/FINES	0.00	0.00	33.36	0.00	0.00	
59060	MISCELLANEOUS EXPENSE	0.00	4.56	0.00	0.00	0.00	
59090	DEPRECIATION	0.00	0.00	2,666.64	0.00	0.00	
		0.00	1,229.56	3,450.00	0.00	1,118.10	
OTHER INCOME/EXPENSE							
81000	RENTAL INCOME	<1,100.00>	<6,200.00>	0.00	<900.00>	<7,132.59>	
81100	OCCUPANCY INCOME	<361.98>	<870.42>	0.00	<116.43>	<400.29>	
		<1,461.98>	<7,070.42>	0.00	<1,016.43>	<7,532.88>	

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(617) 623-5110 / [www.resistinc.org](http://www.resistinc.org)

## Finance Committee Minutes

September 17, 2002

### Resist Office

#### *Board of Directors*

Eileen Bolinsky

Robin Carton

Pam Chamberlain

Ty dePass

Becca Howes-Mischel

Kay Mathew

Marc S. Miller

Jorge Rogachevsky

Henry Rosemont, Jr.

Carol Schachet

Abby Scher

Nancy Wechsler

#### *Board of Advisors*

Frank Brodhead

Bell Chevigny

Noam Chomsky\*

Kate Cloud

Tess Ewing

Norm Fruchter

Renae Scott Gray

Debra Kay Jefferson

Frank Joyce

Hans Koning\*

Paul Lauter\*

June Lee

Penn Loh

Amanda Matos-González

Richard Ohmann\*

Wayne O'Neil\*

Carlos Otero

Grace Paley

Roxanna Pastor

Merble Reagon

Cheryl Smith

Amy Swerdlow

George Vickers

Fran White

\* founding members

Present: Robin Carton, Becca Howes-Mischel, Pam Chamberlain, Johanna Schulman (Financial Advisor)

Johanna introduced herself and asked a few questions about Resist's financial and investment situation. She then recommended we consider formulating an investment policy.

### I. Investment Policy:

A. Serves as a broad vision governing an organization's investment strategies

B. The four aspects of an investment policy:

- 1) A basic premise for making decisions laying out the procedure for managing money as well as who has the authority to do so.
- 2) Guidelines for asset allocation between Stocks, Bonds, and Cash
- 3) Short-term and Long-term investment strategies for money that should be accessible immediately or for one-year and five-year goals
- 4) The depth of commitment to socially responsible investment strategies with a definition of what company practices meet that standard

C. The Finance Committee recommends that Resist begin a process of creating an investment policy.

- 1) At the Oct meeting the Finance Committee will give a short definition of an Investment policy
- 2) Board Members will be asked for feedback about what they identify as the most important pieces of such a policy via email or regular mail.
- 3) The Finance Committee (with the assistance of any interested Board Members) will draft a proposed Investment Policy for the December Board Meeting
- 4) At the December meeting the Finance Committee will ask the Board to review the proposed policy for revisions
- 5) The Finance Committee will present a revised policy for approval at the February meeting.

D. Once Resist has an Investment Policy, the Board can discuss investment strategies in light of the more general Fundraising discussion proposed for the April Board meeting.

1) The main questions to ask in crafting such a strategy are "What is the money in our investments for?" and "How does the use of this money relate to the mission for having this money?"

### II. Analysis of the Current Market

A. Johanna will provide an initial brief analysis (a "one-pager") of Resist's



current investment holdings distribution for the October Board meeting. She is willing to meet with Board members to discuss investment issues in the future if the Board would like

### **III. Budget**

A. Our general cycle has been:

- 1) Draft Budget provided to Board in Oct- questions raised to the Finance Committee by Board members
- 2) Presentation with a detailed explanation in Dec- above questions will be answered
- 3) Approval with the final numbers in Feb
- 4) A 6 month mid-course review in June
- 5) Any significant changes in Aug

B. Given the uncertainties about the future staff needs and any new program directions, it is impossible to accurately project any changes in budgetary expenditures.

C. We will try to stick to this schedule, however. The staff will try to provide a draft budget for either the Oct Board meeting or to be sent out with the Oct Board meeting minutes.

**The Next Finance Committee meeting will take place Tues, Oct 1<sup>st</sup> at 9am**



**Resist Finance Committee Meeting Minutes**  
**October 1, 2002**  
**12pm Resist Office**

Present: Robin Carton, Pam Chamberlain (Chair), Becca Howes-Mischel, Abby Scher (by phone)

**I. Follow-up to meeting with Lynn Brandon**

A. Lynn has agreed to conduct a workshop (or series of workshops) for the Resist Board that would cover: an introduction to financial terms, how to read financial documents, and the fiscal responsibilities of non-profit Boards.

B. The Finance Committee discussed whether these workshops should happen at a Board Meeting (when all Board members could attend) or at another time (which would limit the number of those Board members who could attend).

C. The Finance Committee recommends that the first training (at least) take place at the February Board Meeting which is historically the smallest grant cycle. A representative from the Finance Committee will solicit Lynn once a Meeting date has been set.

**II. Follow-up to meeting with Johanna Schulmann**

A. Johanna suggested that Resist craft an investment policy (see minutes from Finance Committee meeting 9/17/02). At the October Board Meeting, the Finance Committee will give a brief introduction to the Board and announce plans to begin drafting such a policy. Interested Board members will be invited to participate in this process.

B. Johanna agreed to provide Resist with a brief review of our investment holdings before the October Board Meeting. It will be faxed or emailed to committee members.

**III. Review of August Financials**

A. The accompanying narrative is helpful in explaining the important aspects of Resist's financial situation.

B. Items of note in the Aug Financials:

1) Grants are \$31,000 over Budget and \$11,000 over FY01. The Finance Committee will remind the Board of this fact while making Grants decisions.

2) Income figures from mailings are much stronger than expected. It is in Stock and Foundation donations that Income is down. Some of the donor advised Foundation grants seem to be coming slighting later this year than in FY01.

3) Resist is on-target for over-all spending.

C. The Finance Committee recommends that the Board cap its Grants spending for the October and December cycles at \$90,000. This will result in \$20,000 overspending of the Grants Budget. The Committee makes this recommendation realizing that this could significantly increase income over expenses for FY02.

D. The Staff will provide the following documents to the Board at the October Board meeting:



- 1) Balance Sheet (without Subsidiary Schedule)
- 2) Board Report

The Staff will have available to the Board upon request the following documents:

- 1) Balance Sheet Subsidiary Schedule
- 2) Income Statement

#### **IV. Corporate Resolution**

A. This seems to be a pro-forma vote.

#### **V. Budget 2003**

A. Process:

- 1) The Finance Committee will present a draft Budget at the October Board meeting for Board members to think about.
- 2) Board members will be asked to email, call, or snail mail their comments to the Finance Committee.
- 3) The Finance Committee will do a detailed presentation of the Budget at the December Board meeting.
- 4) The Board will vote the Budget in with the new income figures.

B. At the October Meeting the Finance Committee will highlight some of the strategic planning questions that impact the budget:

- 1) The question of additional personnel
- 2) There are no new program costs written into the 2003 budget draft
- 3) There are no costs nor income projected from a possible Major Donor program

The Finance Committee will also highlight the bottom line projections.



**Draft Agenda**  
**Finance Committee Meeting**  
**October 1, 2002**

1. Budget Training Follow-Up
  - review Lynn Brandon meeting
2. Investment Policy Follow-Up
  - short definition of investment policy at Board meeting
  - Board members asked for feedback re: policy via e-mail/regular mail
  - draft investment policy for December meeting
3. Review of Current Financial Position
  - August 02 Financial Statements
4. Corporate Resolution
  - open account, accept donation, sell stocks, close account
    - Janney Montgomery Scott, LLC
    - donation
5. Review of Preliminary Budget for 2003
6. Other Issues



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## Board Meeting Minutes

October 6, 2002

### Board of Directors

Nikhil Aziz  
Robin Carton  
Pam Chamberlain  
Ty dePass  
Leila Farsakh  
Becca Howes-Mischel  
Kay Mathew  
Marc S. Miller  
Henry Rosemont, Jr.  
Carol Schachet  
Abby Scher

Present: Abby, Becca, Eileen, Hank, Jorge, Kay, Robin, Ty, Wec.

### I. Approval of August Board Minutes

The August Board meeting minutes were not voted on for approval.

### II. Committee reports

### Board of Advisors

Frank Brodhead  
Bell Chevigny  
Noam Chomsky\*  
Kate Cloud  
Tess Ewing  
Norm Fruchter  
Mae Gray  
Debra Kay Jefferson  
Frank Joyce  
Hans Koning\*  
Paul Lauter\*  
June Lee  
Penn Loh  
Amanda Matos-González  
Richard Ohmann\*  
Wayne O'Neil\*  
Carlos Otero  
Grace Paley  
Roxanna Pastor  
Merble Reagon  
Cheryl Smith  
Amy Swerdlow  
George Vickers  
Nancy Wechsler  
Fran White

\*founding members

- a. The Long Range Planning Committee recommended a two-day Board Meeting for December 7& 8, focusing on program and grants. They further recommended taking up the issue of Board members' responsibilities at the February, 2003 meeting. The complete calendar recommendations of the Committee for finishing the Long Range Planning Process may be found in the minutes of their meeting on September 11<sup>th</sup>.

#### b. The Board Development Committee

i. The Board Development Committee had previously circulated resumes of Board members candidates- Leila Farsakh and Nikhil Aziz, and recommended their election to the Board. After discussion, each was elected unanimously; Hank volunteered to serve as Leila's mentor, and it was suggested that Pam would mentor Nikhil since they work at PRA together. The Board Development Committee agreed to approach Pam about serving as Nikhil's mentor. Carol will send the new Board members introductory packets about the Resist Board and the two mentors the list of Board mentor requirements.

ii. Jorge recommended that the issue of Board diversity be re-addressed at the February meeting. Kay raised the question of the number of academics that are, or should be, on the Resist Board. She suggested that the Board consider educational level as one element of diversity in Board recruitment.

iii. Finally, to everyone's sadness, Eileen tendered her resignation from the Board, and circulated a letter to that effect. Eileen agreed to stay to add her two cents to the staff structure discussion.

- c. The Communications Committee reported that the internal website of official Resist Board documents is currently up and in a test phase. Jean is working on uploading past Board and Committee minutes and Robert, a donor web guru, is working on including a search engine for both the



- d. Internal and External websites. Details are outlined in the minutes of the Committee's meeting of August 26<sup>th</sup>. At the meeting, Robin distributed the usernames and passwords for the internal website to the Board.
- e. The Finance Committee
- i. Elaborated on the details of the investment policy discussions held with Johanna Schulman. The Committee will develop an investment policy to bring to the Board at the December meeting. Interested Board members are invited to participate in this process.
  - ii. The Finance Committee recommended approval of a Corporate Resolution necessary to receive a stock donation via Montgomery Janny Scott. The Resolution was circulated with the Board packet. The recommendation was approved unanimously.
  - iii. The Committee reported that they had met with Lynn Brandon regarding a Board training on Financial Statements and Board fiscal responsibility. She would be willing to hold one or two trainings for the Board which the Committee is working to set up. Board members were asked to identify possible times for this training.
  - iv. Due to decreased revenues and increased grant spending for the year, the Committee recommended capping grant awards for the balance of 2002 at \$90,000. After discussion, the motion carried 6 yeas, 2 nays, 1 abstention.
  - v. The Committee circulated a tentative budget for 2003, and requested comments thereon from Board members in the next few weeks. The Committee will bring a proposed budget for discussion to the December meeting.
- f. The Grants Committee distributed a revised grant application form at the meeting. There not being sufficient time to give the document the careful consideration it needed, it was decided that individual Board members should submit their comments on the revised form to Kay.

### **III. Board Elections:**

The following slate of candidates submitted their names to the Board for election:

Marc: President  
Pam: Treasurer  
Hank: At-large  
Becca: Clerk

The Board voted to approve all candidates.

### **IV. Long Range Planning: Staff Structure Discussion**

Board members staked out three positions: institute a director, have a collective, and have a collective with a rotating "office manager".



Ty spoke for the second position, asking "what problem are we addressing?" If it is an ongoing concern about staff accountability to the board, we should create identifiable structures within which the staff would operate (Carol notes steps have been made in this direction). Yes there needs to be clearer lines of communication and accountability –within a collective model, which he said was not operating at the present moment. Consensual collective models have political credibility. We should ask ourselves, then, what politics are we modeling? In order to build a movement, need to reflect the movement. Mutual expectations, obligations and values glue a collective together, not an organizational chart. At the same time, Ty warned not to mindlessly embrace the past just because that's how we used to do things.

Jorge asked: "How do we want to structure relations within the organization?" A director, he argued, would address concerns about:

1. supervision and mentoring, roles that have been very difficult to maintain.
2. establishing clarity and accountability of functions: who is responsible for what, developing lines of communication between board and staff; ensuring tasks and functions are being done.
3. adding new programs and areas of work. If we expand staff, we need mentoring, better planning and accountability.
4. how staff facilitates planning.

The director would do supervision, evaluation, maintain planning perspective and act as liaison between Board and staff.

The problem, Jorge continued, is that we could move into a hierarchical model against our principles, and what Resist stands for internally and externally. There is no need for the director to earn more than his or her colleagues, or have prerogatives. The collective function would rest within the board, which includes all staff, not just the executive director. But we need that person's linkage with the board, since communication with the board is vague and weak.

Hank spoke to the idea of an office manager position that would rotate every year. "Ty warned us about the 'red flag' of how we used to do things" but it was a staff person – Carol – who raised that flag, he said. The board has changed things over the years. When you get an executive director, they start running the organization. Hank didn't think it would hurt our fundraising to have either an E.D. or an office manager, as long as Resist keeps publishing the newsletter, giving out money, and continuing its programs. But organizational efficiency would be enhanced by having a single person responsible overall. Things are too loose now: board members are leaving. Hank fears becoming too hierarchical and damaging staff morale. But keeping things as they are would also be damaging to Board morale.

In response to a staff question, Hank gave examples of problems when the board does not feel the staff is executing its decisions, such as being told by Carol at the August Board meeting that it is her sole responsibility as editor to devise the themes for future issues and not the committee's. Abby added issue of staff deciding to skip a prospect mailing earlier this year when Resist was understaffed without others being a part of the decision. She argued an office manager's job would be to invigorate the mutual oversight function of a collective, not take it over.

Becca objected to Hank and Abby's assertions. She noted that Carol e-mailed a list of suggested Newsletter topics for the coming year in December of 2001. They were compiled in consultation



with the Communications Committee from Board suggestions. She also noted that Carol did not skip a prospect mailing. Instead it was sent out a few weeks later than originally planned in conjunction with the work of the fundraising consultant Nancy Greenhouse.

Eileen thought Resist should keep the collaborative model but look at what the issues are and try to change them. The major push for a new model was the last personnel committee experience with staff evaluation. There needs to be a different way of doing evaluations. Need to move on while keeping a non-hierarchical model. Supervision by a director does turn into hierarchy, she said. A rotating person creates inconsistency. Resist needs to keep consistent with its vision and model its philosophy.

Abby favors the rotating office manager. She sees the different models trying to solve different problems within the organization. If the Board's supervisory role is taken out though either a director or coordinator, this does not solve the problem of an overworked Board. The problem is with the mutual supervision structure of the staff. We need a way to jump start it. The office manager's reporting at Board meetings would give the Board a sense of when things are supposed to happen. The office manager would communicate with the Board about new proposals and follow-up. They would hold the position for a year which would give them permission to make sure that things are happening within the staff. This would systematize bringing in new people as well.

Ty added that he has experienced a similar situation at his current job, with two founders and two newcomers. You need to invest in the newcomers so all can participate in joint planning. Collectives function when all folks participate. Collectives have leadership that steps up at different times depending on their individual strengths. That wouldn't happen with an executive director. That person would be invested with authority to lead. Still, his sense is that Resist is not a collective at the current moment. If other folks didn't know Carol didn't do a prospect mailing, that's not how a collective works. You call on other people and decide whether it is skippable or if you need to call in help in a pinch.

Jorge argued that Resist ought to be a collective at the level of the Board. After that, it is a matter of how to implement board decisions. We have a weak board because there is not a well articulated structure between the Board and the staff. The staff takes over the executive function. We are in a dynamic political context but we have been unable to take any leadership and rest with the politics in effect 20 years ago. The fault is not with the staff but because we don't have a clearly defined executive function of the board. With the staff as members of the board, there is no threat of hierarchy from the executive director. But we need that layer to ensure that policies are implemented.

Hank gave examples of unresponsiveness, such as the minutes of the August meeting not being sent. Jorge pointed out that the board read and made changes to the minutes that were sent, but the revised minutes were not created to be approved.

Becca repeated (in response to Ty's comment) that Carol decided to postpone the mailing, not cancel it. She said the board often brings up problems that turn out to be inaccurate on closer examination. For example, the August meeting minutes had been sent out by mail to the Board and Advisory Board.



Kay argued that there are examples of lack of responsiveness of staff, but that the problem can be worked out in a collaborative model. We should model the philosophy we'd like the movement to follow. It is not an issue of the board being overworked – it's the meta collective that is not working. If the Board felt responded to, they wouldn't feel overworked. She gave an example of the grants committee withholding money from a grantee because of internal turmoil in the group, but the grants committee did not have all the information from the staff about contact from the group.

Wec supports Resist having a director. She felt, even when on staff, that the board never took full responsibility about personnel issues. Board members don't want to be management. The board tried and failed in its effort to supervise staff. The staff did not take feedback from the personnel committee very well. The committee did not get much cooperation from the staff about Jacquie Bishop when she was on probation. There needs to be a staff person responsible for evaluation, supervision, giving the board feedback and support. She agreed Resist is not a collective at either the staff or board level. Some people have more power than others. When decisions are made, it's not clear how or when they will be implemented. Need someone on staff to make sure. "I'm frustrated."

Abby: The staff is enormously productive. Adding more work tips the balance and reduces efficiency. The office manager position would ensure that collective oversight works and let the Board know if there are any problems within the office.

Becca: Could see the potential for a transition in the future, but given what works now (and financial constraints) just need to tweak the collaborative model to address concerns raised. She sees the concerns around board/staff interaction. But there are proposals already in place to clarify who is doing what and reporting has been streamlined in the past year. There hasn't yet been the space to see if the new systems would work.

Robin: Board needs to act in the long term best interests of the organization. Believes the collective model can work but we need clear delineations of staff/board communication and roles. Lines get blurred. As a result of the lack of clarity there is often misinformation that is circulated. It takes a lot of willingness to forgive mistakes. Without growth in income projections, Robin doesn't see a big expansion of staff. The executive committee detailed committee responsibilities to develop policies re: accountability, lines of communication etc. So we're jumping ahead when these have not been done yet. She acknowledged that the Board feels there is a need for a liaison who would act as a funnel for questions. She noted that Carol did not argue for things just to stay the same- but for clarity of the collective model. There are a lot of work the staff does in the office that the board may not be aware of (e.g. regular staff meetings, mutual supervision, collaborations with colleagues). None of us acts in isolation. The challenge is in bringing someone new in. Jacquie raises the question of supervision but we can do it in a peer context.

Wec: We've lost board members over the enormous time it takes to do organizational work of Resist (e.g. on the executive committee, long range planning, etc.) There is resentment against the Executive Committee making decisions. The E.D. should stay in touch with committees to know what's going on. That is now being done by the executive committee.

Ty says Resist is neither fish nor fowl. The board has governance and legal responsibilities. Executive functions reside with the staff (defined as implementation). The Executive Committee



has executive functions for the Board (different from implementing programs). It doesn't have time or energy to micromanage staff. It just wants to know when things get done and when there are problems. The moral obligations of the Board are to the organization's politics and values. He recommends a new publication on his organization's website: Who Owns Your Organization. There are moral obligations and criteria in collective model: Do staff present proposals to the board? Do they say when they've missed a deadline? Proposals and deadlines are accountability structures. You still need a supervision and an evaluation role on the Board.

Kay: This is too soon to see if communication will improve. In the last year, Resist has strengthened the role of committees. So missed deadlines will fall under the purview of specific committees. This will help with accountability. Let's see if new mechanisms work.

Hank: Committee changed over a year ago, and many problems have emerged in past two months. He doesn't see a lot of collaboration. A good model for the "compromise" is the chair of an academic department elected by his or her peers.

We did a straw poll to see which positions people supported: Wec, Jorge and Pam all backed the director position with support from a flexible Marc; Abby and Hank the office manager; and the staff, Ty, Kay and Eileen the collective without office manager.

Jorge took on idea that collective is a good solution to larger political problems of society. New Left hasn't grown and is left out and behind. Wants Resist to be effective.

Hank points out that the majority has not made a concrete proposal for how to "tweak" the existing system.

(This is where Jorge and Wec announce they are resigning)

Ty says he needs more specifics on how the new directorship would be implemented: promote from within? Hire a fourth? "We're really great at the big picture but we leave the implementation to the staff and then complain." Later he said, "Where do decisions come from? Who follows through? We go halfway."

Wec: When Becca leaves, we can hire a director.

Jorge concludes by discussing his sense of powerlessness on the board when having power in a society that doesn't respect us is exactly why we are on the board. "Who has the sense of power in Resist now? The informality of the process disempowers the board and empowers the staff – but it's not a "staff problem." There's not the organizational will to make this successful." Nor does he think Resist will address its political function in an open and inclusive way. "We have the worst kind of collective where things happen without real participation."

Eileen: We need trust. Without dealing with the lack of trust, it doesn't matter whether we change or not.

Hank says we can come together to try again for a decision – he might vote to support executive directorship.



Abby: Staff structure that we want may become clearer after the program discussion. We've certainly outlined the problems. There are simple things to do in the hard interactions on the Board: acknowledge the feelings first, and then address the issue raised. The Board needs to acknowledge the staff's frustration. At this time the Staff and Board communication seems thin about programs. We need more mutuality and trust, more give and take. At this point we can't get paralyzed. There is a stasis on proposals. Master proposals do not get at the specific issues. At this time there are too many decisions that are not made by the Board.

Ty: We identify one thing as the problem and pour energy into solving that one thing. The staff structure does not resolve some of these issues we have been talking about. Big issue is: what is the process for bringing things to the Board for decisions.

Wec: The Executive Committee asked every committee to send their minutes to the EC as soon as possible after their meetings. They are the only ones following up on the work of the organization and people are not giving them the information they need.

Eileen: There is a short tipping point for people in Board communication. This is leading to mistrust. Every comment is seen as loaded and the Board must try to defuse interactions. The Board functions as groups of people who have to be able to work independently and bring their work back to the whole Board.

Hank: Nobody follows-up or acknowledges that statements have been made.

Abby: What are the next steps from here?

Hank: The minutes should not reflect the resignations for the good of the organization. Jorge and Wec should reconsider their resignations.

Ty: The December discussion should focus on the questions: What has our program been? What are possible program areas? What should we avoid?

Jorge: This process has been a way to avoid having political discussions.

Abby: We should continue the structural discussion past the program discussion. The staff is working successfully collectively but the informality of the structure leads to Board/ Staff frustrations.

Wec: This is because there is a difference between those who would go for a reactive role for the organization and those who would go for a proactive role. Being on the EC gives you a sense of what's really going on.

Hank: It's important to keep the organization and not personalities in mind.

Pam Chamberlain requested that the Board note certain unfinished business:

- Approval of the August Board minutes
- Setting up exit interviews for Eileen, Jorge and Wec
- Next steps on the organizational structure
- Feedback on the new grant application
- Review of the 2003 Budget



**OCTOBER 2002  
GRANT DECISIONS**

**Multi Year Grants**

**Second Application**

**1. Support Team International Textileras (STITCH) \$3,000**

1525 Newton Street, NW, Washington, DC, 20010 Elizabeth O'Connor 202/265-3790

www.stitchonline.org

Funding for multi-year general support for network of U.S. women engaged in cross-border labor organizing and support for women workers in Central America.

Decision: Full   X   Partial        No        Undecided

Comments:

Renewed for a second three year grant.

**New**

**2. Campus Action \$2,000**

33 Central Avenue, Albany, NY 12210 David Easter 518/463-5907

www.campusaction.net

Multi-year funding for general support for organization training new generation of social change activists and working to build a stronger progressive movement on college campuses.

Decision: Full        Partial   X   No         
Undecided

Comments:

Not a multi-year. General support for one year only.

**3. Coalition Against Radioactive Dumping (CARD) \$3,000**

144 Harvard SE, Albuquerque, NM 87106 Janet Greenwald 505/266-2663

Multi-year funding for general support for a group which monitors and organizes around the Waste Isolation Pilot Plant, an underground repository for weapons-generated, plutonium-contaminated waste.

Decision: Full   X   Partial        No        Undecided  
Comments:



**4. Coalition for the Human Rights of Immigrants (CHRI)**

**\$3,000**

339 Lafayette Street, New York, NY 10012 Jane Guskin 212/254-2591 chri@itapnet.org  
Multi-year funding for general support for group organizing to change US laws and policies that marginalize and demonize immigrant communities, including work opposing INS detention center policies.

Decision: Full ☒ Partial ☐ No ☐ Undecided  
Comments:

**5. UPNET \$3,000**

P.O. Box 521391, Salt Lake City, UT 84152-1391 Lorna Vogt 801/466-0955  
ldvogt@upnet.org

Funding for multi-year support for organization that builds collective power for progressive social change in Utah by uniting organizations and individuals in a multi-issue, multi-consistency coalition working for justice, democracy and equality.

Decision: Full ☒ Partial ☐ No ☐ Undecided  
Comments:

**Africa/Asia/International**

**6. Nodutdol for Korean Community Development**

PO Box 540903, Flushing, NY 11354 Wol-san Liem 646/228-8139 www.nodutdol.com

Funding for a campaign to mobilize both the Korean community and the American public to support a peaceful unification of the Korean Peninsula in response to the increasingly militaristic approach to the region by the Bush administration.

Decision: Full ☐ Partial ☐ No ☒ Undecided  
Comments:

Domestic organizing unclear. References indicate work doing in local community- but not in application. Korean unification not a Resist priority. Come back for local work.

**Central, Latin America and the Caribbean**

**7. Carolina Interfaith Task Force on Central America (CITCA)**

**\$2,000**

P.O. Box 1947, Asheville, NC 28802 Melissa Fridlin 828/777-3968  
citcawnc@main.nc.us

Funding for general support to expand organizing capability, increase organizational stability, and provide new initiatives for interfaith organization dedicated to changing US foreign policy on Latin America.

Decision: Full ☐ Partial ☒ No ☐  
Undecided

Comments:



**8. Denver Justice and Peace Committee**

901 W 14th Avenue, Suite 7, Denver, CO 80204 Nate Stone 303/623-1463  
djpc@denjuspeace.org

Funding for general support for an interfaith organization organizing in solidarity for social and economic justice for the people of Latin America.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X Undecided

Comments:

Poor references.

**9. New York CISPES**

130 West 29th Street, 9th Floor, New York, NY 10001 Jolie Rickman 212/760-0333  
nycispes@mindspring.org

Funding for a regional organizing campaign in opposition to the Central American Free Trade Agreement through community education and mobilization around effect of economic globalization on El Salvador.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X Undecided

Comments:

**10. Portland Central American Solidarity Committee (PCASC)**

**\$3,000**

616 E. Burnside, Portland, OR 97214 Krista Hanson 503/236-7916 pcasc@igc.org

Funding for the "sister union" project which will increase understanding of and resistance to the effects of corporate globalization on workers within the US and Latin America through outreach to labor unions on both sides of the border.

Decision: Full X Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided

Comments:

**11. Witness for Peace- Upper Midwest**

1015 East 11th Street, Duluth, MN 55805 John Clark Pegg 218/349-1786  
wfpumw@witnessforpeace.org

Funding for an intern program which will provide a young Latin American activist the skills and training in human rights organizing to increase Witness for Peace's presence in the Latin American community.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X Undecided

Comments:

Odd to fund one person to come to US to be trained to do organizing in Colombia.



## Community Organizing/Anti-Racism

### 12. Bitterroot Human Rights Alliance

\$3,000

P.O. Box 915, Hamilton, MT 59840 John Schneeberger 406/961-3935

[schnee@montana.com](mailto:schnee@montana.com)

Funding for general support for an organization challenging the intolerant social and political climate in the Bitterroot Valley through increased visibility and collaboration of progressive organizations.

Decision: Full ☒ Partial ☐ No ☐ Undecided  
Comments:

### 13. Boston Society of Vulcans of Mass, Inc.

P.O. Box 190269, Roxbury, MA 02119-9998 Karen Miller 617/436-0019

[bosvulcans@aol.com](mailto:bosvulcans@aol.com)

Funding for general support for an organization which challenges the culture and composition of the Boston Fire Department to better reflect the community's diversity at all levels.

Decision: Full ☐ Partial ☐ No ☒ Undecided  
Comments:

Interesting group, but has access to other sources of funding.

### 14. Campaign to Protect Chinatown

\$2,500

33 Harrison Avenue, 3rd Floor, Boston, MA 02111 Sherry Hao 617/426-0643

[cproct@aol.com](mailto:cproct@aol.com)

Funding for general support to organize residents excluded from the city planning process to oppose new luxury development and land use projects which threaten their working class residential community..

Decision: Full ☐ Partial ☒ No ☐  
Undecided

Comments:

### 15. Eviction Free Zone

55 Norfolk Street, Cambridge, MA, 02139 Natalie Smith 617/354-1300

Funding for printing costs associated with the Campaign for Immigrant Voting Rights which seeks to expand immigrant voting rights for Cambridge School Committee members and to oppose the Unz/Tamayo anti-bilingual education referendum.

Decision: Full ☐ Partial ☐ No ☒ Undecided  
Comments:

Budget at \$131,000 is too big



**16. Kentucky Alliance Against Racist and Political Repression****\$3,000**

P.O. Box 1543, Louisville, KY 40211 Anne Braden 502/778-8130 kyall@bellsouth.net

Funding to improve organizational development and infrastructure of an organization bringing together racially diverse communities to take specific and visible actions against racist policies and practices.

Decision: Full X Partial        No        Undecided

Comments:

**17. Multi-Ethnic Immigrant Worker Organizing Network****\$2,500**

1521 Wilshire Blvd., Los Angeles, CA 90017 Angelica Salas 213/353-1333

asalas@chirla.org

Funding for campaign to provide leadership development training and coalition building assistance for low-wage immigrant workers to challenge the exploitation within the Los Angeles immigrant job market.

Decision: Full        Partial x No        Undecided

Comments:

**18. Rogers' Park Community Action Network**

1545 W. Morse, Chicago, IL 60626 Fran Tobin 773/973-7888 fxtobin@juno.com

Funding for the "Rogers Park Community Dialogue Project on Development, Diversity and Dignity" which will engage the community in a series of popular education participatory exercises designed to bring expand a sense of common community.

Decision: Full        Partial        No X Undecided

Comments:

Mixed references. Seems to be built around one person.

**Economic Justice****19. Flint Hills Living Wage Coalition****\$1,500**

P.O. Box 1561, Manhattan, KS 66505 John Exdell 785/539-6076 mapj.org/lvwage.html

Funding for general support for economic justice organization working to focus public attention on workplaces where wage inequalities and poor working conditions prevail.

Decision: Full        Partial X No         
Undecided

Comments:

Taking campaign to next steps.



**20. Tampa Bay Action Group      \$1,000**

37 4th Street North, P.O. Box 3709, St. Petersburg, FL 33709      Eric Rubin      727/896-8224  
www.tampabayactiongroup.org

Funding for general support for umbrella organization that builds coalitions to challenge corporate globalization and to work pro-actively for social justice.

Decision: Full      \_\_\_\_\_      Partial        X        No  
Undecided

Comments:  
Take a chance.

**Environment**

**21. Global Hunger Alliance**

13981 Reading Ferry Road, Princess Anne, MD 21853      Patrice Le-Muire Jones      410/651-4934      www.globalhunger.net

Funding for the Globalization of Liberation project which seeks to bring together animal rights activists and anti-corporate globalization activists to work towards a shared movement towards US corporate agribusiness reform.

Decision: Full      \_\_\_\_\_      Partial      \_\_\_\_\_      No        X        Undecided

Comments:  
Not a priority

**22. Kandid Coalition**

**\$2,500**

P.O. Box 14044, Rochester, NY 14014      Sue Mihalyi      585/271-7713  
www.kandidcoalition.org

Funding for general support a community-based corporate accountability campaign that seeks to force Eastman Kodak to reduce its cancer-causing toxic emissions by phasing out dioxin emissions and ceasing incineration.

Decision: Full      \_\_\_\_\_      Partial        X        No  
Undecided

Comments:

**23. Native Ecosystem Education Project (NEEP)**

1540 SE Clinton, Portland, OR 97202      Kenneth Kreuscher      503/241-4879

Funding for the National Forest Protection project which will work to end commercial logging on public lands.

Decision: Full      \_\_\_\_\_      Partial      \_\_\_\_\_      No        X        Undecided

Comments:  
Many groups in Oregon doing similar work.



**24. Silver Valley People's Action Coalition      \$1,500**

P.O. Box 362, Kellogg, ID 83837      Barbara Miller 208/784-8891

Funding for the Community Health Outreach Project which educates local residents about the toxic waste found at the Bunker Hill Superfund site and counters the misinformation and harassment generated by local corporations and media who oppose the clean up.

Decision: Full      \_\_\_\_\_      Partial        X        No  
Undecided

Comments:

Take a chance

**Gay/Lesbian/Bisexual/Transgender**

**25. PROMO Fund**

438 North Skinker, St. Louis, MO 63130      Julie Brueggermann      314/862-4900

www.PROMOonline.org

Funding for general support for organization which seeks to protect and expand the rights of lesbian, gay, bisexual and transgender people in Missouri.

Decision: Full      \_\_\_\_\_      Partial      \_\_\_\_\_      No        X        Undecided  
Comments:

**Labor**

**26. Chicago Area Workers' Center**

**\$1,500**

3047 W. Cermak, Suite 7, Chicago, IL 60623      Erika Robers or Dolores Tapia

773/542-5069 oldjanitor1@yahoo.com

Funding for a Day Laborer Collaboration which will investigate and document the exploitation of day laborers to increase public awareness, organize worker-led day labor cooperatives, and organize for new regulatory legislation.

Decision: Full      \_\_\_\_\_      Partial        x        No      \_\_\_\_\_      Undecided  
Comments:

**27. Comite de Apoyo, Inc**

P.O. Box 1206 , Edinburg, Texas 78540-1206      Ed Krueger      956/383-7016

comiteapoyo@aol.com

Funding for the West Side Organizing Project which educates maquiladora workers on issues related to labor law and environmental workplace hazards and empowers them to demand systemic change.

Decision: Full      \_\_\_\_\_      Partial      \_\_\_\_\_      No        X        Undecided  
Comments:

Most of work in Mexico.



**28. Nicaragua Solidarity Committee**

3411 West Diversey Avenue, Chicago, IL 60647 Matt Rothwell 773/276-5626

mrothwel@concentric.net

Funding to expand the high school outreach program which educates and involves students and suburban communities in anti-sweatshop campaigns.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X Undecided

Comments:

Mixed references. Funded same project several times- not clear on progress.

**29. Student/ Farmworker Alliance (SFA)**

**\$2,500**

P.O. Box 603 , Immokalee, FL 34143 Tori Cole 941/657-8311

sfw\_alliance@hotmail.com

Funding for the Boot the Bell campaign which organizes students to demand their schools end their contracts with Taco Bell as a move to confront the exploitative working conditions of migrant farm workers.

Decision: Full \_\_\_\_\_ Partial X No  
Undecided

Comments:

**30. Voces de la Frontera**

1027 South 5th Street, Milwaukee, WI 53204 Christine Neumann-Ortiz 414/643-1620

Funding for a bilingual organizer to create cross border coalitions to educate and organize for greater awareness about the affects of economic globalization.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No x Undecided

Comments:

Not clear how much impact. Mixed references. Moved with founder from Texas to Milwaukee.

**Media/Culture**

**31. Missouri Pro-Vote**

5585 Pershing Blvd., Suite 150, St. Louis, MO 63112 John Hickey 314/531-2288

moprovote@mindspring.com

Funding to expand the media access projects of organization which seeks to build the capacity of local grassroots social justice organizations while also playing a leadership role in labor and health care organizing campaigns.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X Undecided

Comments:

Too Big.



## Middle East

### 32. Colorado Campaign for Middle East Peace

\$2,500

901 W. 14th Avenue, Denver, CO 80204 Stephanie Phibbs 303/724-1080

www.ccmeop.org

Funding for two organizers working on a local group's dual focus on ending US military aggression and embargo against Iraq and toward peace between Israel and Palestine .

Decision: Full \_\_\_\_\_ Partial X \_\_\_\_\_ No \_\_\_\_\_  
Undecided \_\_\_\_\_

Comments:

### 33. National Network to End the War on Iraq

\$1,000

521 Lincoln Ave, Takoma Park, MD, 20912 Mike Zmolek 301/381-0605 www.endthewar.org

Funding for general support for a national coalition opposing the Bush Administration's plans to invade Iraq through coordinated local actions, legislative pressure and media education work.

Decision: Full \_\_\_\_\_ Partial x \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

Not clear how well connected they are. Take a chance.

## Peace/Anti-Militarism

### 34. Catholic Action Network for Social Justice/ Center for Theology and Social Analysis

1077 Newstead Avenue, St. Louis, MO, 63110 Jenny Truax 314/533-4114

www.ctsastl.com

Funding for the *Instead of War* project which will mobilize the local community to oppose an extension of the "War on Terrorism" through community picnics, town hall meetings, and mass rallies.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No X \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

### 35. National Lawyers Guild Military Law Task Force \$2,000

1168 Union Street, San Diego, CA 92101 Kathleen Gilbert 619/233-1701

kathleengilberd@aol.com

Funding for general support of the Military Law Task Force which aids GI resistance to military oppression and demands that the military adhere to democratic values .

Decision: Full \_\_\_\_\_ Partial X \_\_\_\_\_ No \_\_\_\_\_  
Undecided \_\_\_\_\_

Comments:



**36. Nuclear Resister****\$1,000**

P.O. Box 43383, Tucson, AZ 85733 Jack/Felice Cohen-Joppa 520/323-9697

nukeresister@igc.org

Funding for general support to publish the *Nuclear Resister* which chronicles anti-nuclear/anti-war arrests and provides support for imprisoned activists.

Decision: Full \_\_\_\_\_ Partial x \_\_\_\_\_ No \_\_\_\_\_ Undecided

Comments:

Seems only two people, but work is valuable to others organizing.

**37. Peace and Justice Center of Eastern Maine****\$3,000**

170 Park Street, Bangor, ME 04401 Ilze Petersons 207/942-9343 www.peacectr.org

Funding for general support for organization which links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

Decision: Full X \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided

Comments:

**Prisoners****38. Epimethian Press and Distribution**

P.O. Box 2143, Colorado Springs, CO 80901

Stephen Rahe 719/475-8059

www.epimethian.org

Funding for improved telephone system to better facilitate the Criminal Justice Reform Coalition which advocates for an end to prison expansion and greater prison reform.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No x \_\_\_\_\_ Undecided

Comments:

Withdrew proposal and was to submit new materials.

**Youth****39. FIERCE****\$2,500**

P.O. Box #409, 1230 Market Street, San Francisco, CA 94102

Samantha Liapes 415/951-

4844 x223 www.ellabakercenter.org

Funding for general support of a youth-driven organization challenging institutionalized homophobia and transphobia by empowering youth activists to make connections between different issue-movements.

Decision: Full \_\_\_\_\_ Partial X \_\_\_\_\_ No \_\_\_\_\_

Undecided

Comments:



**40. Nevada Young Activist Project \$3,000**

1101 Riverside Drive, Reno, NV 89503 Inger McDowell 775/348-7557 [www.nyap-online.org](http://www.nyap-online.org)

Funding for general support of a youth-led project focused on empowering youth activists to build a meaningful movement to address critical social justice issues in their lives.

Decision: Full ☒ Partial ☐ No ☐ Undecided ☐  
Comments:

**Total Number of Requests** 35 regular grants; 5 multi-year grants; 0 emergency grants; 0 loans; 46 not on agenda

**Total Amount Requested:** \$116,170

**Total Allocation for Cycle:** \$88,000

**Total Grants:** \$43,500 regular grants; \$12,000 multi-year grants; \$0 emergency grants

**Total Loans:** \$0

**Total Allocated:** \$55,500

**Total # of Grants Allocated:** 20 regular grants; 4 multi-year grants; 0 emergency grants

**Total # of Loans Allocated:** 0

**Total # of Grants and Loans:** 24



## **NOT ON AGENDA**

### **1. Action L.A.**

1013 Mission Street, #6, South Pasadena, CA, 91030 Lee Siu Hin 626/695-3405  
Funding for a media training project for immigrant youth utilizing a community media resource center with web and audio production training.

**Reason:** Still coordinating rather than organizing. No obvious connections to working with youth organizing groups in this project. Who are the youth to be trained and how will the training help their organizing work?

### **2. ANSWER-Southern Oregon**

60 Golden Spike Way, Ashland, OR, 97520 Hal Jamison 541/488-5653  
Funding for organizational development for a group working against the Israeli Occupation, the war on terrorism, and other military aggressions tied to global economics.

**Reason:** Just started. Application missing pieces. No positions on reproductive rights.

### **3. Arts in Action- LA**

1919 W. 7th Street, Fourth Floor, Los Angeles, CA, 90017 Kelly Hardy 213/483-3504  
Funding for outreach materials for an cultural and political collective that seeks to build a multicultural community space for organizers across Los Angeles.

**Reason:** Mostly providing space rather than actually organizing.

### **4. Boston Global Action Network (BGAN)**

P.O. Box 2362, Boston, MA, 02107 Beth White 617/524-8110  
Funding for an IMF/World Bank protest and for a retreat to strategize and refocus work building a global justice movement bringing together activists from difference social justice causes.

**Reason:** Some weaknesses in questions 10 & 11. Still unable to expand diversity. Not clear any progress made since last grant.

### **5. Concerned Citizens for Family Preservation**

182 Continental Place, Staten Island, NY, 10303 Folasade Campbell 718/983-9181  
Funding for "An International Forum on African Immigration" which seeks to build a bridge between recent immigrant and long-term communities on Staten Island.

**Reason:** Mostly social services- come back after conference for general support. Good awareness of GLBT and reproductive rights as welfare issues.

### **6. Day, Swing, Grave Productions**

4203 Jackson Avenue, Culver City, CA, 90232 Amie Williams 310/559-7065  
Funding for 2-day video training workshop for LA-area organizers and activists to enable them to better use video activism.

**Reason:** Come back when can demonstrate organizing component.



**7. Dignidad Latina Corp.**

PO Box 521054, Salt Lake City, UT, 84152 Mark Alvarez 801/548-8046

Funding for general support for a group opposing a memorandum that would give local and state police limited immigration authority as a way of increasing Latino community involvement.

**Reason:** Only 3 people in the group so far. No sense of political perspective and currently have limited practical goals. Work with UPNET but seem mainstream- don't talk about other Latino organizations in the area.

**8. Exceptional Nurse.com**

13019 Coastal Circle, Palm Beach Gardens, FL, 33410 Donna Maheady 561/627-9872

Funding for a new web site that will help to support, advocate for, and empower nurses with disabilities while alleviating the national nursing shortage.

**Reason:** Not a priority.

**9. Federal CURE**

P.O. Box 153, Reynoldsburg, OH, 43068 Karen Bond 614/501-6896

Funding for a newsletter that would advocate for change in the federal prison system through a diverse population of prisoners and prison reform organizations.

Budget is too large \$215,000.

**10. Florida Fair Trade Campaign**

P.O. Box 3709, St. Petersburg, FL, 33709 Eric Rubin 727/896-8224

Funding for general support to start up new statewide coalition of labor groups, farmworkers, environmentalists, and other activists to fight trade laws and economic globalization.

**Reason:** Very new. Demonstrate a lack understanding of connections between issues, despite goals to unite different groups. No real coalition. Somewhat patronizing perspective of other issue activists.

**11. Forum for Understanding Prisons (FFUP)**

29631 Wild Rose Drive, Blue River, WI, 53518 Peggy Swan 608/536-3993

Funding for the outreach and publication materials for a new organization working on raising community awareness to build a coalition focused on both reforming the local Supermax prison and general reform of the prison industrial system.

**Reason:** Very unstructured. Not tied to strong organizing campaign- doing a bunch of service projects. All white. Goals overly broad.

**12. Friends of the Kaw/ Kansas Riverkeeper**

PO Box 1612, Lawrence, KS 66044 Debra Baker 785/841-7571

Funding for general support for an environmental advocacy organization that monitors pollution levels in the Kansas River as a way to increase community support for restoration and protection efforts.

**Reason:** Other funders are very mainstream. Limited focus. Very mainstream approach.



### **13. Grassroots Volunteers**

911 Southerly Road, #3, Baltimore, MD, 21204 Brad Johnson 410/935-0447

Funding for general support for an organization creating a web based resource for individuals interested in either volunteering with an existing grassroots organization or starting their own.

**Reason:** They don't answer questions fully or at all. Not tied to direct organizing. Replicates resources already available.

### **14. Green Anarchy**

PO Box 11331, Eugene, OR, 97440 John Zerzan 541/687-1833

Funding for a free quarterly publication of alternative news and analysis about global struggles against capital and technology.

**Reason:** Rhetoric rather than substantive answers. White group not doing diversity outreach.

### **15. High Plains Films**

PO Box 8796, Missoula, MT, 59807 Doug Hawes-Davis 406/543-6726

Funding for distribution costs of a documentary *This is Nowhere* which provides organizers with visual images of the connections between pressing environmental and social problems facing American society.

**Reason:** Not organizing. Want to distribute the film but are still prospecting for uses.

### **16. International Commission for Labour Rights (ICLR)**

306 S. Washington- 6th Floor, Royal Oak, MI, 48067 Jeanne Mirer 248/398-9800

Funding for travel stipends to bring international labor lawyers to a training that will prepare them for a delegation to Columbia to monitor labor rights violations.

**Reason:** All money for travel. Legal services/ monitoring rather than organizing.

### **17. Islamiyyah Difa Ash-Shura (IDAS)**

PO Box 2472, Sausalito, CA, 94966-2472 Akilah Shakur 415/331-7830

Funding for equipment to establish a data base to gather and disseminate information related to documenting injustices within the prison system.

**Reason:** Mostly service work. No information on coalitions already in existence.

### **18. Just Harvest Education Fund**

16 Terminal Way, Pittsburgh, PA, 15219 Ken Regal 412/431-8960

Funding for the productions in support of the "Welfare Justice Project" which provides guidance for navigating the Pennsylvania Department of Public Welfare system.

**Reason:** Budget is \$430,000. Service work.

### **19. Lewisburg Prison Project**

434 Market Street, Suite 307, Lewisburg, PA, 17837 Angela Trop 570/ 523-1104

Funding for a part-time employee to investigate allegations of racism against Latinos within the local federal prison.

**Reason:** Mostly litigation and service work.

### **20. Lucy Parsons Center**

549 Columbus Avenue, Boston, MA, 02118 Jessica Thrall 617/267-6272

Funding for an updated computer inventory system for a progressive community bookstore.

**Reason:** No discernable organizing. Looking for a cash register and a scanner



**21. Minnesota Alliance for Progressive Action**

394 Lake Avenue South #312, Duluth, MN, 55802    Johanna Bossuot    218/727-8900

Funding for the "Northeast Minnesota Organizing Training" which will provide organizations and activists the skills to build both individual capacity and coalitions.

**Reason:** Their FY2001 budget was over \$300,000 (from Guidestar). Training is important for addressing whiteness of Board (not clear if this will happen). Not clear if training is separate from MAPA.

**22. Mobilization for Global Justice**

8902 60th Avenue, Berwyn Heights, MD 20740    Margo Menconi    301/441-3909

Emergency funding for The People's Summit on Social Justice which will bring together local social justice organizations to discuss their fall schedule of events.

**Reason:** Not an emergency.

**23. National Welfare Engine**

PO Box 7772, Missoula, MT, 59807    Wendy Young    208/433-0323

Funding for a gathering to bring together grassroots organizations from across the country to discuss TANF and develop new steps toward a just welfare system.

**Reason:** Money is only for one gathering with unclear followup. Projected budget is \$200,000. Unclear if a project of WEEL or separate.

**24. National Lawyers Guild Post 9-11 Project**

558 Capp Street, San Francisco, CA, 94110    Riva Enteen    415/285-1055

Funding for general support for the Post 9-11 project which has a dual focus on facilitating internal communication and resource sharing about work protecting civil liberties and on promoting this work in the national media through coalitions.

**Reason:** Too big \$210,000 and basically for NLG general support.

**25. No Ordinary Time**

c/o St. John's Episcopal Church, 234 Alveston Street, Jamaica Plain, MA, 02130    Arrinton Chambliss 617/524-2999

Funding for a Peace and Justice Fellow who will engage community members with the Justice for Janitors campaign.

**Reason:** Budget is \$126,000 for FY2002 and \$145,000 for FY2003. Organizing seems more support of others' campaigns than their own.

**26. Nor'easter**

P.O. Box 23259, Providence, RI 02903    Beatrice McGeoch    401/861-9864

Funding for 6 issues of a local independent newspaper, which will allow the staff to focus on diversification instead of fundraising.

**Reason:** Not thinking beyond print media- no organizing connections.



**27. off our backs**

2337B 18th Street NW, Washington, DC 20009 Karla Mantilla 202/234-8072

Funding for a capacity-building project for a progressive feminist publication, which includes upgrading their database, increasing distribution, and increasing their subscription base.

**Reason:** 2002 budget submitted indicates \$150,000 in expenses. No last complete financial statement, but Guidestar shows 2000 income and expenses were \$353,764 and \$74,000 respectively

**28. Oxygen Collective**

430 Ashland Street, Ashland, OR 97520 Laurel Sutherlin 541/482-7131

Funding for a series of street theater actions against U.S. militarism, including the war on terrorism, which will be held around the country.

**Reason:** National nature of this project is problematic: with what groups in which parts of the country will they be working? No such connections demonstrated.

**29. Padres Unidos**

2009 West 33rd Avenue, Denver, CO, 80211 Pam Martinez 303/458-6545

Funding for general support for a parent-led group organizing for educational justice through a focus on immigrant rights, building youth empowerment, and opposing efforts to promote incarceration rather than education.

**Reason:** Budget is \$170,000. FY2001 income was \$141,000 (Guidestar).

**30. Peace in the Streets, Peace on Earth**

240 South Ridley Creek Road, Media, PA, 19063 Terry Rumsey 601/891-8968

Funding for a march and rally in the impoverished community of Chester, PA to call attention to the amount of money spent on war preparations rather than social services, affordable housing and health care, education, and other community priorities.

**Reason:** Only one real action planned. Not making a lot of connections. No long term strategy.

**31. Philadelphia Area Committee to Defend Health Care**

704 North 23rd Street, Philadelphia, PA, 19130 Tim Lachman 267/253-5074

Funding for a ballot initiative campaign that would require the City of Philadelphia to prepare a plan for universal health care for city residents.

**Reason:** Limited campaign disconnected from broader movement.

**32. Philadelphia Student Union**

1315 Spruce Street, Philadelphia, PA 19107 Courtney Lewis 215/546-3290

Funding for general support for organization that works with youth to improve the quality of education at Philadelphia high schools.

**Reason:** Budget is too big.

**33. Positive Promotions Ltd.**

285 Spelman Street NW, Atlanta, GA 30314 Josetta Shropshire 404/792-4215

Funding for the "Remembering the Children" project, which will document 1970s and 1980s unsolved murders of Atlanta children.

**Reason:** Not a full application. Not a priority.



**34. Prison Radio**

P.O. Box 411074, San Francisco, CA 94141 Noelle Hanrahan 415/648-4505

Funding for the distribution costs of "Dispatches from Death Row," which features new essays by Mumia Abu-Jamal.

**Reason:** FY budget is too high but it's a dream budget. Not connected to other organizing projects.

**35. Rainforest Relief**

P.O. Box 566, Brooklyn, NY 11215 Joan Roney 212/879-2118

Funding for the Waster Reduction and Forest Protection Program, which will include two multi-media forums and other public education.

**Reason:** Budget doesn't add up. Not a priority.

**36. Ruby Bridges Foundation**

P.O. Box 127, Winnetka, IL 60093-2345 Betsy Hammond 847/778-1272

Funding for the Ruby's Bridges project, a collaboration with the Museum of Tolerance in Los Angeles, that will partner schools in various cities with differing racial and ethnic makeups.

**Reason:** Mainstream goals and tactics. A one-time meeting between a white child and a black child- where hope is meeting will affect the white student's "values" for the rest of their life.

**37. Sacco & Vanzetti Players**

70 Judson Avenue, New Haven, CT 06511 Paula Panzarella 203/562-2798

Funding for the presentation of the play, "Outcry for Justice," about two Italian immigrant anarchists excuted by the Commonwealth of Massachusetts in five cities in the Northeast.

**Reason:** Not working/organizing beyond the performances

**38. Seacoast Anti-Pollution League**

P.O. Box 1136, Portsmouth, NH 03802 Jennifer Hicks 603/431-5089

Funding for the Seacoast Watchdog Program, which monitors the Seabrook nuclear plant.

**Reason:** Have a "people of color should come to us" attitude.

**39. September 11 Families for Peaceful Tomorrows**

5111 Telegraph Avenue, #185, Oakland, CA 94609 Kelly Campbell 415/518-1991

Funding for the Afghan Sister Families Project, which includes working on legislation and public education around civilian casualties in Afghanistan.

**Reason:** Budget is \$215,000. Have access to larger funders.

**40. Southern Sudanese Community Center of San Diego**

2420 52nd Street, San Diego, CA 92105 Dep Tuany 619/263-5660

Funding for general support for organization that works with Sudanese refugees against racism and for economic justice.

**Reason:** Social service. No position on reproductive rights. Some language in the application is problematic.



**41. Speak Out- Institute for Democratic Education and Culture**

P.O. Box 99096, Emeryville, CA 94662 Katya Min 510/601-0182

Funding for the Action for Democratic Education campaign, which mobilizes youth against anti-democratic forces in schools, including military recruitment.

**Reason:** Budget too high, \$204,000.

**42. Thin Air Community Radio**

31 West Main Street, Suite 340, Spokane, WA 99201 Lupito Flores 509/747-3807

Funding for a new low power FM non-commercial community radio station, including for broadcast equipment.

**Reason:** Not connected to local organizing. Don't have FM permit yet. No position on reproductive rights.

**43. United Workers Committee**

626 Broad Street, Central Falls, RI 02863 Mario Bueno 401/728-5920 x 329

Funding for the first stage of a two-part education project combating workplace discrimination that will educate about workers' rights and train new leaders within the immigrant Latino community.

**Reason:** UWC appears from proposal to not stand alone from Progressive Latino. Annual budget does not include UWC figures per se. Budget of PL is too large, \$1,237,797. Weak positions on reproductive and glbt rights

**44. United Action of Southeastern Connecticut**

P.O. Box 1723, New London, CT 06320-1723 Don Campbell 860/739-6304

Funding for the continued building of the organization's faith- and labor-based coalition for economic justice.

**Reason:** Very mainstream approach to political perspective. Continue to have no position on reproductive rights, glbt rights.

**45. Virginia Mitigation Project**

P.O. Box 5467, Charlottesville, VA, 22905 Marie Deans 434/971-1261

Funding for production and distribution costs of a fundraising brochure for an organization which provides mitigation specialists for indigents charged with capital murder.

**Reason:** Legal assistance project.

**46. Witness for Peace Northwest**

823 Bancroft Avenue, Coeur d'Alene, Idaho, 83814 Kris Hannigan-Luther 208/664-7946

Funding for a quarterly newsletter to build a strong grassroots coalition in the Pacific Northwest to impact change on US policies toward Latin American and the Caribbean.

**Reason:** No strong political analysis of global North/South relations. Did not give sample NL for own organization.



GRANT APPLICATION FORM

Date Received \_\_\_\_\_

Board Meeting Date \_\_\_\_\_

Board Decision \_\_\_\_\_

This box for Resist staff use only

**Grant applicant please provide the following information:**

Date \_\_\_\_\_

Name of Organization \_\_\_\_\_

Address \_\_\_\_\_

Telephone ( ) \_\_\_\_\_

E-mail address \_\_\_\_\_ Web Site \_\_\_\_\_

Contact Person \_\_\_\_\_ Phone (if different) \_\_\_\_\_

Is your group tax-exempt? \_\_\_\_\_ Yes \_\_\_\_\_ No

If yes, please **attach a copy** of your Federal **IRS notification letter**.

*Neither your state tax exemption nor your employer identification number meet this requirement.*

If you are not tax exempt, do you have a tax-exempt organization that will supervise the funds you would receive if your proposal is approved?

If so, please fill in the name and address of that organization below and **attach their IRS notification letter** with this application.

Please list any projects for which you have applied to RESIST in the past. Include projects for which you applied to RESIST but did not receive funding. If your organization applied under a different name, list that below as well.

Application Date

Project Description

Award Amount


How did you hear about Resist? \_\_\_\_\_



## **PROJECT**

1. Amount requested: \_\_\_\_\_  
(Not to exceed \$3,000 per year)
2. Please provide a description of your project in 50 words or less. If you are applying for general support, please give a one sentence description of your organization.
3. Describe your project. If you are applying for general support, please describe the work of your organization. Please indicate:
  - the goals of your project or organization;
  - your plan to achieve these goals; including a timeline; and
  - how you will evaluate the effectiveness of your efforts.

## **HISTORY**

3. Briefly describe the history of your organization.
  - When, why, and by whom it was started?
  - If applicable, how has your organization changed over the years?

## **VISION**

4. Briefly, describe your organization's vision of social change, how it happens and your place in it.

## **PROGRAM**

5. What have been your organization's most significant accomplishments and challenges over the last three years?
6. What other events and/or projects are your group planning for the coming year.

## **ORGANIZATIONAL STRUCTURE AND COMPOSITION**

7. Briefly describe how your group operates in terms of:
  - who makes decisions and sets priorities for your organization;
  - the responsibilities of the board, staff and members;
  - the number of members you have;
  - your strategies to recruit new members; and
  - the number of paid staff.
8. Please use the attached chart to illustrate the make-up/diversity of your group's Board, Staff, Volunteers and Members in terms of age, race, sexual orientation, class, physical ability and gender.
  - How have you taken steps to increase that diversity?

## **PAST AND CURRENT FUNDING SOURCES**

9. Please list all other foundations you have applied to in the past three years and the results of those applications. Are you currently applying to other foundations for this or another project? If so, please indicate which foundations and whether the request is pending, secured or turned down.



## POLITICAL FOCUS

RESIST believes that building an effective movement for social change requires groups to discuss issues that may not be central to their organization or work. RESIST funds organizations that can demonstrate an understanding of the important connections within the broad spectrum of issues that progressive activists struggle to address. As part of the application process, RESIST seeks an honest evaluation from organizations about their position, or lack of a position, on issues of race, class, gender, reproductive rights, lesbian and gay rights, age and disability. Your answers to the following question will enable us to get a better sense of the focus and perspective of your group.

9. Please provide information that illustrates the: 1) programs, 2) coalition work, and 3) position of your group in relationship to the rights and concerns of *each* of the following:

- a) people of color
- b) working class and poor people
- c) women (include your group's position on reproductive and abortion rights)
- d) gay/lesbian/bisexual/transgender rights and liberation
- e) people with disabilities
- f) older people
- g) youth

## COLLABORATION

10. How does your organization collaborate with other organizations?

- Please describe groups or coalitions you currently work with or have worked with in the past.
- Are there other organizations in your community that do similar work?
- If so, how do your organizations cooperate with each other?

## REFERENCES

Please provide the name, organizational affiliation, address, e-mail and phone numbers of three people we can contact as references. Include people who are familiar with your work but are *not* members of your group.

	Name	Organization	Address	E-Mail	Phone Number
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____

## ATTACHMENTS

Please **include the following items** with your proposal:

- Your most recent completed financial statement, your current annual budget and a project budget (if applicable) showing your income and expenses. If you do not prepare organizational or project budgets, you may use the form enclosed with the application.
- If you are requesting a grant for printed materials (e.g. a newsletter or brochure), please include a copy or draft.
- If you are requesting funding for a play, radio, film or video project, please send a script or a copy of the production.



## GRANT APPLICATION CHECKLIST

Please enclose each of the following materials with your request. Incomplete applications will not be considered. If you have any questions regarding the application, please call the RESIST office for assistance.

- ☐ **Cover Letter**
- ☐ **Cover Sheet**
- ☐ **Grant Application Form** (one copy)
- ☐ **Multi-Year Grant Application Form**, if applicable (one copy)
- ☐ **IRS 501(c)(3) Notification Letter** (or IRS letter from sponsoring organization/fiscal conduit)
- ☐ **Last Complete Financial Statement** (your income and expenses for your last fiscal year)
- ☐ **Projected Budget for Current Fiscal Year** (including a breakdown of income and expenses)
- ☐ **Three references** (including name, address, organizational affiliation, e-mail and phone number)
- ☐ **Supporting printed materials** (up to three items)
- ☐ **Samples of literature** (actual or draft)
- ☐ **A copy of a film, video, radio or slide show** for media support requests
- ☐ **Evidence of Past Performance** (e.g. prior progress or annual reports, if applicable)

### Application Procedures:

- **Applications must be received by 5 p.m.** on the day of the proposal deadline
- **Applications may not be submitted** by fax or e-mail
- **Binders, paper clips or folders** are not necessary

Please remember that **RESIST does *not* fund** any of the following:

- social service or research projects;
- legal defense costs or lawsuit projects;
- material aid campaigns;
- tours, trips or travel expenses;
- individuals;
- projects located outside the United States;
- the development or production of films, videos or radio projects;
- publications, media or cultural projects not directly connected to a progressive organizing campaign;
- capital campaigns, capital projects, or endowments;
- organizations with access to traditional sources of funding;
- other foundations or grant-giving organizations; and
- organizations with annual budgets over \$125,000.

**RESIST, 259 ELM STREET, SUITE 201, SOMERVILLE, MA 02144**  
**(617) 623-5110; [resistinc@igc.org](mailto:resistinc@igc.org); [www.resistinc.org](http://www.resistinc.org)**



## Resist Grant Application Financial Information

If you prepare organizational or project budgets, you may submit them in their original forms.	Financial Statement (last year's <i>actual</i> income/expenditures)	Annual Budget (current year)	Project Budget <sup>1</sup>
<b>Fiscal Year-End Date:</b>			
<b>INCOME</b>			
Resist Request			
Individual Contributions			
Foundation Grants			
Government Contracts			
Membership Dues			
Special Events/Sales Income			
In-Kind Contributions			
Other			
<b>Total Income</b>			
<b>EXPENSES</b>			
Salaries			
Benefits			
Professional Fees			
Occupancy (rent, utilities)			
Insurance			
Telephone			
Postage/Shipping			
Copying/Printing			
Supplies			
Major Equipment			
Travel/Transportation			
Fundraising			
Promotion/Publicity/Outreach			
Training/Technical Assistance			
Other			
<b>Total Expenses<sup>2</sup></b>			
<b>BALANCE</b>			

### NOTES

1. If your request is for a special project, complete the project budget column.  
If your request is for general support, leave the third column blank.
2. If your organizational budget is over \$125,000, you are not eligible for Resist funding.  
If it is close to \$125,000, you should contact Resist before applying.

### LOBBYING

Within the proposed project budget, we estimate that no more than \$\_\_\_\_\_ will be spent for lobbying activity, of which no more than \$\_\_\_\_\_ will be spent for grassroots lobbying, as those terms are defined in the Internal Revenue Service Regulations under 501 (h).



## Organizational Diversity Chart

(Please indicate the number of individuals who fall within the following categories)

	Board Members	Staff	Active Volunteers	Members
<b>Total Number</b>				
<b>Diversity by Race/Ethnicity</b>				
African American				
Asian Pacific Islander				
European-American/Caucasian				
Latina/Latino/Hispanic				
Multi-Racial/Mixed Heritage				
Native American				
Other				
<b>Diversity by Gender</b>				
Female				
Male				
Transgender				
<b>Diversity by Age</b>				
Individuals Age 65 and Older				
Individuals Age 21 and Younger				
<b>Other Diversity Characteristics</b>				
Low-income				
Gay/Lesbian/Bisexual				
People with Disabilities				
<b>Other Diversity Categories that are Important to Your Organization</b>				
1				
2				
3				
4				

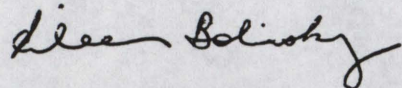


25 Ballard Street  
Jamaica Plain, MA 02130  
October 5, 2002

Dear Resist board members,

Please accept this letter as my resignation from the Resist board. I feel privileged to have been a board member for over six years. Resist plays an important role in the peace and social justice movement. I look forward to watching the organization continue to grow and distribute even more money in future years.

Peace,

A handwritten signature in cursive script, reading "Eileen Bolinsky". The signature is written in dark ink and is positioned above the printed name.

Eileen Bolinsky



# GRANTS 2002 Breakdown

Meeting	# Grants	# Funded	%	MY Grants	Grants	# E.G.s	E.G.	# Loans	Loans	NWTRCC	Total	Total
January												
February	36	12	33.3%	\$0.00	\$30,500.00	1	\$300.00	0	\$0.00	\$570.00	\$570.00	\$570.00
March												
April	68	30	44.1%	\$12,000.00	\$60,100.00	0	\$0.00	1	\$3,000.00	\$47.50	\$30,800.00	\$30,800.00
May												
June	50	25	50.0%	\$9,000.00	\$53,000.00	0	\$0.00	0	\$0.00	\$0.00	\$47.50	\$47.50
July												
August	58	23	39.7%	\$9,000.00	\$46,580.00	1	\$300.00	0	\$0.00	\$380.00	\$75,100.00	\$75,100.00
September												
October			#DIV/0!	\$0.00		0	\$0.00	0	\$0.00	\$0.00	\$380.00	\$380.00
November			#DIV/0!	\$0.00		0	\$0.00	0	\$0.00	\$0.00	\$62,000.00	\$62,000.00
December			#DIV/0!	\$0.00		0	\$0.00	0	\$0.00	\$0.00	\$2,313.25	\$2,313.25
Total	212	90	42.5%	\$30,000.00	\$190,180.00	2	\$600.00	0	\$0.00	\$0.00	\$55,880.00	\$55,880.00
TA Grant										\$3,310.75	\$224,090.75	\$224,090.75



## GRANTS 2001 Breakdown

[illegible]



## 2003 Budget Narrative

### Income

*Internal and external mailing income:* Newsletter, ABC and prospect) have an almost static projection based upon current income patterns and market projections. Pledge income is projected to increase \$5,000 based upon pledge drive, electronic fund transfers and credit card increases.

*Stocks:* projecting \$15,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Stock Dividends:* projected \$5,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Unrealized Gain/Loss:* projected \$20,000 less income in comparison to FY02 budget based on current market projections and stock valuation

*Total Income:* Projection is for \$30,000 less in revenue in comparison to FY02

### Expenses

*Grants:* projecting a \$7,000 increase in grant spending based upon current spending patterns

*Personnel:* This increase will be a total of \$45,000. This figure includes: staff cost-of-living increase, health insurance cost increase and the 6 month costs for a fourth staff person to be paid at a rate of \$55,000 per year. Additional staff costs for 4<sup>th</sup> person projected as: Salary: \$27,500; Payroll Taxes: \$3,000; 403(b) match: \$1,100; health insurance: \$1,800 (if not using a family plan) for a total of \$33,400.

These are the most significant adjustments. There are smaller adjustments based on increased postage and mailing costs reflected across spending categories.



## Budget 2003 Overview

			FY2001	Budget 2002	Budget 2003	03% 02
<b>Income</b>						
	304	Contributions-Pledges	129,883	140,000	145,000	104%
	305	Contributions-Newsletter	52,089	64,000	65,000	102%
	306	Contributions-ABC Mailing	114,115	125,000	125,000	100%
	314	Contributions-Prospecting	52,353	45,000	45,000	100%
		<b>Total Mailing Income</b>	<b>348,439</b>	<b>374,000</b>	<b>380,000</b>	<b>102%</b>
	320	Other Contributions	266,200	250,500	235,000	94%
	351	List Sales	0	300	300	100%
	360	Sales	446	(200)	2,800	-1400%
	370	Royalties	11	10	25	250%
	375	Fiscal Sponsorship Fees	151	175	175	100%
	380	Interest & Dividends	(13,271)	8,000	(17,500)	-219%
	390	Miscellaneous Income	607	100	350	350%
		<b>Total Other Revenue</b>	<b>254,143</b>	<b>258,885</b>	<b>221,150</b>	<b>85%</b>
		<b>Total Revenue</b>	<b>602,582</b>	<b>632,885</b>	<b>601,150</b>	<b>95%</b>
<b>Expenses</b>						
	411	Pledge Costs	6,008	8,100	8,400	104%
	421	Newsletter Costs	34,774	42,400	43,800	103%
	441	ABC Mailing Costs	9,814	11,000	12,200	111%
	471	Prospecting Mailing Costs	53,922	46,000	48,000	104%
		<b>Total Mailing Costs</b>	<b>104,518</b>	<b>107,500</b>	<b>112,400</b>	<b>105%</b>
	495	Resist Grants Paid Out	295,900	299,000	306,000	102%
	496	Other Fundraising Costs	1,069	2,140	1,820	85%
	501	Personnel	157,627	165,771	211,743	128%
	510	Rent	25,444	30,000	32,495	108%
	511	Occupancy	3,462	4,000	4,000	100%
	520	Office Expenses	7,165	13,850	11,325	82%
	525	Grant Program	895	1,400	1,025	73%
	530	Postage	1,611	3,600	3,700	103%
	540	Travel	10	1,200	50	4%
	542	Staff Development	795	2,400	2,000	83%
	545	Conferences/Meetings	393	500	400	80%
	551	Advertising and Outreach	2,635	12,200	8,000	66%
	555	Repairs and Maintenance	1,883	400	300	75%
	560	Professional Fees	9,094	10,500	9,500	90%
	570	Insurance-Office	1,086	2,500	2,200	88%
	580	Board Expenses	8,172	8,650	8,100	94%
	590	Other Expenses	7,122	5,275	7,800	148%
		<b>Total Non-Mailing Expenses</b>	<b>524,362</b>	<b>563,386</b>	<b>610,458</b>	<b>108%</b>
		<b>Total Expenses</b>	<b>628,879</b>	<b>670,886</b>	<b>722,858</b>	<b>108%</b>
		<b>Other Income/Expenses</b>	<b>(11,824)</b>	<b>(17,000)</b>	<b>(14,600)</b>	<b>86%</b>
		<b>Net Income</b>	<b>(14,474)</b>	<b>(21,001)</b>	<b>(107,108)</b>	<b>510%</b>



**Budget - 2003**  
**Consolidated Form**

	<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
		<b>2002</b>	<b>2003</b>
<b>Income</b>			
Internal Mailings	\$296,086	\$329,000	\$335,000
Prospect Mailings	\$52,353	\$45,000	\$45,000
Special Contributions	\$266,200	\$250,500	\$235,000
Investments	(\$13,271)	\$8,000	(\$17,500)
Other	\$976	\$385	\$3,650
<b>Total Income</b>	<b>\$602,344</b>	<b>\$632,885</b>	<b>\$601,150</b>
<b>Expenses</b>			
<i>Fundraising</i>			
Internal Mailing Costs	\$15,822	\$19,100	\$20,600
Prospect Mailing Costs	\$53,922	\$45,000	\$48,000
Other Fundraising Costs	\$1,069	\$2,140	\$1,820
<b>Total Fundraising Costs</b>	<b>\$70,813</b>	<b>\$66,240</b>	<b>\$70,420</b>
<i>Program</i>			
Grants	\$295,900	\$299,000	\$306,000
Grants Program	\$895	\$1,400	\$1,025
Newsletter	\$34,774	\$42,400	\$43,800
Website	\$784	\$1,000	\$700
<b>Total Program Costs</b>	<b>\$332,353</b>	<b>\$343,800</b>	<b>\$351,525</b>
<i>Other</i>			
Personnel	\$153,338	\$161,271	\$206,743
General and Administrative	\$52,382	\$72,925	\$71,470
Board Expenses	\$8,172	\$8,650	\$8,100
<b>Total Other Costs</b>	<b>\$213,892</b>	<b>\$242,846</b>	<b>\$286,313</b>
<b>Total Expenses</b>	<b>\$617,058</b>	<b>\$652,886</b>	<b>\$708,258</b>
<b>Total Income (Loss)</b>	<b>(\$14,714)</b>	<b>(\$20,001)</b>	<b>(\$107,108)</b>



Expenses	Newsletter	Web Site	Grants	Administration	Fundraising	Total
<b>Personnel</b>						
Robin Carton	\$1,498	\$998	\$26,455	\$19,966	\$998	\$49,915
Rebecca Howes-Mischel	\$1,650	\$0	\$12,537	\$16,166	\$2,639	\$32,992
Carol Schachet	\$14,475	\$998	\$4,492	\$18,470	\$11,480	\$49,915
<b>Payroll Taxes</b>	\$1,690	\$260	\$4,550	\$4,810	\$1,690	\$13,000
<b>Employee Benefits</b>	\$1,950	\$300	\$5,250	\$5,550	\$1,950	\$15,000
<b>TOTAL Personnel</b>	\$21,263	\$2,556	\$53,284	\$64,962	\$18,757	\$160,822
<b>Grants Awarded</b>	\$0	\$0	\$299,000	\$0	\$0	\$299,000
<b>Newsletter Expenses</b>	\$42,400	\$0	\$0	\$0	\$0	\$42,400
<b>Cost of Direct Mail</b>		\$0	\$0	\$0	\$65,100	\$65,100
<b>Advertising/Outreach</b>	\$200	\$100	\$500	\$0	\$400	\$1,200
<b>Occupancy</b>	\$4,400	\$1,000	\$7,000	\$6,000	\$2,000	\$20,400
<b>Depreciation Expense</b>	\$1,000	\$500	\$2,100	\$1,400	\$1,500	\$6,500
<b>Insurance</b>	\$400	\$100	\$1,750	\$350	\$350	\$2,950
<b>Maintenance/Repairs</b>	\$50	\$25	\$225	\$50	\$50	\$400
<b>Telephone, Fax and Internet</b>	\$600	\$100	\$2,000	\$900	\$900	\$4,500
<b>Office Expenses and Minor Equipment</b>	\$1,000	\$400	\$3,550	\$2,100	\$2,300	\$9,350
<b>Postage, Freight and Delivery</b>	\$1,200	\$200	\$900	\$600	\$700	\$3,600
<b>Subcontracted Program Services</b>	\$1,900	\$0	\$0	\$0	\$0	\$1,900
<b>Accounting/Audit Fees</b>	\$0	\$0	\$8,000	\$0	\$0	\$8,000
<b>Consultants/Professional Fees</b>	\$500	\$200	\$800	\$0	\$10,500	\$12,000
<b>Board of Directors Expenses</b>	\$1,500	\$200	\$4,000	\$2,450	\$500	\$8,650
<b>Travel, Conferences, Staff Development</b>	\$600	\$250	\$2,000	\$0	\$1,250	\$4,100
<b>Grants Program Administration Expenses</b>	\$0	\$0	\$1,400	\$0	\$0	\$1,400
<b>General Fundraising Expenses</b>	\$0	\$0	\$0	\$0	\$2,140	\$2,140
<b>Memberships, Subscriptions and Filing Fees</b>	\$50	\$50	\$500	\$200	\$200	\$1,000
<b>Miscellaneous Expenses</b>	\$0	\$0	\$0	\$270	\$0	\$270
<b>Total Functional Expenses</b>	\$77,063	\$5,681	\$387,009	\$79,282	\$106,647	\$655,682



			FY2001	Budget 2002	Budget 2003
<b>Income</b>					
304	Contributions-Pledges		129,883	140,000	145,000
305	Contributions-Newsletter		52,089	64,000	65,000
306	Contributions-ABC Mailing		114,115	125,000	125,000
	<b>Total Internal Mailings</b>		<b>296,086</b>	<b>329,000</b>	<b>335,000</b>
314	Contributions-Prospecting		<b>52,353</b>	<b>45,000</b>	<b>45,000</b>
320	Other Contributions				
	Restricted		5,670	5,500	5,000
	Stocks		26,758	35,000	20,000
	Foundations		110,843	100,000	100,000
	Unsolicited		122,929	110,000	110,000
	In Kind		0	0	0
	<b>Total</b>		<b>266,200</b>	<b>250,500</b>	<b>235,000</b>
351	List Sales				
	Names in the News		0	300	300
	Other List Sales		0	0	0
	<b>Total</b>		<b>0</b>	<b>300</b>	<b>300</b>
360	Sales				
	T-Shirt Sales		446	2,800	2,800
	T-Shirt Costs		(239)	(3,000)	0
	<b>Total</b>		<b>207</b>	<b>(200)</b>	<b>2,800</b>
370	Royalties		<b>11</b>	<b>10</b>	<b>25</b>
375	Fiscal Sponsorship Fees		<b>151</b>	<b>175</b>	<b>175</b>
380	Interest & Divedends				
	Bank Interest		2,389	2,000	1,500
	Stock Dividends		21,138	6,000	1,000
	Loan Interest		0	0	0
	Realized Gains/Losses		0	0	0
	Unrealized G/L		(36,798)	0	(20,000)
	Commission on Stock Sale		0	0	0
	<b>Total</b>		<b>(13,271)</b>	<b>8,000</b>	<b>(17,500)</b>
390	Miscellaneous Income		<b>607</b>	<b>100</b>	<b>350</b>
	<b>Total Other Revenue</b>		<b>306,258</b>	<b>303,885</b>	<b>266,150</b>
	<b>Total Revenue</b>		<b>602,343</b>	<b>632,885</b>	<b>601,150</b>
<b>Expenses</b>					
411	Pledge Costs				
	Printing		2,204	3,100	3,100
	Postage		1,872	2,800	3,000
	Mailhouse		1,932	2,200	2,300
	<b>Total</b>		<b>6,008</b>	<b>8,100</b>	<b>8,400</b>
421	Newsletter Costs				
	Printing		19,000	25,000	25,000
	Postage		8,612	9,000	10,000
	Mailhouse		6,651	6,500	7,000
	Consultants		0	1,200	1,200
	Photos/Graphics		510	700	600
	Misc		0	0	0
	<b>Total</b>		<b>34,774</b>	<b>42,400</b>	<b>43,800</b>



		FY2001	Budget	Budget
			2002	2003
441	ABC Mailing Costs			
	Printing	3,418	4,200	4,500
	Postage	3,609	3,800	4,200
	Mailhouse	2,787	3,000	3,500
	Total	9,814	11,000	12,200
	<b>Total Internal Mailing Costs</b>	<b>50,596</b>	<b>61,500</b>	<b>64,400</b>
471	Prospecting Mailing Costs			
	Printing	21,648	18,000	20,000
	Postage	12,134	11,000	11,000
	Mailhouse	6,308	6,000	6,000
	Consultants	6950	5,000	6,000
	Photos/Graphics	0	0	0
	List Rentals	6,881	5,000	5,000
	Total	53,922	45,000	48,000
	<b>Total External Mailing Costs</b>	<b>53,922</b>	<b>45,000</b>	<b>48,000</b>
	<b>Total Mailing Costs</b>	<b>104,518</b>	<b>106,500</b>	<b>112,400</b>
	<b>Net Revenue After Mail Costs</b>	<b>497,826</b>	<b>526,385</b>	<b>488,750</b>
494	Fiscal Sponsor Grants			
	NWTRCC: In	(2,860)	4,000	4,000
	NWTRCC: Out	2,860	(4,000)	(4,000)
	Total	0	0	0
495	Resist Grants Paid Out			
	Multi-Year Grants	48,000	60,000	60,000
	Resist Grants	244,900	230,000	240,000
	Cohen Grants	0	0	0
	Holmes Grants	0	3,000	0
	Salzman Grants	3,000	6,000	6,000
	Total	295,900	299,000	306,000
496	Other Fundraising Costs			
	Thank You Cards- Cost	127	140	50
	Thank You Cards- Printing	55	100	250
	Thank You Cards- Postage	658	700	850
	Promo T-Shirts	230	400	270
	Other	0	800	400
	Total	1,069	2,140	1,820
501	Personnel			
	Gross Pay	125,039	132,821	166,964
	Employer Taxes	11,492	13,000	15,500
	Retirement Match	4,502	4,000	6,679
	Staff Health Insurance	11,783	11,000	17,000
	Worker's Compensation	521	450	600
	Consultants	4,289	4,500	5,000
	Total	157,627	165,771	211,743



		FY2001	Budget	Budget
			2002	2003
510	Rent	25,444	30,000	32,495
511	Occupancy	3,462	4,000	4,000
	Office Expenses			
	Telephone	3,727	3,500	3,600
	Internet	784	1,000	700
	Office Supplies	1,815	2,000	2,000
	Office Xerox	20	100	200
	Office Library	157	250	200
	Office Printing	350	1,000	2,000
	Minor Office Equipment	238	5,000	2,500
	Bank Charges	75	1,000	125
	Total	7,165	13,850	11,325
525	Grant Program			
	Printing	337	550	400
	Postage	558	600	500
	Consultants	0	0	0
	Library	0	250	125
	Other	0	0	0
	Total	895	1,400	1,025
530	Postage			
	Office Postage	499	1,700	1,800
	UPS	0	100	100
	Postage Due/BREs	1,112	1,800	1,800
	Total	1,611	3,600	3,700
540	Travel	10	1,200	50
542	Staff Development	795	2,400	2,000
545	Conferences/Meetings	393	500	400
550/	Advertising and Outreach			
551	Advertising	1,635	3,700	3,000
	Brochure	1,000	8,500	5,000
	Annual Report	0	0	0
	Total	2,635	12,200	8,000
555	Repairs and Maintenance	1,883	400	300
560	Professional Fees			
	Legal Fees	0	500	0
	Accounting Fees	9,094	8,000	8,500
	Computer Consulting Fees	0	2,000	1,000
	Total	9,094	10,500	9,500
570	Insurance-Office	1,086	2,500	2,200
580	Board Expenses			
	Board Xerox	2,409	2,500	2,700
	Board Postage/UPS	489	700	1,000
	Board Travel	2,779	2,500	3,200
	Board Food/Meetings	1,570	800	1,200
	Board Outreach	0	150	0
	Other	925	2,000	0
	Total	8,172	8,650	8,100



			<b>FY2001</b>	<b>Budget</b>	<b>Budget</b>
				<b>2002</b>	<b>2003</b>
590		Other Expenses			
		Bad Debts	0	0	0
		Dues and Fees	1,533	1,000	1,600
		Tax Penalties and Interest	0	125	50
		Other Penalties and Fines	0	50	50
		Bounced Checks- Unknown	0	0	0
		Misc. Expenses	239	100	100
		Depreciation	5,349	4,000	6,000
		Total	<b>7,122</b>	<b>5,275</b>	<b>7,800</b>
		<b>Total Expenses</b>	<b>524,362</b>	<b>563,386</b>	<b>610,458</b>
		Other Income/Expenses	(11,824)	(17,000)	(14,600)
		<b>Net Income</b>	<b>(14,712)</b>	<b>(20,001)</b>	<b>(107,108)</b>



**Robin Carton (Grants Manager)**

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**From:** "Ty dePass" <maceo@tsne.org>  
**To:** <pamnicki@ix.netcom.com>  
**Cc:** <robinc@resistinc.org>; <nwechsler@wellesley.edu>; <nanwec@aol.com>; <mmiller@jff.org>; <kaymathew@juno.com>; <jorger946@aol.com>; <jrosemont@erols.com>; <eileenbo@juno.com>; <carols@resistinc.org>; <beccahm@resistinc.org>; <nydirector@indypress.org>; <abbyscher@mindspring.com>  
**Sent:** Wednesday, October 02, 2002 7:39 PM  
**Attach:** Block.doc  
**Subject:** Re: more food for thought for Sunday's meeting

colleagues - just a little more food for thought. the research raises some interesting points on the dynamics of power and influence in organizations--in particular the notion of founder-driven hierarchy w/in boards of directors. the second piece, addressing the matter of a board's legal and moral accountability just went live on NPQ's website <http://nonprofitquarterly.org/section/341.html>

as a relative newcomer to the board (i believe only Abby is newer), the frequent references to "the way we used to do things...have always done things" is a red flag for me. and while i've certainly no beef w/summing up experiences and drawing insight from our history, it can also dampen or shut down uncomfortable conversations. i can't speak to difficult episodes in RESIST's youth, but since i've been aboard the tension btw board and staff has frequently surfaced in various proposals designed to limit the authority delegated by the board to staff. and while this certainly falls w/in the prerogatives of governance practice, i have to confess that the urgency (sometimes bordering on hysteria) w/which some of these measures are pressed appears to me as overkill--strongly suggesting that something as yet unstated is really driving this situation. i might be wrong, but think on't. ---tyd



**Robin Carton (Grants Manager)**

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**From:** "pam chamberlain and nicki croghan" <pamnicky@ix.netcom.com>  
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**Sent:** Wednesday, October 02, 2002 7:05 PM  
**Subject:** some food for thought for sunday's meeting

Dear Resisters,

Here is my position on the organizational structure question. I have embedded it here and also attached it. My sincere apologies in being absent from the October meeting. Good luck!

xoxox

Pam  
 Why Resist Needs a Director  
 By Pam Chamberlain

I want to weigh in on the debate, even though I will not be at the October meeting. I am in favor of a Director for purely personal reasons, which I feel need to be expressed openly.

Because I have been an active board member since the mid 80's, I have observed many changes in Resist's structure and process. But one thing has remained constant from Resist's earliest days: our belief in, and the need for, board members to participate in the administration of the organization



marc miller  
10/02

With no parameters for a statement as a candidate for president (or other executive board member—I'm not proud), writing this is one of the hardest tasks I've had for RESIST.

I decided not to write about my politics, of which my comments over the past five or six years are a better indicator. Instead, here are a few of my thoughts about current organizational needs and priorities.

**Staff Structure.** At this board meeting you will discuss staff structure. My bottom line: all three options have merit and I think all three could work. I am ready as a board member to work within any of them. And I consider the way in which we make this decision even more important than the answer we come up with. As Carol wrote, we have done fine work over the past several years with the current structure, and let's keep that in mind.

That said, I prefer the staff director option, which would not only improve current operations but prepare us better for the gradual growth I believe we envision. Even with such a position called "staff director," we can and should maintain equality on the staff and a collective operation. I know this is hard, but each staff member would preserve the current high degree of autonomy within her area(s) of responsibility. The staff director's areas of overall responsibility would be board relations, coordination, evaluation, etc., but she/he would get the same pay as other staff members. And only the board could make a decision to hire or fire any permanent staff member, not the staff director. All regular staff (as described in the personnel policies) would continue to serve on the board. I think the staff director would serve as a staff representative on the executive board.

If the rotating option is selected, the director should hold the position and serve on the executive committee for two years (or at least one year).

If we keep with the current structure, a staff person would serve on the executive committee and have special duties (evaluation coordination, intra-organizational communication).

**Staff/Non-Staff Relations:** I have been dismayed recently to hear harsh statements by board members about other board members, principally non-staff commenting about staff. This suggests to me that we have a long way to go with trust and communications issues, and we need to address this in order to: 1) live our politics, 2) ensure RESIST is a good place to work, and 3) ensure that serving on the board is at least tolerable and hopefully a rewarding experience. Among other things, I expect we lack a common understanding on what depth of knowledge board members need to have about day-to-day operations vs. organizational policies.

**Board Structure and Responsibilities:** I think the world and the Left have both changed since RESIST formed, along with my views of what words like "collective" mean. I also think RESIST has changed simply by growing. An organization with a part-time staff and a board of people who came together through their work was okay 30 years ago. Today, our funding base is much larger than 30 years ago, constantly growing, and secure to a degree almost unheard of on the left. Also, the board is more diverse not only in who we



are but in where we live, how much time we can devote to the organization, what political experiences we bring to the board, etc.

Given the value of a board that is diverse in all those ways, I'd like us to think more about how board members can best contribute, given the limitations of geography and people's time. In other words, what tasks can board members be relieved of? To me, our most important contributions are the diverse experiences, connections, and viewpoints we bring to funding decisions, newsletter contributions, and major policy decisions. All else is secondary and negotiable for me. So I look forward to the coming discussions of the role of the board and the division of responsibility, work, and knowledge between staff and non-staff board members. I also look forward to adding board members, making our work easier, and increasing our geographic diversity. (For example, I'd like us to revisit the question of meeting once in awhile outside Boston, perhaps in NYC or even Providence.)

**RESIST's Role in Social Change:** I joined and stay with RESIST because its politics are compatible with mine and because of its place in the broad movement for social change. That said, it's always time to revisit our collective views about RESIST's role and how best to achieve our goals. And, as with most board members (perhaps all of us), thinking about questions of political views and strategy have become especially high on my personal agenda in the past year or so.

Some things don't change. The concept of "resisting" has only gained in importance for me recently. And I look more carefully at answers to our Question 9 (political views) than in the past year, finding it raises questions that I benefit from our addressing during board meeting. For example, on what basis would we decide to fund (or not fund) an excellent environmental group that is only an environmental group? When do we fund "cultural" work? Etc.

I can't imagine we would alter our broad-based approach to funding a large number of small groups doing organizing, but what types of work would we look on with special favor? For example, for me these include anti-globalization, post 9/11 issues (resisting war-making, resisting encroachments on civil liberties, etc.), youth, training, groups that are grassroots and working-class and interracial and multi-issue. And what DO we mean by organizing?

Bottom line: I very much look forward to the program discussion in the long-range planning process, particularly to discussing, elaborating, changing (or not), and just plain stating the specific priorities that guide all our program work (grant-making, newsletter, and TBD).

I'm sorry I can't attend this meeting. Clearly, one personal priority if I'm selected would be to attend more faithfully! FYI, I'm in DC at a three-day media training.



## Comments and Reflections for the Board Meeting 10-6-2002

Since I was unable to attend today's meeting, here are a few responses and questions. My intent is to further conversation, and I trust that the decision reached by the Board will be a fair one.

Perhaps the most important question in my mind is, given the identified discomfort with the current ways information and decisions are communicated, what methods and areas within the organization need to change? Are there changes that need to occur on the staff, on the Board, or some combination of both? And what is working well? Will changes to address some concerns cause more difficulty in other areas?

I'm open to hearing compelling reasons why RESIST would be better served by other staff structures, and I will have to be contented with reading the minutes to do so. At this point, I still favor the collaborative model.

Among the questions and comments I have are these:

1. Each of the models has compelling arguments and essential vulnerabilities. I do not believe that any model would threaten the stability of the organization, nor do I believe that any offer a "quick fix" out of the difficult mire we've been treading in.
2. I think that as a group during the past year or so we have tried to identify ways to make the collaborative staff model more comfortable for the Board, including:
  - \* developing a clear list of staff reports
  - \* creating a Board web page for dissemination of information
  - \* identifying systems of evaluation and accountability (but we haven't gotten too far on this one yet)
  - \* honing the committee structure to increase Board-to-Board communication
  - \* attempting to identify when conflicts have to do with personality and when they have to do with structure (and which structure)

Since most of those changes are still in process, it is hard to say with any certainty how they will address the concerns raised by some Board members. We still haven't had a chance to implement those changes; many are still being refined by various committees.

### 3. Accountability

This issue seems to be central to the argument for the Executive Director, and a consideration for the Staff Coordinator. Neither alternative completely remove the onus of responsibility for supervision from the Board; however each does take away some of the initial steps of evaluation by asking one staff member to evaluate both the whole and individual staff members.

Several questions need to be addressed concerning the authority and accountability structure under either of the new models:

- a. Would the Executive Director have the power to hire and fire staff?
- b. What role, if any, would peer evaluations play?
- c. What information would the Board like to know, and how would they be relieved of any burdens?



#### 4. Board and Staff roles

It has always been the role of the Board to set and define policy and procedures, and the role of the staff to implement those policies and procedures. Suggestions for new initiatives and programmatic changes historically have been suggested from a range of sources, including committees, at larger board meetings and from staff. Under the proposal for the Executive Director, the ED is charged with considering new initiatives and driving changes in the organization. Is that what folks want?

A general criticism of RESIST has been that it takes a long time to implement any changes. Often proposals languish in Committees, and an overworked Board does not have time to consider them. How will that situation be changed by the alternative staff structures? Will an ED or a Coordinator be empowered to make changes, or will that responsibility remain with the Board?

What would be the role of program staff under the new models? Will staff continue to be voting members of the Board? If not, will they have any say in the political and organizational development of RESIST?

#### 5. Legal Responsibility of the Board

The Board, by law, remains accountable for the fiscal health of the organization and the supervision of staff. Some of that authority can be delegated to a director or coordinator, but the ultimate responsibility remains with the Board. Will having a buffering layer (a director or a coordinator) make this task easier?

#### 6. What can we afford?

RESIST has maintained an amazingly high percentage of funds devoted to programmatic work (versus administrative costs). Will a Director or Coordinator shift that distribution? And how much money can RESIST afford to pay to a Director? Will the financial output pose any danger to the work of RESIST?

Respectfully Submitted,

Carol Schachet



**Board Committee Minutes**  
**October 2002 Board Packet**

**Enclosed:**

Board Development Committee:	9/17/02
Communications Committee:	8/26/02
Executive Committee:	9/9/02; 9/16/02
Finance Committee	9/17/02
Grant Committee:	9/18/02
Long Range Planning Committee:	9/11/02

**Pending:**

**No Minutes Available**

Personnel Committee

**ATTACHMENTS**

1. Corporate Resolution
2. Resume: Leila Farsakh
3. Position Statements for Staff Structure Discussion

**PENDING**

1. Grant Application Revision
2. Financial Statements (August) and Narrative
3. Draft Budget (if available)
4. Brief Analysis of Investments



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259 Elm Street, Suite 201 • Somerville, Massachusetts 02144

(617) 623-5110 / [www.resistinc.org](http://www.resistinc.org)

## Board Development Committee Meeting September 17, 2002

### *Board of Directors*

Eileen Bolinsky  
Robin Carton  
Pam Chamberlain  
Ty dePass  
Becca Howes-Mischel  
Kay Mathew  
Marc S. Miller  
Jorge Rogachevsky  
Henry Rosemont, Jr.  
Carol Schachet  
Abby Scher  
Nancy Wechsler

### *Board of Advisors*

Frank Brodhead  
Bell Chevigny  
Noam Chomsky\*  
Kate Cloud  
Tess Ewing  
Jrm Fruchter  
Rena Scott Gray  
Debra Kay Jefferson  
Frank Joyce  
Hans Koning\*  
Paul Lauter\*  
June Lee  
Penn Loh  
Amanda Matos-González  
Richard Ohmann\*  
Wayne O'Neil\*  
Carlos Otero  
Grace Paley  
Roxanna Pastor  
Merble Reagon  
Cheryl Smith  
Amy Swerdlow  
George Vickers  
Fran White

\* *founding members*

Present: Ty dePass (chair), Eileen Bolinsky, Carol Schachet

### I. Follow-up on potential Board members:

The Board will vote at the October meeting about Leila Farsahk. Additionally, we hope to present other members at that time. Need to set up interviews with Nikhil Aziz and follow up with Lynn Murray. Carol left a message for Nikhil, who is out of town until the end of the week. Eileen will call Lynn. Ty will get back in touch with Eva Boyce who had indicated she might be available starting in the Fall.

Also, we need to follow-up with the NYC folks that Abby had recommended who have not sent back any letters of interest. Carol will track down their e-mails and inquire about their interest.

Scheduling interviews: The remainder of this week is bad.

Next week (9/23-27): Tue, Wed, Thur anytime is good for Ty, and Eileen can do those evenings.

Later: 9/30, 10/1, 10/2 and 10/3 are also possibilities.

### II. Diversity Question:

At the Board meeting, Jorge had commented that the Board does not have the policy to bring on "people of color" but rather African Americans and Latinos/Latinas. However, upon our review of the Board decision, it is the Board Development Committees affirmation that, while special outreach is to be concentrated on African-American and Latino candidate, the mandate is to promote racial or ethnic diversity.

11/21/99 **Board Meeting minutes.** 2/3 of all new Board members shall be selected to promote racial or ethnic diversity, with a special focus on outreach to and recruitment of African Americans and Latinos/Latinas. The ratio will be evaluated yearly.

The Board Development Committee will continue to follow that mandate, with special outreach to African Americans and Latinos/Latinas. However, it is our understanding that adding other candidates who increase the ethnic and racial diversity of the organization fulfills the 2/3 mandate.

### III. Attrition and the 2/3 Mandate

Given that several white members, and one African-American member, have left the Board, does that influence the recruitment ratio? After some discussion, we determined that it does not. The spirit and intent of the policy was to change the composition of the Board to increase diversity and broaden the Board's understanding of organizing in various communities. The attrition of white members does not release the Board from the goal of expanding diversity through recruitment.



Communications Committee Meeting  
August 26, 2002

Present: Ty dePass, Carol Schachet, Jean Smith, Robert Morrison, Jorge Rogachevsky

I. Confidentiality:

What kinds of items that will be posted on the internal Board site might pose confidentiality concerns? Anything on the internet can potentially be hacked, but it is doubtful that the hacker would have intent to harm RESIST. It is more likely to be a prankster. Those who want information have numerous means of getting it.

Very few minutes include confidential information, such as grant references or donor information. Possible exception is the list of potential Board candidates from the Board Development Committee.

**Decision:** upload all minutes. Use discretion on personally or organizationally sensitive materials and, when that occurs, use initials.

II. Historical Information:

How far back should the minutes go?

**Decision:** Upload minutes as far back as we have computer files for them that are easily uploadable, which is to 1995. Policy decision should go back as far as records exist. Start at the present and work backwards.

III. Calendar:

What items should be included on the calendar?

**Decision:** Include grant cycle deadlines, Newsletter deadline, Committee meeting dates (including contact information and, when appropriate, links to minutes or pertinent information), Budget schedule, officer elections, other RESIST-sponsored events.

Note: the contact link would direct the user to the contact page in order to assure that links are most up-to-date.

IV. Update Protocol:

Materials will be uploaded weekly, with the goal that material sent to the office would be uploaded within one week of receipt. Because of potential schedule fluctuations for the uploader, it is possible that the would be uploaded after 9 days.

When material is uploaded, an e-mail will be sent to the Board indicated what specifically was uploaded and including a hotlink to the appropriate page. NOTE: users will still be asked to provide a username and password, but will be able to open the new page rather than the homepage. Only approved documents can be uploaded.

V. Index:

The internal homepage will have five categories:



1. RESIST Documents (including Board decisions, by-laws, personnel policies, budget, grant evaluation tool, and job descriptions)
2. RESIST Board minutes
3. RESIST Committee Minutes (including a description and membership list of each committee)
4. Calendar
5. Board Contact Information

Next steps:

- Research possible ways to upload and make accessible budget files, including Peachtree and Excel files, possibly using Adobe Acrobat to create PDF files.
- Upload material onto appropriate pages.



Executive Committee Meeting: 9/9/02

Minutes

Present: Pam Chamberlain, Nancy Wechsler and Jorge Rogachevsky

Discussion focused on developing the agenda for the October 6 Board meeting

Items that were identified as necessary to include on the agenda:

1. Discussion of the three proposals for organizational/staff structure (staff collective, rotating chair, director) which were solicited at the August Board meeting, and vote on plan to adopt.

[The proposal for the executive director model was sent to Pam. Pam will check with Carol on staff collective model, Jorge will check with Hank on rotating chair model.]

2. Executive Committee elections.

It was decided that each person running for an Executive Committee position should be asked to speak, and that the elections should be done by secret ballot.

3. Finance Committee report.

4. Grants

In addition to these items it was determined that the Communications Committee would not require any time at the October meeting. It was unclear what the Board Development Committee might require. Jorge agreed to talk with Ty. It was also unclear what the Grants Committee might require. Pam agreed to talk with Kay. And, Pam would also report back on any proposals from the Long-range Planning Committee which was to meet on 9/11.

It was determined that a follow up EC meeting was needed in order to finalize the agenda, to be held during the week of 9/16.

Respectfully submitted by Jorge



# Resist Executive Committee Meeting

September 16, 2002

## Minutes

Present: Pam, Wec, Jorge

1. Statements on the three possible arrangements for staff organization (collective, rotating chair, director) need to be sent to the Board by 9/21 so that people have enough time to think through the issues. Pam will contact Hank and Carol (third statement submitted by Jorge) and request that statements be sent to Wec no later than 9/20 so Wec can distribute over the weekend.
2. Pam provided Long-range Planning Committee report. Long-range Planning wants to request of the Board that its charge be extended until June 2003 to be able to complete planning process. Proposal for upcoming meetings:

December:	two-day meeting, planning discussion to focus on Program
February:	planning discussion to focus Board Composition and Function, facilitated by Board Development Committee
April:	planning discussion to focus on Fundraising
June:	planning discussion to focus on wrap up and summary

Long-range Planning Committee also concerned that October discussion provide opportunity to reaching consensus.

3. October meeting agenda:

A. Business items: Committee reports

Hank will be approached to facilitate and take minutes

- i. Long-range Planning
- ii. Board Development
- iii. Communications
- iv. Finance
- v. Grants

B. Elections

Candidates present will be asked to give a brief statement. (Candidates who cannot be present are encouraged to send a brief written statement.)

Proceed to discussion and secret ballot



### C. Staff structure discussion

Jorge will facilitate, Abby will be approached to take minutes

- i. Evaluation of alternative models: The authors of the three models (or a delegated alternate) will be asked to give a brief rationale. Open discussion to ensue with all present able to state point of view.
- ii. Determination of decision-making mechanism for staff structure discussion with follow up voting.
- iii. Evaluation of follow up steps and implementation process.

### 4. Grants (remainder of meeting)

Respectfully submitted by Jorge

The final agenda for the October 6 meeting was finalized during the week of September 16 after input from Robin.



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## Finance Committee Minutes

September 17, 2002

Resist Office

### *Board of Directors*

Eileen Bolinsky

Robin Carton

Pam Chamberlain

Ty dePass

Becca Howes-Mischel

Kay Mathew

Marc S. Miller

Jorge Rogachevsky

Henry Rosemont, Jr.

Carol Schachet

Abby Scher

Nancy Wechsler

**Present:** Robin Carton, Becca Howes-Mischel, Pam Chamberlain, Johanna Schulman (Financial Advisor)

Johanna introduced herself and asked a few questions about Resist's financial and investment situation. She then recommended we consider formulating an investment policy.

### **I. Investment Policy:**

A. Serves as a broad vision governing an organization's investment strategies

B. The four aspects of an investment policy:

- 1) A basic premise for making decisions laying out the procedure for managing money as well as who has the authority to do so.
- 2) Guidelines for asset allocation between Stocks, Bonds, and Cash
- 3) Short-term and Long-term investment strategies for money that should be accessible immediately or for one-year and five-year goals
- 4) The depth of commitment to socially responsible investment strategies with a definition of what company practices meet that standard

C. The Finance Committee recommends that Resist begin a process of creating an investment policy.

- 1) At the Oct meeting the Finance Committee will give a short definition of an Investment policy
- 2) Board Members will be asked for feedback about what they identify as the most important pieces of such a policy via email or regular mail.
- 3) The Finance Committee (with the assistance of any interested Board Members) will draft a proposed Investment Policy for the December Board Meeting
- 4) At the December meeting the Finance Committee will ask the Board to review the proposed policy for revisions
- 5) The Finance Committee will present a revised policy for approval at the February meeting.

D. Once Resist has an Investment Policy, the Board can discuss investment strategies in light of the more general Fundraising discussion proposed for the April Board meeting.

1) The main questions to ask in crafting such a strategy are "What is the money in our investments for?" and "How does the use of this money relate to the mission for having this money?"

### **II. Analysis of the Current Market**

A. Johanna will provide an initial brief analysis (a "one-pager") of Resist's

### *Board of Advisors*

Frank Brodhead

Bell Chevigny

Noam Chomsky\*

Kate Cloud

Tess Ewing

Norm Fruchter

Renae Scott Gray

Debra Kay Jefferson

Frank Joyce

Hans Koning\*

Paul Lauter\*

June Lee

Penn Loh

Amanda Matos-González

Richard Ohmann\*

Wayne O'Neil\*

Carlos Otero

Grace Paley

Roxanna Pastor

Merble Reagon

Cheryl Smith

Amy Swerdlow

George Vickers

Fran White

\* founding members





current investment holdings distribution for the October Board meeting. She is willing to meet with Board members to discuss investment issues in the future if the Board would like

### **III. Budget**

A. Our general cycle has been:

- 1) Draft Budget provided to Board in Oct- questions raised to the Finance Committee by Board members
- 2) Presentation with a detailed explanation in Dec- above questions will be answered
- 3) Approval with the final numbers in Feb
- 4) A 6 month mid-course review in June
- 5) Any significant changes in Aug

B. Given the uncertainties about the future staff needs and any new program directions, it is impossible to accurately project any changes in budgetary expenditures.

C. We will try to stick to this schedule, however. The staff will try to provide a draft budget for either the Oct Board meeting or to be sent out with the Oct Board meeting minutes.

**The Next Finance Committee meeting will take place Tues, Oct 1<sup>st</sup> at 9am**



## **Grant Committee Minutes**

**9/18/02**

Present: Robin Carton, Becca Howes-Mischel, Kay Mathew and Marc Miller

### **Agenda**

#### **1. Grants**

The Committee weeded out 44 of the 49 grants reviewed.

#### **2. Application Revision**

The Committee reviewed the newest draft of the application (attached). Several minor changes were proposed by Marc and Kay. They will be incorporated into the final draft. Kay will look over this draft before bringing it to the Board. At the October Board meeting during the Grant Committee report, Kay will ask Board members to review a copy of the application and to set up a mechanism to accept or reject the application as presented (either by e-mail, polling or other format).

#### **3. Grant-O-Matic Request**

During the last four years, Steve Wishengrad (a donor) has been developing a fairly sophisticated relational data base for Resist's grantmaking program called Grant-O-Matic. The original intention was that, once completed, Resist would share this data base freely with other foundations who were as "retro" as we were- and could use a grantmaking database program.

Recently, Steve was approached by our grantee Rich Cowan of the Organizers Collaborative. Steve had been helping them with a few bugs in their Organizer's Data Base program and realized they needed a lot more help in order to make it truly functional. Rich then asked Steve if he could review a copy of Grant-O-Matic, which would he could then use to up-date their ODB package. Rich mentioned that he could incorporate it into ODB and then thought he could offer it to foundations as an incentive to fund him. Steve asked for Resist's input on this request.

The Grant Committee considered several issues Steve raised, including: 1) the potential that work developed on a voluntary basis for Resist would be marketed to other foundations or organizing groups; 2) giving this product to one grantee would unfairly favor them over others who might use/develop it; and 3) OC might use Grant-O-Matic as is.

*Recommended:* Based on the discussion of the issues above, the Grant Committee recommends that it would not be appropriate to provide Organizers Collaborative with a copy of Grant-O-Matic.

#### **4. Immigrant Workers' Resource Center**

IWRC's multi-year grant is up for year-three renewal in October. It had been suspended last year pending resolution of internal organizational conflicts. It was released in April of this year retroactive to 2001 period. Since there has been no Progress Report received at this point, the year three renewal for IWRC cannot be released.

#### **5. Upcoming Agenda Topic**

The next Grant Committee meeting will be focused on the facilitation of the Long Range Planning discussion regarding program components. This will be coordinated with the Communications Committee.



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## LRPC Meeting

September 11, 2002

Resist Office 8:30am

### *Board of Directors*

Eileen Bolinsky  
Robin Carton  
Pam Chamberlain  
Ty dePass  
Becca Howes-Mischel  
Kay Mathew  
Marc S. Miller  
Jorge Rogachevsky  
Henry Rosemont, Jr.  
Carol Schachet  
Abby Scher  
Nancy Wechsler

### *Board of Advisors*

Frank Brodhead  
Bell Cheigny  
Noam Chomsky\*  
Kate Cloud  
Ewing  
m Fruchter  
Renae Scott Gray  
Debra Kay Jefferson  
Frank Joyce  
s Koning\*  
Lauter\*  
June Lee  
Penn Loh  
Amanda Matos-González  
Richard Ohmann\*  
Wayne O'Neil\*  
Carlos Otero  
Grace Paley  
Roxanna Pastor  
Merble Reagon  
Cheryl Smith  
Amy Swerdlow  
George Vickers  
Fran White

\* founding members

**Present: Pam, Becca, Marc, and Carol.**

## **I. Set Agenda.**

## **II. Review Aug Board Meeting**

### **A. Did not finish talking about Personnel structure**

1. Hank, Carol and Jorge are writing position papers for the three structural options: Rotating Coordinator, Collective, and Executive Director, respectively.
2. These papers will be distributed before the Oct Board meeting.
3. There will be a vote in Oct on Staff Structure [More details on vote

below]

## **III. Review where we are in the process- revisit and revise Calendar**

A. The process is taking longer than the original LRPC schedule. The Oct meeting will address Staff Structure; the remaining meetings are Program (to led by Grants and Communication Committees), Board Responsibilities and Territory, (Board Development Committee) and Fundraising (Fundraising Committee).

B. Discussion about which topic (Program or Board Responsibilities and Territory) should follow the Staff Structure discussion:

-If Board Responsibilities and Territory discussion comes in Dec, that follows the structural discussion in regards to staffing to discuss Board structure.

-If Program discussion comes in Dec, we get to have a break between structural planning meetings. Also, any changes in the programmatic focus may have implications for the structure of Board Responsibilities.

C. The LRPC decided to propose revisions to LRP schedule:

Dec: Program discussion

Feb: Board Responsibility and Territory

April: Fundraising

June: Wrap-up and Summary

## **IV. Oct Board Meeting: Staff Structure**

A. Suggested Structure for Oct Long Range Planning Discussion (90 minutes):

1. Authors- summaries of position papers (5 min each- 15 minutes)
2. Individuals- responses (2-3 minutes each- 25 minutes)
3. General Discussion (30 minutes)
4. Vote and Implementation Discussion, including a discussion of next steps, responsible committee(s), and timing (20 minutes)

B. Everyone not attending the meeting will be invited to submit statements about their views regarding the three options for staff structure.



C. Due to the significant nature of this policy decision, the LRPC suggests RESIST seek a clear consensus about the Staff Structure. If this doesn't emerge at the October meeting (taking into account the breakdown of opinions, the opinions of those absent from the meeting, etc.), the vote will be only a tentative decision that would be reviewed and finalized in December. At the December meeting, the Board will make a final decisions, including proxy votes of absent members.

The Long Range Planning Committee makes the following recommendations to the Executive Committee:

-For the discussion at the next board meeting, we have several suggestions for the process. We make these based on a few considerations:

1. This is the hardest decision we have to make in the long-range planning process. It is also the decision with the largest impact not only on RESIST's effectiveness but on how we operate as a group.
2. To the extent possible, everyone on the board should feel comfortable with both the process and the decision. This does not necessarily mean agreeing with the decision but feeling that everyone was heard and the path taken is a good one.
3. Sensitivity, maturity, and focus are all qualities that every board member should bring to this discussion (and to every discussion, of course). Each board member is responsible for this, and person chairing the discussion is responsible for maintaining a process based on these qualities and for keeping us on track.
4. Every board member has something of value to say in this discussion. All are encouraged to speak, and the meeting should be structured so that everyone is allotted some time.
5. A decision has to be made as soon as possible. While this may not occur at the October meeting, the process should lead to closure within a defined time.

With that as preface, we propose:

1. The goal is to have a strong consensus in support of the decision.
2. If the board members at the October meeting feel they can not come to a clear consensus in the allotted time, or if there are strongly felt minority positions, the members present will make only a preliminary, non-binding decision about structure. The final, binding decision will take place in December, with limited discussion at the time.
3. If the final decision is postponed until December, board members who can't be present at that meeting will be invited to submit written statements of their position. These will be considered as votes.

#### **V. Dec Board Meeting: Program**

A. Suggest either a 2-day meeting or a long 1-day meeting- soliciting the needs especially of parents

B. Long Range Planning Discussion will be run jointly by the Communications and Grants Committees and include program possibilities not currently in the purview of either committee. It will address RESIST programming in the light of the current political environment, the RESIST mission, etc.



C. The LRPC asks the Communications and Grants Committees to begin developing plans for addressing the questions outlined in or suggested by the 10/01 Board retreat, Board questionnaire responses, and LRPC Survey data. The LRPC will then work with both committees (and possibly others) to design and prepare for the meeting.

**The next LRPC Meeting will be Thurs Oct 17<sup>th</sup> at 8:30am in the Resist Office**



Corporate Resolution

Resolved, that \_\_\_\_\_, President, \_\_\_\_\_, Treasurer, Robin Carton, Grants Manager, Carol Schachet, Fundraiser/Editor, or any one of them acting individually, are Authorized Persons for the purpose of effecting securities transactions for Resist. Such transactions shall include the power to sell, assign, or endorse for transfer, certificates representing stocks, bonds or other securities registered or hereafter registered in the name of this corporation.

I, \_\_\_\_\_ Clerk of Resist, Inc., incorporated under the laws of the Commonwealth of Massachusetts, hereby certify that the foregoing is a true copy of a resolution duly adopted by the Board of Directors of said corporation at a meeting on October 6, 2002, at which a quorum was present and voting, and that the same has not been repeated or amended, and remains in full force effect and does not conflict with the by-laws of said corporation.

Corporate Seal

\_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_  
Secretary



Carol Schachet  
RESIST  
259 Elm Street, Suite 201  
Somerville, Massachusetts 02144

March 8, 2002

Dear Carol

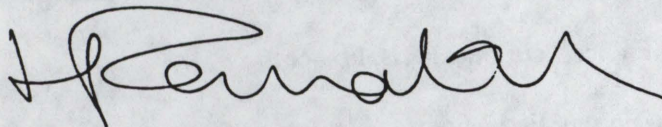
Eileen Bolinsky has approached me recently to ask me whether I would be interested to be nominated to RESIST's Board of Directors. I was deeply honoured for I considered RESIST as a very important organisation working for social change and social justice.

Ever since my arrival to the Boston area, I have been following the precious work that your organisation pursues to help the voiceless be heard and to defend the full human rights of US citizens and of immigrants. I have been particularly interested by the work that RESIST has been undertaking to help the immigrants and refugee communities as well as to support women organisations. As an Arab Muslim woman immigrant myself, I consider your work central in strengthening the grassroots' efforts of immigrant organisations to cope with the challenges facing them.

Please find enclosed a resume of mine. As you will see, I have worked with a number of grassroots groups, both in Europe and the US. I hope my experiences and my expertise can be of value to the Board.

I look forward to hearing from you.

For peace and justice

A handwritten signature in dark ink, appearing to read 'Leila Farsakh', with a stylized, flowing script.

Leila Farsakh



## EDUCATION

- 1997-2002      **University of London, School of Oriental and African Studies, United Kingdom.**  
**Ph.D. in Development Economics**
- 1989 - 90      **University of Cambridge, New Hall College, United Kingdom.**  
**M. Phil. In Politics and Sociology of Development.**
- 1986 - 89      **University of Exeter, United Kingdom.**  
**B.A Honours in Political Science.**

## PUBLICATIONS

### Book:

O'Connor, D. and L. Farsakh (eds.) (1996) *Development Strategies, Employment and International Migration*, OECD Development Centre Publications, Paris.

### Articles in Refereed Journal

Farsakh, L. (2002), "The Future of Palestinian Labour Flows to Israel" *Journal of Palestine Studies*, vol. 30, no.4, Spring 2002 (forthcoming)

Farsakh, L. (2001) "The Viability of a Palestinian State in the West Bank and Gaza Strip" *The Electronic Journal of Middle Eastern Studies, MIT*, vol. 1, no.1, winter 2001.

Farsakh, L. (2000) "North African Labour Flows and the Euro-Med Partnership", *The European Journal of Development Research*, vol.12, no.1, June 2000, pp.58-79.

### Other Publications

Farsakh, L. (2000) "Une viabilite economique sans souverainete territoriale en Cisjordanie et Gaza", in Gresh, A. and Billon, E.A. (eds.), *Actualites de l'Etat Palestinien*, Le Monde, Paris.

Farsakh, L. (1999) *The Peace Process and Labour Flows to Israel in the interim period: A Critical Assessment of Labour Related Articles in the Protocol on Economic Relations between Israel and the PLO*, MAS Publications, Ramallah, West Bank.

Farsakh, L. (1999) "Palestinian Labor Flows to Israel and the Economic Protocol" in Philippe, B and C. Pissarides (eds.), *Evaluation of the Paris Protocol: Economic Relations between Israel and the Palestinian Territories*, Report to the European Commission, EU, Brussels.

Farsakh, L. (1998) *Palestinian Employment in Israel, 1967-1997: A Review*, MAS Publications, Ramallah, West Bank.

## REFEREES

**Dr. Elaine Hagopian**  
Professor Emerita of Sociology  
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**Format/Questions for Resist Board Candidate Interviews**  
**updated April 3, 1996**

Below are some questions that we can use as guidelines when interviewing potential Resist board members. They do not need to be worded exactly this way, but rather these questions offer suggestions for how we can evaluate the potential fit between the individual and Resist.

1. Brief introductions, including a short description of Resist's history, structure of the Board, scenario for board meetings.
2. Why are they interested in becoming a member of Resist's Board?
3. What types of political projects and other activities have they engaged in?
4. What types of projects would you like to see funded? What types would you not want to fund?
5. Can they attend regular board meetings? (Board meetings are held every six weeks on Sundays between 11 a.m. and 4 p.m.)
6. Is a two-year commitment agreeable?
7. Do they have any special needs or responsibilities that might interfere with fulfilling your board responsibilities?

If time allows:

- \* What groups are they familiar with?
- \* Have they been on any other boards? If so, how was that experience?



RESIST  
DIRECTOR POSITION  
JUSTIFICATION

This statement is meant to inform the discussion at the October Board meeting on personnel structure.

PROPOSAL:

Resist should hire a Director (ED). The role of the D would be as follows:

1. To act as the primary liaison between the Board and the staff;
2. To be responsible for monitoring the implementation of and follow up on Board decisions;
3. To mentor, supervise and provide evaluation information on staff;
4. To provide periodic reviews of Resist activities, to help the Board assess and formulate appropriate organizational responses to ongoing social and political developments.

JUSTIFICATION:

1. Resist has been experiencing a process of growth and internal assessment for some time. In line with the expansion of our budget we have seen added pressures on the organization for new and expanded functions. Some time ago the Board responded to staff concerns about increasing demands by authorizing the hire of an additional staff person, increasing the size from two to three. In fact the Board subsequently went on to authorize the expansion to 3.5 staff positions. Currently we are working with 3 full-time staff members and hired consultants for specific tasks that are deemed beyond the capacity of the staff to carry out. There continues to be concern that the current staff size is inadequate for even current operations, let alone for any expansion of organizational functions which has been discussed during our current internal assessment process. It seems quite safe to assume that we are at some point in the not too distant future we are going to increase our staff size to four people.
2. As the process discussed in 1 above has evolved, we have not had any matching evolution in our staff structure and staff-Board inter-relationship. We continue to have the same structure that was operant when we had a staff of two. This is not optimal. The increase from two to three and at one point and also probably again shortly four, is a structural change that requires careful attention. Two people can share organizational duties through a relatively informal process of interaction. There is no need to schedule meetings in a very formal way for example because if two people are talking to each other that is in-an-of-itself a meeting. The



information is passed back and forth and decisions can be taken on the spot. When a third person is added this changes the dynamics significantly. A fourth person increases the complexity of interactions, relationships and the need for a more formalized process exponentially. With a current staff of three and again probably shortly four, it is highly unwise to continue to operate with a very informal structure.

3. Staff expansion also requires the incorporation of new people and their supervision and mentoring. This is a complicated and time-consuming process. It is often the case that new people, regardless of how much experience they may already bring with them (and of course in many cases the more the better), need very focused attention to learn organizational norms and the internal organizational culture and expectations. This is even more the case for an organization like Resist which has far from a "normative" culture in our corporate society. New people, therefore, are often a burden as much as a relief to overworked staff, until they learn what to do and how to do it. For this process to happen with as little disruption as possible there needs to be clarity of roles and functions as to who is responsible for mentoring and incorporating new people. It is also important for new people to know who has been authorized within the organization to give them the proper guidance and orientation. One of the problems with a totally horizontal organizational structure is that a new person can easily conceive that s/he is ready to assume the same level of independence that more experienced staff already enjoy. This might lead to resentment if someone attempts to (or is expected to) provide mentoring without having a clearly designated organizational function for doing so. In fact, no one on staff currently has the explicit function of mentoring new staff to the extent that some may require. This may inevitably be the case if we decide to be committed to a hiring strategy that may include hiring staff whom we expect will grow on the job but who need a certain degree of supervision, especially in the first year. It would be unwise for Resist to increase its staff to eventually a fourth position while maintaining the same type of informal and strictly horizontal structure that has been so far maintained.
4. Ultimate authority for Resist of course rests with the Board. It is critical that the Board be in a position to really oversee the organization. In numerous discussions at board meetings concerns have periodically been raised about Resist becoming a staff-driven organization. The unanimous consensus has been that this is not our goal. The Resist Board, however, consists of volunteers who are very busy, some of whom are geographically quite distant from the Resist office. If the Board is to really be in a position to run the organization effectively it needs to be able to simplify its process of communication with staff so that there is a clear channel of communication, a clear understanding of who needs to check on what and what needs to be accomplished when. Unfortunately, the operations of the organization have become much too cumbersome to be handled by an active, yet necessarily distant board. This was exemplified by the mass resignation of the previous Personnel Committee. We need to stream-line the process of communication. We also need to create more clarity in terms of accountability. Some of these things will be improved by the implementation of some recent decisions, such as



creating a password-protected sector of the web to archive important organizational documents, including Board decisions, committee and Board minutes, and a calendar specifying work to be accomplished. However, these components in and of themselves, while providing more information, do not necessarily resolve potential problems. In fact, more information puts the members of the Board into a position of again having to do more in terms of keeping abreast of the progress the organization is making. This is good as far as keeping the Board as a truly governing Board, however, it will only serve to further burden us and will potentially continue to frustrate many of us if we do not have an efficient way of addressing problems and concerns.

5. Evolving from a totally horizontal model, such as we have now, to a collective model where an administrative role within the staff is created and shared on a rotating basis among staff members, is perhaps better than what we currently have, but also falls short of what is needed in some key ways. Many of the problems with supervision and mentoring of new staff cannot be resolved by a rotating chair position for a number of reasons. Not all people have the same skills and predilections. Also, a rotating chair position would continue to maintain the existing ambiguity of roles, which would undermine our ability to resolve issues of supervision, mentoring and accountability. The role of rotating chair will be a large add-on set of tasks for any staff member, and it will interfere with the smooth running of the organization and potentially with staff morale.
6. Resist has been doing a good job of continuing to perform the already established function of collecting donations that can then be disbursed to small grass-roots organizations in a timely and efficient manner. We also put out a good newsletter. These are worthy and well-executed functions. However, Resist currently has no capacity or mechanism for expanding its functions in any manner. Given the socio-political context in which we are now operating, numerous concerns have been raised in the past months about a need to begin to think more broadly about the mission of Resist. For at least some of us the expansion of the staff should be predicated on an expansion of organizational functions to carry out an expanded mission. As we have found, however, it is complicated and time-consuming to try to maintain an organizational vision that promotes new initiatives and perspectives. As individual members of the Board we may each have our own personal ideas, but it is very hard within the current context of Resist to bring those ideas forward in any kind of deliberative manner to promote new discussion and develop new perspectives. The task of helping to manage an organization like Resist is not only to carry out already designated functions, but also to help to bring forward new issues for consideration and potential implementation. This function right now is not being carried out effectively because something that is supposedly the shared responsibility of all, given a volunteer Board that only meets every two months and has too much to do both between and within meetings, becomes the responsibility of no one. Someone in a director's position would help us organize these proactive conversations and the implementation of any decisions that result.



Position Paper for a Rotating Office Manager  
-Hank Rosemont

To Resist Comrades:

Our Board meeting over the past year or so, and series of Board resignations before and during this period, make it very clear, I think, that some organizational changes have to be made in order to 1.) Increase intra-organizational communication; 2.) More clearly demarcate lines of responsibility for formulating and implementing Board decisions in all areas, but especially with respect to policies; and 3.) More effectively utilize the organization's many and varied resources in response to the ever-growing threats to freedom, justice, and peace being implemented by the U.S. government.

One option is to keep things pretty much as they are, making a few changes here and there in our present structure as necessary to achieve the three goals adumbrated above. For myself, this is a band-aid option. I have not heard of any specific changes that would address the problems we face within the present structure, and moreover, have come to believe the present structure is part of our problems and hence cannot solve them.

Another option would be to define the next staff opening as an office manager, with overall responsibility for, and authority to, see to the carrying out of Board decisions, and formally reporting thereto at each Board meeting. While this option has obvious merits (It would be my second choice.), it has the very real potential for the organization to lose the egalitarian and cooperative spirit that have motivated and inspired it since its inception, and which have been, in no small measure, responsible for its successes.

But some hierarchical ordering is necessary, I believe, if we are to solve our problems, and the trick is to develop such an ordering without it becoming elitist, and rigid. For myself, the best way to do this is to define a set of responsibilities for an office manager to assume, demarcate the scope and limits of the office manager's authority, and have that manager elected annually by the staff, subject to Board approval.

Abby and I put such a recommendation into our revised Personnel Policy proposal, and argued for it at the June and August Board meeting. Except that the six-month term originally recommended has been adjudged too brief, I have heard no real reasons for not implementing it (see the Board minutes for the two meetings), especially when it is remembered that the office manager's job description would have to be decided upon by the present full Board.

In sum I find the first option too hot to be nourishing; the second too cold to swallow; like Goldilocks I thus opt for the "just right" option of an elected office manager.



## **RESIST Position Paper for Collaborative Staff Model**

This paper is respectfully submitted by Carol Schachet at the request of the Board for the purposes of discussion and decision-making on the future model of RESIST's staffing structure.

### *Background*

RESIST began in 1967 like a great many political organizations—built from the vision and passion of founders who created a way to take action for a specific cause. That action quickly became systematized and refined; the objectives expanded and clarified; and the staffing structure increasingly “professional.” Despite the decision to hire staff members, the Board affirmed its desire to break down traditional power hierarchies in order to avoid the contradiction of recreating negative power dynamics within the organization, while ostensibly opposing them in the broader society. RESIST has—up to this point—been driven by a volunteer board of directors, which sets the overall policy and agenda that is then implemented by staff and sustained by individual contributors.

Many of the organizations founded in the same time period as RESIST have since disbanded; others have become larger institutions resembling more standard non-profit structures. Yet, RESIST has tenaciously remained a relatively small organization with an active board of directors committed to a vision of democratic social change, justice and grassroots empowerment. The governance structure has essentially been that of a “management team,” in which board and staff members work together to define and implement programs furthering RESIST's mission and goals. The inclusion of staff as voting members of the board underscored the commitment to maintain a structure in which all stakeholders shared power in significant way.

During its 35-year history, RESIST has experienced numerous crises in the three components of its governance structure: between staff members, between board members, and between board and staff. These challenges clearly took a toll on various organization members, yet the core of the work has remained focused, consistent, well respected and emergent. And the current structure was retained.

At this juncture, RESIST is engaged in a comprehensive and forward-looking planning and evaluation process, one that includes reconsidering the collaborative staff-board decision-making model. While certain advantages can be gained by implementing different staff structures, I will argue the losses incurred would far outweigh the gains in terms of political credibility, organizational efficiency and developmental sustainability.

### *Political Credibility*

As an organization matures, challenges related to accountability structures, internal and external communication, transmitting organizational values and culture, and interpersonal tensions begin to emerge as the sense of urgency and sacrifice so necessary in the



founding stages has cooled--but this is not a situation peculiar to collaborative structures. Moreover, in terms of political credibility, the collaborative model best fits the articulated goals, mission and values of RESIST.

Indeed, many of RESIST's core supporters remain stalwartly committed to "alternative structures" and radical democracy as the means, not just as an end, of organizational practice. Pledge contributors have written that they keep sending money *because* RESIST is the most radical outfit out there--doing the best analyses with the least number of organizational impediments. RESIST is not like other organizations, and that's a good thing in their eyes.

The legal responsibility of the board of directors to govern the organization parallels its moral responsibility to reflect the political values of the stakeholders of the organization—which includes contributors and grantees as well as staff and board.

### *Organizational Efficiency*

It is not uncommon for funding colleagues to make comments like this: "I can't believe you fund so often (or put out so many *Newsletters*) with such a small staff!" Even when in recent years RESIST employed three full-time and one part-time worker, these comments occurred with remarkable frequency. The fact is, for decades RESIST has put out an amazing amount of work with a small staff and an active Board of Directors. As one former grantee said, "RESIST has got to be the most efficient foundation on the planet."

The collaborative nature of the staff has helped enable RESIST to avoid becoming a hierarchical and inaccessible institution. *Newsletter* readers, contributors and colleagues understand that the staff operates as a team, with different members coordinating specific pieces of the work. Telephone calls and requests are handled promptly and with minimal transferring back-and-forth. Inquiries are easily routed to the appropriate staff member. In the absence of one staff member, others are able to "pick up the slack" because the work is shared. The collaborative model helps maintain a high level of involvement in all aspects of the organization's work, creating a seamless working process.

This staff structure is based upon the following:

- clear lines of communication
- commitment to the common values of the organization, including power-sharing, collective and personal responsibility
- group accountability
- parity in salary and organizational input

At RESIST, regular staff meetings, job task explanations, brainstorming, peer evaluation and political commitment have helped make the cooperative model run smoothly and efficiently. The collaborative model requires very specific responsibilities and interactions: staff to staff; staff to board. Although this has been successful in many ways,



it needs to improve in terms of the evaluation portion to make it more functional for non-performing or under-performing staff.

The collaborative model provides an excellent conduit for staff-to-staff communication. Furthermore, when properly understood, a collaborative staff model can also offer personal and professional access for communication between Board members and employees. Because the work is shared and staff members are familiar with each other's responsibilities and expertise, requests from board members can be transferred easily to the appropriate party. Additionally, because all staff members are familiar with the board structure, rather than just a director or a coordinator, all staff members are aware which board committees might need to be consulted for specific requests as well. It can become problematic, however, when committees do not communicate directly with one another but rely on staff to relay messages or questions.

It might be argued that a staff director or coordinator would streamline communications with board members. However, the same obligations of accountability, oversight and mentorship remain ultimately the responsibility of the board.

#### *Developmental Sustainability*

RESIST has been in a consistent pattern of growth since its founding. During the last seven-plus years, the maximum grant award has been increased incrementally from \$800 to \$3,000, with the addition of a multi-year grant program. Communications have systematically expanded and tightened, including the implementation of theme-oriented *Newsletters*, the creation of a web site, the inclusion of press release statements in all grantee packets, and the public presence of RESIST within the progressive philanthropic community. In addition, during the same time period the organization's income has nearly tripled.

The growth in budget and program has not been matched by an increase in the staff. Current staff members have more on their plate than can be completed, and future initiatives may require additional time. It is not unreasonable to think that the staff size would be increased to four or more staff members within the next year or two.

During the substantial organizational growth of the past decade, the collaborative structure of the staff has enabled the programs to expand in a controlled fashion. In fact, during that time, the staff managed two 3-month parental leaves and one one-month personal absence without minimizing the program output. The staff has also fluctuated in size, incorporating new members and adjusting to their absence. The programs of RESIST remained consistent.

In short, in terms of program work, the collaborative staff model functions well and has served the organization well, even in times of intense organizational development. Given that reality, it seems highly likely that the collaborative model of staffing would continue to sustain additional organizational developments.



Alternative models—namely the rotating Staff Coordinator and the Director models—do not seem to be focused on addressing the programmatic development of RESIST. Instead, they seem to be speaking to organizational communication difficulties, including how information is shared, mentoring and accountability. RESIST has already begun to address issues of information sharing through other means, including the internal board web page. Mentoring and accountability need to be clarified regardless of the staff model in place as each of the three models have particular strengths and weaknesses, with none offering all the answers.

### *Concluding Thoughts*

Several terms have been used to describe a non-hierarchical system of authority, including: collective, collaborative, horizontal, peer management and cooperative. All of these terms share the characteristics that decision-making is performed by consensus, where no individual has undue power over another. Under this model, the board and staff are involved as a single team in decision-making about governance and the work of the organization, there is a sense of group accountability, and leadership is either rotated or shared.

Why is this model appropriate for RESIST?

The collaborative staff model best exhibits RESIST's long-standing political commitment to democratic practices and power-sharing.

- The staff cooperates to perform effectively and implement the priorities of the board.
- The organization benefits from a sense of camaraderie and synergy.

The collaborative model expresses the belief and trust in the ability of staff members to perform their work appropriately and with minimal supervision or interference.

Collectives maximize staff effort by empowering them to distribute "extra" work in the most efficient and enjoyable way.

- Collectives are the most appropriate structure for understanding and modeling such behavior for an organization espousing commitment to "active democracy."
- A collective staff model is least wasteful of organizational resources because all of staff work is dedicated to programs rather than creating a position that is largely administrative.
- Collectives eliminate the disparity between those who can act and those who are merely acted upon.

At some point in the future, RESIST may reach a point in its organizational growth and development that necessitates a hierarchical staff structure. However, this is not that time. The staff functions efficiently in a cooperative model, performing the tasks set out by the board and participating in peer evaluation and accountability. Rather than restructuring the staff to address past or potential problems, perhaps it is best to design clearer and more appropriate means of evaluation and communication throughout the organization.



## RESIST BOARD OF DIRECTORS

September 2002

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a call to

# RESIST

illegitimate authority

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## *Board of Directors*

Eileen Bolinsky  
Robin Carton  
Pam Chamberlain  
Ty dePass  
Becca Howes-Mischel  
Kay Mathew  
Marc S. Miller  
Jorge Rogachevsky  
Henry Rosemont, Jr.  
Carol Schachet  
Abby Scher  
Nancy Wechsler

**Board Meeting October 6, 2002 - 10:45 a.m.**

**Place: Resist  
259 Elm Street, #201  
Somerville, MA 02144  
617/623-5110**

Dear Board member:

For this meeting, we have 40 requests to consider.

Please remember the Maximum grants will be \$3,000; Partial grants will be between \$500-3,000; and Emergency grants will be \$300.

## *Board of Advisors*

Frank Brodhead  
Bell Chevigny  
Noam Chomsky\*  
Kate Cloud  
Tess Ewing  
Morm Fruchter  
Rena Scott Gray  
Debra Kay Jefferson  
Frank Joyce

Hans Koning\*

Bill Lauter\*

June Lee

Penn Loh

Amanda Matos-González

Richard Ohmann\*

Wayne O'Neil\*

Carlos Otero

Grace Paley

Roxanna Pastor

Merble Reagon

Cheryl Smith

Amy Swerdlow

George Vickers

Fran White

*\* founding members*

## AGENDA

### Agenda for 10/6/02

#### 1. Business items: Committee reports (55 minutes)

Hank will be approached to facilitate and take minutes

- |                        |            |
|------------------------|------------|
| i. Long-range Planning | 15 minutes |
| ii. Board Development  | 20 minutes |
| iii. Communications    | 5 minutes  |
| iv. Finance            | 10 minutes |
| v. Grants              | 5 minutes  |

#### 2. Elections (25 minutes)

- Candidates present will be asked to give a brief statement.  
(Candidates who cannot be present are encouraged to send a brief written statement.)
- Proceed to discussion and secret ballot

#### 3. Long Range Planning: Staff Structure Discussion (90 Minutes)

Jorge will facilitate, Abby will be approached to take minutes

Presentation of the statements on the three possible arrangements for staff organization

- Evaluation of alternative models:
  - The authors of the three models (or a delegated alternate) will be asked to give a brief rationale for their proposal (collective, rotating chair, director) .
  - Open discussion to ensue with all present able to state point of view.
- Determination of decision-making mechanism for staff structure discussion
- Evaluation of follow up steps and implementation process.



## **GRANT REQUESTS**

Please consider giving out a Salzman grant. We also received 46 additional requests which are not on the agenda.

## **SALZMAN GRANT GUIDELINES**

The Freda Friedman Salzman Memorial Endowment Fund "is dedicated to the purpose of supporting organized resistance to the institutions and practices that rob people of their dignity as full human beings... (giving) a high priority to the efforts of Native American peoples to resist cultural as well as actual genocide."

**IF YOU HAVE ANY SUGGESTIONS FOR REFERENCES- PLEASE CALL,  
FAX, E-MAIL OR MAIL THEM ASAP. DON'T WAIT UNTIL THE MEETING  
TO FIND OUT IF YOUR FAVORITE PERSON WAS CONTACTED!**

**PLEASE REMEMBER TO SEND IN YOUR PROXY IF YOU WILL NOT BE  
ABLE TO ATTEND THE MEETING!!!!**



**OCTOBER 2002  
GRANT REQUESTS AND PROXY**

**Multi Year Grants**

**Second Application**

**1. Support Team International Textileras (STITCH) \$3,000**

1525 Newton Street, NW, Washington, DC, 20010 Elizabeth O'Connor 202/265-3790  
www.stitchonline.org

Funding for multi-year general support for network of U.S. women engaged in cross-border labor organizing and support for women workers in Central America.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**New**

**2. Campus Action \$3,000**

33 Central Avenue, Albany, NY 12210 David Easter 518/463-5907 www.campusaction.net

Multi-year funding for general support for organization training new generation of social change activists and working to build a stronger progressive movement on college campuses.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**3. Coalition Against Radioactive Dumping (CARD) \$3,000**

144 Harvard SE, Albuquerque, NM 87106 Janet Greenwald 505/266-2663

Multi-year funding for general support for a group which monitors and organizes around the Waste Isolation Pilot Plant, an underground repository for weapons-generated, plutonium-contaminated waste.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**4. Coalition for the Human Rights of Immigrants (CHRI) \$3,000**

339 Lafayette Street, New York, NY 10012 Jane Guskin 212/254-2591 chri@itapnet.org

Multi-year funding for general support for group organizing to change US laws and policies that marginalize and demonize immigrant communities, including work opposing INS detention center policies.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:



**5. UPNET**

**\$3,000**

P.O. Box 521391, Salt Lake City, UT 84152-1391 Lorna Vogt 801/466-0955 ldvogt@upnet.org  
Funding for multi-year support for organization that builds collective power for progressive social change in Utah by uniting organizations and individuals in a multi-issue, multi-consituency coalition working for justice, democracy and equality.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**Africa/Asia/International**

**6. Nodutdol for Korean Community Development**

**\$3,000**

PO Box 540903, Flushing, NY 11354 Wol-san Liem 646/228-8139 www.nodutdol.com  
Funding for a campaign to mobilize both the Korean community and the American public to support a peaceful unification of the Korean Peninsula in response to the increasingly militaristic approach to the region by the Bush administration.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**Central, Latin America and the Caribbean**

**7. Carolina Interfaith Task Force on Central America (CITCA)**

**\$3,000**

P.O. Box 1947, Asheville, NC 28802 Melissa Fridlin 828/777-3968 citcawnc@main.nc.us  
Funding for general support to expand organizing capability, increase organizational stability, and provide new initiatives for interfaith organization dedicated to changing US foreign policy on Latin America.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**8. Denver Justice and Peace Committee**

**\$2,000**

901 W 14th Avenue, Suite 7, Denver, CO 80204 Nate Stone 303/623-1463 djpc@denjuspeace.org  
Funding for general support for an interfaith organization organizing in solidarity for social and economic justice for the people of Latin America.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:



**9. New York CISPES**

**\$3,000**

130 West 29th Street, 9th Floor, New York, NY 10001 Jolie Rickman 212/760-0333  
nycispes@mindspring.org

Funding for a regional organizing campaign in opposition to the Central American Free Trade Agreement through community education and mobilization around the effect of economic globalization on El Salvador.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐  
Comments:

**10. Portland Central American Solidarity Committee (PCASC)**

**\$3,000**

616 E. Burnside, Portland, OR 97214 Krista Hanson 503/236-7916 pcasc@igc.org

Funding for the "sister union" project which will increase understanding of and resistance to the effects of corporate globalization on workers within the US and Latin America through outreach to labor unions on both sides of the border.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐  
Comments:

**11. Witness for Peace- Upper Midwest**

**\$3,000**

1015 East 11th Street, Duluth, MN 55805 John Clark Pegg 218/349-1786  
wfpumw@witnessforpeace.org

Funding for an intern program which will provide a young Latin American activist the skills and training in human rights organizing to increase Witness for Peace's presence in the Latin American community.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐  
Comments:

**Community Organizing/Anti-Racism**

**12. Bitterroot Human Rights Alliance**

**\$3,000**

P.O. Box 915, Hamilton, MT 59840 John Schneeberger 406/961-3935 schnee@montana.com

Funding for general support for an organization challenging the intolerant social and political climate in the Bitterroot Valley through increased visibility and collaboration of progressive organizations.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐  
Comments:



**13. Boston Society of Vulcans of Mass, Inc.**

**\$3,000**

P.O. Box 190269, Roxbury, MA 02119-9998 Karen Miller 617/436-0019 bosvulcans@aol.com

Funding for general support for an organization which challenges the culture and composition of the Boston Fire Department to better reflect the community's diversity at all levels.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**14. Campaign to Protect Chinatown**

**\$3,000**

33 Harrison Avenue, 3rd Floor, Boston, MA 02111 Sherry Hao 617/426-0643 cproct@aol.com

Funding for general support to organize residents excluded from the city planning process to oppose new luxury development and land use projects which threaten their working class residential community.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**15. Eviction Free Zone**

**\$3,000**

55 Norfolk Street, Cambridge, MA, 02139 Natalie Smith 617/354-1300

Funding for printing costs associated with the Campaign for Immigrant Voting Rights which seeks to expand immigrant voting rights for Cambridge School Committee members and to oppose the Unz/Tamayo anti-bilingual education referendum.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**16. Kentucky Alliance Against Racist and Political Repression**

**\$3,000**

P.O. Box 1543, Louisville, KY 40211 Anne Braden 502/778-8130 kyall@bellsouth.net

Funding to improve organizational development and infrastructure of an organization bringing together racially diverse communities to take specific and visible actions against racist policies and practices.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**17. Multi-Ethnic Immigrant Worker Organizing Network**

**\$3,000**

1521 Wilshire Blvd., Los Angeles, CA 90017 Angelica Salas 213/353-1333 asalas@chirla.org

Funding for campaign to provide leadership development training and coalition building assistance for low-wage immigrant workers to challenge the exploitation within the Los Angeles immigrant job market.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:



**18. Rogers' Park Community Action Network**

**\$3,000**

1545 W. Morse, Chicago, IL 60626 Fran Tobin 773/973-7888 fxtobin@juno.com

Funding for the "Rogers Park Community Dialogue Project on Development, Diversity and Dignity" which will engage the community in a series of popular education participatory exercises designed to bring expand a sense of common community.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**Economic Justice**

**19. Flint Hills Living Wage Coalition**

**\$3,000**

P.O. Box 1561 , Manhattan, KS 66505 John Exdell 785/539-6076 mapj.org/lvwage.html

Funding for general support for economic justice organization working to focus public attention on workplaces where wage inequalities and poor working conditions prevail.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**20. Tampa Bay Action Group**

**\$3,000**

37 4th Street North, P.O. Box 3709, St. Petersburg, FL 33709 Eric Rubin 727/896-8224

www.tampabayactiongroup.org

Funding for general support for umbrella organization that builds coalitions to challenge corporate globalization and to work proactively for social justice.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**Environment**

**21. Global Hunger Alliance**

**\$3,000**

13981 Reading Ferry Road, Princess Anne, MD 21853 Patrice Le-Muire Jones 410/651-4934

www.globalhunger.net

Funding for the Globalization of Liberation project which seeks to bring together animal rights activists and anti-corporate globalization activists to work towards a shared movement towards US corporate agribusiness reform.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:



**22. Kandid Coalition****\$3,000**P.O. Box 14044, Rochester, NY 14014 Sue Mihaly 585/271-7713 [www.kandidcoalition.org](http://www.kandidcoalition.org)

Funding for general support a community-based corporate accountability campaign that seeks to force Eastman Kodak to reduce its cancer-causing toxic emissions by phasing out dioxin emissions and ceasing incineration.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

**23. Native Ecosystem Education Project (NEEP)****\$3,000**

1540 SE Clinton, Portland, OR 97202 Kenneth Kreuscher 503/241-4879

Funding for the National Forest Protection project which will work to end commercial logging on public lands.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

**24. Silver Valley People's Action Coalition****\$3,000**

P.O. Box 362, Kellogg, ID 83837 Barbara Miller 208/784-8891

Funding for the Community Health Outreach Project which educates local residents about the toxic waste found at the Bunker Hill Superfund site and counters the misinformation and harassment generated by local corporations and media who oppose the clean up.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:

**Gay/Lesbian/Bisexual/Transgender****25. PROMO Fund****\$2,870**

438 North Skinker, St. Louis, MO 63130 Julie Brueggermann 314/862-4900

[www.PROMOonline.org](http://www.PROMOonline.org)

Funding for general support for organization which seeks to protect and expand the rights of lesbian, gay, bisexual and transgender people in Missouri.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

Comments:



## Labor

### 26. Chicago Area Workers' Center

\$3,000

3047 W. Cermak, Suite 7, Chicago, IL 60623 Erika Robers or Dolores Tapia 773/542-5069  
oldjanitor1@yahoo.com

Funding for a Day Laborer Collaboration which will investigate and document the exploitation of day laborers to increase public awareness, organize worker-led day labor cooperatives, and organize for new regulatory legislation.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

### 27. Comite de Apoyo, Inc

\$2,000

P.O. Box 1206, Edinburg, Texas 78540-1206 Ed Krueger 956/383-7016 comiteapoyo@aol.com

Funding for the West Side Organizing Project which educates maquiladora workers on issues related to labor law and environmental workplace hazards and empowers them to demand systemic change.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

### 28. Nicaragua Solidarity Committee

\$3,000

3411 West Diversey Avenue, Chicago, IL 60647 Matt Rothwell 773/276-5626  
mrothwel@concentric.net

Funding to expand the high school outreach program which educates and involves students and suburban communities in anti-sweatshop campaigns.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

### 29. Student/ Farmworker Alliance (SFA)

\$3,000

P.O. Box 603, Immokalee, FL 34143 Tori Cole 941/657-8311 sfw\_alliance@hotmail.com

Funding for the Boot the Bell campaign which organizes students to demand their schools end their contracts with Taco Bell as a move to confront the exploitative working conditions of migrant farm workers.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:



**30. Voces de la Frontera****\$3,000**

1027 South 5th Street, Milwaukee, WI 53204 Christine Neumann-Ortiz 414/643-1620

Funding for a bilingual organizer to create cross border coalitions to educate and organize for greater awareness about the affects of economic globalization.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**Media/Culture****31. Missouri Pro-Vote****\$3,000**

5585 Pershing Blvd., Suite 150, St. Louis, MO 63112 John Hickey 314/531-2288

moprovote@mindspring.com

Funding to expand the media access projects of organization which seeks to build the capacity of local grassroots social justice organizations while also playing a leadership role in labor and health care organizing campaigns.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**Middle East****32. Colorado Campaign for Middle East Peace****\$3,000**

901 W. 14th Avenue, Denver, CO 80204 Stephanie Phibbs 303/724-1080 www.ccmeep.org

Funding for two organizers working on a local group's dual focus on ending US military aggression and embargo against Iraq and toward peace between Israel and Palestine .

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

**33. National Network to End the War on Iraq****\$3,000**

521 Lincoln Ave, Takoma Park, MD, 20912 Mike Zmolek 301/381-0605 www.endthewar.org

Funding for general support for a national coalition opposing the Bush Administration's plans to invade Iraq through coordinated local actions, legislative pressure and media education work.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:



## Peace/Anti-Militarism

**34. Catholic Action Network for Social Justice/ Center for Theology and Social Analysis**    **\$3,000**  
1077 Newstead Avenue, St. Louis, MO, 63110    Jenny Truax    314/533-4114    www.ctsastl.com  
Funding for the *Instead of War* project which will mobilize the local community to oppose an extension of the "War on Terrorism" through community picnics, town hall meetings, and mass rallies.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**35. National Lawyers Guild Military Law Task Force**    **\$3,000**  
1168 Union Street, San Diego, CA 92101    Kathleen Gilbert    619/233-1701  
kathleengilberd@aol.com  
Funding for general support of the Military Law Task Force which aids GI resistance to military oppression and demands that the military adhere to democratic values .

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**36. Nuclear Resister**    **\$3,000**  
P.O. Box 43383, Tucson, AZ 85733    Jack/Felice Cohen-Joppa    520/323-9697    nukeresister@igc.org  
Funding for general support to publish the *Nuclear Resister* which chronicles anti-nuclear/anti-war arrests and provides support for imprisoned activists.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:

**37. Peace and Justice Center of Eastern Maine**    **\$3,000**  
170 Park Street, Bangor, ME 04401    Ilze Petersons    207/942-9343    www.peacectr.org  
Funding for general support for organization which links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

Decision: Full \_\_\_\_\_ Partial \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_  
Comments:



## Prisoners

### 38. Epimethian Press and Distribution

\$1,300

P.O. Box 2143, Colorado Springs, CO 80901 Stephen Raher 719/475-8059 [www.epimethian.org](http://www.epimethian.org)  
Funding for improved telephone system to better facilitate the Criminal Justice Reform Coalition which advocates for an end to prison expansion and greater prison reform.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

## Youth

### 39. FIERCE

\$3,000

P.O. Box #409, 1230 Market Street, San Francisco, CA 94102 Samantha Liapes 415/951-4844 x223  
[www.ellabakercenter.org](http://www.ellabakercenter.org)  
Funding for general support of a youth-driven organization challenging institutionalized homophobia and transphobia by empowering youth activists to make connections between different issue-movements.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

### 40. Nevada Young Activist Project

\$3,000

1101 Riverside Drive, Reno, NV 89503 Inger McDowell 775/348-7557 [www.nyap-online.org](http://www.nyap-online.org)  
Funding for general support of a youth-led project focused on empowering youth activists to build a meaningful movement to address critical social justice issues in their lives.

Decision: Full ☐ Partial ☐ No ☐ Undecided ☐

Comments:

Total Number of Requests	35 regular grants; 5 multi-year grants; 0 emergency grants; 0 loans; 46 not on agenda
Total Amount Requested:	\$116,170
Total Allocation for Cycle:	\$88,000
Total Grants:	\$ regular grants; \$ multi-year grants; \$ emergency grants
Total Loans:	\$0
Total Allocated:	\$
Total # of Grants Allocated:	regular grants; multi-year grants; emergency grants
Total # of Loans Allocated:	0
Total # of Grants and Loans:	



## NOT ON AGENDA

### 1. Action L.A.

1013 Mission Street, #6, South Pasadena, CA, 91030 Lee Siu Hin 626/695-3405

Funding for a media training project for immigrant youth utilizing a community media resource center with web and audio production training.

**Reason:** Still coordinating rather than organizing. No obvious connections to working with youth organizing groups in this project. Who are the youth to be trained and how will the training help their organizing work?

### 2. ANSWER-Southern Oregon

60 Golden Spike Way, Ashland, OR, 97520 Hal Jamison 541/488-5653

Funding for organizational development for a group working against the Israeli Occupation, the war on terrorism, and other military aggressions tied to global economics.

**Reason:** Just started. Application missing pieces. No positions on reproductive rights.

### 3. Arts in Action- LA

1919 W. 7th Street, Fourth Floor, Los Angeles, CA, 90017 Kelly Hardy 213/483-3504

Funding for outreach materials for an cultural and political collective that seeks to build a multicultural community space for organizers across Los Angeles.

**Reason:** Mostly providing space rather than actually organizing.

### 4. Boston Global Action Network (BGAN)

P.O. Box 2362, Boston, MA, 02107 Beth White 617/524-8110

Funding for an IMF/World Bank protest and for a retreat to strategize and refocus work building a global justice movement bringing together activists from difference social justice causes.

**Reason:** Some weaknesses in questions 10 & 11. Still unable to expand diversity. Not clear any progress made since last grant.

### 5. Concerned Citizens for Family Preservation

182 Continental Place, Staten Island, NY, 10303 Folasade Campbell 718/983-9181

Funding for "An International Forum on African Immigration" which seeks to build a bridge between recent immigrant and long-term communities on Staten Island.

**Reason:** Mostly social services- come back after conference for general support. Good awareness of GLBT and reproductive rights as welfare issues.

### 6. Day, Swing, Grave Productions

4203 Jackson Avenue, Culver City, CA, 90232 Amie Williams 310/559-7065

Funding for 2-day video training workshop for LA-area organizers and activists to enable them to better use video activism.

**Reason:** Come back when can demonstrate organizing component.

### 7. Dignidad Latina Corp.

PO Box 521054, Salt Lake City, UT, 84152 Mark Alvarez 801/548-8046

Funding for general support for a group opposing a memorandum that would give local and state police limited immigration authority as a way of increasing Latino community involvement.

**Reason:** Only 3 people in the group so far. No sense of political perspective and currently have limited practical goals. Work with UPNET but seem mainstream- don't talk about other Latino organizations in the area.



**8. Exceptional Nurse.com**

13019 Coastal Circle, Palm Beach Gardens, FL, 33410 Donna Maheady 561/627-9872

Funding for a new web site that will help to support, advocate for, and empower nurses with disabilities while alleviating the national nursing shortage.

**Reason:** Not a priority.

**9. Federal CURE**

P.O. Box 153, Reynoldsburg, OH, 43068 Karen Bond 614/501-6896

Funding for a newsletter that would advocate for change in the federal prison system through a diverse population of prisoners and prison reform organizations.

Budget is too large \$215,000.

**10. Florida Fair Trade Campaign**

P.O. Box 3709, St. Petersburg, FL, 33709 Eric Rubin 727/896-8224

Funding for general support to start up new statewide coalition of labor groups, farmworkers, environmentalists, and other activists to fight trade laws and economic globalization.

**Reason:** Very new. Demonstrate a lack understanding of connections between issues, despite goals to unite different groups. No real coalition. Somewhat patronizing perspective of other issue activists.

**11. Forum for Understanding Prisons (FFUP)**

29631 Wild Rose Drive, Blue River, WI, 53518 Peggy Swan 608/536-3993

Funding for the outreach and publication materials for a new organization working on raising community awareness to build a coalition focused on both reforming the local Supermax prison and general reform of the prison industrial system.

**Reason:** Very unstructured. Not tied to strong organizing campaign- doing a bunch of service projects. All white. Goals overly broad.

**12. Friends of the Kaw/ Kansas Riverkeeper**

PO Box 1612, Lawrence, KS 66044 Debra Baker 785/841-7571

Funding for general support for an environmental advocacy organization that monitors pollution levels in the Kansas River as a way to increase community support for restoration and protection efforts.

**Reason:** Other funders are very mainstream. Limited focus. Very mainstream approach.

**13. Grassroots Volunteers**

911 Southerly Road, #3, Baltimore, MD, 21204 Brad Johnson 410/935-0447

Funding for general support for an organization creating a web based resource for individuals interested in either volunteering with an existing grassroots organization or starting their own.

**Reason:** They don't answer questions fully or at all. Not tied to direct organizing. Replicates resources already available.

**14. Green Anarchy**

PO Box 11331, Eugene, OR, 97440 John Zerzan 541/687-1833

Funding for a free quarterly publication of alternative news and analysis about global struggles against capital and technology.

**Reason:** Rhetoric rather than substantive answers. White group not doing diversity outreach.

**15. High Plains Films**

PO Box 8796, Missoula, MT, 59807 Doug Hawes-Davis 406/543-6726

Funding for distribution costs of a documentary *This is Nowhere* which provides organizers with visual images of the connections between pressing environmental and social problems facing American society.

**Reason:** Not organizing. Want to distribute the film but are still prospecting for uses.



**16. International Commission for Labour Rights (ICLR)**

306 S. Washington- 6th Floor, Royal Oak, MI, 48067 Jeanne Mirer 248/398-9800

Funding for travel stipends to bring international labor lawyers to a training that will prepare them for a delegation to Columbia to monitor labor rights violations.

**Reason:** All money for travel. Legal services/ monitoring rather than organizing.

**17. Islamiyyah Difa Ash-Shura (IDAS)**

PO Box 2472 , Sausalito, CA, 94966-2472 Akilah Shakur 415/331-7830

Funding for equipment to establish a data base to gather and disseminate information related to documenting injustices within the prison system.

**Reason:** Mostly service work. No information on coalitions already in existence.

**18. Just Harvest Education Fund**

16 Terminal Way, Pittsburgh, PA, 15219 Ken Regal 412/431-8960

Funding for the productions in support of the "Welfare Justice Project" which provides guidance for navigating the Pennsylvania Department of Public Welfare system.

**Reason:** Budget is \$430,000. Service work.

**19. Lewisburg Prison Project**

434 Market Street, Suite 307, Lewisburg, PA, 17837 Angela Trop 570/ 523-1104

Funding for a part-time employee to investigate allegations of racism against Latinos within the local federal prison.

**Reason:** Mostly litigation and service work.

**20. Lucy Parsons Center**

549 Columbus Avenue, Boston, MA, 02118 Jessica Thrall 617/267-6272

Funding for an updated computer inventory system for a progressive community bookstore.

**Reason:** No discernable organizing. Looking for a cash register and a scanner.

**21. Minnesota Alliance for Progressive Action**

394 Lake Avenue South #312, Duluth, MN, 55802 Johanna Bossuot 218/727-8900

Funding for the "Northeast Minnesota Organizing Training" which will provide organizations and activists the skills to build both individual capacity and coalitions.

**Reason:** Their FY2001 budget was over \$300,000 (from Guidestar). Training is important for addressing whiteness of Board (not clear if this will happen). Not clear if training is separate from MAPA.

**22. Mobilization for Global Justice**

8902 60th Avenue, Berwyn Heights, MD 20740 Margo Menconi 301/441-3909

Emergency funding for The People's Summit on Social Justice which will bring together local social justice organizations to discuss their fall schedule of events.

**Reason:** Not an emergency.

**23. National Welfare Engine**

PO Box 7772, Missoula, MT, 59807 Wendy Young 208/433-0323

Funding for a gathering to bring together grassroots organizations from across the country to discuss TANF and develop new steps toward a just welfare system.

**Reason:** Money is only for one gathering with unclear followup. Projected budget is \$200,000. Unclear if a project of WEEL or separate.



**24. National Lawyers Guild Post 9-11 Project**

558 Capp Street, San Francisco, CA, 94110 Riva Enteen 415/285-1055

Funding for general support for the Post 9-11 project which has a dual focus on facilitating internal communication and resource sharing about work protecting civil liberties and on promoting this work in the national media through coalitions.

**Reason:** Too big \$210,000 and basically for NLG general support.

**25. No Ordinary Time**

c/o St. John's Episcopal Church, 234 Alveston Street, Jamaica Plain, MA, 02130 Arrinton Chambliss  
617/524-2999

Funding for a Peace and Justice Fellow who will engage community members with the Justice for Janitors campaign.

**Reason:** Budget is \$126,000 for FY2002 and \$145,000 for FY2003. Organizing seems more support of others' campaigns than their own.

**26. Nor'easter**

P.O. Box 23259, Providence, RI 02903 Beatrice McGeoch 401/861-9864

Funding for 6 issues of a local independent newspaper, which will allow the staff to focus on diversification instead of fundraising.

**Reason:** Not thinking beyond print media- no organizing connections.

**27. off our backs**

2337B 18th Street NW, Washington, DC 20009 Karla Mantilla 202/234-8072

Funding for a capacity-building project for a progressive feminist publication, which includes upgrading their database, increasing distribution, and increasing their subscription base.

**Reason:** 2002 budget submitted indicates \$150,000 in expenses. No last complete financial statement, but Guidestar shows 2000 income and expenses were \$353,764 and \$74,000 respectively

**28. Oxygen Collective**

430 Ashland Street, Ashland, OR 97520 Laurel Sutherlin 541/482-7131

Funding for a series of street theater actions against U.S. militarism, including the war on terrorism, which will be held around the country.

**Reason:** National nature of this project is problematic: with what groups in which parts of the country will they be working? No such connections demonstrated.

**29. Padres Unidos**

2009 West 33rd Avenue, Denver, CO, 80211 Pam Martinez 303/458-6545

Funding for general support for a parent-led group organizing for educational justice through a focus on immigrant rights, building youth empowerment, and opposing efforts to promote incarceration rather than education.

**Reason:** Budget is \$170,000. FY2001 income was \$141,000 (Guidestar).

**30. Peace in the Streets, Peace on Earth**

240 South Ridley Creek Road, Media, PA, 19063 Terry Rumsey 601/891-8968

Funding for a march and rally in the impoverished community of Chester, PA to call attention to the amount of money spent on war preparations rather than social services, affordable housing and health care, education, and other community priorities.

**Reason:** Only one real action planned. Not making a lot of connections. No long term strategy.



**31. Philadelphia Area Committee to Defend Health Care**

704 North 23rd Street, Philadelphia, PA, 19130 Tim Lachman 267/253-5074

Funding for a ballot initiative campaign that would require the City of Philadelphia to prepare a plan for universal health care for city residents.

**Reason:** Limited campaign disconnected from broader movement.

**32. Philadelphia Student Union**

1315 Spruce Street, Philadelphia, PA 19107 Courtney Lewis 215/546-3290

Funding for general support for organization that works with youth to improve the quality of education at Philadelphia high schools.

**Reason:** Budget is too big.

**33. Positive Promotions Ltd.**

285 Spelman Street NW, Atlanta, GA 30314 Josetta Shropshire 404/792-4215

Funding for the "Remembering the Children" project, which will document 1970s and 1980s unsolved murders of Atlanta children.

**Reason:** Not a full application. Not a priority.

**34. Prison Radio**

P.O. Box 411074, San Francisco, CA 94141 Noelle Hanrahan 415/648-4505

Funding for the distribution costs of "Dispatches from Death Row," which features new essays by Mumia Abu-Jamal.

**Reason:** FY budget is too high but it's a dream budget. Not connected to other organizing projects.

**35. Rainforest Relief**

P.O. Box 566, Brooklyn, NY 11215 Joan Roney 212/879-2118

Funding for the Waster Reduction and Forest Protection Program, which will include two multi-media forums and other public education.

**Reason:** Budget doesn't add up. Not a priority.

**36. Ruby Bridges Foundation**

P.O. Box 127, Winnetka, IL 60093-2345 Betsy Hammond 847/778-1272

Funding for the Ruby's Bridges project, a collaboration with the Museum of Tolerance in Los Angeles, that will partner schools in various cities with differing racial and ethnic makeups.

**Reason:** Mainstream goals and tactics. A one-time meeting between a white child and a black child-where hope is meeting will affect the white student's "values" for the rest of their life.

**37. Sacco & Vanzetti Players**

70 Judson Avenue, New Haven, CT 06511 Paula Panzarella 203/562-2798

Funding for the presentation of the play, "Outcry for Justice," about two Italian immigrant anarchists excuted by the Commonwealth of Massachusetts in five cities in the Northeast.

**Reason:** Not working/organizing beyond the performances

**38. Seacoast Anti-Pollution League**

P.O. Box 1136, Portsmouth, NH 03802 Jennifer Hicks 603/431-5089

Funding for the Seacoast Watchdog Program, which monitors the Seabrook nuclear plant.

**Reason:** Have a "people of color should come to us" attitude.

**39. September 11 Families for Peaceful Tomorrows**

5111 Telegraph Avenue, #185, Oakland, CA 94609 Kelly Campbell 415/518-1991

Funding for the Afghan Sister Families Project, which includes working on legislation and public education around civilian casualties in Afghanistan.

**Reason:** Budget is \$215,000. Have access to larger funders.



**40. Southern Sudanese Community Center of San Diego**

2420 52nd Street, San Diego, CA 92105 Dep Tuany 619/263-5660

Funding for general support for organization that works with Sudanese refugees against racism and for economic justice.

**Reason:** Social service. No position on reproductive rights. Some language in the application is problematic.

**41. Speak Out- Institute for Democratic Education and Culture**

P.O. Box 99096, Emeryville, CA 94662 Katya Min 510/601-0182

Funding for the Action for Democratic Education campaign, which mobilizes youth against anti-democratic forces in schools, including military recruitment.

**Reason:** Budget too high, \$204,000.

**42. Thin Air Community Radio**

31 West Main Street, Suite 340, Spokane, WA 99201 Lupito Flores 509/747-3807

Funding for a new low power FM non-commercial community radio station, including for broadcast equipment.

**Reason:** Not connected to local organizing. Don't have FM permit yet. No position on reproductive rights.

**43. United Workers Committee**

626 Broad Street, Central Falls, RI 02863 Mario Bueno 401/728-5920 x 329

Funding for the first stage of a two-part education project combating workplace discrimination that will educate about workers' rights and train new leaders within the immigrant Latino community.

**Reason:** UWC appears from proposal to not stand alone from Progressive Latino. Annual budget does not include UWC figures per se. Budget of PL is too large, \$1,237,797. Weak positions on reproductive and glbt rights

**44. United Action of Southeastern Connecticut**

P.O. Box 1723, New London, CT 06320-1723 Don Campbell 860/739-6304

Funding for the continued building of the organization's faith- and labor-based coalition for economic justice.

**Reason:** Very mainstream approach to political perspective. Continue to have no position on reproductive rights, glbt rights.

**45. Virginia Mitigation Project**

PO Box 5467, Charlottesville, VA, 22905 Marie Deans 434/971-1261

Funding for production and distribution costs of a fundraising brochure for an organization which provides mitigation specialists for indigents charged with capital murder.

**Reason:** Legal assistance project.

**46. Witness for Peace Northwest**

823 Bancroft Avenue, Coeur d'Alene, Idaho, 83814 Kris Hannigan-Luther 208/664-7946

Funding for a quarterly newsletter to build a strong grassroots coalition in the Pacific Northwest to impact change on US policies toward Latin American and the Caribbean.

**Reason:** No strong political analysis of global North/South relations. Did not give sample NL for own organization.



Board Development Meeting Minutes  
October 9, 2002

Ty dePass and Carol Schachet

### **1. New Board Members.**

At the last Board meeting (Oct. '02), mentors for the new appointees were discussed. Ordinarily, this task would fall to the Board Development Committee, however, Hank volunteered to mentor Leila and Pam (absent) was suggested as mentor to Nikhil. The mentor role was not discussed in any detail at that time, leaving questions of what a new board member might reasonably expect of their mentor in terms of time commitment, overall guidance and attentiveness. The Board Development Committee will consider ways to formalize this responsibility so everyone understands what's expected.

Ty has called Leila and Nikhil to inform them they the Board officially accepted them. Carol spoke with Pam, who is still out of town. With Pam's consent, Carol will go ahead and send Nikhil his Board packet without Pam's coverletter, but referencing that she will be his mentor. Carol still hasn't heard from Hank about including a personal letter in Leila's packet. Packets will be sent by next week.

### **2. Exit interviews**

The three folks who just left the Board (Eileen, Jorge and Wec) need to have an opportunity for exit interviews. We have already developed a set of questions from June's interview. Carol will e-mail copies to Eileen, Jorge and Wec to set up exit interviews. Ty is very busy with the Unz campaign stuff, so if they are amenable, we would like to postpone interviews until after elections. If the departing individuals would like to schedule an earlier interview, we might recruit other Board members to do them.

### **3. Stinging feelings**

Clearly the recent resignations have left folks reeling a bit. Many Board members are also feeling frustrated and discouraged. We talked briefly about how this committee might be able to look out for the Board's health—is there something we can do to address those feelings? We will recommend to the Executive Committee that we hire a mediator/observer for future meetings to help us understand how we communicate with one another and suggest better meeting practices.

### **4. Recruitment**

We now have 11 Board members, and would prefer a number closer to 15. In theory we



have two people still waiting in the wings (Cynthia Bargar and Gavriel Wolfe). Thus far, we have been unsuccessful in recruiting African-American and Latino/a candidates. It would seem important--both for morale and for basic organizational productivity--to add additional members soon! We will continue to solicit Board members and colleagues for suggestions--with an eye toward maintaining our commitment to affirmative action. Again, because of other time demands, this activity will wait until November.

## **5. Board handbook**

This item fell off the screen a while back. Abby has promised to forward the sample she spoke about at an earlier meeting, but as of this meeting, we haven't received it. We hope to have a rough draft for Board review by the December or February meeting. The manual will include the materials currently in the New Board Member packet and possibly other items, such as: articles on how to conduct meetings, how to read budgets, and similar useful materials.

Revisit this item at the next Board Development Committee meeting.



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# RESIST

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## Board Development Committee Meeting September 17, 2002

### *Board of Directors*

Eileen Bolinsky  
Robin Carton  
Pam Chamberlain  
Ty dePass  
Becca Howes-Mischel  
Kay Mathew  
Marc S. Miller  
Jorge Rogachevsky  
Henry Rosemont, Jr.  
Carol Schachet  
Abby Scher  
Nancy Wechsler

### *Board of Advisors*

Frank Brodhead  
Bell Cheigny  
Noam Chomsky\*  
Kate Cloud  
Tess Ewing  
Norm Fruchter  
Rena Scott Gray  
Debra Kay Jefferson  
Frank Joyce  
Hans Koning\*  
Paul Lauter\*  
June Lee  
Penn Loh  
Amanda Matos-González  
Richard Ohmann\*  
Wayne O'Neil\*  
Carlos Otero  
Grace Paley  
Roxanna Pastor  
Merble Reagon  
Cheryl Smith  
Amy Swerdlow  
George Vickers  
Fran White

\* *founding members*

Present: Ty dePass (chair), Eileen Bolinsky, Carol Schachet

### I. Follow-up on potential Board members:

The Board will vote at the October meeting about Leila Farsahk. Additionally, we hope to present other members at that time. Need to set up interviews with Nikhil Aziz and follow up with Lynn Murray. Carol left a message for Nikhil, who is out of town until the end of the week. Eileen will call Lynn. Ty will get back in touch with Eva Boyce who had indicated she might be available starting in the Fall. Also, we need to follow-up with the NYC folks that Abby had recommended who have not sent back any letters of interest. Carol will track down their e-mails and inquire about their interest.

Scheduling interviews: The remainder of this week is bad.

Next week (9/23-27): Tue, Wed, Thur anytime is good for Ty, and Eileen can do those evenings.

Later: 9/30, 10/1, 10/2 and 10/3 are also possibilities.

### II. Diversity Question:

At the Board meeting, Jorge had commented that the Board does not have the policy to bring on "people of color" but rather African Americans and Latinos/Latinas. However, upon our review of the Board decision, it is the Board Development Committees affirmation that, while special outreach is to be concentrated on African-American and Latino candidate, the mandate is to promote racial or ethnic diversity.

11/21/99 **Board Meeting minutes.** 2/3 of all new Board members shall be selected to promote racial or ethnic diversity, with a special focus on outreach to and recruitment of African Americans and Latinos/Latinas. The ratio will be evaluated yearly.

The Board Development Committee will continue to follow that mandate, with special outreach to African Americans and Latinos/Latinas. However, it is our understanding that adding other candidates who increase the ethnic and racial diversity of the organization fulfills the 2/3 mandate.

### III. Attrition and the 2/3 Mandate

Given that several white members, and one African-American member, have left the Board, does that influence the recruitment ratio? After some discussion, we determined that it does not. The spirit and intent of the policy was to change the composition of the Board to increase diversity and broaden the Board's understanding of organizing in various communities. The attrition of white members does not release the Board from the goal of expanding diversity through recruitment.



Communications Committee Meeting  
August 26, 2002

Present: Ty dePass, Carol Schachet, Jean Smith, Robert Morrison, Jorge Rogachevsky

I. Confidentiality:

What kinds of items that will be posted on the internal Board site might pose confidentiality concerns? Anything on the internet can potentially be hacked, but it is doubtful that the hacker would have intent to harm RESIST. It is more likely to be a prankster. Those who want information have numerous means of getting it.

Very few minutes include confidential information, such as grant references or donor information. Possible exception is the list of potential Board candidates from the Board Development Committee.

**Decision:** upload all minutes. Use discretion on personally or organizationally sensitive materials and, when that occurs, use initials.

II. Historical Information:

How far back should the minutes go?

**Decision:** Upload minutes as far back as we have computer files for them that are easily uploadable, which is to 1995. Policy decision should go back as far as records exist. Start at the present and work backwards.

III. Calendar:

What items should be included on the calendar?

**Decision:** Include grant cycle deadlines, Newsletter deadline, Committee meeting dates (including contact information and, when appropriate, links to minutes or pertinent information), Budget schedule, officer elections, other RESIST-sponsored events.

Note: the contact link would direct the user to the contact page in order to assure that links are most up-to-date.

IV. Update Protocol:

Materials will be uploaded weekly, with the goal that material sent to the office would be uploaded within one week of receipt. Because of potential schedule fluctuations for the uploader, it is possible that the would be uploaded after 9 days.

When material is uploaded, an e-mail will be sent to the Board indicated what specifically was uploaded and including a hotlink to the appropriate page. NOTE: users will still be asked to provide a username and password, but will be able to open the new page rather than the homepage. Only approved documents can be uploaded.

V. Index:

The internal homepage will have five categories:



1. RESIST Documents (including Board decisions, by-laws, personnel policies, budget, grant evaluation tool, and job descriptions)
2. RESIST Board minutes
3. RESIST Committee Minutes (including a description and membership list of each committee)
4. Calendar
5. Board Contact Information

Next steps:

- Research possible ways to upload and make accessible budget files, including Peachtree and Excel files, possibly using Adobe Acrobat to create PDF files.
- Upload material onto appropriate pages.



Executive Committee Meeting: 9/9/02

Minutes

Present: Pam Chamberlain, Nancy Wechsler and Jorge Rogachevsky

Discussion focused on developing the agenda for the October 6 Board meeting

Items that were identified as necessary to include on the agenda:

1. Discussion of the three proposals for organizational/staff structure (staff collective, rotating chair, director) which were solicited at the August Board meeting, and vote on plan to adopt.

[The proposal for the executive director model was sent to Pam. Pam will check with Carol on staff collective model, Jorge will check with Hank on rotating chair model.]

2. Executive Committee elections.

It was decided that each person running for an Executive Committee position should be asked to speak, and that the elections should be done by secret ballot.

3. Finance Committee report.

4. Grants

In addition to these items it was determined that the Communications Committee would not require any time at the October meeting. It was unclear what the Board Development Committee might require. Jorge agreed to talk with Ty. It was also unclear what the Grants Committee might require. Pam agreed to talk with Kay. And, Pam would also report back on any proposals from the Long-range Planning Committee which was to meet on 9/11.

It was determined that a follow up EC meeting was needed in order to finalize the agenda, to be held during the week of 9/16.

Respectfully submitted by Jorge



# Resist Executive Committee Meeting

September 16, 2002

## Minutes

Present: Pam, Wec, Jorge

1. Statements on the three possible arrangements for staff organization (collective, rotating chair, director) need to be sent to the Board by 9/21 so that people have enough time to think through the issues. Pam will contact Hank and Carol (third statement submitted by Jorge) and request that statements be sent to Wec no later than 9/20 so Wec can distribute over the weekend.
2. Pam provided Long-range Planning Committee report. Long-range Planning wants to request of the Board that its charge be extended until June 2003 to be able to complete planning process. Proposal for upcoming meetings:

December:	two-day meeting, planning discussion to focus on Program
February:	planning discussion to focus Board Composition and Function, facilitated by Board Development Committee
April:	planning discussion to focus on Fundraising
June:	planning discussion to focus on wrap up and summary

Long-range Planning Committee also concerned that October discussion provide opportunity to reaching consensus.

3. October meeting agenda:

A. Business items: Committee reports

Hank will be approached to facilitate and take minutes

- i. Long-range Planning
- ii. Board Development
- iii. Communications
- iv. Finance
- v. Grants

B. Elections

Candidates present will be asked to give a brief statement. (Candidates who cannot be present are encouraged to send a brief written statement.)

Proceed to discussion and secret ballot



### C. Staff structure discussion

Jorge will facilitate, Abby will be approached to take minutes

- i. Evaluation of alternative models: The authors of the three models (or a delegated alternate) will be asked to give a brief rationale. Open discussion to ensue with all present able to state point of view.
- ii. Determination of decision-making mechanism for staff structure discussion with follow up voting.
- iii. Evaluation of follow up steps and implementation process.

### 4. Grants (remainder of meeting)

Respectfully submitted by Jorge

The final agenda for the October 6 meeting was finalized during the week of September 16 after input from Robin.